

THE CITY OF

MAITLAND

FLORIDA



MAITLAND

F L O R I D A

FINAL  
BUDGET

FY 2020



*The Fiscal Year 2020 City Budget Presented by:*



***Mayor***

*A. Dale McDonald*

***Vice Mayor***

*John Lowndes*

***Council Members***

*Bev Reponen*

*Michael Thomas*

*Michael Wilde*



**Sharon M. Anselmo**  
*City Manager*



**Mark Reggentin**  
*Assistant City Manager*

## Reader's Guide

<p><b><u>Community Profile</u></b></p> <p>In this section of the budget, you will find profiles of our Mayor and City Manager, historical and current information about our City, key statistical and demographic data, and City staffing information.</p>	<p><b><u>Financial and Budget Policies</u></b></p> <p>Features information on formal budgeting policies and procedures, the accounting process and fund types, debt obligations and other commitments and City pension obligations. The FY 2020 budget calendar is also found in this section.</p>
<p><b><u>Budget Message</u></b></p> <p>Includes the City Manager's budget message discussing key budget issues for FY 2020.</p>	<p><b><u>Department and Program Information</u></b></p> <p>Details budget information and staffing by program, highlights major accomplishments and initiatives, and contains departmental work plans and program performance measures.</p>
<p><b><u>Strategic Planning</u></b></p> <p>The strategic planning section includes a message from the mayor, explains the planning process and highlights the past year's accomplishments. The City strategy map and work plan for the fiscal year are also found in this section.</p>	<p><b><u>Capital and Debt</u></b></p> <p>The capital and debt section includes capital planning procedures and policies, summary financial data on the Capital Improvements Plan, detailed descriptions by project, recurring capital replacement information, and shows the City's short-term and long-term debt obligation.</p>
<p><b><u>Budget Data and Information Summary</u></b></p> <p>A summary budget for all City funds, fund structure chart, financial and summary information for appropriated and non-appropriated funds, General Fund budget overview, General Fund balance information and a fund-use matrix are included in this section.</p>	<p><b><u>Appendix</u></b></p> <p>Includes a glossary of terms, revenue trend data and lists commonly used acronyms. Actual revenue trend data used to finalize the FY 2020 projection is also included.</p>

*The City of Maitland, FL  
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Maitland, FL 32751  
407-539-6200  
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# TABLE OF CONTENTS

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<b>1. COMMUNITY PROFILE</b>	
CITY ORGANIZATION CHART	1
MEET YOUR MAYOR AND CITY MANAGER	2
MAITLAND HISTORY	3
MAITLAND TODAY	5
COMMUNITY PROFILE	7
PERSONNEL/POSITION SUMMARY	9
<b>2. BUDGET MESSAGE</b>	
MAYOR'S MESSAGE	11
CITY MANAGER'S MESSAGE	13
<b>3. STRATEGIC PLANNING</b>	
OVERVIEW	21
FY 2019 PROJECT UPDATE	24
FY 2020 STRATEGIC PLAN	26
CITY STRATEGY MAP	27
CITY WORKPLAN	29
<b>4. BUDGET DATA / INFORMATION SUMMARY</b>	
ALL FUNDS SUMMARY	31
CITY FUND STRUCTURE	32
PRIMARY FUNDS SUMMARY	33
CHANGE IN FUND BALANCE (PRIMARY FUNDS)	35
GENERAL FUND SUMMARY	37
GENERAL FUND BALANCE	39
AD VALOREM TAXES	41
UTILITIES FUND SUMMARY	43
SOLID WASTE FUND SUMMARY	47
STORMWATER FUND SUMMARY	51
CHANGE IN FUND BALANCE (MISCELLANEOUS FUNDS)	53
MISCELLANEOUS FUNDS	54
FUND MATRIX	58
<b>5. FINANCIAL AND BUDGET POLICIES</b>	
BUDGET POLICIES/BUDGET CALENDAR	59
FUND STRUCTURE	61
OTHER COMMITMENTS	64
<b>6. DEPARTMENT / PROGRAM INFORMATION</b>	
CITY COUNCIL	67
CITY MANAGER	69
CITY CLERK	89

COMMUNITY DEVELOPMENT	93
FINANCE	111
FIRE AND RESCUE	127
PARKS & RECREATION	141
POLICE	165
PUBLIC WORKS	177
CULTURAL PARTNERS	218

## 7. CAPITAL

CAPITAL IMPROVEMENTS PROGRAM	223
CIP FUNDING SOURCES	225
PROJECT DESCRIPTIONS	226
REPLACEMENT CAPITAL	235
DEBT OBLIGATIONS	237

## 8. APPENDIX

REVENUE TRENDS	241
REVENUE BY LINE ITEM	254
GLOSSARY	259
FREQUENTLY USED ACRONYMS	264



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Maitland  
Florida**

For the Fiscal Year Beginning

**October 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Maitland for its annual budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



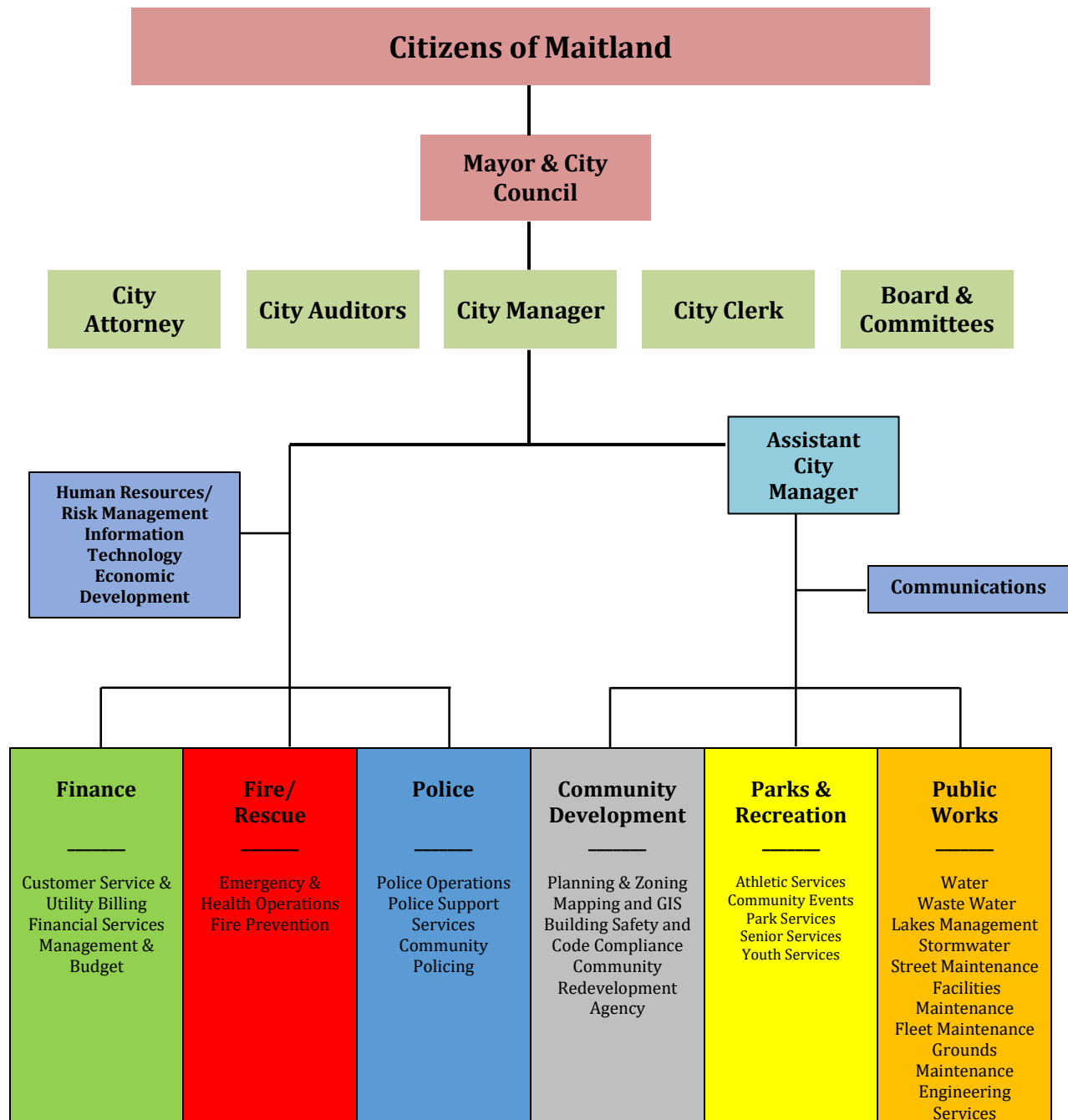
The background of the page is a grayscale photograph of a city street. On the left, there are large, leafy trees and a sidewalk with a few street lamps. On the right, there is a multi-story building with many windows and balconies. The street itself is paved and appears to be a quiet residential or commercial area.

# SECTION I

# COMMUNITY PROFILE

- ◆ City Organization Chart
- ◆ Meet Your Mayor and City Manager
  - ◆ Maitland History
  - ◆ Maitland Today
- ◆ City Demographics and Statistical Data
  - ◆ Personnel/Position Summary





# MEET YOUR MAYOR & CITY MANAGER



A. Dale McDonald was raised in Ocala and attended Central Elementary, Osceola Junior High and Ocala Forest High School. His father is a retired NHSACA Hall of Fame basketball coach and high school principal and his late mother was a 38 year veteran elementary public school teacher. As a high school senior in 1971, he was the Captain and MVP of his State Champion Golf Team. He later attended Furman

University and earned his B.S.B.A. from the University of Florida in 1976 and is a proud Gator Booster today.

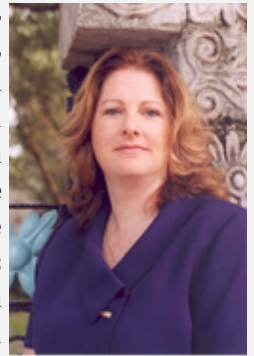
Dale moved to Winter Park in 1977, entering the real estate business and has since engaged in a variety of specialties including real estate brokerage, residential appraising and mortgage lending. He has been a member of the Orlando Regional Realtor Association (ORRA) since 1977 and has served in a variety of volunteer roles with ORRA to this day. He owns his own independent brokerage firm here in Maitland since 1989. Dale also has lived and volunteered in Altamonte Springs serving on their original Comprehensive Development Plan steering committee in the mid '80s.

Dale moved to Maitland in 1989 and has resided in Hollianna Shores since then. He has one son, Matthew, who lives and works locally. Dale has served on a variety of volunteer boards for the City of Maitland since 1993 including the Board of Zoning Adjustment, Code Enforcement Board, Transportation Advisory Board and, most recently, the Planning and Zoning for nine years prior to being elected mayor. Dale has served as the Chair of the Board of Zoning Adjustment and the Planning and Zoning Commission. Dale was chosen as the City of Maitland Volunteer of the Year in 2012.

## Major Achievements:

- Bachelor of Science in Business Administration—University of Florida, 1976
- 2012 City of Maitland Volunteer of the Year
- Member of the Orange County Council of Mayors and board member of the Florida League of Mayors
- Orange County Tourist Development Council Member
- MetroPlan Orlando Municipal Advisory Council Chairman/MetroPlan Orlando Board
- Member of the Florida League of Cities and board member of the Tri County League of Cities

Sharon Anselmo was born in Lancaster, California and raised in Cambridge, Massachusetts. She graduated from Cambridge Rindge and Latin High School and moved to Central Florida in 1989. Sharon was educated at the University of Central Florida where she obtained a Bachelor of Science in Business Administration and a Master of Science in Accounting. She has been a Certified Public Accountant in the State of Florida since September 1998.



She is a member of the Florida Institute of Certified Public Accountants, the American Institute of Certified Public Accountants, the Florida Government Finance Officers' Association, Government Finance Officers' Association, International City Managers' Association, and Florida City and County Managers' Association.

Sharon began her professional career in government with the State of Florida, Department of Corrections and accepted a position with the City of Maitland in 1996 as the City's Senior Accountant. She has worked in various positions within the City, serving as Finance Manager, Finance Director, Management Services Director and Assistant City Manager. She achieved the International City Managers' Association (ICMA) designation as a Credentialed Manager in 2015 and was recognized by the ICMA for 20 years of service in 2018.

Sharon has one daughter, Shannon, who is also a graduate of the University of Central Florida and she has three grandchildren.

## Major Achievements:

- Bachelor of Science in Business Administration - University of Central Florida
- Master of Science in Accounting - University of Central Florida
- Certified Public Accountant in the State of Florida
- International City Managers' Association Credentialed Manager
- Florida City and County Management Association



# Maitland History

Maitland, one of the oldest incorporated municipalities in Central Florida, is a city rich in history. The area was once called Fumelchela (Musk Mellon Place) by the Seminole Indians before it was established as Fort Maitland in 1838 by the U.S. Army. The fort was named after captain William Seton Maitland, a hero of the Seminole Wars who, ironically, was never in this area, having died in a battle near Tampa. At that time, the only way of getting to Central Florida was by boat from Jacksonville down the St. Johns River to Fort Mellon (Sanford), then by horse or foot. Fort Maitland was a small fort built on the west shore of Lake Maitland as a rest stop between Fort Mellon and Fort Atlin (Orlando). What is now Maitland Avenue was part of the Old Black Bear Trail, which ran from Montreal, Canada to St. Petersburg, Florida, and passed by the fort.



When the Indian wars ceased and the fort had been torn down, people began settling in this area because of the natural spring water and extensive pine forests. At the close of the Civil War, settlers came buying large tracts of land, clearing them and planting citrus groves. The first deed for property in the city was written in 1873 to George H. Packwood who built a large hall for town meetings and social gatherings. Packwood Hall, since burned down, was located where City Hall now is. There was a large hotel, Park House, built between Park Lake and Lake Catherine, which became the winter resort for famous people of the time, including two presidents, Grover Cleveland and Chester Arthur.

By 1876, the orange trees were coming into production and difficulty in marketing the fruit caused Dr. Haskell, of the Boston Herald newspaper, to form a syndicate and construct a railroad from Jacksonville to Maitland. This was completed to Maitland in 1880 and for several years, Maitland had an ice factory, two livery stables, and besides the citrus groves, a large packing house in the center of town. As many as 300,000 boxes of fruit were to be shipped each season. The city was incorporated as the Town of Lake Maitland in 1885. After two years of devastating, tree-killing freezes in 1894 and 1895, many of the grove owners were so financially affected that they left Florida. The town survived, however, and wealthy visitors kept coming to enjoy the climate. By 1926, Maitland had its largest year in citrus.



In the 1950's the space age had the eyes of the nation on Central Florida. The Martin Marietta Corporation, as we know it today, moved from Baltimore to Orlando. Families were moved down in contingents of two or three hundred at a time. Due to its proximity to the plant, Maitland became a natural place for them to come. In 1959, a new city charter changed the name from Lake Maitland to Maitland.

In the 1960's, Maitland Avenue and Orlando Avenue (U.S. Highway 17-92) came alive with building construction. Supermarkets opened, as did restaurants, service stations, condominiums, garden apartments and churches. Even though the nation was in a recession, the arrival of Disney World in 1971 to the Orlando area had a strong impact on the continuous growth of Maitland.

# Maitland History

New buildings were sorely needed and numerous older buildings were demolished, including those on the site of the old municipal complex which was completed in 1975.

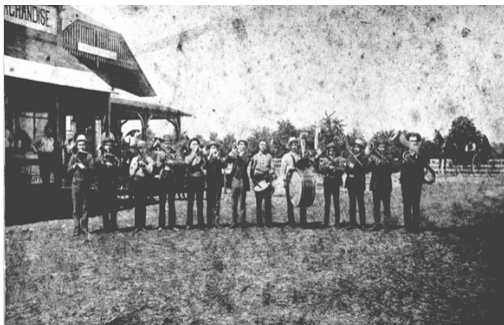
The growth of the city continued to spiral during the 1970's. Between 1972 and 1979, five branch banking establishments moved to Maitland, and twelve new residential subdivisions were developed. Late in the 1970's, 226 acres of land were purchased by an Atlanta, Georgia firm and developed into Maitland Center west of Interstate 4. Maitland Center is within the city limits and continues to grow.



While growth continues, residents of the city are proud of the city's past and actively pursue preservation of historical residences. A "historical corridor" has been established. This corridor encompasses old residences still standing and occupied in the Lake Lily-Lake Catherine area and extending through the Central portion of the city. Examples of these homes are: the Arthur O'Heir House (1885), Chadburne Hall or High Oaks (1890), the James Arch House (1885), the Robert L. Wagner House (1881) and the Hill-Stone House (1908). Also, the Florida Audubon Society was founded in Maitland and

continues in its protection of wild birds on Lake Sybelia.

**Sources: Mr. Edwin Rhoads & Maitland Historical Society, "Early Houses of Maitland."**





# Maitland Today

Today, Maitland is comprised of approximately 40% commercial and 60% residential properties. The Maitland Center/Maitland Summit business community boasts over eight million square feet of office space and employs approximately 27,000 people. The area has evolved into a mixed-use activity center, with five hotels, a mix of restaurants and the RDV Sportsplex (a 365,000 square foot mixed-use facility



affiliated with the Orlando Magic and Florida Hospital); and is home to over 350 corporations. Currently, there are over 1,600 multi-family and 230 single-family residential units in the area, with approval for additional retail space in the future, focusing on mixed-use developments. The Shadow Lake 300 unit, multi-family project is nearing completion. The project includes the long-awaited Fennell Neighborhood Park (pictured at left) and places 27 acres of wetland into a conservation easement. The Florida Department of Transportation's (FDOT) I-4 Ultimate project has had a major

impact on this area, and at completion in FY 2021, will improve traffic flow, install a pedestrian bridge across Interstate 4 and provides an allowance for public art.

The Maitland Boulevard corridor East of I-4 continues to develop as well. The area currently consists of two office parks totaling approximately 56,000 square feet on the south side of the boulevard, with up to an additional 130,000 square feet of commercial space and a 120 unit assisted living facility on the north side. Also on the north side, the 350 unit, multi-family Town Trelago apartments (pictured at right) completed during FY 2019 and included the dedication of 10 acres of parkland to the City. The widening of Maitland Boulevard from four to six lanes began in FY 2019 and is expected to be completed by the end of FY 2020.



In August 2003, the City and County established a Downtown Maitland Community Redevelopment Agency, and adopted the "Downtown Maitland Revitalization Plan" (DMRP) to serve as the redevelopment plan for the CRA. A major objective of the DMRP is to alleviate existing deficiencies in service levels in order to encourage redevelopment in downtown Maitland. Three major developments in the Downtown area, Maitland Station, Metro Square and Maitland City Centre, completed during FY 2019 and added over 840 multi-family units and 75,000 square

feet of commercial space. The City completed Independence Lane, a festival-type street that hosts a monthly block party and is the core of the new Downtown.

Maitland is also home to Central Florida's only National Historic Landmark in the four county area, the Maitland Art Center. The Center, located just one block from the Downtown area. The Center's buildings display one of the only remaining examples of "fantasy architecture" in the Southeast.



# Maitland Today

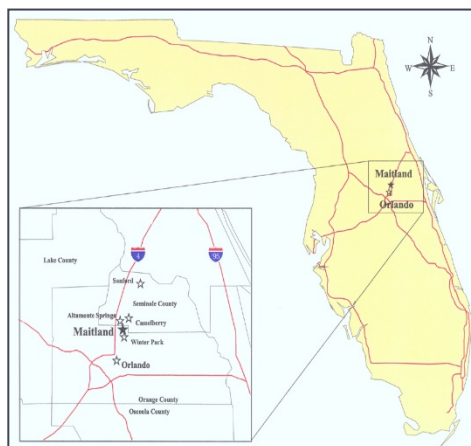
## City of Maitland Top Ten Taxpayer Data and Comparison - Tax Years 2017-2018 (Fiscal Years 2018-2019)

Taxpayer	FY 2018 Taxable Value	Taxpayer	FY 2019 Taxable Value
MIKEONE EK MAITLAND SUMMIT LLC	88,893,396	ARBORS AT MAITLAND JOINT VENTURE LLC	90,611,781
ARBORS AT MAITLAND JOINT VENTURE LLC	85,768,314	MIKEONE EK MAITLAND SUMMIT LLC	89,824,922
P BARNETT CONSTRUCTION LIMITED INC	46,074,559	NIC MAITLAND STATION LLC	56,396,833
ORLANDO SPORTSPLEX LTD	42,987,178	MAITLAND CITY CENTER LLC	56,012,898
VILLAGE AT LAKE LILY PHASE I LLC	37,489,573	MWAD PHASE I LLC	55,219,506
COURTNEY GARDENS LLC 96.67187500% INT	36,371,498	P BARNETT CONSTRUCTION LIMITED INC	47,735,910
MAITLAND OWNER LLC	34,166,446	ORLANDO SPORTSPLEX LTD	47,285,896
TGT MAITLAND LLC	32,327,597	LAKE AVENUE OWNER LLC	44,513,473
VILLAGE AT LAKE LILY PHASE II LLC	30,669,554	VILLAGE AT LAKE LILY PHASE I LLC	41,238,530
REALTY ASSOCIATES FUND X L P	30,477,402	COURTNEY GARDENS LLC 96.67187500% INT	40,008,648
<b>Total</b>	<b>465,225,517</b>	<b>Total</b>	<b>568,848,397</b>
<b>Total Taxes (4.3453)</b>	<b>2,021,544</b>	<b>Total Taxes (4.3453)</b>	<b>2,471,817</b>
<b>% of Ad Valorem</b>	<b>18.7%</b>	<b>% of Ad Valorem</b>	<b>21.2%</b>

## Maitland Top Employers

1	FLORIDA PHYSICIANS MEDICAL (FPMG)
2	ADVENT HEALTH/FLORIDA HOSPITAL
3	HUMANA INSURANCE COMPANY
4	SKANSKA-GRANITE-LANE JOINT VENTURE
5	CHARLES SCHWAB & CO INC
6	FIS MANAGEMENT SERVICES LLC
7	VITAS HEALTHCARE CORPORATION OF FLO
8	MEDICAL HAIR RESTORATION
9	ELECTRONIC ARTS - TIBURON A FLORIDA
10	LA AMISTAD RESIDENTIAL TREATMENT CE

# Community Profile

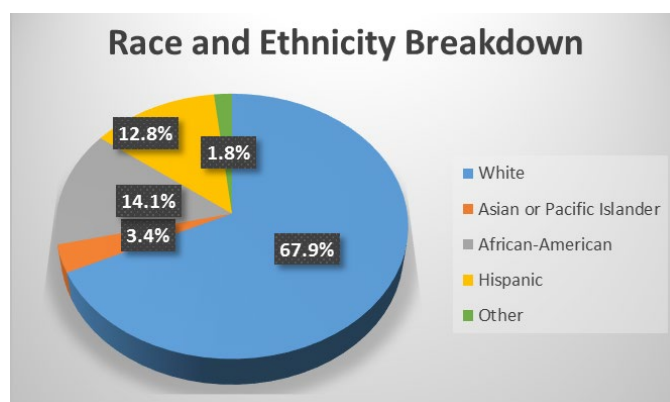


- The City of Maitland is located in Orange County, Florida, approximately six (6) miles north of Orlando.
- There are 4,156 acres or 6.49 square miles within the city limits of Maitland.
- There are 4,130 residential parcels comprising 45% of the total area.
- There are 623 non-residential parcels comprising 30% of the total area, with 10% being parks, open space or wetlands area.
- As of 4th Quarter 2017, the average sale price of a home in the City of Maitland was \$358,627 (Source: Orlando Regional Realtor Association).
- The median age in Maitland is 41.6.
- 43.8% of the population are married.
- 60% of the population possesses a bachelor's or graduate degree, and 97.5% has at least a high school diploma
- There are approximately 9,681 households in Maitland.
  - 45% dwellings are apartments.
  - 37% dwellings are single-family homes.
  - 18% are condos or townhomes.
- Average household size is 2.26 members
- Median family income in the City is \$73,250.
- Per capita income is \$41,490.

## Demographics

**Population:** 1980 – 8,768  
 1990 – 8,932  
 2000 – 12,019  
 2010 – 15,751  
 2019 – 21,096

University of Florida, BEBR Preliminary Estimate





# Community Profile

## **2019 Municipal Election**

Registered Voters: 12,058  
Both seats up for election  
on Council were filled unopposed



## **Public Education**

Elementary Schools: 2  
Middle Schools: 1

## **Police**

Employees (FT): 61  
Sworn: 53  
Non-Sworn: 8  
General Arrests: 783  
Traffic Accidents: 950  
Citations Issued: 5,512  
Calls For Service: 35,623



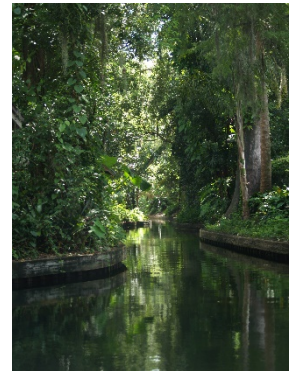
## **Fire Department**

Stations: 2  
Employees: 46  
Total Maitland Calls for Service: 2609  
Fire Related Calls: 80  
Med/Trauma (non-auto): 2059  
Automatic Fire Alarms: 297  
Hazmat: 37  
Miscellaneous: 136  
Mutual Aid: 1107



## **Public Works**

Street Miles: 59  
Sites Maintained Daily: 127  
Lakes: 22  
Lake Acres: 1,060  
Stormwater Structures: 1,091  
Stormwater Inspections: 1,808



## **Parks & Recreation**

Total Parks: 13  
Natural Resource Areas: 4  
School Parks: 4  
Lighted Tennis Courts: 6  
Lighted Soccer Fields: 1  
Lighted Ball Fields: 3  
Lighted Basketball Courts: 2  
Chain of Lake Boat Ramps: 1  
Indoor Racquetball Courts: 2  
Community Park Clubhouse: 1  
Senior Center: 1

## **Utilities- Water/Sewer**

Miles of Sewer:  
Gravity Pipe: 42.8  
Force Main: 12.1  
Manholes: 919  
Lift Stations: 41  
Mini Lift Stations: 25  
Water Main Miles: 94.1  
Water Treatment  
Plants: 3  
Gallons Water Prod:  
933 million  
Fire Hydrants: 691  
Customer Bills  
Mailed: 57,069



# Personnel/Position Summary

Full Time Equivalent (FTE) Data	
Position Type	FTE Value
Full Time	1.00
Part-Time	0.50
Seasonal/Temporary	0.25

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
<b>Administration</b>					
Full Time	13.00	13.00	13.00	13.00	14.00
Part Time	5.00	5.00	5.00	5.00	5.00
<b>Budgeted Positions</b>	18.00	18.00	18.00	18.00	19.00
<b>Full Time Equivalent</b>	15.50	15.50	15.50	15.50	16.50
<b>Finance Department</b>					
Full Time	10.00	10.00	10.00	10.00	10.00
Part Time	2.00	2.00	2.00	2.00	2.00
<b>Budgeted Positions</b>	12.00	12.00	12.00	12.00	12.00
<b>Full Time Equivalent</b>	11.00	11.00	11.00	11.00	11.00
<b>Community Development</b>					
Full Time	14.00	14.00	16.00	15.00	14.00
Part Time	0.00	0.00	0.00	0.00	0.00
<b>Budgeted Positions</b>	14.00	14.00	16.00	15.00	14.00
<b>Full Time Equivalent</b>	14.00	14.00	16.00	15.00	14.00
<b>Police Department</b>					
Full Time	55.00	60.00	60.00	61.00	61.00
Part Time	5.00	5.00	5.00	5.00	5.00
<b>Budgeted Positions</b>	60.00	65.00	65.00	66.00	66.00
<b>Full Time Equivalent</b>	57.50	62.50	62.50	63.50	63.50
<b>Fire/Rescue</b>					
Full Time	45.00	46.00	46.00	46.00	46.00
Part Time	0.00	0.00	0.00	0.00	0.00
<b>Budgeted Positions</b>	45.00	46.00	46.00	46.00	46.00
<b>Full Time Equivalent</b>	45.00	46.00	46.00	46.00	46.00
<b>Parks and Recreation</b>					
Full-Time	7.00	7.00	8.00	9.00	9.00
Part-Time	6.00	4.00	6.00	6.00	6.00
Seasonal/Temporary	0.00	3.00	0.00	0.00	0.00
<b>Budgeted Positions</b>	13.00	14.00	14.00	15.00	15.00
<b>Full-Time Equivalent</b>	10.00	9.75	11.00	12.00	12.00
<b>Public Works</b>					
Full Time	62.00	62.00	66.00	66.00	67.00
Part Time	0.00	0.00	0.00	0.00	0.00
Seasonal/Temporary	3.00	3.00	3.00	3.00	3.00
<b>Budgeted Positions</b>	65.00	65.00	69.00	69.00	70.00
<b>Full Time Equivalent</b>	62.75	62.75	66.75	66.75	67.75
<b>City of Maitland</b>					
Full Time	206.00	212.00	219.00	220.00	221.00
Part Time	18.00	16.00	18.00	18.00	18.00
Seasonal/Temporary	3.00	6.00	3.00	3.00	3.00
<b>Budgeted Positions</b>	227.00	234.00	240.00	241.00	242.00
<b>Total Budgeted FTE</b>	215.75	221.50	228.75	229.75	230.75

## Personnel/Position Summary

During 2019, the City identified four positions (vacated by attrition) which are projected to remain in the 3-year plan. The FY 2020 staffing table has a total of 242 authorized positions (inclusive of the Enterprise and Stormwater Funds), 221 of which are full-time and 21 of which are part-time or seasonal. The following table lists each frozen position and its impact on City staff and level of service.

Department	Position	Details
Administration/ Management Services	Communications Specialist	<ul style="list-style-type: none"> <li>Assistance from Parks and Recreation and Communications Officer will absorb Specialist Duties.</li> </ul>
Community Development	Building Inspector	<ul style="list-style-type: none"> <li>Duties will be shifted to Building Official, Deputy Building Official, and Building Inspectors.</li> </ul>
Parks and Recreation	PT Leader I (Seniors)	<ul style="list-style-type: none"> <li>Reduces City-wide and Parks and Recreation communications and events.</li> </ul>
	Recreation Coordinator	<ul style="list-style-type: none"> <li>Duties re-assigned to remaining staff.</li> </ul>



The background of the page is a grayscale photograph of a city street. On the left, there are large, leafy trees. On the right, there is a multi-story building with a modern architectural style, featuring balconies and large windows. The street is paved and has some streetlights visible. The overall scene is bright and clear.

# SECTION II

# BUDGET MESSAGE

- ♦ Mayor's Message
- ♦ City Manager's Message



## *FY 2020 Annual Budget*

### *A Message From Your Mayor*



As our final budget is presented to our Maitland citizens/stakeholders, we want to express our heartfelt gratitude to all who have contributed to this team effort.

We are extremely pleased and proud of the impassioned commitment of our City Council and, most importantly, our City Staff. The tireless efforts of our staff, led by City Manager Sharon Anselmo and Assistant City Manager Mark Reggentin, are evidenced by their formalizing this noteworthy document on a timely basis and demonstrating both the broad scope and the necessary vision required to sustain our fiscal stability.

Fiscal stability is the result of conservative, far-sighted principles and procedures in every aspect of our municipal government. From creating departmental efficiencies that reduce expenses, to successfully pursuing local, state and federal grants and leveraging our revenues proactively to move capital projects forward. We continue to aspire to act as responsible stewards of our Maitland resources moving forward into our future.

We are blessed that our Maitland future is bright with the inarguable assets that we possess, including excellent schools, outstanding parks, fabulous lakes, along with a geographical location that cannot be duplicated fronting onto I-4, US Highway 17-92 and Maitland Boulevard. While we may be positioned to be the envy of many around us, we cannot lose sight of the looming infrastructure needs ahead, the continuing visioning necessary to redevelop our pedestrian-friendly Downtown Maitland as well as the unparalleled opportunities that present themselves in and around Maitland Center west of I-4. The obvious need to nurture mixed-use redevelopment options in our commercial districts coupled with place-making efforts bringing greater community identity and pride of ownership.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Dale McDonald". The signature is fluid and cursive, written over a white background.

*Mayor A. Dale McDonald*



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Office of the City Manager  
City of Maitland, Florida

December 1, 2019

Mayor McDonald, City Council Members, and Residents of Maitland:

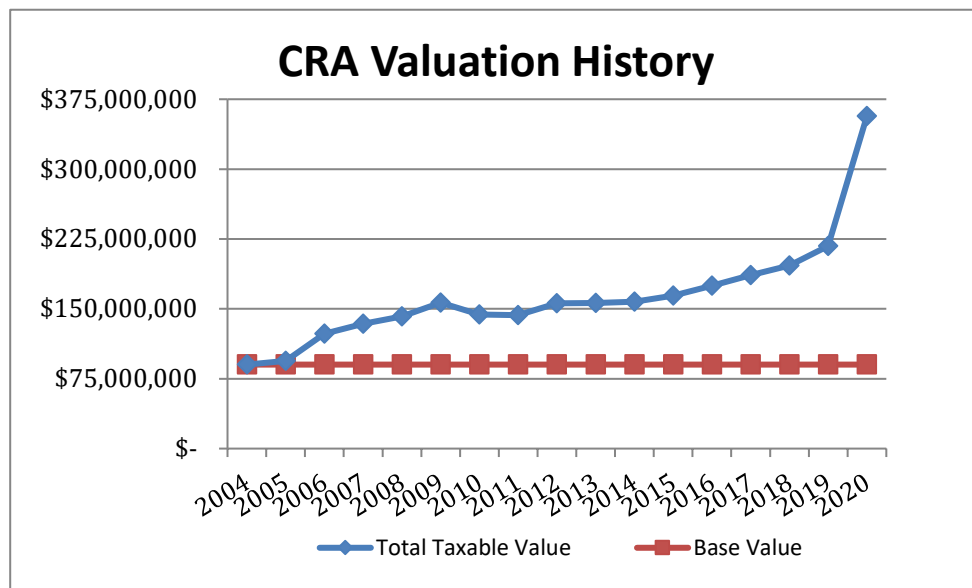
I am pleased to present the budget for fiscal year 2020, and financial plan for fiscal years 2021 and 2022, as adopted by City Council on September 23, 2019. After careful review of expenditures necessary to maintain quality government service and well-maintained public infrastructure, the FY 2020 budget was balanced maintaining the City's operating millage rate at 4.3453 per \$1,000 of value. The mid-year review conducted for the Council's annual strategic planning session in March helped set the stage for the FY 2020 budget cycle, and aided in identifying the major issues we would face as we formulated this year's budget. While not currently in a recessionary mode, the City does now and will continue in the coming years to face fiscal challenges. There are indications that the decade-long streak of economic growth may be wavering. This would adversely affect revenues such as property and sales tax, which reinforces the need to continue diversification of our revenue streams and continue efforts to provide services more efficiently, whether through technology, contracts, streamlined processes, grants, or community volunteer efforts.

**Property Valuation:** Like most other communities throughout Florida, Maitland's property values have finally recovered and there has been significant private investment in new commercial and residential development. Statutory limits on growth in the tax base results in a slower recovery than the actual real estate market. The FY 2020 total taxable value for the City is \$3.09 billion, which translates into \$11.7 million in FY 2020 ad valorem (property tax) revenue to the General Fund. This represents a taxable value increase of 14.4% with new construction of \$222.1 million in FY 2019. Of the increase, 6.2% or \$167.7 million was a result in the increase of existing properties. Since the taxable value increase for homesteaded residential properties is limited to 1.9% based on the 2019 Consumer Price Index change, the majority of the taxable value increase resulted from either new construction of non-homesteaded or commercial properties. During FY 2019, the 350 unit Town Trelago apartments, located on the north side of Maitland Boulevard, and the 237 unit Adeline apartments, located on Lake Avenue were completed, adding a combined \$73 million to the tax roll. An additional 130,000 square feet of commercial space, a 150-unit assisted living facility and a 70-unit memory care facility are in various stages of planning or development on the Maitland Boulevard corridor.

The City experienced a 147.1% increase in property valuation in the City's Community Redevelopment Agency (CRA), the entity responsible for redevelopment efforts in the downtown Maitland area. The increase in FY 2020 resulted from the additional of two major multi-family projects that completed in FY 2019. The largest project, Maitland City Centre includes 244 apartments and 30,000 square feet of retail and commercial space. The mixed-use development is in the core of the City's downtown and combined with the City's development of the Independence Lane Festival Street, completes a major goal in the CRA's revitalization plan for Downtown Maitland. The final piece of the downtown core will be the completion of Independence Park. The park is designed to host events and function to support the downtown retail is expected to be completed in early FY 2021. The Parker a 199-unit, multi-family project next to the SunRail commuter train station was completed in 2019. The completion of these two projects resulted in an addition of \$110.7 million to the tax roll. Another project, 400 North a mixed-use project with 300 multi-family units

and 45,000 square feet of commercial space is under construction across from the SunRail commuter train station and expected to be completed in FY 2020.

CRA revenue comes from a contribution from the City and Orange County, and is based on increases on property value in the CRA district since the base year (FY 2004). Below is a graph of the CRA valuation history since its inception in FY 2004.



The FY 2020 CRA budget includes \$846K debt service costs for the Redevelopment Revenue Note Series 2014. During FY 2015, the City finalized an advanced refunding of the Series 2005 Redevelopment Revenue Bonds, which will save the City \$182K in interest cost in FY 2020. The anticipated County and City portion of tax increment (TIF) revenue is \$2.1 million, which more than covers all of the debt service and operating cost of the fund.

In addition, the CRA fund will repay \$1.3 million to the General Fund in FY 2020.

**Other Funding Sources:** Total budgeted General Fund revenues are \$29,045,200 in FY 2020, a 7.46% increase from FY 2019 estimated revenue. The biggest increase is in Ad Valorem Tax revenue resulting from increased property values (\$1.06M). The biggest projected revenue decrease comes from a reduction in money received for Communication Services Tax (\$61K). This revenue stream has decreased 55% since 2002, and has gone from \$2.4 million or 10% of the City's General Fund revenues to \$1.1 million or 4% for FY 2020.

Preliminary estimates on those revenues that are tied to consumer spending and consumption indicate a continued increase in FY 2020. According to the Florida Department of Revenue (DOR), the City can expect an increase in general revenues such as Local Option Gas Tax, State Sales Tax, and State Shared Revenues. These estimates are revised by the DOR several times throughout the year, and are recognized during the mid-year revenue review. Franchise fees, utility taxes and other taxes represent approximately 15% of the General Fund budget and are anticipated to have a 0.2% decrease in FY 2020. License and permit revenue, which accounts for 12% of General Fund revenue and includes building permits, plan checking fees and business taxes, is expected to have a 5.8% increase from FY 2019.

**The Comprehensive Development Plan (CDP):** Every seven years, Florida Statutes require that local governments prepare an Evaluation and Appraisal Report (EAR). The EAR process is an extensive public review of the CDP to determine necessary changes to correspond with the community's vision for the future, and to propose amendments to address other issues as identified by its citizens. The Community Development Department completed the 2019 Evaluation and Appraisal Report and transmitted the report to the State in early FY 2019. In late FY 2019, the City began the process a comprehensive update to the City's Land Development Code (LDC) which is expected to be completed in early FY 2021. In addition to updating the code to be compliant with the updated CDP, this process will modernize the zoning and land



development regulations and provide a more concise, effective LDC. Annually, the City is required to adopt an update to the CDP related to the Capital Improvements Element (CIE) five-year program. The FY 2020 – FY 2024 Capital Improvements Program was adopted on September 23, 2019. This five-year program includes \$32.1 million in contemplated, major capital improvements and is included in detail in the Capital and Debt Section.

The City also has several other master plans in place that were created through the hard work of many talented community volunteers. Among these are a comprehensive Parks and Recreation Master Plan (PRMP), the Downtown Maitland Revitalization Plan (DMRP), Cultural Corridor Master Plan, Stormwater Lakes Management Plan (SLMP), and infrastructure plans like the Maitland Area Transportation Study (MATS), Westside Redevelopment Plan, and the Sewer System Master Plan. A five-year update of the SLMP was adopted in FY 2016 and the Stormwater projects in the FY 2020 – FY 2024 CIP are influenced by the SLMP. In 2019, the City completed and adopted its first Bicycle-Pedestrian Master Plan (BPMP). The BPMP consolidates, updates and expands current bicycle and pedestrian planning throughout the City. The three major goals for the bike and pedestrian network include linking safely to schools, improving downtown walkability and creating a bikeway system for all ages and abilities. The BPMP inventories the current bike-pedestrian facilities that exist and proposes expanded facilities for sidewalks, multi-use trails and intersection improvements. The City's first major project, the East-West Multi-Use Trail began construction at the end of FY 2019 and is expected to be completed by the end of FY 2020. This trail will connect the new bicycle-pedestrian bridge over I-4 to parks, schools and the downtown area. The real measure of our community's success has been our ability to convert our plans into results.



**Managing for Results:** On March 1, 2019, the annual City Council Strategic Planning Session was held at the Maitland Community Park. City staff and members of Council attended the day-long workshop to analyze the current and future financial environment, and to identify the factors projected to affect the formulation of the upcoming year's budget. This year's planning session began with an overview of the elements of the City's strategic planning process, a review of the city-wide strategic plan, mission statement and vision statements. Staff provided the City Council with an update of the FY 2019 City and departmental work plans and performance measures, focusing on the mid-year accomplishments. The session concluded with a review of the top five (5) priorities for the City and establishing legislative priorities.

