

City of Ormond Beach, Florida

Adopted

Budget

FY 2015-16





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Ormond Beach
Florida**

For the Fiscal Year Beginning

October 1, 2014

Executive Director

**CITY OF ORMOND BEACH
BUDGET
FOR THE 2015-16 FISCAL YEAR
OCTOBER 1, 2015 THROUGH
SEPTEMBER 30, 2016**



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

Assistant Finance Director

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COMMUNITY OVERVIEW CITY OF ORMOND BEACH

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

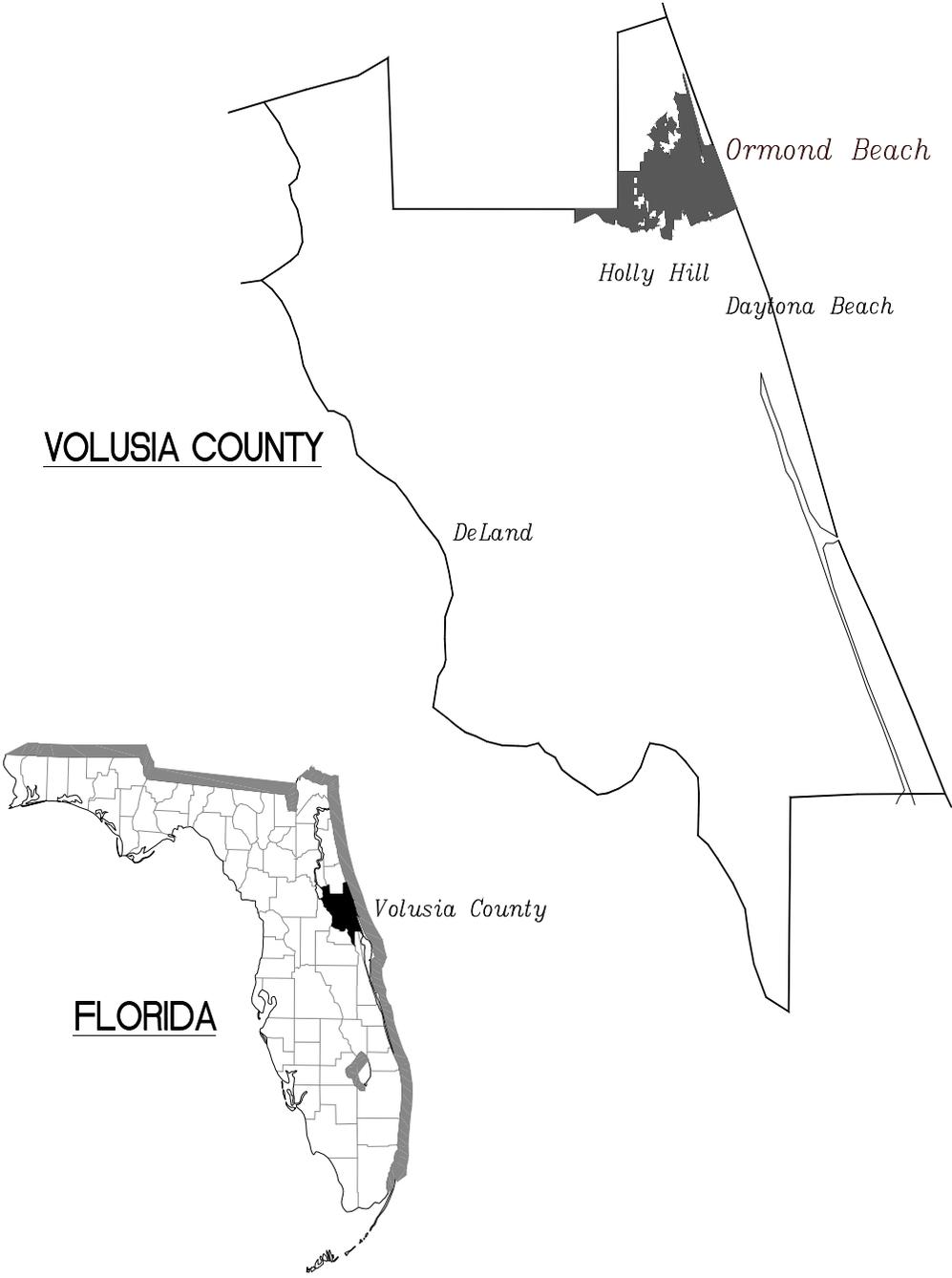
By 1880, New Britain had grown enough to warrant incorporation. During the elections for incorporation, the town name was changed to Ormond, in honor of James Ormond III, descendant of an early British colonist from the 1770's. The town was legally incorporated on April 22, 1880 and adopted the banana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

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

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

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

LOCATION MAP
CITY OF ORMOND BEACH, FLORIDA



STATEMENT OF VISION CITY OF ORMOND BEACH FLORIDA

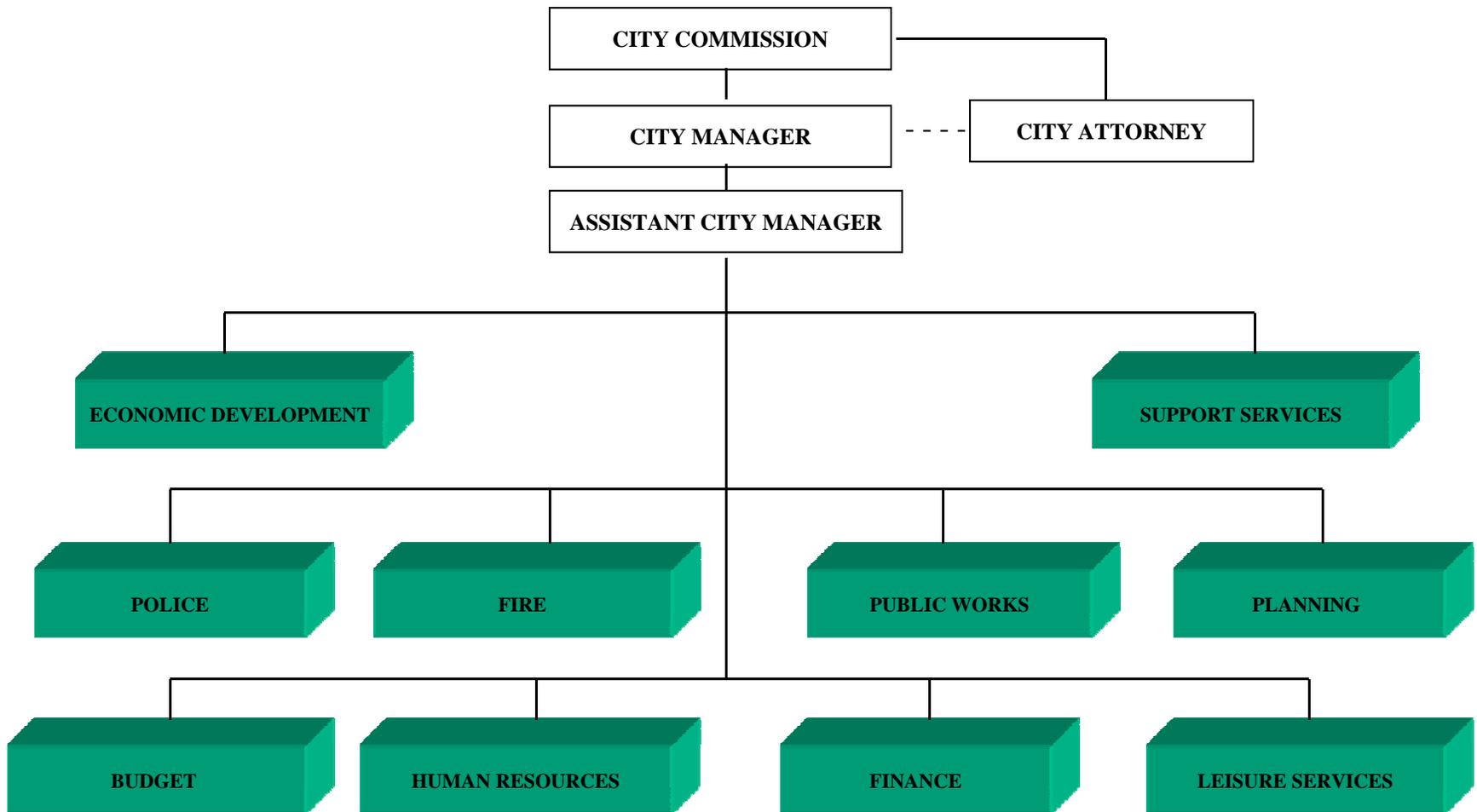
The future of the City of Ormond Beach depends on a partnership among citizens, businesses, civic organizations, elected officials and City employees. Working Together, we can make Ormond Beach one of the most attractive, stimulating and progressive cities in the nation.

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

September 9, 2015

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

It is my pleasure to present the FY 2015-16 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 \$69,189,560 an increase of \$7,460,581 or 12.09% from the current year budget. The increase is primarily the result of additions to the Airport and Grant Fund budgets resulting from new capital project expenditures and increases in healthcare costs. The General Fund net Budget totals \$29.2 million an increase of \$2.2 million. The increase is attributable to a 2% general wage adjustment, a \$694,000 increase in health insurance, additional costs associated with contracting athletic fields maintenance, one new position each in Neighborhood Improvements and Information Technology, and partial funding for four patrol officers and one corporal.

The taxable property value is \$2.66 billion and is nearly the same as we were 10 years ago. The property value increased \$103 million from improvement in assessments and \$60 million from new construction and annexations. The budget has been prepared with an operating millage rate of 4.2843 which is 8.79% above the rolled back millage rate. This operating millage will provide necessary funding for General operations including partial funding for 5 new police officers as well as their vehicles and equipment, Facilities Renewal and Replacement, Capital Improvements, General Vehicle Replacements and Transportation Improvements. The total millage (including voter approved debt millages of 0.2727) is 4.5570. The total millage increase is proposed to be 3.31%.

Overall pension costs declined by \$83,000 as a result of closing the General Employees Defined Benefit Plan to new members and instituting a Defined Contribution plan which limits funding risk for the City. Unfunded liabilities in Police and Fire decreased by \$579,198 (2.6%) and general employees plan decreased by \$909,249 or 7.7%. 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 2015-16 budget has been impacted by the slow growth in general revenues. Health insurance cost increases were 28%.

Initiatives and Budget Preparation Guidelines

At the 2015 Financial Trends Workshop, the City Commission established the following initiatives and guidelines which were used to prepare the FY 2015-16 budget:

Initiatives/Guidelines:

- Maintain existing tax rate.
- Maintain a General Fund Reserve of at least 15%.
- Utilize no more than \$100,000 from the revenue stabilization fund for ongoing expenses.
- Continue using General Fund Reserves to maintain \$500,000 for Facilities R&R while phasing in an increase in tax rate to eventually eliminate use of reserves.
- Maintain tax rates for General Capital Improvements and Transportation.
- Phase in dedicated millage rate for Vehicle Replacement Fund.

Outcomes:

- While the current service level budget can be funded within the existing tax rate, an increase in the service level in several areas (Neighborhood Improvement, Information Technology and Parks) require an increase in the operating tax rate to 4.2843 mills which is a 3.88% increase above the current rate and a 8.79% increase above the rolled back tax rate.
- The General Fund Reserve is expected to decline to 12.47% based upon the use of fund balance (\$347,500) for construction of a dog park.

- Facilities R&R Funding of \$500,000 is maintained by moving General Fund property tax millage to the Facilities R&R Fund.
- The General Fund budget was balanced using \$464,500 from the revenue stabilization fund for one-time expenses including economic development incentives previously approved by the City Commission and vehicles for new police officers and 1 code enforcement staff.
- The dedicated millage rates for General Capital Improvements and Transportation were maintained.
- A dedicated millage was created for General Vehicle Replacement by transfer millage from the General Fund to the Vehicle Fund.

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 4.2843 mills. The total millage, including debt, is 4.5570.
3. The budget includes a 3% increase in Leisure Service fees, an increase of \$1.00 each in the minimum water and wastewater charge, an \$0.80/month increase in residential refuse and recycling fees, and increases in commercial refuse fees consistent with a three-year phased in approach to align these fees with actual costs.
4. The budget includes using the balance of the revenue stabilization fund for one-time expenses in an amount of \$464,500 for vehicles for new police positions and previously committed economic development incentives.

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 \$4,902,506.

- b. Health insurance premiums – The increase in healthcare cost was 28% and includes the implementation of a high deductible plan along with establishment of health savings accounts.

2. Personnel changes include the following:

- a. Net decrease in personnel of 2 full-time positions; by adding eight full-time positions and eliminating ten full-time positions. Additions were made in the following positions: Neighborhood Improvement Officer, Information Technology Specialist, SCADA and Instrumentation Specialist, Police Corporal, and 4 Police Officers (pending grant funding). Reductions were made in Athletic Fields Maintenance (7 Maintenance Worker positions) and Fire (3 vacant Firefighter positions).
- b. Net increase of 4 part-time positions by adding five part-time positions and eliminating one part-time position. Four Maintenance Worker II positions were added in Athletic Fields Maintenance and a Utility Mapping Locate position was added in Water and Wastewater. The vacant Public Media Assistant position budgeted in Finance was eliminated.

3. Facilities Renewal and Replacement property tax millage was set to generate \$500,000 and eliminate the need to make a transfer from the General Fund to achieve the desired funding level. There was no net change in the overall budget as a result of millage dedication.

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
YMCA (ECHO grant approved)	<u>\$7,360</u>
Total	\$16,888

Cost allocation/Transfers

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

Tax Rate

Although the operating tax rate is equal to 8.79% above rolled back tax rate, the total millage increase is proposed to be 3.31%. 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 per year.

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, Assistant Finance Director, for their work in preparing the FY 2015-16 budget.

Respectfully submitted,


Joyce A. Shanahan
City Manager

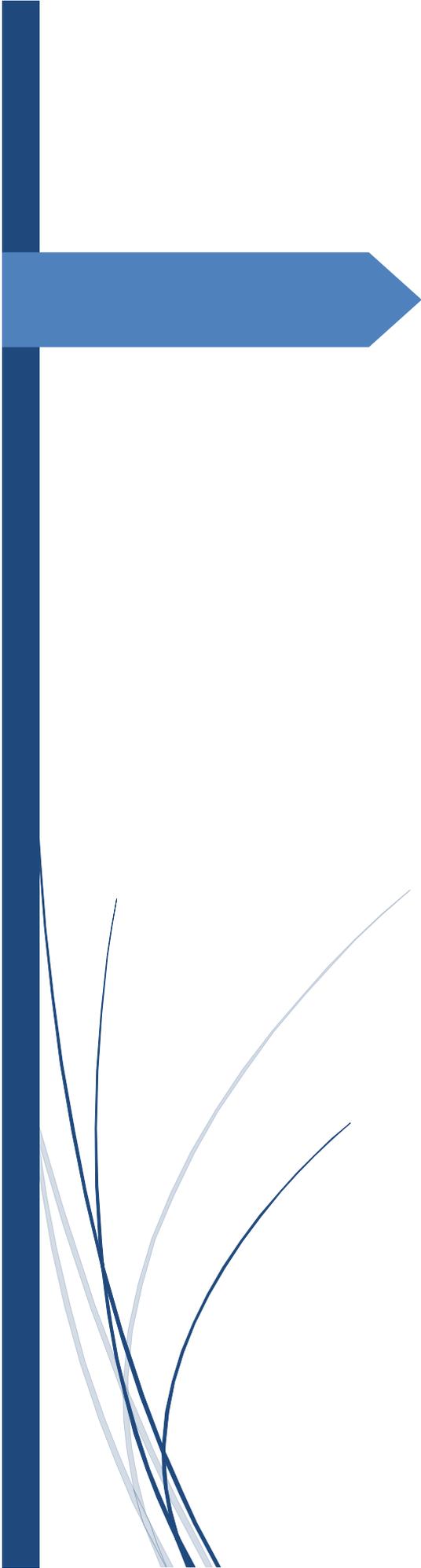
BUDGET ADVISORY BOARD REVIEW AND RECOMMENDATIONS

The Budget Advisory Board met on July 10, 2015 to review the draft budget and made the following recommendations:

1. The Board voted unanimously to recommend an operating tax rate of 4.2843 mills and an overall tax rate of 4.5570 mills consistent with staff's recommendation.
2. The Board voted unanimously to recommend a water/wastewater rate increase of \$ 2.00 on the minimum water bill (\$1.00/water and \$1.00/wastewater) for each of the next two fiscal years.
3. The Board voted unanimously to recommend a residential solid waste increase of \$ 0.80 per month for each of the next two fiscal years and commercial solid waste rate increases consistent with the prior Commission directive to implement a phased in approach to rate adjustments.

STRATEGIC GOAL SETTING AND FINANCIAL PLANNING PROCESS

The City conducted a strategic planning process which consisted of citizen vision meetings and a strategic planning workshop for the City Commission. The strategic goals chosen by the City Commission and the implementation update from City staff is contained in the following reports.



STRATEGIC PLANNING REPORT

CITY OF ORMOND BEACH,
FLORIDA

MAY 12, 2015

Marilyn Crotty
UNIVERSITY OF CENTRAL FLORIDA
INSTITUTE OF GOVERNMENT

INTRODUCTION

In order to plan effectively for the future, the City of Ormond Beach conducted a community visioning/strategic planning process in April and May, 2015. The first steps in the process consisted of two community workshops during which Ormond Beach residents shared their dreams and aspirations for the future of the city (see report). This was followed by a strategic planning workshop on May 12th for the City Commission and senior staff. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida designed and facilitated all of the workshops.

The Mayor, four Commissioners, the City Manager, and the City Attorney participated in the workshop along with senior staff. Ms. Crotty shared the information that had been collected at the community conversation sessions to provide input and guide the discussions of the Commission and staff. After examining external and internal trends and issues that may impact the city, the participants conducted an analysis of the strengths and weaknesses of the city as well as opportunities and threats it faces. This led to the identification of strategic issues the city should address and a set of goals and objectives for the city to accomplish in the next few years. The final activity of the workshop was the selection, by the City Commission, of priorities for implementation.

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

EXTERNAL TRENDS AND ISSUES

The group discussed trends and issues that are occurring in the international, national, and state environment that may have an impact on the city in the near future. The following external forces were identified as significant for the City of Ormond Beach:

EPA – regulations

Clean air and water – will be very expensive

Global warming – cause, impact

Climate change

Unknown cost of energy

Fossil fuels

Water

Quantity, quality, cost

State population growth

Septic tanks – regulations/inspection

Cost of replacement

Amendment 1 implementation

Aging population

Retirees moving to Florida – active seniors

Living longer

Need for services

Technology changes

Working remotely

Driverless cars

Internet of things – both positives and negatives

Everything is connected 24/7

Privacy issues

Young people – open their lives on line

Communication

Texting instead of talking

Loss of social skills

State pre-emption – loss of home rule

Unfunded mandates – Federal, state, county

Homeland security

Terrorism

Police/community relations

Technology costs for policing

Radios

Body cams etc.

Cyber security

Economy

Interest rates increase?

Inflation?

- Improving, but not in all areas
- National debt increasing
- County development
 - Low wage
 - Service oriented
 - Lags the state

INTERNAL TRENDS AND ISSUES

The participants analyzed internal trends and issues that may have an impact on the city. The following items were identified:

- Hiring and retaining employees – police department
- Seasoned city workforce
- Privately owned Ormond Crossing – only area for significant economic development; airport – city owned land available
 - Need for infrastructure; accessibility
 - Need partners – state, county
- Apathy – citizen
- Demographics
 - Not attracting young people
 - Household size smaller
- Non-traditional households
- Local economy -
 - Residential – bedroom community
 - Growth of rooftops
- Mobility – constrained
 - Granada only East/West corridor
- Crime from outside city
 - Individuals with no regard for the law
- Technology issues – apps; solutions
- Potential for political upheaval – no staggered terms, 2 year terms, no term limits
- Working relationships with neighboring jurisdictions – positive and negative
- Revenue challenges
- Transition – office space to personal services spaces
- Annexation – provision of services, increase in police
 - Increase in tax base

The Commission and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parens () next to each comment indicates how many participants made this or a similar comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff (8) – city, seasoned, professional, dedicated; loyal committed, caring, responsive led by excellent city manager; employee empowerment	Jobs (4) – have low paying jobs; need good wage jobs; availability of living wage jobs	Ormond Crossings (4) – Commencement of project	Unfunded mandates (5) – state; liabilities; federal
Quality of life (4) – balanced; very positive in our city	Revenue (3) – sources; limited	Bridge (2) – dockage at bridge for downtown walkability	Economy (4) – fragile; national; downturn
Location (4) – ocean, river, beach	IT staffing/infrastructure to stay competitive	Recreation/civic -community center West Ormond	State (2) –mandated legislation that adds to local burdens; state and federal fiscal policy
Stable political environment	Employee (2) – turnover; competitive wages	Completion of airport business park expansion (taxiway and roadways)	County (2) – and state/federal government
Public participation (5) – high sense of community; involvement; concern; involved civic organizations and citizenry	Taxes (3) – desire/need to maintain lowest rate in county; ultra-low rate, insufficient revenue \$; rate insufficient to cover desired service level long-term	History (2) - Our history and historic places (i.e. Three Chimneys, Loop); historic preservation	Crime (2)
Transparency (3)	Public participation	Ocean, rivers	Deteriorating roads/infrastructure
Civic pride;	Limited ability for economic development due to lack of land available for development	Expansion and complementary uses around parks	Maintain/expand services but not funds to pay for them
Responsiveness	East/West corridors	Technology	Density
Well managed	Unfunded mandates	Improving economy	Statutory requirements
Parks and recreation	Budgetary constraints	Downtown	Competitive wages employee retention
Cohesive commission	External controls	Natural resources	Other local governments
Environment – great place to live, work and play	Limited riverfront and oceanfront opportunities	Tomoka Ave., New Britain, Vining Court	The desire to keep a tax rate that won't support our community
City size	Personnel resources (too few)	Responsible growth	Competing cities
Doing more with less	Continued adding of demands with existing resources	Livability of city – low cost attracts retirees	Development outside Ormond Beach with infrastructure impacts to Ormond Beach
Well diversified values for living here	Creativity of staff	Development of other communities	Aging of electorate in isolated residential community far from services
Technology			

STRATEGIC ISSUES

The Commission and staff identified strategic issues and organized them into like categories:

Economic Development

- Transportation infrastructure - Ormond Crossings
- North US1 redevelopment
- Airport – abatement and safety improvement
- Parking – Lincoln Ave., New Britain

Fiscal Sustainability

- Appropriate annexations
- Tax rate – developing funding model
- Pension

Infrastructure

- Hand Ave. extension
- Maintenance – repair and replace facilities and equipment
- Street resurfacing
- Median improvements
- Sidewalk improvements
- Stormwater
- Reuse water expansion

Technology

- Cell tower connectivity

Quality of Life

- Park add-ons – complimentary uses
- Historical preservation
- West side recreation/civic center
- Tennis courts – Beachside, interconnectivity
- Homelessness
- Bicycle pathways – interconnectivity
- Off beach parking - beach access

Human Resources

- Staffing
- Additional resources for police department personnel
- Employee health care

Intergovernmental Relations

The Commission confirmed that the seven strategic issues listed above were appropriate goal areas for the city.

The Commission identified objectives under each goal and then selected priorities. Any objective that received support from at least 3 Commissioners (number identified by number in () in front

of each objective) is considered a priority. The rest of the objectives are listed as other. **There is no significance to the order in which the goals and objectives are listed.**

GOAL – ECONOMIC DEVELOPMENT

To provide a thriving economic environment in Ormond Beach that is consistent with existing plans for development and redevelopment.

Priority Objectives

- (3) Continue implementation of Economic Development strategic plan
- (3) Provide parking for Lincoln Ave and New Britain

Other Objectives

- (2) Adoption and implementation of airport master plan
- (0) Develop alternatives for infrastructure plans for Ormond Crossing
- (0) Continue North US1 redevelopment efforts

GOAL - FISCAL SUSTAINABILITY

To ensure that our city has the fiscal resources needed to efficiently govern, provide services at levels consistent with community expectations, and to advance programs and services that further the City's Vision.

Priority Objective

- (5) Develop funding model that meets city's needs

Other Objectives

- (2) Explore appropriate annexations
- (1) Continue multi-pronged approach to reduce pension liability

GOAL – INFRASTRUCTURE

To provide and maintain core physical assets including streets, sidewalks, medians, buildings, technology, utilities and parks to the highest standards and conditions.

Priority Objective

- (5) Continue/expand maintenance, repair and replacement plan

Other Objectives

- (1) Continue implementation of utilities master plan – stormwater reuse, wastewater

- (0) Fund, design and construct Hand Ave. extension
- (0) Continue implementation of median/sidewalk improvements and street resurfacing

GOAL – TECHNOLOGY

To create a technologically enabled community that fosters transparency, efficiency, effective service and civic engagement for all residents, visitors and businesses.

Priority Objective

- (5) Develop master plan for IT

Other Objectives

- (0) Improve opportunities for cell tower connectivity
- (0) Continue expansion of fiber optic network
- (0) Ensure website is transparent and up to date; easy to access
- (0) SCADA system upgrade

GOAL - QUALITY OF LIFE

To provide a superior quality of life for all Ormond Beach residents that will continue to make Ormond Beach the *Community of Choice* in Volusia County.

Priority Objectives

- (3) Update parks/recreation master plan including complimentary uses, tennis courts beachside
- (3) Develop historic preservation plan

Other Objectives

- (2) Explore feasibility of developing West side recreation/civic center complex
- (2) Encourage greater beach access and East side parking
- (0) Develop city-wide bicycle pedestrian path plan

GOAL - HUMAN RESOURCES

To recruit, develop and retain a well-qualified, highly motivated and diverse customer-centered workforce that delivers first class services to our community.

Other Objectives

- (2) Address staffing needs related to capital projects
- (2) Provide employee healthcare that balances cost with effectiveness
- (1) Provide and fund staffing needed for police department

GOAL - INTERGOVERNMENTAL RELATIONS

To build and maintain strong relationships with government partners (national, state and local) and other key stakeholders to support the City's direction and to advance the City's Strategic Initiatives.

Other Objectives

- (2) Continue active participation in Volusia Safe Harbor committee
- (0) Continued participation, advocacy, and service on boards/committees at local, state, and federal levels
- (0) Promote redistricting efforts for equitable representation of the city

SUMMARY - PRIORITY OBJECTIVES

The Commission confirmed the following as their priority objectives. The number identified by number in () in front of each objective) is the number of the Mayor and Commissioners that deemed this goal a priority.

- (5) Continue/expand maintenance, repair and replacement plan**
- (5) Develop funding model that meets city's needs**
- (5) Develop master plan for IT**
- (3) Continue implementation of Economic Development strategic plan**
- (3) Provide parking for Lincoln Ave and New Britain**
- (3) Update parks/recreation master plan including complimentary uses, tennis courts, beachside**
- (3) Develop historic preservation plan**

STRATEGIC PLANNING REPORT

*Progress Report -
December 1, 2015*

CITY OF ORMOND BEACH,
FLORIDA



Joyce Shanahan, City Manager
CITY OF ORMOND BEACH

Background

In order to plan effectively for the future, the City of Ormond Beach conducted a community visioning/strategic planning process in April and May, 2015. The first steps in the process consisted of two community workshops during which Ormond Beach residents shared their dreams and aspirations for the future of the city (see report). This was followed by a strategic planning workshop on May 12th for the City Commission and senior staff. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida designed and facilitated all of the workshops.

The Mayor, four Commissioners, the City Manager, and the City Attorney participated in the workshop along with senior staff. Ms. Crotty shared the information that had been collected at the community conversation sessions to provide input and guide the discussions of the Commission and staff. After examining external and internal trends and issues that may impact the city, the participants conducted an analysis of the strengths and weaknesses of the city as well as opportunities and threats it faces. This led to the identification of strategic issues the city should address and a set of goals and objectives for the city to accomplish in the next few years. The final activity of the workshop was the selection, by the City Commission, of priorities for implementation.

The Commission adopted the Strategic Plan at their July 28, 2015, and established goals and objectives set forth herein.

Goals

The Commission identified objectives under each goal and then selected priorities. Any objective that received support from at least 3 Commissioners (number identified by number in () in front of each objective) is considered a priority. The rest of the objectives are listed as other. **There is no significance to the order in which the goals and objectives are listed.**

PROGRESS REPORT

Listed below are the goals and objectives identified by the Commission and the progress towards those goals through November 2015. The progress information is listed in **green font**.

GOAL – ECONOMIC DEVELOPMENT

To provide a thriving economic environment in Ormond Beach that is consistent with existing plans for development and redevelopment.

Priority Objectives

(3) Continue implementation of Economic Development strategic plan

- Staff is currently preparing a Request for Quotes to hire an economic development consulting firm to work with staff to update the plan.
- Growth Assistance Agreement Program for Concentrated Aloe adopted (Resolution No. 2015-181) September 9, 2015.

(3) Provide parking for Lincoln Ave and New Britain

- Staff is currently working on parking options for Lincoln Ave and New Britain Ave and has reviewed them with MainStreet at the November 2015 meeting.

Other Objectives

(2) Adoption and implementation of airport master plan

- 2015 Airport Master Plan update adopted (Resolution No. 2015-206) November 2, 2015
- Staff has submitted the approved Airport Master Plan to FAA and FDOT for review.

(0) Develop alternatives for infrastructure plans for Ormond Crossing

- Staff is meeting with Tomoka Holdings to review plans to discover ways to reduce the infrastructure costs and identify strategies to open industrial parcels in the Commerce Park.

(0) Continue North US1 redevelopment efforts

- North US1 Landscaping Improvements Ground Breaking Ceremony held November 12, 2015
- North US1 Landscaping Grant Improvements (I-95 to Airport Road) approved (Resolution No. 2015-184) adopted September 9, 2015

GOAL - FISCAL SUSTAINABILITY

To ensure that our city has the fiscal resources needed to efficiently govern, provide services at levels consistent with community expectations, and to advance programs and services that further the City's Vision.

Priority Objective

(5) Develop funding model that meets city's needs

- Staff is developing a funding model which will be reviewed with the Budget Advisory Board in February 2016 and presented to the City Commission at the Financial Trends Workshop in March 2016.

Other Objectives

(2) Explore appropriate annexations

- Annexations:
 - Destination Daytona Phase I Annexation adopted (Ordinance No. 2015-36) August 18, 2015. (\$20 Million in taxable value, generating \$87,000 tax revenue.)
 - Destination Daytona Phase II Annexation adopted (Ordinance No. 2015-38) September 9, 2015. (\$13 Million in taxable value, generating \$54,000 tax revenue.)
 - Broken Spoke Annexation adopted (Ordinance No. 2015-37) August 18, 2015. (\$288,000Million in taxable value, generating \$1,236 tax revenue.)

(1) Continue multi-pronged approach to reduce pension liability

- Staff continues to explore ways to reduce future pension liabilities. Some options will be reviewed during the Financial Trends workshop in March 2016.

GOAL – INFRASTRUCTURE

To provide and maintain core physical assets including streets, sidewalks, medians, buildings, technology, utilities and parks to the highest standards and conditions.

Priority Objective

(5) Continue/expand maintenance, repair and replacement plan

- Annual Operating Budget and CIP adopted (Ordinance No. 2015-50) September 23, 2015.

Other Objectives

(1) Continue implementation of utilities master plan – stormwater reuse, wastewater

- Utilities Master Plan Update adopted (Resolution No. 2015-120) June 2, 2015
- Interlocal Agreement – Transfer of Sanitary Sewer Force Main System from Volusia County to Ormond Beach adopted (Resolution No. 2015-192) October 6, 2015
- **Water & Wastewater System/ Facility Improvements – underway for 2015-2016**

Lift Station Rehabilitation (\$600,000)

Major overhaul and rehabilitation of sanitary lift station facilities prioritized by operational characteristics. Breakaway Utilities Yard Electrical & Pump Upgrades (\$196,000 - Combine Project Scope of Work with LS Upgrade Project 2016-17)

- Begin Design: Feb 2016
- Complete Design: July 2016
- Begin Construction: Sept 2016
- Complete Construction: Feb 2017

Pretreatment Effluent Pump (PEP) Replacement (\$100,000)

Annual R&R Budget allocation to provide miscellaneous PEP System components and pumping device purchases for requests for new construction or replacement devices for referenced fiscal period.

Rima Ridge Auxiliary Power Generator (\$200,000)

Replacement and upgrade of existing auxiliary power generator unit at older Rima Wells Nos. 35 through 38 to provide backup power for all four (4) wells in lieu of only two (2) wells currently having backup power source.

- Complete Design: Sep 2015

- Bid Advertisement for Construction: Dec 2015
- Complete Construction: Sept 2016

Water Plant Aeration System Refurbishment (\$100,000 less current expenditure)

Refurbish or replace aerator housing and baffle system at water treatment plant.

- Begin Design: Aug 2015
- Complete Design: Dec 2015
- Begin Construction: Mar 2016
- Complete Construction: Aug 2016

Low Pressure Force Main Improvements – Hunter’s Ridge (\$35,000)

Project replaces critical sections of low pressure force main system with larger piping sizes to alleviate operational deficiencies.

- Complete Design: Oct 2015
- Begin Construction: Mar 2016
- Complete Construction: Jun 2016

Water Storage Tank Repairs (\$200,000 – Varies annually)

Staff completed preparation and oversight of engineering design services contract with consultant for preparation of 5 Year CIP Tank Maintenance and Repair Projects. Staff reviewing design consultant proposals for 1st year priority projects for repair and rehabilitation of the elevated water storage tanks at the water treatment plant.

- Begin Design: Mar 2016
- Complete Design: July 2016
- Begin Construction: Sept 2016
- Complete Construction: Feb 2017

(0) Fund, design and construct Hand Ave. extension

- This priority is identified as a future priority on the TPO funding list.

(0) Continue implementation of median/sidewalk improvements and street resurfacing

- These items are included and funded in the FY 2015-2016 annual capital budget.

GOAL – TECHNOLOGY

To create a technologically enabled community that fosters transparency, efficiency, effective service and civic engagement for all residents, visitors and businesses.

Priority Objective

(5) Develop master plan for IT

- Staff is currently developing an RFP for an IT Master Plan. Expect RFP to be released in February 2016.

Other Objectives

(0) Improve opportunities for cell tower connectivity

(0) Continue expansion of fiber optic network

(0) Ensure website is transparent and up to date; easy to access

(0) SCADA system upgrade

- Process & Instrumentation Controls Improvements (\$550,000 – 3 Year Implementation)

Project includes preparation of an Engineering Services RFP for selection of a Supervisory Controls and Data Acquisition (SCADA) software system, multi-year SCADA system implementation (1st year : Lift Stations; 2nd year: Water Plant/ Wells; 3rd year: WWTP and Reuse Facilities), procurement of hardware servers and workstations per City IT equipment standards. Completed SCADA Assessment Plan during 2015 Water & Wastewater Master Plan Update which provides system upgrade recommendations.

- Begin Design/ RFP: Draft Consultant Scope of Work – comments provided.
- Complete Design/ RFP Preparation: anticipated completion July 2016
- Complete phased integration/ implementation:
 - 1st Phase: Dec 2016
 - 2nd Phase: Sept 2017
 - 3rd Phase: Apr 2018

GOAL – QUALITY OF LIFE

To provide a superior quality of life for all Ormond Beach residents that will continue to make Ormond Beach the *Community of Choice* in Volusia County.

