Overview

Strategic Planning Group, Inc. prepared a Fiscal Impact Report on the North Mainland CRA for the City of Ormond Beach in 2005[1]. The results of that Study showed that "*the City will receive a cumulative surplus of funds annually from the North Mainland CRA. It should be noted that due to the construction of a fire station and purchasing of equipment in 2011 and 2012, costs could exceed revenues for 2012 ($484,000) however, given the cumulative prior year surpluses, 2012 would have a net positive surplus of $1.28 million through 2012.*

The North Mainland CRA is projected to generate a municipal General Fund surplus of $7.98 million annually at build-out, which is 20 years from the beginning of construction and a cumulative surplus of $68.7 million excluding TIF refunds to the City. The CRA developments will also contribute over $32.7 million to the City in Impact Fees."

Since the publication of that Report, the Development Program for Ormond Crossing has changed and the Development Schedule has slipped. SPG has been retained by Tomoka Holdings, LLC at the request of the City of Ormond Beach to update the 2005 study.

General Limiting Conditions

Although data and other information used in this study and analysis is believed to be factual, evaluations and projections are subject to a number of variables and unforeseen factors such as major economic changes or shifts in the local, regional, national or global economies. Accordingly, while the forecasts and projections have been prepared in accordance with acceptable techniques and consistent with available information, SPG cannot guarantee their attainment. SPG does not warrant this report for use other than by the client and assumes no responsibility for secondary use of this study or information contained here within by third parties. We wish to note, however, that the analysis and conclusions represent the best judgment of the consultant, based on information compiled and evaluated within the scope of the Agreement with the Client for this project.

The use of the words "forecast" or "projection" within the report relates to broad expectations of future events or market conditions and the quantification of estimates or assumptions and is not considered a "forecast" or "projection" as defined by the American Institute of Certified Public Accountants.

[1] North Mainland CRA Municipal Fiscal Impact Study, November 4, 2005

Old Development Program

The old development program had Ormond Crossing developing 3,700 residential units[2] and 5.25 million square feet of non-residential uses as shown below:

Table 1: Old Residential Development Schedule

LAND USE	Apt.	Condo	Patio Home	Single Family	Estate -GC	Total Units
2007						0
2008			50	50		100
2009	100		50	100	25	275
2010			100	100	25	225
2011	100	50	100	100	50	400
2012		50	100	100	50	300
2013	100	50	100	100	50	400
2014		50	100	100	50	300
2015	100	50	100	100	50	400
2016		50	100	100	75	325
2017	200	50	100	100	75	525
2018		50	100	50	50	250
2019		50				50
2020		50				50
2021						
2022						
2023						
2024						
2025						
2026						
Totals	**600**	**500**	**1,000**	**1,000**	**500**	**3,600**

Source: North Mainland Municipal Fiscal Impact Study, November 2005

Table 2: Old Non Residential Development Schedule

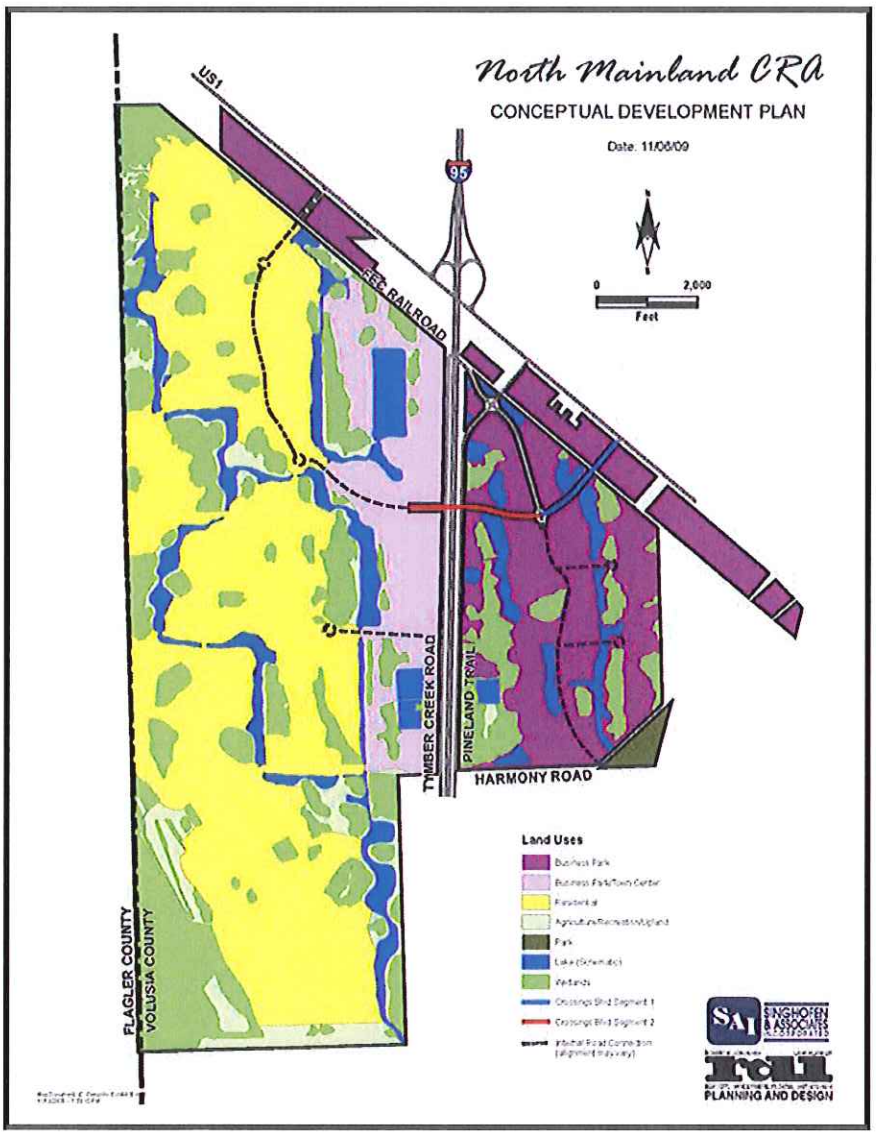
LAND USE (Year)	Retail (Sq. Ft.)	Office (Sq. Ft.)	Bus.Park/Flex (Sq. Ft.)	Lt. Industrial (Sq. Ft.)	Mini-Whse. (Sq. Ft.)	Whse/Distr. (Sq. Ft.)	Public/Instit. (Sq. Ft.)
2007							
2008	25,000	150,000	30,000	30,000	20,000	30,000	25,000
2009	25,000	25,000	30,000	40,000	20,000	30,000	25,000
2010	100,000	50,000	40,000	50,000	20,000	40,000	25,000
2011	50,000	25,000	40,000	80,000	20,000	40,000	25,000
2012	50,000	25,000	40,000	40,000	20,000	50,000	25,000
2013	50,000	50,000	40,000	40,000	20,000	50,000	25,000
2014	600,000	50,000	50,000	40,000	20,000	50,000	25,000
2015		100,000	50,000	40,000	20,000	50,000	25,000
2016		25,000	50,000	40,000	20,000	50,000	25,000
2017		100,000	50,000	50,000	20,000	50,000	25,000
2018		25,000	50,000	50,000		60,000	
2019		50,000	50,000	50,000		60,000	
2020		25,000	50,000	75,000		75,000	
2021		50,000	60,000	75,000		75,000	
2022		50,000	70,000	25,000		75,000	
2023		50,000	50,000	50,000		75,000	
2024		50,000	50,000	75,000		75,000	
2025		50,000		75,000		80,000	
2026		50,000		75,000		85,000	
Totals	**900,000**	**1,000,000**	**800,000**	**1,000,000**	**200,000**	**1,100,000**	**250,000**