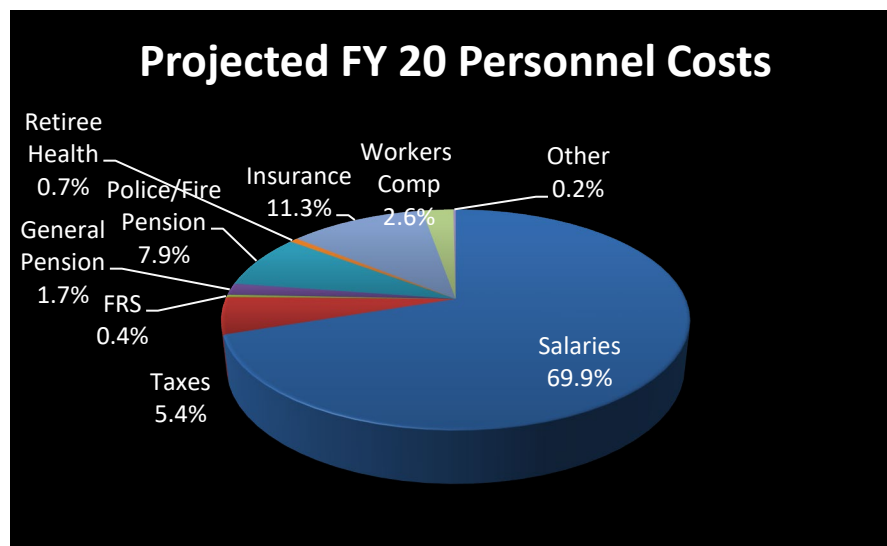
As a result of the strategic visioning process, Council validated the ten short term goals, or *essential priorities* that must be achieved as a next step to fulfill their vision for the future of the City of Maitland.

The essential priorities provide the framework for the development of the annual budget, and serve as a primary reference point by which resources are allocated in order to achieve desired results. Program Performance Based

Budgeting was introduced to the City in FY 1997. Since then, significant progress has been made in developing and implementing performance measurement throughout the organization, and we

continually strive to improve information and enhance communications. In FY 2001, we introduced a prioritization and project tracking system, or *workplan*, into the City's performance tracking system. The City and departmental workplans serve the critical role of monitoring progress of capital projects and special assignments, as well as establishing a timeline for completion. As a complement to the workplan process, a strategy map for each department has been developed as a means of cascading the long-term vision and objectives to the City's short term goals, and down to the departmental workplan elements.

In addition to projects and special assignments, on-going City operations are tracked, analyzed and reported upon using program performance measures. Performance measures are designed to link operational activities to the overall goals of the City, and serve as a tool to communicate how, on a day-to-day basis, each program is carrying out its mission. Performance measures and workplans are reported quarterly, and distributed in print and online as the "Quarterly Snapshot Report." A scorecard for each department head has been developed to establish organizational and personal goals that are tied to the City's essential priorities, allowing the City Manager to better communicate and evaluate performance at the individual level. This concept has been cascaded to all salaried employees within the organization.



**Personal Services:** Like most municipal budgets, the single largest component of this budget is personnel cost. Total personnel costs for the General Fund are projected to be \$18.1M. The graph on the left shows how those dollars are spent.

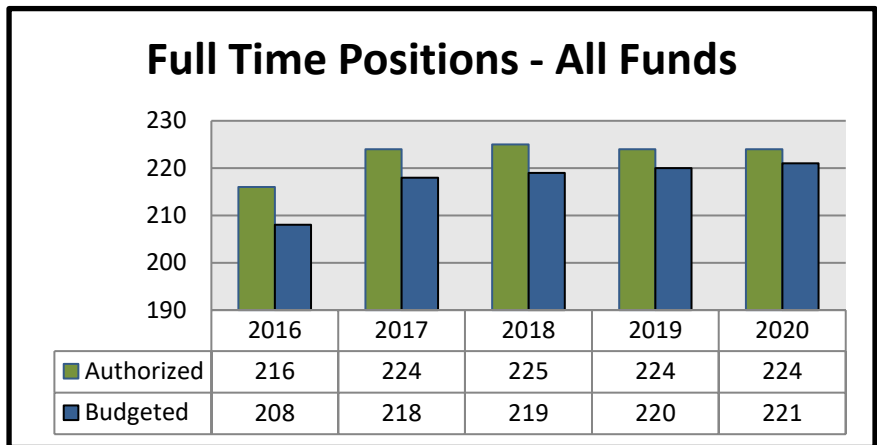
This budget unfreezes the Utilities Manager position. A total of three, full-time positions, vacated by attrition in previous years, remain unfunded or "frozen" in the FY 2020 budget. The FY 2020 staffing table

reflects a total of 224 authorized full-time positions (inclusive of the Enterprise and Stormwater Funds).

Recognizing that our employees are our greatest asset, and consistent with the priorities of the Council, this budget attempts to maintain a quality, talented staff. A class and compensation survey was completed during FY 2019, and the recommendations took effect in the FY 2020 budget. Additionally, this budget includes a 2% across the board increase and a 2.5% merit increase for eligible employees. The FY 2020 budget also retains funding for the employee recognition/holiday luncheon in the Parks and Recreation Department.



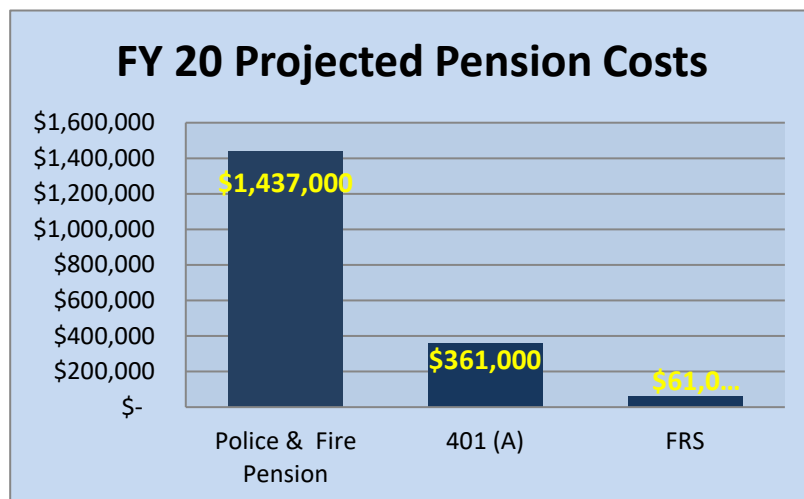
The rising cost of health insurance continues to be a concern for many municipalities, private companies, and families. It is anticipated that premiums will increase by approximately 4% over the FY 2019 rates in FY 2020 based upon information provided by the Hylant Group and various other sources. The City funds 100% of employee coverage and contributes 15% towards dependent health coverage. This budget also continues the program instituted in FY 2006, which allows full-time employees who are eligible for group health coverage through another provider to waive single health insurance with the City and share in the costs savings. The FY 2020 amount for waived health coverage is \$195 per month, same as FY 2019. There are 24 employees currently participating in the program, which benefits the employee and saves the City approximately \$8,700 per employee annually. The anticipated cost to provide medical insurance during FY 2020 is \$2.2 million for current employees and \$120K for retirees who remain eligible under previous commitments.



The rising cost of health insurance continues to be a concern for many municipalities, private companies, and families. It is anticipated that premiums will increase by approximately 4% over the FY 2019 rates in FY 2020 based upon information provided by the Hylant Group and various other sources. The City funds 100% of employee coverage and contributes 15% towards dependent health coverage. This budget also continues the program instituted in FY 2006, which allows full-time employees who are eligible for group health coverage through another provider to waive single health insurance with the City and share in the costs savings. The FY 2020 amount for waived health coverage is \$195 per month, same as FY 2019. There are 24 employees currently participating in the program, which benefits the employee and saves the City approximately \$8,700 per employee annually. The anticipated cost to provide medical insurance during FY 2020 is \$2.2 million for current employees and \$120K for retirees who remain eligible under previous commitments.

City employees currently participate in one of three pension programs; the Florida Retirement System (FRS), the City of Maitland General Employee 401(a) Defined Contribution Plan, or the Police/Fire Pension Plan. The City is projected to contribute \$1.86M to the combined pension funds.

Funding for the City's Police/Fire Pension Fund (Police/Fire Pension) comes from three sources: the State of Florida (3.3% of salaries), plan participants (6.7% of their salary), and the City (18.4% of current year salaries). The City's FY 2020 actuarially required contribution is \$1.44M, an increase of \$155K (12.1%) over FY 2019.



Employees that currently participate in the 401(a) plan receive a contribution of 6% of their annual salary from the City. The City is expected to spend \$361K (\$313K for General Fund Employees) on this plan in FY 2020. Contributions required to fund employees still covered by the FRS pension plan are 8.47% of covered salaries, and are expected to cost \$61K (\$52K for General Fund employees).

The FY 2020 budget includes \$231K for employee travel and training, approximately a 8.7% increase from the FY

2019 revised budget. Mandatory training for certification, as well as training resulting from staff turnover and new laws, rules and regulations, is included in the FY 2020 budget. The City seeks to reduce overall required training costs through the reimbursement program sponsored by the State of Florida, funding earmarked by the law enforcement education trust fund and partnerships with other local agencies.

**Enterprise Funds:** The Utilities Fund is an enterprise fund which is used to account for all of the financial activity associated with the operation of the City's water and sewer systems. The fund is designed to be

self-supporting, with revenues generated primarily through charges for service. Expenses in the Utility Fund are related primarily to the operating, capital, personnel and debt service costs associated with providing the service.

To address the ongoing struggle to balance water conservation efforts with operating the fund at break-even, there were 2.36% increases in rates for water and wastewater which were based upon percentages provided by the Florida Public Service Commission based upon calculations of the GDP using a fiscal year comparison from the previous year. For the average residential customer, this will mean an increase of approximately \$1.78 in their monthly utility bill for FY 2020. City staff has identified roughly \$13.5 million in capital improvement projects to be completed through FY 2024. Capital improvements include necessary repairs and upgrades to utility infrastructure that is, for the most part, older than 30 years. The last utility rate study was completed in FY 2014, and a rate study update is under way to ensure rates are able to fully fund much-needed infrastructure updates and the costs of providing utility service.

The Solid Waste Fund accounts for the financial activity associated with residential and commercial solid waste and recycling collection. As it is also an enterprise fund, the Solid Waste fund is self-supporting with revenues generated primarily through charges for service. The fund does not have any assets or employees, but the City retains the billing and administrative duties of solid waste collection service. In FY 2014, the City entered into a seven-year franchise with Waste Pro of Florida to provide solid waste and recycling collection for residential, multi-family and commercial customers. At that time, the City entered into a solid waste management agreement for disposal with Seminole County and transitioned C&D removal to a non-exclusive franchise program. Currently, the City has contracts with ten haulers to provide C&D services within the City.

In FY 2014 the City implemented a single stream, recycling program and moved from the traditional 18 gallon, separated recycling bins to one 64 gallon mixed recycling cart. As part of the franchise agreement, the City participates in the recycling revenue generated by the efforts of its residents. In addition to reimbursing the administrative cost provided by General Fund employees who provide billing, customer service and administrative functions for the solid waste and recycling programs, the fund makes a contribution to the General Fund in lieu of a franchise fee. The FY 2020 contribution amount is \$413K. The fund is projected to have a net income of \$47K in FY 2020.

**Stormwater Environmental Utility Fund:** The Stormwater Environmental Utility Fund (SEU) is a special revenue fund dedicated to the maintenance of, and improvements to, the City's lakes and stormwater systems. The fund was created in August 2008 via Ordinance 1168. Per the Ordinance, City Council annually adopts a budget no later than the first day of each fiscal year (October 1). Additionally, on or before September 15th of each year Council adopts a rate resolution establishing the stormwater fee for one equivalent residential unit (ERU). The maximum fee is calculated by the following formula:

$$\text{Max ERU} = \frac{\text{Total Budgeted Costs for Stormwater Services}}{\text{Sum of ERU Values for all Developed Parcels}}$$

For FY 2020, the calculated maximum ERU is \$14.82 per month. The ERU rate was set at \$9.60, unchanged from FY 2019. Subsequent plan years have been developed based upon the ERU remaining constant at \$9.60. The SEU fund was created as a dedicated source to provide funding for capital improvements to the City's stormwater system and to improve the quality of our lakes. Capital outlay includes \$617K for FY 2020 and \$200K has been included in repair and maintenance for drainage improvement projects. As capital improvements continue to expand the stormwater system, the need for expanded maintenance

capabilities has also increased.

The budget information presented herein is consistent with the policies, philosophies, and service levels established in the Comprehensive Development Plan (CDP), and voiced by Council and citizen boards throughout the year. The budget represents a team effort on the part of Staff, Council, Planning & Zoning Commission, CRA Board, Parks and Recreation Advisory Board, Lakes Advisory Board, Transportation Advisory Board, Senior Citizens Advisory Board and other participating citizens.

Together we have produced sound financial and strategic plan, and look forward to the continuing opportunity to make the budget document even more user friendly. We are confident this budget is in the best interest of our citizens, and lays the groundwork for continued financial stability. Together we will continue to fulfill our mission:

**“To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors; to be a community for life!”**

**Respectfully,**



**Sharon M. Anselmo, City Manager**





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The background of the slide is a grayscale photograph of a city street. On the left, there are large, leafy trees and a sidewalk with street lamps. On the right, there is a multi-story building with a modern architectural style, featuring balconies and large windows. The street is paved and appears to be a quiet urban area.

# SECTION III

## STRATEGIC PLANNING

- ♦ Strategic Planning Overview
- ♦ FY 2019 Project Update
- ♦ City-wide Strategic Plan
  - ♦ City Strategy Map
  - ♦ City Workplan



## City-Wide Strategic Planning

### Process

On Monday, September 23rd, City Council voted to adopt the FY 2020 Budget. This concluded a process that began with the City Council strategic planning session held on March 1, 2019. City advisory boards held meetings to discuss the Capital Improvements Program (CIP) and establish time-lines for the improvements and adopted by City Council in September. Each department within the City was integral in providing their input and projections for FY 2020 in a timely manner.

This budget projects General Fund revenues to increase 7.46% from realized 2019 revenues. Revenues are generated from a variety of sources including taxes, user fees, licenses and permitting fees, intergovernmental revenues, charges for services, and fines and forfeitures which supports our primary business of providing core municipal services. In addition; this budget focuses on several key initiatives identified by the Council in their strategic planning session.

This year's planning session began with an overview of strategic planning elements and a review and validation of the results of the FY 2019 strategic planning session. Staff provided the City Council with an update of the FY 2019 City and departmental work plans and performance measures, focusing on the mid-year accomplishments. The session concluded with a review of the top five (5) priorities for the City and establishing legislative priorities.

### Long-Term Vision

Continuing on themes from prior years, the Council members' validated their visions for the future of Maitland three years or more from now, reviewed their priorities from the prior year, and established priorities and funding strategies for the FY 2020 budget. Council validated the essential priorities for the long term strategic objectives. The essential priorities provide the framework for the development of the annual budget, and serve as a primary reference point by which resources are allocated in order to achieve desired results.



### Budget Parameters

Council members were asked to give direction to staff concerning the development of the FY 2020 budget, while continuing to keep the appropriate levels of service in mind. Council recognized the potential for a millage rate increase, as the City continues to upgrade infrastructure and make additional investments for the future. Council indicated that if a millage rate increase was needed, it should be linked to specific projects or increased levels of service.



As a result of the strategic visioning process, Council was asked to identify five projects they felt were the most important City projects in the one (1) to three (3) year timeline.

Top Five Projects in 1 to 3 year Range:	
1. Land Development Code Update (Re-write)	
2. Infrastructure Upgrades	
3. Radio Upgrades	
4. Independence Square	
5. Full Re-Accreditation – Fire/EMS	
6. Technology/MUNIS Upgrades & Support	
7. Undergrounding Electric	
8. Water Conservation	
9. Tree Ordinance	
10. Jobs/Business Retention	
11. Neighborhoods – Infrastructure (repayments from CRA)	
12. Downtown Density / Massing	
13. Pension Sustainability	
14. Millage Rate Continuity	
15. Maitland Avenue	
16. Bike Ped Master Plan Implementation	
17. Increase Public Spaces	
18. Library/Art Center/Civic Center	

Council members and staff were also asked to review a SWOT analysis for the City. This exercise aims to identify strengths, weaknesses, opportunities, and threats for the City. Strengths and weaknesses are internal to the City, while opportunities and threats are external to the City. This analysis is used in building a forward-thinking strategy and a budget that uses the helpful factors to the City's advantage while trying to minimize the harmful factors identified.

Strengths (Helpful)	Weaknesses (Harmful)
Leadership Team	Reacting to Rumors
Employees	Communication
Community Support	Inability to Say No
Location	Workforce Size
Home Values	Limited Space
Happy Family Atmosphere	Internal Communication
Desirable Community	Number of Deadlines
Lakes	Limited Financial Ability
Employee/Council Relationship	Term Limits
Boards & Committees	Boards & Committees
Schools	Location
Fire & Police	Ind. Lane N&S



Opportunities (Helpful)	Threats (Harmful)
Shared Vision/Trust Council	Lack of Identity
Ability to Shape Future Maitland	Failure to Plan for Future Maitland
Public/Private Partnerships	West Side Businesses Retention
Community Engagement	Growth - Maitland
Relationship with Neighboring Governments	State and Federal Mandates
Cultural Assets	Future of Schools
Surrounding Growth	State/Federal Interference
Downtown Development	Expected LOS vs. Funding
City Council	Home Rule Challenges
Mobility Fees	Solid Waste/Recycling Industry
Improved permitting	Ravadauge

## Planning

A strategic planning tool called a *strategy map* has been utilized in order to align the City's overall strategic vision with the FY 2020 budget. The strategy map explicitly defines the City's current mission and long-term vision, lists seven core objectives that are vital to realizing the vision and aligns the current year essential priorities within the context of those objectives. The map is further cascaded down to the department level, linking top tier FY 2020 projects, by department, to an essential priority. A tracking mechanism, or *workplan*, has also been put in place for each department with a projected timetable and budget linked to each project.

The City-wide workplan is created each fiscal year and lists those projects within each department that are deemed to be "top tier", or closely aligned with accomplishing a major strategic goal. Many times, City Workplan projects are multi-year endeavors, can cross over several departments and functional areas, and may be separated further into tasks. The purpose of the City Workplan is to communicate an accountability structure for each project by assigning them "lead" and "co-op" departments and tracking their overall timeliness and budgetary status throughout the year. Each stakeholder department maintains a departmental workplan, which includes top tier City projects as well as program-specific goals for the current fiscal year. Departmental workplans consist of two parts: a color-coded tracking mechanism which visually communicates the status of each project, and a narrative description that "tells the story" of a project's progress periodically throughout the year.

## Performance

In addition to the projects that are included in workplans, ongoing City activities are tracked and analyzed as specific Performance Measures. Measures are designed to link operational activities to the overall goals of the City, and serve as key indicators on how well each program is accomplishing its mission. Since its introduction into the City's budget in 1997, the performance-based management concept has continued to be incorporated wherever possible as a means of measuring program success and to identify opportunities for greater efficiency throughout the City.



Performance data is collected quarterly by the Management Services Department and compiled into the “Quarterly Snapshot Report.” This document is distributed internally to the City Council and City departments, and is made available to the public in print and online. The strategy map, City and departmental workplans and program performance measures are powerful management tools used to identify potential revenue sources, savings opportunities and service-level enhancements throughout the City. As local governments continue to struggle with budgetary constraints, strong data analysis capabilities will serve as the foundation upon which sound fiscal policy is built. In FY 2020 and beyond, the City remains dedicated to maintaining a relevant and useful strategic management system.

## **Fiscal Year 2019 Project Update**

### *City Workplan*

- ✓ **Electric Distribution System Reliability Study**
- ✓ **Migration to Office 365**
- ✓ **VOIP Phone System Upgrade**
- ✓ **City Facilities Bandwidth Upgrade**
- ✓ **Comprehensive Development Plan Update / Evaluation and Appraisal Report**
- ✓ **Commission on Accreditation of Ambulance Services Award**
- ✓ **Commission for Florida Law Enforcement - Reaccreditation**
- ✓ **Insurance Service Office Rating of ISO1**
- ✓ **Citywide Classification and Compensation Study**
- ✓ **Bicycle/Pedestrian Master Plan**
- ✓ **Policy Officer Body Camera Project**
- ✓ **Upgrade Automated Meter Reading (AMR) system to Automated Metering Infrastructure (AMI)**
- ✓ **Monroe Avenue Drainage Outfall Project**
- ✓ **Tyler Content Manager**

### *Departmental Workplans*

- **Community Development**
  - ✓ Completed a revision of application forms and fees for the Building Department.
  - ✓ Completed two-family townhomes ordinance.
  - ✓ Completed small cell wireless ordinance.
  - ✓ Completed short term rental ordinance.
  - ✓ Prepared and distributed FY 2019 CRA Annual Report.
- **Finance**
  - ✓ Received both the Comprehensive Annual Financial Report (CAFR) award and the Distinguished Budget Presentation Award.
  - ✓ Implemented new GASB standards into current City policies.
  - ✓ Developed Five Year Capital Improvements Program 2020 – 2024
  - ✓ Worked with various departments throughout the City to ensure that the City provides FEMA with proper documentation for reimbursement for the costs associated with Hurricane Irma.
- **Fire/Rescue**
  - ✓ Implemented annual mental health wellness training.
  - ✓ Established a recommended physical fitness routine.
  - ✓ Developed a comprehensive training calendar of fire and EMS training priorities.

- **Parks and Recreation**

- ✓ Completed many showings of Screen on the Green, the City's program showing family friendly movies on an outdoor movie screen.
- ✓ Completed Employee Thanksgiving Turkey distribution and Employee Holiday Recognition luncheon.
- ✓ Continued weekly successful Farmers' Market at Lake Lily Park.

- **Police**

- ✓ Formed a recruiting team focused on representing the department at numerous job fairs.
- ✓ Enhanced community involvement and awareness with its own dedicated website and Facebook page.
- ✓ Continuing to focus on policy and procedure review due to changes in laws and procedures, as well as applying for grants from the Department of Justice.

- **Public Works**

- ✓ Lift Station #10 Force Main Relocation was completed, consisting of construction of a new force main and re-direction of flow.
- ✓ Installation and replacement of new sidewalks completed.
- ✓ Completed various replacements of roofs, air conditioning units, windows, and floors throughout the City.
- ✓ Continued annual sewer system rehabilitation program.
- ✓ Purchased additional sewer capacity to help serve new developments.
- ✓ Completed Annual Repaving program

The next section of this document provides a comprehensive look at the City's mission, vision long-term objectives and essential priorities; and visually displays the cascaded strategy map and City workplan.

# City-Wide Strategic Plan



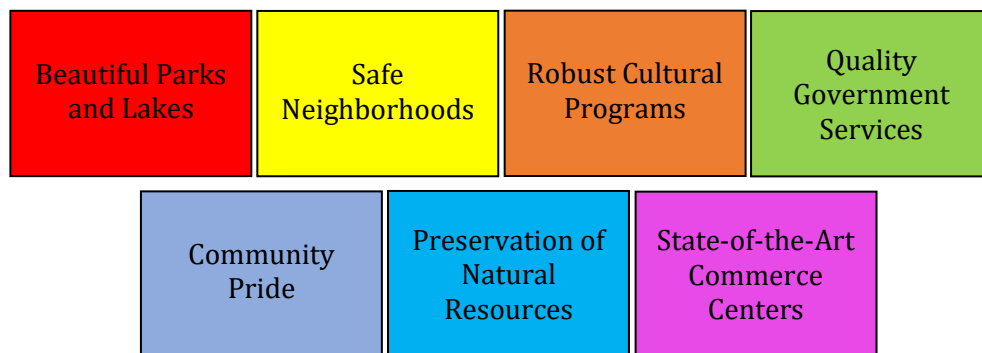
## Our Mission



**To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a "Community for Life."**

## Our Vision













**To be known as a model City acclaimed for our:**



## Fiscal Year 2020 Essential Priorities (Goals)

Develop Maitland's Identity	Improve Interagency Communication	Focus on Lake Water Quality and Water Conservation	Engage and Support the Business Community
Improve Transportation City-wide	Provide Quality Public Safety Services	Improve Quality of Neighborhoods	Maintain Employee Morale
Expand Recreation Facilities	Develop East-West Park System	Maintain and Expand Infrastructure	Plan for Downtown Development

To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a “Community for Life”.

To be known as a model City in Central Florida, acclaimed for our	Essential Priority	City Workplan
<b>Beautiful Parks and Lakes</b>	 East/West Park Systems  Expand Recreation Facilities	
<b>Safe Neighborhoods</b>	 Quality Public Safety Services	
<b>Robust Cultural Programs</b>		
<b>Quality Government Services</b>	 Maintain Employee Morale  Maintain and Expand Infrastructure  Improve Interagency Communications	<p><b>See FY 2020 City Workplan</b></p>
<b>Community Pride</b>	 Improve Quality of Neighborhoods  Develop Maitland’s Identity  Engage & Support the Business Community	
<b>Preservation of Natural Resources</b>	 Water Quality and Conservation	
<b>State-of-the-Art Commerce Centers</b>	 Improve Transportation City-wide  Plan for Downtown Development	



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# City Workplan FY 20

Long-Term Objective		Lead Dept	Co-Op Dept	On Time?	Within Budget?	Complete? In Progress?
Essential Priority/Goal Area						
FY 2020 Project						
Beautiful Parks and Lakes						
Expand Recreation Facilities & East/West Park Facilities						
	Hill Recreation Center Design	P&R	PW	Yes	Yes	Not Started
	Fort Maitland Park Design / Construction	P&R	PW	Yes	Yes	In Progress
	Sandspur and Wymore Road Trail Construction	P&R	PW	Yes	Yes	In Progress
	Independence Square Design/Construction	P&R	PW	No	Yes	In Progress
	Lake Lily Staircase Construction	P&R	PW	Yes	No	In Progress
Safe Neighborhoods						
Quality Public Safety Programs						
	Center for Public Safety Excellence - Reaccreditation	FD	n/a	No	Yes	In Progress
	Fire Department - Continuity of Operations Plan	FD	n/a	Yes	Yes	In Progress
	Police Substation	PW	PD	Yes	Yes	In Progress
Quality Government Services						
Maintain / Improve Employee Morale						
	Class and Compensation Study	HR	All	Yes	Yes	Completed
	Secure Agreement for Group Health	HR	All	Yes	Yes	Completed
Expansion and Maintenance of Infrastructure						
	FY 2021 Capital Improvements Program	Fin	All	Yes	Yes	Not Started
	State Revolving Fund Loans	Fin	Adm	Yes	Yes	In Progress
	Space Needs Study - Preliminary Assessment Citywide	ADM	All	N/A	N/A	In Progress
	Space Needs Study - Library	ADM	CD/PW	No	Yes	In Progress
	Franchise for Solid Waste and Recycling	Fin	Adm	Yes	Yes	Not Started
	Lift Station No. 6 Force Main	PW	Fin	Yes	Yes	In Progress
	Lift Station No. 1 Relocation and Upgrade	PW	Fin	No	Yes	In Progress
Improve Interagency Communications						
	State and Legislative Agenda Coordination	ADM	All	Yes	Yes	In Progress
Community Pride						
Improve Quality of Neighborhoods						
	Greenwood Gardens Electric Conversion	ADM	PW	Yes	Yes	In Progress
	Dommerich Estates Electric Conversion	ADM	PW	Yes	Yes	In Progress
	Special Assessments for Dommerich Hills and Mayo Service Area	Fin	PW	Yes	Yes	Not Started

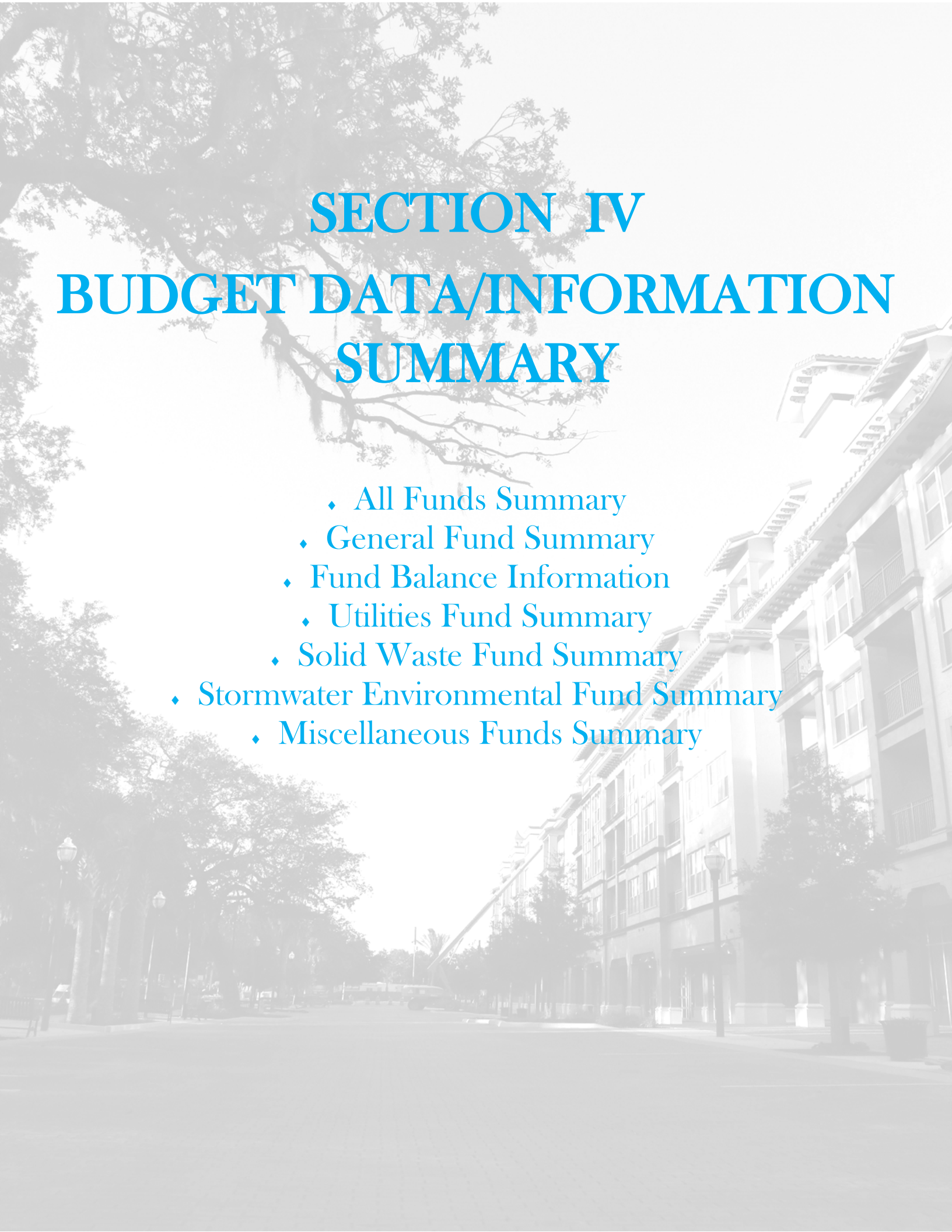
# City Workplan FY 20

Long-Term Objective		Lead Dept	Co-Op Dept	On Time?	Within Budget?	Complete? In Progress?
Essential Priority/Goal Area						
FY 2020 Project						
Develop Maitland's Identity						
	Land Development Code Overhaul	CD	PW	Yes	Yes	In Progress
	Sign Code Overhaul	CD	PW	Yes	Yes	Not Started
	City-wide Entry/Wayfinding Signage Program	ADM	CD/PW	Yes	Yes	In Progress
Engage and Support the Business Community						
	West Side Master Plan Strategic Update	CD	PW	Yes	n/a	In Progress
Preservation of Natural Resources						
Lake Water Quality and Water Conservation						
	Implement Climate Change Mitigation and Sustainability Resolution	ADM	n/a	Yes	Yes	In Progress
	Community Park Wetland Restoration	PW	n/a	Yes	Yes	In Progress
	Minnehaha Park Wetland Restoration	PW	n/a	Yes	Yes	In Progress
	Tuscarora and Temple Trail Wetland Restoration	PW	n/a	Yes	Yes	In Progress
	Lake Sybelia Point Shoreline Beautification	PW	n/a	Yes	Yes	In Progress
	Lake Sybelia Shoreline Demonstration	PW	n/a	Yes	Yes	In Progress
	Lake Gem Nutrient Improvement	PW	n/a	Yes	Yes	In Progress
	Upgrade AMR system to AMI	PW	Fin	Yes	Yes	In Progress
State-of-the-Art Commerce Centers						
Improve Transportation City Wide						
	I-4 Ultimate / Coordination with FDOT	PW	n/a	No	n/a	In Progress
	Railroad Quiet Zones	PW	CD	No	n/a	In Progress
	Dommerich / Choctaw Sidewalks	PW	n/a	No	Yes	In Progress
	Independence Lane Extension - Design	PW	CD	Yes	Yes	On Hold

ADM = City Administration  
 CD = Community Development  
 FD = Fire/Rescue Department  
 FIN = Finance Department

IT = Information Technology Division  
 P&R = Parks and Recreation Department  
 PD = Police Department  
 PW = Public Works Department



The background of the page is a grayscale photograph of a city street. On the left, there are large, leafy trees. On the right, there is a multi-story building with many windows and balconies. The street is paved and has some streetlights visible. The overall scene is a typical urban environment.

# SECTION IV

# BUDGET DATA/INFORMATION

# SUMMARY

- ♦ All Funds Summary
- ♦ General Fund Summary
- ♦ Fund Balance Information
- ♦ Utilities Fund Summary
- ♦ Solid Waste Fund Summary
- ♦ Stormwater Environmental Fund Summary
- ♦ Miscellaneous Funds Summary



**BUDGET SUMMARY**  
**CITY OF MAITLAND -- FISCAL YEAR 2019 - 2020**

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF MAITLAND ARE 7.7%  
LESS THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.**

**Millage per \$1,000**

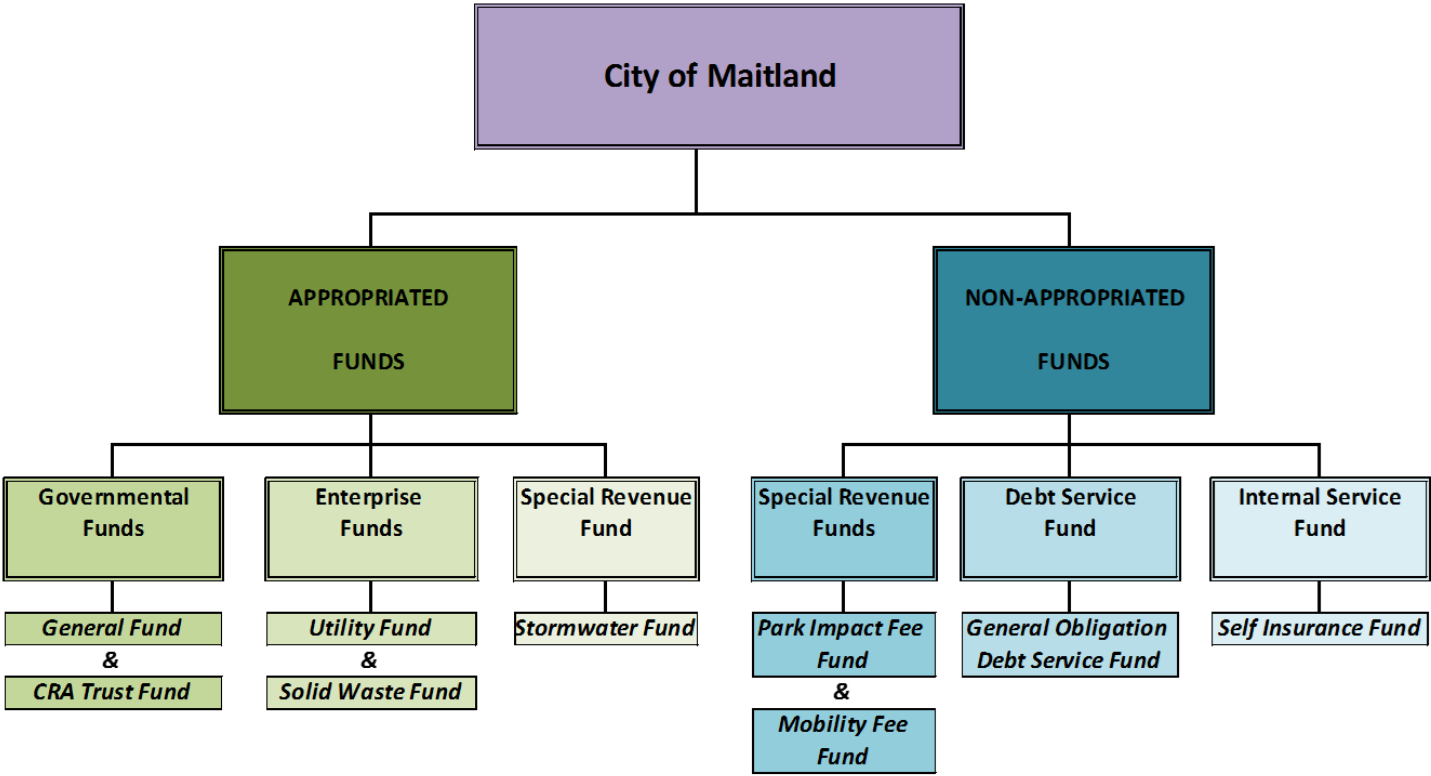
General Fund 4.3453

Voted Debt 0.2770

	GENERAL FUND	UTILITIES FUND	SOLID WASTE FUND	SPECIAL REVENUE FUNDS	COMMUNITY REDEVELOP. AGENCY	INTERNAL SERVICE FUND	DEBT SERVICE FUND	TOTAL BUDGET
<u>CASH BALANCES BROUGHT FORWARD:</u>	8,444,663	\$ 5,526,415	\$1,460,477	\$3,312,076	\$ -	\$ 451,000	\$80,554	\$19,275,184
<u>ESTIMATED REVENUES:</u>								
TAXES:								
Ad Valorem Taxes 4.3453	11,666,638	-	-	-	1,073,446	-	-	12,740,084
Ad Valorem Taxes - Voted Debt 0.2770	-	-	-	-	-	-	812,143	812,143
Sales & Use	3,155,000	-	-	-	-	-	-	3,155,000
Utility Tax	2,580,100	-	-	-	-	-	-	2,580,100
Licenses/Permits	1,148,400	-	-	500	-	-	-	1,148,900
Intergovernmental	2,817,340	-	-	-	1,066,872	-	-	3,884,212
Charges for Service	846,825	7,647,000	2,722,000	1,615,343	-	1,102,400	-	13,933,568
Fines/Forfeitures	607,625	-	-	-	-	-	-	607,625
Franchise Fees	2,330,600	-	-	-	-	-	-	2,330,600
Internal Service Fees	3,304,010	-	12,700	-	-	-	-	3,316,710
Proceeds from Debt Issuance	-	5,000,000	-	-	-	-	-	5,000,000
Interest Earned/Other	588,662	1,002,000	40,000	113,500	32,000	14,000	8,000	1,798,162
TOTAL REVENUES AND OTHER FINANCING SOURCES	29,045,200	13,649,000	2,774,700	1,729,343	2,172,318	1,116,400	820,143	51,307,104
TOTAL ESTIMATED REVENUES AND BALANCES	<b>\$37,489,863</b>	<b>\$19,175,415</b>	<b>\$4,235,177</b>	<b>\$5,041,419</b>	<b>\$ 2,172,318</b>	<b>\$1,567,400</b>	<b>\$ 900,697</b>	<b>\$70,582,288</b>
<u>EXPENDITURES/EXPENSES:</u>								
General Government	4,283,972	7,721,600	2,063,250	-	30,650	1,102,400	-	15,201,872
Public Safety	13,689,120	-	-	-	-	-	-	13,689,120
Physical Environment	2,144,145	-	-	1,861,200	-	-	-	4,005,345
Transportation	3,818,260	-	-	820,000	-	-	-	4,638,260
Debt Service	-	1,278,300	-	-	845,858	-	813,503	2,937,661
Culture and Recreation	2,403,137	-	-	164,520	-	-	-	2,567,657
Financial & Administrative	2,183,306	-	-	-	-	-	-	2,183,306
Internal Services	-	1,254,000	664,200	90,000	1,295,810	-	-	3,304,010
TOTAL EXPENDITURES/EXPENSES	28,521,940	10,253,900	2,727,450	2,935,720	2,172,318	1,102,400	813,503	48,527,231
Reserves	8,967,923	8,921,515	1,507,727	2,105,699	-	465,000	87,194	22,055,057
TOTAL APPROPRIATED EXPENDITURES AND RESERVES	<b>\$37,489,863</b>	<b>\$19,175,415</b>	<b>\$4,235,177</b>	<b>\$5,041,419</b>	<b>\$ 2,172,318</b>	<b>\$1,567,400</b>	<b>\$ 900,697</b>	<b>\$70,582,288</b>

THE TENTATIVE, ADOPTED AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD

# City Fund Structure

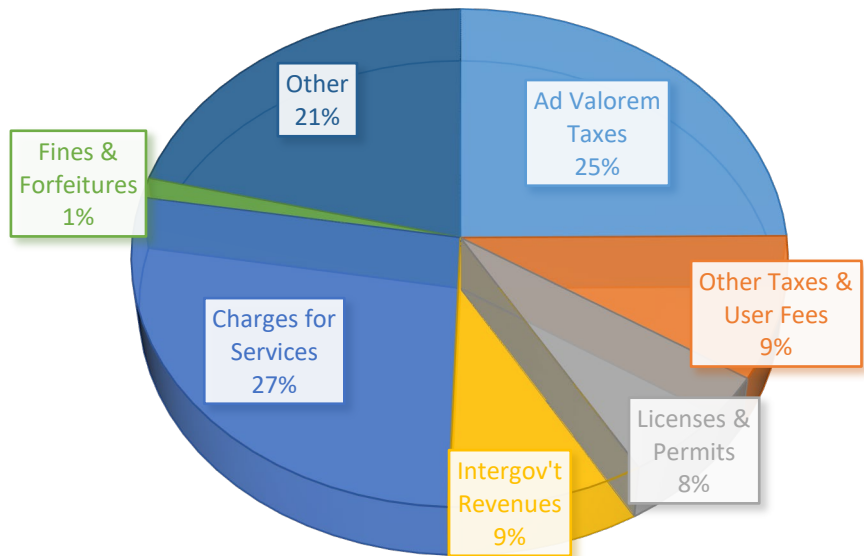


# Primary Funds Summary

## FY 2020 Total \$43,454,490

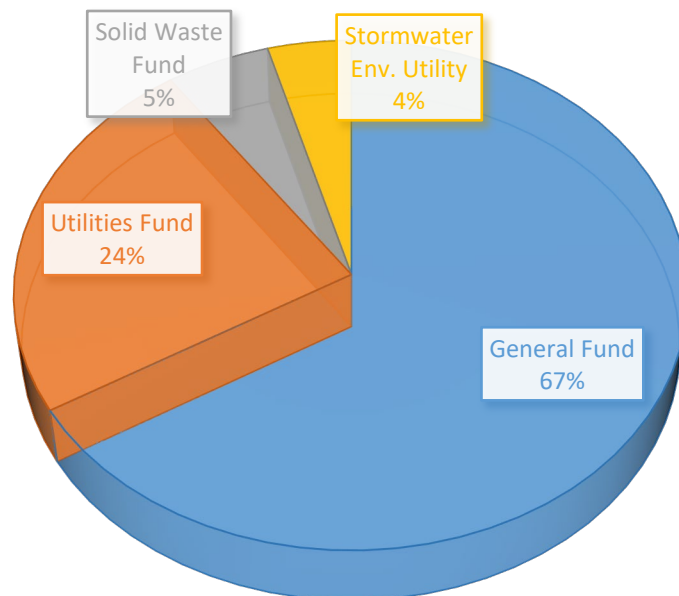
The Primary Funds Summary is designed to provide an overview of the City's four primary, appropriated operating funds: the General Operating Fund and the enterprise funds which include, the Utilities Fund, Solid Waste Fund, Stormwater Fund and the Environmental Utility Fund. Ad valorem (property) taxes, other taxes and user fees represent the majority of revenue sources for the General Fund, while the other three funds operate mainly through revenue generated by various charges for services and interest income.