Priority Objectives

(3) Update parks/recreation master plan including complimentary uses, tennis courts beachside

- Staff will develop specifications to bid out parks and recreation master plan update for possible funding in FY 2016-2017. Currently this project is unfunded.
- Other Issues:
 - YMCA/City of Ormond Beach Dog Park Collaborative Partnership –September 9, 2015.
 - Notice of Receipt of Unsolicited Proposal (dog park) - October 6, 2015.
 - No additional proposals were received for Dog Park – November 20, 2015.
 - Environmental Discovery Center – Siding Color Selection – November 2, 2015.

(3) Develop historic preservation plan

- Staff is in the process of drafting a request for proposal for a Historic Preservation Plan.

Other Objectives

(2) Explore feasibility of developing West side recreation/civic center complex

- Staff Completed walk through of ERAU’s –ICI Center – April 29, 2015
- Staff met with Sara Lee Morrissey Volusia County Schools to discuss partnership opportunities June 12, 2015.
- West Ormond Neighborhood Center was funded for a feasibility study in the FY 2015-2016 Budget.

(2) Encourage greater beach access and East side parking

(0) Develop city-wide bicycle pedestrian path plan

- Staff has drafted a Bike Plan that is currently being reviewed by various City Advisory Boards including Leisure Services Advisory Board and Quality of Life Advisory Boards. Staff is also beginning neighborhood meetings to determine the level of interest in a bike plan. In October staff met with Chelsea Place and in January staff will meet with residents located in and around Sanchez Park/OBMS/Northbrook/N. Beach Street. Post cards for the meeting will go out in early December.

GOAL – HUMAN RESOURCES

To recruit, develop and retain a well-qualified, highly motivated and diverse customer-centered workforce that delivers first class services to our community.

Other Objectives

(2) Address staffing needs related to capital projects

- During FY 2016-2017 operating budget staff will give careful consideration to operating costs associated with new capital projects and include these as well as personnel costs for facilities that need to be manned or operated.

(2) Provide employee healthcare that balances cost with effectiveness

- RFP 2016-02 Employee Health Care Clinic issued September 9, 2015
- Consultant/Agent of Record – Employee Benefits adopted (Resolution No. 2015-193) October 6, 2015.
- Pay and Classification Plan Request for Proposal solicited approved November 17, 2015. This is intended to directly address the overall goal of recruiting and retraining well-qualified employees.

(1) Provide and fund staffing needed for police department

- COPS Hiring Program 2015 Grant Application Submittal approved June 23, 2015

GOAL - INTERGOVERNMENTAL RELATIONS

To build and maintain strong relationships with government partners (national, state and local) and other key stakeholders to support the City's direction and to advance the City's Strategic Initiatives.

Other Objectives

(2) Continue active participation in Volusia Safe Harbor committee

- Staff regularly attended the Volusia Safe Harbor working group meetings held from June through October. City of Daytona Beach is looking at additional solution options and ways to pay for the program including a possible food and beverage tax.
- Staff attended the Florida League of Cities Homelessness/Affordable Housing Symposium on November 18, 2015.

(0) Continued participation, advocacy, and service on boards/committees at local, state, and federal levels

- 2016 City of Ormond Beach Legislative Priorities adopted October 6, 2015.
- Commission remains active on legislative matters, attended the FLC Mayor's Round Table August 2015, the FLC Washington, DC Fly-In on October 2015 and attended the National League of Cities Conference November 2015 and Florida League of Cities Legislative Conference November 2015.
- Met with senior staff and Josh Gaboton, Alcalde-Fay, federal grant funding discussion November 18, 2015.

(0) Promote redistricting efforts for equitable representation of the city

SUMMARY - PRIORITY OBJECTIVES

The Commission confirmed the following as their priority objectives. The number identified by number in () in front of each objective) is the number of the Mayor and Commissioners that deemed this goal a priority.

- (5) Continue/expand maintenance, repair and replacement plan**
- (5) Develop funding model that meets city's needs**
- (5) Develop master plan for IT**
- (3) Continue implementation of Economic Development strategic plan**
- (3) Provide parking for Lincoln Ave and New Britain**
- (3) Update parks/recreation master plan including complimentary uses, tennis courts, beachside**
- (3) Develop historic preservation plan**

Financial Forecasting

Each March, the City conducts a Financial Trends workshop. At this workshop, the City Commission reviewed the historical financial data contained on the following pages with several objectives in mind:

- 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 2015-16 fiscal year budget was impacted by minimum revenue growth in non-ad valorem taxes and a substantial increase in healthcare costs.

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:

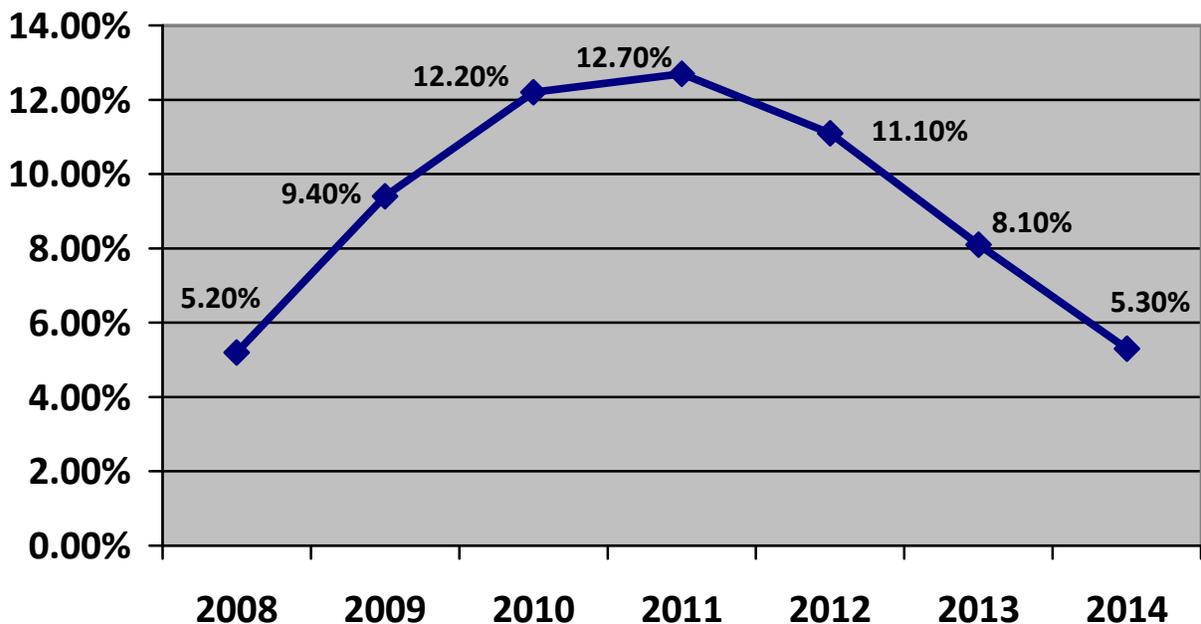
Economic indicators are useful for evaluating the environment within which the City operates. The Consumer Price Index (CPI), a widely used indicator of inflation prepared by the U.S. Bureau of Labor Statistics increased from a year ago (December 2013 to December 2014) by 0.76%.

Local Economy:

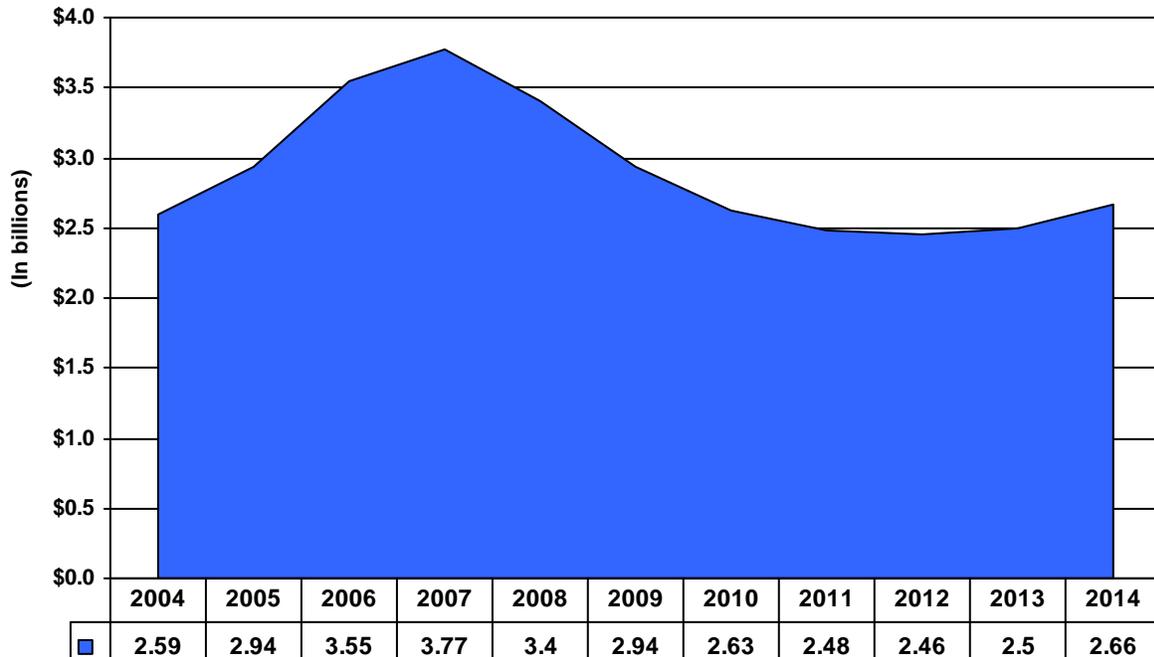
According to the U.S. Bureau of Labor Statistics, unemployment for the Deltona-Daytona Beach-Ormond Beach was 5.3% as of December 2014.

According to the U.S. Bureau of Labor Statistics, unemployment for the Deltona-Daytona Beach-Ormond Beach area has declined. **Unemployment peaked at 12.7% in 2011 and has since declined to 5.3% as of the end of calendar year 2014.** Currently, an estimated 13,377 people locally are unemployed out of a labor force of 253,057.

UNEMPLOYMENT RATE



Gross Taxable Value Ten Year Trend



General Operating Revenue:

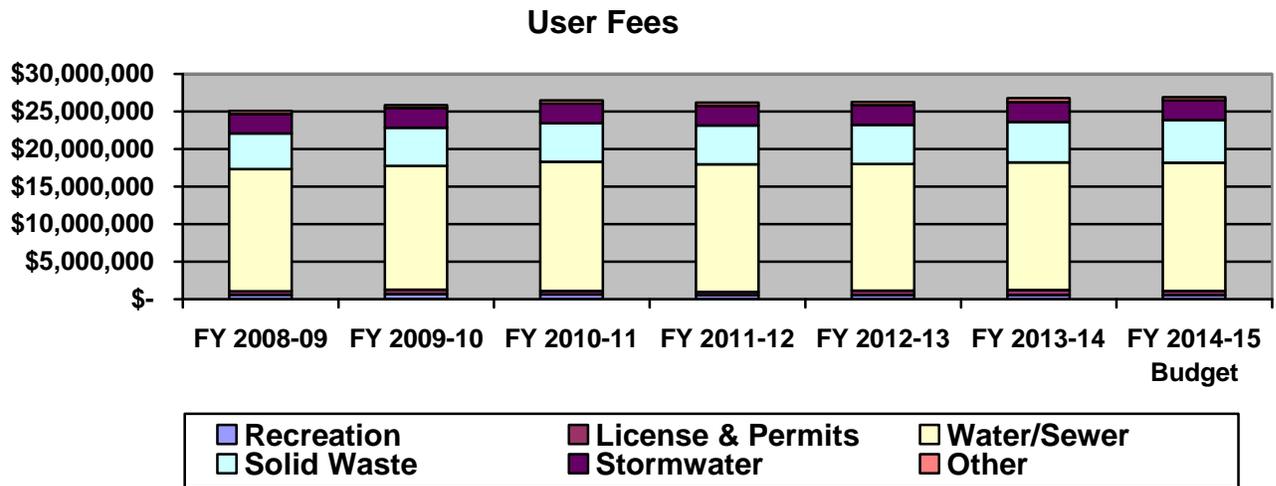
Description	Budget FY 2013-14	Budget FY 2014-15	Change from FY 2013-14 to 2014-15	% Change from FY 2013-14 to 2014-15
City Property Taxes	\$9,901,074	\$10,524,057	\$622,983	6.29%
Less: Taxes Transferred to TIF Funds	332,821	346,592	\$13,771	4.14%
City Property Taxes Available for General Fund and Capital Project Expenditures	\$9,568,253	\$10,177,465	\$609,212	6.37%

Total Tax Revenue:

Description	Budget FY 2013-14	Budget FY 2014-15	Change from FY 2013-14 to 2014-15	% Change from FY 2013-14 to 2014-15
General Operating	\$9,568,253	\$10,177,465	\$609,212	6.37%
Downtown Redev (TIF)	332,821	346,148	\$13,327	4.00%
Ormond Crossings (TIF)	0	444	\$444	100.00%
2002 Debt Service	274,088	274,054	(\$34)	-0.01%
2003 Debt Service	113,001	115,041	\$2,040	1.81%
2010 Debt Service	348,620	346,913	(\$1,707)	0.00%
Total Tax Revenue	\$10,636,783	\$11,260,065	\$623,282	5.86%

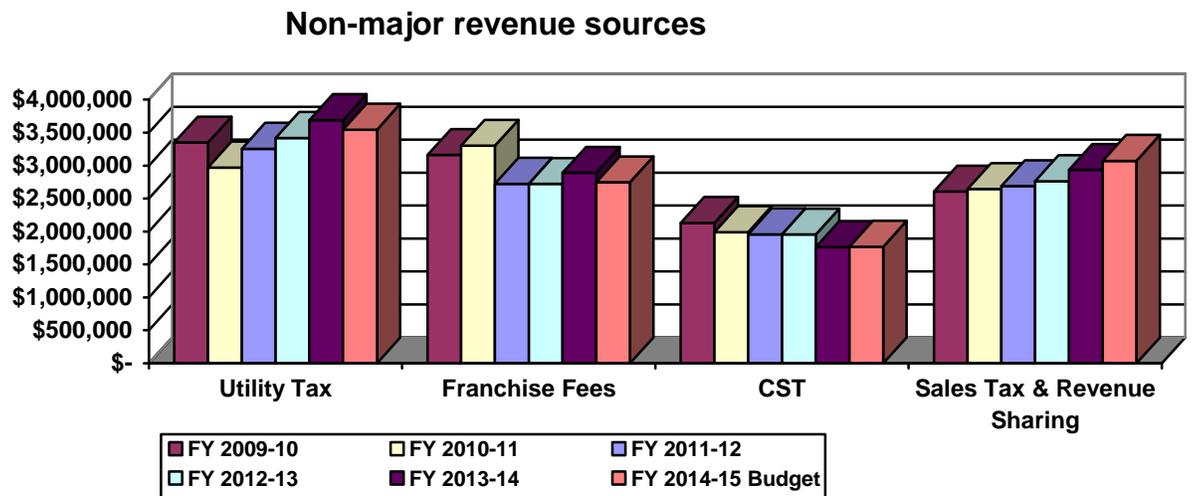
User Fees:

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.



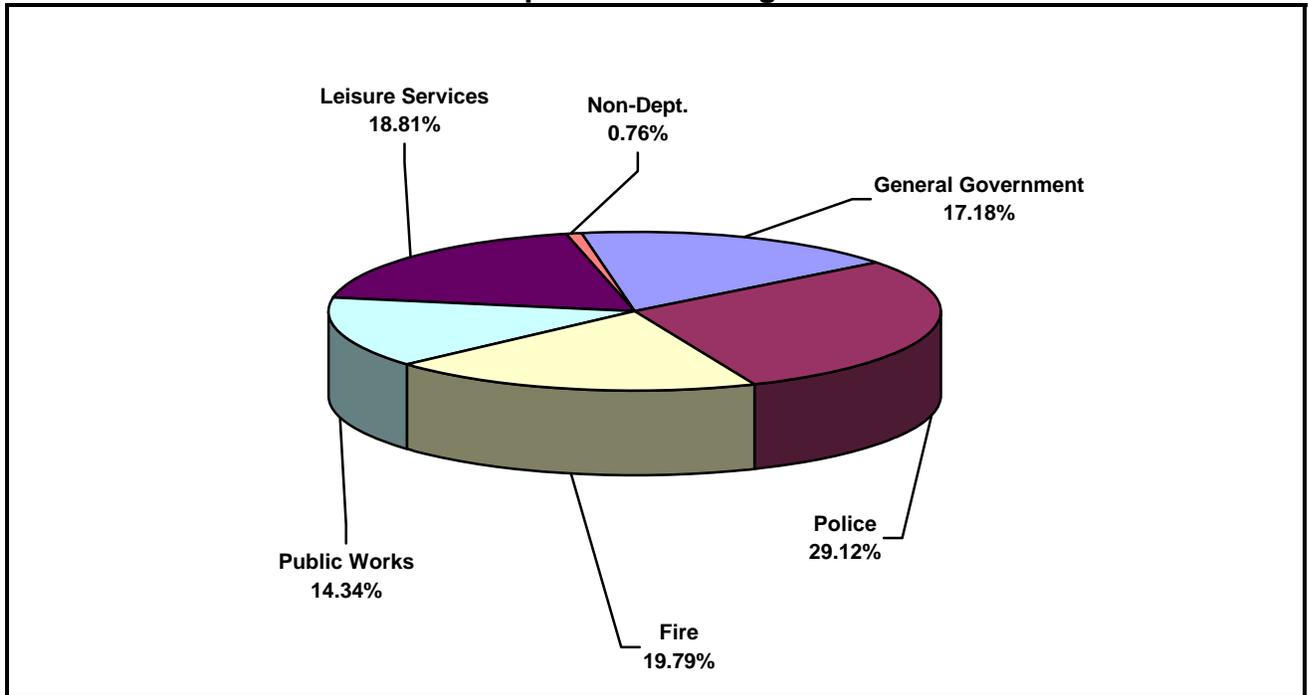
Other Major Revenue Sources:

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. These non-property tax revenue sources have shown little growth in the past five years and future growth is estimated to be minimal.

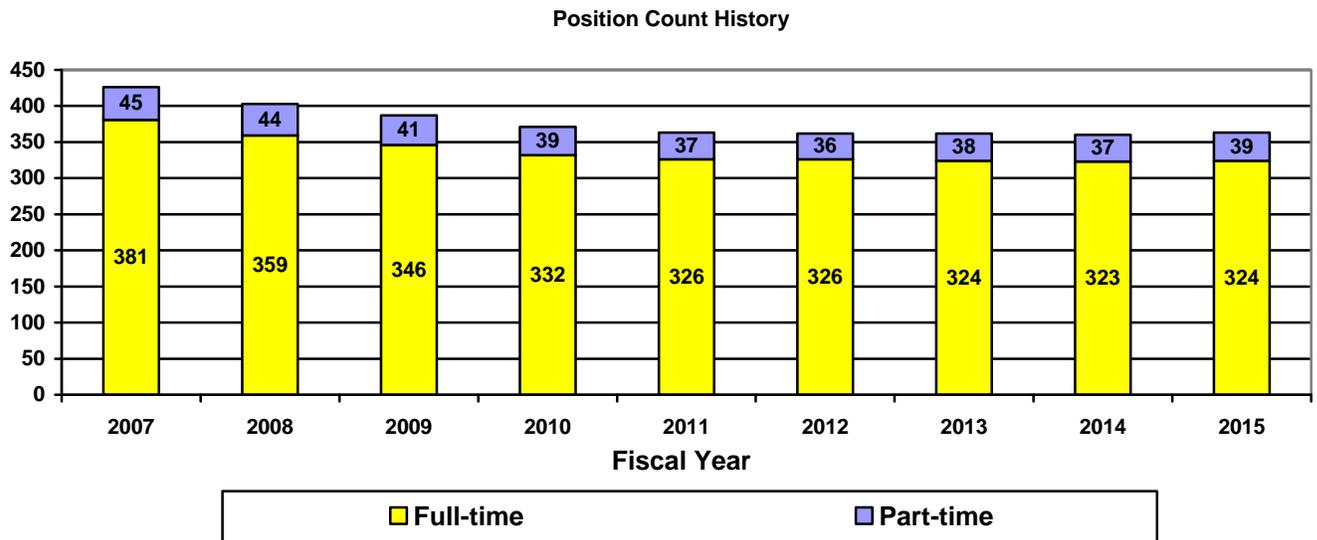


EXPENDITURES

General Fund Expenditures Budget FY 2014-15



Position Count:

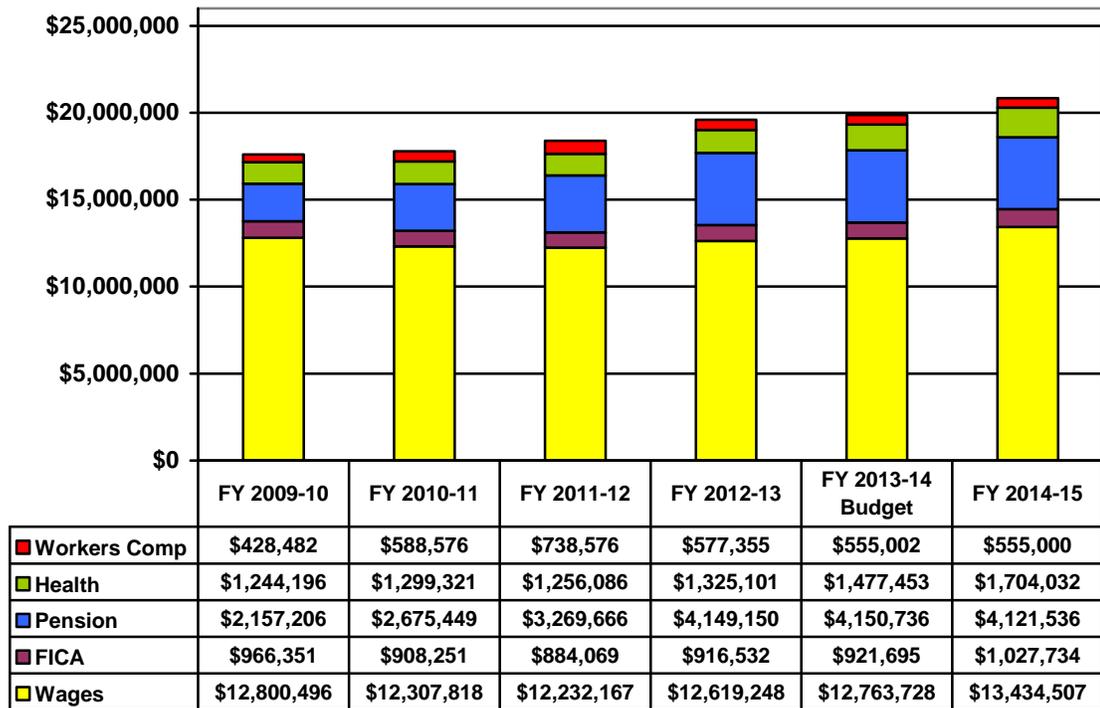


The **total** budget includes 324 full-time positions and 39 part-time positions.

Personnel Costs:

General Fund net personnel costs are budgeted at \$20.3 million for FY 2013-14.

General Fund Personnel Costs



Pension Costs:

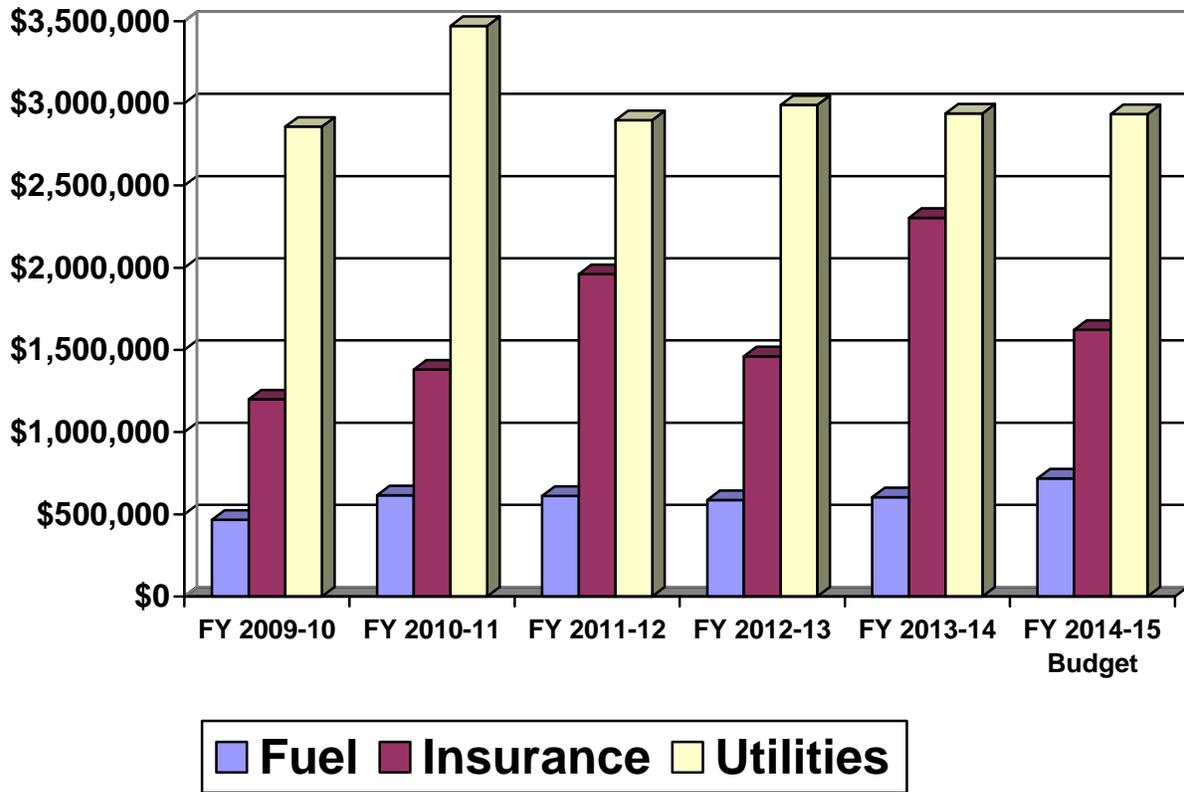
The City's pension costs (including other funds) decreased by 1.5% from 2014 to 2015.

Fiscal Year	General*	Police	Fire	Total
2015 Budget	\$2,152,210	\$1,336,357	\$1,344,010	\$4,832,577
2014	\$2,308,533	\$1,311,447	\$1,289,824	\$4,909,804
2013	\$2,472,686	\$1,267,315	\$1,254,401	\$4,994,402
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

*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. Conservation efforts have kept these fixed expenses relatively stable during the past two years.



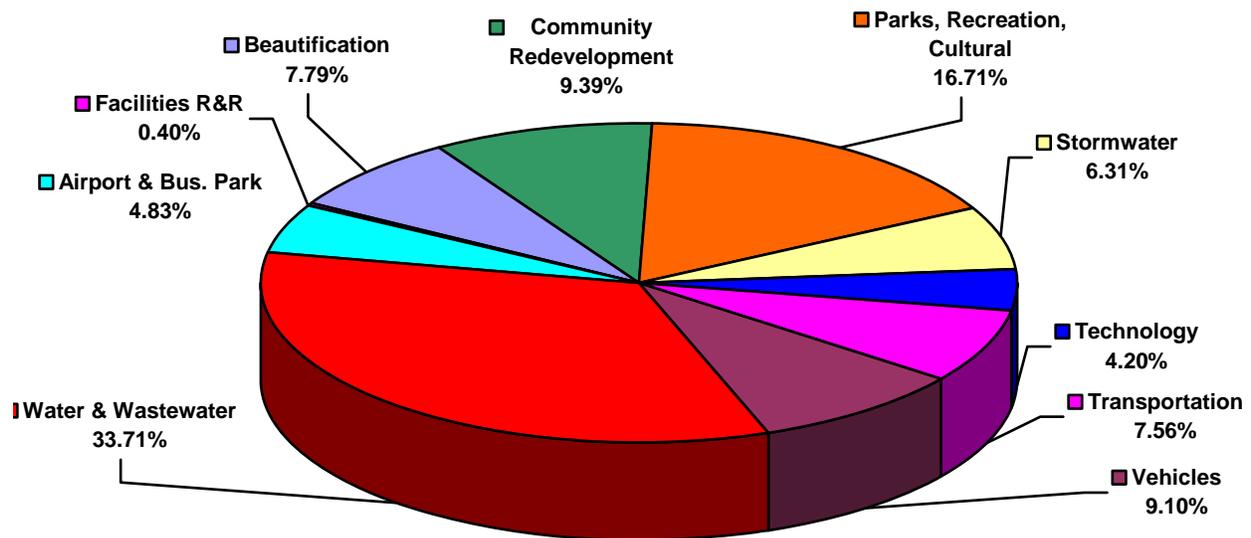
Capital Improvements:

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 \$37.8 million of projects. Water and Wastewater comprise 33% of the total amount with \$12.4 million of improvements planned. Airport projects account for \$6.28 million or 17% of planned projects.

CIP EXPENDITURES BY CATEGORY

FY 2014-15



Fund Balance:

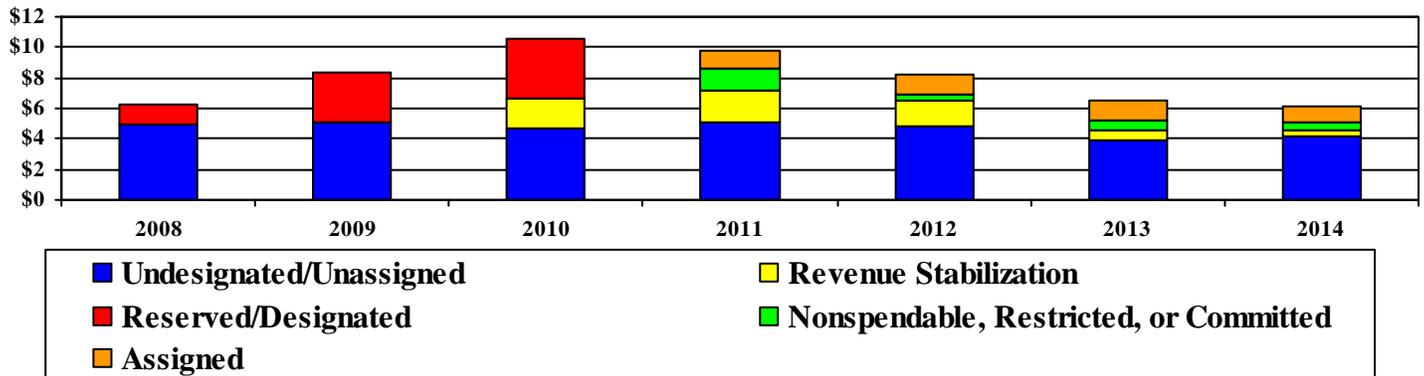
Beginning in FY 2010-11, the City adopted the new GASB 54 classifications for fund balance meant to clarify the strength of the constraints that control how specific funds can be spent. The new classifications are:

- 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 \$4.169 million as of September 30, 2014. Unassigned fund balance is 15.44% of General Fund net expenditures.

The City established a Revenue Stabilization Fund in the amount of \$2,000,000 in FY 2010 to offset future revenue declines. Expenditures from this fund have been made over the last four years as anticipated over the next three to five years. Expenditures from this fund have been made in accordance with the approved budget plan. The City has \$660,000 remaining in the Revenue Stabilization Fund of which \$242,000 is committed to Economic Development incentives in FY 2014-15.

General Fund Fund Balance
In millions



POLICY DECISIONS

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PROPERTY TAX RATE/REVENUE

Policy Decision

What tax rate should the City levy?

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, the City reduced the tax rate to 9% below the rolled back tax rate.
4. In FY 2014-15, the tax rate levied was 4% above the rolled back tax rate.
5. 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).

Policy Impact

1. The City's overall taxable value increased by 6.5% for FY 2014-15 (New construction and annexations accounted for 2.4% and value growth for 4.1%).
2. The taxable value is expected to increase slightly. For planning purposes, a 6% increase in the taxable value is assumed and will generate an additional \$550,000 in revenue at the current tax rate. This increase would be partially due to current and future annexations totaling \$34.3 million in taxable value and generating \$125,000 in annual tax revenue.

Recommendation

1. Levying a tax rate at least 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 2 months (17%) 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% of expenses for coastal and barrier island communities.
5. The City Commission has set a policy of maintaining the General Fund unassigned fund balance level at a minimum of 15%.
6. The City currently has an unassigned fund balance of \$4.587 million (15.44%)

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. What should be the maximum use of revenue stabilization funding in FY 2015-16?

Background

1. The City established a revenue stabilization fund in the amount of \$2 million from vacancy savings which occurred during FY 2008-09.
2. The City utilized a portion of the revenue stabilization fund in FY 2011-12 (\$309,000) and FY 2012-13 (\$928,000) to offset declines in revenue. The City also has budgeted to use \$242,000 in FY 2014-15. There is currently \$418,000 uncommitted.
3. 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 no more than \$250,000 of the revenue stabilization fund in the FY 2015-16 budget to address any revenue shortfalls which may 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
Total Reductions	\$ 4,405,162

Discussion

1. The City has reviewed positions and consolidated duties in an effort to reduce staffing levels from 426 positions in FY 2006-07 to 360 positions in FY 2013-14.

Policy Impact

1. Recommendations on staffing levels will be made as necessitated by increased service demands, additional facilities and/or annexations.

Recommendation

1. Affirm the existing budget strategies.

COMMISSION DIRECTIVE

At the 2015-16 Financial Trends Workshop, the City Commission established the following initiatives and guidelines which were used to prepare the FY 2015-16 budget:

Initiatives/Guidelines:

- Maintain existing tax rate.
- Maintain a General Fund Reserve of at least 15%.
- Utilize no more than \$100,000 from the revenue stabilization fund for ongoing expenses.
- Continue using General Fund Reserves to maintain \$500,000 for Facilities R&R while phasing in an increase in tax rate to eventually eliminate use of reserves.
- Maintain tax rates for General Capital Improvements and Transportation.
- Phase in dedicated millage rate for Vehicle Replacement Fund.

Outcomes:

- While the current service level budget can be funded within the existing tax rate, an increase in the service level in several areas (Neighborhood Improvement, Information Technology and Parks) require an increase in the operating tax rate to 4.2843 mills which is a 3.88% increase above the current rate and a 8.79% increase above the rolled back tax rate.
- The General Fund Reserve is expected to be at 15% based upon scheduled use of fund balance. **This estimate assumes no further appropriations of fund balance are made for new initiatives.**
- Facilities R&R Funding of \$500,000 is maintained by moving General Fund property tax millage to the Facilities R&R Fund.
- The General Fund budget was balanced using \$464,500 from the revenue stabilization fund for one-time expenses including economic development incentives previously approved by the City Commission and vehicles for new positions.
- The millage rates for General Capital Improvements and Transportation were maintained.
- A dedicated millage was created for General Vehicle Replacement by transfer millage from the General Fund to the Vehicle Fund.

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 2015-16 focused on the following areas:

- Developing a consensus with respect to appropriating the recommended funding for FY 15-16 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. Also discuss the addition of a dedicated millage for General Vehicle Replacement.

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 \$13.5 million in projects during the FY 2015-16 fiscal year including several projects that were part of the City Commission Goals. A total of \$58.3 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.