Source: North Mainland Municipal Fiscal Impact Study, November 2005

[2] The DRI Developer order approved 3,700 units but the old development schedule only showed 3,600 units

New Development Schedule

The new Redevelopment Plan for the North Mainland CRA (as shown below) incorporates changes to the internal transportation system as well as changes to the overall development schedule;



The new development schedule starts in 2014 (first taxable year) compared to 2009 in the original study[3]. The new development program has 750 less residential units[4] and 380,000 less square feet of non residential development.

[3] Construction started in 2008 in the original study; with tax revenue lagging by one year. This study starts with tax collection therefore construction begins the year earlier (2013)
[4] Based on the approved 3,700 units within the City.

Residential Development

The current development schedule for the North Mainland CRA calls for the development of 550 apartments, 835 condominiums, 295 patio homes, 1,050 single family residences and 220 estate homes. Tax revenue from the new development program is expected to start in 2014 or five years later than the original fiscal analysis.

Table: 3. New North Mainland CRA Residential Development Program

	Apartments	Condominium	Patio Home	Single Family	Estate-GC	Total Units
2009	0	0	0	0	0	0
2010	0	0	0	0	0	0
2011	0	0	0	0	0	0
2012	0	0	0	0	0	0
2013	0	0	0	0	0	0
2014	0	0	0	50	0	50
2015	0	50	25	50	0	125
2016	150	50	50	100	0	350
2017	150	50	50	100	0	350
2018	0	50	50	100	0	200
2019	0	50	50	100	20	220
2020	125	50	70	100	20	365
2021	125	50	0	100	20	295
2022	0	50	0	100	20	170
2023	0	50	0	100	20	170
2024	0	75	0	100	20	195
2025	0	75	0	50	20	145
2026	0	75	0	0	20	95
2027	0	75	0	0	20	95
2028	0	85	0	0	20	105
2029	0	0	0	0	20	20
2030	0	0	0	0	0	0
2031	0	0	0	0	0	0
2032	0	0	0	0	0	0
	550	835	295	1,050	220	2,950

Source: Tomoka Holdings LLP, 2009; Strategic Planning Group, Inc., 2009

Non Residential Development

The new non residential development schedule has 380,000 less square feet of non residential development; primarily a reduction of retail square footage.

The development program now has: 650,000 square feet of retail space[5]; 1.075 million square feet of office space[6]; 490,000 square feet of flex space[7]; 905,000 square feet of light industrial[8]; 240,000

[5] 250,000 square feet less
[6] 75,000 square feet more
[7] 310,000 square feet less
[8] 95,000 square feet less

square feet of mini warehouse[9]; 1.345 million square feet of warehouse/distribution[10]; and 165,000 square feet[11]of public/institutional space. The development program includes Ormond Crossing as well as other properties located on US 1 at the main entrances to Ormond Crossings..