### REVENUES



Stormwater Fund rates have been set at \$9.80 per equivalent residential unit (ERU), same as FY 2018. The Utility and Solid Waste Funds rates increased approximately 2.4% for FY 2020, as a result of the recommendations of a Utility rate study completed in FY 2015. The Utility Fund pro forma shows an overall net gain of \$450K in FY 2020. Water Transmission/Distribution Improvements of \$945K and Lift Station Improvements of \$975K are planned in the FY 2020 Capital Improvements Program in order to maintain and improve current levels of service.

### EXPENDITURES



# Primary Funds Summary

<b><u>Revenues</u></b>	<b><u>Actual 18</u></b>	<b><u>Estimated 19</u></b>	<b><u>Budget 20</u></b>	<b><u>Plan 21</u></b>	<b><u>Plan 22</u></b>
Ad Valorem Taxes	\$ 9,908,402	\$10,611,139	\$11,666,638	\$12,245,937	\$12,702,880
Other Taxes and User Fees	4,083,366	4,353,013	4,345,100	4,410,100	4,487,100
Licenses and Permits	3,810,379	3,361,671	3,479,000	3,545,000	3,575,000
Intergovernmental Revenues	3,896,513	3,989,873	4,207,340	4,229,000	4,369,000
Charges for Services	12,484,922	12,261,606	12,705,825	13,101,650	13,517,150
Fines and Forfeitures	631,855	614,206	607,625	607,625	607,625
* Other	5,568,095	3,510,194	4,871,372	5,288,988	5,361,245
Proceeds from Debt Issuance	-	-	5,000,000	5,000,000	5,000,000
Transfer (To) From Fund Balance	3,246,230	22,599,451	(3,428,410)	(1,197,980)	(657,395)
<b><u>Total Revenues</u></b>	<b><u>\$43,629,762</u></b>	<b><u>\$61,301,153</u></b>	<b><u>\$43,454,490</u></b>	<b><u>\$47,230,320</u></b>	<b><u>\$48,962,605</u></b>
<b><u>Expenditures</u></b>	<b><u>Actual 18</u></b>	<b><u>Estimated 19</u></b>	<b><u>Budget 20</u></b>	<b><u>Plan 21</u></b>	<b><u>Plan 22</u></b>
Administration	\$ 2,358,900	\$ 2,644,708	\$ 2,585,317	\$ 2,543,776	\$ 2,682,301
Finance Department	708,729	827,677	845,356	854,792	900,170
Parks and Recreation	1,142,059	1,396,489	1,185,065	1,198,716	1,225,001
Community Development	1,702,356	2,988,148	1,635,835	2,186,292	2,260,483
Police Department	6,156,902	6,647,793	7,167,235	7,374,443	7,593,855
Fire/ Rescue	5,460,893	5,964,621	5,850,350	6,155,099	6,311,656
Public Works Department	25,001,819	39,497,786	22,967,260	25,702,612	26,748,529
Cultural Partners	1,098,104	1,333,931	1,218,072	1,214,590	1,240,609
<b><u>Total Expenditures/Expenses</u></b>	<b><u>\$43,629,762</u></b>	<b><u>\$61,301,153</u></b>	<b><u>\$43,454,490</u></b>	<b><u>\$47,230,320</u></b>	<b><u>\$48,962,605</u></b>



# FY 2020 Projected Change in Fund Balance - Primary Funds

## STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

	General Fund	Utilities Fund	Solid Waste Fund	Stormwater Fund	Total Primary Funds
<b>REVENUES:</b>					
Taxes	\$ 16,011,738	\$ -	\$ -	\$ -	\$ 16,011,738
Licenses and Permits	3,479,000	-	-	500	3,479,500
Intergovernmental	4,207,340	-	-	-	4,207,340
Charges for Services	846,825	7,777,000	2,722,000	1,360,000	12,705,825
Fines and Forfeitures	607,625	-	-	-	607,625
Connection Fees	-	-	-	-	-
Miscellaneous Revenue	3,385,672	872,000	40,000	53,500	4,351,172
<b>TOTAL REVENUES</b>	28,538,200	8,649,000	2,762,000	1,414,000	41,363,200
<b>EXPENDITURES</b>					
Personnel	18,136,281	1,029,800	-	303,535	19,469,616
Operating	7,726,962	4,867,200	2,305,250	705,165	15,604,577
Capital Outlay	1,098,060	2,054,600	-	616,500	3,769,160
Replacement Capital	499,440	-	-	236,000	735,440
Contributions	1,048,497	-	-	-	1,048,497
Debt Service, Contingency, Other	-	1,278,300	-	-	1,278,300
Depreciation and Amortization	-	1,024,000	5,200	-	1,029,200
<b>TOTAL EXPENDITURES</b>	28,509,240	10,253,900	2,310,450	1,861,200	42,934,790
<b>REVENUES LESS EXPENDITURES</b>	28,960	(1,604,900)	451,550	(447,200)	(1,571,590)
<b>OTHER SOURCES (USES):</b>					
Proceeds of Debt	-	5,000,000	-	-	5,000,000
Operating Transfers In	507,000	-	12,700	-	519,700
Operating Transfers Out	(12,700)	-	(417,000)	(90,000)	(519,700)
<b>TOTAL OTHER FINANCING SOURCES(USES)</b>	494,300	5,000,000	(404,300)	(90,000)	5,000,000
<b>NET ADDITIONS (DELETIONS)</b>	523,260	3,395,100	47,250	(537,200)	3,428,410
<b>FUND BALANCE, BEGINNING OF YEAR</b>	8,446,663	4,502,415	1,460,477	1,498,558	15,908,113
<b>FUND BALANCE, END OF PERIOD</b>	\$ 8,969,923	\$ 7,897,515	\$ 1,507,727	\$ 961,358	\$ 19,336,523



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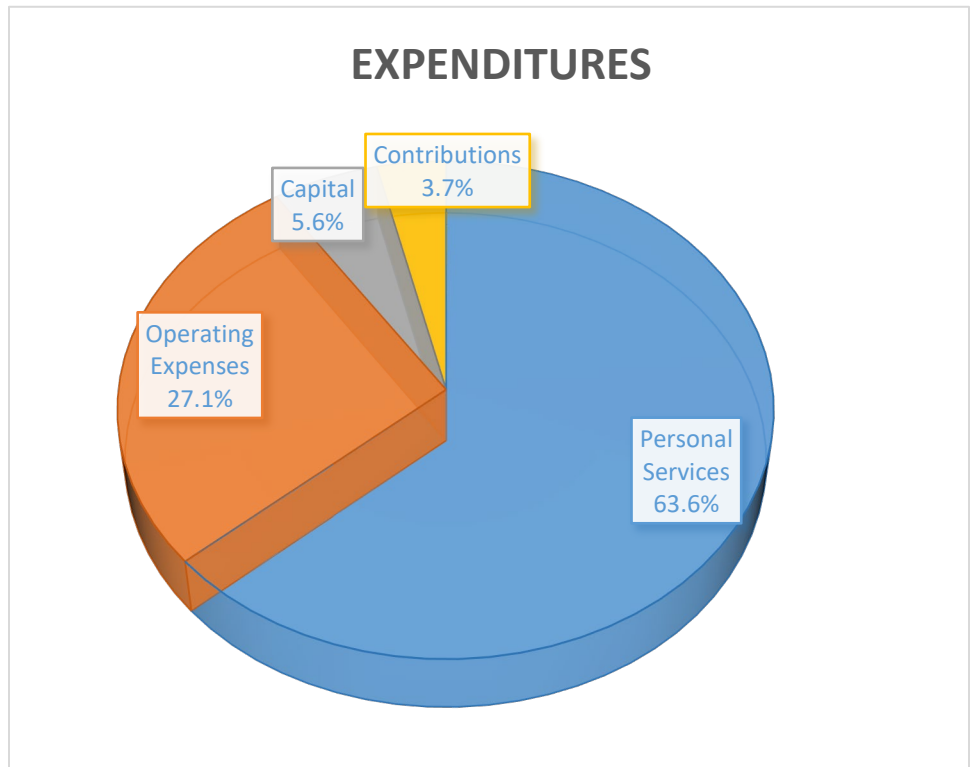
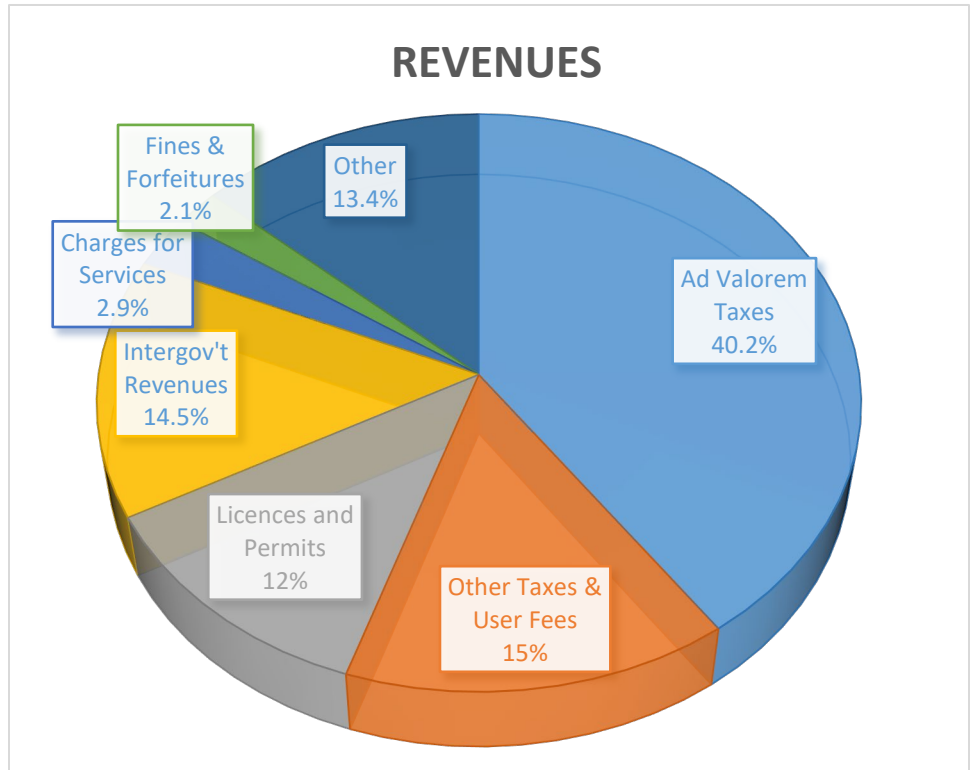
# General Fund Summary

## FY 2020 Total \$28,521,940

The General Fund is the major operating fund of the City. It is used to account for all financial resources that are not restricted to specific purposes or required to be accounted for in another fund. Property taxes and other taxes and user fees represent the largest source (55%) of all General Fund revenue.

The General Fund is responsible for Public Safety, which includes Police, Fire and Building Safety & Code Enforcement; Public Works, except for Water, Wastewater, Solid Waste and Stormwater services, which are accounted for in separate funds; Planning and Development, Parks and Recreation, and general City Administration.

The FY 2020 General Fund Budget is \$28,521,940. This includes \$523K to be sent to unreserved fund balance.



# General Fund Summary

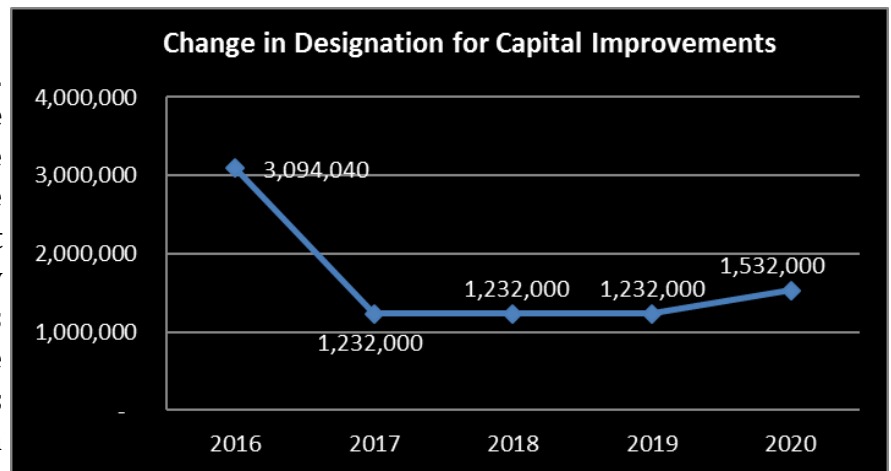
<b>Revenues</b>	Actual 18	Estimated 19	<b>Budget 20</b>	Plan 21	Plan 22
Ad Valorem Taxes	\$ 9,908,402	\$ 10,611,139	\$11,666,638	\$ 12,245,937	\$12,702,880
Other Taxes and User Fees	4,083,366	4,353,013	4,345,100	4,410,100	4,487,100
Licenses and Permits	3,810,379	3,361,671	3,479,000	3,545,000	3,575,000
Intergovernmental Revenues	3,896,513	3,989,873	4,207,340	4,229,000	4,369,000
Charges for Services	1,663,767	968,606	846,825	760,650	762,150
Fines and Forfeitures	631,855	614,206	607,625	607,625	607,625
* Other	2,876,526	3,129,111	3,892,672	4,322,588	4,392,145
Transfer (To) From Fund Balance	(679,995)	3,625,570	(523,260)	(330,015)	26,700
Total Revenues	<u>\$ 26,870,808</u>	<u>\$ 30,653,189</u>	<u><b>\$28,521,940</b></u>	<u>\$ 29,790,885</u>	<u>\$30,922,600</u>
<b>Expenditures</b>	Actual 18	Estimated 19	<b>Budget 20</b>	Plan 21	Plan 22
Administration	\$ 2,358,900	\$ 2,644,708	\$ 2,585,317	\$2,543,776	\$ 2,682,301
Finance Department	708,729	827,677	845,356	854,792	900,170
Parks and Recreation	1,142,059	1,396,489	1,185,065	1,198,716	1,225,001
Community Development	1,702,356	2,988,148	1,635,835	2,186,292	2,260,483
Police Department	6,156,902	6,647,793	7,167,235	7,374,443	7,593,855
Fire/ Rescue	5,460,893	5,964,621	5,850,350	6,155,099	6,311,656
Public Works Department	7,562,870	8,849,822	8,034,710	8,263,177	8,708,525
Cultural Partners	1,098,104	1,333,931	1,218,072	1,214,590	1,240,609
Total Expenditures/Expenses	<u>\$ 26,190,813</u>	<u>\$ 30,653,189</u>	<u><b>\$28,521,940</b></u>	<u>\$ 29,790,885</u>	<u>\$30,922,600</u>

# General Fund Balance

In addition to a designation for "carry forward" items, which allows dollars associated with an unfinished project in a previous year to come forward to the current fiscal year, the General Fund reflects the following within the unreserved portion of fund balance:

**Designated for Vehicle/ Equipment Replacement.** This designation provides a funding mechanism for maintaining the current fleet via internal financing. Each year the City determines the anticipated life expectancy of each vehicle or piece of equipment, estimates the replacement cost, and funds one year's worth of the replacement value. In years where the actual replacement needs are less than the amortization schedule, the designation is increased, while the opposite is true in years of significant replacement needs.

**Designated for Capital Improvements.** This designation helps position the City to be able to meet its capital needs while attempting to maintain a relatively stable millage rate. Similar to the concept developed for vehicle replacement, the City will draw down on this designation in years of high capital needs. Unlike the vehicle replacement designation, this designation is not supported by a specific amortization schedule.



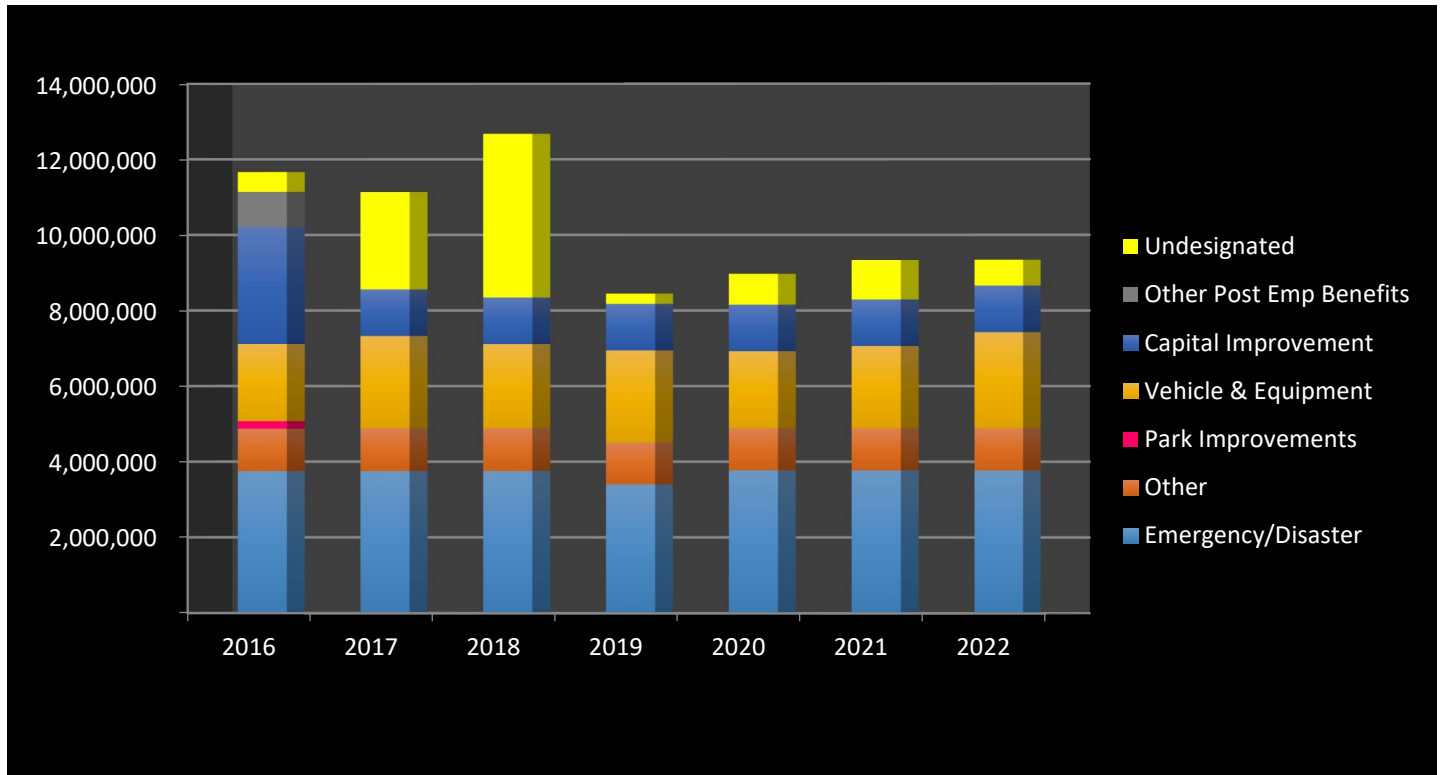
**Designated for Matching Grants.** The purpose of this designation is to ensure that funds are available to match grants without specifically budgeting for them. The funding level is maintained at \$350K, or approximately 1.3% of the annual operating budget.

**Designated for Emergency/Disaster.** This designation is established to ensure funds are available should the City encounter a hurricane, tornado, major plane/train accident, or other natural disaster. Additionally, these funds are available should the City encounter an unanticipated revenue shortfall. Established initially at \$1 million, it is the City's intent to maintain this designation at a minimum of 15 % of operating expenses. The balance was raised from \$3.15 million to \$3.75 million in FY 2016.

**Designation for OPEB Funding.** This designation was established as a funding mechanism for future obligations of Other Post Employment Benefits, specifically retiree health insurance. The City currently pays retiree health insurance on a pay as you go basis for those employees hired prior to October 1, 1990 (the City pays 50% of their health insurance premium once retired) and those retirees who retired prior to October 1, 1990 (the City pays 100% of their health insurance premium). The City stopped designating funds for OPEB funding in FY 2017.

**Park Improvements.** Created in FY 14, this designation was established to recognize City Council's desire to include funding for park maintenance in the General Fund budget.

# General Fund Balance



	Actual 2016	Actual 2017	Actual 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Emergency/Disaster	3,750,000	3,750,000	3,750,000	3,400,000	<b>3,770,000</b>	3,770,000	3,770,000
Other	1,120,000	1,130,000	1,130,000	1,113,000	<b>1,113,000</b>	1,113,000	1,113,000
Park Improvements	201,500	-	-	-	-	-	-
Vehicle & Equipment	2,042,269	2,444,714	2,231,269	2,430,663	<b>2,038,404</b>	2,175,750	2,542,664
Capital Improvement	3,094,040	1,232,000	1,232,000	1,232,000	<b>1,232,000</b>	1,232,000	1,232,000
Other Post Emp Benefits	930,277	-	-	-	-	-	-
Undesignated	524,247	2,576,624	4,330,207	271,000	<b>816,519</b>	1,043,188	683,574
	<b>\$ 11,662,333</b>	<b>\$11,133,338</b>	<b>\$12,673,476</b>	<b>\$8,446,663</b>	<b>\$8,969,923</b>	<b>\$9,333,938</b>	<b>\$9,341,238</b>



# Ad Valorem Taxes



Ad Valorem Taxes are the single largest revenue source for the City, accounting for 40.2% of the general fund total. The amount of revenue generated is determined by the taxable values established by the Orange County Property Appraiser and the millage rate set by the City. The FY 2020 taxable value increased 14.5% to \$3.09 billion. The FY 2020 budget is based on a millage rate of 4.3453 per 1,000 of value, the same rate as in FY 2019. Due to the increase in taxable value and new construction, this rate will generate roughly \$1.06M more than FY 2019. Under the State's roll-back provisions, the City would need to levy a millage of 4.2825 in FY 2020 to generate the same amount of ad valorem revenue as FY 2019.



**MAITLAND**  
F L O R I D A

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# Utilities Fund Summary

## FY 2020 Total \$10,253,900

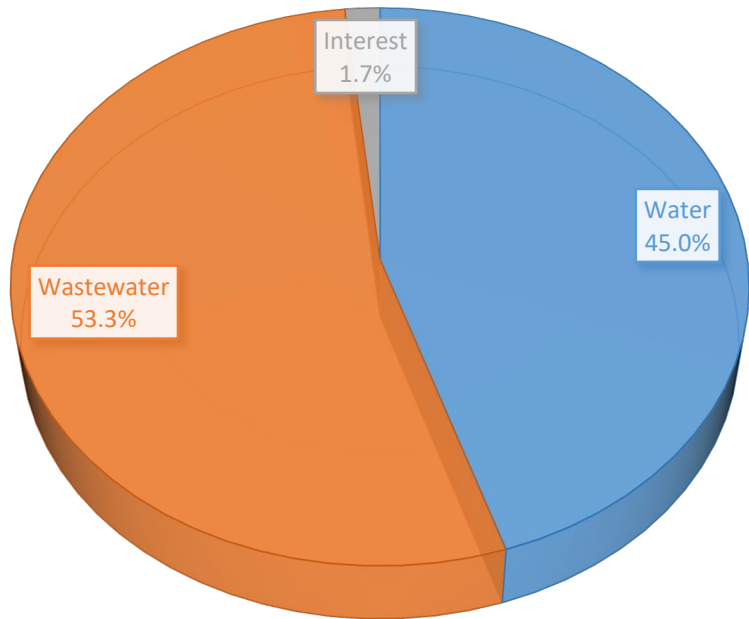
The Utilities Fund is an enterprise fund which is used to account for all of the financial activity associated with the operation of the City's water and sewer systems. This fund is designed to be self-supporting with revenues generated primarily through Charges for Service, while the remaining revenue represents interest income.

In accordance with City code, the adjustments in rates for water and wastewater are percentages provided by the Florida Public Service Commission based upon calculations of the GDP using a fiscal year comparison from the previous year. FY 2020 rates increased 2.4% for both water and wastewater.

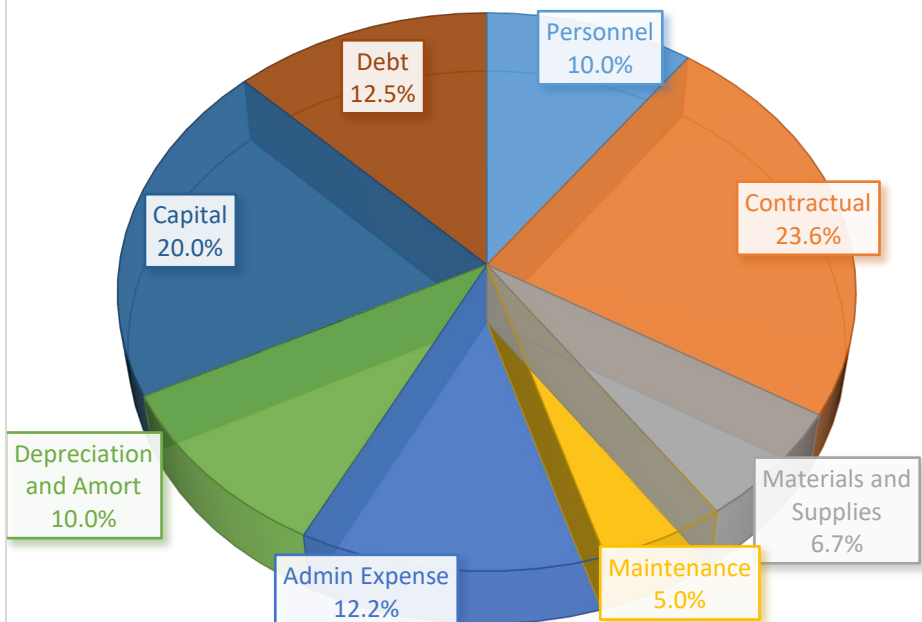
There is a \$3.40 million increase in fund balance scheduled for FY 2020, however this also includes \$5 million in loan proceeds to fund a large amount of capital projects. These projects are discussed in greater detail in Section VII of the budget book.

Because it is a business-type activity, the Utility Fund is presented in an income statement format. At the new rates for FY 2020 and current consumption levels, a net gain of \$450K is projected in the Utility Fund in FY 2020.

### REVENUES



### EXPENDITURES



## WATER & SEWER UTILITY FUND PRO FORMA STATEMENT OF INCOME

	FY 2019	FY 2020	FY 2021	FY 2022
Operating Revenues				
Water System	\$ 3,578,000	\$ 3,770,000	\$ 3,935,000	\$ 4,026,000
Wastewater System	3,743,000	4,007,000	4,304,000	4,627,000
Miscellaneous Revenues	7,643	5,000	5,000	5,000
Total Operating Revenues	7,328,643	7,782,000	8,244,000	8,658,000
Operating Expenses				
Personnel Services	1,103,174	1,029,800	1,060,400	1,095,945
Contractual Services	2,430,342	2,416,300	3,006,800	3,010,800
Materials and Supplies	677,018	682,200	686,800	684,400
Maintenance	856,327	514,700	510,100	513,400
Administrative Expenses	1,229,000	1,254,000	1,279,000	1,304,000
Total Operating Expenses	6,295,860	5,897,000	6,543,100	6,608,545
Operating Income Subject to Debt Coverage	1,032,783	1,885,000	1,700,900	2,049,455
Debt Service Coverage Ratio	156%	147%	123%	114%
Depreciation and Amortization	970,000	1,024,000	1,054,000	1,084,000
Total Operating Expenses	7,265,860	6,921,000	7,597,100	7,692,545
Operating Income (Loss)	62,783	861,000	646,900	965,455
Non-Operating Revenues (Expenses)				
Debt Service	(661,000)	(1,278,300)	(1,378,200)	(1,797,800)
Investment Income	137,000	146,000	146,000	146,000
Gain (Loss) on Sale of Assets	10,000	10,000	-	15,000
Total Non-Operating	(514,000)	(1,122,300)	(1,232,200)	(1,636,800)
Income (Loss) Before Contributions	(451,217)	(261,300)	(585,300)	(671,345)
Capital Contributions	137,040	711,000	714,000	706,000
Net Income (Loss)	(314,177)	449,700	128,700	34,655
Beginning Total Net Position	23,318,203	23,004,026	23,453,726	23,582,426
Ending Total Net Position	\$ 23,004,026	\$ 23,453,726	\$ 23,582,426	\$ 23,617,081

## WATER & SEWER UTILITY FUND CASH FLOW

	FY 2019	FY 2020	FY 2021	FY 2022
Cash flows from operating activities:				
Operating revenues	\$ 7,328,643	<b>\$ 7,782,000</b>	\$ 8,244,000	\$8,658,000
Operating expenditures <sup>1</sup>	(6,295,860)	<b>(5,897,000)</b>	(6,543,100)	(6,608,545)
Net cash provided by operating activities	1,032,783	<b>1,885,000</b>	1,700,900	2,049,455
Cash flows from capital and related financing activities:				
Receipts from connection fees	137,040	<b>711,000</b>	714,000	706,000
Utility loan proceeds	-	<b>5,000,000</b>	5,000,000	5,000,000
Debt service	(661,000)	<b>(1,278,300)</b>	(1,378,200)	(1,797,800)
Capital outlay	(18,183,812)	<b>(15,140,000)</b>	(16,349,100)	(9,711,600)
Capital outlay carryforward	13,085,400	<b>12,000,000</b>	6,000,000	3,000,000
Net cash provided by (used in) capital and related financing activities	(5,622,372)	<b>1,292,700</b>	(6,013,300)	(2,803,400)
Cash flows from investing activities:				
Investment income	137,000	<b>146,000</b>	146,000	146,000
Net cash provided by investing activities	137,000	<b>146,000</b>	146,000	146,000
Net increase (decrease) in cash and cash equivalents:	(4,452,589)	<b>3,323,700</b>	(4,166,400)	(607,945)
Unrestricted Cash and cash equivalents, beginning of year	8,955,004	<b>4,502,415</b>	7,826,115	3,659,715
Unrestricted Cash and cash equivalents, end of period	<u>\$ 4,502,415</u>	<u><b>\$ 7,826,115</b></u>	<u>\$ 3,659,715</u>	<u>\$3,051,770</u>
<sup>1</sup> Operating expenses less depreciation and amortization.				

# Utilities Fund Rates

## Water Base Fees

Multi-Family, Per Unit	\$ 5.92
Residential or 3/4"	\$ 11.82
1" Service	\$ 29.57
1½" Service	\$ 59.14
2" Service	\$ 94.63
3" Service	\$ 189.26
4" Service	\$ 295.72
6" Service	\$ 591.43
8" Service	\$ 946.31

## Single Family Residential Usage Fees

Fees per 1,000 gallons	
Block 1 (1 to 6,000)	\$ 1.48
Block 2 (6,001 - 12,000)	\$ 2.23
Block 3 (12,001 - 18,000)	\$ 2.97
Block 4 (Over 18,000)	\$ 5.94

## Multi Family Residential Per Unit Usage Fees

Fees per 1,000 gallons (number of units x block)	
Block 1 (1 to 3,000)	\$ 1.48
Block 2 (3,001 - 6,000)	\$ 2.23
Block 3 (6,001 - 9,000)	\$ 2.97
Block 4 (Over 9,000)	\$ 5.94

## Commercial

Fees per 1,000 gallons	
All Consumption	\$ 2.38

## Irrigation Base Fees

Residential or 3/4"	\$ 11.82
1" Service	\$ 29.57
1½" Service	\$ 59.14
2" Service	\$ 94.63
3" Service	\$ 189.26
4" Service	\$ 295.72
6" Service	\$ 591.43
8" Service	\$ 946.31

## Irrigation Single Family Res. Usage Fee

Fees per 1,000 gallons	
Block 1 (1 to 12,000)	\$ 2.23
Block 2 (12,001 - 18,000)	\$ 2.97
Block 3 (Over 18,000)	\$ 5.94

## Irrigation x Factor Table Commercial and Multi Family Usage Fee

Fees per 1,000 gallons	
Block 1 (1 to 12,000)	\$ 2.23
Block 2 (12,001 - 18,000)	\$ 2.97
Block 3 (Over 18,000)	\$ 5.94

## Sewer Base Fees

Multi-Family, Per Unit	\$ 8.82
Residential or 3/4"	\$ 17.64
1" Service	\$ 44.12
1½" Service	\$ 88.23
2" Service	\$ 141.17
3" Service	\$ 282.35
4" Service	\$ 441.18
6" Service	\$ 882.36
8" Service	\$ 1,411.78

## Sewer Fees per 1,000 Gallons of Metered Water Usage Fees

All Volumes	\$ 6.41
-------------	---------

## Meter Size Factor Table

Meter Size	Block		
	Block 1	2	Block 3
In Thousands of Gallons			
3/4" Svc	0 - 12	13 - 18	> 18
1" Service	0 - 30	31 - 45	> 45
1½" Service	0 - 60	61 - 90	> 90
2" Service	0 - 96	97 - 144	> 144
3" Service	0 - 192	145 - 288	> 288
4" Service	0 - 300	289 - 450	> 450
6" Service	0 - 600	451 - 900	> 900
8" Service	0 - 960	961 - 1,440	> 1,440



# Solid Waste Fund Summary

## FY 2020 Total \$2,727,450

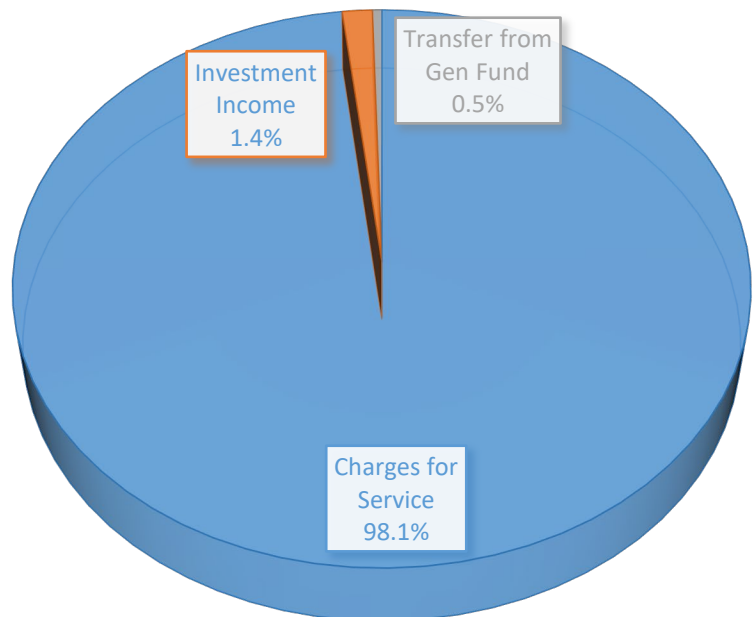
The Solid Waste Fund accounts for the financial activity associated with residential and commercial solid waste and recycling collection. As it is also an enterprise fund, the Solid Waste fund is self-supporting with revenues generated primarily through charges for service.

During FY 2020, the City continued the franchise agreement with Waste Pro of Florida for residential, commercial and multifamily solid waste and recycling collection services. Waste Pro is in the seventh year of a seven-year franchise agreement. In addition to moving from dual stream recycling to single stream recycling, the City also contracted for solid waste disposal with Seminole County. By separating collection and disposal, the City takes a more active role in the management of solid waste costs and ultimately this has resulted in lower costs to the end users. The General Fund allocates administrative charges for customer service, utility billing, information technology other services provided the Solid Waste Fund.

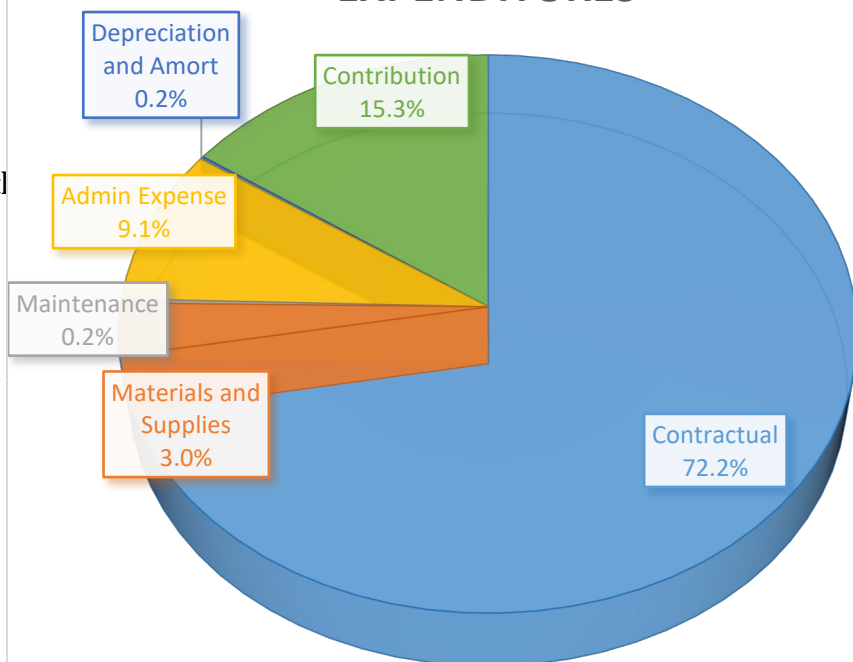
The Solid Waste Fund budget is presented in an income statement format. In addition to the administrative costs discussed above, the fund makes a contribution to the General Fund in lieu of a franchise fee.

The FY 2020 contribution amount is \$417K. The income statement projects a net income of \$47K for FY 2020. Rates remain unchanged since FY 2013.

### REVENUES



### EXPENDITURES



## SOLID WASTE FUND PRO FORMA STATEMENT OF INCOME

	FY 2019	FY 2020	FY 2021	FY 2022
Operating Revenues				
Charges for Services	\$ 2,638,000	\$ 2,732,000	\$ 2,744,000	\$ 2,744,000
Total Operating Revenues	2,638,000	2,732,000	2,744,000	2,744,000
Operating Expenses				
Contractual Services	1,915,170	1,969,150	2,065,150	2,134,820
Materials and Supplies	160,190	82,400	84,600	87,000
Maintenance	6,500	6,500	5,700	5,700
Depreciation	3,100	5,200	5,200	5,200
Administrative Expenses	242,500	247,200	252,000	256,000
Total Operating Expenses	2,327,460	2,310,450	2,412,650	2,488,720
Operating Income	310,540	421,550	331,350	255,280
Non-Operating Revenues				
Investment Income	26,000	30,000	30,000	30,000
Total Non-Operating Revenues	26,000	30,000	30,000	30,000
Income Before Operating Transfers	336,540	451,550	361,350	285,280
Interfund Transfers (Out)	(483,000)	(417,000)	(420,000)	(422,000)
Interfund Transfers In	16,900	12,700	8,400	4,100
Net Income	(129,560)	47,250	(50,250)	(132,620)
Beginning Net Position	2,166,682	2,037,122	2,084,372	2,034,122
Ending Net Position	\$ 2,037,122	\$ 2,084,372	\$ 2,034,122	\$ 1,901,502

SOLID WASTE RATES					
RESIDENTIAL					
<i>Residential</i>		\$ 22.41			
<i>Commercial Cart</i>		\$ 29.08			
<i>per unit</i>					
COMMERCIAL					
SIZE	WEEKLY PICKUPS	MONTHLY RATE	SIZE	WEEKLY PICKUPS	MONTHLY RATE
2 Yard	1	\$ 61.30	2 Yard	4	\$ 245.40
4 Yard	1	\$ 122.70	4 Yard	4	\$ 490.60
6 Yard	1	\$ 184.00	6 Yard	4	\$ 735.90
8 Yard	1	\$ 245.40	8 Yard	4	\$ 993.20
2 Yard	2	\$ 122.70	2 Yard	5	\$ 306.70
4 Yard	2	\$ 245.40	4 Yard	5	\$ 613.30
6 Yard	2	\$ 368.10	6 Yard	5	\$ 929.20
8 Yard	2	\$ 490.60	8 Yard	5	\$ 1,241.50
2 Yard	3	\$ 184.00	2 Yard	6	\$ 368.10
4 Yard	3	\$ 368.10	4 Yard	6	\$ 735.90
6 Yard	3	\$ 552.10	6 Yard	6	\$ 1,104.20
8 Yard	3	\$ 735.90	8 Yard	6	\$ 1,489.80



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# Stormwater Environmental Utility Fund

## FY 2020 Total \$1,951,200

The Stormwater Environmental Utility Fund (SEU) is a special revenue fund dedicated to the maintenance of, and improvements to, the City's lakes and stormwater systems. The fund was created in August 2008 via Ordinance 1168.