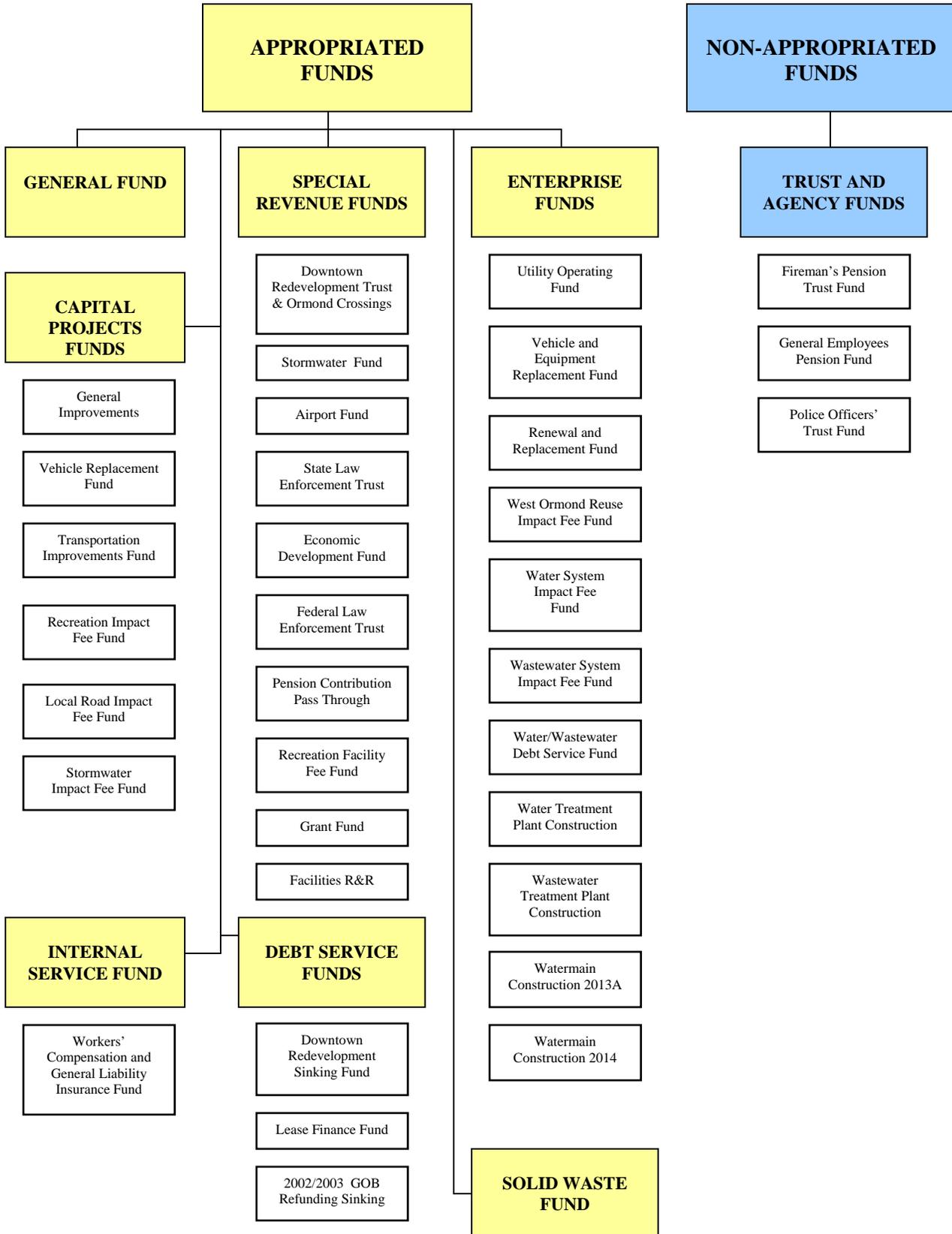
FINANCIAL POLICIES

<u>Description</u>	<u>Page#</u>
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BUDGET CALENDAR

DATE	ACTIVITY
March 4	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 2	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 18	Budget document submitted to City Commission
July 29	Operating Budget Workshop (5:30 at the Senior Center)
July 29	Approval of tentative millage levy at regular City Commission meeting (7:00 at City Commission Chambers)
September 9	First Public Hearing to adopt proposed millage rates and budget
September 23	Second and Final Public Hearing to adopt Final millage rates and budget.

FUND STRUCTURE



MAJOR FUNDS

Governmental Fund Types

1. **General Fund** - The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.
2. **Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.
 - a. **Downtown Redevelopment Trust and Ormond Crossings Funds** – Used to account for tax increment proceeds received by the City within a specific district authorized by state statute.
 - 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 took effect immediately upon adoption and will be applied beginning with the preparation of the City's September 30, 2011 Comprehensive Annual Financial Report and adoption of the City's Fiscal Year 2011-12 Budget.

City of Ormond Beach Purchasing Policy

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.

City of Ormond Beach Investment Policy

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

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

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

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

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

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

Investment Policy of the City of Ormond Beach, Florida

I. PURPOSE

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

II. SCOPE

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

III. INVESTMENT OBJECTIVES

Safety of Principal

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

Maintenance of Liquidity

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

Return on Investment

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

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

IV. DELEGATION OF AUTHORITY

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

V. STANDARDS OF PRUDENCE

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

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

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

VI. ETHICS AND CONFLICTS OF INTEREST

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

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

VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

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

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

VIII. CONTINUING EDUCATION

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

IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

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

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

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

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

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

X. MATURITY AND LIQUIDITY REQUIREMENTS

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

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

XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

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

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

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

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

Examples of when this method may be used include:

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

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

XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

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

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

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

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

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

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

A. United States Government Securities

1. Purchase Authorization

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

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

2. Portfolio Composition

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

3. Maturity Limitations

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

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

1. Purchase Authorization

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

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

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

1. Purchase Authorization

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

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

D. Mortgage-Backed Securities (MBS)

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits of Individual Issuers

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

4. Maturity Limitations

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

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

E. Non-Negotiable Interest Bearing Time Certificates of Deposit

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

F. Repurchase Agreements

1. Purchase Authorization

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

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

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

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

G. Commercial Paper

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

H. Corporate Notes

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

I. Bankers’ Acceptances

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

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

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits on Individual Issuers

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

4. Maturity Limitations

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

K. Registered Investment Companies (Money Market Mutual Funds)

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Limits of Individual Issuers

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

4. Rating Requirements

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

5. Due Diligence Requirements

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

L. Intergovernmental Investment Pool

1. Purchase Authorization

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

2. Portfolio Composition

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

3. Rating Requirements

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

4. Due Diligence Requirements

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

M. The Florida PRIME

1. Purchase Authorization

Authorized Staff may invest in the Florida PRIME.

2. Portfolio Composition

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

3. Rating Requirements

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

4. Due Diligence Requirements

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

XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

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

XIV. PERFORMANCE MEASUREMENTS

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

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

XV. REPORTING

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

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

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

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

XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

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

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

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

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

XVII. INVESTMENT POLICY ADOPTION

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

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

Name: _____

Title: _____

Attachment A

Glossary of Cash and Investment Management Terms

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

Agency. See "Federal Agency Securities."

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fannie Mae. See "Federal National Mortgage Association."

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

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

Fed. See "Federal Reserve System."

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Ginnie Mae. See "Government National Mortgage Association".

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Offered Price. See also "Ask Price."

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Swap. Trading one asset for another.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Attachment B
Investment Pool/Fund Questionnaire

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

BUDGET OVERVIEW

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BUDGET SUMMARY FY 2015-16

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
TAXES	Millage Per \$1000:							
Ad Valorem Taxes	9,963,523	501,284	0	1,111,704	0	0	0	11,576,511
Ad Valorem Taxes (voted debt)	0	0	736,935	0	0	0	0	736,935
Delinquent Property Taxes	12,000	0	0	0	0	0	0	12,000
Local Option Gas Taxes	0	0	0	1,121,000	0	0	0	1,121,000
Franchise Fees	2,897,000	0	0	0	0	1,382,285	0	4,279,285
Utility Service Tax	3,664,000	0	0	0	0	0	0	3,664,000
Business Tax	1,989,200	0	0	0	0	0	0	1,989,200
Licenses and Permits	644,000	0	0	0	0	0	0	644,000
Intergovernmental Revenue	3,531,096	6,432,873	0	107,194	0	0	0	10,071,163
Charges for Service	1,007,250	2,650,000	0	0	17,431,500	6,117,421	1,442,465	28,648,636
Fines and Forfeitures	135,000	15,000	0	0	0	0	0	150,000
Miscellaneous Revenues	2,725,308	227,700	0	130,000	641,005	19,000	40,000	3,783,013
TOTAL SOURCES	26,568,377	9,826,857	736,935	2,469,898	18,072,505	7,518,706	1,482,465	66,675,743
Transfers In	4,128,593	540,753	803,500	262,500	6,804,626	114,000	0	12,653,972
Fund Balances/Reserves/Net Assets	895,761	486,182	0	467,493	970,932	801,363	250,000	3,871,731
Bond Proceeds	0	0	0	0	2,783,800	0	0	2,783,800
TOTAL REVENUES, TRANSFERS AND BALANCES	31,592,731	10,853,792	1,540,435	3,199,891	28,631,863	8,434,069	1,732,465	85,985,246
<u>Voter Approved Debt Service Millage Rate:</u>								
2002 Refunded General Obligation Bond 0.1010								
2003 General Obligation Bond 0.0435								
2010 General Obligation Bond 0.1282								
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	5,076,084	0	0	307,116	1,914,349	0	1,620,500	8,918,049
Public Safety	14,466,047	681,616	0	366,500	0	0	0	15,514,163
Physical Environment	2,409,249	2,414,560	0	177,456	12,404,500	7,361,126	0	24,766,891
Transportation	1,800,958	5,809,852	0	888,575	0	0	0	8,499,385
Economic Environment	470,151	15,000	0	0	0	0	0	485,151
Human Services	516,888	314,350	0	0	0	0	0	831,238
Leisure Services	5,960,190	682,839	0	137,000	0	0	0	6,780,029
Debt Service	0	0	1,536,165	0	5,035,689	0	0	6,571,854
TOTAL EXPENDITURES	30,699,567	9,918,217	1,536,165	1,876,647	19,354,538	7,361,126	1,620,500	72,366,760
Transfers Out	1,458,753	370,938	0	947,359	8,692,014	1,072,943	111,965	12,653,972
Fund Balance/Reserves/Net Assets	-565,589	564,637	4,270	375,885	585,311	0	0	964,514
TOTAL APPROPRIATED EXPENDITURES, RESERVES AND BALANCES	31,592,731	10,853,792	1,540,435	3,199,891	28,631,863	8,434,069	1,732,465	85,985,246
THE TENTATIVE, ADOPTED AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICES OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.								

ALL FUNDS SUMMARY

The FY 2015-16 budget includes total net appropriations of \$69,189,560.

ALL FUNDS SUMMARY					
Description	Budget	Budget	Budget	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	to FY 2015-16	to FY 2015-16
General Fund (001)	28,710,531	29,418,005	31,592,731	2,174,726	7.39%
Special Revenue Funds:					
Downtown Redevelopment Trust Fund (104)	1,889,867	1,227,632	1,430,765	203,133	16.55%
Ormond Crossings Trust Fund (106)	-	444	38,517	38,073	100.00%
Stormwater Utility Fund (107)	3,145,000	2,625,000	2,650,000	25,000	0.95%
Airport Fund (108)	745,342	462,556	4,690,705	4,228,149	914.08%
Local Law Enforcement Trust Fund (109)	15,000	15,000	15,000	-	0.00%
Economic Development Fund (110)	122,000	200,000	15,000	(185,000)	-92.50%
Pension Contribution Pass Through Fund (113)	652,000	652,000	652,000	-	0.00%
Recreation Facility Fee Fund (115)	33,800	33,800	39,800	6,000	17.75%
Grants Fund (116)	735,121	-	806,240	806,240	0.00%
Facilities Renewal & Replacement Fund (117)	500,000	500,000	515,765	15,765	3.15%
Total Special Revenue Funds	7,838,130	5,716,432	10,853,792	5,137,360	89.87%
Debt Service Funds:					
Financing Debt Service Fund (205)	115,029	337,100	646,500	309,400	91.78%
2002 GOB Debt Service Fund (209)	274,088	274,054	272,939	(1,115)	-0.41%
2003 GOB Debt Service Fund (210)	113,001	115,041	117,553	2,512	2.18%
2004 Revenue Bond Fund (211)	157,000	157,000	157,000	-	0.00%
2010 Beachfront Park Bond Fund (220)	348,620	346,913	346,443	(470)	-0.14%
Total Debt Service Funds	1,007,738	1,230,108	1,540,435	310,327	25.23%
Capital Improvement Funds:					
Capital Improvements Fund (301)	913,975	2,597,576	807,279	(1,790,297)	-68.92%
Equipment Renewal & Replacement Fund (302)	648,500	521,850	411,027	(110,823)	-21.24%
Transportation Improvements Fund (308)	1,657,136	1,743,590	1,851,585	107,995	6.19%
Recreational Impact Fee Fund (310)	40,000	40,000	80,000	40,000	100.00%
Local Road Impact Fee Fund (316)	-	-	25,000	25,000	0.00%
Stormwater Impact Fee Fund (318)	-	-	25,000	25,000	0.00%
Ormond Beach Beachfront Park Fund (324)	-	-	-	-	0.00%
Total Capital Improvement Funds	3,259,611	4,903,016	3,199,891	(1,703,125)	-34.74%
Water and Wastewater Funds:					
Water and Wastewater Fund (401)	17,551,205	20,044,812	18,260,131	(1,784,681)	-8.90%
Vehicle Replacement Fund (408)	425,000	193,000	184,000	(9,000)	-4.66%
Renewal & Replacement Fund (409)	2,665,150	3,798,520	4,581,732	783,212	20.62%
Water/Wastewater Consolidated Debt Service Fund (414)	4,535,251	4,655,000	5,036,000	381,000	8.18%
West Ormond Reuse Impact Fee Fund (433)	-	-	-	-	0.00%
Water System Impact Fee Fund (434)	150,000	150,000	300,000	150,000	100.00%
Wastewater System Impact Fee Fund (435)	150,000	150,000	270,000	120,000	80.00%
Watermain Phase II (444)	3,600,000	-	-	-	0.00%
Total Water and Wastewater Funds	29,076,606	28,991,332	28,631,863	(359,469)	-1.24%
Solid Waste Fund (460)	6,413,560	7,819,815	8,434,069	614,254	7.86%
Workers Compensation Fund (502)	752,112	752,112	742,112	(10,000)	-1.33%
General Liability Fund (504)	831,853	870,353	990,353	120,000	13.79%
TOTAL BUDGET APPROPRIATION	77,890,141	79,701,173	85,985,246	6,284,073	7.88%
Less: Interfund Transfers					
Fleet Operations (Internal Service Charges)	(1,480,259)	(1,475,873)	(1,448,862)	27,011	-1.83%
Engineering (Internal Service Charges)	(906,713)	(932,946)	(960,387)	(27,441)	2.94%
Consolidated Insurance Fund (Internal Service Charges)	(1,583,965)	(1,622,465)	(1,732,465)	(110,000)	6.78%
TOTAL NET BUDGET	62,759,421	61,728,979	69,189,560	7,460,581	12.09%

BUDGET SUMMARY

BUDGET THREE YEAR SUMMARY CITY OF ORMOND BEACH, FLORIDA FY 2015-16

REVENUES	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Taxes	21,726,547	22,156,550	23,378,931	1,222,381	5.52%
Licenses and Permits	685,123	546,000	644,000	98,000	17.95%
Intergovernmental Revenue	6,801,222	5,901,175	10,071,163	4,169,988	70.66%
Charges for Service	28,040,691	27,962,923	28,648,636	685,713	2.45%
Fines and Forfeitures	149,311	165,000	150,000	(15,000)	-9.09%
Miscellaneous Revenues	4,180,034	3,445,236	3,783,013	337,777	9.80%
TOTAL SOURCES	61,582,928	60,176,884	66,675,743	6,498,859	10.80%
Transfers In	11,305,214	13,940,910	12,653,972	(1,286,938)	-9.23%
Bond Proceeds and Other Sources	0	5,583,379	6,655,531	1,072,152	19.20%
TOTAL REVENUES, TRANSFERS AND BALANCES	72,888,142	79,701,173	85,985,246	6,284,073	7.88%

EXPENDITURES	Budget FY 2014-15	Budget FY 2014-15	Budget FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Government Services	9,192,167	8,608,052	8,918,049	309,997	3.60%
Public Safety	14,152,627	15,143,302	15,514,163	370,861	2.45%
Physical Environment	25,206,209	22,035,129	24,766,891	2,731,762	12.40%
Transportation	6,821,827	4,565,874	8,499,385	3,933,511	86.15%
Economic Environment	532,452	674,757	485,151	(189,606)	-28.10%
Human Services	260,900	316,888	831,238	514,350	162.31%
Leisure Services	9,568,649	7,644,266	6,780,029	(864,237)	-11.31%
Debt Service	995,527	5,879,429	6,571,854	692,425	11.78%
TOTAL EXPENDITURES	66,730,358	64,867,697	72,366,760	7,499,063	11.56%
Transfers Out	11,159,783	13,940,910	12,653,972	(1,286,938)	-9.23%
Contingency	0	892,566	964,514	71,948	0.00%
TOTAL APPROPRIATED EXPENDITURES, RESERVES AND BALANCES	77,890,141	79,701,173	85,985,246	6,284,073	7.88%

Change in Fund Balance

Description	Estimated Beginning Fund Balance	Budget Revenue FY 2015-16	Budget Expenditures FY 2015-16	Use of Fund Balance	Estimated Ending Fund Balance
GENERAL FUND (001)	5,831,000	30,696,970	31,592,731	895,761	4,935,239
SPECIAL REVENUE FUNDS					
DOWNTOWN REDEVELOPMENT TRUST FUND (104)	723,000	1,126,788	1,430,765	303,977	419,023
ORMOND CROSSINGS TRUST FUND (106)	26,000	38,517	38,517	-	26,000
STORMWATER UTILITY FUND (107)	9,625,000	2,650,000	2,650,000	-	9,625,000
AIRPORT FUND (108)	150,033	4,540,672	4,690,705	150,033	0
LOCAL LAW ENFORCEMENT TRUST FUND (109)	162,000	15,000	15,000	-	162,000
ECONOMIC DEVELOPMENT FUND (110)	380,000	-	15,000	15,000	365,000
PENSION CONTRIBUTION PASS THROUGH (113)	-	652,000	652,000	-	0
RECREATION FACILITY FEE FUND (115)	272,000	39,800	39,800	-	272,000
GRANTS FUND (116)	246,000	803,549	806,240	2,691	243,309
FACILITIES RENEWAL & REPLACEMENT (117)	457,000	501,284	515,765	14,481	442,519
TOTAL SPECIAL REVENUE FUNDS	12,041,033	10,367,610	10,853,792	486,182	11,554,851
DEBT SERVICE FUNDS					
FINANCING DEBT SERVICE FUND (205)	282,000	646,500	646,500	-	282,000
2002 GOB DEBT SERVICE FUND (209)	104,000	272,939	272,939	-	104,000
2003 GOB DEBT SERVICE FUND (210)	46,000	117,553	117,553	-	46,000
2005 REVENUE BOND FUND (211)	6,000	157,000	157,000	-	6,000
2010 BEACHFRONT PARK BONDS (220)	-	346,443	346,443	-	0
TOTAL DEBT SERVICE FUNDS	438,000	1,540,435	1,540,435	-	438,000
CAPITAL PROJECT FUNDS					
CAPITAL IMPROVEMENTS FUND (301)	1,450,000	387,786	807,279	419,493	1,030,507
EQUIPMENT RENEWAL AND REPLACEMENT FUND (302)	399,000	363,027	411,027	48,000	351,000
TRANSPORTATION IMPROVEMENTS FUND (308)	1,058,000	1,851,585	1,851,585	-	1,058,000
RECREATION IMPACT FEE FUND (310)	183,000	80,000	80,000	-	183,000
LOCAL ROAD IMPACT FEE FUND (316)	695,000	25,000	25,000	-	695,000
STORMWATER IMPACT FEE FUND (318)	330,000	25,000	25,000	-	330,000
TOTAL CAPITAL PROJECTS FUNDS	4,115,000	2,732,398	3,199,891	467,493	3,647,507

REVENUE HIGHLIGHTS

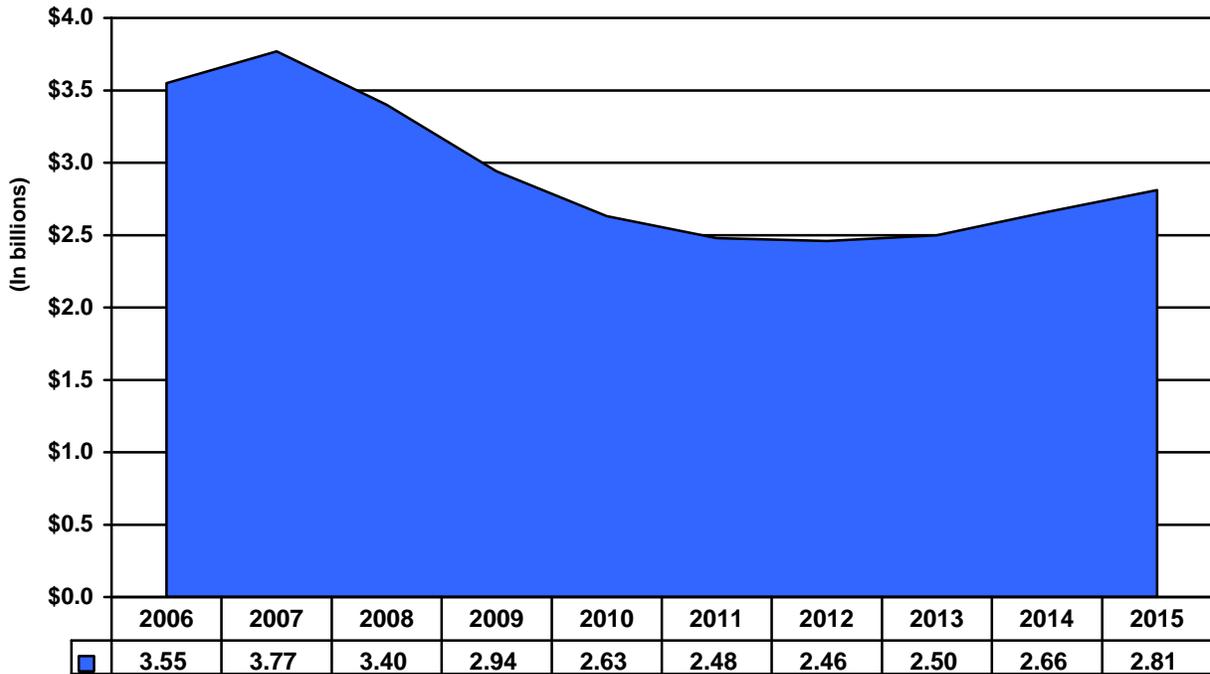
Overview:

Citywide net revenues and use of prior year's reserves for FY 2015-16 are budgeted at \$69,189,560. The budget includes use of Revenue Stabilization funds are \$464,500 for economic development incentives and vehicle purchases associated with six new positions and use of General Fund reserves of \$347,500.

Taxable Value:

The 2015 taxable value is \$2.81 billion, an increase of \$162 million from the 2014 taxable value. The increase in taxable value includes \$121 million from existing properties and \$41 million from new construction and annexations.

Gross Taxable Value Ten Year Trend



Property Tax Revenue and Rates:

General operating revenue available for general operations and capital improvements is estimated to be \$11.2 million.

General Operating Revenue:

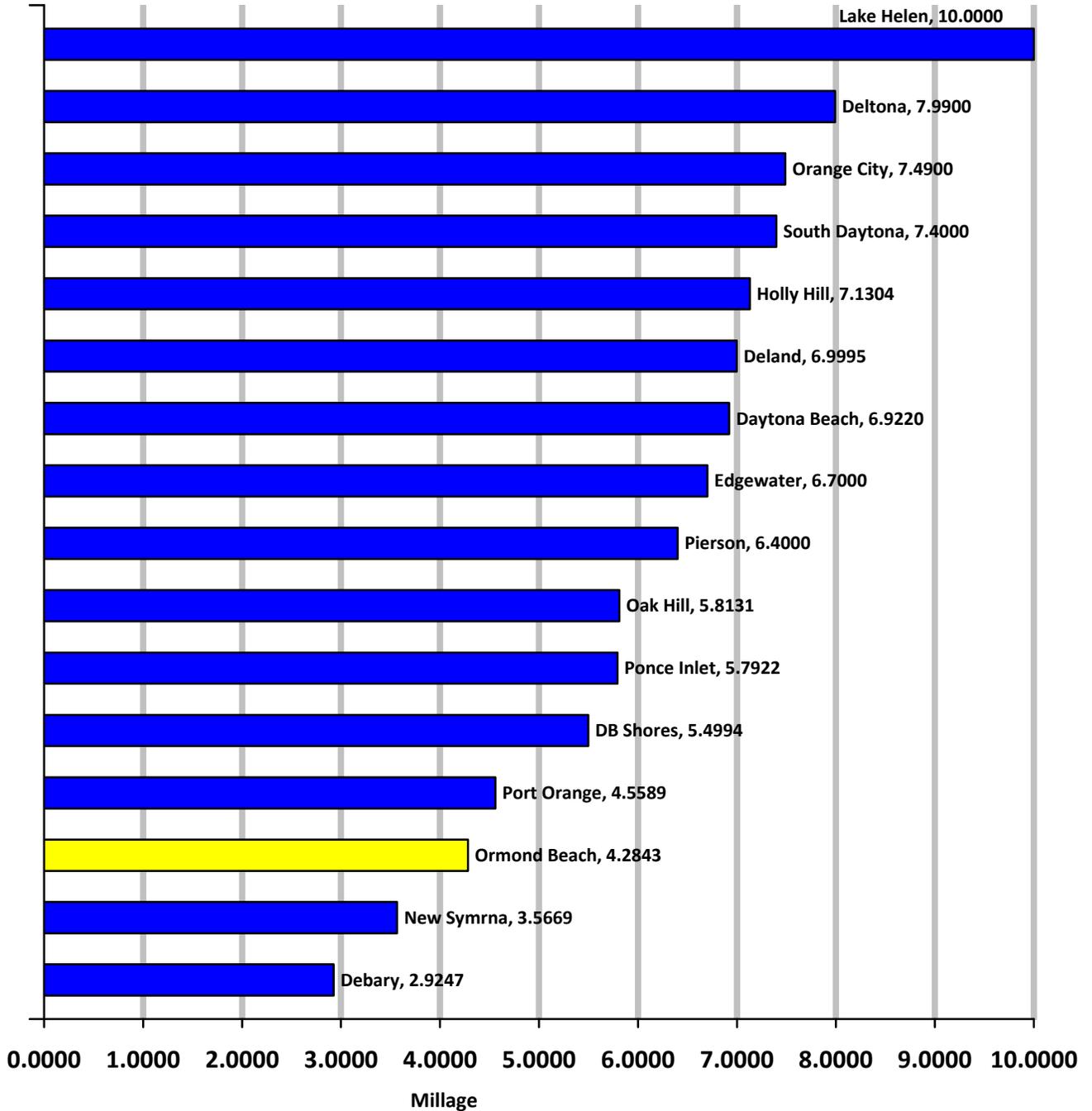
Description	Budget FY 2014-15	Budget FY 2015-16	Change from FY 2014-15 to 2015-16	% Change from FY 2014-15 to 2015-16
City Property Taxes	\$10,524,057	\$11,576,511	\$1,052,454	10.00%
Less: Taxes Transferred to TIF Funds	346,592	374,363	\$27,771	8.01%
City Property Taxes Available for General Fund and Capital Project Expenditures	\$10,177,465	\$11,202,148	\$1,024,683	10.07%

Total Tax Revenue:

Description	Budget FY 2014-15	Budget FY 2015-16	Change from FY 2014-15 to 2015-16	% Change from FY 2014-15 to 2015-16
General Operating	\$10,177,465	\$11,202,148	\$1,024,683	10.07%
Downtown Redev (TIF)	346,148	361,091	\$14,943	4.32%
Ormond Crossings (TIF)	444	13,272	\$12,828	100.00%
2002 Debt Service	274,054	272,939	(\$1,115)	-0.41%
2003 Debt Service	115,041	117,553	\$2,512	2.18%
2010 Debt Service	346,913	346,443	(\$470)	0.00%
Total Tax Revenue	\$11,260,065	\$12,313,446	\$1,053,381	9.36%

The operating tax rate is 4.2843 mills. The total tax rate (including debt service) is 4.5570 mills.

FY 2015-16 Proposed Total Tax Rates (including debt millages)



Source: Volusia County Property Appraiser's website

Summary of Property Tax Rates

	Fund	FY 2014-15	FY 2015-16	\$ Var	% Var	FY 2015-16	
						Taxable	Revenue
General Fund	001	3.5870	3.6870	0.1000	2.79%	2,814,936,141	9,963,522.77
Facilities Renewal & Replacement	117	0.1565	0.1855	0.0290	18.53%	2,814,936,141	501,283.83
Capital Improvements	301	0.1435	0.1435	-	0.00%	2,814,936,141	387,785.60
Vehicle & Equipment R & R	302	-	0.0372	0.0372	0.00%	2,814,936,141	100,527.00
Transportation Improvements	308	0.2311	0.2311	-	0.00%	2,814,936,141	624,510.47
Subtotal - Operating Millage		4.1181	4.2843	0.1662	4.04%		
Percent above roll back							
2003 GOB	210	0.0450	0.0435	(0.0015)	-3.33%	2,814,960,002	117,552.73
2002 GOB	209	0.1072	0.1010	(0.0062)	-5.78%	2,814,960,002	272,938.52
2010 GOB	220	0.1357	0.1282	(0.0075)	-5.53%	2,814,960,002	346,442.76
Subtotal - Debt Millages		0.2879	0.2727	(0.0152)	-5.28%		
Combined City Tax Rate		4.4060	4.5570	0.1510	3.43%		

Tax Rate History:

TAXRATE HISTORY										%Increase in operating millage	%Increase in total millage
Fiscal Year	General Operating	Facility Renewal & Replacement	Capital Improvement	Vehicle Replacement	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	1634%	10.78%
97-98*	2.53895	-	-	-	0.42172	2.96067	0.66903	3.62970	2.96057	-308%	-3.63%
98-99*	2.49533	-	-	-	0.40000	2.89533	0.75551	3.65084	2.89533	-221%	0.58%
99-00*	2.39275	-	-	-	0.40000	2.79275	0.86425	3.65700	2.79275	-354%	0.17%
00-01*	2.30835	-	-	-	0.40000	2.70835	0.83188	3.54023	2.70835	-302%	-3.19%
01-02*	2.18271	-	-	-	0.40000	2.58271	0.75571	3.33842	2.58271	-464%	-5.70%
02-03	2.31258	-	-	-	0.30000	2.61258	0.72584	3.33842	2.52264	1.18%	0.00%
03-04	2.38655	-	-	-	0.27500	2.66155	0.67677	3.33842	2.46933	1.88%	0.00%
04-05	2.84558	-	0.16473	-	0.27500	3.28531	0.60907	3.89438	2.45601	23.43%	16.65%
05-06	2.99604	0.17890	0.16473	-	0.27500	3.61267	0.54049	4.15316	2.92330	9.96%	6.64%
06-07	2.82341	0.17890	0.16473	-	0.27500	3.44004	0.44220	3.88224	3.07550	-4.78%	-6.52%
07-08	2.57600	0.15000	0.14500	-	0.14000	3.01100	0.43250	3.44350	3.30855	-12.47%	-11.30%
08-09	2.95179	0.09885	0.17098	-	0.16622	3.38884	0.42084	3.80968	3.38884	12.59%	10.63%
09-10	3.23588	0.12350	0.12350	-	0.19130	3.67418	0.13550	3.80968	3.92802	8.42%	0.00%
10-11	3.05530	0.12350	0.14350	-	0.33130	3.65360	0.15600	3.80960	4.11930	-0.58%	0.00%
11-12**	3.29600	0.12350	0.14350	-	0.33130	3.89330	0.30810	4.20140	3.89330	6.58%	10.28%
12-13**	3.41490	0.12350	0.14350	-	0.33130	4.01320	0.31300	4.32620	4.01320	3.08%	2.97%
13-14	3.62000	0.12350	0.14350	-	0.23110	4.11810	0.30600	4.42410	3.95960	2.61%	2.28%
14-15	3.58700	0.15550	0.14350	-	0.23110	4.11810	0.28790	4.40600	3.95930	0.00%	-0.41%
15-16	3.68700	0.18550	0.14350	0.03720	0.23110	4.28430	0.27270	4.55700	3.98830	4.04%	3.00%

* 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 \$29.2 million, an increase of \$2.2 million from the previous year. The change includes an increase in tax revenue of \$797,000 resulting from an increase in the taxable value and adjustment of the millage rate. Non-ad valorem tax revenue is expected to increase by \$201,000.

The largest components of General Fund revenue include:

- Property taxes (\$9.98 million)
- Franchise fees (\$2.9 million)
- Utility taxes (\$3.7 million)
- Communications service tax (\$1.7 million)
- Intergovernmental revenues (\$3.5 million) which includes the half cent sales tax and municipal revenue sharing.
- Transfers to the General Fund (\$3.97 million)

Downtown Redevelopment Fund:

Tax increment proceeds are the primary revenue source for the Downtown Development Fund. The incremental taxable value of the district increased by \$2.6 million with 95% being captured within the fund. Revenue from tax increment proceeds are used for capital improvements within the district.

Stormwater Utility Fund:

Revenues consist of stormwater user fees in the amount of \$2.65 million.

Airport Fund:

The budget includes \$179,000 in revenue from leases and business activities and \$4.3 million in grant funding to pay for capital projects.

Facilities Renewal & Replacement Fund:

Pursuant to the City Commission's direction, the budget includes a dedicated millage of 0.1855 mills for facilities renewal and replacement which is expected to generate \$500,000.

Capital Improvement Fund:

Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements of 0.1435 mills. This millage generates \$388,000 in property tax revenue.

Transportation Fund:

Pursuant to the City Commission's direction, the budget includes a dedicated millage for capital improvements of 0.2311 mills. This millage generates \$624,000 in property tax revenue.

Vehicle/Equipment Renewal and Replacement:

Pursuant to the City Commission’s direction, the budget includes a dedicated millage for capital improvements of 0.0372 mills. This millage generates \$100,000 in property tax revenue to fund General vehicles. The Stormwater Fund contributes \$48,000 annual.

Water and Wastewater:

The primary revenue source of the Water and Wastewater Fund consists of user fees to customers both inside and outside the City. Water and sewer fees account for \$17.4 million. Monthly rate increases of \$1.00 for water and \$1.00 for wastewater are proposed for implementation In October 2015 and September 2016.