Table 4: New North Mainland CRA Non Residential Development Program

	Retail (Sq. Ft.)	Office (Sq. Ft.)	Bus.Park/Flex (Sq. Ft.)	Lt. Industrial (Sq. Ft.)	Mini-Warehse (Sq. Ft.)	Warehse/Distb. (Sq. Ft.)	Public/ Instit. (Sq. Ft.)	Total (Sq. Ft.)
2009	0	0	20,000	60,000	0	0	0	80,000
2010	0	0	0	0	0	0	0	0
2011	0	0	0	0	0	0	0	0
2012	0	0	0	0	0	0	0	0
2013	0	0	0	0	0	0	0	0
2014	50,000	0	20,000	0	0	115,000	0	185,000
2015	25,000	0	25,000	0	0	115,000	0	165,000
2016	25,000	25,000	25,000	50,000	0	115,000	0	240,000
2017	50,000	50,000	50,000	50,000	0	50,000	0	250,000
2018	50,000	50,000	50,000	70,000	0	50,000	0	270,000
2019	100,000	50,000	50,000	70,000	25,000	100,000	0	395,000
2020	100,000	50,000	50,000	70,000	25,000	100,000	0	395,000
2021	50,000	50,000	50,000	70,000	0	200,000	0	420,000
2022	50,000	100,000	50,000	70,000	0	200,000	165,000	635,000
2023	50,000	100,000	50,000	70,000	25,000	100,000	0	395,000
2024	50,000	100,000	50,000	70,000	25,000	100,000	0	395,000
2025	50,000	100,000	0	70,000	0	100,000	0	320,000
2026	0	100,000	0	70,000	0	0	0	170,000
2027	0	100,000	0	70,000	25,000	0	0	195,000
2028	0	100,000	0	45,000	25,000	0	0	170,000
2029	0	50,000	0	0	20,000	0	0	70,000
2030	0	50,000	0	0	20,000	0	0	70,000
2031	0	0	0	0	25,000	0	0	25,000
2032	0	0	0	0	25,000	0	0	25,000
Totals	650,000	1,075,000	490,000	905,000	240,000	1,345,000	165,000	4,870,000

Source: Tomoka Holdings LLP, 2009; Strategic Planning Group, Inc., 2009

The new development schedule shows the taxable units by year; or roughly one year after construction. Therefore, the construction actually starts in 2013 and tax revenues from the new development schedule starts in 2014.

Table 5 shows the population projections for the new development program. For purposes of this analysis, all units generate the same persons per household (PPH) value of 2.32 persons per household[12]. At build out, North Mainland CRA is projected to generate a resident population of 6,844.

[9] 40,000 square feet more
[10] 245,000 square feet more
[11] 85,000 square feet less
[12] 2.32 PPH is the same as that reported for the City in 2000 according to the US Census. This is an overall average calculation; PPH will differ by type of unit. For example, apartments typically have lower PPHs than Single Family residents, while senior housing should exhibit the lowest PPH.

Table 5: New Population Estimates

	Apartments 2.32	Condominium 2.32	Patio Home 2.32	Single Family 2.32	Estate-GC 2.32	Total Units Pop	Total Units Cumm (P1)	Net Of Vacancy
2010	0	0	0	0	0	0	0	0
2011	0	0	0	0	0	0	0	0
2012	0	0	0	0	0	0	0	0
2013	0	0	0	0	0	0	0	0
2014	0	0	0	116	0	116	116	116
2015	0	116	58	116	0	290	406	406
2016	348	116	116	232	0	812	1,218	1,218
2017	348	116	116	232	0	812	2,030	2,030
2018	0	116	116	232	0	464	2,494	2,494
2019	0	116	116	232	46	510	3,004	3,004
2020	290	116	162	232	46	847	3,851	3,851
2021	290	116	0	232	46	684	4,536	4,536
2022	0	116	0	232	46	394	4,930	4,930
2023	0	116	0	232	46	394	5,324	5,324
2024	0	174	0	232	46	452	5,777	5,777
2025	0	174	0	116	46	336	6,113	6,113
2026	0	174	0	0	46	220	6,334	6,334
2027	0	174	0	0	46	220	6,554	6,554
2028	0	197	0	0	46	244	6,798	6,798
2029	0	0	0	0	46	46	6,844	6,844
2030	0	0	0	0	0	0	6,844	6,844
2031	0	0	0	0	0	0	6,844	6,844
2032	0	0	0	0	0	0	6,844	6,844

Source: Tomoka Holdings LLP, 2009; Strategic Planning Group, Inc., 2009

Fiscal Analysis

As was the case in the first fiscal impact study, this update uses the same modified fiscal impact approach. Most revenue calculations are based on per capita calculation, with the exception of franchise/utility fees and costs which rely on department data provided by the City. Some of the costs are based on specific manpower needs (fire and recreation) while others use a Level of Service (LOS) factor (police and public works). Based on the factor used, total personnel costs were calculated, then overhead costs were determined to calculate total costs. **All Revenues/Expenditures are reflected in 2009 dollars.**

Revenue Analysis

SPG used the current 2009/10 City budget to calculate the per capita general fund revenues as shown in Table 6.