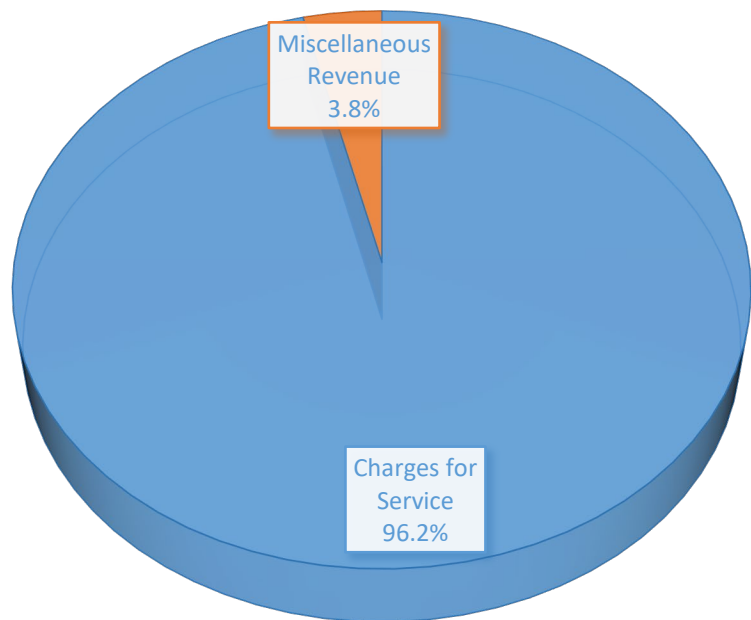
Per the Ordinance, City Council annually adopts a budget no later than the first day of each fiscal year (October 1). Additionally, on or before September 15th of each year Council adopts a rate resolution establishing the stormwater fee for one equivalent residential unit (ERU). The maximum fee is calculated by formula. For FY 2020, the calculated maximum ERU is \$14.82 per month.

The FY 2020 budget has been developed using an ERU of \$9.60, unchanged from FY 2019. Subsequent plan years have been developed assuming the \$9.60 ERU rate for FY 2021 and FY 2022.

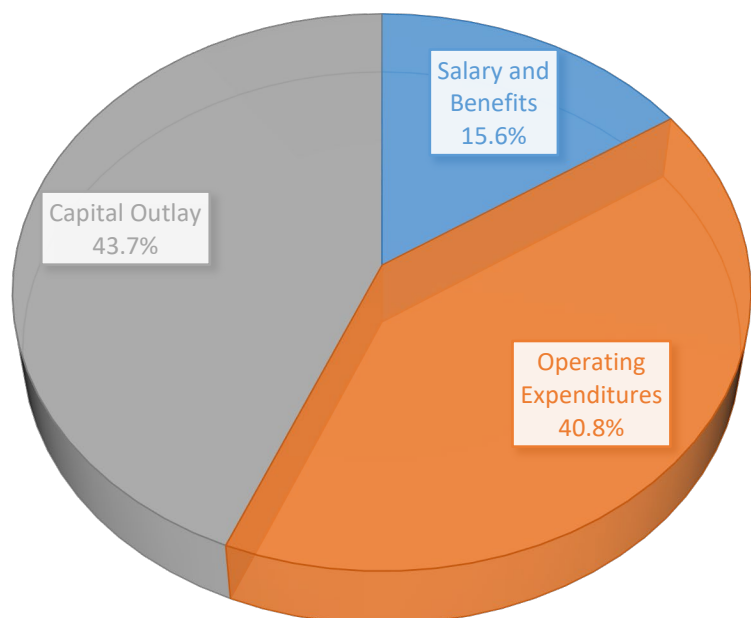
The FY 2020 budget also reimburses \$90K of the General Fund Administrative allocation of direct expenses which total \$152K.

Fund balance is projected to decrease by \$537K due to a decision to keep ERU rates low and draw down the large fund balance.

### REVENUES



### EXPENDITURES



# Fund 32 – SEU Fund

<b>Fund 32 -- Stormwater Environmental Utility Fund</b>					
<b>ERU per Month</b>	<b>\$9.60</b>	<b>\$9.60</b>	<b>\$9.60</b>	<b>\$9.60</b>	<b>\$9.60</b>
<b>Fiscal Year</b>	<b>Actual 18</b>	<b>Projected 19</b>	<b>Budget 20</b>	<b>Plan 21</b>	<b>Plan 22</b>
<b>SOURCES</b>					
Starting Balance	\$ 2,187,858	\$ 1,996,422	<b>\$ 1,498,558</b>	\$ 961,358	\$ 824,093
Stormwater Fees	1,307,042	1,344,000	<b>1,360,000</b>	1,368,000	1,368,000
Licenses and Permits	100	500	<b>500</b>	500	500
Investment Income	41,082	35,000	<b>52,000</b>	51,000	51,000
Miscellaneous Revenue	2,580	1,000	<b>1,500</b>	1,500	1,500
<b>Total Sources:</b>	<b>\$ 3,538,662</b>	<b>\$ 3,376,922</b>	<b>\$ 2,912,558</b>	<b>\$ 2,382,358</b>	<b>\$ 2,245,093</b>
<b>USES</b>					
Salaries and Benefits	271,748	287,000	<b>303,535</b>	314,435	325,585
Operating Expenditures*	751,915	701,513	<b>795,165</b>	756,830	751,565
Vehicle/Operating Capital	-	140,230	<b>236,000</b>	62,000	304,500
Capital Outlay	518,577	269,261	<b>616,500</b>	425,000	600,000
Carried Forward CIP	-	480,000	<b>-</b>	-	-
<b>Total Uses:</b>	<b>\$ 1,542,240</b>	<b>\$ 1,878,364</b>	<b>\$ 1,951,200</b>	<b>\$ 1,558,265</b>	<b>\$ 1,981,650</b>
*Note: Does not include unreimbursed administrative allocation of \$152K for FY 2020.					

# FY 2020 PROJECTED CHANGE IN FUND BALANCE - MISCELLANEOUS FUNDS

	SPECIAL REVENUE FUNDS			Debt Svc
	Community Redev. Agency	Park Impact	Mobility Fee	General Obligation
<b><u>STATEMENT OF SOURCES, USES, AND CHANGES IN FUND BALANCE</u></b>				
<b>SOURCES:</b>				
Taxes	\$ 2,140,318	\$ -	\$ -	\$ -
Impact Fees	-	114,003	141,340	-
Debt Millage	-	-	-	812,143
Grant Revenue	-	-	-	-
Investment Income	20,000	48,000	12,000	8,000
Developer Contributions	-	-	-	-
Miscellaneous Revenue	12,000	-	-	-
<b>TOTAL SOURCES</b>	<b>2,172,318</b>	<b>162,003</b>	<b>153,340</b>	<b>820,143</b>
<b>USES:</b>				
Operating	30,650	-	-	-
Debt Service, Contingency, Other	845,858	-	-	813,503
Capital Outlay	-	164,520	820,000	-
<b>TOTAL USES</b>	<b>876,508</b>	<b>164,520</b>	<b>820,000</b>	<b>813,503</b>
<b>SOURCES LESS USES</b>	<b>1,295,810</b>	<b>(2,517)</b>	<b>(666,660)</b>	<b>6,640</b>
<b>OTHER SOURCES (USES):</b>				
Transfers In	-	-	-	-
Transfers Out	(1,295,810)	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>(1,295,810)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET ADDITIONS (DELETIONS)</b>	<b>-</b>	<b>(2,517)</b>	<b>(666,660)</b>	<b>6,640</b>
<b>FUND BALANCE, BEGINNING OF YEAR</b>	<b>-</b>	<b>1,145,316</b>	<b>668,202</b>	<b>80,554</b>
<b>FUND BALANCE, END OF PERIOD</b>	<b>\$ -</b>	<b>\$ 1,142,799</b>	<b>\$ 1,542</b>	<b>\$ 87,194</b>



## Fund 61 - CRA

Fund 61 -- Community Redevelopment		4.34530	4.34530	4.34530	4.34530
Agency	Actual 18	Projected 19	Budget 20	Plan 21	Plan 22
SOURCES					
Starting Deficit	-\$12,902,172	-\$12,776,949	-\$12,714,753	-\$11,418,943	-\$9,721,383
TIF Revenues					
City Portion TIF	456,352	530,406	1,073,446	1,315,800	1,353,069
County Portion TIF	465,791	541,319	1,066,872	1,240,010	1,266,635
Developer Funding	0	0	0	0	1,800,000
Gen Fund Transfer	52,522	0	0	0	0
Miscellaneous Income	15,760	16,529	12,000	12,000	12,000
Investment Income	11,430	13,000	20,000	20,000	20,000
Total Sources:	\$1,001,855	\$1,101,254	\$2,172,318	\$2,587,810	\$4,451,704
USES					
Operating Expenses	\$65,483	\$214,541	\$30,650	\$19,150	\$19,150
Capital Improvements					
Festival Street	14,229				
Downtown Parking Garage	0	0	0	0	1,800,000
Repayment Interfund Loans	0	62,196	1,295,810	1,697,560	1,737,468
Debt Service					
Principal	395,000	435,000	470,000	510,000	550,000
Interest	401,920	389,517	375,858	361,100	345,086
Total Uses:	\$876,632	\$1,101,254	\$2,172,318	\$2,587,810	\$4,451,704
Ending Balance:	-\$12,776,949	-\$12,714,753	-\$11,418,943	-\$9,721,383	-\$7,983,915

The Community Redevelopment Agency (the "CRA") is an incremental tax district created by City Resolution #13-2003 on August 25, 2003, pursuant to Florida Statutes 163.356. The City Council and one representative appointed by the Board of Orange County Commissioners serve as the governing board, approve the budget, provide funding, and perform all accounting functions for the CRA. The CRA's services are provided exclusively to the City.

On November 4, 2014 the City refinanced the outstanding Community Redevelopment Revenue Bonds with a \$13,485,000 bank loan secured by tax increment (TIF) revenue and a covenant to budget and appropriate. For the time, TIF revenues and funding in the debt service account are sufficient to cover all CRA expenses, including debt service payments. In FY 2020, the City budgets a repayment of \$1.3 million from the CRA back to the eneral Fund for funds that were advanced for previous CRA operations. FY 2020 TIF revenues reflect a 99.7% increase over FY 2019.

## Fund 65 – Park Impact Fee

Fund 65 -- Park Impact Fee					
	Actual 18	Projected 19	Budget 20	Plan 21	Plan 22
<b>SOURCES</b>					
Starting Balance	\$ 4,214,105	\$ 4,871,588	<b>\$1,145,316</b>	\$ 1,142,799	\$535,252
Impact Fees	767,907	6,453	<b>114,003</b>	6,453	6,453
Grants	-	200,000	-	-	-
Interest Income	56,633	70,000	<b>48,000</b>	36,000	10,000
Miscellaneous Revenue	-	-	-	-	-
<b>Total Sources:</b>	<b>\$5,038,645</b>	<b>\$5,148,041</b>	<b>\$1,307,319</b>	<b>\$1,185,252</b>	<b>\$ 551,705</b>
<b>USES</b>					
Lake Lily Staircase	\$ -	\$47,000	<b>\$ -</b>	\$ -	\$ -
Hill Rec. Park	-	25,000	-	300,000	-
Wymore Rd Trail Design/Construction	-	60,750	-	-	-
Sandspur Rd Trail Design/Construction	33,082	916,918	-	-	-
Independence Park Design/Construction	102,032	2,000,000	-	-	-
Ft. Maitland Park Design and Construction	31,943	953,057	-	-	-
Lake Sybelia Beach Improvements	-	-	<b>53,820</b>	350,000	-
Hill Passive Park Amenities	-	-	-	-	40,000
Horatio/Howell Branch Rd Enhancement	-	-	-	-	20,000
Westside Bike Trails	-	-	<b>110,700</b>	-	-
Community Park Building Expansion	-	-	-	-	-
Eagle's Nest Park Design	-	-	-	-	-
<b>Total Uses:</b>	<b>\$ 167,057</b>	<b>\$4,002,725</b>	<b>\$164,520</b>	<b>\$ 650,000</b>	<b>\$ 60,000</b>
<b>Ending Balance:</b>	<b>\$4,871,588</b>	<b>\$ 1,145,316</b>	<b>\$1,142,799</b>	<b>\$535,252</b>	<b>\$ 491,705</b>

The Parks Impact Fee Fund accounts for the receipt and disbursement of park impact fees. Use of these funds is restricted by City ordinance to the expansion of existing or construction of new City parks or other recreational facilities.

Projects reflected can only be accomplished as funding becomes available. The main source of funding is Park Impact fees collected as part of the development process.

## Fund 36 – Mobility Fee

<b>Fund 36 -- Mobility Fee</b>					
	Actual 18	Projected 19	Budget 20	Plan 21	Plan 22
<b>SOURCES</b>					
Starting Balance	\$186,969	\$1,005,508	<b>\$668,202</b>	\$1,542	\$288,182
Impact Fees	826,636	100,000	<b>141,340</b>	282,640	318,560
Grants	-	-	-	-	-
Interest Income	14,097	15,500	<b>12,000</b>	4,000	4,000
Miscellaneous Revenue	-	-	-	-	-
<b>Total Sources:</b>	<b>\$1,027,702</b>	<b>\$1,121,008</b>	<b>\$821,542</b>	<b>\$288,182</b>	<b>\$610,742</b>
<b>USES</b>					
Sandspur Rd at Maitland Ave	\$22,194	\$202,806	<b>\$0</b>	\$0	\$0
Dommerich Drive Sidewalk Construction	-	250,000	-	-	-
Independence Lane Extension	-	-	800,000	-	-
Maitland Center Bus Shelters	-	-	20,000	-	-
West Side Bike Trails	-	-	-	-	442,800
Seneca / Thistle Ln Improvements	-	-	-	-	-
N. Keller Road Improvements	-	-	-	-	-
<b>Total Uses:</b>	<b>\$22,194</b>	<b>\$452,806</b>	<b>\$820,000</b>	<b>\$0</b>	<b>\$442,800</b>
<b>Ending Balance:</b>	<b>\$1,005,508</b>	<b>\$668,202</b>	<b>\$1,542</b>	<b>\$288,182</b>	<b>\$167,942</b>

The Mobility Fee Fund accounts for the receipt and disbursement of mobility impact fees and related grant revenue. This fund was set up in FY 2017 with the purpose of the mobility fees ensuring that new development pays a fair share of the anticipated costs of mobility improvements necessary to serve the new development.

Projects reflected can only be accomplished as funding becomes available. The projects scheduled for FY 2020 are planned to significantly draw down fund balance. This has been planned in coordination with the Independence Park expansion and the receiving of impact fees and grants.

## Fund 22 – Voted Millage Debt Service

<b>Fund 22 -- Voted Millage Debt Service</b>					
Assumed Millage	Actual 18	Projected 19	Budget 20	Plan 21	Plan 22
	0.3300	0.3150	0.2770	0.2600	0.2500
<b>SOURCES</b>					
Starting Balance	\$101,922	\$84,133	<b>\$80,554</b>	\$87,194	\$94,219
Voted Millage	787,739	807,674	<b>812,143</b>	811,463	808,687
Interest Income	8,845	8,000	<b>8,000</b>	8,000	8,000
<b>Total Sources:</b>	<b>\$898,506</b>	<b>\$899,807</b>	<b>\$900,697</b>	<b>\$906,657</b>	<b>\$910,906</b>
<b>USES</b>					
Series A Debt Service					
Principal	\$480,000	\$500,000	<b>\$510,000</b>	\$525,000	\$550,000
Interest	334,373	319,253	<b>303,503</b>	287,438	270,900
<b>Total Uses:</b>	<b>\$814,373</b>	<b>\$819,253</b>	<b>\$813,503</b>	<b>\$812,438</b>	<b>\$820,900</b>
<b>Ending Balance:</b>	<b>\$84,133</b>	<b>\$80,554</b>	<b>\$87,194</b>	<b>\$94,219</b>	<b>\$90,006</b>

Fund 23 tracks the voted millage generated to cover the debt service associated with the construction of the Westside Complex, Police Station, Fire Station, and City Hall, as approved by the voters in July 2004. The original debt issued with limited GO bonding under the referendum was \$15.775 million, with a related debt millage rate of no more than 0.5 mills in a year. In July 2012, the City completed the final facility (City Hall) financed under the bonds authorized.

Bond Series 2005 was issued in July 2005 in the amount of \$15.775 million and refunded with a bank loan in October 2014. The Refunding Note, Series 2014 has an all-in True Interest Cost of 3.15% and final maturity in 2034. \$9.6 million of the original debt remains outstanding. This refunding was to achieve net present value savings of \$1.2 million and reduce future debt services payments by \$1.7 million.

A debt service millage of 0.2770 rate was adopted for FY 2020, reduced from 0.3150 in FY 2019.

USE OF FUNDS BY PROGRAM							
	001	441	442	132	161	136	165
<b>CITY ADMINISTRATION</b>							
City Manager's Office	★						
Personnel Services	★						
City Clerk	★						
IT/City Communications	★						
<b>COMMUNITY DEVELOPMENT</b>							
Planning and Zoning	★						
Mapping and GIS	★						
Building Safety/Code Compliance	★						
Community Redevelopment Agency	★				★	★	
<b>FINANCE DEPARTMENT</b>							
Financial Services	★						
Customer Service & Utility Billing	★	★	★	★			
Office of Management and Budget	★						
<b>FIRE DEPARTMENT</b>							
Fire Administration	★						
Emergency and Health Ops	★						
<b>PARKS AND RECREATION</b>							
Parks and Recreation Administration	★						★
Youth Services	★						
Senior Services	★						
Park Services	★						★
Athletics	★						
Community Programs	★						
Community Relations	★	★					
<b>POLICE DEPARTMENT</b>							
Police Administration	★						
Police Operations	★						
Police Support Services	★						
<b>PUBLIC WORKS DEPARTMENT</b>							
Public Works Administration	★						
Water Production and Distribution	★	★					
Wastewater Services	★	★					
Stormwater Services	★			★			
Lakes Management	★			★			
Traffic Engineering	★				★	★	
Streets Maintenance	★						
Facilities Maintenance	★	★					
Fleet Maintenance	★						
Grounds Maintenance	★						
Arbor Services	★						

LEGEND
<b>Operating Fund</b>
001: General Fund
<b>Enterprise Funds</b>
441: Utilities Fund
442: Solid Waste Fund
<b>Special Revenue Funds</b>
132: Stormwater Fund
161: CRA
136: Mobility Fee Fund
165: Parks Trust Fund



# SECTION V

## POLICIES

- ♦ Budget Calendar
- ♦ Financial Policies
- ♦ Budget Policies





# Financial and Budget Policies

## ***BUDGETING POLICIES***

The process for preparing and adopting the Budget and levying a property tax rate is conducted in accordance with the provisions of Chapter 200 of the Florida Statutes and the City's Charter. Chapter 200, F.S., outlines the budget process beginning with the certification of taxable value in July by the County Property Appraiser. Setting the millage rate and adopting budget involves a formal process known as "TRIM" (Truth in Millage). "TRIM" formalizes the tax levying and budget adoption process by requiring a specific method of calculating the tax rate, the form of notification given to property owners, and public hearing and advertising requirements prior to the adoption of the budget and tax rate.

The City takes great pride in the amount of citizen and staff participation that occurs in the budget process. Staff members are provided with a "Budget Preparation Guide" which provides guidelines and instructions related to submitting operating budgets, CIP items and budget recommendations. Once staff has completed their departmental assignments, the staff liaisons to various boards meet to discuss the prioritization of various projects with the respective boards. Below is a calendar outlining the public process used in developing the budget.

## ***BUDGET CALENDAR***

Jan/Feb 2019	Staff and boards review and submit preliminary operating and CIP requests
April 2019	Draft CIP Issued
July 15, 2019	FY 2020 General Fund Budget Workshop
July 16, 2019	Art & History Museums and Maitland Public Library Budget Workshop
July 22, 2019	City Council meeting to set tentative millage rate (TRIM)
August 2019	TRIM notices mailed to property owners
August 5, 2019	Enterprise fund, Stormwater, and CRA budget workshop
August 26, 2019	City Council sets Stormwater Rate
September 9, 2019	First public hearing for Tax Year 2019 (FY 2020) millage rate, tentative budget, and solid waste rates
September 23, 2019	Final public hearing for Tax Year 2019 millage rate; City Council adopts final CIP and Budget, sets water, sewer, stormwater, and solid waste rates.

## ***BUDGET AMENDMENTS***

**The City defines a balanced budget as occurring when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.** Policies regarding budget amendments are as follows :

- The City Council may make supplemental appropriations in excess of those estimated for the year up to the amount of available resources.
- The City Manager is authorized to transfer part or all of an unencumbered appropriation balance among programs within a fund, and upon written request by the City Manager, the City Council may authorize the transfer of part or all of any unencumbered appropriation balance between funds. The level of classification detail at which expenditures may not legally exceed appropriations is by fund.
- All appropriations lapse at the close of the fiscal year, to the extent that they are not encumbered or expended.

### ***POLICY/INFORMATION TRANSMITTALS (Policies)***

- **Investment Policy Resolution No. 2-2003**—It is the policy of the City of Maitland to invest public funds in a manner which will provide maximum safety of capital, while meeting the daily cash flow demands of the City, providing the highest return on investment, and conforming to all State statutes and City ordinances governing the investment of public funds.
- **Purchasing Policy Ordinance No. 1020**—It is the policy of the City of Maitland to purchase all goods and services at the lowest possible total end-use cost, considering the guidelines of price, service, quality, and delivery while complying with all applicable federal and state laws and regulations related to the procurement of goods and services.
- **Travel Policy Ordinance No. 1021**—All travel must be authorized and approved as applicable by the Mayor, the City Manager, the Finance Director or the appropriate Agency Head before the travel occurs. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the City. Authorized travel expenses may be paid by advancement, by reimbursement or a combination thereof and at the discretion of the City Manager, Finance Director or Agency Head.
- **Debt Policy**—It is the purpose of this Policy to ensure future debt service payments can be made in full and on time, without jeopardizing the provision of essential services. Additionally, the intent of this Policy is to provide an acceptable degree of flexibility while ensuring outstanding debt obligations do not threaten the long-term financial stability of the City nor place an undue burden on our community residents and businesses.

In addition to the previously stated policies, the City maintains a separate document that establishes specific budgeting policies and practices and tracks the impact of these policies. The complete document is available for review, but the following highlights some of the key areas:

- Policy 1993-5 established a self-insurance account designed to replace certain maintenance contracts previously maintained by the City.
- Policy 1994-3 set the methodology for establishing the annual amount of transfer from the Solid Waste Fund to the General Fund. The 2020 budgeted amount for the transfer is \$417K.
- Policy 1997-1 established desired levels for certain Fund Balance *Designations* and how the City will budget to replenish those *Designations*.
- Policy 1999-3C established guidelines for budgeting personnel costs.
- Policy 2000-2A established guidelines for capital contracting, including opinions of probable cost and change orders.
- Policy 2001-2 establishes and updates Emergency Medical Transport rates annually.
- Policy 2007-3 establishes a procedure for budgeting capital replacement of major building components (namely roof and HVAC replacement).
- Policy 2008 - 1 establishes the redistribution of non-vested 401(a) contributions from the forfeiture account, back into the 401(a) pension plan for eligible employees.
- Policy 2010-1 documents the methodology staff will follow in calculating the impervious surface area of a property for specific rate classes, in reference to the Stormwater Environmental Utility Fee.
- Policy 2010-3 prohibits the use of public funds to purchase bottled water, except under certain circumstances.
- Policy 2010-4H redistributes unreserved fund balance between designations.

### ***ACCOUNTING PROCESS***

The financial and budget policies of the City conform with Generally Accepted Accounting Principles (GAAP) as applicable to government units. The following is a summary of the more significant policies.

### ***FUND STRUCTURE***

The accounting system of the City is organized on the basis of funds, 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 various funds are as follows:

## **Governmental Fund Types**

*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.

*Special Revenue Funds* – The Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally or administratively restricted to expenditures for specific purposes. Examples of these funds included in this document are the Stormwater Environmental Utility Fund (SEU), Parks Trust Fund, Community Redevelopment Agency (CRA), and Mobility Fee Fund.

*Capital Projects Funds* - Capital Projects Funds are used to account for financial resources earmarked for the acquisition and construction of major capital facilities and other project oriented activities (other than those financed by proprietary funds).

*Debt Service Fund* - Debt Service Fund accounts for the accumulation of resources for a payment of interest and principal on general long-term debt.

## **Proprietary Fund Types**

*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. The City maintains two such Funds, the Solid Waste Fund and the Utilities Fund.

## **Trust Funds**

*Trust Funds* - Trust Funds are used to account for assets held by the City in a trustee capacity for individuals, private organizations, and/or other governmental units. There is one defined benefit pension fund, the Police Officers and Firefighters' Pension Trust Fund, for which a formal budget is not prepared. The City's contribution to this fund is budgeted in the Police and Fire Departments.

## ***BASIS OF ACCOUNTING & BUDGETING***

### **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.

The City of Maitland follows the modified accrual basis of accounting, as required by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual, i.e., when they become both measurable and available. Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter

to be used to pay liabilities of the current period. Revenues susceptible to accrual include property taxes, local option gas tax, utility taxes, sales taxes, and interest. Expenditures are generally recognized when the related fund liability is incurred. The exception to this rule is principal and interest on general long-term debt which are generally recognized when due. Proprietary and Pension Trust Funds are accounted for using the accrual basis of accounting. Under the accrual basis, revenues are recognized when they are earned and expenses are recognized when they are incurred.

There is no requirement that the City of Maitland's budget be prepared consistent with GAAP. However, the comparison of (final) budget to actual revenues and expenditures in a subsequent Comprehensive Annual Financial Report (CAFR) requires a reconciliation of the budget to GAAP. Therefore, the City budget is prepared for the most part, to be consistent with GAAP to minimize the degree of reconciliation needed to compare the budget to actual expenditures.

### **Basis of Budgeting**

The City of Maitland prepares the budget on a cash flow basis. The City budgets for each of their funds using the modified accrual basis of accounting. Revenues are recognized when received by the City and the expenditures are recognized when billed. Debt service and capital expenses are included but not depreciated. The City uses a line item format. All encumbrances are treated as expenditures for carryforward calculations. The City attempts to balance the operating budget by matching the amount collected in revenues with the budgeted expenditures.

### **Property Taxes**

Ad valorem taxes are levied each November 1 based upon valuations as of the preceding January 1. They are due the following April 1, after which time penalties accrue, and liens are placed through sales of tax certificates during the third week of the following May. The taxes are collected by Orange County and remitted periodically to the City. The City recognizes ad valorem revenues in the fiscal year during which they are levied, to the extent collected within 60 days after year-end.

### **Compensated Absences**

It is the City's policy that each full-time employee with less than five years of service will accrue fifteen days of personal leave; employees with five through nine years of service will accrue twenty days of personal leave; and employees with ten or more years of service will accrue twenty-five days of personal leave. Also, police officers and firefighters receive 80 hours of personal leave in lieu of holidays. Employees are allowed to carry over from one year to the next up to one and one-half years of accrued personal leave without City Manager approval. Employees who leave the City service are entitled to receive any accrued personal leave at the time of separation. Employees also accrue non-vesting sick leave at the rate of ten days a year. In specific instances, personal leave must be used before sick leave is used.

Compensated absences are accrued as an expense and as a liability in the proprietary funds when incurred. In the governmental funds, compensated absences are recorded as an expenditure when the liability is normally liquidated with expendable available financial resources. For financial reporting purposes, the City has established that, under the current payment cycle approach, if a liability incurred during the current year is expected to be liquidated during the following year, it is considered a current liability.

### ***Commitments***

The City is committed under inter-local agreements as follows:

*Iron Bridge.* The City has entered into an inter-local agreement with the City of Orlando, Florida for participation in the regional sewage treatment plant at Iron Bridge. The City is funding a proportionate share of operations annually.

*South Seminole—North Orange County Wastewater Transmission Authority (SSNOCWTA).* In connection with the Iron Bridge facility, the City also participates in the South Seminole - North Orange County Wastewater Transmission Authority. The Authority is empowered to issue revenue bonds to provide for construction of transmission mains to the regional sewage treatment plant. The City is obligated to fund its proportionate share of the Authority's operations and debt service on the basis of committed capacity (FY 20 \$447K). Additionally, the City must reimburse the operators for a proportionate share of maintenance and operating expenses of the plant and transmission lines. The City's FY 2020 O&M expense for SSNOCWTA is \$100K.

*Water Operator Services – City of Altamonte Springs.* In 2018, the City entered into a formal agreement with the City of Altamonte Springs, Florida for the operation of the City's three water treatment plants. The City is paying for this program through its water utilities funds for an approximate total of \$190K annually.

## **PENSION OBLIGATIONS**

### ***General Employees Pension Plan***

All employees hired prior to January 1, 1996, except for police officers and firefighters, participate in the Florida Retirement System (FRS), a cost sharing multiple employer public employee retirement system (PERS), administered by the Florida Department of Administration. The City's contribution rate is determined annually by the State of Florida. For FY 20, the City will contribute 8.47% of salary. The employees covered by FRS will contribute 3% of their salary.

General, full-time employees hired on or after January 1, 1996, participate in a defined contribution retirement plan established under section 401(a) of the IRS code and administered by the International City Managers Association Retirement Corporation (ICMA-RC). As approved in FY 07, the City contributes 6% of salary for each eligible employee.

### ***Pension Trust Fund***

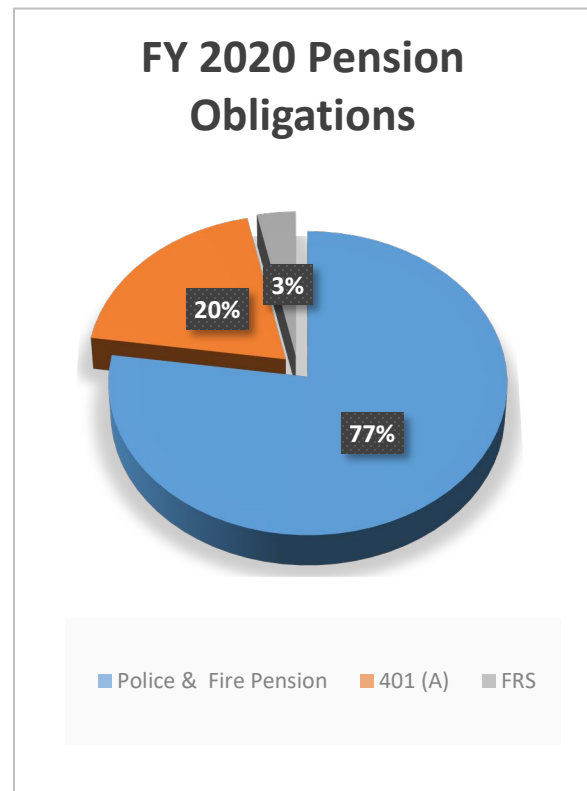
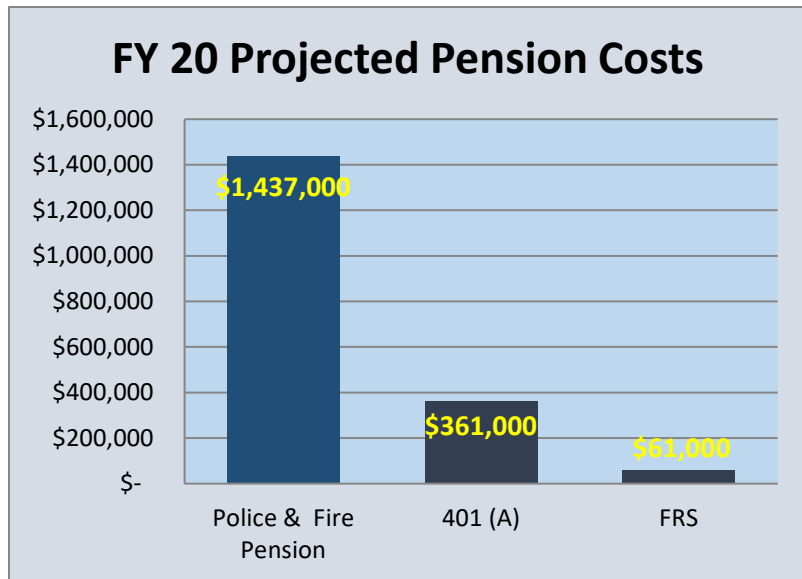
The city administers a single employer defined benefit pension plan for the benefit of its police officers and firefighters. The Municipal Police Officers' and Firefighters' Pension Trust Fund (the "Plan") was created by ordinance October 1, 1980 in a merger approved by the State of Florida of two pre-existing pension funds.

All full-time firefighters and sworn police officers participate. The Plan provides for normal retirement at age 55 and 10 years of credited service. Benefits fully vest after 10 years. The Plan also provides for disability retirement and a death benefit.

Members are required to contribute 6.7% of their annual salary. For FY 20, the City's contribution is 21.4%. Additional funding is provided by contributions from the State of Florida from fire and casualty insurance premium taxes.

The City is required under Chapters 175 and 185 Florida Statutes and City Ordinance #564, to contribute the remaining amounts necessary to pay benefits when due. The combined Police and Fire budgets for this contribution totals \$1.4 million for FY 2020.

A breakdown of FY 2020 City pension obligations to all employees (General Fund, Utilities Fund, and SEU Fund) is demonstrated in the charts below.



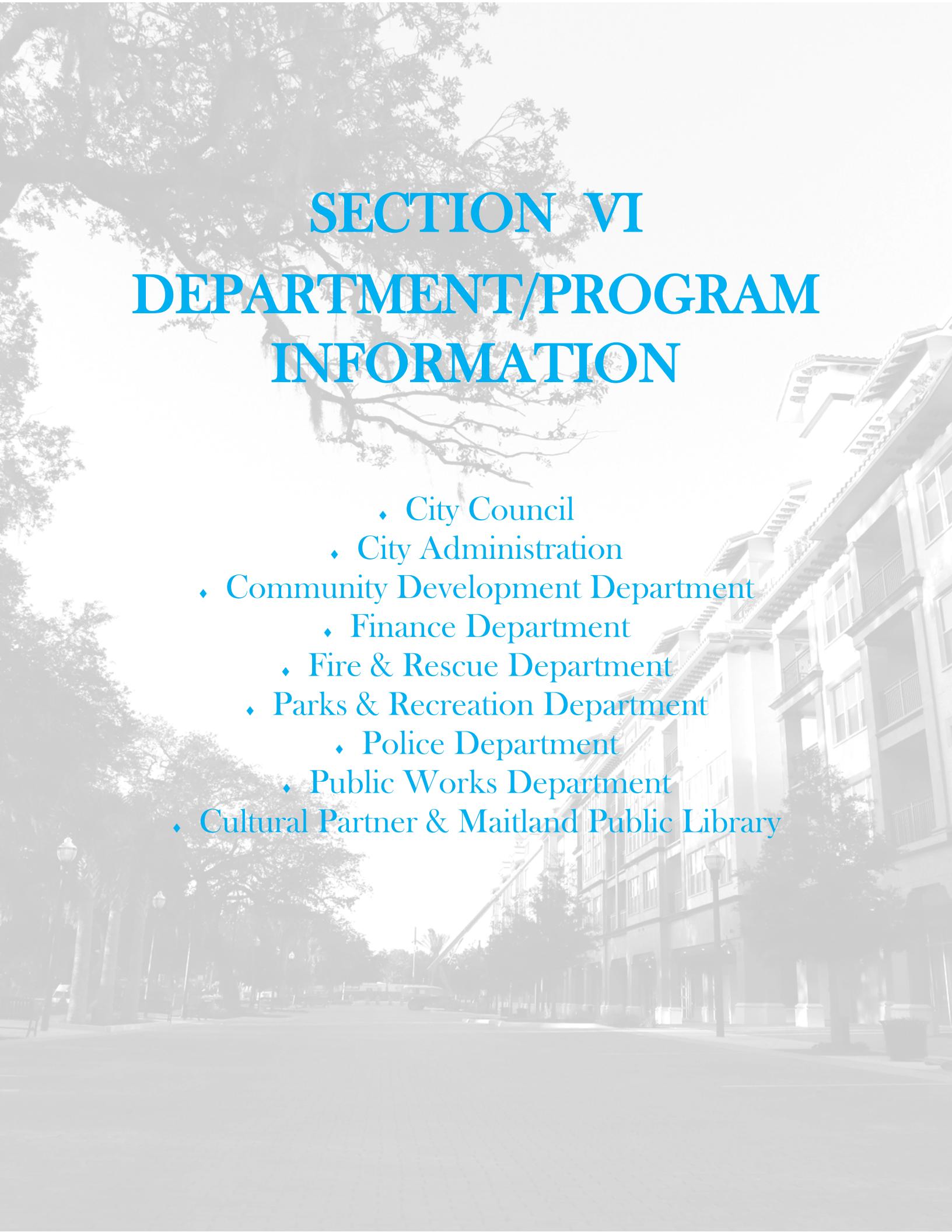
	General Fund	Utilities Fund	SEU Fund	Total
<b>FRS</b>	\$ 52,000		\$ 9,000	\$ 61,000
<b>401 (A)</b>	314,000	41,000	6,000	361,000
<b>P/F Pension</b>	1,437,000			1,437,000
<b>Total</b>	\$1,803,000	\$41,000	\$15,000	\$1,859,000





**MAITLAND**  
F L O R I D A

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The background of the page is a grayscale photograph of a city street. On the left, there are large, leafy trees. On the right, there is a multi-story building with a modern architectural style, featuring balconies and large windows. The street is paved and has some streetlights visible. The overall scene is bright and clear.

# SECTION VI

## DEPARTMENT/PROGRAM INFORMATION

- ♦ City Council
- ♦ City Administration
- ♦ Community Development Department
  - ♦ Finance Department
  - ♦ Fire & Rescue Department
  - ♦ Parks & Recreation Department
  - ♦ Police Department
  - ♦ Public Works Department
- ♦ Cultural Partner & Maitland Public Library



# Maitland City Council



Michael Thomas  
Councilman



John Lowndes  
Vice Mayor



A. Dale McDonald  
Mayor



Bev Reponen  
Councilwoman



Michael Wilde  
Councilman

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$24,610	\$ 25,600	<b>\$26,000</b>	\$26,780	\$27,583
Operating Expenses	14,408	24,089	<b>14,800</b>	14,039	14,039
Capital Outlay	-	-	-	-	-
Contributions/Contingency	3,500	-	<b>30,000</b>	-	-
Total	<u>\$42,518</u>	<u>\$ 49,689</u>	<u><b>\$ 70,800</b></u>	<u>\$40,819</u>	<u>\$ 41,622</u>
Budgeted Positions					
Full-time	0	0	<b>0</b>	0	0
Part-time	5	5	<b>5</b>	5	5
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>5</u>	<u>5</u>	<u><b>5</b></u>	<u>5</u>	<u>5</u>
Total FTE	<u>2.5</u>	<u>2.5</u>	<u><b>2.5</b></u>	<u>2.5</u>	<u>2.5</u>

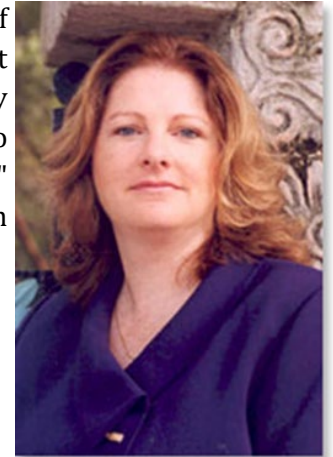


**MAITLAND**  
F L O R I D A

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# City Administration

**MISSION STATEMENT:** City Administration is charged with ensuring the quality of management of all city services and activities. Led by the City Manager, the department is active in all of the general management practices of the city. Specific, day-to-day operations of city functions are the responsibility of skilled department directors who work in conjunction with Administration in making Maitland a "community for life." Administration includes the functions of the City Clerk, Human Resources, Information Technology, and Communications.



*City Manager  
Sharon M. Anselmo,  
CPA, ICMA-CM*

## **Areas of Responsibility:**

- City-wide leadership and administrative support
- Liaison to City Council, Citizens and City Departments
- Strategic Plan Implementation
- Human Resources Division
- Risk Management
- Information Technology and Communications
- Communications

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	1,223,673	1,377,120	<b>1,520,100</b>	1,568,047	1,619,929
Operating Expenses	1,039,338	1,054,377	<b>969,417</b>	897,910	995,750
Capital Outlay	53,371	103,000	<b>25,000</b>	37,000	25,000
Contribution/Other	-	60,522	-	-	-

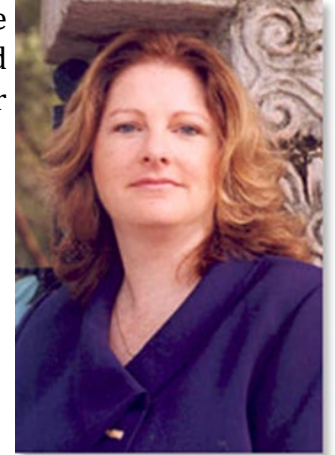
Total	2,316,382	2,595,019	<b>2,514,517</b>	2,502,957	2,640,679
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No. of Positions					
Full-time	12	13	<b>13</b>	13	13
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total No. of Positions	12	13	<b>13</b>	13	13
FTE	12.0	13.0	<b>13.0</b>	13.0	13.0

# City Administration: City Manager

## Department Overview

**Program Mission:** The mission of the City Manager's office is to provide leadership and administration to the City's staff in order to achieve the goals and objectives of the City Council, so they can meet or exceed the expectations of our citizens (customers).