Water/Wastewater Rate Increase History

Date	Increase	Water	Sewer	Amount
10/01/98	5.06%	\$ 14.15	\$ 19.04	\$ 33.19
10/01/02	2.47%	\$ 14.50	\$ 19.51	\$ 34.01
02/01/06	17.23%	\$ 17.00	\$ 22.87	\$ 39.87
10/01/06	5.99%	\$ 18.03	\$ 24.23	\$ 42.26
01/01/08	5.77%	\$ 19.07	\$ 25.63	\$ 44.70
10/01/08	5.97%	\$ 20.20	\$ 27.17	\$ 47.37
10/01/09	1.77%	\$ 20.56	\$ 27.65	\$ 48.21
10/01/10	2.57%	\$ 21.09	\$ 28.36	\$ 49.45
10/01/13	2.50%	\$ 21.62	\$ 29.07	\$ 50.69
Proposed 10/1/2015	3.95%	\$ 22.62	\$ 30.07	\$ 52.69
Proposed 9/30/2016	3.80%	\$ 23.62	\$ 31.07	\$ 54.69

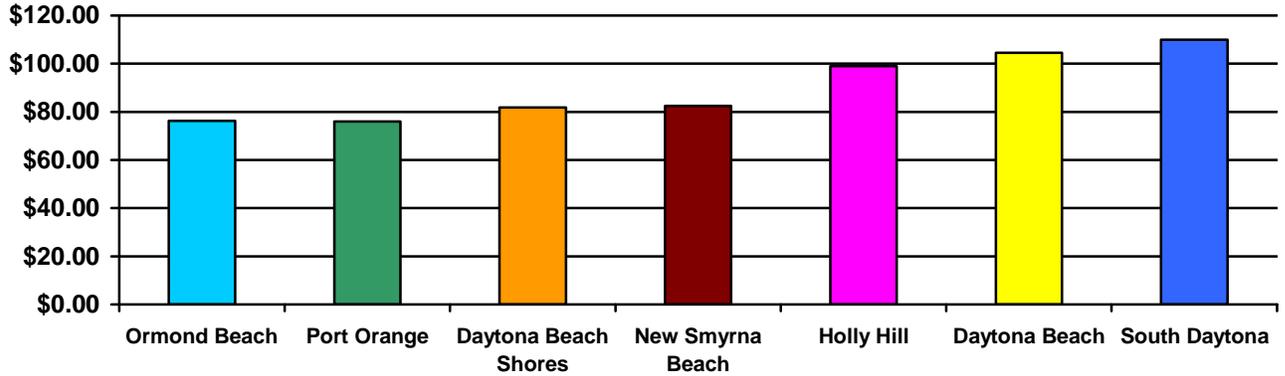
Water and Wastewater Renewal and Replacement Fund:

Revenues of the Renewal and Replacement Fund include a transfer of \$1.3 million from the Water and Wastewater Operating Fund.

Solid Waste:

The primary revenue source is solid waste user fees (\$6.1 million). The budget includes a residential rate increase of \$0.80 per month and adjustments to the commercial rates consistent with a 3 year phased in rate increase approach. Use of reserves in the amount of \$914,000 is included in the budget to stabilize user rates and provide for one-time capital projects.

Utility Rate Comparison FY 2014-15 (5,000 gallons)



City	Based on 5,000 gallons		Subtotal	Stormwater	Refuse	Monthly Total
	Water	Sewer				
Port Orange	\$ 20.15	\$ 28.90	\$ 49.05	\$ 8.25	\$ 18.67	\$ 75.97
Ormond Beach	\$ 21.62	\$ 29.07	\$ 50.69	\$ 8.00	\$ 17.61	\$ 76.30
Ormond Beach FY 2015-16	\$ 22.62	\$ 30.07	\$ 52.69	\$ 8.00	\$ 18.41	\$ 79.10
Daytona Beach Shores	\$ 20.15	\$ 42.25	\$ 62.40	\$ -	\$ 19.44	\$ 81.84
New Smyrna Beach	\$ 17.23	\$ 38.96	\$ 56.19	\$ 7.00	\$ 19.22	\$ 82.41
Holly Hill	\$ 34.89	\$ 39.66	\$ 74.55	\$ 6.00	\$ 18.41	\$ 98.96
Daytona Beach	\$ 32.72	\$ 43.72	\$ 76.44	\$ 8.67	\$ 19.44	\$ 104.55
South Daytona	\$ 34.90	\$ 47.35	\$ 82.25	\$ 9.00	\$ 18.73	\$ 109.98

EXPENDITURE HIGHLIGHTS

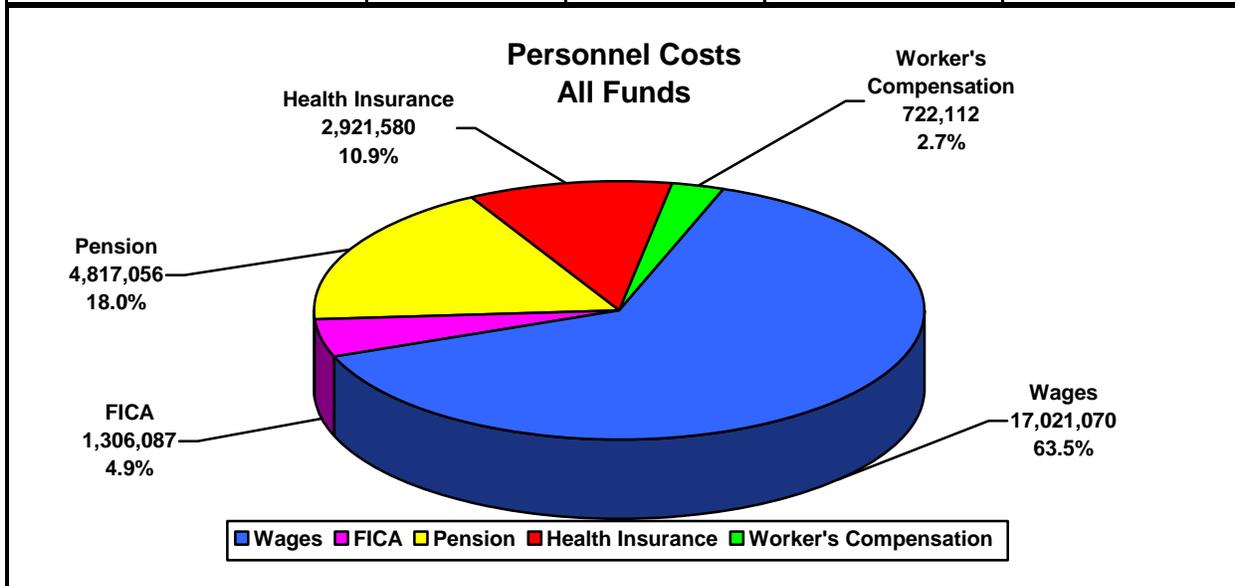
Personnel Costs:

Total personnel costs are budgeted to be \$26.5 million for FY 2015-16.

All Funds Wages and Benefits				
	Budget FY 2014-15	Budget FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Wages	16,868,943	17,021,070	152,127	0.90%
FICA	1,290,471	1,306,087	15,616	1.21%
Pension/Deferred Comp.	4,902,506	4,817,056	(85,450)	-1.74%
Health Insurance	2,228,035	2,921,580	693,545	31.13%
Worker's Compensation	732,112	722,112	(10,000)	-1.37%
	26,022,067	26,787,905	765,838	2.94%

General Fund Wages and Benefits				
	Budget FY 2014-15	Budget FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Wages	13,434,507	13,484,682	50,175	0.37%
FICA	1,027,734	1,034,698	6,964	0.68%
Pension/Deferred Comp.	4,121,536	4,007,383	(114,153)	-2.77%
Health Insurance	1,704,032	2,225,712	521,680	30.61%
Worker's Compensation	555,000	545,002	(9,998)	-1.80%
	20,842,809	21,297,477	454,668	2.18%

Other Fund Wages and Benefits				
	Budget FY 2014-15	Budget FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Wages	3,434,436	3,536,388	101,952	2.97%
FICA	262,737	271,389	8,652	3.29%
Pension/Deferred Comp.	780,970	809,673	28,703	3.68%
Health Insurance	524,003	695,868	171,865	32.80%
Worker's Compensation	177,112	177,110	(2)	0.00%
	5,179,258	5,490,428	311,170	6.01%



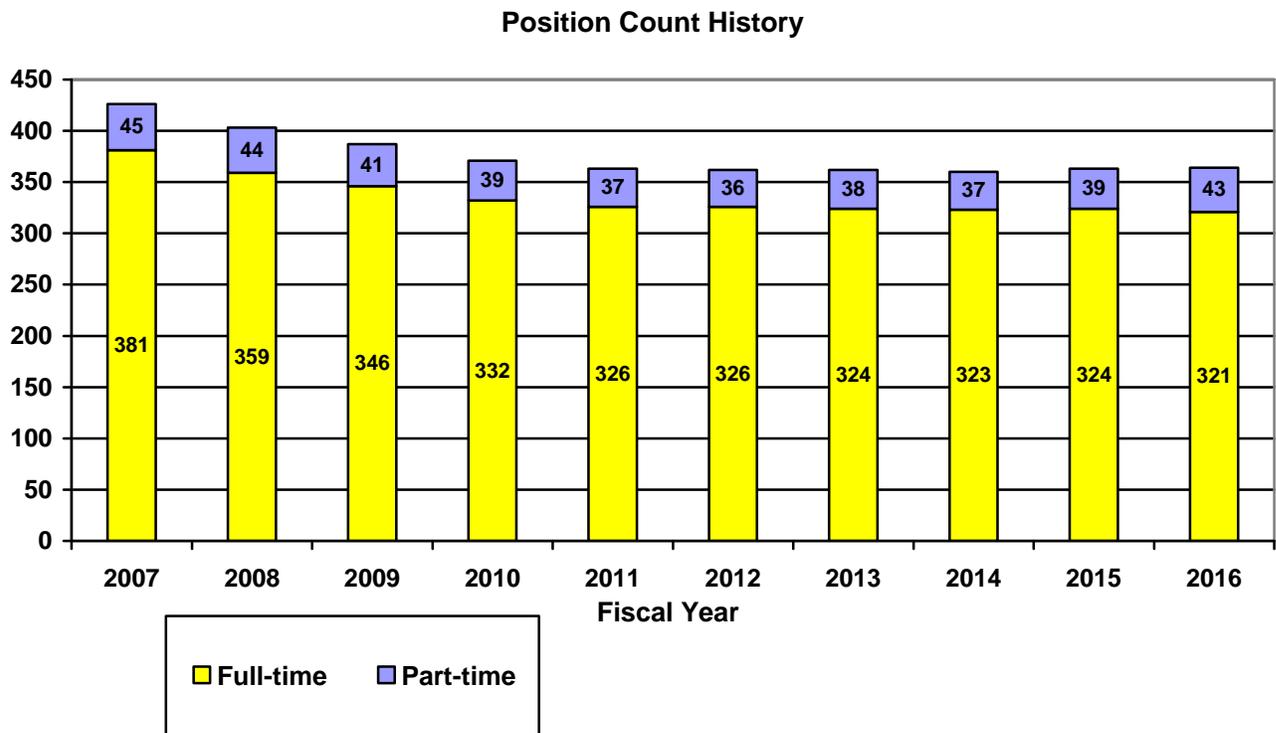
1. Personnel changes include the following:

- a. Add eight full-time positions and eliminate ten full-time positions. Additions were made in the following positions: Neighborhood Improvement Officer, Information Technology Specialist, SCADA and Instrumentation Specialist, Police Corporal, and 4 Police Officers (pending grant funding). Reductions were made in Athletic Fields Maintenance (7 Maintenance Worker positions) and Fire (3 vacant Firefighter positions).
- b. Add five part-time positions and eliminate one part-time position. Four Maintenance Worker II positions were added in Athletic Fields Maintenance and a Utility Mapping Locate position was added in Water and Wastewater. The vacant Public Media Assistant was eliminated.

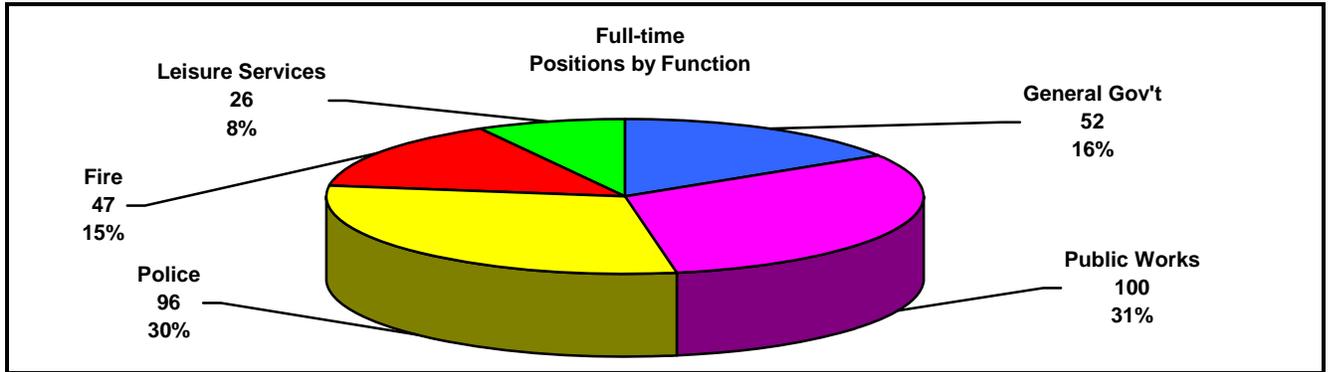
The budget includes a salary adjustment for all employees, as well as elected and appointed officials.

Position Count History:

The budget includes 321 full-time positions and 43 part-time positions.



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



Department / Division	FY 13-14			FY 14-15			FY 15-16		
	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	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Office of City Attorney	5.00	-	5.00	5.00	-	5.00	5.00	-	5.00
Human Resources	4.00	-	4.00	4.00	-	4.00	4.00	-	4.00
Finance Department									
Budget/Finance	7.00	1.00	6.90	7.00	1.00	6.90	7.00	-	6.65
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	6.00	-	6.00
Planning Department	5.00	1.00	5.25	5.00	1.00	5.25	5.00	1.00	5.25
Building Inspections/Permitting	9.00	-	9.35	9.00	-	9.35	9.00	-	9.35
Economic Development	1.00	-	0.90	1.00	-	0.90	1.00	-	0.90
Police Department	85.00	-	85.32	85.00	-	85.32	90.00	-	90.32
Neighborhood Improvement	5.00	-	5.00	5.00	-	5.00	6.00	-	6.00
Fire Department	50.00	-	50.00	50.00	-	50.00	47.00	-	47.00
Public Works Department									
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
Page Subtotal	225.00	5.00	228.30	225.00	5.00	228.30	229.00	4.00	232.05

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

Department / Division	FY 13-14			FY 14-15			FY 15-16		
	Full-time Positions	Part-time Positions	FTE	Full-time Positions	Part-time Positions	FTE	Full-time Positions	Part-time Positions	FTE
Stormwater Maintenance	9.00	-	8.70	9.00	-	8.70	9.00	-	8.70
Utilities									
Water Production	17.00	1.00	15.30	17.00	1.00	14.55	18.00	1.00	15.55
Wastewater Treatment	13.00	2.00	14.80	13.00	2.00	15.05	13.00	2.00	15.05
Water Distribution	12.00	-	12.30	12.00	-	12.55	12.00	1.00	13.05
Wastewater Collection	11.00	-	12.30	11.00	-	12.55	11.00	-	12.55
Sub-Total: Utilities	53.00	3.00	54.70	53.00	3.00	54.70	54.00	4.00	56.20
Solid Waste									
Collection and Disposal	2.00	-	1.65	2.00	-	1.65	2.00	-	1.65
Recycling	-	-	0.35	-	-	0.35	-	-	0.35
Sub-Total: Solid Waste Services	2.00	-	2.00	2.00	-	2.00	2.00	-	2.00
Total: Public Works Department	95.00	5.00	98.53	95.00	5.00	98.53	96.00	6.00	100.03
Leisure Services									
The Casements	1.00	4.00	3.70	1.00	5.00	4.20	1.00	5.00	4.20
Performing Arts Center	1.00	5.00	3.75	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	2.00	2.25	1.00	2.00	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	5.50	1.00	5.00	5.50
South Ormond Neighborhood Center	1.00	3.00	2.95	1.00	3.00	4.70	1.00	3.00	4.70
Athletic Field Maintenance	11.00	-	11.00	11.00	-	11.00	3.00	4.00	5.00
Building Maintenance	7.00	-	6.50	8.00	1.00	8.00	8.00	1.00	8.00
Parks and Grounds Mnt.	1.00	2.00	2.23	1.00	2.00	2.23	2.00	2.00	3.23
Sub-Total: Leisure Services	32.00	29.00	51.51	33.00	31.00	54.01	26.00	35.00	49.01
Airport	1.00	-	1.10	1.00	-	1.10	1.00	-	1.10
TIF	-	-	-	-	-	-	-	-	-
Total FTE	322.00	37.00	346.31	323.00	39.00	348.81	321.00	43.00	349.06

FY 15-16 Changes:

Full-time:

Maintenance Workers/Athletic Fields (Reduction 7 FTE's)
 Transfer Contract Manager from Athletic Fields to Parks & Grounds (No FTE change)
 Add Neighborhood Improvement Officer 1 FTE
 Add IT Specialist 1 FTE
 Add Police Officers 4 FTE's
 Add Police Corporal 1 FTE
 Eliminate Firefighters 3 FTE's
 Add Instrumentation Specialist 1 FTE

Part-time:

Maintenance Workers/Athletic Fields (Add 4 positions/2 FTE's)
 Eliminate Public Media Asst. .25 FTE's
 Add Utility Mapping Locate Tech .25 FTE's

Expenditures:

General Fund:

General fund net expenditures are \$29.2 million, an increase of \$2.2 million or 8.05%. The budget includes an additional \$522,000 for health insurance. Pension costs have declined by \$114,000 from the prior year.

Downtown Redevelopment Fund:

The budget includes \$1,130,000 for maintenance and capital improvements. Property improvement grant funding is also included in the amount of \$300,000.

Stormwater Utility Fund:

The budget includes \$950,000 for personnel and operating costs, transfers of \$359,000, and \$814,000 in capital improvement projects.

Airport Fund:

The budget includes \$239,000 for personnel and operating costs, transfers of \$12,000, and \$4.4 million in capital improvement projects.

Facilities Renewal and Replacement Fund:

The budget includes maintenance to various City facilities (\$516,000).

Capital Improvement Fund:

The budget includes:

- Enterprise Resource System Professional Services (\$213,000)
- Fire Station 93 Roof Replacement (\$68,000)
- OBSC Traffic Calming (\$31,000)
- HVAC Chiller Replacement (\$58,000)

Transportation Fund:

The budget includes \$889,000 in infrastructure improvements and \$678,000 in transfers to the General Fund for streets maintenance.

Water and Wastewater:

The budget includes \$9.6 million of personnel and operating expenditures and \$8.7 million in transfers for capital project funding and debt service.

Solid Waste:

This fund receives fees for solid waste removal and recycling services from City residents and business and pays an outside contractor to perform these services. The budget includes \$6.6 million for the collection and disposal of refuse, \$729,000 for recycling, and \$1.1 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.

GENERAL GOV'T DEBT SERVICE REQUIREMENTS TO MATURITY						
<i>Amounts in thousands</i>						
Fiscal Year Ending	2002 A & 2002 B General Obligation Refunding Bonds			2003 General Obligation Bonds Fire Station #92		
	Principal	Interest	Total	Principal	Interest	Total
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
Total	978	111	1,089	790	122	912

Fiscal Year Ending	2004 Revenue Bonds Fire Station #91			2010 General Obligation Bonds Beachfront Park		
	Principal	Interest	Total	Principal	Interest	Total
2016	112	44	156	225	120	345
2017	117	40	157	230	114	344
2018	121	35	156	240	107	347
2019	126	31	157	245	100	345
2020	130	26	156	255	93	348
2021	135	21	156	260	86	346
2022	140	16	156	270	78	348
2023	146	11	157	275	70	345
2024 & Beyond	151	6	157	2,160	256	2,416
Total	1,178	230	1,408	4,160	1,024	5,184

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

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

FY Ending	Principal	Interest	Total
2016	3,523	1,129	4,652
2017	3,689	1,069	4,758
2018	3,792	972	4,764
2019	3,890	872	4,762
2020	3,989	769	4,758
2021	4,093	663	4,756
2022	4,208	554	4,762
2023	3,179	442	3,621
2024	2,860	344	3,204
2025	2,957	251	3,208
2026	780	154	934
2027	803	131	934
2028	827	107	934
2029	851	83	934
2030	877	57	934
2031	632	31	663
2032	374	17	391
2033	384	8	392
Total	41,708	7,653	49,361

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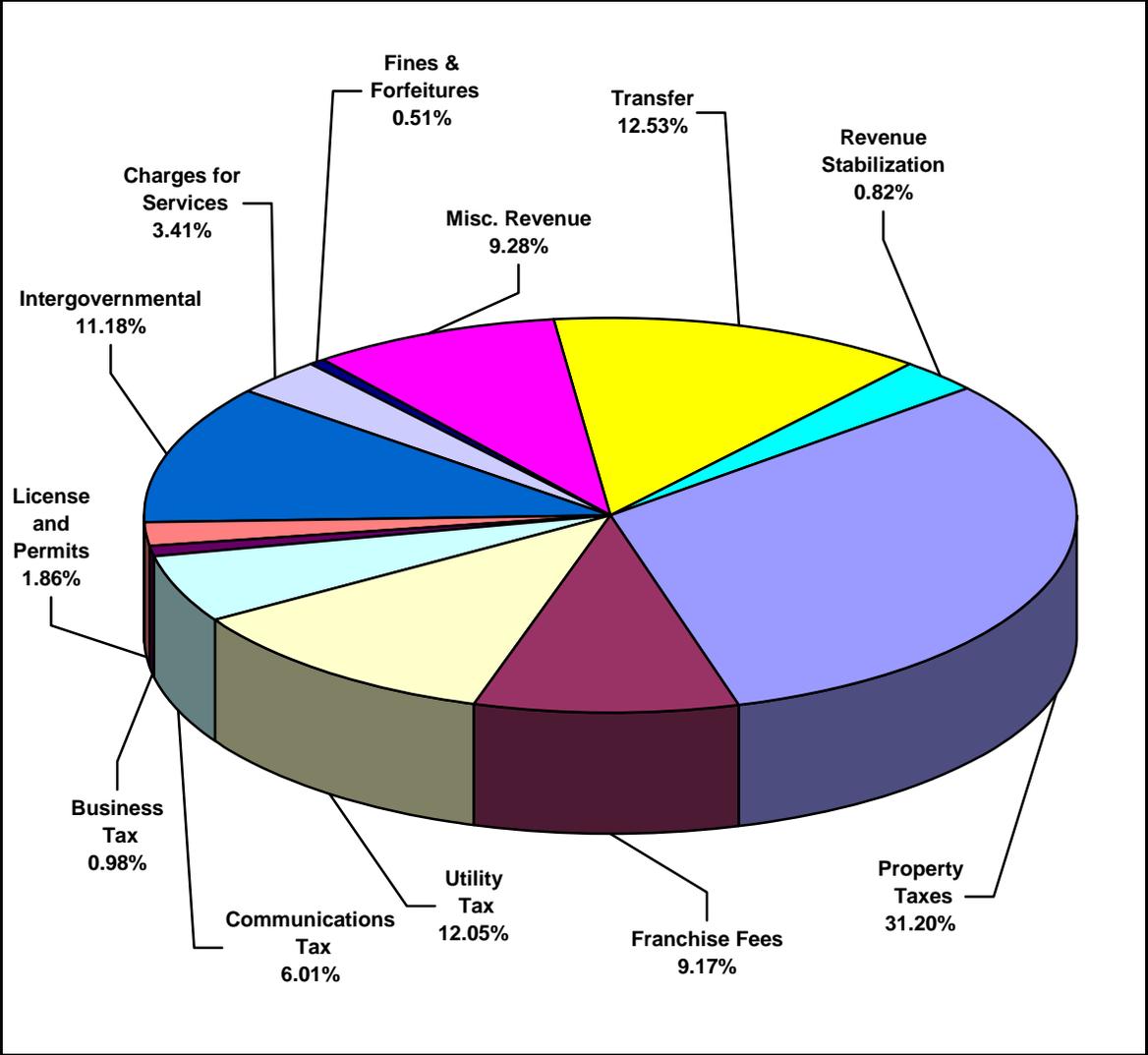
GENERAL FUND

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GENERAL FUND REVENUES

General Fund Revenue Summary			Change	%Change	
	Actual	Estimate	FY 2014-15	FY 2014-15	
Description	FY 2013-14	FY 2014-15	to FY 2015-16	to FY 2015-16	
Revenues					
Property Taxes	8,747,199	9,178,799	9,975,523	796,724	8.68%
Franchise Fees	2,892,164	2,747,000	2,897,000	150,000	5.46%
Utility Tax	3,688,741	3,544,000	3,664,000	120,000	3.39%
Communications Tax	1,762,809	1,769,000	1,700,000	(69,000)	-3.90%
Business Tax	286,863	289,200	289,200	-	0.00%
License and Permits	685,123	546,000	644,000	98,000	17.95%
Intergovernmental	3,306,837	3,432,500	3,531,096	98,596	2.87%
Charges for Services	1,069,823	1,002,250	1,007,250	5,000	0.50%
Fines & Forfeitures	126,791	150,000	135,000	(15,000)	-10.00%
Miscellaneous Revenue	2,670,181	2,730,036	2,725,308	(4,728)	-0.17%
Transfers In	3,600,542	3,686,793	4,128,593	441,800	11.98%
Use of Revenue Stabilization Fund		342,427	895,761	553,334	161.59%
Total Revenues	28,837,073	29,418,005	31,592,731	2,174,726	7.39%
Less: Fleet	1,430,066	1,475,873	1,448,862	(27,011)	-1.83%
Less: Engineering	916,939	932,946	960,387	27,441	0.00%
Total Net Revenues	26,323,946	27,009,186	29,183,482	2,174,296	8.05%

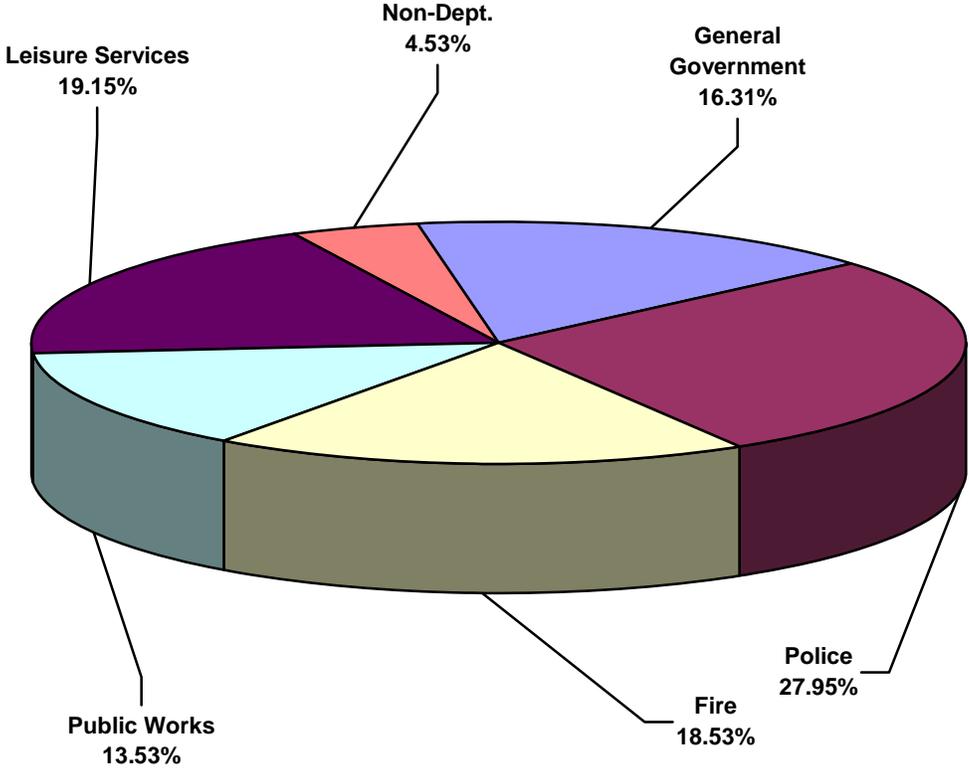
GENERAL FUND REVENUES



GENERAL FUND EXPENDITURE SUMMARY

General Fund Summary					
	Actual	Estimate	Estimate	Change	% Change
Description	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Government					
City Commission	378,945	339,115	349,690	10,575	3.12%
City Manager	352,750	359,398	369,310	9,912	2.76%
Support Services	334,394	371,115	372,291	1,176	0.32%
City Attorney	597,066	594,333	632,406	38,073	6.41%
Finance	632,797	641,980	638,731	(3,249)	-0.51%
Information Technology	759,161	777,431	829,847	52,416	6.74%
Human Resources	420,229	481,702	452,514	(29,188)	-6.06%
Planning	629,497	599,904	633,868	33,964	5.66%
Building Inspections	719,642	806,967	797,427	(9,540)	-1.18%
Total General Government	4,824,481	4,971,945	5,076,084	104,139	2.09%
Economic Development	521,402	474,757	470,151	(4,606)	-0.97%
Police					
Administration	854,006	914,359	891,030	(23,329)	-2.55%
Operations	4,651,477	5,091,235	5,296,419	205,184	4.03%
Community Outreach	410,821	440,497	412,215	(28,282)	-6.42%
Criminal Investigations	1,014,174	1,066,945	1,148,360	81,415	7.63%
Community Services	440,612	388,632	387,927	(705)	-0.18%
Records	159,649	175,332	158,659	(16,673)	-9.51%
Neighborhood Improvements	325,459	351,142	403,002	51,860	14.77%
Total Police	7,856,198	8,428,142	8,697,612	269,470	3.20%
Fire					
Fire & EMS	5,659,730	5,729,310	5,768,435	39,125	0.68%
Total Fire	5,659,730	5,729,310	5,768,435	39,125	0.68%
Public Works					
Roadside and Right of Way Mnt.	1,780,252	1,740,893	1,800,958	60,065	3.45%
Engineering	916,939	932,946	960,387	27,441	2.94%
Fleet	1,430,066	1,475,873	1,448,862	(27,011)	-1.83%
Total Public Works	4,127,257	4,149,712	4,210,207	60,495	1.46%
General Fund Summary					
	Actual	Estimate	Estimate	Change	% Change
Description	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Leisure Services					
Building Maintenance	639,481	691,855	705,202	13,347	1.93%
Parks & Grounds	1,408,764	1,497,248	1,650,603	153,355	10.24%
Administration	528,578	582,371	600,124	17,753	3.05%
Cultural					
Casements	255,553	272,511	249,334	(23,177)	-8.50%
Performing Arts Center	390,128	405,363	409,639	4,276	1.05%
Senior Center	96,498	105,257	99,383	(5,874)	-5.58%
Community Events	191,472	206,961	190,617	(16,344)	-7.90%
Environmental Learning Center	-	-	91,458	91,458	0.00%
Athletics					
Gymnastics	91,704	114,424	116,594	2,170	1.90%
City Sponsored Activities	315,129	332,331	326,657	(5,674)	-1.71%
Nova Recreation Center	223,084	244,373	246,396	2,023	0.83%
South Ormond Center	209,033	241,075	246,106	5,031	2.09%
Athletic Fields Maintenance	927,319	910,761	1,028,077	117,316	12.88%
Total Leisure Services	5,276,743	5,604,530	5,960,190	355,660	6.35%
Non-Departmental					
Contributions/Contingency	9,528	(884,873)	(48,701)	836,172	-94.50%
Transfers	1,268,486	944,482	1,458,753	514,271	54.45%
Total Expenditures	29,543,825	29,418,005	31,592,731	2,174,726	7.39%
Less: Fleet expenditures	1,430,066	1,475,873	1,448,862	(27,011)	-1.83%
Less: Engineering	916,939	932,946	960,387	27,441	2.94%
Total Net Expenditures	27,196,820	27,009,186	29,183,482	2,174,296	8.05%

GENERAL FUND EXPENDITURES



CITY COMMISSION

The five member City Commission is the elected legislative and governing body of the City responsible for establishing policies, managing growth and land use, adopting an annual budget and tax rate, setting water and wastewater rates and other fees and charges for City services, adopting local laws and ordinances and hiring and overseeing the City Manager and City Attorney.

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

CITY COMMISSION

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	378,945	339,115	349,690	10,575	3.12%
Total	378,945	339,115	349,690	10,575	3.12%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	112,213	120,504	129,699	9,195	7.63%
Operating	266,732	218,611	219,991	1,380	0.63%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	378,945	339,115	349,690	10,575	3.12%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Mayor	1.00	1.00	1.00	0.00	0.00%
City Commissioners	4.00	4.00	4.00	0.00	0.00%
Total	5.00	5.00	5.00	0.00	0.00%

OFFICE OF CITY MANAGER

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

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

<u>Revenues:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	352,750	359,398	369,310	9,912	2.76%
Total	352,750	359,398	369,310	9,912	2.76%
<u>Expenditures:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	340,221	344,070	354,982	10,912	3.17%
Operating	12,529	15,328	14,328	(1,000)	-6.52%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	352,750	359,398	369,310	9,912	2.76%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
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%
Total	2.60	2.60	2.60	0.00	0.00%

CITY COMMISSION/CITY MANAGER

Goals:

The City of Ormond Beach conducted a community visioning/strategic planning process in April and May, 2015. Two community workshops were held during which Ormond Beach residents shared their dreams and aspirations for the future of the City. Thereafter, a strategic planning workshop was held for the City Commission and senior staff to discuss citizens' recommendations and develop the following goals:

- Continue/expand maintenance, repair and replacement plan
- Develop funding model that meets city's needs
- Develop master plan for IT
- Continue implementation of Economic Development strategic plan
- Provide parking for Lincoln Ave and New Britain
- Update parks/recreation master plan including complimentary uses, tennis courts, beachside
- Develop historic preservation plan

SUPPORT SERVICES

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

SUPPORT SERVICES

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	334,394	371,115	372,291	1,176	0.32%
Total	334,394	371,115	372,291	1,176	0.32%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	245,305	257,505	270,411	12,906	5.01%
Operating	89,089	113,610	101,880	(11,730)	-10.32%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	334,394	371,115	372,291	1,176	0.32%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
City Clerk	1.00	1.00	1.00	0.00	0.00%
Office Assistant III	2.00	2.00	1.00	-1.00	-50.00%
Office Assistant IV	0.00	0.00	1.00	1.00	100.00%
Assistant City Clerk	1.00	1.00	1.00	0.00	0.00%
Total	4.00	4.00	4.00	0.00	0.00%

SUPPORT SERVICES

Goals:

- Continue to maintain initial response to all citizen and media information requests within one work day.
- Continue to provide timely preparation of City Commission agenda and minutes and reduce number of City Commission agenda packet revisions to improve quality of work product.
- Continue to provide project assistance and support to vendor and city departments during republication of *Code of Ordinances*.
- Assist IT with implementation of new email archiving system.
- Provide administrative project support as directed for City Commission meeting improvement initiatives such as request to speak system and e-boardroom applications
- Review web site update and improvement options and assist with project implementation as needed.
- Coordinate with IT to implement improved social media archiving system.

Accomplishments:

- Provided support to City Commission candidates during 2014 elections.
- Provided administrative support for 22 regular City Commission meetings, 10 City Commission workshops, and 1 special City Commission meeting in 2014, with agenda packets totaling over 20,000 pages, including 203 resolutions and 43 ordinances.
- Provided administrative support for citizen advisory boards, including Budget, Quality of Life, Neighborhood Improvement, Public Works, General Employees' Pension, Firefighters' Pension, and Policy Officers' Pension boards.
- Maintained efficient records management program with disposition of 224 cubic feet of records in 2014.
- Continued to maintain City's website and monitor improvement options.
- Assisted legal department with recodification project for *Code of Ordinances*.

CITY ATTORNEY

The Office of City Attorney is responsible for providing legal advice and recommendations to the City Commission, City Department Directors and Division Managers and to the various advisory and quasi-judicial boards. In addition, the Office of City Attorney is responsible for all litigation brought against or on behalf of the City; is responsible for handling all legal issues involving or affecting the City; and communicates the City's position on various legislative matters to State and Federal legislative bodies.