Table 6: General Fund Revenue Summary

Revenues	Budget FY 2009-10		Per Capita
Property Taxes	9,188,422	$	230.96
Franchise Fees	3,095,000	$	77.80
Utility Tax	2,897,000	$	72.82
Communications tax	2,055,000	$	51.66
Other taxes (Business)	309,600	$	7.78
Licenses and permits	467,800	$	11.76
Intergovermental	2,857,588	$	71.83
Charges for service	973,870	$	24.48
Fines & Forfeitures	179,100	$	4.50
Miscellaneous	1,744,654	$	43.85
Transfers In	4,221,341	$	106.11
Used Fund Balance		$	-
Total Revenues	27,989,375	$	703.55

Source: City of Ormond Beach Budget, 2009/10; Strategic Planning Group, Inc. 2010

Property Taxes (Ad Valorem)

Unlike the 2005 study, property taxes have overtaken Franchise/Utility/Communication fees as the single largest source of general fund operating funds. The current millage rate for the City is 3.67418 mills per $1,000 of taxable property[13].

[13] City Finance Department October 2009

A TIF analysis for North Mainland CRA was prepared which shows that the City of Ormond Beach should start receiving a share of the TIF revenues beginning in 2021, and by build out in 2032, should be receiving in excess of $6.2 million per year[14].

Table 7: North Mainland CRA Projected Net Ad Valorem Revenue

	Tax Assessment Increment 95.00%	Ormond TIF Collections	TIF Trust From City	Accumulative TIF Trust Fund	% of City TIF	Net Revenue to City From TIF
2010	$4,607,988	$16,931	$16,931	$16,931	100%	$0
2011	$4,902,636	$18,013	$18,013	$34,944	100%	$0
2012	$5,203,177	$19,117	$19,117	$54,061	100%	$0
2013	$5,509,730	$20,244	$20,244	$74,305	100%	$0
2014	$39,079,397	$143,585	$143,585	$217,890	100%	$0
2015	$81,434,105	$299,204	$299,204	$517,093	100%	$0
2016	$152,008,729	$558,507	$558,507	$1,075,601	100%	$0
2017	$233,212,509	$856,865	$856,865	$1,932,465	100%	$0
2018	$320,139,158	$1,176,249	$1,176,249	$3,108,714	100%	$0
2019	$440,927,637	$1,620,048	$1,620,048	$4,728,762	100%	$0
2020	$573,060,608	$2,105,528	$2,105,528	$6,834,290	100%	$0
2021	$696,944,684	$2,560,700	$1,165,710	$8,000,000	46%	$1,394,990
2022	$840,216,306	$3,087,106	$0	$8,000,000	0%	$3,087,106
2023	$982,164,565	$3,608,649	$0	$8,000,000	0%	$3,608,649
2024	$1,124,131,073	$4,130,260	$0	$0	0%	$4,130,260
2025	$1,245,854,092	$4,577,492	$0	$0	0%	$4,577,492
2026	$1,333,310,660	$4,898,823	$0	$0	0%	$4,898,823
2027	$1,426,039,366	$5,239,525	$0	$0	0%	$5,239,525
2028	$1,520,237,199	$5,585,625	$0	$0	0%	$5,585,625
2029	$1,577,052,829	$5,794,376	$0	$0	0%	$5,794,376
2030	$1,625,222,408	$5,971,360	$0	$0	0%	$5,971,360
2031	$1,660,393,250	$6,100,584	$0	$0	0%	$6,100,584
2032	$1,696,316,787	$6,232,573	$0	$0	0%	$6,232,573
	$17,587,968,894	$64,621,364	$8,000,000		12%	$56,621,364

Source: Strategic Planning Group, Inc., 2010

Franchise Fees

As reported in the early study, the City of Ormond Beach collects franchise fees on electricity and communications. As shown in Table 6, these three revenue sources account for approximately $8 million in revenues or approximately $202.28 per capita. As was noted in the 2005 study, use of the per capita approach to project franchise fees would result in an under estimation of revenues due to the disproportionately large percentage of non residential development within Ormond Crossings as compared to the current land uses of the City.

[14] Property values were assumed to increase by 2% annually, compared to 4% in the 2005 Study.

Using the same assumptions as contained in the 2005 study, SPG used an average residential utility billing[15] times estimate fees (percentage) to calculate residential franchise/utility/communication fees and used the Florida Power and Light fee ratios used in the 2005 study to calculate the franchise/utility/communication fees generated by the non residential land uses.

As shown in Table 8, during the build out period, North Mainland CRA is expected to generate $36.7 million in franchise fees. This modified approach generates approximately $18.2 million more revenue than the per capita approach.

Table 8: Franchise/Utility/Communication Fee (Modified Approach)

Year	Commercial	Residential	Cumulative
2010	$33,570	$0	$33,570
2011	$44,224	$0	$77,794
2012	$44,224	$0	$122,018
2013	$44,224	$0	$166,242
2014	$139,832	$13,182	$319,255
2015	$228,785	$46,137	$594,177
2016	$357,055	$138,410	$1,089,642
2017	$466,736	$230,683	$1,787,060
2018	$589,186	$283,410	$2,659,657
2019	$767,152	$341,411	$3,768,220
2020	$945,117	$437,638	$5,150,975
2021	$1,163,346	$515,412	$6,829,733
2022	$1,443,848	$560,230	$8,833,810
2023	$1,620,330	$605,048	$11,059,188
2024	$1,796,812	$656,458	$13,512,458
2025	$1,951,189	$694,685	$16,158,332
2026	$2,025,449	$719,731	$18,903,511
2027	$2,107,032	$744,776	$21,755,319
2028	$2,172,652	$772,458	$24,700,429
2029	$2,193,292	$777,731	$27,671,452
2030	$2,213,933	$777,731	$30,663,116
2031	$2,221,256	$777,731	$33,662,102
2032	$2,228,579	$777,731	$36,668,413
	$26,797,821	$9,870,592	

Source: Strategic Planning Group, Inc., 2010

Interfund Transfers/Intergovernmental/Charges for Services/Licenses/Fines, etc

The general fund receives revenues from a host of other funds including: Interfund Transfers, Intergovernmental Revenue, Charges for Services, Licenses and Permits, and Fines. As shown in Table 9, the General Fund is projected to receive $1.65 million annually in Interfund,

[15] Assumes an average residential utility bill of $200 per month

Intergovernmental, Charges for Services, Licenses, Fines, etc. revenue from developments within North Mainland CRA.