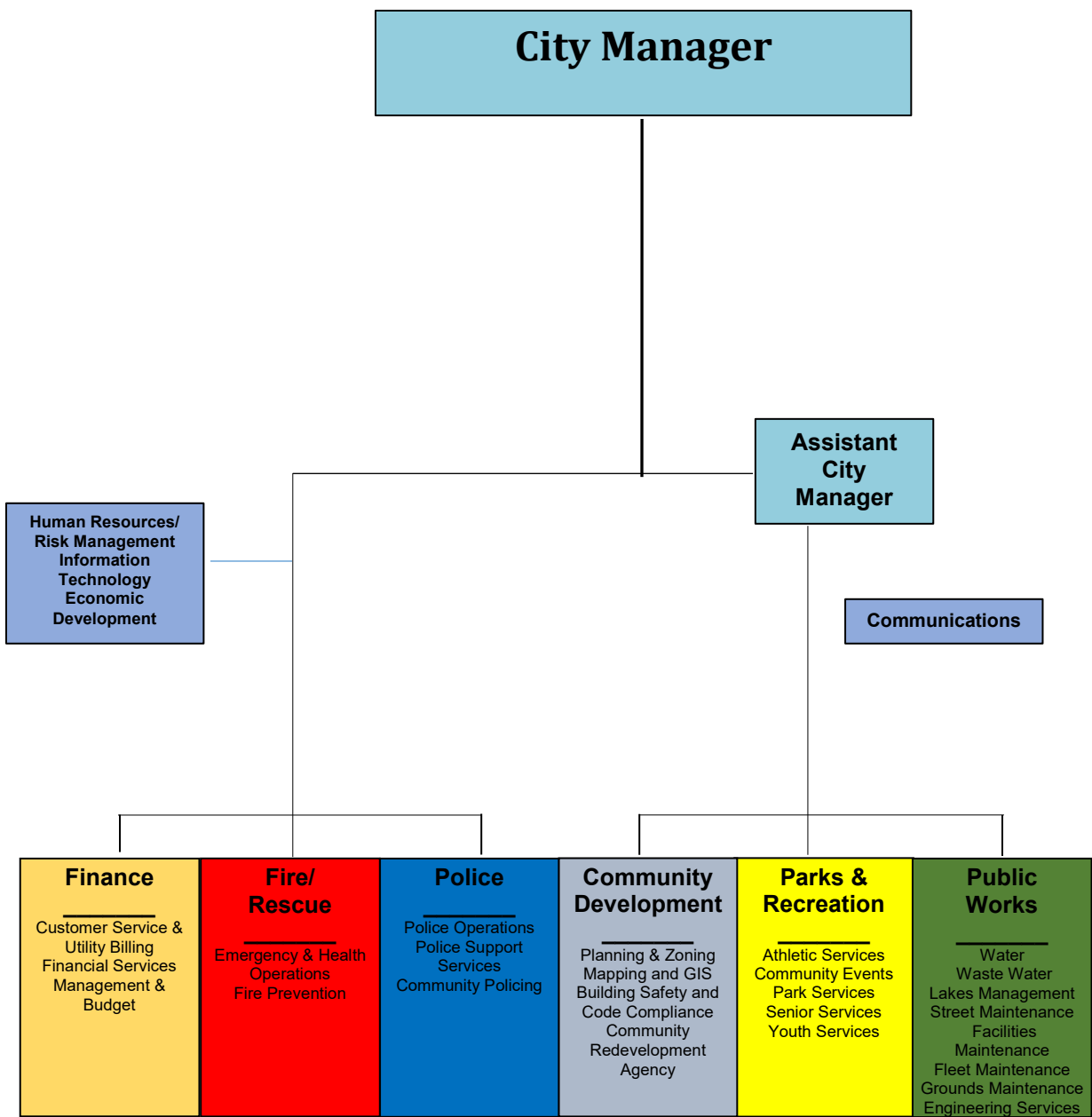
*City Manager  
Sharon M. Anselmo,  
CPA, ICMA-CM*

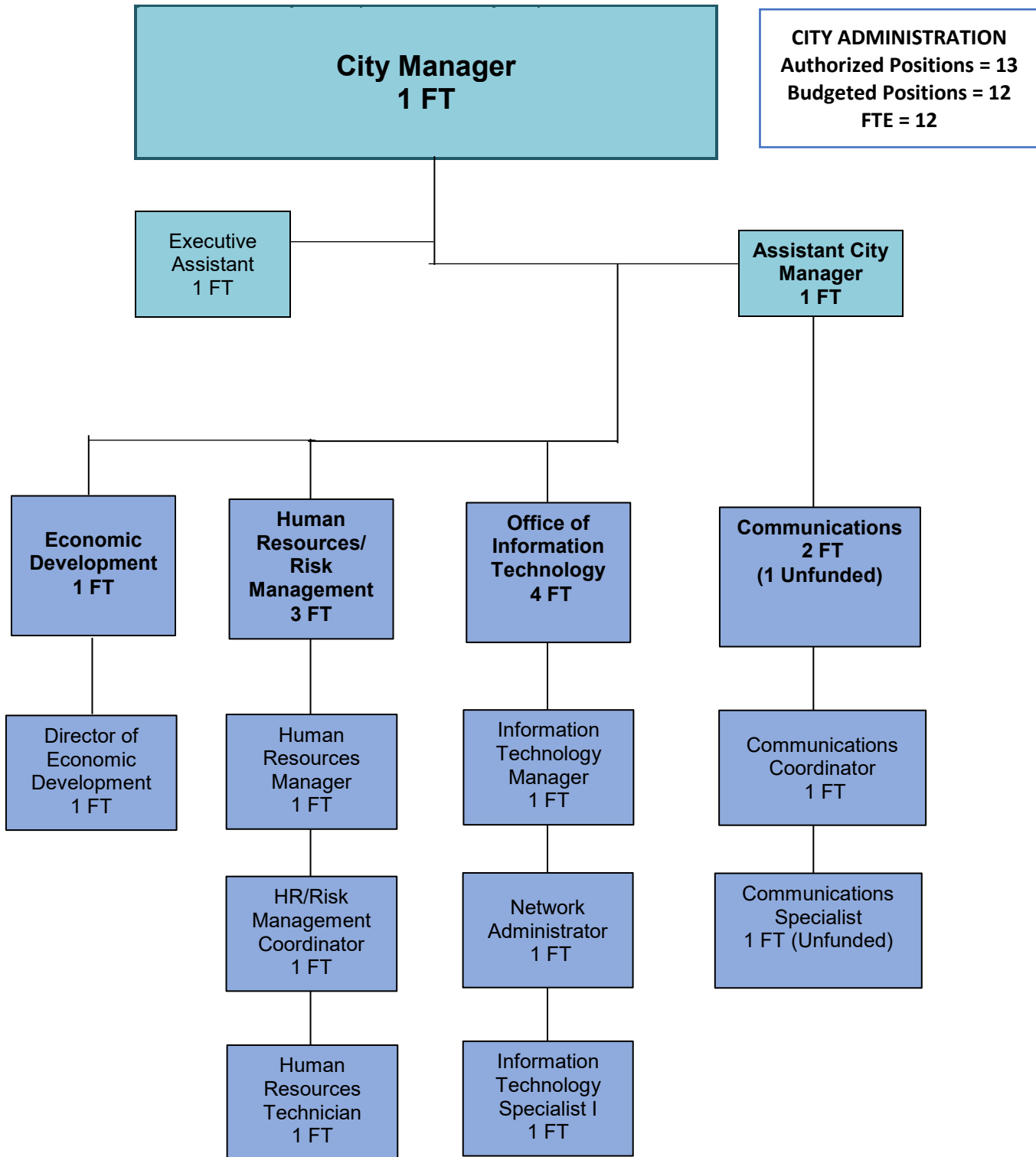
Areas of Responsibility:
· City-wide leadership and administrative support
· Liaison to City Council, Citizens and City Departments
· Strategic Plan Implementation

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$420,800	\$ 449,600	<b>\$495,400</b>	\$510,177	\$525,934
Operating Expenses	212,491	237,321	<b>246,829</b>	250,261	250,261
Capital Outlay	2,556	11,000	-	12,000	-
Contributions/Contingency	-	60,522	-	-	-
Total	<u>\$ 635,847</u>	<u>\$ 758,443</u>	<u><b>\$742,229</b></u>	<u>\$ 772,438</u>	<u>\$ 776,195</u>

Budgeted Positions					
Full-time	3	3	<b>3</b>	3	3
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>3</u>	<u>3</u>	<u><b>3</b></u>	<u>3</u>	<u>3</u>
Total FTE	<u>3</u>	<u>3.0</u>	<u><b>3.0</b></u>	<u>3.0</u>	<u>3.0</u>







To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a “Community for Life”.

To be known as a model City in Central Florida, acclaimed for our	Essential Priority	City Workplan
<div>Beautiful Parks and Lakes</div>	<div>→ East/West Park Systems</div> <div>→ Expand Recreation Facilities</div>	
<div>Safe Neighborhoods</div>	<div>→ Quality Public Safety Services</div>	
<div>Robust Cultural Programs</div>		
<div>Quality Government Services</div>	<div>→ Maintain Employee Morale</div> <div>→ Maintain and Expand Infrastructure</div> <div>→ Improve Interagency Communications</div>	<div>Library Space Needs</div> <div>State and Legislative Agenda Coordination</div> <div>Class and Comp Study</div> <div>Secure Agreement for Group Health</div>
<div>Community Pride</div>	<div>→ Improve Quality of Neighborhoods</div> <div>→ Develop Maitland’s Identity</div> <div>→ Engage &amp; Support the Business Community</div>	<div>Greenwood Gardens Electric Conversion</div> <div>Dommerich Estates Electric Conversion</div> <div>City-wide Entry/Wayfinding Signage</div>
<div>Preservation of Natural Resources</div>	<div>→ Water Quality and Conservation</div>	<div>Implement Climate Change Mitigation and Sustainability Resolution</div>
<div>State-of-the-Art Commerce Centers</div>	<div>→ Improve Transportation City-wide</div> <div>→ Plan for Downtown Development</div>	

## City Administration: City Manager

### Department Overview – FY 2020 City Workplan

Administration - City Workplan		
Project & Description	Status	Project Timeline
<b>State and Legislative Agenda Coordination</b> - Monitor proposed and pending legislation that may impact the City of Maitland. Work with City lobbyist to fund funding which may be available for City priorities.	Started	Because the legislative session starts early this year, appropriate requests were finalized in November. Funding for A&H is HB 3599 and funding for the Mayo Sewer project is HB 3591. Bills will be tracked throughout the session which ends in Q2 2020.
<b>Greenwood Gardens Electric Conversion</b> - The undergrounding of electric utilities and installation of street lighting for the neighborhood.	Started	Expected to be completed by the end of the calendar year 2019.
<b>Dommerich Estates Electric Conversion</b> - Planning and design for the conversion of overhead lines to underground in the Dommerich Estates QNP Area.	Started	Duke Energy to provide initial design for project by end of Q3 2020.
<b>City-wide Entry/Wayfinding Signage Program</b> - Continue with development of entry feature/wayfinding signage incorporating new City brand.	Started	Staff has the entry feature signage initial plan and will begin with the N. Maitland Avenue entry feature replacement by end of Q4 2020.
<b>Implement Climate Change Mitigation and Sustainability Resolution</b> - In August 2019, City Council adopted a climate change mitigation and sustainability resolution. Staff is drafting a two year action plan based upon the goals outlined in the resolution.	Started	The initial plan is a two-year plan. The action plan was presented to Council in November. Staff will work with the Ad Hoc Sustainability Board to report back again in 90 days (Feb 2020).
<b>Library Space Needs</b> - The Maitland Public Library leases its current facility from the City. The facility is aging and obsolete. As determined by the initial feasibility study in 2019, renovating the buildings would result in less usable square footage and likely less efficiency than a new buildings.	Started	Staff is working to determine if a new library facility can fit on the site of the current library building. It is anticipated this will be provided to City Council by the end of Q2 2020.

# City Administration: Human Resources

## Department Overview

**Program Mission:** The mission of Human Resources is to provide administrative and technical support in the area of personnel management to the City's workforce so that products and services may be delivered to our internal and external customers in a legal and professional manner.



*Human Resources  
Manager  
Theresa Walker*

<b>Services:</b>
• Job Classification/Salary Administration
• Personnel Policies and Procedures
• Employee Recruitment and Retention
• Benefits Administration
• City Wide Training & Development
• Labor Relations
• Risk Management/City Safety Program

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$410,969	\$ 432,260	<b>\$441,200</b>	\$456,506	\$473,456
Operating Expenses	69,719	108,239	<b>83,721</b>	81,366	93,206
Capital Outlay	-	-	-	-	-
Total	<b>\$ 480,688</b>	<b>\$ 540,499</b>	<b>\$ 524,921</b>	<b>\$ 537,872</b>	<b>\$ 566,662</b>

Budgeted Positions					
Full-time	3	3	<b>3</b>	3	3
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	3	3	<b>3</b>	3	3
Total FTE	3.0	3.0	<b>3.0</b>	3.0	3.0

# **City Administration: Human Resources**

## **Department Overview**

### **FY 2019 Highlights**

- Secured an agreement for Group Health Insurance and Other Employee Benefits. Effective date of coverage January 1, 2019.
- Successful completion of FY 2019 City-wide open enrollment.
- Completed City-wide wellness program with CIGNA.
- Successful completion of City-wide training plan for FY 2019.

### **FY 2020 Program Goals**

#### **Maintain Quality Public Safety Services**

- Maitland Professional Firefighters IAFF Local 3590

#### **Maintain Employee Morale**

- Wellness Awareness—Educational workshops and materials
- Negotiate 2020 group insurance rates
- Conduct Open Enrollment
- Development and implement City-wide training for FY 2020
- Implement results from Classification/Compensation and Benefit Study
- Personnel Policies and Procedures Manual

### **Performance Measures Highlights and Goals**

- City-wide employee turnover rate increased in FY 2019 with a goal of lowering it in FY 2020
- Incidents needing medical care in FY 2019 decreased, using continuing safety education to promote a safe environment will hopefully continue to reduce this number in FY 2020
- Saw an increase of City-wide training hours from FY 2019 to FY 2020

## City Administration: Human Resources

### Department Overview – FY 2020 City Workplan

Human Resources - City Workplan		
Project & Description	Status	Project Timeline
<b>Classification/Compensation and Benefit Study</b> - Working with MAG, the Consultant selected to perform a classification and compensation study and implement the results for a new FY 2020 Class and Comp Plan.	Completed	All pay changes were implemented with the first full payroll of FY 2020.
<b>Secure Agreement for Group Health</b> - After working with the City's Agent, the City secured an Agreement for group health insurance with CIGNA and proved favorable benefits to employees with rates that were within the City budget. The City saw no increase in rate for dental, vision, or life insurance.	Completed	The Group Health agreement for the City was completed in Q1 of 2020.

# City Administration: Human Resources

## Department Overview – FY 2020 Departmental Workplan

Human Resources - Department Workplan		
Project & Description	Status	Project Timeline
<b>Conduct Open Enrollment</b> - Upon securing an Agreement for Group Health, HR staff will plan and conduct open enrollment sessions for City employees and eligible retirees.	Completed	Open Enrollment was conducted in October 2019.
<b>Commercial Drivers License (CDL) Clearinghouse</b> - The Clearinghouse is a secure online database that will give employers, the Federal Motor Carrier Safety Administration (FMCSA), State Driver Licensing Agencies (SDLAs), and State law enforcement personnel real-time information about commercial driver's license (CDL) and commercial learner's permit (CLP) holders' drug and alcohol program violations. 49 CFR Part 382, Subpart B,	Not Started	Must be registered by January 2020. This new rule will impact all employees with a CDL. Final determination should be distributed during the second quarter.
<b>City-Wide Training and Wellness Events Plan for CY20</b> - The programs that will be offered throughout the year will consist of a variety of educational/financial and wellness workshops/events that are designed to educate employees on an array of topics.	Not Started	Department Heads and HR will work together beginning in the second quarter of FY20 to deliver a Citywide Training Plan for CY20.
<b>Annual Insurance Renewal - Property, Casualty &amp; WC</b> - Worked with the City's Insurance Agent and Carriers to submit a thorough and comprehensive renewal that provides the most up to date information.	Not Started	Information is due to the City's agent of record in December 2019.
<b>Distribute Form 1095-C to Employees</b> - The City employs 50 or more full-time employees (including full-time equivalent employees), therefore, the City must use the 1095-C form to report the information required under sections 6055 and 6056 regarding offers of health coverage and enrollment in health coverage to employees for the 2019 calendar year.	Not Started	The required 1095-C forms must be distributed to City employees prior to the deadline of February 4, 2019.
<b>Draft of Personnel Policies and Procedures Manual</b> - Working with Sr. Staff and Labor Attorney to present a draft Personnel Policies and Procedures Manual that provide updated procedures on how to handle various situations with employees while following Local, State, and Federal laws governing employment.	Started	Sections 1-8 to City Manager end of Q1; remaining sections to City Manager by Q2.
<b>Maitland Professional Firefighter, Local 3590, IAFF</b> - The Maitland Professional Firefighters ratified a collective bargaining agreement effective October 2014 - September 2017. Management will meet with the Union, when requested, to negotiate a new Agreement that will be agreeable to both the collective bargaining members and the City.	Not Started	Will work with the Maitland Professional Firefighter, Local 3590 when requested to meet.
<b>Participating in the Social Security Number Verification System</b> - is an online service of the Social Security Administration (SSA) that allows employers to voluntarily check, via the Internet, whether an employee's Social Security number (SSN) matches SSA's database.	Started	The City is registered and will verify all new employees social security number. Final rules and regulations are anticipated by the second quarter.



## City Administration: Human Resources

### Department Overview – FY 2020 Departmental Workplan

<b>Commercial Drivers License (CDL) Clearinghouse</b> - The Clearinghouse is a secure online database that will give employers, the Federal Motor Carrier Safety Administration (FMCSA), State Driver Licensing Agencies (SDLAs), and State law enforcement personnel real-time information about commercial driver's license (CDL) and commercial learner's permit (CLP) holders' drug and alcohol program violations. 49 CFR Part 382, Subpart B,	Not Started	Must be registered by January 2020. This new rule will impact all employees with a CDL. Final determination should be distributed during the second quarter.
<b>Secure Agreement for Industrial Medical Services</b> -The City secured an Agreement with AdventHealth for Industrial Medical Services (IMS) that will provide the expertise needed in Occupational Health for specialized jobs.	Not Started	Anticipate an Agreement with AdventHealth by the end of Q3

## City Administration: Human Resources

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Personnel Statistics</b>			
Workload: # of Budgeted Full-Time Positions	218	220	221
Workload: # of Separations from City Employment	27	33	25
Workload: # of Grievances Filed (incl. EEOC claims)	1	1	1
Effectiveness: # of Grievances Resolved Administratively	1	0	1
<b>Recruitment and Selection</b>			
Workload: # of Job Requisitions Received (including new positions)	46	34	30
Effectiveness: % City-Wide Employee Turnover (Quarterly, then annually)	12.39%	15.00%	11.31%
<b>Personnel Actions</b>			
Workload: # of Personnel Action Forms processed	1,834	1,731	1,500
Effectiveness: % of Inputs requiring adjustments	1.81%	0.35%	1.00%
<b>City-Wide Training</b>			
Workload: # of Contact Hours	882	1,003	800
Effectiveness: Customer's Rating "Satisfactorily" or better	99.89%	100.00%	99.00%
<b>Risk Management/Workers' Compensation</b>			
Workload: # of FTE'S (Full Time Equivalents)	222	224	225
Effectiveness: # of Incidents requiring medical attention beyond the Fire Dept.	21	9	14
Effectiveness: Incidents as a % of Workforce (Quarterly, then annually)	9.44%	4.02%	6.22%
Effectiveness: # of Incidents that are Medical Only Claims	21	9	10
Effectiveness: # of Incidents that are Loss Time Claims	1	0	2
<b>Risk Management/Liability/Property &amp; Auto</b>			
Workload: # of liability, property and auto claims	112	88	96
Effectiveness: # of claims per FTE	0.50	0.39	0.43

# City Administration: Information Technology

## Department Overview

**Program Mission:** The mission of the Information Technology Division is to provide City staff with appropriate levels of automation and telecommunications support, enabling them to fulfill their missions as cost-effectively and efficiently as possible.



### Services:

- Hardware/Software installation and Support
- Help-Desk support
- Network Administration
- IT Training
- City-wide Communications

### Expenditures by Category

	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$237,272	\$ 300,350	<b>\$320,300</b>	\$330,339	\$340,701
Operating Expenses	660,689	645,436	<b>593,258</b>	520,258	606,258
Capital Outlay	50,815	92,000	<b>25,000</b>	25,000	25,000
Contributions/Contingency	-	-	-	-	-
Total	<u>\$ 948,776</u>	<u>\$ 1,037,786</u>	<u><b>\$938,558</b></u>	<u>\$ 875,597</u>	<u>\$ 971,959</u>

**Note: Includes City Communications**

### Budgeted Positions

Full-time	4	4	<b>4</b>	4	4
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>4</u>	<u>4</u>	<u><b>4</b></u>	<u>4</u>	<u>4</u>
Total FTE	<u>4.0</u>	<u>4.0</u>	<u><b>4.0</b></u>	<u>4.0</u>	<u>4.0</u>

# City Administration: Information Technology

## Department Overview

### FY 2019 Highlights

- Office 365 upgrade to the Cloud
- Hardware upgrades throughout the City
- Bandwidth Upgrade
- Laserfiche Server/Software Upgrade

### FY 2020 Program Goals

#### Quality Government Services

- EnerGove Server/Software Upgrade
- Maitranet Upgrade
- Installing Public Wi-Fi in New Park
- Community Park Hardware Upgrade

### Performance Measures Highlights and Goals

- Training contact hours was 1,485 in FY 2019, up from 1,125 in FY 2018
- Responded to 100% of work orders within 1 working day for the second year in a row.
- 97% of work orders were closed within 1 working day, better than the target of 95%

## City Administration: Information Technology

### Department Overview – FY 2020 Departmental Workplan

Administration - Departmental Workplan		
Project & Description - Information Technology	Status	Project Timeline
<b>EnerGov Server/Software Upgrade (IT)</b> - This project is in conjunction with Comm Dev to move to the cloud with EnerGov. It also involves maintaining and upgrading our server software on premises.	Started	Project completion estimated for Q2 FY20.
<b>MAITRANet Upgrade (IT)</b> - Working with the Communications Department on a solution to upgrade the Intranet.	Completed	Completed Q1 FY 20.
<b>Mobile Device Management (IT)</b> - This is an ongoing project, which provides IT with the ability to monitor and manage all policies for all mobile devices that are connected to our network.	Started	Project completion estimated for Q2 FY20.
<b>Hybrid Backup Solution (IT)</b> - IT is seeking a solution to replace our tape backup system. We are looking to move to the cloud with a Hybrid solution.	Not Started	Project completion estimated for Q4 FY20.
<b>Comm Park Hardware Upgrade (IT)</b> - All equipment for this project has been upgraded, this includes a new router and switch. CTD Q2FY19. There is a new initiative to move the IT cabinet to a more secure climate controlled area, this includes adding power and A/C to back closet for relocation.	Completed	Completed Q1 FY 20.
<b>Text Messaging Archiving (IT)</b> - IT is currently seeking a solution to provide the ability to achieve text messages on city Cell phones.	Started	Project completion estimated for Q2 FY20.
<b>Public WI-FI New Park (IT)</b> - This project will require Wi-Fi connectivity for public use in the new park area. IT is currently seeking a solution to provide this service.	Not Started	Project completion estimated for Q4 FY20.
<b>Wireless Meter Reading (AMI)</b> - This project is currently in the works and IT will provide network connections and accessibility for online use.	Started	Project completion estimated for Q2 FY20.
<b>Common Access Card (IT)</b> - IT is looking into providing the ability for city staff to have the ability to maintain one card for access to facilities and PC's.	Not Started	Project completion estimated for Q4 FY20.

## City Administration: Information Technology

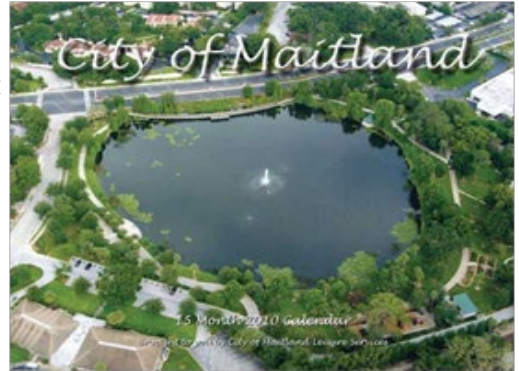
### Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Corporate Training</b>				
Workload:	# of times Employees Trained	456	740	500
Workload:	Total Contact Hours	1125	1485	1,250
<b>Hardware\Software Support</b>				
Workload:	Total Work Orders Opened	859	1108	900
Workload:	Total Work Orders Closed	858	1104	900
Efficiency:	% of Requests Responded to Within 1 Working Day	100%	100%	100%
Efficiency:	% of Requests Closed Within 1 Working Day	95%	97%	95%

# City Administration: Communications

## Department Overview

**Program Mission** - The mission of the Community Relations division is to produce communications which will encourage community participation and pride, while illustrating the different activities and programs that take place throughout the City.



### Services:

- Design and distribute promotional materials for City functions and programs
- Upgrade City website
- Photograph/document significant City events for promotional and historical purposes

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$76,306	\$ 74,200	<b>\$101,900</b>	\$105,074	\$108,457
Operating Expenses	14,431	28,100	<b>15,900</b>	15,900	15,900
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 90,737</b>	<b>\$ 102,300</b>	<b>\$ 117,800</b>	<b>\$ 120,974</b>	<b>\$124,357</b>
Budgeted Positions					
Full-time	1	1	<b>1</b>	1	1
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total FTE</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

# **City Administration: Communications**

## **Department Overview**

### **FY 2019 Highlights**

- Continued e-newsletter “Maitland Minute”
- Provided photography services for City events, such as Season of Light and City Council Meetings.
- Grew social media accounts on Nextdoor and Facebook

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Continue bi-monthly production of City’s printed newsletter (Maitland Express) for distribution and electronic newsletter service (Maitland Minute)
- Continue to provide media releases and photography services for City and other events
- Continue to increase social media presence & engage with residents in creative ways

### **Performance Measures Highlights and Goals**

- Created 211 graphics in FY 2019, up from 74 in FY 2018
- Saw a decrease in the amount of website users
- Reached 750 Facebook users in 51 weeks in FY 2019, down from all 52 weeks in 2018



## City Administration: Communications

### Department Overview – FY 2020 Departmental Workplan

Administration - Departmental Workplan		
Project & Description - Public Information Office	Status	Project Timeline
<b>New City Websites (PIO)</b> - Award contract and begin migration to new city websites (including Police and Fire).	Started	Expected completion in Q3 2020.
<b>Community Outreach for Lift Station 1 Project (PIO)</b> - In coordination with Public Works, draft community outreach publications for the installation of LS#1 and eventual sewer conversion for Dommerich Hills.	Started	Created utilities website to communicate information. Will continue to update the site as project progresses through the phases.
<b>Communications for U.S. Highway 17-92 Utility Improvements (PIO)</b> - Coordinate with Public Works to implement a communications plan for 17-92 utility project.	Started	Created utilities website to communicate information. Will continue to update the site as project progresses through the phases.
<b>Communications for Economic Development (PIO)</b> - Implement a communications plan to support City-wide economic development efforts.	Started	Coordinate with new city economic development director for multi-tier promotion of new business development.
<b>Communications for Climate Change Mitigation (PIO)</b> - Implement a communications plan to support City-wide climate change mitigation and sustainability efforts.	Started	Two-year project, updated regularly.
<b>Update City Staff Services Portal (Maitranet) (PIO)</b> - The City's intranet is on a platform no longer supported by Microsoft and is in need of updating.	Completed	Completed Q1 FY 2020.

## City Administration: Communications

### Department Overview

<b>Program Performance</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Target</b>
<b>Media Relations</b> Number of Media Queries	46	92	72
<b>Number of Graphics Created</b>	74	211	200
<b>Social Media</b> Reach: Number of Weeks at least 750 Facebook Users were Reached	52	51	52
<b>Website</b> Number of Site Visits Number of Visitors	127,530 101,466	78,504 76,171	100,000 100,000

# City Administration: City Clerk

## Department Overview

**MISSION STATEMENT:** The mission of the City Clerk's Office is to maintain the City's current and historical records for elected officials, City employees, users and recipients of City services, business owners and civic leaders, and other organizations and individuals; to ensure accurate preservation and dissemination of information in compliance with Florida Statutes and the Maitland Code of Ordinances.



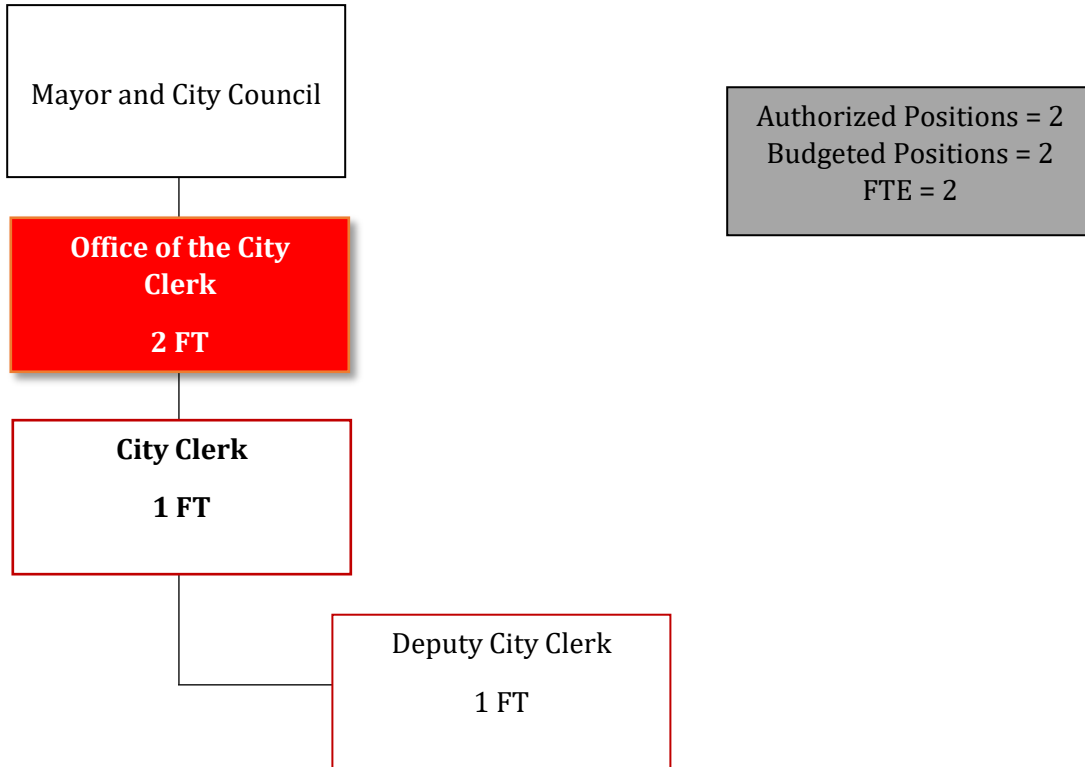
*City Clerk  
Maria Waldrop*

### Services:

- Maintain the City's Current and Historical Records
- Preservation and Dissemination of Information
- City Cemetary

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$78,326	\$ 120,710	<b>\$161,300</b>	\$165,951	\$171,381
Operating Expenses	82,008	35,281	<b>29,709</b>	30,125	30,125
Capital Outlay	-	-	-	-	-
Total	<u>\$ 160,334</u>	<u>\$ 155,991</u>	<u><b>\$ 191,009</b></u>	<u>\$ 196,076</u>	<u>\$201,506</u>
Budgeted Positions					
Full-time	2	2	<b>2</b>	2	2
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>2</u>	<u>2</u>	<u><b>2</b></u>	<u>2</u>	<u>2</u>
Total FTE	<u>2.0</u>	<u>2.0</u>	<u><b>2.0</b></u>	<u>2.0</u>	<u>2.0</u>

# Office of the City Clerk



# **City Administration: City Clerk**

## **Department Overview**

### **FY 2019 Highlights**

- Coordinated the Volunteer Appreciation Dinner
- Continued the handling of public records requests

### **FY 2020 Program Goals**

#### **Maintain Quality Government Services**

- Coordinate with Supervisor of Elections for 2020 election, ensuring compliance with State laws
- Continue annual Clerk training and certifications
- Coordinate annual Volunteer Appreciation Dinner
- Assist with the coordination of City Events
- Assist with Employee Recognition/Appreciation
- Coordinated the Tri-County League of Cities meeting



**MAITLAND**  
F L O R I D A

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# Community Development Department

**MISSION STATEMENT:** The mission of the community Development Department is to create a model community of distinction by honoring the past. In doing so, we guide the development and well-being of our community where businesses and institutions can be successful and grow, and all residents live in a safe, attractive and vibrant City that they are proud to call their home.



*Community  
Development Director  
Dan Matthys*

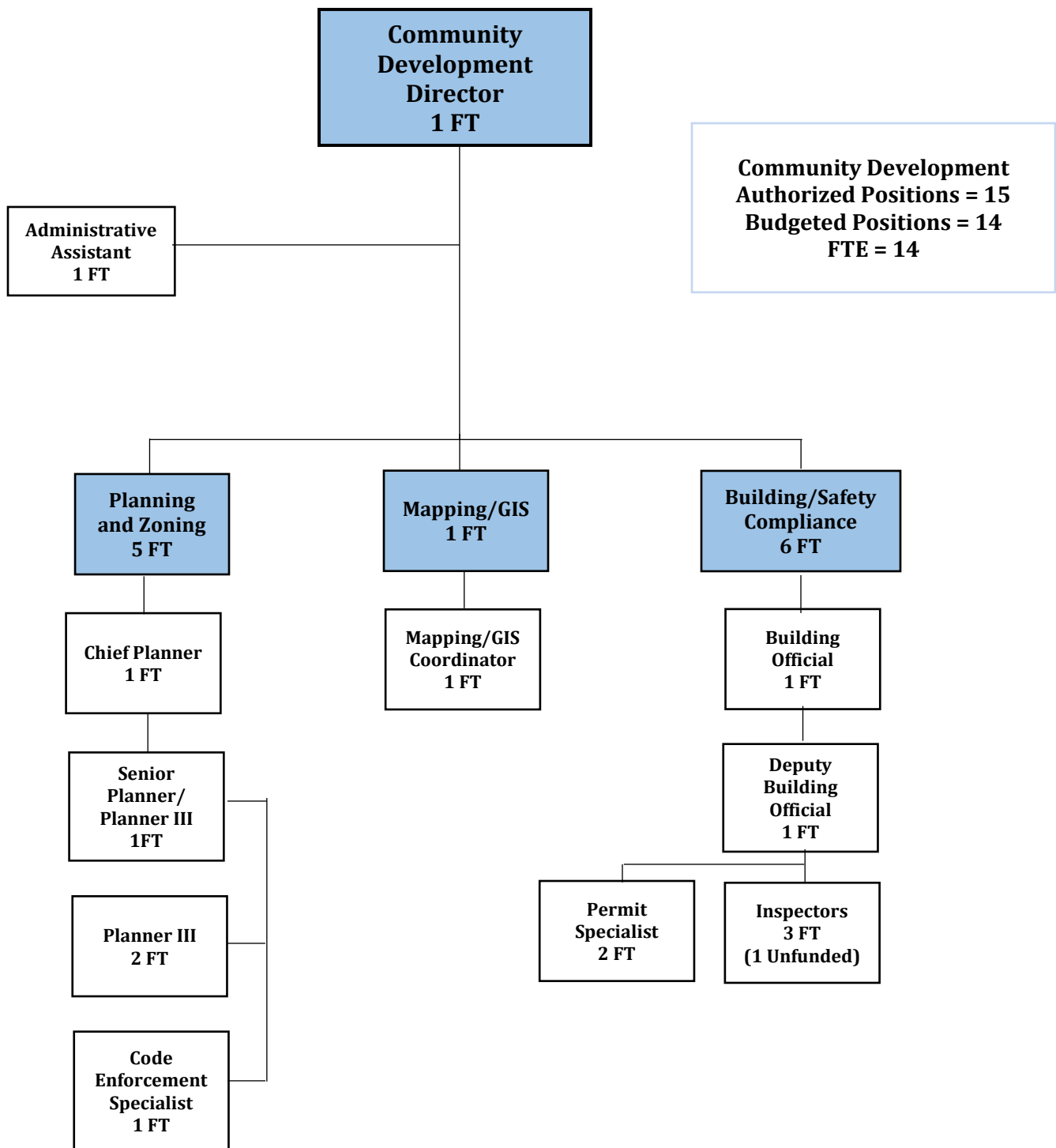
## Areas of Responsibility:

- Planning and Zoning
- Mapping and GIS
- Building Safety
- Code Compliance
- Special Projects

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$1,310,969	\$ 1,282,550	<b>\$1,371,100</b>	\$1,410,057	\$1,455,698
Operating Expenses	403,598	1,700,779	<b>295,385</b>	795,385	802,335
Debt Service	796,920	824,517	<b>845,858</b>	871,100	895,086
Capital Outlay	14,229	-	-	-	1,800,000
Other	53,272	281,556	<b>1,295,810</b>	1,697,560	1,759,068
Total	<u>\$2,578,988</u>	<u>\$ 4,089,402</u>	<u><b>\$3,808,153</b></u>	<u>\$4,774,102</u>	<u>\$6,712,187</u>













## Budgeted Positions

Full-time	16	15	<b>14</b>	14	14
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>16</u>	<u>15</u>	<u><b>14</b></u>	<u>14</u>	<u>14</u>
Total FTE	<u>16.0</u>	<u>15.0</u>	<u><b>14.0</b></u>	<u>14.0</u>	<u>14.0</u>





To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a “Community for Life”.

To be known as a model City in Central Florida, acclaimed for our	Essential Priority	City Workplan
<b>Beautiful Parks and Lakes</b>	 East/West Park Systems  Expand Recreation Facilities	
<b>Safe Neighborhoods</b>	 Quality Public Safety Services	
<b>Robust Cultural Programs</b>		
<b>Quality Government Services</b>	 Maintain Employee Morale  Maintain and Expand Infrastructure  Improve Interagency Communications	<b>FY 2021 Capital Improvements Program</b>
<b>Community Pride</b>	 Improve Quality of Neighborhoods  Develop Maitland's Identity  Engage & Support the Business Community	<b>Land Development Code Overhaul</b>  <b>Sign Code Overhaul</b>  <b>West Side Master Plan Strategic Update</b>
<b>Preservation of Natural Resources</b>	 Water Quality and Conservation	
<b>State-of-the-Art Commerce Centers</b>	 Improve Transportation City-wide  Plan for Downtown Development	

## Community Development - City Workplan

Project & Description	Status	Project Timeline
<b>Develop Capital Improvements Program-</b> CDD staff will work with Administration and other departments to identify and categorize CIP projects, consistent with Comprehensive Development Plan policies.	Not Started	CIP projects due in March, with final report scheduled for adoption in September 2020.
<b>West Side Master Plan Strategic Update</b> - The Community Development Department and the Economic Development Director will work with property owners and management companies on the west side of I-4 to update the West Side Master Plan. Also, as site redevelopment occurs, staff will apply the principles laid out in the West Side Redevelopment Plan to the review of applicable development plans. A Technical Advisory Panel (TAP) study with the Urban Land Institute (ULI) is being initiated to start off the project.	Started	The initial request has been made to the ULI. It is anticipated that the TAP study will be completed in early Q3 of FY20.
<b>Land Development Code Overhaul</b> - Based upon the results of the Evaluation and Appraisal Report, update the City's land development code. Project phasing has been revised to include the Downtown Maitland portion first, followed by the west side then the remainder of the Code.	Started	The Downtown portion of the project is anticipated to be completed at the end of Q2 of FY20 with the remainder of the project going through FY 19 and be completed in early Q3 of FY21.
<b>Sign Code Overhaul</b> - CDD Staff will work with LDC consultants to review and overhaul the existing sign ordinance which is seen as cumbersome and not necessarily equitable. It is anticipated this project will parallel the LDC overhaul and go through FY 20. This portion of the LDC may be expedited and occur prior to the overall LDC project. Staff is currently looking at drafting language.	Not Started	This project coincides with the LDC Overhaul, which is anticipated to be completed in Q3 of FY21. Should Council direct staff at the November workshop to proceed with this project separately or have an interim sign update for temporary (or other targeted signs), Staff will revise the timeline.

# Community Development: Planning and Zoning

## Department Overview

**Program Mission:** The mission of the Planning and Zoning Division is to provide professional direction and technical assistance; and master plans and implementation strategies to property owners, potential developers, City staff, City Council, the Planning and Zoning Commission and various other Boards so the adopted Comprehensive Development Plan is monitored and implemented.

### Services:

- Site Plan and Project Review
- Capital Improvements Program Updates
- Comprehensive Development Plan Updates
- Economic Development Support

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$718,364	\$ 670,750	<b>\$ 730,500</b>	\$ 751,333	\$ 775,332
Operating Expenses	209,332	1,118,667	<b>19,775</b>	518,560	542,010
Capital Outlay	-	-	-	-	-
Transfer to CRA	52,522	153,600	-	-	-
Other	750	65,760	-	-	21,600
Total	<u>\$ 980,968</u>	<u>\$ 2,008,777</u>	<u><b>\$ 750,275</b></u>	<u>\$ 1,269,893</u>	<u>\$ 1,338,942</u>

### Budgeted Positions

Full-time	7	7	<b>7</b>	7	7
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>7</u>	<u>7</u>	<u><b>7</b></u>	<u>7</u>	<u>7</u>
Total FTE	<u>7.0</u>	<u>7.0</u>	<u><b>7.0</b></u>	<u>7.0</u>	<u>7.0</u>

# Community Development: Planning and Zoning

## Department Overview

### FY 2019 Highlights

- Coordinated development of the Annual CIP
- Completed EAR-Based Amendments to the Comprehensive Development Plan (CDP)

### FY 2020 Program Goals

**Honoring the past while creating a future distinguished in the region: a community for success**

#### *Development Review*

- Project Review and Permitting of upcoming projects to promote economic development
- Attend all board and committee meetings in FY 2020

### Performance Measures Highlights and Goals

- Continue to help City increase population and valuation by helping new development throughout the City
- Attended 100% of board and committee meetings, hoping to attend all meetings again in FY 2020

## Community Development: Planning and Zoning Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Development Application Coordination and Review</b>				
Workload:	# of Applications Annually	35	39	30
	Average % of Project Decisions Meeting Statutory			
Effectiveness:	Regulations	100%	100%	100%
<b>Staff Support for Boards and Committees</b>				
Workload:	# of Meetings Annually	238	298	280
Efficiency:	Average Attendance Record	100%	100%	100%

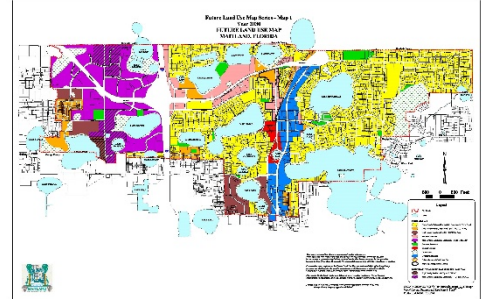


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# Community Development: Mapping/GIS

## Department Overview

**Program Mission:** The mission of the Mapping and GIS Division is to provide technical support services to the Community Development Department, other City Departments and the general public in to form of mapping, geographic information system capability, data organization and manipulation, and general technical interface on a variety of hardware and software applications.