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

CITY ATTORNEY

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	597,066	594,333	632,406	38,073	6.41%
Total	597,066	594,333	632,406	38,073	6.41%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	551,423	553,796	589,340	35,544	6.42%
Operating	45,643	40,537	43,066	2,529	6.24%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	597,066	594,333	632,406	38,073	6.41%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
City Attorney	1.00	1.00	1.00	0.00	0.00%
Deputy City Attorney	1.00	1.00	1.00	0.00	0.00%
Assistant City Attorney	0.00	1.00	1.00	0.00	0.00%
Para-Legal	3.00	2.00	2.00	0.00	0.00%
Total	5.00	5.00	5.00	0.00	0.00%

CITY ATTORNEY

Goals:

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



Accomplishments:

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

BUDGET/FINANCE/PURCHASING

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

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

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

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

BUDGET/FINANCE/PURCHASING

Revenue and Expenditure Summaries

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	632,797	641,980	638,731	(3,249)	-0.51%
Total	632,797	641,980	638,731	(3,249)	-0.51%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	544,132	561,835	571,946	10,111	1.80%
Operating	88,665	80,145	66,785	(13,360)	-16.67%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	632,797	641,980	638,731	(3,249)	-0.51%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Public Media Asst.	0.25	0.25	0.00	-0.25	-100.00%
Total	6.90	6.90	6.65	0.00	0.00%

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 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Workload:					
# of cash receipts processed	208,525	209,000	209,000	-	0.00%
# of A/P checks	7,500	7,419	7,400	(19)	-0.26%
# of Accounts Payable EFT	1,700	1,687	1,680	(7)	-0.41%
# of Purchase orders issued	1,100	1,067	1,060	(7)	-0.66%
# of Payroll checks	900	889	880	(9)	-1.01%
# of Payroll direct deposits	8,300	8,311	8,300	(11)	-0.13%
Effectiveness:					
% participating in direct deposit	90%	90%	90%	-	0.00%
Number of days to issue CAFR	140	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:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
General Fund	759,161	777,431	829,847	52,416	6.74%
Total	759,161	777,431	829,847	52,416	6.74%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Personal Services	455,155	454,446	526,201	71,755	15.79%
Operating	304,006	322,985	303,646	(19,339)	-5.99%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	759,161	777,431	829,847	52,416	6.74%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Full-time Positions:					
MIS Manager	1.00	1.00	1.00	0.00	0.00%
Information Systems Specialist	2.00	2.00	3.00	1.00	50.00%
Chief GIS Technician	1.00	1.00	1.00	0.00	0.00%
GIS Technician	1.00	1.00	1.00	0.00	0.00%
Total	5.00	5.00	6.00	1.00	20.00%

INFORMATION TECHNOLOGY

Goals:

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

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
<u>Workload:</u>					
# of workstations	310	315	315	-	0.00%
# of sites maintained	19	19	20	1	5.26%
# of support calls	1,034	1,200	1,300	100	8.33%
<u>Efficiency/Effectiveness:</u>					
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 Muris and ProjectDax. Additional Site is the ELC

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.
- Completed Fiber Ring Return path from City Hall to Fire Station 93. Adding redundancy From the Hardened Data Center to 6 key City Facilities: City Hall, Police Dept, Water Plant, Public Works complex, Leisure Services Performing Arts and Senior Centers, Fire Station 93. Partial redundancy to 3 City Facilities: Legal, PAL, SONC
- Completed Fiber Connections to the South Ormond Neighborhood Center (SONC) and the Police Athletic League (PAL) building, replacing slower cable modem VPN connections.
- Completed Point2Point wireless connection upgrades for Fire Station 92 (Nova Rd) and Fire Station 94 (Airport Rd), replacing slower cable modem VPN connections.

HUMAN RESOURCES

The Human Resources Department provides administrative and technical support services to assist in the management of the City's workforce of approximately 400 employees. The core services provided by Human Resources include: 1) recruitment, selection and processing of new employees, 2) maintenance of the pay and classification system, 3) maintenance of employee personnel records, 4) administration of the City's employee benefits program, 5) coordination of employee and supervisory training and publishing of employee and supervisory newsletters, 6) liaison with the City's Human Resources Board and 7) the negotiation and management of collective bargaining agreements with the City's three bargaining units.

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

HUMAN RESOURCES

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	420,229	481,702	452,514	(29,188)	-6.06%
Total	420,229	481,702	452,514	(29,188)	-6.06%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	299,697	331,471	351,818	20,347	6.14%
Operating	120,532	150,231	100,696	(49,535)	-32.97%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	420,229	481,702	452,514	(29,188)	-6.06%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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%
Total	4.00	4.00	4.00	0.00	0.00%

HUMAN RESOURCES

Goals:

- Research and evaluate alternative health insurance approaches (self-funding, clinic model, etc) to mitigate premium increases for 2016 renewal
- Design and implement employee intranet
- Review and update job descriptions
- Conduct compensation review and update Pay and Classification Plan
- Update HR Policy
- Negotiate Collective Bargaining Agreements
- Develop and implement revised safety program and employee trainings
- Fulfill Affordable Care Act reporting requirements
- Continue to improve recruiting and retention efforts (evaluate and revise on-boarding and off-boarding practices)
- Streamline internal forms
- Develop HR skills and competencies through partnership with our benefit providers, and attending outside continuing education courses

Accomplishments:

- Implemented benefits administration software (PlanSource)
- Launched on-line employment application system
- Initiated new recruitment efforts utilizing National Testing Network for Fire and Police Departments
- Negotiated collective bargaining agreement with IAFF (Firefighters Union)
- Completed RFQ to secure agent of record for property and casualty insurance

PLANNING

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

Comprehensive planning is responsible for monitoring compliance with and administering the City's Comprehensive Plan in accordance with Chapter 163, Florida Statutes, and Chapter 9J-5, Florida Administrative Code. The primary services provided in this program include: 1) review of Comprehensive Plan Amendments; 2) coordination with various regional and State authorities; 3) review for consistency with the Volusia County Growth Management Commission, City Planning Board, and the City's Official Zoning Map and Land Development Code; and, 4) review and updating of the various required elements of the Comprehensive Plan.

Development Review is responsible for current planning in general and for administering the City's Land Development Code. Specific activities include: 1) site plan review and permitting of proposed development applications, 2) inspection of all residential and commercial development projects, 3) staff support and liaison with the Planning Board and the Development Review Board, 4) interpreting and processing amendments to the Land Development Code 5) coordinating the activities of the City's Site Plan Review Committee (SPRC) – this involves interdepartmental cooperation with Engineering, Building Inspection and the City Attorney. 6) Responding to informational requests by the public regarding zoning, flood zone classification, land use information, and development regulations. 7) reviewing and providing comments to Volusia County for certain applications in the County but located within the Ormond Beach service area, and 8) remaining up-to-date with Federal and State mandates and regulations that will affect development review and procedures (the Unified Mitigation Assessment Methodology, for example).

PLANNING

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Development Review Fees	62,110	34,000	34,000	-	0.00%
Zoning Variances/Appeals	11,374	5,000	5,000	-	0.00%
Recording Charges	19,110	15,000	15,000	-	0.00%
Bid Documents	740	1,000	1,000	-	0.00%
General Fund	536,163	544,904	578,868	33,964	6.23%
Total	629,497	599,904	633,868	33,964	5.66%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	558,201	504,876	530,874	25,998	5.15%
Operating	71,296	95,028	102,994	7,966	8.38%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	629,497	599,904	633,868	33,964	5.66%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Planning Director *	0.65	0.65	0.65	0.00	0.00%
Senior Planner	3.00	3.00	3.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Civil Engineer	0.60	0.60	0.60	0.00	0.00%
Total	5.25	5.25	5.25	0.00	0.00%
* Indicates primary department					

PLANNING

Goals:

- 100% of all SPRC applications and plans shall be electronic submittal.
- Reduce by 50% the amount of time devoted to each consecutive SPRC review after the first submittal by using ProjectDox simultaneous review and mark-up features.
- Complete within 60 days of the date that the application is deemed a complete application submittal of discretionary applications such as Planned Developments and Preliminary Plat.
- Resubmit a federal EPA grant application for brownfield investigation related to the airport and the US 1 North corridor.
- Complete for public review a citywide Pedestrian-Trail Study.
- Complete the 5 Year CRS documentation process for all activities related to the City's CRS Class Rating of 6.
- Prepare dedicated site on City web site for the posting of Master Vendor and Itinerant Vendor information.

PLANNING

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Workload:					
# of site plans	12	15	20	5	33.33%
# of Special Exceptions	3	2	3	1	50.00%
# of LDC code amendments	5	5	5	-	0.00%
# of planned development amendment	1	1	2	1	100.00%
# Appeal of PD Determination	-	-	-	-	0.00%
# of annexations	10	17	10	(7)	-41.18%
# of Certificate of Appropriateness	1	-	1	1	0.00%
# of Variances	5	16	10	(6)	-37.50%
# of rezonings	7	4	5	1	25.00%
# of Property Improvement Grants	4	-	3	3	0.00%
# of Volusia County Reviews	2	1	2	1	0.00%
# of Utility Easement Vacations	2	3	2	(1)	-33.33%
# of lot splits	1	2	2	-	0.00%
# of Comp Plan amendments	7	4	5	1	25.00%
# of Alcohol Zoning Approvals	-	3	5	2	
# of Zoning Verifications	-	7	10	3	
# of Preliminary or Final Plats	-	2	2	-	
# of Nonconforming Determinations	-	1	-	(1)	
Total:	60	83	87	4	4.82%
Days to process site plan apps	60	90	45	(45)	-50.00%
Days to process variances	44	45	40	(5)	-11.11%

Accomplishments:

- Completed 10 annexations resulting in 150+ acres that include but are not limited to Destination Daytona Phase 1 and 2, Microflex, Blue Coast Bakers.
- Implemented Electronic Plan Review and Submittal using ProjectDox.
- Completed the annual CRS Recertification process for a CRS Rating of 6.
- Implemented the first project of the Downtown Stormwater Master Plan and Conceptual Permit in the downtown area.
- Implemented the Land Use Plan changes as a result of the Interlocal Boundary Agreement with Volusia County for the US 1 North Corridor.
- Implemented the rezoning of all land use changes as a result of the Interlocal Boundary Agreement with Volusia County for the US 1 North Corridor.
- Implemented the Land Development Code amendments related to Itinerant Vendors as a result of the Interlocal Boundary Agreement with Volusia County for the US 1 North Corridor.
- ProjectDox became fully operational in July 2015.
- Issued an extensive Nonconforming Determination on transient Lodging related to four developments on Oceanshore Boulevard.
- Completed scanning of all on-site historical records for inclusion into Questys.

BUILDING INSPECTIONS AND PERMITTING

Building Inspection

Building Inspections provides the following services: 1) review of all construction plans for residential, commercial and industrial construction, 2) issuance of approximately 3,000 building permits annually and 3) conducts approximately 13,000 building, plumbing, mechanical and electrical inspections for various types of construction within the City limits of Ormond Beach in accordance with the Florida building Code and other State and local laws.

Occupational Licensing

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

BUILDING INSPECTIONS AND PERMITTING

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Permit Fees	685,123	546,000	644,000	98,000	17.95%
General Fund	34,519	260,967	153,427	(107,540)	-41.21%
Total	719,642	806,967	797,427	(9,540)	-1.18%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	655,148	727,255	723,084	(4,171)	-0.57%
Operating	64,494	79,712	74,343	(5,369)	-6.74%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	719,642	806,967	797,427	(9,540)	-1.18%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Chief Building Official	1.00	1.00	1.00	0.00	0.00%
Planning Director	0.35	0.35	0.35	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Permit Technician	2.00	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%
Total	9.35	9.35	9.35	0.00	0.00%

BUILDING INSPECTIONS

Goals:

- Maintain permit review timeframes reduced in 2014-15 (examples include: single family residence is 7 to 14 working days, commercial build out is 5 to 10 working days).
- Continue providing time sensitive inspection response (next business day) to contractors and homeowners.
- Issue same day/across the counter permits 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 ProjectDox System.
- 100% of all building plans shall be electronic submittal.
- Identify building permit type work, which does not require Plans Review such as fences, non-electric signs, etc., that can be issued by the permit technicians.
- Due to extensive turn over, extensive effort and additional training shall be require to gain multi-certifications (including fire and 1 & 2 Family Code) for building inspectors to allow for multiple inspections on a single site visit. (On-going)
- Ensure all newly hired joint permit counter technicians have a zoning and permit technician certification. (On-going).
- Rebuild the Building Inspection team now that the Building Division is fully staffed with the recent hiring of a Chief Building Official, Chief Building Inspector and a Building Inspector.
- Provide quarterly external user training on ProjectDox.
- Scan all on-site building records for inclusion into the Department's electronic library.

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
All inspections for building construction, residential and commercial. Does not include inspections outsourced by the jurisdictions. Exclude Private Providers.	8427	10269	11,000	731	7.12%
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.	792	1261	1,200	(61)	-4.84%
All plans approved during the designated fiscal year regardless of the number of reviews required prior to approval	3489	3826	3982	156	4.08%
All BEMP plan reviews. Exclude Zoning reviews.	100%	100%	100%	100	10000.00%
All permits for building construction, residential and commercial.	3489	3826	3982	156	4.08%
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

Accomplishments:

- Permit review timeframes were cut significantly during 2014-15. One and two family dwellings were completed in 7 to 14 days after submittal and commercial build-out has been reduced to between 5 and 10 days.
- Maintained 24 hour inspection turnaround for all requests.
- Maintained in the high 95% percentile range the high customer service response of “Far Exceeds Expectations” which results from submitted Customer Service Questionnaires.
- ProjectDox became fully operational in July 2015.
- Joint Permit Counter cross training for two newly hired Permit Technicians completed.
- Provided in-house training to all ProjectDox users.
- Provided external user training for ProjectDox to Engineers, Architects and builders.

POLICE DEPARTMENT

The Police Department consists of the following divisions:

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Special Duty	64,067	55,000	55,000	-	0.00%
Fines/Forfeits	93,899	125,000	100,000	(25,000)	-20.00%
Code Violations	43,667	40,000	50,000	10,000	25.00%
General Fund	7,654,565	8,208,142	8,492,612	284,470	3.47%
Total	7,856,198	8,428,142	8,697,612	269,470	3.20%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Administration	854,006	914,359	891,030	(23,329)	-2.55%
Operations	4,651,477	5,091,235	5,296,419	205,184	4.03%
Community Outreach	410,821	440,497	412,215	(28,282)	-6.42%
Criminal Investigations	1,014,174	1,066,945	1,148,360	81,415	7.63%
Community Services	440,612	388,632	387,927	(705)	-0.18%
Records	159,649	175,332	158,659	(16,673)	-9.51%
Neighborhood Improvements	325,459	351,142	403,002	51,860	14.77%
Total	7,856,198	8,428,142	8,697,612	269,470	3.20%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Police Chief	1.00	1.00	1.00	0.00	0.00%
Captain	2.00	2.00	2.00	0.00	0.00%
Sergeant	6.00	6.00	6.00	0.00	0.00%
Accreditation Manager	1.00	1.00	1.00	0.00	0.00%
Corporal	5.00	5.00	5.00	0.00	0.00%
Police Officer	54.00	54.00	59.00	5.00	9.26%
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%
Administrative Assistant	1.00	1.00	1.00	0.00	0.00%
Community Service Officer	4.00	4.00	4.00	0.00	0.00%
Lead Community Service Officer	1.00	1.00	1.00	0.00	0.00%
Records Clerk	3.00	3.00	3.00	0.00	0.00%
Seasonal:					
Tutors	0.32	0.32	0.32	0.00	0.00%
Total	85.32	85.32	90.32	5.00	5.86%

POLICE ADMINISTRATION

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	854,006	914,359	891,030	(23,329)	-2.55%
Total	854,006	914,359	891,030	(23,329)	-2.55%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	378,450	501,598	558,227	56,629	11.29%
Operating	475,556	412,761	332,803	(79,958)	-19.37%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	854,006	914,359	891,030	(23,329)	-2.55%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Police Chief	1.00	1.00	1.00	0.00	0.00%
Captain	2.00	2.00	2.00	0.00	0.00%
Police Officer (Training)	1.00	1.00	1.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Accreditation Manager	1.00	1.00	1.00	0.00	0.00%
Total	6.00	6.00	6.00	0.00	0.00%

POLICE ADMINISTRATION

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 updating and rewriting the Ormond Beach Police Department Directives Manual.

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 third full/complete annual audit and inventory of the Property and Evidence Unit to ensure compliance with Accreditation Standards, accountability and control, timely destruction of contraband and return of found or recovered property to citizens, and timely evidence submission and processing.
- 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.
- Completed the annual DAVID audit and the Annual CJIS audit with the cooperation of representatives from DHSMV and FDLE CJIS personnel.
- Hired a full-time non-sworn Accreditation Manager.
- Completed annual Evidence and Contraband court ordered destruction with over 1,000 pieces lawfully destroyed.

POLICE OPERATIONS

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

POLICE OPERATIONS

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Special Duty	64,067	55,000	55,000	-	0.00%
Fines/Forfeits	93,899	125,000	100,000	(25,000)	-20.00%
General Fund	4,493,511	4,911,235	5,141,419	230,184	4.69%
Total	4,651,477	5,091,235	5,296,419	205,184	4.03%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	4,091,492	4,450,523	4,701,831	251,308	5.65%
Operating	559,985	640,712	594,588	(46,124)	-7.20%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	4,651,477	5,091,235	5,296,419	205,184	4.03%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Sergeant	5.00	5.00	5.00	0.00	0.00%
Corporal	4.00	4.00	4.00	0.00	0.00%
Police Officer	44.00	44.00	49.00	5.00	11.36%
Total	53.00	53.00	58.00	5.00	9.43%

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 30 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.
- Implement a Supervisory Training Program for all new Corporals and Sergeants.

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Sworn law enforcement members available for CFS response	49	49	49	-	0.00%
Sworn members assigned to Traffic Enforcement	6	6	6	-	0.00%
Members assigned to Traffic Crash Investigations	6	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	86,615	93,936	91,000	2,936	3.13%
Citizen-generated workload; Calls for Service (CFS)	38,926	33,432	35,000	(1,568)	-4.69%
Self-initiated workload; pro-active police actions	47,689	60,503	56,000	4,503	7.44%
Traffic citations issued (moving violations only)	4,172	3,796	3,900	(104)	-2.74%
Traffic crashes	1,122	1,185	1,200	(15)	-1.27%
Pedestrian fatalities	-	2	2	-	0.00%
Total Traffic fatalities	3	2	2	-	0.00%
Adult arrests	1,284	1,278	1,250	28	2.19%
Juvenile arrests	79	55	50	5	9.09%
DUI arrests	73	61	65	(4)	-6.56%
Total arrests	1,436	1,395	1,400	(5)	-0.36%

POLICE OPERATIONS

Accomplishments:

- Responded to approximately 93,936 calls for service, an increase of 7,300 from previous year (this figure represents dispatched calls, officer self-initiated calls, directed patrols, and requested extra service patrols).
- Completed over 7261 incident and/or crime reports and issued approximately 6,038 uniform traffic citations.
- Had a 45% overall clearance rate for all reported part one crimes for the year.
- Hired and trained nine (9) new officers for 2014.
- Provided over 5784 hours of training to Departmental personnel.
- Completed 25 Community Policing Projects targeting crime and/or quality of life issues.
- Completed successful operations during Race Week 2015, Bike Week 2015, Spring Break 2015, 4th of July fireworks display, Biketoberfest 2014 and the Home for the Holidays Christmas Parade 2014.
- Citizen Volunteers donated over 3,048 hours of time to the Department, providing an estimated costs savings of over \$30,000 in personnel and operating costs.
- 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- 2015
 - b. May- 2015
 2. DUI:
 - a. FDOT – 2014-2015
 - b. Labor Day: August-September 2014
 - c. Halloween Crackdown- October 2014
 - d. Holiday Crackdown- December 2014
 - e. Biketoberfest- October 2014
 - f. Saint Patrick's Day Wave-March 2014
 3. Motor Unit Challenge- November and December 2014
 4. Florida Law Enforcement Challenge- 2014-2015

POLICE-COMMUNITY OUTREACH

Community Outreach provides several educational and intervention-oriented programs that are designed to enhance life skills and prevent crime including the Drug Abuse Resistance Education (DARE), Police Athletic League (PAL), Explorers, volunteers and neighborhood and business watches, and DARE program for middle schools.

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

POLICE-COMMUNITY OUTREACH

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	410,821	440,497	412,215	(28,282)	-6.42%
Total	410,821	440,497	412,215	(28,282)	-6.42%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	363,013	388,515	359,979	(28,536)	-7.34%
Operating	47,808	51,982	52,236	254	0.49%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	410,821	440,497	412,215	(28,282)	-6.42%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Community Program Coordinator	1.00	1.00	1.00	0.00	0.00%
After School Aide	1.00	1.00	1.00	0.00	0.00%
Recreation Leader	1.00	1.00	1.00	0.00	0.00%
Police Officer	2.00	2.00	2.00	0.00	0.00%
Seasonal:					
Tutors	0.32	0.32	0.32	0.00	0.00%
Total	5.32	5.32	5.32	0.00	0.00%

POLICE-COMMUNITY OUTREACH

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 100 at risk youth in the Ormond Beach Community.
- Provide anti-bullying presentations to youth attending 5th grades at schools in the Ormond Beach community.
- Maintain the number of Police Officer hours (excluding time of assigned officers) in PAL activities at 200 annually.
- Maintain and expand community partnerships with Ormond Beach area schools.

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 4th 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:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	1,014,174	1,066,945	1,148,360	81,415	7.63%
Total	1,014,174	1,066,945	1,148,360	81,415	7.63%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	978,069	1,015,367	1,102,776	87,409	8.61%
Operating	36,105	51,578	45,584	(5,994)	-11.62%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,014,174	1,066,945	1,148,360	81,415	7.63%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Police Officer	7.00	7.00	7.00	0.00	0.00%
Sergeant	1.00	1.00	1.00	0.00	0.00%
Corporal	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%
Administrative Assistant	1.00	1.00	1.00	0.00	0.00%
Total	13.00	13.00	13.00	0.00	0.00%

POLICE-CRIMINAL INVESTIGATIONS

Goals:

- To 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.
- Train a new Sergeant to oversee the unit.
- Purchase a new video recording system for the interview room.
- To implement COM Stat for use in Ormond Beach.
- To obtain necessary additional equipment and to upgrade current equipment.
- To fill the Detective Corporal position and train that person in investigations and management of the unit.
- Explore and possible use Volunteers for checking the pawn data base to assist Detectives.

Accomplishments:

- Exceeded UCR clearance rate goal with an annual clearance rate of 45% for those cases assigned to the Criminal Investigation Division (1,320 cases assigned and 596 cleared).
- Trained new investigators assigned to the unit.

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 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	440,612	388,632	387,927	(705)	-0.18%
Total	440,612	388,632	387,927	(705)	-0.18%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	371,242	308,380	321,447	13,067	4.24%
Operating	69,370	80,252	66,480	(13,772)	-17.16%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	440,612	388,632	387,927	(705)	-0.18%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Community Service Officer	4.00	4.00	4.00	0.00	0.00%
Lead Community Service Officer	1.00	1.00	1.00	0.00	0.00%
Total	5.00	5.00	5.00	0.00	0.00%

POLICE-COMMUNITY SERVICE AND ANIMAL CONTROL

Goals:

- Promote responsible pet ownership through public awareness speaking at H.O.A. meetings and “Career Days” at schools in the area.
- Increase public awareness and education regarding the availability of Spay and Neuter programs.
- Increase the number of animals returned to owners from the Police Department without having to transport to the Humane Society to lower the impound fee.
- Increase training and awareness of animal cruelty and dangerous dog issues.

Accomplishments:

- Hosted five (5) successful Low-Shot Pet Clinics at the Police Department.
- With the Implementation of the Spay and Neuter Program, the savings have been approximately \$1053.00 on the impound fees since January 2015.
- Community Service Officers have fitted 65 children with helmets for safe bicycle riding.
- Community Yard Sale that was held for stray animals’ medical care netted over \$1200.00 dollars.

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	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	159,649	175,332	158,659	(16,673)	-9.51%
Total	159,649	175,332	158,659	(16,673)	-9.51%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	138,641	152,257	137,034	(15,223)	-10.00%
Operating	21,008	23,075	21,625	(1,450)	-6.28%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	159,649	175,332	158,659	(16,673)	-9.51%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Records Clerk	3.00	3.00	3.00	0.00	0.00%
Total	3.00	3.00	3.00	0.00	0.00%

POLICE-RECORDS

Goals:

- Maintain an entry rate of 100% for reports and citations
- 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
- Hire a Records Clerk to fill a slot vacant by retirement.
- 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)
- 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. The manual would consist of all the various assignments that need to be processed
- Work towards a completely paperless records management system
- Citation data entry has been at 50% entered due to Records being below minimum staffing and due to Special Events, i.e. Bike Week, Click or Tick It and Biketoberfest, that create an overload of citations to process during these 10–14 day events. This backlog will be eliminated and a 100% citation data entry rate will be obtained during 2015/2016.

Accomplishments:

- The day-to-day backlog of reports has been kept well under 10, normally running less than 5 reports on any given day/time.
- This past year records completed purging the reports that have met the retention schedule from 1988 to 2009.

NEIGHBORHOOD IMPROVEMENT

Neighborhood Improvement investigates approximately 5600 cases annually to ensure compliance with City codes and ordinances through inspections, neighborhood sweeps, and citizen complaints and inquiries. More specifically, Neighborhood Improvement enforces the City's Land Development Code requirements regarding land use and development regulations, sign usage, as well as environmental code requirements. This Division also enforces the regulations contained in the Code of Ordinances with regard to water restrictions, solid waste and various other regulations. In addition, Neighborhood Improvement processes approximately 760-tree removal permits, conducts approximately 940 landscape inspections for new residential construction, and approximately 75 landscape maintenance inspections on existing commercial sites.

Neighborhood Improvement also coordinates a "partnering" effort with neighborhood associations, interested citizens and civic organizations to improve the appearance of neighborhoods.

NEIGHBORHOOD IMPROVEMENT

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Tree Removal Permits	12,090	12,000	12,000	-	0.00%
Code Violations	43,667	40,000	50,000	10,000	25.00%
General Fund	269,702	299,142	341,002	41,860	13.99%
Total	325,459	351,142	403,002	51,860	14.77%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	284,333	303,161	353,963	50,802	16.76%
Operating	41,126	47,981	49,039	1,058	2.21%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	325,459	351,142	403,002	51,860	14.77%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Neighborhood Improvement Manager	1.00	1.00	1.00	0.00	0.00%
Environmental Enforcement Officer	1.00	1.00	1.00	0.00	0.00%
Neighborhood Improvement Officer	2.00	2.00	3.00	1.00	50.00%
Office Assistant III	1.00	1.00	1.00	0.00	0.00%
Total	5.00	5.00	6.00	1.00	20.00%

NEIGHBORHOOD IMPROVEMENT

Goals:

- Establish methodology for enforcement of itinerant vendor regulations to be established by Interlocal agreement between the City and Volusia County addressing those special event activities along the north US #1 Hwy corridor.
- Working with the Quality of Life Board to review feasibility of adopting an International Property Maintenance code that addresses the exterior condition of structures.
- Expand education component of the code enforcement process by reaching out to Home Owners Associations and community service organizations. Research the feasibility of monthly mailings of brochures in the City's water bill, and update brochures and website.
- Review alternatives to expedite the code enforcement notification process.

Performance Measures:

	Actual FY2013-14	Estimate FY2014-15	Estimate FY2015-16	Change FY2014-15 to FY2015-16	%Change FY2014-15 to FY2015-16
Number of proactive cases	960	1,000	1,330	330	
Number of reactive cases/complaints	1,944	1,070	1,450	380	0
Days from complaint to first inspection	2-5 days	25 days	25 days	-	-
Total cases brought into compliance	1,171	1,150	1,450	300	0

Accomplishments:

- Revised registration fee for Abandoned Real Property registrations from \$150 to \$250 annually.
- Entered agreement between the City of Ormond Beach and Community Compliance Corp. so that they will conduct the registration process for Abandoned Real Property throughout the City of Ormond Beach.
- Continue to configure and implement notices of violation based on case type and automate processes within Naviline (ongoing).
- Continue to enhance task team approach consisting of police Officers, Community Service Officer, 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.

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

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

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	5,659,730	5,729,310	5,768,435	39,125	0.68%
Total	5,659,730	5,729,310	5,768,435	39,125	0.68%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	5,073,777	5,297,315	5,283,344	(13,971)	-0.26%
Operating	585,953	431,995	485,091	53,096	12.29%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	5,659,730	5,729,310	5,768,435	39,125	0.68%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Fire Battalion Commander	4.00	3.00	3.00	0.00	0.00%
Captain	12.00	12.00	12.00	0.00	0.00%
Driver Engineer	12.00	12.00	12.00	0.00	0.00%
Firefighters	21.00	21.00	21.00	0.00	0.00%
Fire Chief	1.00	1.00	1.00	0.00	0.00%
Office Manager	1.00	1.00	1.00	0.00	0.00%
Total	51.00	50.00	50.00	0.00	0.00%

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

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 for future fiscal years 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.
- Grant Assistance - Continue to seek and apply for grant opportunities that will enhance our service delivery.

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
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.	116	120	120	-	0.00%
Number of verified building fire calls responded to (excluding calls canceled before arrival)	57	65	65	-	0.00%
Number of vehicle, trash, brush, and other fire calls responded to (excluding calls canceled before arrival)	59	63	70	7	11.11%
Number of fire alarm and other alarm calls responded to (excluding medical alarms, calls canceled before arrival)	307	250	250	-	0.00%
Number of hazmat calls responded to (excluding calls canceled before arrival)	120	165	160	(5)	-3.03%
Number of non-fire, non-medical, non-hazmat service calls responded to (excluding calls canceled before arrival)	1,040	1,116	1,150	34	3.05%
Total number of Non-EMS/Rescue Calls dispatched (including calls canceled before arrival)	2,120	2,245	2,300	55	2.45%
Total Number of EMS and RESCUE calls dispatched (including medical alarms, calls canceled before arrival)	5,227	5,245	5,300	55	1.05%
Number of cardiac arrest calls responded to where resuscitation efforts were used regardless of outcome.	41	50	50	-	0.00%
Number of successful pre-hospital resuscitations involving cardiac arrests	3	10	10	-	0.00%
Number of building fire calls responded to with first unit on scene (turnout + travel) in less than or equal to 5 minutes (NFPA 1710 benchmark). Excluding calls canceled before arrival	27	24	25	1	4.17%
Number of building fire calls responded to with first unit on scene (turnout + travel) in greater than 5 minutes and less than or equal to 9 minutes (NFPA 1710 benchmark). Excluding calls canceled before arrival	24	20	20	-	0.00%
Total number of EMS and RESCUE calls responded to (excluding calls canceled before arrival)	4,757	4,735	4,800	65	1.37%
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	2,632	2,618	2,700	82	3.13%
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	3,840	3,882	3,900	18	0.46%
Number of confirmed fires suppressed by Fire personnel	116	128	130	2	1.56%
Number of civilian injuries due to fire	2	4	1	(3)	-75.00%
Number of civilian deaths due to fire	-	-	-	-	0.00%
Total estimated dollar property loss for all fire incidents	2,659,450	2,345,000	2,000,000	(345,000)	-14.71%

CITY FIRE SUPPRESSION AND EMERGENCY MEDICAL SERVICES

Accomplishments:

- Responded to 7,452 incidents. A 4% increase from previous 12 month total of 7,174.
- Fire Analysis Dollar Value Saved was \$7,758,045 (78%) with a loss of \$2,240,210 (22%).
- Responded to and mitigated 25 brush fires with no homes damaged.
- Participated at the 2015 Governor's Hurricane Conference
- 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 1,713 city fire hydrants. A second visit was made to the 1,713 hydrants to paint, grease and apply necessary road reflective markers.
- Performed 1394 fire pre-planning review inspections of commercial buildings.
- Reached out to over 4,000 citizens for public education. Attended 98 Public Appearance events.
- Provided 3 fire extinguisher demonstrations to local businesses.
- Provided 47 fire station tours to the public.
- Applied and Received a FEMA Assistance to Firefighter Grant Program for personal protective equipment and upgrades to current firefighting equipment in the amount of \$180,250. This will upgrade our Self Contained Breathing Apparatus respirators from the 2002 Standard to the 2013 Standard.
- Delivered a two successful Child Babysitting and Safety certification courses 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:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Right of Way Maintenance	172,996	173,000	173,000	-	0.00%
General Fund	1,607,256	1,567,893	1,627,958	60,065	3.83%
Total	1,780,252	1,740,893	1,800,958	60,065	3.45%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	806,904	839,620	836,483	(3,137)	-0.37%
Operating	973,348	901,273	964,475	63,202	7.01%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,780,252	1,740,893	1,800,958	60,065	3.45%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
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 II	7.00	7.00	7.00	0.00	0.00%
Maintenance Worker III	3.00	3.00	3.00	0.00	0.00%
Maintenance Worker IV	5.00	5.00	5.00	0.00	0.00%
Office Assistant II	0.50	0.50	0.50	0.00	0.00%
Total	16.80	16.80	16.80	0.00	0.00%

ROADSIDE AND RIGHT OF WAY MAINTENANCE

Goals:

- Respond to calls for customer service by the end of business daily and within 1 hour for after hour call-outs.
- Respond to non-Public Works related work orders by end of business for scheduling.
- Incur no more than twelve (12) reported deficiencies on FDOT inspections yearly.
- Complete FDOT deficiencies with 14 working days.
- Assist in providing traffic control for special events.
- Assist with emergency management issues as they arise.
- Work to create greater efficiency in all aspects of Street 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:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	916,939	932,946	960,387	27,441	2.94%
Total	916,939	932,946	960,387	27,441	2.94%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	881,322	888,048	918,587	30,539	3.44%
Operating	35,617	44,898	41,800	(3,098)	-6.90%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	916,939	932,946	960,387	27,441	2.94%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Asst. City Manager	0.20	0.20	0.20	0.00	0.00%
City Engineer	1.00	1.00	1.00	0.00	0.00%
Civil Engineer	1.00	1.00	1.00	0.00	0.00%
Chief Engineering Technician	1.00	1.00	1.00	0.00	0.00%
Construction Engineer	1.00	1.00	1.00	0.00	0.00%
Engineering Inspector	3.00	3.00	3.00	0.00	0.00%
Engineering Project Coordinator	1.00	1.00	1.00	0.00	0.00%
Landscape Architect	1.00	1.00	1.00	0.00	0.00%
Permit Technician	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Engineering Technician	0.63	0.63	0.63	0.00	0.00%
Total	10.83	10.83	10.83	0.00	0.00%

ENGINEERING

Goals:

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

Accomplishments:

2-Inch Water Main Replacement Ph II – Mainland, North Peninsula, South Peninsula - The second 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. Construction to commence on the three projects early summer 2015.

2014 Roadway Resurfacing – Completed the 2014 annual road resurfacing contract in which approximately 3.7 miles of City streets were repaved.

2015 Roadway Resurfacing – Completed the 2015 annual road resurfacing contract in which approximately 3.8 miles of City streets were repaved. Also included was the construction of a sidewalk connection from the existing sidewalk on West Granada Blvd., along Bermuda Estates Drive to the entrance of the Bermuda Estates apartment complex.