Table 9: Other Revenue Sources

Year	Interfund Transfers	Intergovn	Charges For Services	Licenses and Permits	Fines, Forfeit.	Total
2010	$ -	$ -	$ -	$ -	$ -	$0
2011	$ -	$ -	$ -	$ -	$ -	$0
2012	$ -	$ -	$ -	$ -	$ -	$0
2013	$ -	$ -	$ -	$ -	$ -	$0
2014	$ 5,992	$ 8,332	$ 2,840	$ 1,364	$ 5,609	$24,137
2015	$ 20,972	$ 29,163	$ 9,939	$ 4,774	$ 19,633	$84,480
2016	$ 62,916	$ 87,488	$ 29,816	$ 14,322	$ 58,898	$253,440
2017	$ 104,860	$ 145,814	$ 49,693	$ 23,870	$ 98,163	$422,401
2018	$ 128,828	$ 179,142	$ 61,052	$ 29,326	$ 120,600	$518,949
2019	$ 155,193	$ 215,804	$ 73,546	$ 35,328	$ 145,281	$625,153
2020	$ 198,935	$ 276,629	$ 94,276	$ 45,285	$ 186,229	$801,354
2021	$ 234,287	$ 325,789	$ 111,029	$ 53,333	$ 219,324	$943,764
2022	$ 254,660	$ 354,119	$ 120,684	$ 57,971	$ 238,396	$1,025,830
2023	$ 275,033	$ 382,448	$ 130,339	$ 62,609	$ 257,468	$1,107,897
2024	$ 298,402	$ 414,944	$ 141,413	$ 67,928	$ 279,344	$1,202,032
2025	$ 315,779	$ 439,107	$ 149,648	$ 71,884	$ 295,611	$1,272,029
2026	$ 327,164	$ 454,939	$ 155,044	$ 74,475	$ 306,269	$1,317,890
2027	$ 338,548	$ 470,770	$ 160,439	$ 77,067	$ 316,926	$1,363,751
2028	$ 351,132	$ 488,267	$ 166,402	$ 79,932	$ 328,706	$1,414,439
2029	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$1,424,094
2030	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$1,424,094
2031	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$1,424,094
2032	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$1,424,094

Source: Strategic Planning Group, Inc. 2010

Total Projected General Fund Revenues

North Mainland CRA is projected to generate slightly over $10.96 million annually[16] at build out in 2032. Approximately $6.2 million of the total is derived from ad valorem revenues flowing back to the City from the CRA Trust Fund.

[16] 2009 dollars

Table 10: North Mainland CRA Projected Total General Fund

Year	(P1) Total Population (1)	Modified Franchise Fees	Net Ad Valorem	Interfund Transfers	Intergovernmental	Charges for Services	Licenses and Permits	Fines, Forfeitures Misc	Total
2009	0	$ 33,570	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,570
2010	0	$ 33,570	$ -	$ -	$ -	$ -	$ -	$ -	$ 33,570
2011	0	$ 44,224	$ -	$ -	$ -	$ -	$ -	$ -	$ 44,224
2012	0	$ 44,224	$ -	$ -	$ -	$ -	$ -	$ -	$ 44,224
2013	0	$ 44,224	$ -	$ -	$ -	$ -	$ -	$ -	$ 44,224
2014	116	$ 153,013	$ -	$ 5,992	$ 8,332	$ 2,840	$ 1,364	$ 5,609	$ 177,151
2015	406	$ 274,922	$ -	$ 20,972	$ 29,163	$ 9,939	$ 4,774	$ 19,633	$ 359,402
2016	1,218	$ 495,465	$ -	$ 62,916	$ 87,488	$ 29,816	$ 14,322	$ 58,898	$ 748,905
2017	2,030	$ 697,419	$ -	$ 104,860	$ 145,814	$ 49,693	$ 23,870	$ 98,163	$ 1,119,819
2018	2,494	$ 872,597	$ -	$ 128,828	$ 179,142	$ 61,052	$ 29,326	$ 120,600	$ 1,391,546
2019	3,004	$ 1,108,562	$ -	$ 155,193	$ 215,804	$ 73,546	$ 35,328	$ 145,281	$ 1,733,715
2020	3,851	$ 1,382,755	$ -	$ 198,935	$ 276,629	$ 94,276	$ 45,285	$ 186,229	$ 2,184,110
2021	4,536	$ 1,678,758	$ 1,394,990	$ 234,287	$ 325,789	$ 111,029	$ 53,333	$ 219,324	$ 4,017,511
2022	4,930	$ 2,004,078	$ 3,087,106	$ 254,660	$ 354,119	$ 120,684	$ 57,971	$ 238,396	$ 6,117,014
2023	5,324	$ 2,225,378	$ 3,608,649	$ 275,033	$ 382,448	$ 130,339	$ 62,609	$ 257,468	$ 6,941,924
2024	5,777	$ 2,453,269	$ 4,130,260	$ 298,402	$ 414,844	$ 141,413	$ 67,928	$ 279,344	$ 7,785,561
2025	6,113	$ 2,645,874	$ 4,577,492	$ 315,779	$ 439,107	$ 149,648	$ 71,884	$ 295,611	$ 8,495,395
2026	6,334	$ 2,745,179	$ 4,898,823	$ 327,164	$ 454,939	$ 155,044	$ 74,475	$ 306,269	$ 8,961,893
2027	6,554	$ 2,851,808	$ 5,239,525	$ 338,548	$ 470,770	$ 160,439	$ 77,067	$ 316,926	$ 9,455,084
2028	6,798	$ 2,945,110	$ 5,585,625	$ 351,132	$ 488,287	$ 166,402	$ 79,932	$ 328,706	$ 9,945,174
2029	6,844	$ 2,971,023	$ 5,794,376	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$ 10,189,493
2030	6,844	$ 2,991,684	$ 5,971,360	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$ 10,387,117
2031	6,844	$ 2,998,987	$ 6,100,584	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$ 10,523,664
2032	6,844	$ 3,006,310	$ 6,232,573	$ 353,528	$ 491,600	$ 167,538	$ 80,477	$ 330,950	$ 10,662,977
Totals		$ 48,727,224	$ 56,621,364	$ 5,900,928	$ 8,205,558	$ 2,796,466	$ 1,343,287	$ 5,524,056	$ 111,397,266