### Services:

- Mapping
- Geographic Information Systems

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 79,108	\$ 82,200	\$ <b>88,300</b>	\$ 91,066	\$ 94,029
Operating Expenses	26,726	84,700	<b>125,725</b>	155,725	120,725
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$105,834</b>	<b>\$ 166,900</b>	<b>\$214,025</b>	<b>\$246,791</b>	<b>\$214,754</b>
Budgeted Positions					
Full-time	1	1	<b>1</b>	1	1
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total FTE</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

# **Community Development: Mapping/GIS**

## **Department Overview**

### **FY 2019 Highlights**

- Continued to provide graphic support to various City departments – CIP, infrastructure, and planning/zoning maps
- Completed 116 Graphic and Cartographic requests for assistance

### **FY 2020 Program Goals**

#### **Quality Government Service**

- Continue to Provide graphic support to City departments—Capital Improvements Program, infrastructure as well as zoning maps
- Maintain and update City demographics
- Begin extensive migration to a web-based ESRI GIS platform including the building and maintenance of multiple layers and datasets encompassing all City Departments

### **Performance Measures Highlights and Goals**

- Continue to complete all graphic and cartographic projects on time
- Measurable progress in the number of layers/datasets included in the GIS overhaul



## Community Development: Mapping/GIS

### Department Overview

#### Community Development - Departmental Workplan

Project and Description	Status	Project Timeline
<b>GIS Migration to Web-Based ESRI System</b> - Department GIS staff will work with all applicable Departments and our consultants, DRMP, to migrate from the existing desktop minimal GIS to a web-based ESRI system. This includes a massive undertaking of building layers to provide a new way to disseminate information and data to all employees, residents and customers.	Started	Project began in FY19, and is an on-going building and maintenance project. Several layers have been started and expansion to other Departments began in Q1 of FY20.
<b>Energov &amp; Accela / GIS User Interface</b> - As the City continues to build layers and datasets for our migrating GIS system, CDD will work with DRMP to ensure the new ESRI system interfaces with existing software such as Energov and Accela.	Started	Staff and GIS consultants have been working with Energov to ensure GIS interface. Much of the work was done in Q4 of FY19 and Q1 of FY 20. Continuous monitoring is anticipated throughout the testing and rollout of Energov upgrade, which is anticipated in early Q3 of FY20.

## Community Development: Mapping/GIS

### Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Graphic and Cartographic Support (Ad Hoc Requests)</b>				
Workload:	# of Scheduled Requests Annually	85	116	85
Effectiveness:	Average % of Projects Completed on Schedule	100%	100%	100%
<b>Geographic Information System</b>				
Workload:	# of Layers Built in Overhauled GIS	14	26	20
Efficiency:	Average % of Annual Projects Completed	60%	67%	80%
<b>Non-graphic Support</b>				
Workload:	# Maps/Development Plans Plotted	363	550	400
Effectiveness:	Average % of Projects Completed on Schedule	100%	100%	100%

# Community Development: Building Safety and Code Compliance

## Department Overview

**Program Mission:** The mission of the Building Safety and Code Compliance Division is to provide professional review and inspection services that maintain community and state standards for building safety and code compliance so that the community can enjoy the continued protection offered by adopted building codes and general City code standards.



### Services:

- Building Plans Review
- Construction Inspections
- Construction Management
- Code Enforcement

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$475,981	\$ 529,600	<b>\$552,300</b>	\$567,658	\$586,336
Operating Expenses	139,573	282,871	<b>119,235</b>	101,950	120,450
Capital Outlay	-	-	-	-	-
Total	<u>\$ 615,554</u>	<u>\$ 812,471</u>	<u><b>\$ 671,535</b></u>	<u>\$ 669,608</u>	<u>\$ 706,786</u>
Budgeted Positions					
Full-time	7	7	<b>7</b>	7	7
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>7</u>	<u>7</u>	<u><b>7</b></u>	<u>7</u>	<u>7</u>
Total FTE	<u>7.0</u>	<u>7.0</u>	<u><b>7.0</b></u>	<u>7.0</u>	<u>7.0</u>

# **Community Development: Building Safety and Code Compliance**

## **Department Overview**

### **FY 2019 Highlights**

- Revised Application forms and fees
- Updated Operating Procedures manual

### **FY 2020 Program Goals**

#### **Quality Government Service**

- Laserfiche/Document Imaging Training
- Building Permit Automation

### **Performance Measures Highlights and Goals**

- Decrease in dependency of consulting inspection services
- Increase in building permit application/inspection review through use of software and strategic human resources
- Increase response time to zoning complaints through use of software and reallocated human resources
- Processed at least 98% of code related complaints within 4 days

# Community Development: Building Safety and Code Compliance

## Department Overview

### Community Development - Departmental Workplan

Project and Description	Status	Project Timeline
<b>Revise Application Forms/Fees</b> - In conjunction with updating of the Building Code, staff will include recommendations for updated building and inspection fees and application forms.	Started	This task has been started with a review of fees charged by other municipalities and counties. Staff worked with the Greater Orlando Builder's Association on any proposed fee increases and is anticipating taking to Council for review and approval in Q2 of FY20.
<b>Building Permit Automation/Remote Inspection Reporting</b> - After researching several alternatives, the Building Division is in discussion with Energov, the software provider currently handling our permits. Energov has a module that automates the inspection process remotely. Assessment of the utility of the software is still taking place and will require additional funding.	Started	Conversion to a cloud-based inspection program began in Q1 of FY19. Programming is ongoing and testing will occur in Q2 of FY20 with a roll-out of the program anticipated in Q3 FY20.



**MAITLAND**  
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## Community Development: Community Redevelopment Agency Department Overview

**Program Mission:** The mission of the Community Redevelopment Agency is to oversee the implementation of the Downtown Maitland Master Plan and seek out development projects in order to improve Maitland's economic vitality and vibrancy.

### Services:

- Implement the Downtown Master Plan
- Initiate Public/Private Partnerships
- Coordinate Redevelopment Efforts with Surrounding Agencies
- Coordinate CRA Marketing Plan
- Liaison for Boards and Council and the Development Community

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 37,516	\$ -	\$ -	\$ -	\$ -
Operating Expenses	27,967	214,541	<b>30,650</b>	19,150	19,150
Debt Service	796,920	824,517	<b>845,858</b>	871,100	895,086
Repayment Interfund Loans	-	62,196	<b>1,295,810</b>	1,697,560	1,737,468
Capital Outlay	14,229	-	-	-	1,800,000
Total	<u>\$ 876,632</u>	<u>\$ 1,101,254</u>	<u><b>\$2,172,318</b></u>	<u>\$2,587,810</u>	<u>\$4,451,704</u>
Budgeted Positions					
Full-time	1	0	<b>0</b>	0	0
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>1</u>	<u>0</u>	<u><b>0</b></u>	<u>0</u>	<u>0</u>
Total FTE	<u>1.0</u>	<u>0.0</u>	<u><b>0.0</b></u>	<u>0.0</u>	<u>0.0</u>

# Community Development: Community Redevelopment Agency

## Department Overview

### FY 2019 Highlights

- Prepared for Special Events on Independence Lane
- Continued working with current and future business owners within the City.
- Prepared Annual CRA Report

### FY 2020 Program Goals

#### State of the Art Commerce Centers

##### *Downtown Development*

- Prepare Annual CRA Report
- Promote CRA Branding/Marketing Program

### Performance Measures Highlights and Goals

- Adopt clear standards on Downtown Density
- Continue to help City increase population and valuation by helping new development in the Downtown Area



# Finance Department

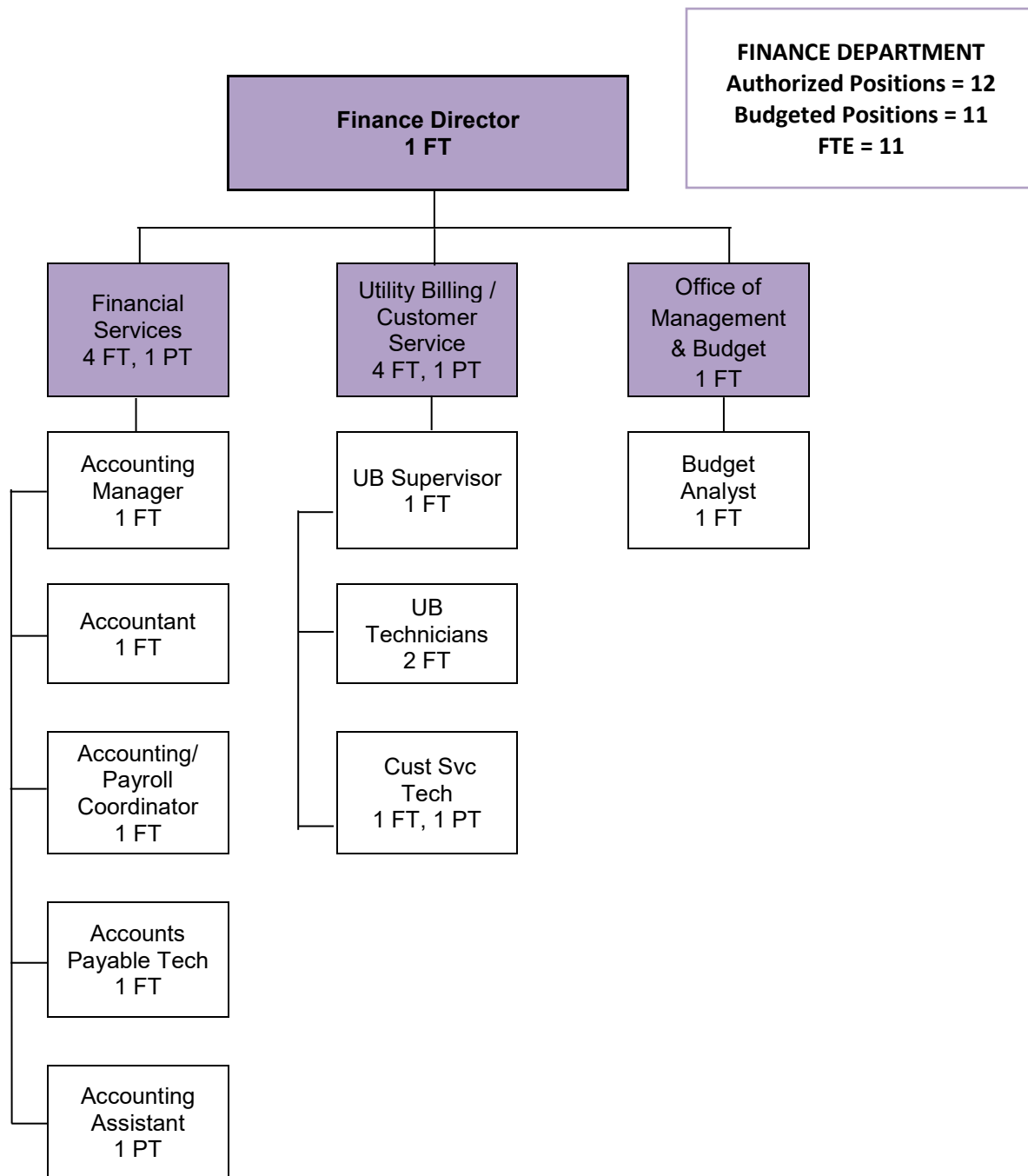
**MISSION STATEMENT:** The mission of the Finance Department is to enable the operating departments to accomplish their missions by providing professional, timely and accurate information along with technical support in the areas of Finance, Utility Billing, and Budgeting. It is also the mission of Finance Department to provide customer service to both internal and external customers at a level that exceeds customer expectations of a governmental entity.

*Finance Director  
Gerald M. Gray, CPA*













## **Areas of Responsibility:**

- Financial Services
- Customer Service and Utility Billing
- Office of Management and Budget

Expenditures by Category	Actual 18	Estimated 19	<b>Budget 20</b>	Plan 21	Plan 22
Personal Services	628,220	707,100	<b>742,300</b>	763,292	787,986
Operating Expenses	80,509	120,577	<b>103,056</b>	91,500	112,184
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
<b>Total</b>	<b>708,729</b>	<b>827,677</b>	<b>845,356</b>	<b>854,792</b>	<b>900,170</b>
No. of Positions					
Full-time	10	10	<b>10</b>	10	10
Part-time	2	2	<b>2</b>	2	2
Seasonal	0	0	<b>0</b>	0	0
<b>Total No. of Positions</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
No. of FTE's	11.0	11.0	<b>11.0</b>	11.0	11.0



To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a “Community for Life”.

To be known as a model City in Central Florida, acclaimed for our	Essential Priority	City Workplan
<b>Beautiful Parks and Lakes</b>	 East/West Park Systems  Expand Recreation Facilities	
<b>Safe Neighborhoods</b>	 Quality Public Safety Services	
<b>Robust Cultural Programs</b>		
<b>Quality Government Services</b>	 Maintain Employee Morale  Maintain and Expand Infrastructure  Improve Interagency Communications	<b>FY 2021 Capital Improvements Program</b>  State Revolving Fund Loans  Lift Station #1  Special Assessments  Water AMI System  Franchise for Solid Waste and Recycling
<b>Community Pride</b>	 Improve Quality of Neighborhoods  Develop Maitland’s Identity  Engage & Support the Business Community	
<b>Preservation of Natural Resources</b>	 Water Quality and Conservation	
<b>State-of-the-Art Commerce Centers</b>	 Improve Transportation City-wide  Plan for Downtown Development	

# Finance Department

## FY 2020 City Workplan

Finance - City Workplan	
Project & Description	Project Timeline
<b>State Revolving Fund (SRF) Loans</b> - Work with Public Works, State of Florida, and consultants in obtaining and monitoring the SRF loan program to finance Utility infrastructure improvements.	Ongoing, started in Q1 FY 2019 with applications for 17-92 water mains and Lift Station 6 forcemain. Will be ongoing as additional eligible projects come forward such as Mayo and Dommerich Hills Sewer.
<b>FY 2021 Capital Improvements Program</b> - Update the City's Annual Capital Improvements Table in the Comprehensive Development Plan.	This projected will be completed in Q4 of FY 2020.
<b>Lift Station #1</b> - Coordinate the construction of Lift Station # 1 with Public Works, SSNOCWTA and ultimate transfer of completed lift station to SSNOCWTA on City owned land.	
<b>Special Assessments for Dommerich Hill and Mayo Service Area</b> - The City to send non ad-valorem tax user roll to the Property Appraiser, Tax Collector, and Florida Department of Revenue resolution allowing residents hooking up to the City's sanitary sewer system the opportunity to pay connection fees over time.	
<b>Water AMI System</b> - Work with Public Works, IT, and vendors to roll out the Advanced Metering Infrastructure project which is an integrated system of smart meters, communications networks, and data management systems that enables two-way communication between utilities and customers, which will almost completely eliminate the need to manually read meters each month and provide real time indication of potential leaks.	AMI project is mostly completed, there are just some commercial accounts that the City is changing out
<b>Franchise for Solid Waste and Recycling</b> - The seven year franchise with Waste Pro for solid waste and recycling expires at the end of FY 2020.	This project will be completed by the end of FY 2020.

# Finance Department: Financial Services

## Department Overview

**Program Mission** - The mission of the Finance Division is to effectively safeguard City assets in compliance with laws, rules, and regulations while efficiently providing accountability consistent with professional standards and good judgment.

### Services:

- Accounting/Financial Reporting
- Business Tax Receipts
- Accounts Payable
- Payroll
- Treasury Management
- Risk Management

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$369,711	\$ 397,200	<b>\$434,800</b>	\$447,248	\$461,337
Operating Expenses	68,770	106,925	<b>86,575</b>	75,870	96,370
Capital Outlay	-	-	-	-	-
Debt Service/Other	-	-	-	-	-
Total	<u>\$ 438,481</u>	<u>\$ 504,125</u>	<u><b>\$ 521,375</b></u>	<u>\$ 523,118</u>	<u>\$ 557,707</u>
Budgeted Positions					
Full-time	5	5	<b>5</b>	5	5
Part-time	1	1	<b>1</b>	1	1
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>6</u>	<u>6</u>	<u><b>6</b></u>	<u>6</u>	<u>6</u>
Total FTE	<u>5.5</u>	<u>5.5</u>	<u><b>5.5</b></u>	<u>5.5</u>	<u>5.5</u>

# **Finance Department: Financial Services**

## **Department Overview**

### **FY 2019 Highlights**

- The Annual Financial Statement Audit/CAFR was completed in the third quarter and submitted to Council for approval
- Received 2019 GFOA Award for CAFR
- Monitor the spending and the outstanding loans for the City

### **FY 2020 Program Goals**

#### **Maintain Quality Government Services**

- Complete annual audit and submit CAFR to City Council & GFOA
- Assist Police Department in monitoring the Red Light Camera Program
- Continue to support operating departments in grant award and compliance
- Continue Quarterly Financial Statements
- Finish Implementation Munis Dashboard

### **Performance Measures Highlights and Goals**

- Continue to issue 100% of payroll checks on time
- Completed 519 lien searches in FY 2019, an increase from 493 in FY 2018
- An increase of 837 additional business tax renewals billed

## Finance Department: Financial Services

### Department Workplan

Finance - Departmental Workplan	
Project & Description	Project Timeline
<b>Annual Financial Statement Audit/CAFR Preparation</b> - The annual audit and CAFR preparation will be completed and submitted to the GFOA for the award program.	Audit will begin in Q1 20 with issuance of the CAFR/Audit Reports by the end of Q2.
<b>Software Upgrades</b> - Transition Tyler/Munis ERP software from self hosted to Tyler hosted. This will allow for a more seamless software security and support for the City. City will no longer be responsible for maintaining computer equipment for Munis and upgrades will be fully supported. We are also adding the Employee Self Service (ESS) module. This will enable employees to access their own personnel information and initiate some electronic changes as they have family life changes throughout the year. We will also be updating the software version we are currently on to an updated version.	The City started the transition in late FY 19 and expect to go online by the 2nd quarter of FY 2020. Upgrades will occur in the 3rd Quarter 2020.
<b>Recycling Education Programs</b> - Customer Service division puts on recycling programs and has presence at the Earth Day event and the Maitland Rotary Arts Festival.	Planned for Q1 and Q3 2020.
<b>Annual Strategic Planning Session for FY 2021</b> - Annually, prior to the start of the budget cycle, City Council and City Department heads meet to discuss progress on current year workplans, review financial position and set the long range and immediate goals for the City.	Planned for Q3 2020.
<b>PCI Compliance</b> - The update City's Credit Card PCI compliance policy and compliance monitoring.	
<b>FEMA</b> - Work with various departments that were impacted by Hurricane Irma to ensure City provides proper documentation to FEMA for reimbursement of costs associated with Hurricane Irma.	
<b>Casselberry Sewer Billing</b> - Work with the City of Casselberry to develop an interlocal agreement for the City of Casselberry to provide a billing and payment collection mechanism for City of Maitland sewer to be provided to Dommerich Hills and Mayo Avenue areas where the City of Casselberry provides potable water for when the City installs and connects residents to Maitland sewer.	

# Finance Department: Financial Services

## Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Accounting</b>			
Workload: # of CAFR's Issued	1	1	1
# of Annual Reports Filed with the State	1	1	1
# of Monthly Financial Reports Prepared and Disseminated	12	12	12
# of Quarterly Financial Reports Prepared and Disseminated	3	2	4
# JE performed	678	664	700
# Budget Transfers	186	178	200
Effectiveness: Awarded Cert. of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Unqualified Audit Opinion	Yes	Yes	Yes
<b>Cash Receipts</b>			
Workload: # of Cash Receipts (ACH UB POS)	2,902	2,915	2,900
Efficiency: % of Cash Receipts post in 2 Business Days of created	100%	100%	100%
<b>Business Tax Receipts</b>			
Workload: # of New Business Tax Registrations	735	837	800
# of Business Tax Renewals Billed	5,047	5,047	5,000
Efficiency: % of BT Receipts within 2 Business Days of Approv	100%	100%	100%
<b>Accounts Payable</b>			
Workload: # of Purchase Orders	756	748	1,000
# of Invoices	9,075	11,207	10,000
# of Checks Issued	3,395	3,598	3,500
# of New Vendors Added / Updated	3,785	1,589	300
Efficiency: % of Payments Processed in 3 Business Days of Receipt	100%	100%	100%
Effectiveness: % of Checks Issued Requiring Adjustments.	0.02%	0.01%	0.02%
<b>Lien Searches</b>			
Workload: # of Lien Searches	493	519	450
Efficiency: % of Lien Searches Completed Within 7 Business Days	100%	100%	99%
<b>Payroll</b>			
Workload: # of Employees	227	227	227
# of Pay Periods	26	26	26
# of Pay Checks / Direct Deposits Processed	5,776	5,826	5,800
Efficiency: % of Payroll Checks Issued on Time	100%	100%	100%



# Finance Department: Citizen Services

## Department Overview

**Program Mission:** The mission of the Customer Service Division is to exceed the expectations of our customers by responding to their needs on a timely basis, in a professional and courteous manner, and with definitive information.



### Services:

- Customer Service
- Water, Wasterwater, and Stormwater Billing
- Solid Waste Contract Administration

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$196,360	\$ 243,200	<b>\$234,700</b>	\$240,943	\$249,064
Operating Expenses	8,985	8,100	<b>9,900</b>	10,100	10,300
Capital Outlay	-	-	-	-	-
Total	<b>\$ 205,345</b>	<b>\$ 251,300</b>	<b>\$ 244,600</b>	<b>\$ 251,043</b>	<b>\$ 259,364</b>
Budgeted Positions					
Full-time	4	4	<b>4</b>	4	4
Part-time	1	1	<b>1</b>	1	1
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	5	5	<b>5</b>	5	5
Total FTE	4.5	4.5	<b>4.5</b>	4.5	4.5

# Finance Department: Citizen Services

## Department Overview

### FY 2019 Highlights

- Continued to implement utility rate study recommendations
- Promoted recycling within the community at a variety of events throughout the City

### FY 2020 Program Goals

#### Preservation of Natural Resources

- Coordinate the effort to reduce our solid waste tonnage by promoting recycling within businesses.

#### Quality Government Services

- Promote community involvement in our recycling effort.
- Coordinate community education regarding the importance of recycling.

### Performance Measures Highlights and Goals

- Increased issues handled within contractual timeframe for residential solid waste complaints from 53% in FY 2015 to 79% in FY 2016 to 92% in FY 2017 to 95% in FY 2018 to 100% in FY 2019
- Reduced commercial complaints/calls from 773 in FY 2015 to 261 in FY 2016 to 73 in FY 2017 to 64 in FY 2018 to 20 in FY 2019
- Continue to issue 100% of bills on schedule

## Finance Department: Citizen Services

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b><i>Utility Billing</i></b>			
Workload: # of Requests for Service (all utility work orders)	2,602	1,132	2,500
# of Bills Issued	58,019	57,069	57,500
Efficiency: % of Bills Issued on Schedule	100%	100%	100%
Accounts Receivable over 90 days	3%	1%	5%
<b><i>Residential Solid Waste</i></b>			
Workload: Average # of Customers per Quarter	3,762	3,762	3,762
Efficiency: Tons of:			
Solid Waste	4,193	4,221	4,500
Mixed Recycling	993	1,049	1,100
Yard Waste	1,788	1,468	2,000
Workload: # of Complaints/Workorders related to Residential Solid Waste	257	55	100
Efficiency: % of Issues handled within contractual timeframe	95%	100%	95%
<b><i>Commercial Solid Waste</i></b>			
Workload: Average # of Containers per Quarter	406	252	410
Efficiency: Tons of:			
Solid Waste	7,727	7,930	7,500
Workload: # of complaints/calls for additional service*	64	20	50
Efficiency: % of Issues handled within contractual timeframe	94%	95%	95%



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# Finance Department: Management and Budget

## Department Overview

**Program Mission:** The mission of the Office of Management and Budget is to maximize organizational efficiencies, enhance communications, provide a fiscal plan, and collect, track and monitor performance data in order to assist other programs in meeting or exceeding their goals.

<b><u>Services:</u></b>
• City Budgeting - Training
• City Budgeting – Financial Support
• Management Analysis – Performance Data Collection and Analysis
• Management Analysis – Strategic Planning

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 62,149	\$ 66,700	<b>\$ 72,800</b>	\$ 75,101	\$ 77,585
Operating Expenses	2,754	5,552	<b>6,581</b>	5,530	5,514
Capital Outlay	-	-	-	-	-
Total	<u>\$ 64,903</u>	<u>\$ 72,252</u>	<u><b>\$ 79,381</b></u>	<u>\$80,631</u>	<u>\$ 83,099</u>
Budgeted Positions					
Full-time	1	1	<b>1</b>	1	1
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>1</u>	<u>1</u>	<u><b>1</b></u>	<u>1</u>	<u>1</u>
Total FTE	<u>1.0</u>	<u>1.0</u>	<u><b>1.0</b></u>	<u>1.0</u>	<u>1.0</u>

# Finance Department: Management and Budget

## Department Overview

### FY 2019 Highlights

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for FY 2018
- Prepared FY 2019 Capital Improvements Program
- Received the ICMA Certificate of Achievement in Performance Management award

### FY 2020 Program Goals

#### Quality Government Services

- Complete Mid-Year Budget Review
- Prepare FY 2020 Capital Improvements Program
- Prepare FY 2020 Budget Draft and Final Budget for submission to GFOA award program
- Coordinate Annual Strategic Planning Session

### Performance Measures Highlights and Goals

- Received the Government Finance Officers Association Distinguished Budget Presentation Award
- Received the ICMA Certificate of Achievement in Performance Management award.

# Finance Department: Management and Budget

## Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Award for Distinguished Budget Preparation</b>				
Effectiveness:	Receive Award? (notification in 3rd Qtr)	YES	YES	YES
<b>Management Reports</b>				
Workload:	# of Reports and/or Presentations Prepared	9	9	9



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# Fire Department

**MISSION STATEMENT:** The Mission of the Maitland Fire Rescue Department is to provide superior customer service. We are committed to serve with the highest standard of integrity in a compassionate and professional manner to protect life and property.



*Fire Chief  
William M. Watts*

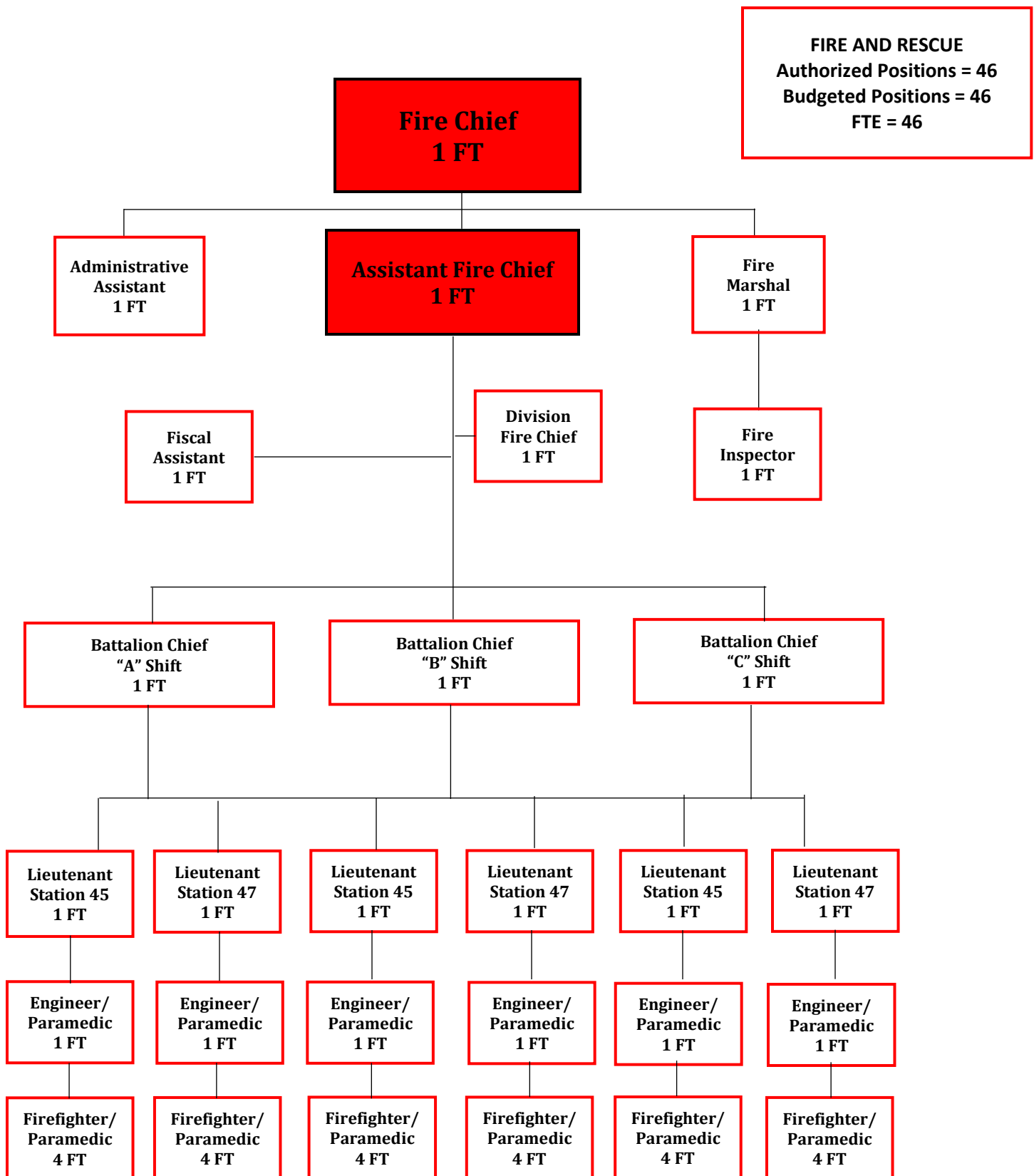
## **Areas of Responsibility:**

- Administration
- Life Safety
- Emergency and Health Operations













Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$4,440,271	\$ 4,813,000	<b>\$4,944,800</b>	\$5,094,429	\$5,255,656
Operating Expenses	795,220	869,462	<b>845,050</b>	881,670	921,000
Capital Outlay	225,402	282,159	<b>60,500</b>	179,000	135,000
Total	<u>\$ 5,460,893</u>	<u>\$ 5,964,621</u>	<u><b>\$ 5,850,350</b></u>	<u>\$ 6,155,099</u>	<u>\$ 6,311,656</u>

## Budgeted Positions

Full-time	46	46	<b>46</b>	46	46
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>46</u>	<u>46</u>	<u><b>46</b></u>	<u>46</u>	<u>46</u>
Total FTE	<u>46.0</u>	<u>46.0</u>	<u><b>46.0</b></u>	<u>46.0</u>	<u>46.0</u>



**To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a “Community for Life”.**

To be known as a model City in Central Florida, acclaimed for our	Essential Priority	City Workplan
<b>Beautiful Parks and Lakes</b>	 East/West Park Systems  Expand Recreation Facilities	<div data-bbox="1154 583 1516 808"> <b>Accreditation (CPSE)</b>            Space Needs Study            Continuity of Operations Plan         </div>
<b>Safe Neighborhoods</b>	 Quality Public Safety Services	
<b>Robust Cultural Programs</b>		
<b>Quality Government Services</b>	 Maintain Employee Morale	
	 Maintain and Expand Infrastructure	
	 Improve Interagency Communications	
<b>Community Pride</b>	 Improve Quality of Neighborhoods	
	 Develop Maitland’s Identity	
	 Engage & Support the Business Community	
<b>Preservation of Natural Resources</b>	 Water Quality and Conservation	
<b>State-of-the-Art Commerce Centers</b>	 Improve Transportation City-wide	
	 Plan for Downtown Development	

Fire & Rescue - City Workplan	
Project & Description	Project Timeline
<b>Accreditation (CPSE)</b> - The department was deferred re-accreditation status on March 21, 2019. As part of the process, the department will have 1 year to successfully complete the recommendations provided by the peer assessment team. Once that is successfully completed, the department will sit before of the CPSE Commission to review the records of the department and determine if re-accreditation status will be approved.	The department will sit before the commission in August 2020. On-going efforts continue as the department prepares for the review.
<b>Space Needs Study</b> - the department is working with City Staff to determine the feasibility of both fire stations to maximize space needs to meet the requirements of day to day operations for the foreseeable future.	The department has meet with City Admin., the Public Works Department, and an engineering firm in an effort to gather preliminary data for the study. Expected completion Q3 of FY20
<b>Continuity of Operations Plan</b> - the department will develop a Continuity Of Operations Plan (COOP). A COOP addresses emergencies from an all-hazards approach. It establishes policies and guidance ensure that critical functions continue and that personnel are resources are relocated to an alternate facility in case of emergencies.	The plan is currently being drafted by the fire chief. Expected completion Q4 of FY20.

<b>Fire &amp; Rescue - Departmental Workplan</b>	
<b>Project &amp; Description</b>	<b>Project Timeline</b>
<b>FD Reserve Aerial Apparatus</b> - Evaluate the feasibility of an additional aerial apparatus to offset the on-going maintenance costs of the current aerial apparatus.	Start in Q2 of FY20
<b>Employee Evaluation Program</b> - Evaluate the current annual evaluation tool to determine if it meets the department's needs.	A committee has been established to determine the effectiveness of the current evaluation factors in each rank. Expected completion in Q2 of FY20.
<b>Apparatus Replacement Schedule/Process</b> - Evaluate the department's apparatus and replacement schedule and ensure inclusivity with the City's sustainability resolution.	Start in Q2 of FY20



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# Fire Department: Administration

## Department Overview

**Program Mission:** The mission of the Administration Program is to provide management direction and capital project oversight for department members so that they can save lives, protect property and maintain community standards. This program provides the primary communication interface among public, City administration and the Fire/Rescue Department.



### Services:

- Administrative Support
- Training and Accreditation
- Citizen Communications and Public Education
- Fire and Life Safety Plans Review and Inspection

### Expenditures by Category

	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$236,629	\$ 255,500	<b>\$319,400</b>	\$328,844	\$339,213
Operating Expenses	7,973	7,791	<b>9,700</b>	11,340	14,390
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$244,602</b>	<b>\$ 263,291</b>	<b>\$329,100</b>	<b>\$340,184</b>	<b>\$353,603</b>

### Budgeted Positions

Full-time	2	2	<b>2</b>	2	2
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total FTE</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

# Fire Department: Administration

## Department Overview

### FY 2019 Highlights

- Annual Compliance Report for Fire Service Accreditation was accepted by the CPSE Board
- Continued to apply and receive applicable grants
- CAAS Ambulance Accreditation

### FY 2020 Program Goals

#### Safe Neighborhoods

##### *Quality Public Safety Services*

- CPSE Fire Department Accreditation annual compliance report
- CAAS Ambulance Accreditation recommendations
- Grant Opportunities
- Health and Safety Committee
- Community CPR classes

### Performance Measures Highlights and Goals

- 77% of firefighters are trained to Autonomous Paramedic Level, same as FY 2018
- 1,253 hours of Officer Development training hours completed in FY 2019, up from 1220 in FY 2018



## Fire Department: Administration

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Fire Prevention Community Outreach</b>			
# of Smoke Alarms Installed	22	15	20
# of Public Education Hours Delivered	3097	3255	3500
<b>Nuisance Alarm Activation Mitigation</b>			
# of Alarm Activations Identified as Nuisance			
Commercial	213	176	200
Residential	61	46	50
# of Nuisance Alarm Fees Assessed			
Commercial	1	5	5
Residential	0	0	0
<b>Fire Safety Inspections</b>			
# of Annual Inspections Accomplished	575	463	500
<b>Fire Hazards Identified and Corrected</b>			
% of Violations Corrected within Alloted Time Frame	80%	99%	90%



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# Fire Department: Emergency and Health Ops

## Department Overview

**Program Mission:** The mission of the Emergency & Health Operations program is to provide emergency, non-emergency, urgent care and public health services to City residents and the business community so that they can enjoy a quality of life protected by a professional force that mitigates hazardous situations.



### Services:

- Paramedic-Level Emergency Services
- Non-Emergency Response and Public Health Services
- Fire Suppression
- Pre-Fire Planning
- Hazardous Material Incident Response

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$4,203,642	\$4,557,500	<b>\$4,625,400</b>	\$4,765,585	\$4,916,443
Operating Expenses	787,247	861,671	<b>835,350</b>	870,330	906,610
Capital Outlay	225,402	282,159	<b>60,500</b>	179,000	135,000
Total	<u>\$ 5,216,291</u>	<u>\$ 5,701,330</u>	<u><b>\$ 5,521,250</b></u>	<u>\$ 5,814,915</u>	<u>\$ 5,958,053</u>
Budgeted Positions					
Full-time	44	44	<b>44</b>	44	44
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>44</u>	<u>44</u>	<u><b>44</b></u>	<u>44</u>	<u>44</u>
Total FTE	<u>44.0</u>	<u>44.0</u>	<u><b>44.0</b></u>	<u>44.0</u>	<u>44.0</u>

# Fire Department: Emergency and Health Ops

## Department Overview

### FY 2019 Highlights

- Completed annual flu shot program
- Continued Rescue Swimmer program
- Continued "Falls Prevention Program"
- Continue Wellness events

### FY 2020 Program Goals

#### Safe Neighborhoods

##### *Quality Public Safety Services*

- Work towards a goal of five minute response times within targeted parameters in all four quadrants of the City
- Monitor all calls for service to evaluation efficiency
- Continue patient follow-up program
- Continue annual flu shot program
- Continue Wellness events
- Have all members achieve technician level at VMR (vehicle machinery operations/technician training)
- Swift Assisted Victim Extraction (SAVE) Training with FD and PD

### Performance Measures Highlights and Goals

- Responded to 2,799 calls for service in the City during FY 2019, a slight increase from 2,718 in FY 2018
- A total of 1,105 instances of automatic aid were given in FY 2019, up from 982 in FY 2018

## Fire Department: Emergency and Health Ops

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b><u>Emergency Response Totals</u></b>			
<b># Calls for MFRD (All)</b>	<b>3908</b>	<b>4090</b>	<b>4100</b>
# Calls for City of Maitland	2718	2799	2800
# Emergency Responses	1427	1379	1400
# Non-Emergency Responses	1291	1420	1400
# Automatic Aid Received	208	186	200
# Automatic Aid Given	982	1105	1100
Winter Park ALL	109	67	70
Seminole County ALL	65	60	60
Orange County ALL (*denotes all calls)	808	978	970
# Automatic Aid Received to Maitland w/ no unit(s) avail	1	0	0



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# Parks & Recreation Department

**MISSION STATEMENT:** The mission of Parks and Recreation is to deliver quality, cost-effective recreational services and opportunities to all Maitland residents.



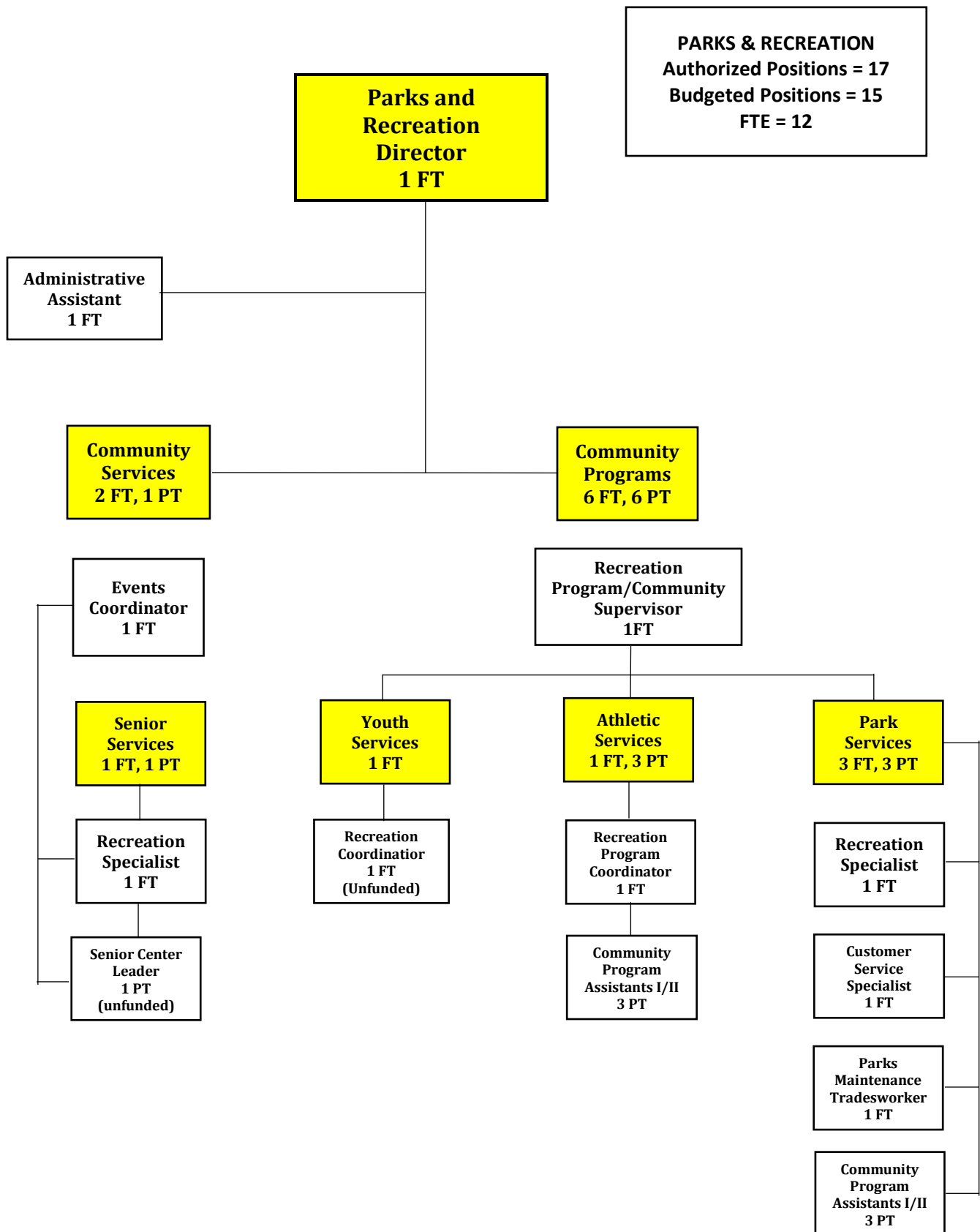
*Director  
Jay H. Conn*

<b><u>Areas of Responsibility:</u></b>
• Administration
• Youth Services
• Senior Services
• Parks Services
• Athletics
• Community Events
• Community Relations

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 663,830	\$ 741,490	<b>\$ 788,700</b>	\$ 812,131	\$ 838,416
Operating Expenses	259,296	385,814	<b>352,365</b>	352,585	352,585
Capital Outlay	217,303	265,185	<b>40,000</b>	30,000	30,000
Other	1,630	4,000	<b>4,000</b>	4,000	4,000
Total	<b>\$1,142,059</b>	<b>\$ 1,396,489</b>	<b>\$ 1,185,065</b>	<b>\$ 1,198,716</b>	<b>\$ 1,225,001</b>

## Budgeted Positions

Full-time	8	9	<b>9</b>	9	9
Part-time	6	6	<b>6</b>	6	6
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
Total FTE	<b>11.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>





To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a “Community for Life”.