Beach Ramp Beautification – Installation of landscaping, irrigation, and decorative pavers at the Cardinal Drive beach approach. Partially funded by a Volusia County Interlocal Agreement.

CDBG Birthplace of Speed Park Ramp Replacement – Replaced the wooden ramp that connects the park to the overlook deck with a new wooden, handicapped accessible ramp in accordance with current ADA standards. Partially funded by a Volusia County Community Development Block Grant.

CDBG Sports Complex ADA Improvements & T-Ball Field Enhancements – Construction of 8 concrete ADA parking spaces and approximately 3,800 linear feet of concrete sidewalk at the Wendelstedt Baseball Fields, Kiwanis Baseball Fields, T-Ball Fields, Soccer Fields 1-5, and between the Wendelstedt fields and the Buttleman's Softball Quad. Partially funded by a Volusia County Community Development Block Grant.

ENGINEERING

2015 Corrugated Metal Pipe/Sanitary Sewer Pipe Lining Rehabilitation – Performed restoration improvements to existing deteriorated and leaking stormdrain pipes and sanitary sewer gravity mains at various locations throughout the City, using cured-in-place pipe lining.

Downtown-Granada Bridge Uplighting – A feasibility report was prepared to determine if FDOT would permit the installation of aesthetic lighting on the bridge to highlight its architectural features, and for displays for special events and holidays.

Downtown Streetscape Landscaping – Installation of Medjool palms and up-lighting behind sidewalks on Granada Blvd from US1 to Beach Street, and behind sidewalks and in center medians from Halifax Drive to A1A on the beachside. Also included renovation of existing landscaping on Granada Blvd from Orchard Street to US1. Funded by a FDOT Joint Participation Agreement.

Environmental Learning Center – Completed design of the center to be located on Division Avenue. Construction will be complete in FY 15/16.

Fiber Optic Network Infrastructure – Installation of Phase II of the fiber optic network between all major City facilities. Included in this phase were connections to Fire Station 93, Lift Station 3M, Police Station, Police Athletic League (PAL) building, and South Ormond Neighborhood Center.

Fiber Optic Network Expansion WTP to ELC – Extension of the City's fiber optic network to include the Water Treatment Plant, the future Environmental Learning Center, and Division Avenue production wells. This work provides the Utilities Department connection for the monitored SCADA system.

Granada Median Landscaping West of I95 – Design, permitting, and installation of drought tolerant trees, shrubs, and ornamental grasses within the existing grass medians on SR40. Funded by a FDOT Joint Participation Agreement.

I-95 Bridge Side Slope Landscape Improvements – Installation of an irrigation system on the side slopes of the interstate overpass.

Laurel Oaks Drainage Ditch Piping – Extension of the outfall storm drain from Fleming Avenue 130 linear feet to Laurel Oaks pond, between the homes on 721 and 723 Fleming Avenue. The new pipe will alleviate a recurring erosion problem that had required continuous maintenance.

ENGINEERING

Nova Community Park – Road Paving – Paved the existing dirt access road. Paved parking areas and installed wheel stops, pavement markings, and added handicapped parking spaces.

Nova Community Park – Skate Park Expansion – Constructed a new vendor/restroom building, expanded the skate area to include a beginners area, street skate elements, and a flowing line of travel to connect features. Additional features include a competition bowl, and Volusia County's first cradle. Partially funded by a Volusia County ECHO grant.

OBSC Restroom Building Utilities Extension – Design and construction of utilities infrastructure for the new restroom building being constructed to service the multi-use fields #11 and 12. Ormond Beach Pride Football & Cheer will be constructing the new building with funding received from the Daytona Beach Racing and Recreational Facilities District.

Riverside Drive Drainage Improvements – Constructed drainage improvements to mitigate flooding that occurred to resident homes during the May 2009 storm event. Funded 100% by a FEMA/Florida Emergency Management Repetitive Flood Claims Grant.

South Peninsula Reuse Main Extension – Construction of a connection of the reuse main from North Halifax Drive to Seton Trail – which will serve residents on Seton Trail and Hillside Cemetery, and from Seton Trail down Seminole Avenue, and along South Halifax Drive to Magnolia Drive. This project utilizes dry reuse lines installed with the Phase I 2-Inch Water Main project.

Street Tree Planting/Reforestation – Installed irrigation system and trees along the right-of-way on Wilmette Avenue, Wilmette Circle, and Andrews Street.

Traffic Signal Maintenance – Painted traffic signal mast arms at eight intersections on Nova Road & Granada Blvd.

FLEET OPERATIONS

Fleet Operations is a support service of city government that provides a comprehensive array of repair and preventive maintenance services for a fleet of approximately 229 vehicles and 399 pieces of equipment and other non-rolling stock. Fleet Operations also maintains a parts shop and inventory, coordinates all sublet repairs, manages the City's vehicle replacement program, oversees operations of the City's central fueling facility and maintains management and billing information for all vehicles and equipment.

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

FLEET OPERATIONS

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	1,430,066	1,475,873	1,448,862	(27,011)	-1.83%
Total	1,430,066	1,475,873	1,448,862	(27,011)	-1.83%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	300,458	339,146	338,821	(325)	-0.10%
Operating	1,129,608	1,136,727	1,110,041	(26,686)	-2.35%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,430,066	1,475,873	1,448,862	(27,011)	-1.83%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
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 System Specialist	1.00	1.00	1.00	0.00	0.00%
Mechanic II	1.00	1.00	1.00	0.00	0.00%
Mechanic III	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Courier (part-time)	0.50	0.50	0.50	0.00	0.00%
Total	5.50	5.50	5.50	0.00	0.00%

FLEET OPERATIONS

Goals:

- Focus Fleet Operations on rolling stock by limiting subletting of small repairs and maintenance of handheld equipment.
- Maintain vehicle downtime of no more than 10% for all Fire and Police vehicles.
- Maintain an average productivity rate for all mechanics of 75% that generates 3755 billed labor hours.
- Achieve ASE Blue Seal of Excellence for 10th consecutive year.
- Continue to be recognized as a Best 100 Fleet in the America.
- Continue to provide for efficient, timely and cost effective delivery of repair and maintenance service to the City.

Performance Measures:

	Actual FY 2013-14	To Date FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Total hours billed to work orders	3,755	2,046	4,956	2,910	142.23%
Total hours available for all employees who generate billable hours	5,721	3,424	6,240	2,816	82.24%
Number of regular and reserve light vehicles under 10,001 GVW on last day of reporting period	89	89	92	3	3.37%
Number of regular and reserve vehicles in police fleet on last day of reporting period	82	82	87	5	6.10%
Number of regular and reserve apparatus in fire fleet on last day of reporting period	13	13	13	-	0.00%
Number of regular and reserve medium-duty vehicles 10,001–19,500 GVW in fleet on last day of reporting period	9	9	9	-	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	8	8	8	-	0.00%
Total fleet maintenance expenditures for police vehicles	\$ 239,814	\$ 127,317	\$ 160,000	\$ 32,683	25.67%
Total fleet maintenance expenditures for fire apparatus	\$ 165,933	\$ 76,510	\$ 105,000	\$ 28,490	37.24%
Total fleet maintenance expenditures for light vehicles	\$ 156,932	\$ 101,932	\$ 136,000	\$ 34,068	33.42%
Total fleet maintenance expenditures for medium duty vehicles	\$ 35,289	\$ 19,034	\$ 26,000	\$ 6,966	36.60%
Total fleet maintenance expenditures for heavy duty vehicles	\$ 19,018	\$ 11,965	\$ 16,000	\$ 4,035	33.72%
Total Fleet maintenance expenditures for generators	\$ 9,653	\$ 9,535	\$ 9,700	\$ 165	1.73%
Total Fleet maintenance expenditures for small equipment	\$ 53,763	\$ 45,791	\$ 54,000	\$ 8,209	17.93%
Total Fleet maintenance expenditures for all equipment	\$ 680,402	\$ 392,084	\$ 506,700	\$ 114,616	29.23%
Total miles driven by light vehicles	1,195,911	860,654	1,200,000	339,346	39.43%

FLEET OPERATIONS

Accomplishments:

- Achieved ranking with Best 100 Fleets in the Country, approximately 38,000 are eligible to apply. Current Ranking #58.
- Achieved ASE Blue Seal of Excellence for 9th consecutive year.
- Achieved a downtime rate of lower than 5% for all emergency vehicles.
- Complete full automation between new fuel management program (Fuel Master) and fleet management information system (FASTER).
- Continue to reduce parts inventories by Identifying obsolete parts and provide a cost effective recovery and disposal program.
- Became a GM Warranty Certified repair facility.

ECONOMIC DEVELOPMENT

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

ECONOMIC DEVELOPMENT

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	521,402	474,757	470,151	(4,606)	-0.97%
Total	521,402	474,757	470,151	(4,606)	-0.97%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	141,011	156,107	144,527	(11,580)	-7.42%
Operating	78,491	76,223	75,755	(468)	-0.61%
Capital	-	-	-	-	0.00%
Economic Incentives	301,900	242,427	249,869	7,442	100.00%
Total	521,402	474,757	470,151	(4,606)	-0.97%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Economic Development Dir.	1.00	1.00	1.00	0.00	0.00%
Total	1.00	1.00	1.00	0.00	0.00%

ECONOMIC DEVELOPMENT

Goals:

- Retain industrial businesses through visitation program and assist with expansion projects.
- Work with key target businesses in plant expansion and job creation initiatives
- Collaborate with economic development partners to market & attract out-of-state businesses/visitors to the City.
- Develop/Implement Main Street economic development initiatives.
- Assist local businesses with city permitting related issues.
- Manage City's Business Park and Airport including:
 - Market and sell remaining lots in Airport Business Park.
 - Prepare airport development plans and market/lease airport parcels.
 - Work closely with businesses on infrastructure improvements.
- Publish and distribute Economic Development newsletter.
- Update Strategic Economic Development Plan.

Accomplishments:

- Worked with businesses throughout the City to retain and expand their operations and employment base, including Playtex Manufacturing, Germ Free Labs, Padwell Holdings, Ameritech Die and Mold, and SR Perrott.
- Recruitment of new businesses to the City including SKYO Industries for New York to 2 Sunshine Boulevard.
- 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.

THE CASEMENTS

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

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

THE CASEMENTS

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Casement Fees	89,876	102,000	102,000	-	0.00%
General Fund	165,677	170,511	147,334	(23,177)	-13.59%
Total	255,553	272,511	249,334	(23,177)	-8.50%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	125,720	139,632	136,081	(3,551)	-2.54%
Operating	129,833	132,879	113,253	(19,626)	-14.77%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	255,553	272,511	249,334	(23,177)	-8.50%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Cultural Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Custodian (2)	0.50	1.00	1.00	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%
Seasonal:					
Summer Counselors (3)	0.45	0.45	0.45	0.00	0.00%
Total	3.70	4.20	4.20	0.00	0.00%

THE CASEMENTS

Goals:

- Create new opportunities for monthly art exhibits in the Gallery.
- Increase volunteer opportunities for students and adults helping with various special events.
- Increase revenue with private rentals, programs and special events.
- Work with The Casements Guild to create an updated brochure for visitors to the home.
- Continue to offer monthly “Movies on the Halifax” for the community.
- Increase sponsorships for all special events offered by The Casements.
- Sustain community events with various local civic organizations including: Native American Festival, Celtic Festival, National Multiple Sclerosis Family Fun Walk, King of the Grill, Riverfest, Indian Cultural Festival and Persian Festival.
- Build on the partnership with Ormond Memorial Art Museum & Gardens, The Ormond Beach Historical Society and Ormond MainStreet with the annual Starry, Starry Night event, creating more involvement with area businesses during the walk.
- Create new opportunities with the Ormond Memorial Art Museum and Gardens and the Ormond Beach Historical Society when planning the Volusia County ECHO Rangers program.
- Create a Spring time music event showcasing the North Lawn and Gazebo.
- Begin a reading and craft program for young children showcasing the Gazebo and North Lawn.
- Expand the current Enviro Camp from a 4 week summer camp to 8 weeks.

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Workload:					
Attendance/Participants:					
Special Events	62,000	63,000	63,500	500	0.79%
Tours	6,925	7,000	7,200	200	2.86%
Programs/Classes	175	179	185	6	3.35%
# Rentals:					
Rentals/Groups - Casements	227	230	235	5	2.17%
Rentals/Groups - Riverbridge	62	65	70	5	7.69%
				-	
Efficiency/Effectiveness:					
Overall "satisfied/very satisfied" %	95	95	95	-	0.00%

THE CASEMENTS

Accomplishments:

- The Casements is the only beachside community cultural center that offers various fitness, cooking, art and educational opportunities for both the young and young at heart.
- Partnered with local volunteers to present the 5th annual “Rockefeller Revisited”, a historical nighttime tour of the home with authentic re-enactors from Rockefeller’s time.
- Continued partnership with Ormond MainStreet to assist with their annual “Riverfest” event and “Celtic” festivals.
- Assisted with the annual Christmas Gala with The Casements Guild.
- Awarded the beautification award as “Best Holiday Decorations” during the holiday season.
- Successfully prepared the building for termite fumigation before the holiday events.
- Partnered with Ormond Art Museum and Gardens and the Ormond Beach Historical Society to offer the following programs: Starry, Starry Night, Volusia County ECHO Rangers Programs and Enviro Camp.
- Partnered with the Ormond Beach Chamber of Commerce to offer the annual “King of the Grill” event in Rockefeller Gardens.
- Partnered with Community Events to help promote the following events: Art in the Park, Summer Sounds Concert Series, Holidays at The Casements and Santa’s Breakfast.
- Offered a variety of free movies every first Friday, weather permitting, for the “Movies on the Halifax” program.
- Created an intergenerational art workshop program with 20 children and volunteers from the Ormond Beach Art Guild to create artwork for the Art in the Park gallery display. Sponsorship by The PaintDrop by Valspar.
- Organized all closet spaces inside The Casements, grouping all holiday décor in one location for easy access and future storage.
- Assisted the Casements Guild in creating the new “Archive Room” for visitors to enjoy during their tour, with new cabinetry and countertops. Increasing storage for the timeline information and updating visual displays.
- Created a new video loop of Mr. Rockefeller here at The Casements for visitors to enjoy as part of their tour.
- Assisted The Casements Guild with placement of the historical marker on the North Lawn with The Casements history.
- Provided customers with rental information for the following areas: The Casements, Rockefeller Gardens, Fortunato Park, Ormond Memorial Art Museum and Gardens, Bailey Riverbridge and Ames Park.
- Partnered with the Girl Scouts to offer several programs honoring the Girl Scouts including finding a home for their 100 year timeline display.
- Partnered with Ormond Beach Historical Society to offer walking tour and visit to Bailey Riverbridge.

PERFORMING ARTS CENTER

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

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

PERFORMING ARTS CENTER

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Tickets/Concessions	183,091	165,000	200,000	35,000	21.21%
General Fund	207,037	240,363	209,639	(30,724)	-12.78%
Total	390,128	405,363	409,639	4,276	1.05%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	114,395	117,534	121,455	3,921	3.34%
Operating	275,733	287,829	288,184	355	0.12%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	390,128	405,363	409,639	4,276	1.05%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
P.A.C. Supervisor	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
Custodian (2)	1.00	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%
Total	3.75	3.75	3.75	0.00	0.00%

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.
- Produce a (12) day children's summer theatre/production camp through partnership with local theatre/children's arts group.
- Produce a (9) day summer dance camp through local partnerships.
- Increase rental/facility revenue by partnering with local producer to bring in national performers.
- Work with internal show groups to improve ticket sales.
- Seek alternative revenue by increasing daily event rentals for studios/dance rooms.
- Increase day-to-day volunteerism with internal show groups.
- Increase online ticket sales by 2% over last year's numbers through public awareness campaign

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
<u>Workload:</u>					
Rentals	1,292	1,468	1,380	(88)	-5.99%
Shows/Rentals Attendance	46,493	50,758	48,625	(2,133)	-4.20%
New Contracts	10	12	11	(1)	-8.33%
Not for Profit Shows	39	42	40	(2)	-4.76%
For Profit Shows	29	24	27	3	12.50%
<u>Efficiency/Effectiveness:</u>					
Returning Contracts	49	40	45	5	12.50%
Customer Satisfaction %	95%	95%	95%	-	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.
- The PAC staff continues to network with other area theatre professionals and attended the PLASA Focus and Infocomm 2013.

PERFORMING ARTS CENTER

Accomplishments:

- The PAC hosted the inaugural Festival Latino in Ormond Beach.
- 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 Health Freedom Event, National Gym Association Florida State Naturals Bodybuilding Competition, Lorri Gill and The Notebenders present "Queens of Country", Kopy Kats Musical Revue presents "Fascinating Rhythm", Children's Musical Theatre presents "Aristocats Jr." and "Sound of Music", Jim Miller's Big Band America Holiday Concert, South Beach Dance Holiday Showcase, The World Famous Glenn Miller Orchestra, The Four Aces In Concert, Richard Nader's Doo Wop and Rock and Roll starring Bill Haley's Comets and Tommy Mara and The Crests, Very Special Arts-Volusia presents TheatreWorks USA, South Beach Dance Competition Team Benefit, "Assisted Living, The Musical", Blue Highway Concert, The Platters Coasters Drifters and Temptations Salute, Orlando Transit Authority-Tribute To Chicago, The Rat Pack-Together Again, Off Kilter and The Orlando Firefighters Pipes and Drums, Lorri Gill and The Notebenders presents "Solid Gold Classic Country", Dennis Tufano of The Buckingham's In Concert, Shining STARS Pageant and Fashion Show, Myles Savage presents "Motown Party Tour", Kinetic Expressions Dance Academy presents "Fantasia", Ernie Haase and Signature Sound Gospel Concert, "Tribute To Buddy Holly, Elvis Presley, and Roy Orbison", "It Was A Very Good Year" Sinatra Tribute starring Tony Sands , Ormond Beach Follies presents "Follies Goes To The Movies, The Sequel", Extreme Talent Show, Putting On The Ritz Variety Show, Indian Cultural Society of Daytona, Tony Monaco and Turnstiles Billy Joel Tribute, Very Special Arts-Volusia 25th Annual Talent Night, Miss Daytona Beach USA Pageant, Obedience Club of Daytona presents "Dancing Dogs Spring Show", Ormond Beach Chamber Leadership Class Graduation, Warner Christian Academy Band Concert, Children's Musical Theatre presents "Peter Pan" and "Jungle Book Kids", Grace Academy Graduation Ceremony, PACE Center for Girls Graduation Ceremony, Ormond Beach Performing Arts Center Friends presents "Filomena's", Ms. Debby's Dance and Acting Recital, South Beach Dance Spring Showcase, Children's Musical Theatre Dance Camp Recital, Volusia Academy of Ballet Recital, Centerstage Dance and Performing Arts Recital, Wyotech Graduation Ceremonies, Children's Musical Theatre Camp presents "Shrek Jr.", Organization of Competitive Bodybuilding Southern Cross Naturals Bodybuilding Competition, Country Singer Bobby Meeks 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:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Senior Center	10,920	10,000	10,000	-	0.00%
General Fund	85,578	95,257	89,383	(5,874)	-6.17%
Total	96,498	105,257	99,383	(5,874)	-5.58%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	20,952	21,875	21,553	(322)	-1.47%
Operating	75,546	83,382	77,830	(5,552)	-6.66%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	96,498	105,257	99,383	(5,874)	-5.58%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Part-time Positions:					
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%
Total	1.00	1.00	1.00	0.00	0.00%

SENIOR CENTER

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.

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
<u>Workload:</u>					
Total Visits (inside only) Attendance	45,256	45,500	46,000	500	1.10%
<u>Special Populations</u>					
<u>Workload:</u>					
Special Needs Division Programs/Events	19	20	21	1	5.00%
Special Needs Division Community Partners	9	10	11	1	10.00%
<u>Efficiency/Effectiveness:</u>					
Customer Satisfaction %	95%	96%	97%	0	1.04%

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:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Sponsorship	24,356	25,000	25,000	-	0.00%
General Fund	167,116	181,961	165,617	(16,344)	-8.98%
Total	191,472	206,961	190,617	(16,344)	-7.90%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	96,974	86,213	80,036	(6,177)	-7.16%
Operating	94,498	120,748	110,581	(10,167)	-8.42%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	191,472	206,961	190,617	(16,344)	-7.90%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Community Events Coordinator	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
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%
Total	2.25	2.25	2.25	0.00	0.00%

COMMUNITY EVENTS

Goals:

- Continue the development of the popular Art in the Park event to encompass additional components for children and event amenities.
- Continue the development of 3, free, annual kid's fishing tournaments.
- Developing a "Loop Celebration" event in partnership with The Casements.
- Assist in the coordination & management of major co-sponsored events at Rockefeller Gardens and other venues.
- Execute all (60+) 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 (9) major annual event: July 4th, Summer Sounds, Veteran's Day, Holiday Parade, Art in the Park, Memorial Day and (3) kids fishing tournaments.
- Continue to serve and assist on the Chamber of Commerce's Tourism Committee.
- Continue to serve as the department liaison to the Chamber of Commerce's Prosperity and Economic Development meetings.

Performance Measures:

	Actual FY2013-14	Estimate FY2014-15	Estimate FY2015-16	Change FY2014-15 to FY2015-16	%Change FY2014-15 to FY2015-16
Community Events					
Workload					
Events Total	62	64	64	-	0.00%
Non-annual events	32	34	34	-	0.00%
Efficiency/Effectiveness					
Customer Satisfaction %- Events	90%	90%	90%	-	0.00%

COMMUNITY EVENTS

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 took the lead on 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, participate in coloring a monster mural, and with a company sponsorship, a coloring contest was added to the kid’s zone.
- The Community Events staff with the Memorial Day Committee held the sixth 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 (3) successful kids’ fishing tournaments.
- Staff facilitated the Ground Breaking, Grand Opening and Ribbon Cutting of the Ormond Beach Skate Park: Spring of 2015.
- The July 4th 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. Continued to enhance amenities for July 4th 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 4th celebration in several years. New bands and more advertising assisted with this achievement. Continued redevelopment and reduction of staffing needs for the July 4th Independence Day Celebration. Utilization of volunteers from Campus Outreach program.
- Assisted with the planning for the 2014 Employee Appreciation Day festivities and luncheon at Greg Smith Field House.
- Developed some very meaningful dedication events and receptions for the: Volusia League of Cities, LEAPS, VCRDA, State of the City, Arbor Day Celebration, Chamber Leadership, Hand Ave./Central Park Interconnect.
- Staff continued to assist Parade Board to increase sponsorships, attendance, and overall presentation of the Home for the Holidays Parade.
- Staff programmed and facilitated several successful holiday events including Santa on the Go, Holiday Concert, Santa Calling, Breakfast with Santa and Letters to Santa

COMMUNITY EVENTS

Accomplishments:

- Continued with community partnerships with many non-profits and civic groups including: Kiwanis Club, Lions Club, Boy & Girl Scouts, O.B. Historic Trust, O.B. Historical Society, The Casements Guild, Ormond MainStreet, Ormond Beach Chamber of Commerce, American Legion Post 267, Civil Air Patrol, Red Cross, Disabled American Veterans, United Way and PACE.
- Increase volunteer and community service worker participation for: July 4th, AITP, Memorial Day, Holiday Parade, kids fishing tournament, 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 events: Riverfest and the Celtic Festival.
- Assisted with the monthly "Walk with the Manager" program.
- Assisted with all City Commission workshops and shade meetings
- Assisted with several inter-departmental events.
- Produced and organized a successful Veteran's Day Celebration for over (100) local veterans.
- Assisted The Senior Games Board with the Senior Games Olympics which had over 300 participants playing in 24 games/activities.

LEISURE SERVICES ADMINISTRATION/REGISTRATION

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

LEISURE SERVICES ADMINISTRATION

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Liability Insurance	15,150	13,000	13,000	-	0.00%
ARBFP Concession Rental	10,000	10,000	10,000	-	100.00%
Park Rental Fees	29,195	50,000	25,000	(25,000)	-50.00%
General Fund	474,233	509,371	552,124	42,753	8.39%
Total	528,578	582,371	600,124	17,753	3.05%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	394,573	424,272	440,835	16,563	3.90%
Operating	134,005	158,099	159,289	1,190	0.75%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	528,578	582,371	600,124	17,753	3.05%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Leisure Services Director	1.00	1.00	1.00	0.00	0.00%
Asst. Leisure Services Director	0.00	0.00	1.00	1.00	100.00%
Recreation Manager	1.00	1.00	0.00	-1.00	-100.00%
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	0.00	0.00	0.00	0.00%
Office Assistant III	1.00	2.00	2.00	0.00	0.00%
Part-time Positions:					
Office Assistant I	0.63	0.63	0.63	0.00	0.00%
Total	6.63	6.63	6.63	0.00	0.00%

LEISURE SERVICES ADMINISTRATION/REGISTRATION

Goals:

- Ensure the successful management and operation of the Environmental Learning Center
- Ensure successful management and operation of the Central Park Canoe, Kayak and Paddle Board Concession
- Provide support to the Community Garden Committee to plan and implement the City's second community garden which will be located near the Environmental Learning Center.
- 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.
- Develop a "Memorial Tree" program similar to the memorial bench program.
- Continue to nurture and increase community partnerships.
- Achieve all City Commission goals for Leisure Services for FY 2015-16 by the end of the fiscal year.
- Continue to develop and implement the use of volunteers.
- Ensure the successful management of the mowing, landscaping, irrigation contract through the Contract Manager.
- Ensure the successful management of the athletic fields maintenance contract through the Contract Manager.
- 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.

Performance Measures:

	Actual FY2013-14	Estimate FY2014-15	Estimate FY2015-16	Change FY 2014-15 to FY2015-16	%Change FY2014-15 toFY2015-16
Workload					
# of Field/Park/Facility Rentals	200	192	195	3	1.56%
# of Online Registrations	224	237	240	3	1.27%
Efficiency/Effectiveness:					
Achieve City Commission Goals	100%	100%	100%	-	0.00%
Customer Satisfaction %	90%	90%	90%	-	0.00%

LEISURE SERVICES ADMINISTRATION/REGISTRATION

Accomplishments:

- Community Partnerships: Several programs, projects and events were completed through new and ongoing community partnerships this year:
 - Partnered with the YMCA to provide a Water Safety and Swim Program for 1st graders in Ormond Beach at a rate of \$16 per child to the City
 - Seven memorial benches were donated and installed throughout City parks
 - Ormond Beach Pride partnered with the City to construct the Restroom and Storage Facility near Fields 11 & 12 at the Ormond Beach Sports Complex
- Department was once again designated as Tree City USA and as a Playful City
- Continued to provide waste disposal stations in several of the City's dog-friendly parks
- The first of three Community Gardens was developed and implemented in Central Park as per City Commission goals
- Three free fishing tournaments were held this year as per City Commission goals
- Nurtured and maintained relationship with the Campus Outreach summer program to accomplish several maintenance projects throughout the City's parks.
- Currently we have seven parks that have been adopted as part of the Adopt A Park program
- Developed and implemented a use plan for the new Greg Smith Field House at the Ormond Beach Sports Complex
- Way finding signage project at the Sports Complex was completed

GYMNASTICS

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

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

GYMNASTICS

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Gymnastics Fees	20,525	30,000	25,000	(5,000)	-16.67%
General Fund	71,179	84,424	91,594	7,170	8.49%
Total	91,704	114,424	116,594	2,170	1.90%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	65,279	88,700	88,829	129	0.15%
Operating	26,425	25,724	27,765	2,041	7.93%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	91,704	114,424	116,594	2,170	1.90%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Gymnastics Instructor	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
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%
Total	2.25	2.25	2.25	0.00	0.00%

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%
- Try to maintain a full coaching staff so that we may serve the needs of the gymnastics community
- More kids of all ages interested in the sport of gymnastics to promote a more healthy lifestyle
- Maintain a safe learning environment for the students.
- Continue to promote the program through social media, flyers and 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 while meeting the needs of the community.
- Promote lifetime healthy 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 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Workload:					
Annual Daily Attendance	5,436	6,180	6,300	120	1.94%
Implement new classes	4	3	2	(1)	-33.33%
State Competitions Attended	2	3	3	-	0.00%
Efficiency/Effectiveness:					
Customer Satisfaction %	90%	90%	90%	-	0.00%

Accomplishments:

- 11 Gymnasts competed in (3) AAU qualifiers this season in Tallahassee and Perry, FL; then to AAU State Meet in Tampa, FL
- 7 team girls will attend Junior Olympics in Hampton, Virginia in August 2015
- Staff attended at least two (2) AAU or USGA coaching clinics this year.
- Partnered with the Special Olympics to help them compete in the sport of gymnastics.
- New programs started this year: Adult Gymnastics Class; Parent's Night Out, Open Gym Program; worked with Vita-Fit Aerial Yoga; Little Kicks Program; offered free trial classes to further promote gymnastics.
- Retained 1 parent to volunteer to help in the gym
- Maintained a special needs class

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:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Fees	41,937	65,000	40,000	(25,000)	-38.46%
General Fund	273,192	267,331	286,657	19,326	7.23%
Total	315,129	332,331	326,657	(5,674)	-1.71%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	129,412	119,866	123,546	3,680	3.07%
Operating	185,717	212,465	203,111	(9,354)	-4.40%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	315,129	332,331	326,657	(5,674)	-1.71%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Athletics Supervisor	1.00	1.00	1.00	0.00	0.00%
Part-time Positions:					
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%
Total	2.50	2.50	2.50	0.00	0.00%

CITY SPONSORED SPORTS

Goals:

- Revamp participant and coaches surveys.
- Increase player participation by a minimum of 5%.
- Increase rentals by a minimum of 10%.
- Achieve a customer service rating of higher than 90%.
- Continue to hold Summer Youth Sports Camps for children in baseball, soccer, softball, golf, 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 healthy 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 Basketball and Football) for 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.
- 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 FY2013-14	Estimate FY2014-15	Estimate FY2015-16	Change FY2014-15 to FY2015-16	%Change FY2014-15 to FY2015-16
Workload: Attendance					
City Sponsored Sports Participants	14,124	15,000	17,000	2,000	13.33%
City Sponsored Sports Spectators	11,080	12,000	14,000	2,000	16.67%
Contractual User Groups Participants	118,510	125,000	130,000	5,000	4.00%
Contractual User Groups Spectators	135,725	150,000	165,000	15,000	10.00%
Efficiency/Effectiveness:					
Customer Satisfaction	90%	90%	90%	-	0.00%

CITY SPONSORED SPORTS

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 & Youth Sports Tournaments.
- Increased High School Athletic rentals.
- Added (8) USSSA Baseball Tournaments for additional rentals.
- Hosted MEAC/NCAA Tournament Championships through Bethune Cookman University.
- Hosted a successful Youth Flag Football, Basketball Training League, Coed Adult Softball Seasons, as well as Summer Youth Sports Camps.
- Increased Spring, Summer, & Fall Volleyball Program participation.
- Added an additional Basketball & Golf Clinic in the Summer.
- Scheduled all OBYBA & OBYBSA Basketball & Baseball Games.
- Continued as a re-elected member of Convention and Visitors Bureau Sports Community
- Ran the Pickleball Sr. Games event at Nova Gym.
- Successfully managed the Athletic Field Maintenance division and City Sponsored Sports division.
- Helped bring in the Athletx Baseball Tournament in July.

NOVA COMMUNITY CENTER

The Nova Community Center is a totally air-conditioned facility, which includes a gymnasium, family game room, fitness room, restrooms, classroom, and multi-purpose activity room. There are ongoing classes and activities for both children and adults throughout the year.

Outdoor facilities located at the Nova Community Park include a basketball court, tennis & racquetball courts, a jogging trail, playground, skateboard court, baseball fields, and wide sidewalks.

NOVA COMMUNITY CENTER

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Fees	21,593	22,500	22,500	-	0.00%
General Fund	201,491	221,873	223,896	2,023	0.91%
Total	223,084	244,373	246,396	2,023	0.83%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	127,341	152,604	165,932	13,328	8.73%
Operating	95,743	91,769	80,464	(11,305)	-12.32%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	223,084	244,373	246,396	2,023	0.83%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Seasonal Positions:					
Summer Counselors*	3.00	1.75	1.75	0.00	0.00%
Part-time Positions:					
Center Leader (1)	0.50	0.50	0.50	0.00	0.00%
Recreation Leaders (3)	1.50	1.50	1.50	0.00	0.00%
Therapeutic Aide (1)	0.75	0.75	0.75	0.00	0.00%
Total	6.75	5.50	5.50	0.00	0.00%
*Transferred to South Ormond Neighborhood Center					

NOVA COMMUNITY CENTER

Goals:

Nova Community Center Goals:

- Develop monthly activity guide for participants to know what programs are being offered.
- Develop a teen centered program.
- Continue to increase volunteer opportunities with various programs.
- Maintain existing rentals for Nova Community Center and increase rental programming by 5%.
- Build on partnership with new skate park operator/contractor.
- Continue to offer an after school program.

Special Populations Goals

- 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.
- Continue to offer Camp T Rec for those special needs participants who need more individualized care.
- Develop a program for adults with special needs to provide time to socialize within a safe environment.

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Workload:					
Total Visits (inside only) Attendance	45,256	45,500	46,000	500	1.10%
Special Populations					
Workload:					
Special Needs Division Programs/Events	19	20	21	1	5.00%
Special Needs Division Community Partners	9	10	11	1	10.00%
Efficiency/Effectiveness:					
Customer Satisfaction %	95%	96%	97%	0	1.04%

NOVA COMMUNITY CENTER

Accomplishments:

Nova Community Center Accomplishments:

- Continued to expand the pickleball program which now averages 25-30 participants attending on a daily 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.
- Continued teen summer program offering organized competitive basketball games.
- Continued to offer free meals for children ages 18 and under throughout the summer.
- Increased Skate Park usage by expanding the park by 50% in area.
- Increased indoor participation by 5%.

Special Populations Accomplishments

- Challenger Sports programs for children with special needs increased by 2-3 participants
- Had a successful season of special needs sports including, but not limited to, soccer volleyball, baseball, basketball and sports of all sorts
- Camp T-Rec was successfully planned and executed for those with special needs who need more individualized care and increased by (50 participants
- Continued to present arts and crafts program 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 55 participants and increased volunteer participation through New Smyrna Beach Middle School and the Seabreeze Key Club.

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:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Fees	2,966	3,500	3,500	-	0.00%
General Fund	206,067	237,575	242,606	5,031	2.12%
Total	209,033	241,075	246,106	5,031	2.09%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	122,528	148,849	152,327	3,478	2.34%
Operating	86,505	92,226	93,779	1,553	1.68%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	209,033	241,075	246,106	5,031	2.09%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Recreation Center Coordinator	1.00	1.00	1.00	0.00	0.00%
Seasonal Positions:					
Summer Counselors*	2.20	2.20	2.20	0.00	0.00%
Part-time Positions:					
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%
Total	4.70	4.70	4.70	0.00	0.00%
*Transferred from Nova Community Center					

SOUTH ORMOND NEIGHBORHOOD CENTER

Goals:

- Achieve at least a 90% rating from Customer Satisfaction Survey.
- Further expand the South Ormond Sports Club programs to include elementary school aged children. (Start Smart sports program)
- Continue to offer mentoring/life skills teaching programming with the desired outcome of having at least 125 children involved in “education through recreation” and positive behavior type activities.
- 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 (2) intergenerational events.
- Add nutritional education to the healthy lifestyle movement.
- Develop non-sports related mentoring program for youth.