(1) assumes a full occupancy as compared to the DRI which assumed a 90.41% occupancy to calculate school age children

Source: City of Ormond Beach Budget, 2009/10; Strategic Planning Group, Inc. 2010

Ormond Beach FY 2009/10 General Fund Expenditures

As was done in the 2005 Study, SPG analyzed the current 2009/10 City Budget to determine per capita General Fund Expenditures. As shown in Table 11, the total per capita General Fund Expenditure is approximately $704.

Table 11: Per Capita General Fund Expenditures, FY 2009/10

Expenditures	Amount	Per Capita
General Government	4,582,202	$ 115.18
Police	7,816,083	$ 196.47
Fire	5,669,070	$ 142.50
Public Works	3,939,768	$ 99.03
Leisure Services	4,801,917	$ 120.70
Contributions	57,318	$ 1.44
Transfers	1,122,987	$ 28.23
Total Expenditures	27,989,345	$ 703.55

Source: City of Ormond Beach Budget, 2009/10; Strategic Planning Group, Inc. 2010

Modified Per Capita/Case Study – General Fund Expenditures

SPG met with City of Ormond staff to determine individual costs associated with providing municipal services to the North Mainland CRA developments. The first step was to obtain personnel costs by department, then factor in an overall overhead factor to calculate the true municipal costs of servicing the residents and businesses within the CRA.

Fire Department

Based on information from the Fire Department, there is a need for a new fire station to be operational before call volume reaches 700. Based on the previously discussed development program, the projected resident population within the CRA will reach 4,530 persons or a call volume of 680 in 2021. The construction of the fire station and associated equipment is the responsibility of the Ormond Crossings developer; therefore the City will not pay for these capital costs. According to the Department there will be a need for: 3 officers, 3 Driver Engineers, and 6 Firefighters or total personnel cost of $970,500 annually which is paid by the City.

Police Department

According to the Police Department the current officer to citizen ratio is 1.75 officers per 1,000 residents, and a blended personnel cost of $70,900. We have calculated a starting date of 2016 (population of 1,218 assuming no vacancies). Police costs were calculated as $151,000 in 2016 and increased to $849,169 at build out in 2029.

Public Works Department

There has been some reorganization between the Public Works and Recreation/Leisure Department. The existing LOS is 2.35 staff per 1,000 residents which is used in this analysis along with a blended personnel cost of $42,000. The staffing impact starts in 2016, with a cost of $111,537 increasing to $626,732 at build-out in 2032.

Leisure Services Department

SPG was given the following staff requirements: 1 full time coordinator, 4 part time staff (2 FTE), 2 ball field maintenance workers, and 1 park worker for a total full time equivalency of 6 staff. We were also given a personnel cost of $34,000.

As shown in Table 12, General Fund personnel expenses start in 2016 at $271,912 and at build out reach $2,702,389 in 2009$.