To be known as a model City in Central Florida, acclaimed for our	Essential Priority	City Workplan
<div>Beautiful Parks and Lakes</div>	<div>→ East/West Park Systems</div> <div>→ Expand Recreation Facilities</div>	<div>Hill Rec Park Design and Engineering</div> <div>Ft. Maitland Park Construction</div> <div>East-West Connector Trail Construction</div> <div>Wymore Rd. Trail Construction</div> <div>Independence Square Park Construction</div> <div>Lake Lily Staircase</div> <div>Maitland Community Park Shade Structure</div>
<div>Safe Neighborhoods</div>	<div>→ Quality Public Safety Services</div>	
<div>Robust Cultural Programs</div>		
<div>Quality Government Services</div>	<div>→ Maintain Employee Morale</div> <div>→ Maintain and Expand Infrastructure</div> <div>→ Improve Interagency Communications</div>	
<div>Community Pride</div>	<div>→ Improve Quality of Neighborhoods</div> <div>→ Develop Maitland’s Identity</div> <div>→ Engage &amp; Support the Business Community</div>	
<div>Preservation of Natural Resources</div>	<div>→ Water Quality and Conservation</div>	
<div>State-of-the-Art Commerce Centers</div>	<div>→ Improve Transportation City-wide</div> <div>→ Plan for Downtown Development</div>	

<b>Parks &amp; Recreation - City Workplan</b>	
<b>Project &amp; Description</b>	<b>Project Timeline</b>
<b>Hill Rec. Park Design and Engineering</b> - Coordinate with public works to develop design plans for minor upgrades to the park to include such things as parking improvements, fencing, signage, and site furniture.	Preliminary design is scheduled for Q2 of FY 20, with construction scheduled to begin in FY 21.
<b>Ft. Maitland Park Construction</b> - Site improvements to include parking, a new restroom, a playground, a picnic area and signage.	Final site plan review by DRC is underway and anticipated to be completed by EOY. Bids will be obtained in Q1 and construction to begin in Q2.
<b>East-West Connector Trail Construction (Maitland Ave. to Wymore and Sandspur to Ped Bridge)</b> - Construction of new multi-use path on north side of Sandspur Rd. and construction of new multi-use path on Wymore Rd.	Council awarded contract to Burkhardt Construction, and is scheduled to begin on November 12 with scheduled completion by Q3.
<b>Independence Square Park Construction</b> - A new special use park adjacent to City Hall.	Final construction documents were received by staff in late October, Construction Manager is obtaining bids with contract award scheduled by EOY. Construction anticipated to begin in Q2 and be completed in Q4.
<b>Lake Lily Staircase</b> - Currently patrons utilizing Lake Lily Park often exit the parking area and proceed to walk down an embankment that is not designed for foot traffic. A preliminary design has been created for the installation of a staircase to alleviate this problem.	One bid was received, however due to the number of events in the fall, construction has been moved to Q3 of FY 20.
<b>Maitland Community Park Shade Structure</b> - A new shade structure will be installed over the large playground in this park.	Shade structure was completed.

## Parks & Recreation - Departmental Workplan

Project & Description	Project Timeline
<b>Maitland Fright Night</b> - A Halloween themed event for younger children from 4-6pm and slightly older children from 7-10pm.	Event was held on 10/25 and 10/26 and was attended by 500 participants.
<b>Season of Light</b> -An annual event which features the lighting of the City Holiday Tree and provides residents the opportunity to celebrate the holiday season in a family event that is highlighted by activities, music, and lighted decorations.	Event scheduled for December.
<b>Screen on the Green</b> -This program features the presentation of family oriented motion pictures on an outdoor movie screen in various park locations. Hosted during the spring and fall months this program makes effective use of Quinn Strong and other parks during a time when sunset occurs early in the evening. Attendance ranges from 400 to 1,000 people.	Movies scheduled throughout the year.
<b>Hop To It</b> - An Easter themed family event held at the Maitland Community Park.	Scheduled for April 2020.
<b>Getdown Downtown</b> - This monthly downtown event on Independence Lane will be held through May.	Monthly starting October and completing in May.
<b>Employee Thanksgiving Turkey Distribution</b> - An annual turkey gift for full-time and part-time employees.	Turkeys have been ordered, distribution scheduled for November 12th.
<b>Employee's Recognition Holiday Luncheon</b> - City of Maitland employees attend this annual holiday event each December to recognize length in service and safety record awards.	Scheduled for December 12.
<b>Volunteer Appreciation Event</b> - This evening event recognized the volunteer work of residents who serve on city boards.	Schedule for February 2020.



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# Parks & Recreation: Administration

## Department Overview

**Program Mission:** The mission of Administrative Services is to provide overall direction and leadership to the Parks and Recreation Department to ensure that services are professionally and efficiently delivered to Maitland Residents.

<b><u>Services:</u></b>
• Grants application/oversight
• Master plan implementation
• Citizen advisory board liaison



Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 177,032	\$ 188,100	<b>\$ 202,600</b>	\$ 208,643	\$ 215,406
Operating Expenses	72,203	89,810	<b>52,000</b>	52,000	52,000
Capital Outlay	217,303	265,185	<b>40,000</b>	30,000	30,000
Other	1,630	4,000	<b>4,000</b>	4,000	4,000
Total	<u>\$ 468,168</u>	<u>\$ 547,095</u>	<u><b>\$ 298,600</b></u>	<u>\$ 294,643</u>	<u>\$ 301,406</u>

Budgeted Positions					
Full-time	2	2	<b>2</b>	2	2
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>2</u>	<u>2</u>	<u><b>2</b></u>	<u>2</u>	<u>2</u>
Total FTE	<u>2.0</u>	<u>2.0</u>	<u><b>2.0</b></u>	<u>2.0</u>	<u>2.0</u>

# **Parks & Recreation: Administration**

## **Department Overview**

### **FY 2019 Highlights**

- Increased overall departmental revenues by 15.6%
- Completed Maitland Community Park Shade structure

### **FY 2020 Program Goals**

#### **Beautiful Parks and Lakes**

- Hill Recreation Center Design - develop minor upgrades to the park
- Ft Maitland Park Construction—Site improvements to include parking, a new restroom, a playground, and a picnic area.
- East-West Connector Trail Construction—Construction of new multi-use path on north side of Sandspur Rd and Wymore Rd.
- Independence Square Park Construction—A new special use park adjacent to City Hall.
- Lake Lily Staircase—Providing a necessary staircase from the parking lot to the park.

# Parks & Recreation: Senior Services

## Department Overview

**Program Mission:** The mission of Senior Services is to make a difference in people's lives by creating recreational opportunities that are diverse, interesting, accessible, and meet the needs of Maitland residents who are seniors.



### Services:

- Provide recreational, educational, travel, and social opportunities for Maitland's Senior Population
- Conduct outreach/marketing program to encourage participation in Seniors' activities

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$52,080	\$ 54,100	<b>\$ 57,700</b>	\$59,548	\$61,565
Operating Expenses	7,705	14,314	<b>13,650</b>	13,650	13,650
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
Total	<u>\$ 59,785</u>	<u>\$ 68,414</u>	<u><b>\$ 71,350</b></u>	<u>\$ 73,198</u>	<u>\$ 75,215</u>
Budgeted Positions					
Full-time	1	1	<b>1</b>	1	1
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>1</u>	<u>1</u>	<u><b>1</b></u>	<u>1</u>	<u>1</u>
Total FTE	<u>1.0</u>	<u>1.0</u>	<u><b>1.0</b></u>	<u>1.0</u>	<u>1.0</u>

# **Parks & Recreation: Senior Services**

## **Department Overview**

### **FY 2019 Highlights**

- Offered the SHINE, AARP driving courses, CFC Arts Stretching and Balance course, and Matter of Balance
- Hosted Florida Licensing on Wheels
- Added Zumba Gold Course

### **FY 2020 Program Goals**

#### **Maintain Quality Public Safety Services**

- Provide a fun, educational social gathering place for the seniors in the area.
- Continue to offer a diverse array of programming opportunities.

### **Performance Measures Highlights and Goals**

- Increased outreach program efforts resulting in an increase in first-time participants
- Slight decrease in number of programs offered in FY 2019, will look to increase in FY 2020
- Slight increase in participants attending seminars in FY 2019, looking to build on that again in FY 2020



## Parks & Recreation: Senior Services

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Program Participation</b>			
<b>Senior Center Programs</b>			
Workload: # of programs offered during the Quarter	1,376	1,365	1,500
Effectiveness: # of unduplicated seniors served at the Senior Center per quarter	314	271	300
<b>Customer Services</b>			
Phone Inquiries: # of phone inquiries handled	894	1,965	1,500
Service Seminar Attendance: # of participants attending seminars this quarter	152	523	300
<b>Outreach/Marketing</b>			
<b>Outreach Program for Senior Center</b>			
Workload: # of contacts in person, by phone and by mail/e-mail, with seniors to encourage participation.	1223	764	750
Effectiveness:	261	139	150



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# Parks & Recreation: Park Services

## Department Overview

**Program Mission:** The mission of Parks Services is to provide attractive, safe park facilities including playgrounds, basketball courts, picnic facilities, tennis and racquetball courts, gazebos, and indoor meeting space. Parks Services greets Community Park visitors with friendly, helpful assistance and efficient program registration and facility reservations.



### Services:

- Coordinate on-site reservation for Parks and Recreation services programming
- Park facilities and pavilion rentals
- Community park program opportunities

#### Expenditures by Category

	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$281,442	\$ 334,590	<b>\$347,600</b>	\$357,329	\$368,721
Operating Expenses	31,473	61,339	<b>58,670</b>	58,890	58,890
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	<b>\$ 312,915</b>	<b>\$ 395,929</b>	<b>\$ 406,270</b>	<b>\$ 416,219</b>	<b>\$ 427,611</b>

#### Budgeted Positions

Full-time	3	4	<b>4</b>	4	4
Part-time	3	3	<b>3</b>	3	3
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Total FTE</b>	<b>4.5</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>

# **Parks & Recreation: Park Services**

## **Department Overview**

### **FY 2019 Highlights**

- Offered many different sports and activities for residents of all ages
- Launched a new program 'Nature Days'.

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Expand instructional classes to include more diverse program offerings
- Increase number of rentals and usages of the community park room

### **Performance Measures Highlights and Goals**

- Saw an increase in total racquetball court reservations from 3,583 in FY 2018 to 3,373 in FY 2019
- Saw a decrease in total tennis court reservations from 594 in FY 2018 to 631 in FY 2019
- There was an increase in total usage at the basketball courts. 17,673 hours of usage in FY 2019, up from 15,956 in FY 2018 for a 10.8% increase.

## Parks & Recreation: Park Services

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b><u>Rental Facilities Meeting Room</u></b>			
Community Park	91	77	91
Pavilion #1	77	99	77
Pavilion #2	118	104	118
Pavilion #3	35	47	35
Minnehaha Park Pavilion #1	31	14	31
Pavilion #2	14	17	14
Pavilion #3	2	1	2
Lk. Sybelia Park Pavilion	31	34	31
Bellamy Park Pavilion	8	12	8
<b><u>Tennis Court Reservations</u></b>			
MCP Court #1	609	522	600
MCP Court #2	665	594	650
MCP Court #3	594	603	600
MCP Court #4	561	528	550
Minnehaha #1	439	416	425
Minnehaha #2	431	394	425
Hill #1	115	125	115
Hill #2	169	191	160
<b><u>Racquetball Court Reservations</u></b>			
Court #1	475	481	475
Court #2	119	150	119
<b><u>Programming</u></b>			
Music with Mar	296	389	300
Baby Boot Camp	1138	2116	1150
Tennis Adult Clinics	177	138	177
Tennis Youth Clinics	352	394	352
Tennis Private Lessons	724	2571	724
Yoga Classes	N/A	71	144
Dance Classes	N/A	59	120
<b><u>Community Park Usage</u></b>			
Large Playground		10274	9482
Small Playground	6861	7558	10275
Basketball Courts	15956	17673	6875
Tennis Courts	12552	11432	16000



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# Parks & Recreation: Athletic Services

## Department Overview

**Program Mission:** The mission of Athletic Services is to provide organized athletics programs for youth and adults in an environment of active fun. Athletic Services offers high quality recreational experiences through organized adult league play with an emphasis on development of healthy lifestyles.



### Services:

- Provide year-round adult and youth athletics opportunities
- Coordinate athletic and concession contractor services
- Coordinate field and facilities use scheduling

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 71,772	\$ 77,600	<b>\$ 86,100</b>	\$ 88,953	\$ 91,905
Operating Expenses	86,432	104,779	<b>118,870</b>	118,870	118,870
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
Total	<u>\$ 158,204</u>	<u>\$ 182,379</u>	<u><b>\$ 204,970</b></u>	<u>\$ 207,823</u>	<u>\$ 210,775</u>
Budgeted Positions					
Full-time	1	1	<b>1</b>	1	1
Part-time	3	3	<b>3</b>	3	3
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>4</u>	<u>4</u>	<u><b>4</b></u>	<u>4</u>	<u>4</u>
Total FTE	<u>2.5</u>	<u>2.5</u>	<u><b>2.5</b></u>	<u>2.5</u>	<u>2.5</u>

# **Parks & Recreation: Athletic Services**

## **Department Overview**

### **FY 2019 Highlights**

- Continue to work with vendors to provide youth basketball, football, little league, and soccer to the kids of the City
- Maintained popular group tennis lessons and Summer Tennis Camp.

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Continue to coordinate closely with the Maitland Soccer Club, the Maitland Little League, L.A.B. Sports and I-9 Football and Cheerleading for the use of Maitland facilities.
- Offer at least one instructional youth camp activity in the summer months.
- Continue to offer tennis lessons.

### **Performance Measures Highlights and Goals**

- Have received 100% satisfaction from participants in multiple sports and look to do so again in FY 2020.
- Hope to increase participants in Open Gym closer to the FY 2018 level.
- More than doubled the amount of participants in the adult basketball league in FY 2019.



## Parks & Recreation: Athletic Services

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Adult Sports Programs</b>			
Workload: # participants served Adult OPEN GYM	1606	826	1000
# participants served Adult Basketball League	105	240	250
<b>Youth Basketball Program</b>			
Workload: # of participants served by Youth Basketball Program	396	358	450
Effectiveness: Program is self-supporting	100%	100%	100%
Effectiveness: % of participants who are satisfied with the program	100%	100%	100%
<b>Basketball Clinics and other Instructional Programs</b>			
Workload: # of participants served.	313	218	350
Effectiveness: Programs are self-supporting	100%	100%	100%
Effectiveness: % of participants who are satisfied with the program	100%	100%	100%
<b>Contracted Sports Providers (MLL/MSC/Mosquito Sports flag football)</b>			
Workload: # of participants served in contracted sports programs	3567	2524	3500
Effectiveness: Program is self-supporting	100%	100%	100%
Effectiveness: % of participants who are satisfied with the program	100%	100%	100%



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# Parks & Recreation: Community Events

## Department Overview

**Program Mission:** The mission of Community Events is to offer a diverse scope of one-time and annual recreational events that are festive in spirit, showcase City parks, and celebrate community traditions. Community Events strives to provide fun, meaningful, and relevant activities that are focused on meeting the diverse interests of our community.



### Services:

- Coordinate community recreational events and celebrations
- Coordinate employee appreciation events
- Event sponsorship program development

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 81,504	\$ 87,100	<b>\$ 94,700</b>	\$97,658	\$100,819
Operating Expenses	61,483	115,572	<b>109,175</b>	109,175	109,175
Capital Outlay	-	-	-	-	-
Contributions	-	-	-	-	-
<b>Total</b>	<b>\$142,987</b>	<b>\$ 202,672</b>	<b>\$ 203,875</b>	<b>\$ 206,833</b>	<b>\$ 209,994</b>
Budgeted Positions					
Full-time	1	1	<b>1</b>	1	1
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total FTE</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

# **Parks & Recreation: Community Events**

## **Department Overview**

### **FY 2019 Highlights**

- Continue to coordinate the weekly Farmers' Market and the Screen on the Green outdoor movie series
- Coordinated Season of Light and other events such as openings and dedications
- Assisted with employee events such as the holiday lunch, the Thanksgiving give-a-way, and the board appreciation reception.

### **FY 2020 Program Goals**

#### **Maintain Quality Government Services**

- Create preliminary plans for new events to utilize Independence Lane and Park
- Continue to offer a robust variety of special events

#### **Maintain Employee Morale**

- Continue to host employee events such as the turkey distribution, the holiday luncheon, and the volunteer recognition

### **Performance Measures Highlights and Goals**

- Will look to increase participants at Season of Light and Movies in the Park
- Saw a decrease in participants at the Farmers' Market in FY 2019, aiming to improve in FY 2020

## Parks & Recreation: Community Events

### Department Overview

<b>Program Performance</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Target</b>
<b>Community Events Participants</b>			
Season of Light (SOL)	4,500	3,500	4,000
Movies in the Park	1,350	1,175	2,500
Openings, dedications & other events	31,650	19,228	20,000
Farmers' Market	74,900	41,800	50,000



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# Police Department

**MISSION STATEMENT:** The mission of the Maitland Police Department is to protect the lives and property of the public served, to uphold the Constitution of the United States, and to enforce the laws of the State of Florida and the ordinances of the City of Maitland. The Maitland Police Department affirms the concept of Community-oriented policing, promotes innovative crime prevention measures and inter-agency cooperation and communication, and pledges to provide leadership in order to fulfill the ideals of its mission, and will do so with pride and dignity.



*Police Chief  
David W. Manuel*

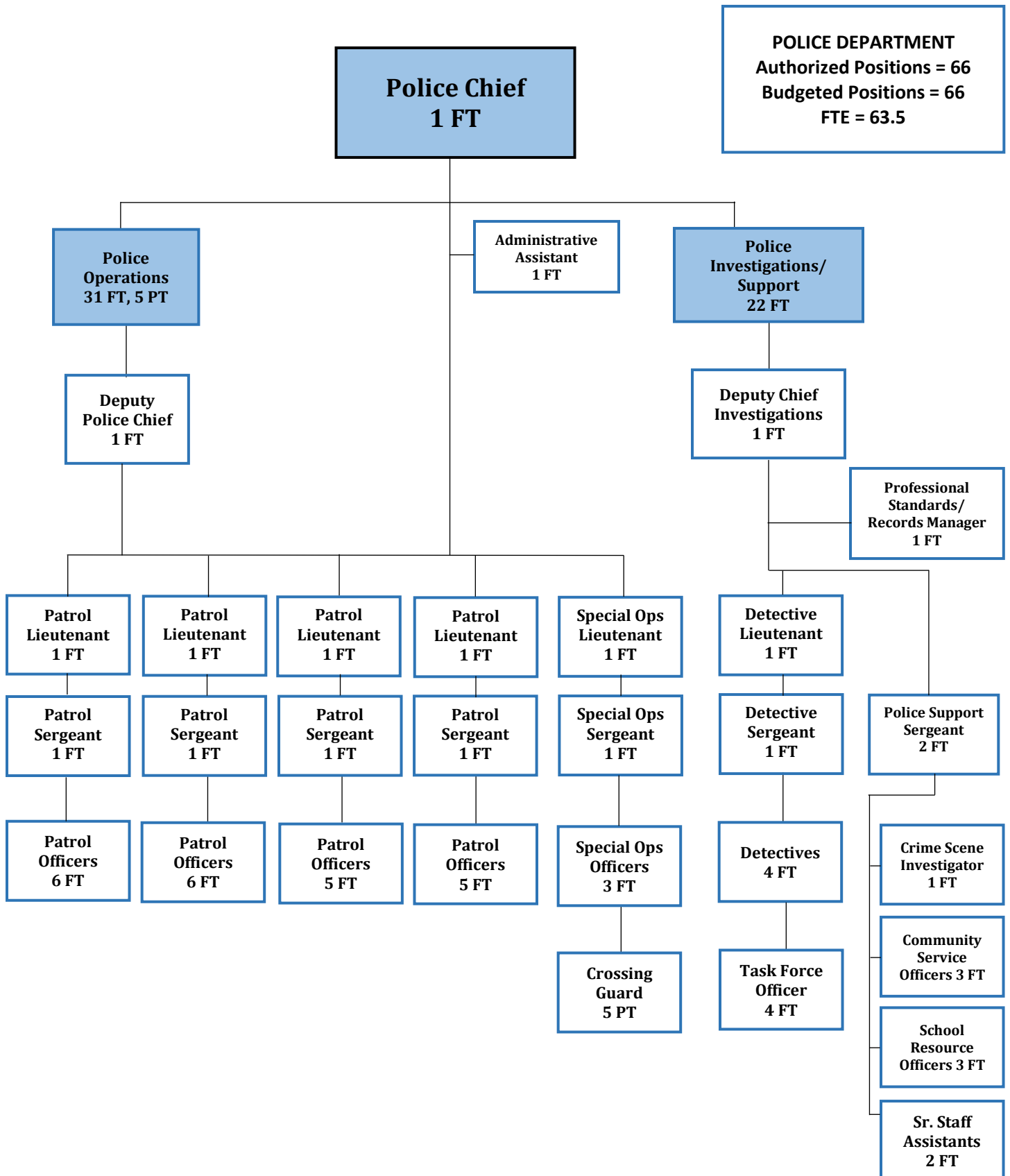
## Areas of Responsibility:

- Administration
- Patrol
- Special Operations
- Criminal Investigations
- Support Services

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$5,103,263	\$ 5,446,267	<b>\$5,891,000</b>	\$6,104,634	\$6,300,571
Operating Expenses	1,053,639	1,201,526	<b>1,276,235</b>	1,269,809	1,293,284
Capital Outlay	-	-	-	-	-
Total	<u>\$ 6,156,902</u>	<u>\$ 6,647,793</u>	<u><b>\$ 7,167,235</b></u>	<u>\$ 7,374,443</u>	<u>\$ 7,593,855</u>

## Budgeted Positions

Full-time	59	61	<b>61</b>	61	61
Part-time	5	5	<b>5</b>	5	5
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>64</u>	<u>66</u>	<u><b>66</b></u>	<u>66</u>	<u>66</u>
Total FTE	<u>61.5</u>	<u>63.5</u>	<u><b>63.5</b></u>	<u>63.5</u>	<u>63.5</u>





# Police Department: Police Administration

## Department Overview

**Program Mission** - To provide for the essential functions of management, personnel development, program delivery, inventory control, and general oversight of department resources and operations.



### Services:

- Departmental Oversight
- City Workplan Implementation and Coordination
- Administrative Support

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 194,996	\$ 207,600	<b>\$ 230,200</b>	\$ 237,071	\$ 244,687
Operating Expenses	5,015	13,857	<b>9,265</b>	9,250	9,250
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
Total	<u>\$ 200,011</u>	<u>\$ 221,457</u>	<u><b>\$ 239,465</b></u>	<u>\$ 246,321</u>	<u>\$ 253,937</u>
Budgeted Positions					
Full-time	2	2	<b>2</b>	2	2
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>2</u>	<u>2</u>	<u><b>2</b></u>	<u>2</u>	<u>2</u>
Total FTE	<u>2.0</u>	<u>2.0</u>	<u><b>2.0</b></u>	<u>2.0</u>	<u>2.0</u>



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# Police Department: Police Operations

## Department Overview

**Program Mission** - To provide a well-trained and disciplined patrol force capable of assessing and responding to the needs of the community it serves by delivering swift emergency response when required. To provide a proactive traffic enforcement program designed to regulate traffic movement and assure safe and expedient travel on City streets. To educate the public in law enforcement matters relating to the safety and welfare of citizens.



### Services:

- Police Patrol
- Traffic Enforcement
- Special Operations

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 4,385,353	\$ 4,618,967	<b>\$ 5,057,200</b>	\$ 5,246,910	\$ 5,415,015
Operating Expenses	271,785	355,865	<b>356,911</b>	338,070	360,070
Capital Outlay		-	-	-	-
<b>Total</b>	<b>\$ 4,657,138</b>	<b>\$ 4,974,832</b>	<b>\$ 5,414,111</b>	<b>\$ 5,584,980</b>	<b>\$ 5,775,085</b>
Budgeted Positions					
Full-time	51	52	<b>53</b>	53	53
Part-time	5	5	<b>5</b>	5	5
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>56</b>	<b>57</b>	<b>58</b>	<b>58</b>	<b>58</b>
<b>Total FTE</b>	<b>53.5</b>	<b>54.5</b>	<b>55.5</b>	<b>55.5</b>	<b>55.5</b>

# **Police Department: Police Operations**

## **Department Overview**

### **FY 2019 Highlights**

- Maitland continued to have one of the lowest rates of crime of any city in Orange County
- Completed body camera implementation
- Increase preventative patrol measures.

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Continue to keep the streets of Maitland safe
- Complete necessary training programs
- Successful reaccreditation

### **Performance Measures Highlights and Goals**

- Adopt clear standards on Downtown Density
- Continue to help City increase population and valuation by helping new development in the Downtown Area

# Police Department: Police Operations

## Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Patrol Operations</b>			
Workload: # of Calls for Service	38,431	35,623	37,000
Efficiency: # of Arrests	963	783	800
<b>Crash Investigation</b>			
Workload: # of Crash Investigations	1098	950	1,000
Workload: # of Crash Fatalities	0	3	0
<b>Vehicle Crash Reduction</b>			
Workload: # of Photo Enforced Violations Issued	6,964	8,487	7,500
% of Crashes This Quarter Compared with Prior			-
Effectiveness: Year	-16.88%	21.87%	11.63%
<b>Traffic Enforcement</b>			
Workload: # of Citations Issued	6,872	5,512	6,000
Effectiveness: # of Crashes	1,098	950	1,000
Effectiveness: Property Value Loss (In Thousands)	\$5,416	\$5,014	\$5,200



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# Police Department: Police Investigations/Support

## Department Overview

**Program Mission** - To provide a skilled and experienced investigative team for bringing criminal offenders to swift and impartial justice. To provide efficient, ongoing assistance to the maintenance, training and operation of essential auxiliary services of the Department, as well as telecommunications and records management services.



### Services:

- Criminal Investigations
- Community Policing
- Professional Standards
- Records Management

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$522,914	\$ 619,700	<b>\$603,600</b>	\$620,653	\$640,869
Operating Expenses	776,839	831,804	<b>910,059</b>	922,489	923,964
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 1,299,753</b>	<b>\$ 1,451,504</b>	<b>\$ 1,513,659</b>	<b>\$ 1,543,142</b>	<b>\$ 1,564,833</b>

### Budgeted Positions

Full-time	6	7	<b>6</b>	6	6
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Total FTE</b>	<b>6.0</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

# Police Department: Police Operations

## Department Overview

### FY 2019 Highlights

- Continued to increase social media presence allowing for better contact with citizens.
- Continued task force participation

### FY 2020 Program Goals

#### Safe Neighborhoods

- Obtain federal grants
- Continue task force participation

#### Quality Government Services

- DOJ Technology Grant Program
- Continue to increase community outreach through social media presence.
- Policy and procedure review.

### Performance Measures Highlights and Goals

- Continue to have 100% of passing monthly effectiveness tests among officers
- Continue to have 100% of walk-in requests started within 10 minutes



# Police Department: Police Operations

## Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Training</b>				
Workload:	# of Training Hours	6,969	9,454	9,000
Workload:	# of Officers Attending at Least 1 Training Session	52	53	53
Effectiveness:	% Passing Monthly Effectiveness Tests	100%	100%	100%
<b>Records</b>				
Workload:	# of Reports Entered	3,125	2,862	3,000
Workload:	# of Public Records Requested	705	812	750
Efficiency:	% of Mail out Requests Within 1 Week	100%	100%	100%
Efficiency:	% of walk-in Request Within 10 Minutes	100%	100%	100%
<b>Education/Crime Prevention</b>				
Workload:	# of Contact Hours	599	848	8,000
Efficiency:	# of Residents/Business People Participating	4,551	16,861	15,000
<b>Criminal Investigations</b>				
Workload:	New Criminal Investigations Assigned	436	415	450
Workload:	# of Man Hours Investigating Crimes	7,680	7,740	7,700
Effectiveness:	Annual Case Clearance % for Prior Year	35%	35%	30%



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# Public Works Department

**MISSION STATEMENT:** The mission of the Public Works Department is to maintain paved street/traffic signage, traffic signals, City-owned buildings, City-owned vehicles, provide civil and transportation engineering services, maintain the integrity and quality of the City's lakes, manage stormwater runoff, provide potable water, maintain lift stations and transport wastewater, mow and beautify multiple City-owned properties and ensure all city trees are maintained in a healthy and safe manner.

*Public Works Director  
Kimberley O. Tracy*

<u>Areas of Responsibility:</u>	
• Administration	• Fleet Maintenance
• Water Transmission and Distribution	• Facilities Maintenance
• Wastewater Services	• Street Maintenance
• Stormwater/Lakes Management	• Arbor Services
• City Engineering	• Grounds and Park Maintenance

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$3,180,407	\$ 3,973,250	<b>\$4,169,916</b>	\$4,303,782	\$4,447,649
Operating Expenses	8,702,627	11,400,756	<b>10,554,894</b>	11,272,860	11,368,270
Capital Outlay	4,653,186	20,505,102	<b>4,323,800</b>	5,831,300	5,918,000
Other	20,900	16,900	<b>12,700</b>	8,400	4,100
Total	<u>\$16,557,120</u>	<u>\$ 35,896,008</u>	<u><b>\$ 19,061,310</b></u>	<u>\$ 21,416,342</u>	<u>\$ 21,738,019</u>

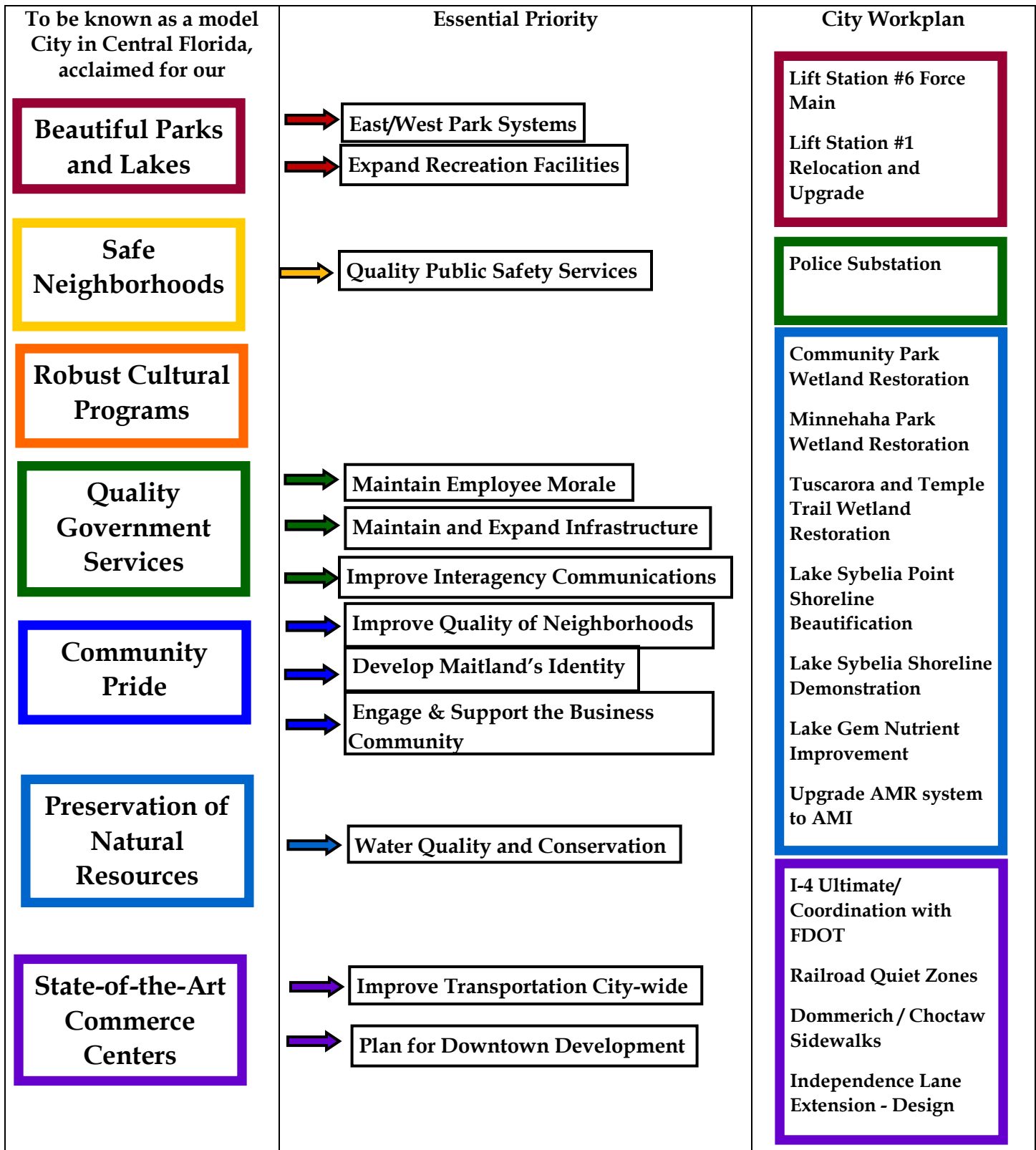
## Budgeted Positions

Full-time	66	66	<b>67</b>	67	67
Part-time	0	0	<b>0</b>	0	0
Seasonal	3	3	<b>3</b>	3	3
Total Budgeted Positions	<u>69</u>	<u>69</u>	<u><b>70</b></u>	<u>70</u>	<u>70</u>
Total FTE	<u>66.75</u>	<u>66.75</u>	<u><b>67.75</b></u>	<u>67.75</u>	<u>67.75</u>

**Authorized Positions = 70**  
**Budgeted Positions = 70**  
**FTE = 67.75**



To provide the level of service necessary to maintain the excellent quality of life that is enjoyed by our citizens, business partners and visitors. To be a “Community for Life”.



Public Works - City Workplan		
Project & Description	Status	Project Timeline
<b>East-West Connector Trail Construction</b> (Maitland Ave. to Wymore) - Construction of new multi-use path on north side of Sandspur Rd.	Started	Notice to proceed issued to CMAR to begin on 11/12/19. Project is scheduled to be completed by 11/1/20.
<b>Dommerich Hills Sewer Transition and Construction of Lift Station #1</b> - New sanitary sewer system to eliminate existing septic systems and improve surface and ground water quality. Project also requires relocation of the lift station to reduce eastern system load and serve the northwest portions of the city.	Started	Design has been completed for the sewer system and lift station. Construction for Phase 1, which includes the lift station is anticipated to start in FY 20. Subsequent phases to take place through Fiscal Year 2025.
<b>Community Park Wetland Restoration</b> - Project will remove invasive vines and species, beautifying and restoring the wetland area to a natural and native state	Started	Project to begin Q1 of FY20
<b>Minnehaha Park Wetland Restoration</b> - Project will remove invasive vines and species, beautifying and improving the original restoration of the wetland area	Started	Project to begin Q1 of FY20
<b>Wetlands at Tuscarora and Temple Trail Restoration</b> -Project to restore wetland to a natural state.	Started	Work to begin Q1 FY20.
<b>Lake Sybelia Point Shoreline Beautification</b> - Project to beautify the shoreline to the south to match the north side which was already completed previously.	Started	Work to begin Q1 FY20.
<b>Lake Sybelia Shoreline Demonstration Site</b> -Project to remove exotic and invasive plants from city owned shoreline along Lake Sybelia (near Packwood).	Started	Installation planned for Q2 FY 20.
<b>Lake Gem Nutrient Improvement Project</b> - Lake Gem is listed as an Impaired Water by FDEP with phosphorus listed as the causative agent. This project will perform alum treatment to control phosphorus loadings.	Started	First Alum treatment was performed in September with additional treatments planned for the remainder of FY 20.

<b>Upgrade AMR to AMI Meter Reading Program -</b> Advanced version of automated meter reading that enables two-way communication over a fixed network between the utility system and the metering endpoints. A more powerful and robust system than standard automated options.	Started	Project is 90% completed. All that remains are the conversion of the large bulk commercial meters. All residential installs are completed.
<b>17-92 Watermain Replacement -</b> Replace aging, existing watermain with a new line to improve fire flow and service levels along the 17-92 corridor.	Started	Design is completed. SRF loan was approved and working on contract with CMAR. Anticipate construction starting in FY 20 and continuing into FY 21.
<b>Lift Station 6 - Orlando Ave Force Main -</b> Reduce loads at Lift Station 4 by constructing a forcemain diversion through Lift Station 6.	Started	Design is completed. SRF loan was approved and working on contract with CMAR. Anticipate construction starting in FY 20 and continuing into FY 21.
<b>I-4 Ultimate -</b> FDOT is working with the City to fund and incorporate a landscape plan for the new Maitland Boulevard and I-4 entry feature. Additionally, FDOT is adding lanes and rehabilitating the pavement from I4 to Maitland Ave.	Started	Construction at the Interchange is underway. Work is planned on the FDOT workplan for FY20/21.
<b>Railroad Quiet Zones -</b> This project includes installation of quad gates and roadway modifications at 7 railroad crossings throughout the City. This will designate the downtown corridor as a zone where it is not necessary for the train to blow its horn.	Started	All intersection work has been completed. Final steps are the administrative reporting needed to designate the area as a Quiet Zone. Anticipate completing this by the end of FY 20.
<b>Dommerich/Choctaw Sidewalk Construction -</b> Construct sidewalks along Choctaw and Dommerich Drive.	Started	CMAR is managing this project. Project anticipated to begin Q2 FY 20.
<b>Police Substation -</b> Explore potential for converting chamber of commerce building to a police substation for east side of Maitland.	Started	Initial cost estimates will be provided for a Council action item as this cost was not included in the FY 2020 budget.
<b>Independence Lane Extension -</b> Project will extend Independence Lane to the north of Horatio Ave.	On Hold	Initial design review has begun. However, project is on hold pending development plans for the area.



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# Public Works Department: Administration

## Department Overview

**Program Mission:** To provide leadership and administrative support to the following: Engineering Services, Maintenance Services, Lakes Management, Grounds Maintenance, Beautification/Arbor Services, Fleet Maintenance Wastewater, and Water Production/Distribution.

### Services:

- City Workplan Implementation and Coordination
- Administrative Support
- Contracts Administration

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 342,256	\$ 390,800	<b>\$ 398,400</b>	\$ 411,184	\$ 424,396
Operating Expenses	22,174	57,241	<b>44,070</b>	44,070	44,190
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
Total	<b>\$ 364,430</b>	<b>\$ 448,041</b>	<b>\$ 442,470</b>	<b>\$ 455,254</b>	<b>\$ 468,586</b>
Budgeted Positions					
Full-time	4	4	<b>4</b>	4	4
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	4	4	<b>4</b>	4	4
Total FTE	4.0	4.0	<b>4.0</b>	4.0	4.0



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# Public Works Department: Water Services

## Department Overview

**Program Mission:** To produce and distribute water where and when it is needed, at an acceptable level of quality and pressure; prevent cross-connections with wastewater or storm water; educate residents on water conservation; and provide professional and courteous service to all of Maitland's potable water customers.

<b><u>Services:</u></b>
<ul style="list-style-type: none"> <li>Water Production <ul style="list-style-type: none"> <li>Treatment</li> <li>Water Pressure</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Water Plant Maintenance</li> </ul>
<ul style="list-style-type: none"> <li>Water Distribution <ul style="list-style-type: none"> <li>Meter Reading</li> <li>Meter Inspection</li> </ul> </li> </ul>

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$428,985	\$ 673,780	<b>\$634,400</b>	\$655,106	\$676,778
Operating Expenses	2,023,162	2,401,240	<b>2,065,900</b>	2,092,000	2,087,800
Capital Outlay	508,412	7,978,081	<b>1,072,800</b>	2,099,100	1,001,600
Other	-	-	-	-	-
Total	<u>\$2,960,559</u>	<u>\$ 11,053,101</u>	<u><b>\$3,773,100</b></u>	<u>\$4,846,206</u>	<u>\$3,766,178</u>

Budgeted Positions					
Full-time	12	11	<b>11</b>	11	11
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>12</u>	<u>11</u>	<u><b>11</b></u>	<u>11</u>	<u>11</u>
Total FTE	<u>12.0</u>	<u>11.0</u>	<u><b>11.0</b></u>	<u>11.0</u>	<u>11.0</u>

# Public Works Department: Water Services

## Department Overview

### FY 2019 Highlights

- Continued implementation of residential Cross Connection Control program
- Reviewed all construction plans submitted to Public Works
- Continued water conservation efforts

### FY 2020 Program Goals

#### Quality Government Services

- Water Capacity Study
- Mohican Trail Waterline Replacement from N. Thistle to Deloraine

#### Preservation of Natural Resources

- Continue water conservation efforts

### Performance Measures Highlights and Goals

- Tested 87% of backflows in FY 2019, down from 100% in FY 2018. Target goal of 100% again in FY 2020.
- Continued to have single digit water pressure and taste/odor complaints again in FY 2020.