Performance Measures:

	Actual FY2013-14	Estimate FY2014-15	Estimate FY2015-16	Change FY 2014-15 to FY 2015-16	%Change FY2014-15 to FY2015-16
<u>Workload:</u>					
Total Visits/Attendance	118,000	121,000	122,850	1,850	1.53%
<u>Efficiency/Effectiveness:</u>					
Customer Satisfaction %	90%	90%	89%	(0)	-1.11%

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.
- 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 partner with the Ormond Beach YMCA to provide opportunities for under privileged children at the YMCA and to aid in cross utilization of facilities.
- Reconnected with NYSCA to provide educational opportunities to staff and coaches.
- Host successful Summer Camp Connections.

ATHLETIC FIELDS MAINTENANCE

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

ATHLETIC FIELDS MAINTENANCE

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	to FY 2015-16	to FY 2015-16
General Fund	927,319	910,761	1,028,077	117,316	12.88%
Total	927,319	910,761	1,028,077	117,316	12.88%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	to FY 2015-16	to FY 2015-16
Personal Services	505,057	531,024	238,703	(292,321)	-55.05%
Operating	422,262	379,737	789,374	409,637	107.87%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	927,319	910,761	1,028,077	117,316	12.88%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	to FY 2015-16	to FY 2015-16
Full-time Positions:					
Athletic Field Maint Supervisor	1.00	1.00	0.00	-1.00	-100.00%
Contract Manager - Grounds	0.00	0.00	0.00	0.00	100.00%
Maintenance Worker IV	1.00	1.00	0.00	-1.00	-100.00%
Maintenance Worker III	1.00	1.00	0.00	-1.00	-100.00%
Maintenance Worker II	8.00	8.00	3.00	-5.00	-62.50%
Part-time Positions:					
Maintenance Worker II (4)	0.00	0.00	2.00	2.00	0.00%
Total	11.00	11.00	5.00	-6.00	-54.55%

ATHLETIC FIELDS MAINTENANCE

Goals:

- Achieve a customer satisfaction rating of “satisfactory or better” from 90% of surveyed participants regarding facility maintenance.
- 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.
- 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 ball field maintenance employees to perform a daily maintenance program with each machine.
- Raise/improve pitching mounds at all baseball fields.
- Complete overhaul of infields at the Softball Quad; remove top layer, replace with clay and Turface, laser grade, etc.
- Put in all permanent home plates, pitching rubbers and re-sleeve all bases.
- Promote a successful transition with new mowing contractor.



Accomplishments:

- Employees earned Chemical Spill Response training recertification.
- Due to the increased usage, increased the amount of hours dedicated to the maintenance of South Ormond Neighborhood Center.
- Put in new sprinklers on infields to improve the clay and keep it from getting overly hard and dusty during dry periods.
- Added Turface to fence lines and warning tracks to assist with appearance, drainage and weed control.
- Hosted the Harry Wendelstedt Umpire School for 6 weeks.
- Hosted more than (30) tournaments on the weekends.
- Assisted in many City special events, including July 4th, as well as various events at Casements.
- Added new sprinkler system at Wendelstedt baseball fields.
- Continue to maintain Shuffleboard Courts at 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:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
General Fund	639,481	691,855	705,202	13,347	1.93%
Total	639,481	691,855	705,202	13,347	1.93%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	343,315	417,633	441,979	24,346	5.83%
Operating	296,166	274,222	263,223	(10,999)	-4.01%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	639,481	691,855	705,202	13,347	1.93%

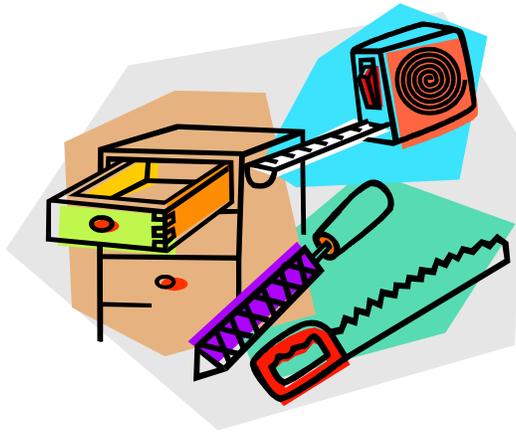
Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Office Assistant II *	0.50	0.50	0.50	0.00	0.00%
Contract Manager - Buildings	0.00	1.00	1.00	0.00	100.00%
Maintenance Foreman	1.00	1.00	1.00	0.00	0.00%
Maintenance Worker II	1.00	1.00	1.00	0.00	0.00%
Tradesworker	4.00	4.00	4.00	0.00	0.00%
Part-time Positions:					
Maintenance Worker II (1)	0.00	0.50	0.50	0.00	100.00%
Total	6.50	8.00	8.00	0.00	0.00%
* Indicates primary department					

BUILDING MAINTENANCE

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.



Accomplishments:

- Implemented the Janitorial Services Contract RFP into a new contract with American Janitorial, Inc.
- Staff 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:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	1,408,764	1,497,248	1,650,603	153,355	10.24%
Total	1,408,764	1,497,248	1,650,603	153,355	10.24%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	110,374	98,812	166,419	67,607	68.42%
Operating	1,298,390	1,398,436	1,484,184	85,748	6.13%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,408,764	1,497,248	1,650,603	153,355	10.24%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
Maintenance Foreman	1.00	1.00	1.00	0.00	0.00%
Contract Manager	0.00	0.00	1.00	1.00	0.00%
Seasonal Positions:					
Maintenance Worker II (1)	0.23	0.23	0.23	0.00	100.00%
Part-time Positions:					
Maintenance Worker II (2)	1.00	1.00	1.00	0.00	0.00%
Total	2.23	2.23	3.23	1.00	44.84%
Contract Manager moved from Athletic Fields					

PARKS AND GROUNDS MAINTENANCE

Goals:

- Continue to ensure that all parks and grounds are inspected at least 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 Contract Manager for proper contract monitoring, performance and level of finish.
- Contract Manager to monitor contractor performance to ensure all elements of the Grounds Maintenance and Mowing RFP are fully and professionally implemented to provide top-notch facilities
- Continue to develop need assessments to prioritize enhancements and/or replacement projects and relay information to contractor.
- Continue to process and track monthly invoices in conjunction with work and irrigation justification sheets.
- Track and process project expenses.

Performance Measures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Number acres of passive park	80	80	80	-	0.00%
Number of acres of active park	412	412	412	-	0.00%
Number of park acres maintained	492	492	492	-	0.00%
Number of volunteer hours	60,000	62,000	65,000	3,000	4.84%
Number of children registered in summer programs	66	100	100	-	0.00%
Number of available spaces in summer programs (number of registered that are placed)	100	100	100	-	0.00%
Number of children in jurisdiction	6,460	6,630	6,730	100	1.51%

Accomplishments:

- Contract Manager communicated daily 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.
- Created daily log of services rendered, sites tracked, inspections and punch list items provided to contractor.
- Created files for photographs and supporting documents for areas of concern
- Conduct weekly site visits with contractor.
- Conduct weekly meeting with contractor.
- Worked with contractor to develop timelines for palm trimming, mulch installations and fertilization applications.
- Review of all service locations to assure optimal and appropriate service levels are applied (on-going).

CONTRIBUTIONS

Revenue and Expenditure Summaries:

<u>Revenues:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
General Fund	9,528	16,888	516,888	500,000	2960.68%
Total	9,528	16,888	516,888	500,000	2960.68%
<u>Expenditures:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	9,528	16,888	516,888	500,000	2960.68%
Contingency	-	-	-	-	0.00%
Total	9,528	16,888	516,888	500,000	2960.68%

TRANSFERS

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
General Fund	1,268,486	42,721	893,164	850,443	1990.69%
Total	1,268,486	42,721	893,164	850,443	1990.69%

Expenditures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Contingency	-	(901,761)	(565,589)	336,172	0.00%
Transfers	1,268,486	944,482	1,458,753	514,271	54.45%
Total	1,268,486	42,721	893,164	850,443	1990.69%

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DOWNTOWN REDEVELOPMENT TRUST FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Intergovernmental Revenue	633,688	624,409	686,697	62,288	9.98%
Miscellaneous Revenue	8,426	17,500	9,000	(8,500)	-48.57%
Transfers	331,398	346,148	361,091	14,943	4.32%
Use of Fund Balance	-	239,575	363,977	124,402	51.93%
Total	973,512	1,227,632	1,420,765	193,133	15.73%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	273,429	277,632	360,765	83,133	29.94%
Capital	2,041,856	650,000	770,000	120,000	18.46%
Contributions and Transfers	251,372	300,000	300,000	-	0.00%
Contingency	-	-	-	-	0.00%
Total	2,566,657	1,227,632	1,430,765	203,133	16.55%

ORMOND CROSSINGS TRUST FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Intergovernmental Revenue	-	-	25,245	25,245	0.00%
Miscellaneous Revenue	90	-	-	-	0.00%
Transfers	-	444	13,272	12,828	100.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	90	444	38,517	38,073	100.00%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	444	38,517	38,073	100.00%
Total	-	444	38,517	38,073	100.00%

STORMWATER DRAINAGE UTILITY FUND

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

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

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

STORMWATER DRAINAGE UTILITY FUND

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Intergovernmental Revenue	848,519	-	-	-	0.00%
Charges for Service	2,683,520	2,625,000	2,650,000	25,000	0.00%
Miscellaneous Revenue	10,915	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	3,542,954	2,625,000	2,650,000	25,000	0.95%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	475,621	476,318	501,940	25,622	5.38%
Operating	371,696	386,307	448,415	62,108	16.08%
Capital	3,304,565	551,000	814,205	263,205	47.77%
Contributions and Transfers	267,393	302,042	359,320	57,278	18.96%
Contingency	-	909,333	526,120	(383,213)	0.00%
Total	4,419,275	2,625,000	2,650,000	25,000	0.95%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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%
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%
Total	8.70	8.70	8.70	0.00	0.00%

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 FY2014-15	Estimate FY2015-16	Estimate FY2016-17	Change FY 2014-15 to FY2015-16	%Change FY 2014-15 to FY2015-16
Workload:					
Linear Ft. of lines cleaned (City)	73,800	70,000	71,000	(2,800)	-3.79%
Sq footage of ditch maintenance (City)	12,444,070	10,000,000	10,500,000	(1,944,070)	-15.62%
Sq footage of ditch maintenance (FDOT)	24,889,700	24,000,000	24,500,000	(389,700)	-1.57%
Pump station inspections	189	175	175	(14)	-7.41%
Outfall inspections	125	125	125	-	0.00%
Catch basin inspections	6,242	6,000	6,100	(142)	-2.27%
Miles of street sweeping	3,712	5,409	5,409	1,697	45.72%
Efficiency/Effectiveness:					
Street Sweeper Uptime	64	90	90	26	40.63%
Maintenance Related Inquiries	9	10	8	(1)	-11.11%

Accomplishments:

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

MUNICIPAL AIRPORT FUND

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

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

MUNICIPAL AIRPORT FUND

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Intergovernmental	273,719	217,266	4,295,382	4,078,116	0.00%
Miscellaneous	174,982	178,900	178,900	-	0.00%
Transfers	66,390	66,390	66,390	-	0.00%
Use of Fund Balance	-	-	150,033	150,033	0.00%
Total	515,091	462,556	4,690,705	4,228,149	914.08%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	112,858	98,984	118,384	19,400	19.60%
Operating	131,462	112,741	120,351	7,610	6.75%
Capital	283,414	221,700	4,440,352	4,218,652	0.00%
Contributions and Transfers	12,595	13,462	11,618	(1,844)	-13.70%
Contingency	-	15,669	-	(15,669)	100.00%
Total	540,329	462,556	4,690,705	4,228,149	914.08%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Airport Manager	1.00	1.00	1.00	0.00	0.00%
Total	1.00	1.00	1.00	0.00	0.00%

MUNICIPAL AIRPORT FUND

Goals:

- Complete the 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.
- Market and lease available properties at the SE Quad.
- Secure all FDOT and FAA grants necessary to complete airport capital improvement projects.

Accomplishments:

- 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.

LOCAL LAW ENFORCEMENT TRUST FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Fines and Forfeits	22,520	15,000	15,000	-	0.00%
Miscellaneous	482	-	-	-	0.00%
Total	23,002	15,000	15,000	-	0.00%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	15,000	15,000	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	15,000	15,000	-	0.00%

ECONOMIC DEVELOPMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Intergovernmental	-	-	-	-	0.00%
Miscellaneous	272,911	-	-	-	0.00%
Use of Fund Balance	-	200,000	15,000	(185,000)	-92.50%
Transfers	-	-	-	-	0.00%
Total	272,911	200,000	15,000	(185,000)	-92.50%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	11,050	-	-	-	0.00%
Capital	-	200,000	15,000	(185,000)	-92.50%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	11,050	200,000	15,000	(185,000)	-92.50%

FEDERAL LAW ENFORCEMENT TRUST FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Fines and Forfeits	-	-	-	-	0.00%
Miscellaneous	9	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	9	-	-	-	0.00%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	-	-	0.00%

PENSION CONTRIBUTION PASS THROUGH

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

Revenue and Expenditure Summaries:

<u>Revenues:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Intergovernmental	636,699	652,000	652,000	-	0.00%
Total	636,699	652,000	652,000	-	0.00%
<u>Expenditures:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	636,699	652,000	652,000	-	0.00%
Total	636,699	652,000	652,000	-	0.00%

RECREATIONAL FACILITY FEE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Miscellaneous (Impact Fees)	42,417	33,800	33,800	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	42,417	33,800	33,800	-	0.00%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	18,998	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	33,800	39,800	6,000	17.75%
Total	18,998	33,800	39,800	6,000	17.75%

GRANT FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Intergovernmental	62,524	-	551,049	551,049	0.00%
Miscellaneous	5,026	-	-	-	0.00%
Transfers	-	-	252,500	252,500	0.00%
Use of Fund Balance	103,500	-	2,691	2,691	0.00%
Total	171,050	-	806,240	806,240	0.00%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	15,497	-	14,616	14,616	0.00%
Capital	128,326	-	777,274	777,274	0.00%
Contributions and Transfers	12,951	-	14,350	14,350	0.00%
Contingency	-	-	-	-	0.00%
Total	156,774	-	806,240	806,240	0.00%

FACILITIES RENEWAL AND REPLACEMENT

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Property Taxes	297,594	399,945	501,284	101,339	25.34%
Miscellaneous	9,774	-	-	-	0.00%
Transfers	200,000	100,000	-	(100,000)	-100.00%
Use of Fund Balance	-	55	14,481	14,426	26229.09%
Total	507,368	500,000	515,765	15,765	3.15%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	407,584	465,000	276,600	(188,400)	-40.52%
Capital	74,342	35,000	239,165	204,165	583.33%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	481,926	500,000	515,765	15,765	3.15%

FINANCING DEBT SERVICE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Miscellaneous	-	-	-	-	0.00%
Transfers	114,029	337,100	646,500	309,400	91.78%
Use of Fund Balance	-	-	-	-	0.00%
Total	114,029	337,100	646,500	309,400	91.78%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	114,027	337,010	646,500	309,490	91.83%
Contingency	-	90	-	(90)	-100.00%
Total	114,027	337,100	646,500	309,400	91.78%

2002 GENERAL OBLIGATION DEBT SERVICE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Property Taxes	276,873	274,054	272,939	(1,115)	-0.41%
Miscellaneous	1,768	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	278,641	274,054	272,939	(1,115)	-0.41%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	273,314	273,200	271,500	(1,700)	-0.62%
Contingency	-	854	1,439	585	68.50%
Total	273,314	274,054	272,939	(1,115)	-0.41%

2003 GENERAL OBLIGATION DEBT SERVICE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Property Taxes	113,677	115,041	117,553	2,512	2.18%
Miscellaneous	294	-	-	-	0.00%
Transfer	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	113,971	115,041	117,553	2,512	2.18%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	104,020	114,225	116,386	2,161	1.89%
Contingency	-	816	1,167	351	43.01%
Total	104,020	115,041	117,553	2,512	2.18%

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	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Transfers	157,000	157,000	157,000	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	157,000	157,000	157,000	-	0.00%
<u>Expenditures:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	156,420	156,504	156,555	51	0.03%
Contingency	-	496	445	(51)	-10.28%
Total	156,420	157,000	157,000	-	0.00%

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	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Property Taxes	350,141	346,913	346,443	(470)	-0.14%
Miscellaneous	544	-	-	-	0.00%
Total	350,685	346,913	346,443	(470)	-0.14%
<u>Expenditures:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15	FY 2014-15
				to FY 2015-16	to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	347,746	346,582	345,224	(1,358)	-0.39%
Contingency and Transfers	-	331	1,219	888	268.28%
Total	347,746	346,913	346,443	(470)	-0.14%

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	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Property Taxes	346,745	366,723	387,786	21,063	5.74%
Intergovernmental	-	975,000	-	(975,000)	-100.00%
Miscellaneous	14,725	41,000	-	(41,000)	-100.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	1,214,853	419,493	(795,360)	-65.47%
Total	361,470	2,597,576	807,279	(1,790,297)	-68.92%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	1,099,357	2,237,936	537,572	(1,700,364)	-75.98%
Contributions and Transfers	15,021	359,640	269,707	(89,933)	-25.01%
Contingency	-	-	-	-	0.00%
Total	1,114,378	2,597,576	807,279	(1,790,297)	-68.92%

EQUIPMENT RENEWAL AND REPLACEMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Property Taxes	-	-	100,527	100,527	0.00%
Miscellaneous	43,835	-	-	-	0.00%
Transfers	48,000	373,000	262,500	(110,500)	-29.62%
Lease Financing	-	-	-	-	0.00%
Use of Fund Balance	-	148,850	48,000	(100,850)	-67.75%
Total	91,835	521,850	411,027	(110,823)	-21.24%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	858,345	521,850	411,027	(110,823)	-21.24%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	858,345	521,850	411,027	(110,823)	-21.24%

TRANSPORTATION IMPROVEMENTS FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Property Taxes	558,419	590,590	623,391	32,801	5.55%
Other Taxes	1,121,952	1,153,000	1,121,000	(32,000)	-2.78%
Intergovernmental	292,257	-	107,194	107,194	0.00%
Miscellaneous	6,670	-	-	-	0.00%
Bond Proceeds	-	-	-	-	0.00%
Transfers	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	1,979,298	1,743,590	1,851,585	107,995	6.19%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	1,340,211	708,924	838,575	129,651	18.29%
Contributions and Transfers	660,168	673,117	677,652	4,535	0.67%
Contingency	-	361,549	335,358	(26,191)	-7.24%
Total	2,000,379	1,743,590	1,851,585	107,995	6.19%

RECREATION IMPACT FEE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Miscellaneous (Impact Fees)	236,139	40,000	80,000	40,000	0.00%
Transfers	203,698	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	439,837	40,000	80,000	40,000	0.00%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	525,881	-	40,000	40,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	40,000	40,000	-	0.00%
Total	525,881	40,000	80,000	40,000	0.00%

BEACHFRONT PARK CONSTRUCTION

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

Revenue and Expenditure Summaries:

<u>Revenues:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Transfers	95,033	-	-	-	0.00%
Intergovernmental	746,979	-	-	-	0.00%
Miscellaneous	187	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	0.00%
Total	842,199	-	-	-	0.00%
<u>Expenditures:</u>					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	1,994,049	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	1,994,049	-	-	-	0.00%

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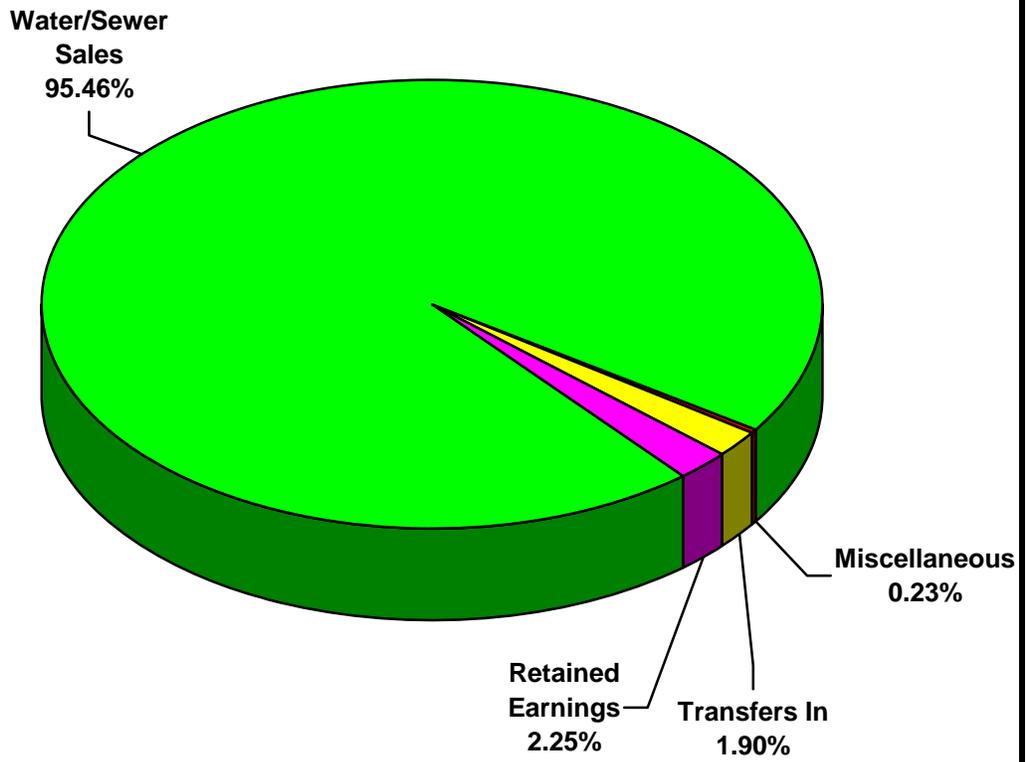
ENTERPRISE AND INTERNAL SERVICE FUNDS

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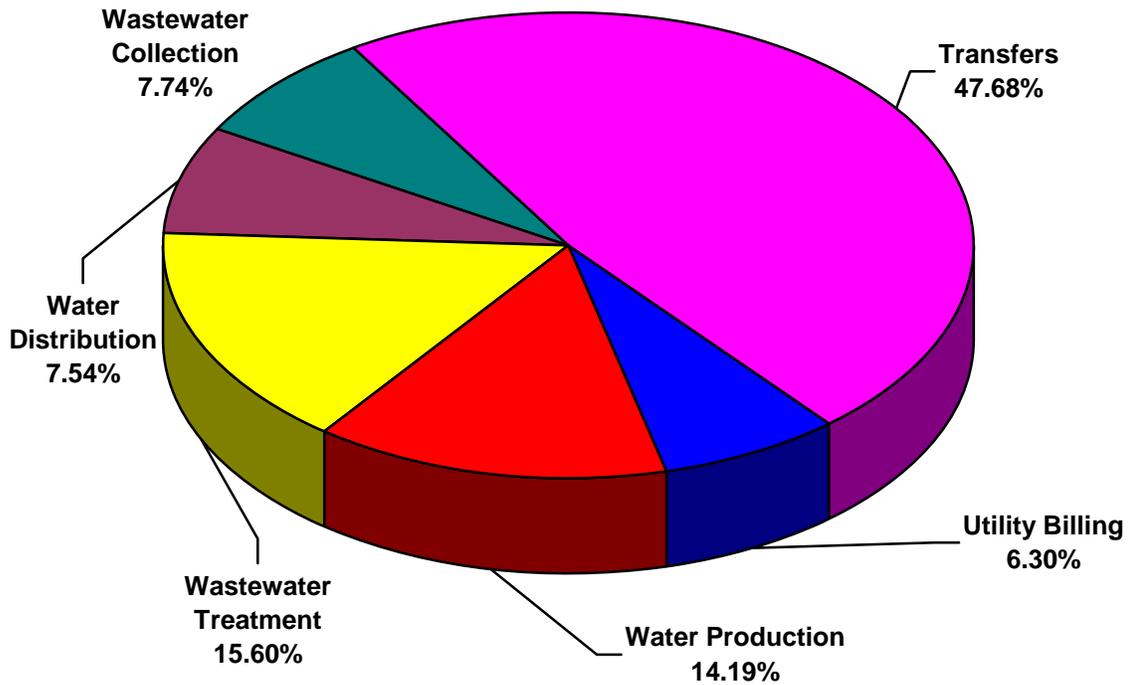
WATER AND SEWER SUMMARY

Description	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Revenues					
Water/Sewer Sales	16,958,128	17,041,500	17,431,500	390,000	2.29%
Intergovernmental	-	-	-	-	0.00%
Misc Revenue	10,337	45,000	71,005	26,005	57.79%
Transfers In	277,873	305,515	347,626	42,111	13.78%
Use of Retained Earnings	-	2,652,797	410,000	(2,242,797)	0.00%
Total Net Revenues	17,246,338	20,044,812	18,260,131	(1,784,681)	-8.90%
Expenditures					
Utility Billing	1,211,459	1,263,982	1,323,849	59,867	4.74%
Water Production	2,612,155	2,535,059	2,590,900	55,841	2.20%
Wastewater Treatment	2,661,960	2,966,398	2,848,069	(118,329)	-3.99%
Water Distribution	1,365,620	1,357,818	1,376,778	18,960	1.40%
Wastewater Collection	1,382,713	1,421,324	1,413,521	(7,803)	-0.55%
Non-Departmental	8,105,462	10,500,231	8,707,014	(1,793,217)	-17.08%
Total Net Expenditures	17,339,369	20,044,812	18,260,131	(1,784,681)	-8.90%

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	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Water & Wastewater	1,211,459	1,263,982	1,323,849	59,867	4.74%
Total	1,211,459	1,263,982	1,323,849	59,867	4.74%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	692,773	693,176	728,219	35,043	5.06%
Operating	518,686	570,806	595,630	24,824	4.35%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,211,459	1,263,982	1,323,849	59,867	4.74%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
Finance Director	0.35	0.35	0.35	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	1.00	1.00	1.00	0.00	0.00%
Customer Serv. Supervisor /Acct.	1.00	1.00	1.00	0.00	0.00%
Meter Reader Supervisor	1.00	1.00	1.00	0.00	0.00%
Meter Reader	4.00	4.00	4.00	0.00	0.00%
Part-time Positions:					
Account Clerk II	0.50	0.50	0.50	0.00	0.00%
Total	11.85	11.85	11.85	0.00	0.00%

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 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
<u>Workload:</u>					
Number of utility bills	262,294	255,000	255,000	-	0.00%
Customers participating in bank drafting	4,245	4,131	4,131	-	0.00%
Number of work orders - initial reads	3,903	2,826	2,826	-	0.00%
Number of work orders - final reads	3,872	2,804	2,804	-	0.00%
Number of work orders - re-reads	1,354	1,260	1,260	-	0.00%
Number of work orders - delinquent cut-offs	2,886	2,600	2,600	-	0.00%
Number of work orders - reconnects	2,497	2,200	2,200	-	0.00%
<u>Efficiency/Effectiveness:</u>					
% 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	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Water & Wastewater	2,612,155	2,535,059	2,590,900	55,841	2.20%
Total	2,612,155	2,535,059	2,590,900	55,841	2.20%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	1,071,903	1,100,528	1,189,462	88,934	8.08%
Operating	1,540,252	1,434,531	1,401,438	(33,093)	-2.31%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,612,155	2,535,059	2,590,900	55,841	2.20%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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	0.25	0.25	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	0.00%
Sludge Hauling Tech	1.00	1.00	1.00	0.00	0.00%
SCADA Tech.	0.00	0.00	1.00	1.00	0.00%
Part-time Positions:					
Treatment Plant Operator (1)	0.50	0.50	0.50	0.00	0.00%
Total	15.30	14.55	15.55	1.00	6.87%

* Indicates primary department

WATER PRODUCTION

Goals:

- Maintain compliant and reliable water production activities meeting customer use demands and regulatory standards to include 4 log Removal Disinfection Certification Status for 12 MGD Water Treatment Facility. Resolve FDOH additional salt passage criteria for reverse osmosis systems 4 log removal certification.
- 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 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 water use and for adherence to regulatory permit standards.
- Promptly and efficiently address recommendations made during periodic Florida Dept. of Health (FDEP/ FDOH) inspections.
- Operate reliable and compliant LPRO and lime softening treatment processes and high service pumping facilities.
- Continue improvements for SCADA/ RTU systems for in-plant and remote wellfields and storage tanks and booster pumping stations.
- Expand coverage (increase number) of remote distribution system pressure detection devices.
- Refurbish the aerator housings at the water plant.
- Complete Division Avenue Raw Water Transmission Project for directing raw water to LPRO system for optimizing treatment of lesser quality (chlorides) raw water. Project includes water main and force main extensions for serving ELC Project.
- Refine Five (5) year repair and maintenance program for all storage tanks.
- Rehabilitate the elevated water storage tank at the water plant.
- Upgrade auxiliary generator capability at four older Rima Ridge Wells.
- Replace lime silo dust collectors.
- Replace five high service pump bases, replace the actuators at three pumps and check valves at seven pumps.
- Replace centrifuge feed pumps with progressive cavity pumps. Perform interim major refurbishment of Bird and Westfalia centrifuge units.
- Design and installation of VFD's to LPRO transfer pumps to improve water quality.
- Upgrade Well pump 18 SR and repair damaged casing

WATER PRODUCTION

Accomplishments:

- Maintained regulatory compliance and reporting schedules with Consumptive Use Permit (CUP) requirements and use of authorized current year groundwater withdrawal allocations to include semi-annual EN-50 Groundwater Withdrawal & annual Wetlands Monitoring reports along with other groundwater conditions sampling, monitoring and reporting. Compliance report update is due in 2019.
- Current year water plant average day production is 5.322 Million Gallons per Day (MGD) with 6.19 MGD max day demand during recent 12 month period. Current year groundwater withdrawal allocation at 7.141 MGD. Previous calendar year annual average day groundwater withdrawals were 5.725 MGD with allowable allocation at 7.066 MGD.
- Completed 2014 Annual Water Quality “Consumer Confidence” Report. Performed annual Lead & Copper water quality compliance monitoring and testing with results indicating no violations or action levels exceeded. Obtained reduced monitoring status for Lead & Copper from one (1) to three (3) year frequency.
- Maintained compliant and reliable water production activities meeting customer use demands and regulatory standards.
- Completed preparation of bid specifications and contract award for procurement of chemicals for water and wastewater treatment with annual renewal clause.
- Completed preparation of bid specifications and contract award for procurement of lab services for water and wastewater treatment with annual renewal clause.
- Consultant completed the structural inspection of the water and reclaimed water storage tanks and is using this information to develop a 5 year maintenance program for all storage tanks.
- Design completed and construction project awarded for Division Avenue Raw Water Transmission Main for water quality optimization by directing higher chlorides containing raw water to LPRO processes.
- Design completed for upgrading auxiliary generator capability to serve four older Rima Ridge Wells.
- Significant ground water reductions continue with provision of reuse source water to Western OB areas of Breakaway Trails and Hunter’s Ridge realized by the completion of Western Ormond Beach Reclaimed Water Transmission Project.
- Maintained accurate records and submitted regulatory reports on schedule. Revised and improved current distribution system monitoring and sampling program to promote better understanding of system operating conditions.
- Completed 5 Year Master Plan Update for Water and Wastewater Utilities
- Completed 1st year quarterly sampling for Stage II Disinfection By-products
- Replaced non-operational pump/ motor assemblies at three (3) Rima Ridge wells, one (1) Hudson well and two (2) upgrades at Wells 19 & 21SR
- Completed electrical upgrades for motorized valve actuators at Filters 5 & 6
- Completed major refurbishment of critical paste lime slaker equipment.

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	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Water & Wastewater	2,661,960	2,966,398	2,848,069	(118,329)	-3.99%
Total	2,661,960	2,966,398	2,848,069	(118,329)	-3.99%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	1,048,302	1,109,609	1,157,732	48,123	4.34%
Operating	1,613,658	1,856,789	1,690,337	(166,452)	-8.96%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	2,661,960	2,966,398	2,848,069	(118,329)	-3.99%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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	0.25	0.25	0.00	100.00%
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%
Part-time Positions:					
Treatment Plant Operator (1)	1.00	1.00	1.00	0.00	0.00%
Total	14.80	15.05	15.05	0.00	0.00%

WASTEWATER TREATMENT

Goals:

- Maintain reliable WWTP operations and reporting standards
- Request Minor Permit Modification from FDEP on Blend Ratio requirement to allow more flexibility with reclaimed water operational standards and reporting.
- Complete FDEP Whole Effluent Toxicity Correction Plan - Phase I.
- Accurately record warranty phase activities for most recent WWTP Expansion/ Rehabilitation Project.
- 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.
- Continue optimizing reuse disposal system operations and expansion to further reduce surface water discharges to Halifax River and to promote water conservation.
- Obtain FDEP approval of City's Industrial Pretreatment Program Enforcement Response Plan update 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.
- Continue negotiations with contractor/ manufacturer with retrofit of semi-open impeller design to optimize influent pump station performance and project closeout
- Continue enhancements to SCADA monitoring and reporting program for plant and remote systems
- Provide necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise.
- Clean sludge holding tanks (SHT), replace the SHT blowers and refurbish the existing air diffuser system, replace the polymer pumps.
- Improve plant equipment through upgrade programs and maintenance efforts.
- Design and install a comminutor for the Influent Pump Station to reduce rag interference with the pump operation.
- Replace sodium hypochlorite storage tanks.

WASTEWATER TREATMENT

Accomplishments:

- Obtained FDEP Operating Permit (renewal period December 2014 thru 2019) for wastewater treatment plant.
- Completed 5 Year Master Plan Update for Water and Wastewater Utilities
- Completed 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.
- Implemented FDEP electronic Discharge Monitoring Report and pertinent protocol.
- 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 1,716 million gallons of influent flow (4.70 MGD annual avg. day) and produced 1,078 million gallons of reuse product (2.95 MGD annual avg. day) during annual period. (June 2014 - May 2015)
- Performed major overhaul of both dewatering centrifuge units and updated controls system for improving reliability of sludge dewatering operations.
- Optimized reuse disposal system operations and expansion to further reduce surface water discharges to Halifax River and to promote water conservation.
- Continue successful operation of semi-open impeller design to optimize existing influent pump performance (Influent Pump Station)
- Completed Industrial User permitting, sampling and inspection activities.
- Completed refurbishment and major overhaul of plant centrifuge units.
- Provided necessary training and continuing education opportunities to current operations staff to promote licensure certification and personnel expertise.
- Nearing design completion for sludge holding tanks (SHT) cleaning and replacement of SHT blowers and air diffuser system with upgrades to mixer and diffused aeration system.
- Completed preparation of bid specifications and contract award for procurement of chemicals for water and wastewater treatment with annual renewal clause.
- Completed preparation of bid specifications and contract award for procurement of lab services for water and wastewater treatment with annual renewal clause.