Table 12: Projected General Fund Expenditures for Municipal Services

Year	Police	Fire	Public Works	Leisure Services	Total - Salaries and Benefits
2009	$0	$0	$0	$0	$0
2010	$0	$0	$0	$0	$0
2011	$0	$0	$0	$0	$0
2012	$0	$0	$0	$0	$0
2013	$0	$0	$0	$0	$0
2014	$0	$0	$0	$0	$0
2015	$0	$0	$0	$0	$0
2016	$151,123	$0	$120,789	$0	$271,912
2017	$251,872	$0	$201,315	$0	$453,187
2018	$309,443	$0	$247,330	$0	$556,773
2019	$372,771	$0	$297,946	$0	$670,717
2020	$477,838	$0	$381,924	$204,000	$1,063,761
2021	$562,755	$970,500	$449,795	$204,000	$2,187,050
2022	$611,690	$970,500	$488,908	$204,000	$2,275,098
2023	$660,625	$970,500	$528,021	$204,000	$2,363,146
2024	$716,756	$970,500	$572,885	$204,000	$2,464,142
2025	$758,495	$970,500	$606,246	$204,000	$2,539,241
2026	$785,841	$970,500	$628,103	$204,000	$2,588,445
2027	$813,188	$970,500	$649,960	$204,000	$2,637,648
2028	$843,412	$970,500	$674,118	$204,000	$2,692,030
2029	$849,169	$970,500	$678,719	$204,000	$2,702,389
2030	$849,169	$970,500	$678,719	$204,000	$2,702,389
2031	$849,169	$970,500	$678,719	$204,000	$2,702,389
2032	$849,169	$970,500	$678,719	$204,000	$2,702,389

Source: City of Ormond Beach, 2009; Strategic Planning Group, Inc. 2009

The personnel costs (including pensions) shown in Table 12 were then increased to account for overhead costs (other government costs including buildings, equipment, etc.) in order to calculate total costs, excluding capital cost as shown in table 13. The City Financial Department gave SPG a factor of 74% for salaries and 26% for overhead costs to determine total costs.[17] Finally, the costs for the construction of a fire station ($1.5 million) and a Quint Fire Apparatus and equipment ($770,000) are to be paid by the Ormond Crossing developer and therefore are not included in Table 13.

[17] Same as the 2005 Study

Table 13: North Mainland CRA Total General Fund Expenditures

Year	Total - Salaries Personnel Cost	Total Expenses
2009	$ -	$ -
2010	$ -	$ -
2011	$ -	$ -
2012	$ -	$ -
2013	$ -	$ -
2014	$ -	$ -
2015	$ -	$ -
2016	$ 271,912	$ 367,449
2017	$ 453,187	$ 612,415
2018	$ 556,773	$ 752,396
2019	$ 670,717	$ 906,375
2020	$ 1,063,761	$ 1,437,515
2021	$ 2,187,050	$ 2,955,473
2022	$ 2,275,098	$ 3,074,457
2023	$ 2,363,146	$ 3,193,440
2024	$ 2,464,142	$ 3,329,921
2025	$ 2,539,241	$ 3,431,407
2026	$ 2,588,445	$ 3,497,898
2027	$ 2,637,648	$ 3,564,389
2028	$ 2,692,030	$ 3,637,879
2029	$ 2,702,389	$ 3,651,877
2030	$ 2,702,389	$ 3,651,877
2031	$ 2,702,389	$ 3,651,877
2032	$ 2,702,389	$ 3,651,877

Source: City of Ormond Beach, 2009; Strategic Planning Group, Inc. 2009

Fiscal Impact Summary

Based on the assumptions described throughout this study, the North Mainland CRA shows a positive fiscal impact in every year except for a nominal deficit in 2020 (-$388,405) and in 2021 (-$72,962) although the cumulative totals remain positive throughout,. At build out (2032), the CRA will be generating a positive fiscal impact of $7 million annually and by 2032 is projected to have a positive cumulative fiscal municipal impact of $63.7 million.

Table 14: North Mainland CRA Municipal Fiscal Impact Summary

Year	Revenues	Expenses	Annual Fiscal Impact	Cumulative Fiscal Impact
2009	$ 33,570	$ -	$ 33,570	$ 33,570
2010	$ 33,570	$ -	$ 33,570	$ 67,140
2011	$ 44,224	$ -	$ 44,224	$ 111,364
2012	$ 44,224	$ -	$ 44,224	$ 155,588
2013	$ 44,224	$ -	$ 44,224	$ 199,812
2014	$ 177,151	$ -	$ 177,151	$ 376,963
2015	$ 359,402	$ -	$ 359,402	$ 736,364
2016	$ 748,905	$ 367,449	$ 381,456	$ 1,117,820
2017	$ 1,119,819	$ 612,415	$ 507,404	$ 1,625,224
2018	$ 1,391,546	$ 752,396	$ 639,150	$ 2,264,374
2019	$ 1,733,715	$ 906,375	$ 827,341	$ 3,091,715
2020	$ 2,184,110	$ 2,572,515	$ (388,405)	$ 2,703,310
2021	$ 4,017,511	$ 4,090,473	$ (72,962)	$ 2,630,348
2022	$ 6,117,014	$ 3,074,457	$ 3,042,557	$ 5,672,905
2023	$ 6,941,924	$ 3,193,440	$ 3,748,484	$ 9,421,389
2024	$ 7,785,561	$ 3,329,921	$ 4,455,640	$ 13,877,028
2025	$ 8,495,395	$ 3,431,407	$ 5,063,988	$ 18,941,016
2026	$ 8,961,893	$ 3,497,898	$ 5,463,994	$ 24,405,011
2027	$ 9,455,084	$ 3,564,389	$ 5,890,695	$ 30,295,706
2028	$ 9,945,174	$ 3,637,879	$ 6,307,295	$ 36,603,001
2029	$ 10,189,493	$ 3,651,877	$ 6,537,616	$ 43,140,617
2030	$ 10,387,117	$ 3,651,877	$ 6,735,240	$ 49,875,857
2031	$ 10,523,664	$ 3,651,877	$ 6,871,787	$ 56,747,645
2032	$ 10,662,977	$ 3,651,877	$ 7,011,100	$ 63,758,745