WATER DISTRIBUTION

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

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

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

WATER DISTRIBUTION

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Water & Wastewater	1,365,620	1,357,818	1,376,778	18,960	1.40%
Total	1,365,620	1,357,818	1,376,778	18,960	1.40%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personnel Services	824,882	779,814	835,377	55,563	7.13%
Operating	540,738	578,004	541,401	(36,603)	-6.33%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,365,620	1,357,818	1,376,778	18,960	1.40%

Staffing Summary:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Full-time Positions:					
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	0.25	0.25	0.00	100.00%
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	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 IV	4.00	4.00	4.00	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%
Part-time Positions:					
Utility Mapping/Locate Tech.	0.00	0.00	0.50	0.50	0.00%
Total	12.30	12.55	13.05	0.50	3.98%

WATER DISTRIBUTION

Goals:

- Maintain reliable water distribution system operations for meeting customers use and quality demands.
- Continue to search for sources of unaccounted for water with emphasis on leak detection program, frequent large meter testing and maintenance of accurate flushing record database to detect all usage throughout City's distribution system. Perform leak detection with in-house personnel for 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 per FDOH and FDEP regulatory standards. Ongoing activities include initial year for award of CCC Program Maintenance Services (database management) and initial year of annual device testing and repairs services contracts.
- Modify for efficiencies and continue to improve current distribution system monitoring, sampling and flushing programs to promote better understanding of system operating conditions and improve water quality.
- Assist construction activities and customer notices for all services impacted by Phase 2: 2-inch Galvanized Water Main Replacement Project.
- Administer and support system outage notices for annual Fire Hydrant Replacement program (30 obsolete fire hydrants per year) renewal contract.
- Install all new meter requests received due to new development or new customer requests for service.
- Oversee contract installation of backflow prevention devices on the north peninsula in areas provided with reclaimed water to comply with permit conditions.

WATER DISTRIBUTION

Accomplishments:

- Inspected and repaired when warranted all city owned backflow prevention devices (BFPD). Continue installation of BFPD on city owned irrigation systems lacking protection.
- Installed new or exchanged approximately 700 meters.
- Serviced approximately 265 County fire hydrants, performed maintenance activities on 460 fire hydrants on the mainland located between Nova Road - US1 and within City limits where work orders issued by Utilities and Fire Department inspections.
- Responded to and performed repairs on approximately 85 main breaks and 359 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. 132 meters tested for accuracy during annual period.
- Supported distribution system shutdowns and service transitions associated with the miscellaneous projects and scheduled distribution system maintenance and emergency repairs.
- Replaced approximately 12 non-operable isolation valves of various sizes throughout distribution system.
- Performed scheduled valve maintenance activity in two (2) Distribution System grid areas and as necessary in support of scheduled system shutdowns associated with capital projects or water distribution main and services breaks (350 each).
- Flushed water mains for Cl2 residual and overall water quality maintenance from US1 to west City Limits.
- Serviced twenty eight (28) and removed six (6) 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.
- Prepared a contract and awarded maintenance of backflow device testing database to BSI Online Services.
- Supported relocation activities associated with roadway projects.
- Completed the contract installation of backflow prevention devices in Breakaway Trails and Hunter's Ridge subdivisions to support reuse service area expansion and permit conditions.
- Installation of backflow prevention devices on the north peninsula in areas provided with reclaimed water to comply with permit conditions is underway.
- Awarded contract to qualified vendor selected through the competitive bid process to replace 35 obsolete fire hydrants having annual renewal clause for additional devices.
- Awarded a contract to American Backflow and Fire Services for backflow prevention device testing and repair services for non-compliant customers.

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

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

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

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

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

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

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Water & Wastewater	1,382,713	1,421,324	1,413,521	(7,803)	-0.55%
Total	1,382,713	1,421,324	1,413,521	(7,803)	-0.55%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	765,836	770,234	814,993	44,759	5.81%
Operating	616,877	651,090	598,528	(52,562)	-8.07%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	1,382,713	1,421,324	1,413,521	(7,803)	-0.55%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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	0.25	0.25	0.00	100.00%
Utility Mapping/Locate Tech	0.50	0.50	0.50	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%
Total	12.30	12.55	12.55	0.00	0.00%

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

Goals:

- Maintain reliable wastewater collection system (gravity and force main) and reuse storage and distribution operations for customers.
- Clean and televise approximately 35,000 feet of gravity sewer main.
- Prioritize and correct known defects or deteriorated portions of sewer mains to ensure the integrity of the system and reduce inflow and infiltration.
- Implement improvements to the recently upgraded lift station SCADA system to promote reliability and efficiency.
- Rehabilitation of 50 PEP Systems in Hunter's Ridge and Breakaway Trails Areas.
- Perform repairs to manholes identified in the smoke test study for 6M Sewer Service Area as potential contributors to inflow and infiltration.
- Support Wastewater Plant Upgrade Projects as necessary.
- Complete Saddler's Run and 8M1 lift station upgrade/ rehab activities.
- Complete design related tasks for 2015-16 Lift Station Facilities Rehab to include BAT, Shadow Crossings and 10M lift stations piping, valves and controls upgrades.
- Perform root control services on gravity sanitary sewer as necessary.
- Prepare bid specification for sewer main piping lining and repairs and obtain annual contract based upon staff developed priority areas.
- 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.
- Upgrade low pressure sewer main along Shadow Crossings Drive to promote system operational improvements during wet weather.
- Upgrade electrical service and controls to include reuse high service pump replacement located at the Breakaway Trails Reuse and Lift Station Facility.
- Televise and evaluate the sanitary sewer collection system to prioritize repairs.
- Replace failed generators at Lift Stations 6M and 4P.

WASTEWATER COLLECTION AND REUSE DISTRIBUTION

Accomplishments:

- Successfully operated 7 MGD Reuse Storage and Pumping Facility Project for annual period delivering reuse product to over 2500 residential and 2 golf course customers having demand in excess of 1 Billion Gallons.
- Completed rehabilitation of 13, replacement of 12 and installation of 12 new PEP Systems in West Ormond Low Pressure Sewer Service area. Replaced approximately 152 pumping units resulting from trouble call requests.
- Completed monthly and annual scheduled preventative maintenance service calls for 85 sewage lift stations throughout the collection system. Responded to all emergency call outs from SCADA and WIN911 Lift Station monitoring system calls for service alarms.
- Completed 200 repairs to collection system (gravity, force main, services and manhole) failures and 30 reuse system leaks and main breaks.
- Completed a variety of well and plant pump/ motor replacements and repaired approximately 25 pump/ motors at various lift stations throughout the sanitary sewer collection system.
- Completed construction and project closeout of lift stations 4M1, Towne Square, 9M and Wal-Mart upgrades.
- Completed Saddler's Run lift station upgrade design and awarded construction project. Project is currently under construction.
- Supported collection system shutdowns and service transitions associated with the John Anderson Drive Project to include Lift Station 6P and reuse system large piping modifications.
- Maintained reliable wastewater collection system (gravity and force main) and reuse storage and distribution operations for customers.
- Prioritize and corrected approximately 3,100 linear feet of deteriorated portions of sewer mains by pipe lining to ensure the integrity of the system and reduce inflow and infiltration.
- De-degripped influent riser and check valve to facilitate start up of influent pump system.
- Optimized reuse distribution operation parameters with the completed reuse distribution system in Hunter's Ridge and Breakaway Trails.
- Prepared and awarded a contract for force main pigging services.
- Completed replacement/ rehab of 50 manhole lids and tops on SR 40 associated with FDOT resurfacing project.
- Completed manhole structural restoration on five (5) deteriorated and deep structures along SR40 in the vicinity of 5M Lift Station.
- Assisted reuse system installation project for Western SR 40 Median Landscape Project.
- Prepared specifications, bid advertisement and awarded contract for force main pigging services to Professional Piping Services, Inc. having an annual renewal clause for improving force main system reliability and effective emergency response.

WATER AND WASTEWATER TRANSFERS

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Water & Wastewater	8,105,462	10,500,231	8,707,014	(1,793,217)	-17.08%
Total	8,105,462	10,500,231	8,707,014	(1,793,217)	-17.08%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contributions and Transfers	8,105,462	10,500,231	8,707,014	(1,793,217)	-17.08%
Total	8,105,462	10,500,231	8,707,014	(1,793,217)	-17.08%

WATER AND WASTEWATER VEHICLE AND EQUIPMENT REPLACEMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Miscellaneous	16,057	-	-	-	0.00%
Transfer	115,000	115,000	115,000	-	0.00%
Use of Fund Balance	-	78,000	69,000	(9,000)	-11.54%
Total	131,057	193,000	184,000	(9,000)	-4.66%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	443,153	193,000	184,000	(9,000)	-4.66%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	443,153	193,000	184,000	(9,000)	-4.66%

WATER AND WASTEWATER RENEWAL AND REPLACEMENT FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Bond Proceeds	-	-	2,783,800	2,783,800	0.00%
Charges for Services	93,978	-	-	-	0.00%
Miscellaneous	12,877	-	-	-	0.00%
Transfers	1,436,000	3,798,520	1,306,000	(2,492,520)	-65.62%
Use of Retained Earnings	-	-	491,932	491,932	0.00%
Total	1,542,855	3,798,520	4,581,732	783,212	20.62%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	2,560,002	3,798,520	4,581,732	783,212	20.62%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	2,560,002	3,798,520	4,581,732	783,212	20.62%

WATER AND WASTEWATER CONSOLIDATED DEBT SERVICE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Bond Proceeds	-	-	-	-	0.00%
Transfer	4,660,251	4,655,000	5,036,000	381,000	8.18%
Total	4,660,251	4,655,000	5,036,000	381,000	8.18%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Debt Service	4,619,977	4,651,818	5,035,689	383,871	8.25%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	3,182	311	(2,871)	100.00%
Total	4,619,977	4,655,000	5,036,000	381,000	8.18%

WEST ORMOND REUSE IMPACT FEE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	1,486	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	1,486	-	-	-	0.00%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	-	-	-	0.00%
Total	-	-	-	-	0.00%

WATER SYSTEM IMPACT FEE FUND

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

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	304,430	150,000	300,000	150,000	100.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	304,430	150,000	300,000	150,000	100.00%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	44,534	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	150,000	300,000	150,000	100.00%
Total	44,534	150,000	300,000	150,000	100.00%

WASTEWATER SYSTEM IMPACT FEE FUND

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

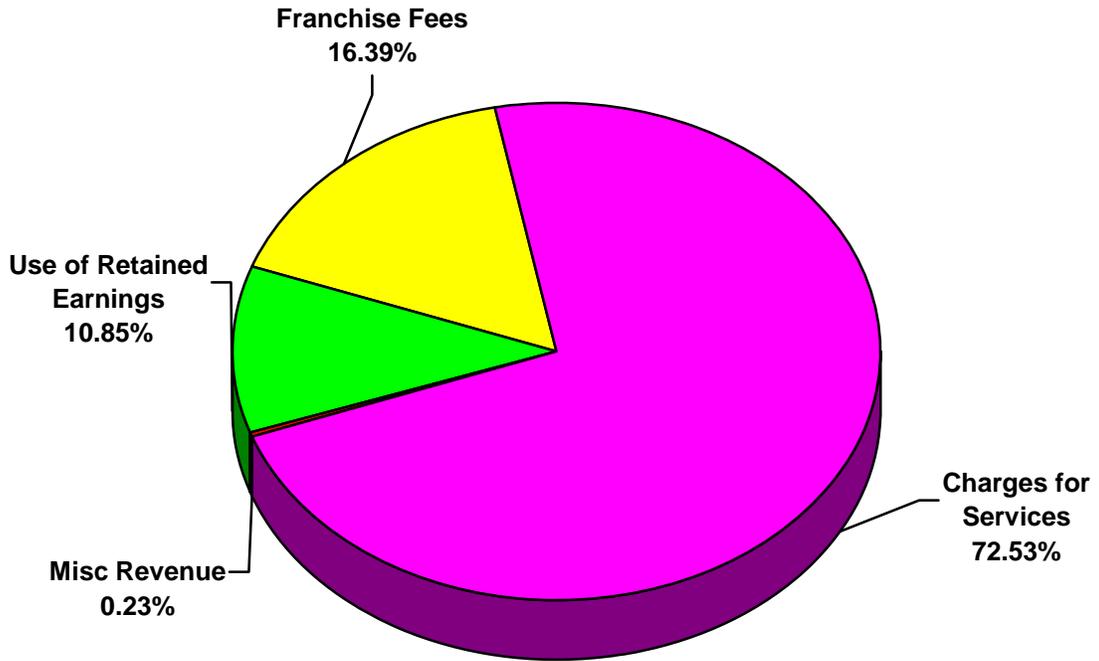
Revenue and Expenditure Summaries:

Revenues:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Intergovernmental	-	-	-	-	0.00%
Miscellaneous (Impact Fees)	246,453	150,000	270,000	120,000	80.00%
Transfers	-	-	-	-	0.00%
Use of Retained Earnings	-	-	-	-	0.00%
Total	246,453	150,000	270,000	120,000	80.00%
Expenditures:					
	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	43,627	-	270,000	270,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Contingency	-	150,000	-	(150,000)	-100.00%
Total	43,627	150,000	270,000	120,000	80.00%

SOLID WASTE FUND SUMMARY

Description	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Revenues					
Franchise Fees	937,229	1,382,285	1,382,285	-	0.00%
Intergovernmental	-	-	-	-	0.00%
Other Charges for Services	5,391,271	5,711,708	6,117,421	405,713	7.10%
Misc. Revenue	9,328	19,000	19,000	-	0.00%
Transfers In	-	-	-	-	0.00%
Use of Retained Earnings	-	706,822	915,363	208,541	29.50%
Total Net Revenues	6,337,828	7,819,815	8,434,069	614,254	7.86%
Expenditures					
Collection & Disposal	4,764,549	6,067,103	6,632,298	565,195	9.32%
Recycling	628,708	713,464	728,828	15,364	2.15%
Non-Departmental	1,025,291	1,039,248	1,072,943	33,695	3.24%
Total Net Expenditures	6,418,548	7,819,815	8,434,069	614,254	7.86%

SOLID WASTE FUND REVENUES



SOLID WASTE FUND EXPENDITURES



SOLID WASTE COLLECTION AND DISPOSAL

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

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

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

SOLID WASTE COLLECTION AND DISPOSAL

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Solid Waste	4,395,869	4,754,936	6,632,298	1,877,362	39.48%
Total	4,395,869	4,754,936	6,632,298	1,877,362	39.48%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personnel Services	129,593	118,514	114,468	(4,046)	-3.41%
Operating	4,497,647	4,636,422	6,099,830	1,463,408	31.56%
Capital	93,733	-	418,000	418,000	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	4,720,973	4,754,936	6,632,298	1,877,362	39.48%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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%
Total	1.65	1.65	1.65	0.00	0.00%
* Indicates primary department					

SOLID WASTE COLLECTION AND DISPOSAL

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 to cover the costs of recycling.

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

SOLID WASTE RECYCLING

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Solid Waste	620,211	631,236	728,828	97,592	15.46%
Total	620,211	631,236	728,828	97,592	15.46%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	25,951	27,761	29,853	2,092	7.54%
Operating	594,260	603,475	698,975	95,500	15.83%
Capital	-	-	-	-	0.00%
Contributions and Transfers	-	-	-	-	0.00%
Total	620,211	631,236	728,828	97,592	15.46%

Staffing Summary:

	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Full-time Positions:					
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%
Total	0.35	0.35	0.35	0.00	0.00%

SOLID WASTE TRANSFERS

Revenue and Expenditure Summaries:

Revenues:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Solid Waste	1,034,566	1,027,388	1,072,943	45,555	4.43%
Total	1,034,566	1,027,388	1,072,943	45,555	4.43%
Expenditures:					
	Actual	Estimate	Estimate	Change	% Change
	FY 2013-14	FY 2014-15	FY 2015-16	FY 2014-15 to FY 2015-16	FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	-	-	-	-	0.00%
Capital	-	-	-	-	0.00%
Debt Service	-	-	-	-	0.00%
Contributions and Transfers	1,034,566	1,025,291	1,072,943	47,652	4.65%
Contingency	-	2,097	-	(2,097)	0.00%
Total	1,034,566	1,027,388	1,072,943	45,555	4.43%

WORKERS COMPENSATION FUND

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

Revenue and Expenditure Summaries:

Revenues:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Internal Service Charges	532,112	732,112	722,112	(10,000)	-1.37%
Miscellaneous	52,726	20,000	20,000	-	0.00%
Total	584,838	752,112	742,112	(10,000)	-1.33%

Expenditures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	328,043	678,000	668,000	(10,000)	-1.47%
Capital	-	-	-	-	0.00%
Contributions and Transfers	74,112	74,112	74,112	-	0.00%
Total	402,155	752,112	742,112	(10,000)	-1.33%

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 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Internal Service Charges	1,311,856	850,353	720,353	(130,000)	-15.29%
Miscellaneous	27,509	20,000	20,000	-	0.00%
Use of Fund Balance	-	-	250,000	250,000	0.00%
Total	1,339,365	870,353	990,353	120,000	13.79%

Expenditures:

	Actual FY 2013-14	Estimate FY 2014-15	Estimate FY 2015-16	Change FY 2014-15 to FY 2015-16	% Change FY 2014-15 to FY 2015-16
Personal Services	-	-	-	-	0.00%
Operating	1,086,643	832,500	952,500	120,000	14.41%
Capital	-	-	-	-	0.00%
Contributions and Transfers	37,853	37,853	37,853	-	0.00%
Total	1,124,496	870,353	990,353	120,000	13.79%

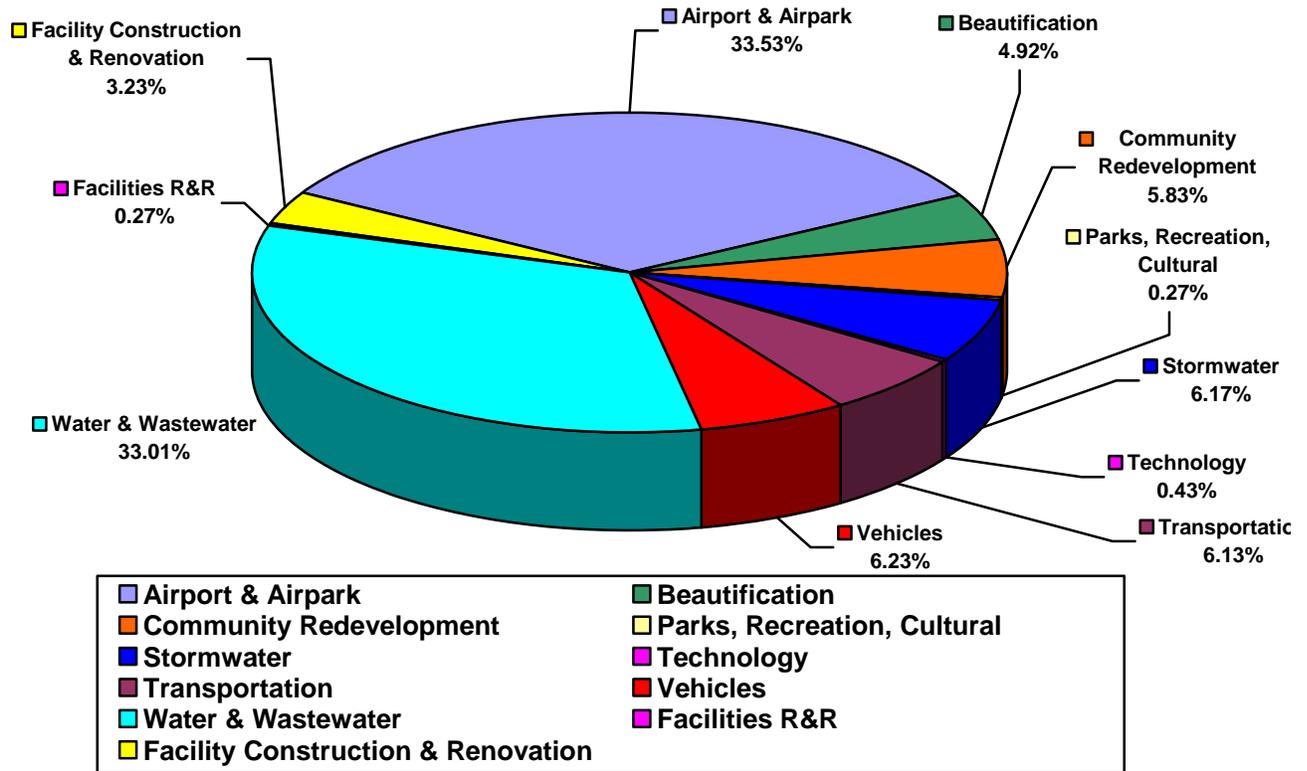
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CAPITAL IMPROVEMENTS

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CIP EXPENDITURES BY CATEGORY

FY 2015-16



Category	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Total
Airport & Airpark	4,428,352	1,073,000	2,230,000	150,000	-	7,881,352
Beautification	650,000	80,000	-	-	-	730,000
Community Redevelopment	770,000	1,356,100	375,000	1,218,000	-	3,719,100
Facility Renewal & Replacement	35,000	-	30,000	25,000	-	90,000
Facility Construction & Renovation	426,000	185,000	428,000	90,000	-	1,129,000
Parks, Recreation, Cultural	71,000	930,000	-	550,000	-	1,551,000
Stormwater	814,205	441,600	250,000	250,000	250,000	2,005,805
Technology	56,300	970,934	100,000	-	15,000	1,142,234
Transportation	809,104	1,374,388	3,245,194	635,000	610,000	6,673,686
Vehicles	822,500	559,176	785,400	439,400	867,200	3,473,676
Water & Wastewater	4,359,800	10,030,400	6,010,000	4,095,000	5,624,500	30,119,700
Total	13,242,261	17,000,598	13,453,594	7,452,400	7,366,700	58,515,553

FY 2015-16 CIP Projects

Airport Improvement

The Airport Pavement Marking project (\$89,182), Airport Access Roads (\$64,000), and Taxiway G Construction/ PAP (\$4,275,170) are schedule for FY 2015-16 and will be funded with an FAA grant of \$3,847,653 and a FDOT grant of \$447,729.

Beautification

A1A Landscaping (\$650,000) funded with a \$550,000 grant from the FDOT is scheduled for FY 2015-16.

Downtown Improvements

Downtown improvements are funded through property tax revenue which is expendable only within the downtown area. Projects for FY 2015-16 in this category include Cassen Park Public Dock Design (\$70,000), Stormwater Improvements (\$600,000), Sidewalk Renovations (\$50,000), and an annual allocation for Upgrades and Improvements (\$50,000).

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. For FY 2015-16, replacement of the playground at Central Park I (\$35,000) is planned. ***Projects below the CIP threshold of \$25,000 will be included as part of the annual operating budget.***

Facility Construction and Renovation

The FY 2015-16 Capital Improvement Plan includes Nova Landfill monitoring (\$190,000), CDBG Projects (\$100,000), an additional phase of the HVAC Chiller at City Hall (\$58,000), and Fire Station 93 Roof Replacement (\$68,000).

Parks, Recreation and Cultural Facility Improvements

Projects for next year include Traffic Calming at the Ormond Beach Sports Complex (\$31,000), and West Ormond Community Center Study (\$40,000). Nova Community Park Tennis Court Lighting Upgrade (\$150,000) and Lighting Baseball Field 3 at the Ormond Beach Sports Complex (\$230,000) have been proposed as FRDAP grant funding was unavailable.

Stormwater Drainage Improvements

FY 2015-16 projects include the continuation of the Corrugated Metal Pipe Rehabilitation project (\$250,000), Laurel Creek Pump Station Improvements (\$405,000), Laurel Creek Stream Gauge Stations (\$23,400), and Hickory Village Outfall Ditch Easement (\$35,000).

Technology

For FY 2015-16, Communication Infrastructure Expansion is planned (\$56,300).

Transportation

Transportation projects include Forest Hill Trail (\$57,404), Railroad Crossings (\$50,000), Road Resurfacing Program (\$550,000), Street Light Maintenance (\$40,000), and US 1 North Sidewalk Design (\$61,700).

Vehicle Replacement

The plan includes the replacement of 9 General Fund vehicles in FY 2015-16 (\$410,500), one Street Sweeper (\$228,000), and four Water/Wastewater vehicles (\$184,000) including a backhoe.

Water and Wastewater System Improvements

Highlights of the projects proposed for FY 2015-16 include Wastewater Sludge Thickener Upgrade (\$325,000), Watermain Replacement Design (\$237,000), Water Plant Lime Silo Dust Collector Replacement (\$290,000) the third phase of a City-wide Meter Replacement (\$555,000), Process and Instrumentation Control Improvements (\$550,000), and Lift Station Rehabilitation (\$600,000).

Additional Projects Reviewed

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

Granada Bridget Uplighting: As requested by the City Commission at the CIP workshop, this project was moved to the unfunded section for later consideration.

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.

Cassen Park Improvements: Replace existing restrooms and pave entrance and roads.

Doug Thomas Way Extension: Extend two-way paved roads from Harmony to Hull behind fields 9-12.

Environmental Learning Center: Provide an encounter area/outdoor classroom.

Nova Community Park Access Road: Convert one-way road to two-way road.

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.

Ormond Beach Sports Complex Lighting: Replace lighting on Soccer Fields 4, 5 and 6.

Public Art Project: Provide public art at various City facilities.

Tennis Center Building: Construction of a new facility to serve the tennis center.

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, this project is not likely to be funded in future CIP cycles. Staff will, however, continue to monitor this project for potential funding through grant sources.

West Ormond Civic Center: Based on discussion at the CIP workshop, funding for a study has been included in the budget.

West Ormond Neighborhood Park: Provide a park with athletic fields, open spaces and playgrounds.

Hunters Ridge Shadows Crossing: This project was requested by the HOA to address flooding issues due to improper grading of the lots.

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

May 2009 Flood Study Phase II: This project was contingent upon grant funding that has yet to materialize.

Fiber Optics Network Expansion: This project will be phased in as funding permits.

Board Recommendations

The Leisure Services Advisory Board recommended adopting the CIP as presented at their May 13th meeting with a request to provide \$50,000 in funding for a West Ormond Community Center planning, design and environmental study. The board's recommendations are attached.

The Quality of Life Board met on May 14th and endorsed the funded projects as presented. The board's recommendations are provided are attached.

The Aviation Advisory Board reviewed the CIP and accepted it as presented.

The Public Works Advisory Board reviewed the CIP and accepted it as presented.

Ormond Main Street reviewed the CIP and recommended the addition of dockage at Cassen Park and Public Art throughout the downtown area.

Operating Expenditures

During the capital improvement process, additional staffing requirements and ongoing operating expenses are identified for inclusion in the appropriate department's operating budget. Additional expenses associated with the new Environmental Discovery Center were included in the FY 2015-16 budget in the amount of \$91,458 (\$13,385 for part-time staffing and \$78,073 for operating costs). No other significant changes in operating revenue or expenditures are anticipated as a result of capital projects

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Cost Allocation Plan FY 2015-16

Allocation of General Fund Costs to Other Funds through interfund transfer

	General Fund Administration Budget (Commission, City Manager, Legal, Support Services) Allocation based on % of agenda items	General Fund Finance and Human Resources Budget Allocation based on # of employees	General Fund Information Technology Avolve, Munis	General Fund Police Department Budget Allocated based on estimated cost to secure assets 0.5%	General Fund Fire Department Budget Allocated based on estimated time spent on flow testing & hydrant maintenance 2.0%	General Fund Planning Department Budget Allocated based on estimated cost of development review plus Avolve 15.0%	Total General Fund Costs Allocated to Other Funds	
Amount to be allocated	\$ 1,720,655	\$ 1,085,194	\$ 1,184,527	\$ 8,677,049	\$ 5,776,926	\$ 747,496		
Allocation of costs to:								
Stormwater	4.0%	68,826	2.2%	24,115	0.0%	-	NA	92,942
Airport	0.5%	8,603	0.3%	3,014	0.0%	-	NA	11,618
General Capital Improvements	1.0%	17,207	0.0%	-	0.0%	-	NA	17,207
Transportation	8.0%	137,652	0.0%	-	0.0%	-	NA	137,652
Water/Wastewater Operating	15.0%	258,098	17.8%	192,923	35.0%	414,584	43,385	1,136,654
Solid Waste	1.0%	17,207	0.6%	6,029	0.6%	6,581	NA	23,235

Allocation of Engineering Costs to Other Funds through department charge

	General Fund Engineering Budget Allocation based on average CIP budget
Amount to be allocated	\$ 953,996
Planning	2.00% 19,080
Streets	2.00% 19,080
Parks	2.00% 19,080
Building	2.00% 19,080
Leisure Services	2.00% 19,080
Airport	1.00% 9,540
	<u>104,940</u>
Allocation of costs to:	
Solid Waste	2.34% 19,891
Downtown Redevelopment	9.37% 79,565
Stormwater	10.04% 85,240
General Capital Improvements	15.13% 128,456
Transportation	9.36% 79,471
Water/Wastewater R&R	53.76% 456,432
	<u>849,056</u>
	<u>8,110,109</u>
	<u>953,996</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
Amount to be allocated	\$ 1,019,085
Allocation of costs to:	
Stormwater	10.24% 104,378
Solid Waste	23.87% 243,248

Cost Allocation for Utility Billing Services

Budget 401-0304	1,315,549.00
Less: Meter Reading Personnel	(262,253.00)
Less: Vehicle Costs	(24,011.00)
Less: Equipment Repairs	(8,700.00)
Less: Uniforms/Clothing	(1,500.00)
Total to Allocate	<u>1,019,085.00</u>
Stormwater Revenue	2,625,000.00
Solid Waste Revenue	6,117,421.00
Water/Sewer Revenue	16,886,500.00
	<u>25,628,921.00</u>

Transfer from Stormwater to Wa 104,378.10
 Transfer from Solid Waste to Wa 243,247.54

CITY OF ORMOND BEACH, FLORIDA
DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2014

Fiscal Year	Population ⁽¹⁾	Personal Income (In thousands)	Per Capita Personal Income ⁽²⁾	Ormond Beach			Deltona-Daytona Beach-Ormond Beach MSA		
				Labor Force ⁽³⁾	Employment ⁽³⁾	Unmmloyment Rate ⁽³⁾	Labor Force ⁽⁴⁾	Employment ⁽⁴⁾	Unmmloyment Rate ⁽⁴⁾
2005	39,683	1,135,767	28,621	19,492	18,911	3.00%	245,929	237,338	3.50%
2006	40,595	1,215,252	29,936	19,505	18,961	2.80%	250,058	241,689	3.30%
2007	40,925	1,290,038	31,522	19,504	18,852	3.30%	253,675	242,696	4.30%
2008	41,000	1,344,308	32,788	19,562	18,430	5.80%	257,170	238,741	7.20%
2009	40,656	1,342,624	33,024	19,121	17,316	9.40%	254,058	224,313	11.70%
2010	40,625	1,276,559	31,423	19,301	17,268	10.50%	255,679	223,689	12.50%
2011	38,137	1,246,050	32,673	19,472	17,660	9.30%	256,095	228,169	10.90%
2012	38,376	1,284,637	33,475	19,616	18,168	7.40%	255,339	232,883	8.80%
2013	38,557	1,336,424	34,661	19,426	18,350	5.50%	252,471	235,231	6.80%
2014	39,455	1,376,980	34,900	20,149	19,135	5.00%	260,246	244,913	5.90%

Sources: (1) Florida Research & Economic Database

(2) United States Department of Commerce: Bureau of Economic Analysis, Deltona-Daytona Beach-Ormond Beach, FL (MSA)

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

(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, 2014**

Fiscal Year 2014			Fiscal Year 2006		
Employer	Number of Employees	Percent of Total Employment	Employer	Number of Employees	Percent of Total Employment
Volusia County School Board	7,503	2.88	Volusia County School Board	8,579	3.51
Halifax Community Health	4,709	1.81	Halifax Community Health System	5,172	2.11
County of Volusia	3,341	1.28	County of Volusia	4,339	1.77
Floirda Hospital - All Divisions	3,256	1.25	Publix Supermarkets Incorporated	2,717	1.11
Publix Supermarkets Incorporated	3,029	1.16	Embry Riddle Aeronautical University	1,700	0.69
Walmart	2,275	0.87	Memorial Health Systems	1,574	0.64
State of Florida	2,112	0.81	City of Daytona Beach	1,161	0.47
Daytona State College	1,568	0.60	Daytona Beach Community College	956	0.39
Embry Riddle Aeronautical University	1,423	0.55	Tyco Healthcare Kendall Products	952	0.39
U.S Government	1,270	0.49	United States Postal Service	894	0.37
Total	30,486	11.70	Total	28,044	11.45
Estimated total workforce	260,246		Estimated total workforce	244,648	

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

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

CITY OF ORMOND BEACH, FLORIDA
OPERATING INDICATORS BY FUNCTION/PROGRAM
LAST TEN FISCAL YEARS
SEPTEMBER 30, 2014

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Police										
Number of traffic citations issued	7,509	9,814	7,475	7,925	11,900	10,367	8,118	10,851	10,463	5,293
Number of offense reports	7,064	7,025	6,956	6,791	7,500	7,693	8,391	8,760	8,938	13,348
Number of calls for service	93,102	84,485	82,713	64,325	61,500	61,478	55,932	63,589	65,119	49,620
Fire										
Emergency fire responses	2,120	2,090	1,750	1,820	1,700	1,748	1,856	1,935	1,694	1,440
Emergency rescue responses (ALS/BLS)	5,227	4,577	4,872	4,157	3,792	3,848	3,875	3,667	3,467	3,654
Education classroom presentations	47	61	102	154	70	70	71	80	49	45
Education (not included in reporting entity)										
Kindergarten-Grade 5 students	2,857	2,857	2,836	2,913	2,891	2,917	2,960	3,100	3,107	3,135
Grades 6-8 students	1,108	1,108	1,100	1,076	912	924	935	970	977	1,037
Airport										
Fixed based operator	10	10	12	11	12	12	12	12	12	12
Flight School	3	2	3	3	2	2	2	3	2	2
Based aircraft	177	169	171	169	N/A	N/A	N/A	N/A	117	169
Total 12 hour, operations	118,929	124,769	130,770	133,183	145,000	145,000	145,000	145,818	148,700	148,500
Water treatment plants										
Jefferson Street Plant:										
Design capacity	12.00 MGD	8.00 MGD	8.00 MGD	8.00 MGD						
Current production rate	5.29 MGD	5.27 MGD	5.38 MGD	5.54 MGD	5.20 MGD	5.20 MGD	6.90 MGD	6.90 MGD	6.90 MGD	5.89 MGD
Number of water utility connections	21,444	21,248	21,162	21,138	21,055	21,048	22,036	22,036	21,937	21,706
Number of active water utility customers (units)	28,305	28,154	27,973	27,838	27,655	27,662	27,951	28,417	28,366	28,297
Solid waste system										
Number of solid waste disposal customers	16,457	16,333	16,262	16,246	16,176	16,637	16,229	16,196	16,031	15,805
Number of active participating recycling program (units)	17,126	16,998	16,905	16,893	16,837	16,450	16,855	16,972	16,774	16,610
Water pollution control plants										
Orchard Street Plant:										
Design capacity	8.00 MGD	8.00 MGD	6.00 MGD	6.00 MGD	6.00 MGD					
Current treatment rate	4.57 MGD	4.67 MGD	4.63 MGD	4.50 MGD	4.70 MGD	4.70 MGD	4.10 MGD	4.10 MGD	4.10 MGD	4.34 MGD
Number of collection system connections	16,029	15,891	15,823	15,811	15,713	15,657	15,669	15,606	15,400	15,228
Number of collecting system units	21,244	21,150	20,965	20,803	20,614	20,571	20,650	20,642	20,157	19,625
Number of effluent reuse connections	2,472	2,459	2,447	2,437	2,432	2,378	2,348	2,327	2,300	2,191

* Information not available.

Beach Public Works Department, City of Ormond Beach Finance Department.

GLOSSARY

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

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

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

Audit: An examination of internal controls and financial statements.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Encumbrances: Commitments against an appropriation.

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

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

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

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

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

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

Fund Balance: The amount by which assets exceed liabilities.

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

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

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenues: Revenues received from another government.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SOH: (save our homes) an amendment to the Florida Constitution that mandates that the assessed value of your Homestead property can increase by no more 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.