Source: Strategic Planning Group, Inc. 2010

APPENDIX

Table 1 A: TIF Analysis

						City			County			
Year	Residential Assessed Value	Commercial Assessed Value	Total Assessed Value	Base Year Value @ 95%	TIF Increment	Millage 0.00367	Cumulative	Accrued TIF (capped)	Millage 0.00367	Cumulative	Accrued TIF (capped)	Total Net Millage 0.00597
2009	$0	$14,443,544	$14,443,544	$10,124,427	$4,319,117	$0	$0	$0	$0	$0	$0	$0
2010	$0	$14,732,415	$14,732,415	$10,124,427	$4,607,988	$16,931	$16,931	$16,931	$16,931	$16,931	$16,931	$10,599
2011	$0	$15,027,063	$15,027,063	$10,124,427	$4,902,636	$18,013	$34,944	$18,013	$18,013	$34,944	$18,013	$11,277
2012	$0	$15,327,604	$15,327,604	$10,124,427	$5,203,177	$19,117	$54,061	$19,117	$19,117	$54,061	$19,117	$11,968
2013	$0	$15,634,157	$15,634,157	$10,124,427	$5,509,730	$20,244	$74,305	$20,244	$20,244	$74,305	$20,244	$12,673
2014	$10,264,501	$38,939,322	$49,203,824	$10,124,427	$39,079,397	$143,585	$217,890	$143,585	$143,585	$217,890	$143,585	$89,889
2015	$32,456,353	$59,102,179	$91,558,532	$10,124,427	$81,434,105	$299,204	$517,093	$299,204	$299,204	$517,093	$299,204	$187,311
2016	$70,482,635	$91,650,521	$162,133,156	$10,124,427	$152,008,729	$558,507	$1,075,601	$558,507	$558,507	$1,075,601	$558,507	$349,644
2017	$110,016,985	$133,319,950	$243,336,936	$10,124,427	$233,212,509	$856,865	$1,932,465	$856,865	$856,865	$1,932,465	$856,865	$536,426
2018	$151,104,517	$179,159,069	$330,263,585	$10,124,427	$320,139,158	$1,176,249	$3,108,714	$1,176,249	$1,176,249	$3,108,714	$1,176,249	$736,371
2019	$206,788,690	$244,263,375	$451,052,064	$10,124,427	$440,927,637	$1,620,048	$4,728,762	$1,620,048	$1,620,048	$4,728,762	$891,286	$1,742,966
2020	$271,284,846	$311,900,189	$583,185,035	$10,124,427	$573,060,608	$2,105,528	$6,834,290	$2,105,528	$2,105,528	$6,834,290	$0	$3,423,659
2021	$326,945,601	$380,123,511	$707,069,111	$10,124,427	$696,944,684	$2,560,700	$9,394,990	$1,165,710	$2,560,700	$9,394,990	$0	$4,163,785
2022	$387,019,615	$463,321,118	$850,340,733	$10,124,427	$840,216,306	$3,087,106	$12,482,096		$3,087,106	$12,482,096	$0	$5,019,738
2023	$451,707,061	$540,581,931	$992,288,992	$10,124,427	$982,164,565	$3,608,649	$16,090,745		$3,608,649	$16,090,745	$0	$5,867,785
2024	$513,507,653	$620,747,847	$1,134,255,500	$10,124,427	$1,124,131,073	$4,130,260	$20,221,005		$4,130,260	$20,221,005	$0	$6,715,941
2025	$563,013,737	$692,964,781	$1,255,978,519	$10,124,427	$1,245,854,092	$4,577,492	$24,798,497		$4,577,492	$24,798,497	$0	$7,443,156
2026	$599,417,097	$744,017,990	$1,343,435,087	$10,124,427	$1,333,310,660	$4,898,823	$29,697,321		$4,898,823	$29,697,321	$0	$7,965,651
2027	$637,051,386	$799,112,408	$1,436,163,793	$10,124,427	$1,426,039,366	$5,239,525	$34,936,846		$5,239,525	$34,936,846	$0	$8,519,644
2028	$678,118,286	$852,243,341	$1,530,361,626	$10,124,427	$1,520,237,199	$5,585,625	$40,522,471		$5,585,625	$40,522,471	$0	$9,082,414
2029	$701,785,094	$885,392,163	$1,587,177,256	$10,124,427	$1,577,052,829	$5,794,376	$46,316,847		$5,794,376	$46,316,847	$0	$9,421,850
2030	$715,820,795	$919,526,040	$1,635,346,835	$10,124,427	$1,625,222,408	$5,971,360	$52,288,207		$5,971,360	$52,288,207	$0	$9,709,631
2031	$730,137,211	$940,380,466	$1,670,517,677	$10,124,427	$1,660,393,250	$6,100,584	$58,388,790		$6,100,584	$58,388,790	$0	$9,919,754
2032	$744,739,956	$961,701,258	$1,706,441,214	$10,124,427	$1,696,316,787	$6,232,573	$64,621,364		$6,232,573	$64,621,364	$0	$10,134,373
	$7,901,662,018	$9,933,612,241	$17,835,274,259		$17,592,288,011	$64,621,364		$8,000,000	$64,621,364		$4,000,000	$101,076,506

Beach and Volusia Millage from Ormond Beach Finance Director October 16, 2009;Strategic Planning Group, Inc. 1.07.2010