Public Works - Departmental Workplan		
Project & Description - Water Division	Status	Project Timeline
<b>Mohican Trail Waterline Replacement</b> - Installation of an 8" water main on Mohican Tr. From N. Thistle to Deloraine to improve water flow levels of service and increase fire protection.	Not Started	Anticipate design services proposal in Q1 FY20. Plans to construct by the end of FY 20.
<b>Water Capacity Study</b> - This study is required by the State to determine if there will be any additional water storage needs.	Not Started	Anticipate design services proposal in Q2 FY20 with a final report before the end of FY 20.

# Public Works Department: Water Services

## Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
Workload:	# of Gallons Water Produced/Treated (Million Gallons)	933	935	950
Effectiveness:	# of Taste/Odor Complaints	6	7	5
Effectiveness:	# of Discolored Water Complaints	10	7	5
Effectiveness:	# of Water Pressure Complaints	7	10	10
<b>Water Plant Maintenance</b>				
Efficiency:	# of Unscheduled Water Plant Repairs	10	4	4
<b>Water Distribution</b>				
Workload:	# of Meters Inspected	705	5,627	1,000
	% of Meters inspected	2%	100%	20%
Efficiency:	# of Meters Repaired /Replaced	588	3,380	150
	% of Meters Repaired/Replaced	40%	100%	5%
Workload:	# of Valves Exercised per Year	143	200	200
Efficiency:	% of Valves Exercised per Year	100%	100%	100%
Workload:	# of Dead End Main Flushings per Year	96	128	123
Efficiency:	% of Dead End Mains Flushed	35%	104%	100%
Workload:	# of Backflows to be Tested per Year	1,334	1,312	1500
Efficiency:	% of Backflow Tested	100%	87%	100%

# Public Works Department: Wastewater Services

## Department Overview

**Program Mission:** To collect and safely transport sanitary waste from Maitland to wastewater treatment facilities in an efficient manner; maintain and provide construction supervision of Maitland's wastewater infrastructure to ensure these systems are constructed and maintained in a manner consistent with the level of service expected by Maitland residents.

### Services:

- Wastewater Collection
- System Maintenance
  - Pipeline Maintenance
  - Manhole Maintenance
- Citizen Service
- Lift Station Inspections

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 328,350	\$ 415,520	<b>\$ 380,300</b>	\$ 393,094	\$ 406,167
Operating Expenses	2,686,717	3,493,470	<b>3,940,200</b>	4,105,600	4,165,500
Capital Outlay	1,771,534	10,205,731	<b>981,800</b>	2,250,000	2,710,000
Other	-	-	-	-	-
Total	<u>\$ 4,786,601</u>	<u>\$ 14,114,721</u>	<u><b>\$ 5,302,300</b></u>	<u>\$ 6,748,694</u>	<u>\$ 7,281,667</u>
Budgeted Positions					
Full-time	6	6	<b>7</b>	7	7
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>6</u>	<u>6</u>	<u><b>7</b></u>	<u>7</u>	<u>7</u>
Total FTE	<u>6.0</u>	<u>6.0</u>	<u><b>7.0</b></u>	<u>7.0</u>	<u>7.0</u>

# **Public Works Department: Wastewater Services**

## **Department Overview**

### **FY 2019 Highlights**

- Performed cleaning and CCTV camera work along the sanitary sewer system throughout the City.
- Purchased additional capacity in the western system

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Sewer System Master Plan Update
- Tuscarora & Dommerich Hills Sanitary Sewer System - Construct

### **Performance Measures Highlights and Goals**

- Made eight sewer lateral repairs in FY 2019, three more than in FY 2018
- Made three sewer main repairs in FY 2019, one more than in FY 2018
- Inspected 6,997 linear feet of pipeline, up from 5,400 in FY 2018.



<b>Public Works - Departmental Workplan</b>		
<b>Project &amp; Description - Wastewater Division</b>	<b>Status</b>	<b>Project Timeline</b>
<b>Lift Station 17 Rehabilitation</b> - Upgrade the Lift Station at Sandspur Road to manage additional flows.	Started	Project has been designed and bid. Contract approval anticipated in Q1 FY20 and project completion expected by the end of FY 20.
<b>Lift Station 42 Rehabilitation</b> - Upgrade the Lift Station at George Avenue to manage additional flows.	Started	Proposal for upgraded pumps and new panel received. Anticipate project completion in FY 20.
<b>Mayo/Palm Cove/Terra Place Septic to Sewer Transition</b> - New sanitary sewer system to eliminate existing septic systems and improve surface and ground water quality. Project will also require the addition of a lift station.	Started	Septic system conversion has been designed. Project requires a lift station which still needs to be designed. Anticipate Lift Station design to be completed in FY 20. Potentially pursuing State Legislative appropriations to fund lift station construction.
<b>Sewer System Master Plan Update</b> - Update to the 2013 Master Plan which will review priorities and provide project recommendations for programming in the CIP	Started	Anticipated NTP to consultant in Q1 FY20.
<b>Lift Station 8 Rehabilitation</b> -Transition LS 8 from a wet/dry well pump station to a submersible pumping system.	Not Started	Awaiting proposal for design services. Expect proposal in November.



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# Public Works Department: Stormwater/Lakes Management

## Department Overview

**Program Mission:** To provide technical advice and to assist in the maintenance of the City's lakes, canals and stormwater systems through timely aquatic weed control. To analyze or update the lake water quality database and to offer technical assistance on environmental permits or impacts. To conduct public education seminars and administer incentive programs in an effort to meet the goals established in the Stormwater Lakes Management Plan.

### Services:

- Stormwater Services
  - Street Sweeping
  - Stormwater Facilities and System Maintenance
- Lakes Management
  - Aquatic Weed Control
  - Waterfront Permitting and Inspection

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 271,748	\$ 287,000	<b>\$ 303,535</b>	\$ 314,435	\$ 325,585
Operating Expenses	751,915	701,513	<b>795,165</b>	756,830	751,565
Capital Outlay	518,577	889,851	<b>852,500</b>	487,000	904,500
Other	-	-	-	-	-
Total	<u>\$ 1,542,240</u>	<u>\$ 1,878,364</u>	<u><b>\$ 1,951,200</b></u>	<u>\$ 1,558,265</u>	<u>\$ 1,981,650</u>
Budgeted Positions					
Full-time	4	4	<b>4</b>	4	4
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>4</u>	<u>4</u>	<u><b>4</b></u>	<u>4</u>	<u>4</u>
Total FTE	<u>4.0</u>	<u>4.0</u>	<u><b>4.0</b></u>	<u>4.0</u>	<u>4.0</u>

# Public Works Department: Stormwater/Lakes Management

## Department Overview

### FY 2019 Highlights

- Completed annual stormwater and drainage repairs
- Improved the drainage lining at Kyle and Minnehaha Circle

### FY 2020 Program Goals

#### Quality Government Services

- Winfield Subdivision Infrastructure construction
- Thistle Lane and Goldwater Drainage construction
- Mojave and Thunderbird Drainage design/construction
- Lake Lily Bio Retention Demonstration site
- Lake Charity Boat Launch
- Howell Branch Park repairs

### Performance Measures Highlights and Goals

- Continue to answer 100% of residents requests for information and inspections
- Increased Curb Miles Swept from 4,939 in FY 2018 to 5,590 in FY 2019
- Received a large decrease in calls regarding drainage problems in FY 2019.

<b>Public Works - Departmental Workplan</b>		
<b>Project &amp; Description - Stormwater/Lakes Management Division</b>	<b>Status</b>	<b>Project Timeline</b>
<b>Engineering Feasibility Plan update to 2016 SLMP -</b> Review of 2016 SLMP to determine feasible projects	Started	Anticipated report completion by end of Q2 FY 20.
<b>Winfield Subdivision Infrastructure (Construction) -</b> Project to address stormwater system condition and failures.	Started	Design deliverables underway and completed by the end December. Anticipate construction starting Q2 FY 20.
<b>Thistle Lane and Goldwater Drainage (Construction) -</b> Project to eliminate structural flooding	Started	Design 90% complete with construction expected in Summer of 2020 to coordinate with schools.
<b>Mojave and Thunderbird Drainage (Design/Construction) -</b> Project to improve drainage within the Dommerich Estates area and address localized flooding on Mojave Trail	Started	Receiving proposal from Pegasus Engineering in 1st Quarter
<b>Northwind, Westwind, and Cypress Drainage (Construction) -</b> Project to eliminate localized flooding and improve lake water quality	Started	Two neighborhood meetings held to discuss conceptual plans. Neighborhood feedback expected by the end of December
<b>Lake Lily Bio Retention Demonstration Site -</b> Project to improve water quality by creating a demonstration and educational experience at Lake Lily. The retention area will treat stormwater currently flowing into the lake.	Not Started	Request proposal from Pegasus for value design services in the 1st Quarter.
<b>Lake Charity Boat Launch -</b> Construct boat launch to provide access to Lakes Hope and Charity.	Started	Design 90% completed. On hold awaiting direction.
<b>Howell Branch Park Repairs -</b> Improve erosion issues from stormwater runoff which is impacting a sidewalk and railing.	Started	Proposal for design services expected by end of Q1 FY20.

# Public Works Department: Stormwater/Lakes Management

## Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Drainage Problems Reported by Residents</b>				
Workload:	# of Res. Calls Concerning Drainage Problems Rcvd	122	45	75
Efficiency:	# of Resident Calls investigated within 2 working days	117	45	75
<b>Retention/Detention Area Inspection and Maintenance</b>				
Workload:	# of City Maintained Facilities	30	30	30
Effectiveness:	# of Facilities Inspected per Yr.	18	54	30
	# of Facilities Cleaned per Yr	2	4	2
<b>Drainage Swale Maintenance: (3-Yr program)</b>				
Workload:	# of City Maintained Facilities	96	96	96
Effectiveness:	# of Swales Maintained per Yr.	30	37	37
Effectiveness:	# of Swales Cleaned per Yr.	30	20	30
<b>Storm Drain, Inlet, &amp; Outfall Maintenance (variable frequency)</b>				
Workload:	# of Structures in System	1,034	1,034	1,034
Effectiveness:	# of Structures Inspected per Yr.	1,176	1,808	1,800
	# of Structures Clean per Yr.	1,302	965	1,000
<b>Stormwater Pipe &amp; Conveyance System Inspection and Maintenance</b>				
Workload:	# of Linear Feet of pipes & Conveyance Systems	0	0	0
Efficiency:	# of Linear Feet Inspected per Yr.	37277	42045	35,000
	# of Linear Feet Cleaned per Yr.	675	5677	5000
<b>Stormwater System Total Debris Removal</b>				
Efficiency:	# of Cubic Yards of Street Debris Removed by Cleaning	218	282	250
<b>Sweeping City Streets</b>				
Workload:	# of Curb Miles Swept	4,939	5,590	5,000
Effectiveness:	# of Cubic Yards of Street Debris Collected	1,910	2,009	2,000
	# of Cubic Yards Collected per Mile Swept	1.74	1.82	1.80
<b>Stormwater Treatment Unit Maintenance (variable frequency)</b>				
Workload	# of Units Maintained (NSBB, CDS, USTS)	11	11	11
Effectiveness:	# of Units Inspected per Yr.	27	35	30
	# of Cubic Yards of Debris Collected	52.5	60.5	50.0

## Public Works Department: Stormwater/Lakes Management Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Residents Request for Information, Inspections, Permits/Services</b>				
Workload:	# of Requests to be Investigated	244	132	225
Efficiency:	% of Requests Responded to Within Two Working Days	100%	75%	100%
<b>Public Education Activities and Incentive Programs</b>				
Workload:	# of Public Events or Educational Programs Conducted	2	7	2
Efficiency:	% of Public Events or Educational Programs Completed	100%	100%	100%
<b>Aquatic Weed Control Lakes, Canals, Ret. Ponds and Creeks</b>				
Workload:	# of Acres of Weed Surveyed	1,360	2,687	2,000
Effectiveness:	# of Acres of Weed Treated	19	50	20
<b>Shoreline Alteration Permits</b>				
Workload	# of applications received	5	11	3
Efficiency	% of applications responded and applications completed	100%	100%	100%
<b>Dock/Boathouse and Related Waterfront Permit Applications</b>				
Workload:	# of Permit Applications Received	11	3	3
Efficiency:	% of Permit Applications Completed	100%	100%	100%



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# Public Works Department: Engineering Services

## Department Overview

**Program Mission:** To coordinate all project management for the City through plans review and field engineering support for transportation-related and Public Works projects to ensure technical competence and compliance with all current City and building codes for commercial and residential projects.



### Services:

- Transportation Engineering and Project Management
- Civil Engineering and Project Management

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ -	\$ -	<b>\$282,800</b>	\$290,821	\$ 300,249
Operating Expenses	-	-	<b>314,847</b>	346,593	352,205
Capital Outlay	-	-	-	-	-
Contributions	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 597,647</b>	<b>\$ 637,414</b>	<b>\$ 652,454</b>
Budgeted Positions					
Full-time	0	0	<b>3</b>	3	3
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Total FTE</b>	<b>0.0</b>	<b>0.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

# **Public Works Department: Engineering Services**

## **Department Overview**

### **FY 2019 Highlights**

- Continued to provide plan review for large projects throughout the City.
- Continued to provide excellent service with transportation engineering in the City.

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Horatio Ave and Maitland Ave Traffic Signal – upgrade from a wire system to a mast arm.
- Sandspur Rd and Maitland Ave Traffic Signal – upgrade from a wire system to a mast arm.
- Entryway Features and Wayfinding Signage – entryway at N. Maitland Ave and wayfinding throughout the city.
- Maitland Center Bus Shelter installation – ADA compliant

<b>Public Works - Departmental Workplan</b>		
<b>Project &amp; Description - Engineering Division</b>	<b>Status</b>	<b>Project Timeline</b>
<b>Horatio Ave and Maitland Ave Traffic Signal -</b> Reconstruct traffic signal from a span wire system to a mast arm.	Started	Design completed. Construction to start in FY 20
<b>Sandspur Rd and Maitland Ave Traffic Signal -</b> Reconstruct traffic signal from a span wire system to a mast arm.	Started	Design completed. Construction to start in FY 20
<b>Entry Way Features and Wayfinding Signage -</b> Project is to reconstruct the entryway feature at North Maitland Ave and create a coordinated wayfinding signage throughout the city.	Started	Anticipate reconstructing of the North Maitland Ave. Entryway in FY 20.
<b>Maitland Center Bus Shelters -</b> Installation of ADA Compliant Bus Shelters in Maitland Center area	Not Started	Anticipate installation in FY 20/21, once I4 Corridor is released from FDOT/SGL control.



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# Public Works Department: Streets Maintenance

## Department Overview

**Program Mission:** To maintain the 57 mile of roads and rights-of-way; as well as sidewalks, boardwalks, bicycle paths and signage within the City and coordinate and supervise all paving throughout the City, making sure all City roads are kept at a high standard, and to annually update the pavement surface evaluation and rating for all City streets.

### Services:

- Annual Update of Pavement Surface Evaluation and Rating
- Overseeing all new paving and street repairs throughout the City
- Pothole Repair
- Signage/Crosswalk Maintenance
- Sidewalk Repairs and Replacement

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$195,435	\$ 392,150	<b>\$ 252,800</b>	\$ 260,749	\$ 269,495
Operating Expenses	1,347,288	2,173,068	<b>1,527,403</b>	1,913,155	1,949,590
Capital Outlay	1,395,952	443,472	<b>155,500</b>	302,500	287,400
Contributions	-	-	-	-	-
Total	<u>\$2,938,675</u>	<u>\$ 3,008,690</u>	<u><b>\$ 1,935,703</b></u>	<u>\$ 2,476,404</u>	<u>\$ 2,506,485</u>
Budgeted Positions					
Full-time	6	6	<b>4</b>	4	4
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
Total Budgeted Positions	<u>6</u>	<u>6</u>	<u><b>4</b></u>	<u>4</u>	<u>4</u>
Total FTE	<u>6.0</u>	<u>6.0</u>	<u><b>4.0</b></u>	<u>4.0</u>	<u>4.0</u>

# Public Works Department: Streets Management

## Department Overview

### FY 2019 Highlights

- Completed annual resurfacing throughout the City
- Completed the US 17-92 Pedestrian Bridge Maintenance

### FY 2020 Program Goals

#### Quality Government Services

- 2020 Roadway Paving Program – Annual repaving of roadways in need based upon Pavement Surface Evaluating and Rating (PASER).
- Construction of new sidewalks on Mohican between Arapaho and Thistle.

### Performance Measures Highlights and Goals

- Completed 73% of all construction inspections within three days on sidewalks, goal of 90% in FY 2020
- Performed 311 Construction Inspection on sidewalks, down from 412 in FY 2018

Public Works - Departmental Workplan		
Project & Description - Streets Division	Status	Project Timeline
<b>2020 Roadway Paving Program</b> - Annual repaving of roadways in need based upon the Pavement Surface Evaluating and Rating (PASER).	Not Started	Anticipate paving in the summer of 2020.
<b>Mohican Trail Sidewalk</b> - Construct sidewalks on Mohican between Arapaho and Thistle.	Started	90% designed. Anticipate construction in FY20.

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Construction Inspections (Sidewalks)</b> Workload: # of Construction Inspections Efficiency: % of Inspections Completed within 3 Working Days after Notification	412 100%	311 73%	350 90%
<b>Plan Reviews (DRC and Building permits)</b> Workload: # Plans Submitted Effectiveness: % Plans reviewed within 3 days (by due date)	204 100%	254 64%	250 90%
<b>ROW Utilitization Permit and Abandonment Petition Reviews</b> Workload: # of Permits Received Effectiveness: % of Permits reviewed within 3 days after receipt	86 100%	129 67%	100 90%
<b>Annual Traffic Counts</b> <b>Paving of Roads</b> Workload: # of Roads Scoped for Feasibility Effectiveness: # of Roads Paved	1 n/a n/a	37 10 11	25 10 15

## Public Works Department: Facilities Maintenance

### Department Overview

**Program Mission** - To maintain the 127 City-owned buildings, structures and facilities to ensure a high level of safety and convenience for Maitland's residents and visitors, and to protect the City's capital investments.

#### Services:

- City Facilities Maintenance

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 178,408	\$ 218,000	<b>\$236,800</b>	243,209	\$251,398
Operating Expenses	743,765	1,247,279	<b>547,940</b>	684,115	672,448
Capital Outlay	23,800	115,740	<b>45,000</b>	112,000	130,000
Other	20,900	16,900	<b>12,700</b>	8,400	4,100
<b>Total</b>	<b>\$ 966,873</b>	<b>\$ 1,597,919</b>	<b>\$ 842,440</b>	<b>\$ 1,047,724</b>	<b>\$ 1,057,946</b>
Budgeted Positions					
Full-time	4	4	<b>4</b>	4	4
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Total FTE</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>



# **Public Works Department: Facilities Maintenance**

## **Department Overview**

### **FY 2019 Highlights**

- Replaced Cottage Floors
- Completed interior painting and tile replacement at Fire Station 47
- Completed exterior painting at Studio at Lake Lily
- Completed exterior painting at Fire Station 45 and City Hall

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Replace Water Plant 5 & 6 roofs
- Bellamy Park Pavilion and Restroom roof
- Senior Center roof
- Lake Sybelia Point Park Restroom and Pavilion Roof
- Quinn Strong Park Trellis Replacement

### **Performance Measures Highlights and Goals**

- Continue to provide maintenance on 127 City owned structures
- Repaired HVAC units 30 times in FY 2019
- Completed 19 projects in FY 2019

<b>Public Works - Departmental Workplan</b>		
<b>Project &amp; Description - Facilities Division</b>	<b>Status</b>	<b>Project Timeline</b>
<b>Water Plant 5 Roof</b> - Replace aging roof system at the water plant	Started	Quotes received. Anticipate completion by the end of Q2 FY20.
<b>Water Plant 6 Roof</b> - Replace aging roof system at the water plant	Started	Quotes received. Anticipate completion by the end of Q2 FY20.
<b>Bellamy Park Pavilion and Restroom Roof</b> Replace aging roof at the park	Not Started	Requesting quotes Q1 of FY20
<b>Senior Center Roof</b> - Replace aging roofing system at the Senior Center	Not Started	Requesting quotes Q1 of FY20
<b>Lake Sybelia Point Park Restroom and Pavilion Roof</b> - Replace aging roofing system at the park	Not Started	Requesting quotes Q1 of FY20
<b>Quinn Strong Park Trellis Replacement</b> - Replace deteriorating wood work at park trellis system	Started	Quotes received and PO issued. Installation anticipated in December 2019.
<b>HVAC Major Repairs</b> - Repair major issues to the AC systems at City Hall and FS 45	Started	Requesting quotes Q1 of FY20
<b>Project &amp; Description - Facilities Division - Cultural Groups</b>	<b>Status</b>	<b>Project Timeline</b>
<b>Installation of Security Camera System</b> - Installation of security cameras to protect the art collection and artifacts housed at MAHA	Not Started	Requesting quotes Q2 of FY20

## Public Works Department: Facilities Maintenance

### Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b>Building and Structure Maintenance and Repair</b>				
Workload:	# of City Owned Buildings and Structures	128	127	127
Workload:	# of scheduled work orders.	1045	1492	1000
Efficiency:	# of scheduled work orders completed.	915	1461	1000
Workload:	# of unscheduled work orders.	142	218	250
Efficiency:	# of unscheduled work orders completed	118	209	250
Effectiveness:	# % of work orders completed	90%	90%	97%
<b>HVAC</b>				
	# of HVAC units maintained			
Workload:	# of HVAC units	304	1216	105
Workload:	# of Heat and Air Units Maintained by Staff	140	560	85
Workload	# of Times HVAC Units Malfunction	29	30	30
<b>Building and Structure improvements</b>				
Workload:	# of Square Footage Maintained (Buildings only)	646,808	646,808	646,808
	# of Complaints issued by the City against			
Workload	Janitorial Contractor	24	38	10
Workload	# of projects identified (see work plan)	152	92	30
Effectiveness:	# of projects completed (see workplan)	30	19	20



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# Public Works Department: Fleet Maintenance

## Department Overview

**Program Mission:** To maintain all City vehicles and small equipment to the highest possible safety standards at the lowest cost and with the least amount of down-time to vehicles and equipment.



### Services:

- Maintain City Vehicle Fleet
- Maintain City-Owned Equipment
- Maintain all Portable and Stationary Generators
- Fuel Supply Tracking

### Expenditures by Category

	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 284,525	\$ 297,400	<b>\$ 321,500</b>	\$ 330,042	\$ 341,056
Operating Expenses	495,347	597,082	<b>627,305</b>	632,325	639,840
Capital Outlay	389,149	812,677	<b>1,123,500</b>	542,500	324,500
Other	-	-	-	-	-
<b>Total</b>	<b>\$ 1,169,021</b>	<b>\$ 1,707,159</b>	<b>\$ 2,072,305</b>	<b>\$ 1,504,867</b>	<b>\$ 1,305,396</b>

### Budgeted Positions

Full-time	4	5	<b>5</b>	5	5
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Total FTE</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

## Public Works Department: Fleet Maintenance

### Department Overview

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Vehicle Preventive Maintenance</b>			
Workload: # of Scheduled Vehicle Preventive Maintenance	400	372	375
Workload: # of Preventive Maintenance Completed as Scheduled	371	336	319
Efficiency: % of Preventive Maintenance Completed as Scheduled	93%	90%	85%
<b>Small Equipment Preventive Maintenance</b>			
Workload: # of Scheduled Small Equipment Preventive Maintenance	360	360	360
Workload: # of Preventive Maintenance Completed as Scheduled	316	323	306
Efficiency: % of Preventive Maintenance Items Performed as Scheduled	88%	90%	85%
<b>Vehicle Repair</b>			
Workload: # Service Calls Received and attended to per Year	13	15	15
Workload: # of Scheduled Repairs per Year	200	251	200
Workload: # of Unscheduled Repairs per Year	195	219	170
Efficiency: % of Scheduled Repairs Completed	87%	89%	85%
<b>Small Equipment Repair</b>			
Workload: # of Scheduled Repairs	200	264	200
Workload: # of Unscheduled Repairs	176	235	170
Efficiency: % of Scheduled Repairs Performed as Scheduled	88%	89%	85%

# Public Works Department: Arbor Services

## Department Overview

**Program Mission:** To ensure the safety and sustainability of ornamental landscapes within the City of Maitland through plant healthcare programs and risk management inspections.



### Services:

- Plant/Tree Healthcare
- Tree Risk Management
- Contract Administration
- Landscape and Irrigation Plans Review
- City Beautification Projects

### Expenditures by Category

	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 66,188	\$ 70,600	<b>\$ 76,600</b>	\$ 79,168	\$ 81,827
Operating Expenses	263,399	341,823	<b>304,115</b>	303,515	307,145
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
<b>Total</b>	<b>\$ 329,587</b>	<b>\$ 412,423</b>	<b>\$ 380,715</b>	<b>\$ 382,683</b>	<b>\$ 388,972</b>

### Budgeted Positions

Full-time	1	1	<b>1</b>	1	1
Part-time	0	0	<b>0</b>	0	0
Seasonal	0	0	<b>0</b>	0	0
<b>Total Budgeted Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total FTE</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

Public Works - Departmental Workplan		
Project & Description - Grounds & Landscaping/Beautification Division	Status	Project Timeline
<b>Annual ROW Street Tree Replacement Program</b> A proactive annual plan to replace street trees citywide and retain the city's canopy. Program looks to achieve replanting 60 to 80 trees annually.	Started	Draft street tree program completed. Piggyback with LaFleur Nursery completed. PO cut so that replanting can be scheduled.

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Street Tree Master Plan</b>			
Workload: Routine Prune # Streets	25	59	40
Effectiveness: # of Streets Purned as scheduled	25	59	40
<b>Arbor Risk Management</b>			
Workload: Facility Inspections	27	25	25
Workload: Street Inspections	63	121	75
Effectiveness: Actionable Tree Work	84	89	90
<b>Beautification Program</b>			
Workload Landscape Enhancements	6	14	10
Effectiveness: # of Landscape Enhancements/Improvements Completed as Scheduled	6	14	10
<b>Reforestation Program</b>			
Workload: # of Trees Planted	7	14	20
<b>Plant Health Care</b>			
Workload: # of Herbicide Applications Scheduled	79	37	40
Effectiveness: % of Herbicide Applications Completed as Scheduled	85%	88%	90%
Workload: # of Fertilizer/Supplement Applications Scheduled	12	8	10
Effectiveness: % of Fertilizer/Supplement Applications Completed as Scheduled	100%	100%	100%



## Public Works Department: Grounds Maintenance

### Department Overview

**Program Mission:** To provide a maintained, safe, healthy and aesthetically pleasing urban landscape for the many people who live, play and work in Maitland.

#### Services:

- Plant/Field Healthcare
- Irrigation System Maintenance
- Customer Calls for Service

#### Expenditures by Category

	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$1,084,512	\$ 1,228,000	<b>\$1,282,781</b>	\$1,325,974	\$1,370,699
Operating Expenses	368,860	388,040	<b>387,949</b>	394,657	397,987
Capital Outlay	45,762	59,550	<b>92,700</b>	38,200	560,000
Other	-	-	-	-	-
Total	<u>\$ 1,499,134</u>	<u>\$ 1,675,590</u>	<u><b>\$ 1,763,430</b></u>	<u>\$ 1,758,831</u>	<u>\$ 2,328,686</u>

#### Budgeted Positions

Full-time	25	25	<b>25</b>	25	25
Part-time	0	0	<b>0</b>	0	0
Seasonal	3	3	<b>3</b>	3	3
Total Budgeted Positions	<u>28</u>	<u>28</u>	<u><b>28</b></u>	<u>28</u>	<u>28</u>
Total FTE	<u>25.75</u>	<u>25.75</u>	<u><b>25.75</b></u>	<u>25.75</u>	<u>25.75</u>

# **Public Works Department: Grounds Maintenance**

## **Department Overview**

### **FY 2019 Highlights**

- Lake Lily Landscape Revitalization
- Revitalize existing entryway features
- Revitalization of the Blue Bike Path (from City Hall to Lake Lily Park)

### **FY 2020 Program Goals**

#### **Quality Government Services**

- Continue the plant replacement program throughout the City
- Design and install new landscape throughout the City

### **Performance Measures Highlights and Goals**

- Continue to provide maintenance on 156 City locations
- Handled 38 customer requests in FY 2019, up from 34 in FY 2018
- Completed 94% of applications on time, up from 91% in FY 2018

## Public Works Department: Grounds Maintenance

### Department Overview

Program Performance		2018 Actual	2019 Actual	2020 Target
<b><i>Plant/Field Healthcare</i></b>				
Workload:	# of Locations Maintained (Incl. Athletic, Parks, City Properties, School Properties & Landscaping)	156	156	156
Workload:	# of Total Acres Maintained	187	187	187
Efficiency:	# of Properties Maintained as Scheduled	130	130	130
Efficiency:	# of Square Yards Landscape Bed Mantained	91,500	91,500	91,500
Efficiency:	% of Locations Maintained as Scheduled	85%	91%	95%
<b><i>Pesticide/Herbicide/Fertilization/Program for Athletic/Park Turf and Ornamentals</i></b>				
Workload:	# Applications per Recommendations	19	154	150
Efficiency:	% of Applications Completed as Recommended (on-time)	91%	94%	95%
Workload:	# of Irrigated sites audited	0	0	3
Efficiency:	# of sites showing potential water savings	0	4	4
Effectiveness:	Gallons of irrigation water saved: annually	17,000	17,000	17,000
<b><i>Irrigation System</i></b>				
Workload:	# of Irrigation Work Orders Completed Annually	38	117	75
Workload:	# of Irrigation Heads Maintained Annually	12,603	13,900	13,900
Effectiveness:	% of Irrigation Zones Passing Departmental Inspections	96%	97%	95%
<b><i>Customer Requests</i></b>				
Workload:	# of Customer Requests Received Annually	34	38	38
Efficiency:	% of Requests Evaluated/Responded to within 24 Hours	90%	93%	95%
Efficiency:	% of Requests Resolved within 48 to 72 Hours	10%	10%	20%

# Art and History Association and Library

## MISSION STATEMENTS:

The mission of the Maitland Art and History Association is to engage the public by educating, collecting, preserving, interpreting, exhibiting, and promoting art and history reflective of the American experience inspired by Maitland's heritage and the legacy of Andre Smith's Research Studio. Through our multidisciplinary collections, unique architectural environment, and inspirational programming, we stimulate thought, spark the imagination, enrich the spirit, and foster appreciation in art, historical research and preservation.



*The Brides' Chapel at the  
Maitland Art Center*



*Historic Waterhouse Residence*



*Patio area, Maitland Public  
Library*

The Maitland Public Library will update continually its reading, viewing and listening collections as well as seek new ways to stimulate the intellectual growth of library users of all ages. The Library will provide a comfortable useable environment in which patrons may access resources, obtain technical assistance and find avenues to become discriminating consumers of contemporary information.

## Art and History Association and Library

Public Works - Departmental Workplan		
Project & Description - Facilities Division - Cultural Groups	Status	Project Timeline
<b>Installation of Security Camera System</b> - Installation of security cameras to protect the art collection and artifacts housed at MAHA	Not Started	Requesting quotes Q2 of FY20

Expenditures by Category	Actual 18	Estimated 19	Budget 20	Plan 21	Plan 22
Personal Services	\$ 406	\$ 600	\$ 600	\$ 618	\$ 637
Operating Expenses	196,794	283,643	147,675	125,175	158,175
Capital Outlay	26,401		68,000	87,000	80,000
Contributions	874,503	1,049,688	1,001,797	1,001,797	1,001,797
Total	<u>\$1,098,104</u>	<u>\$ 1,333,931</u>	<u>\$1,218,072</u>	<u>\$1,214,590</u>	<u>\$1,240,609</u>

In addition to the annual contributions to the Art and History Museums and the Library, the City also budgets for items related to the repair and maintenance of the buildings which house the cultural organizations, capital improvements to those buildings, utilities costs and janitorial services as well as some personal services benefits.

# Art and History Association



## ART & HISTORY MUSEUMS MAITLAND

Program Performance Summary		FY 2018 Actual	FY 2019 Actual	FY 2020 TARGET
<b>Participation</b>				
Workload:	# of participants on and off site exhibits, events, research, etc.	24,624	28,379	<b>30,000</b>
Effectiveness:	Online visitors, friends, followers	129,107	150,119	<b>150,000</b>
<b>Membership</b>				
Workload:	# of Members Joined or Renewed	388	85	<b>300</b>
Effectiveness:	# of New Members	159	70	<b>150</b>
<b>Volunteer Time</b>				
Workload:	# of volunteer hours donated	3,246	1,259.25	<b>2,000</b>
Effectiveness:	\$ saved with volunteer help @ \$18.40/hr. (FL avg. value)	\$ 59,720	\$ 23,270	<b>\$ 36,800</b>
<b>Diversify Revenue</b>				
Effectiveness:	City Investment as compared to overall operating budget	32%	30%	<b>35%</b>
<b>Increase Awareness</b>				
Workload:	# of publicity mentions	116	86	<b>100</b>

### **FY 2020 GOALS**

- 1. Inspire Community Engagement:* We strive to inspire engagement by community members throughout Maitland and Central Florida.
- 2. Ignite Community Imagination:* We strive to ignite the imagination of each generation through educational experiences to continue the culture of innovation established by past generations.
- 3. Preserve Community Heritage:* We strive to safeguard the cultural heritage of Maitland, Florida, through the preservation of artifacts and sites.
- 4. Sustain Our Mission:* We strive to sustain our mission by reinforcing and enlarging the administrative, financial and physical structure of the institution.

## Library

Program Performance	2018 Actual	2019 Actual	2020 Target
<b>Membership:</b>			
Workload: # of Maitland Households who are Library Card Holders	5,155	4,968	5,200
Effectiveness: % of Maitland Households who are Library Card Holders	73%	70%	75%
Workload: # of new Resident cardholders	706	779	800
<b>Increase educational classes and events:</b>			
Workload: # of programs per quarter of classes and events for all ages	148	140	160
Effectiveness: # of participants at programs per quarter**	5,011	5,400	5,200
Workload: # programs youth per year	276	274	280
Effectiveness: # of participants attending all youth programs per year	16,087	17,668	16,600
Workload: # programs adult per year	317	286	360
Effectiveness: # of participants attending all adult programs per year	3,957	3,930	4,200



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The background of the slide is a grayscale photograph of a city street. On the left, there are large, leafy trees and several street lamps. On the right, there is a multi-story building with a modern architectural style, featuring balconies and large windows. The street is paved and appears to be a wide, open area.

# SECTION VII

## CAPITAL & DEBT

- ♦ Capital Improvements Program
  - ♦ Replacement Capital
  - ♦ Debt Policy



# Capital Improvements Program

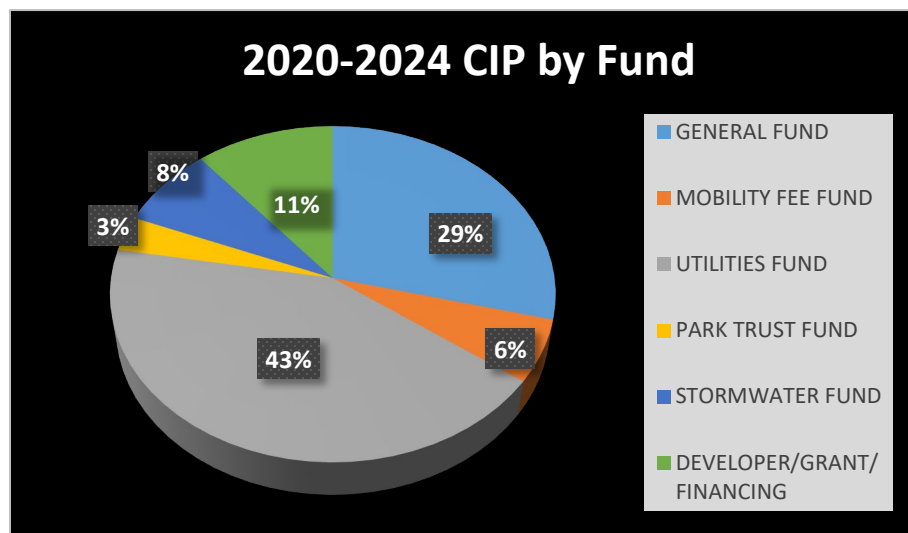
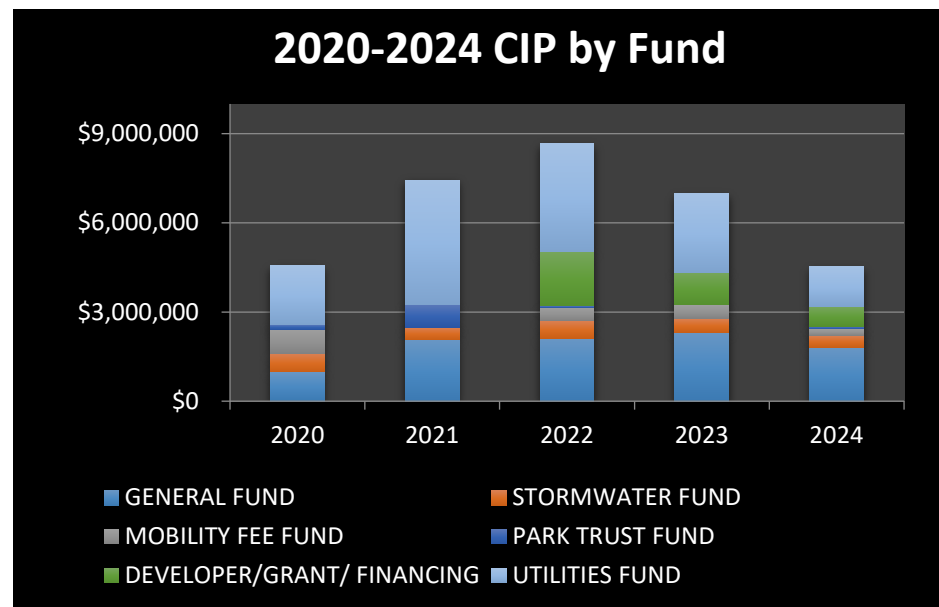
The Capital Improvements Program (CIP) takes a five-year look at major capital expenditures within the City. **The City defines a CIP project as having a useful life of more than three years and a total cost of more than \$10,000.**

Projects included are physical assets that have been identified as existing or projected needs within the City's individual Comprehensive Plan elements. The cost of a

capital improvement is generally non-recurring, and, although budgeted on a mostly pay-as-you-go basis, may require long-term financing. The projected cost of implementation over the five-year period averages about \$6.4M annually. The pie chart below shows the various funding sources for FY 2020—2024 CIP projects. Many of the projects (space needs, water transmission and distribution, stormwater improvements, etc) have been planned over several years.

After consideration by various boards and committees, capital project recommendations are submitted by departments alongside operating projections at the beginning of each calendar year. Once submitted, the Planning and Zoning Commission recommends a priority listing of projects to the City Council, and the CIP is approved in a draft format during the summer. The current year project costs for the CIP plan are incorporated into the budget draft to ensure projects can reasonably be completed while continuing to

provide existing services at the level deemed appropriate. The final CIP is adopted annually as an amendment to the City's ***Comprehensive Development Plan (CDP)*** at the same time as the final budget, and is integrated into the budget in order to schedule projects throughout the year.



# Capital Improvements Program

## PRIORITY GROUP CLASSIFICATION

To organize the proposed five-year Capital Improvements program, a generic classification method was designed. The schema incorporates requirements of the City's Comprehensive Development Plan and additional common sense economic considerations. The first table in the section, the "Priority Group Classification" schema, organizes and summarizes the individual projects into the generic criteria.

The Priority Group Classification method is a guideline used first to group individual projects into "similar" Priority Groups (i.e., 1st, 2nd, 3rd, or 4th Priority Group). Based on the number of classification criteria, which apply to the individual project, the Priority Group is defined. Each Classification Criteria is broken into two possible alternatives, only one of which needs to be met to be considered as meeting the criteria. For criteria 1A to be met, Federal regulations must either control the program or State mandated deadline, or it must be governed by a locally approved development order which mandates timed infrastructure improvements. For criteria 1B to be met, the project must be part of a previously adopted CIP and have been funded in previous years. For criteria 2A to be met, the project must provide health or safety benefits or prevent health problems through its implementation. For criteria 2B to be met, the proposed five-year expenditures must be offset by savings or increased revenues over a five-year period. For criteria 3A to be met, an improvement must have a life expectancy of in excess of ten years. For criteria 3B to be met, the entire operating and maintenance costs must be less than \$15,000 in any given fiscal year or less than \$75,000 for the five year period. For criteria 4A to be met, the program must be utilized by or serve a minimum of 50% of Maitland residents. Finally, criteria 4B is met when a project replaces or maintains existing capital equipment or facilities. Out of four assigned classification criteria, a project which meets all four criteria is placed in the 1st Priority Group; a project which meets three of the four criteria is placed in the 2nd Priority Group; a project which meets two of the four criteria is placed in the 3rd Priority Group; and a project that meets one of the four criteria is placed in the 4th Priority Group. Once a Priority Group has been established, the individual projects are given a ranking within the Priority Group, primarily based on Federal mandates and public health and safety considerations with aesthetics and superficial treatments ranked lower. It should be noted that this is only a guideline for prioritizing capital improvements, with the final decisions on any individual projects, at the determination of the Maitland City Council. All proposed projects are consistent with and further the goals and objectives of the Comprehensive Development Plan.

PRIORITY GROUP CLASSIFICATION  
GENERAL FUND

PROJECT NUMBER	PROJECT NAME	P.G. Rating	CLASSIFICATION CRITERIA				PRIORITY GROUP
			1	2	3	4	
TR001	Transportation Improvements	1	B	A	A	A	1st
PV001	Pavement Treatment	1	B		A	A	2nd
CF001	City Facilities - Master Planning	2	B		A	B	2nd
BS001	Bicycle/Sidewalk Network	3	B		A	A	2nd
PR001	Park System Capital Replacement	1	B			B	3rd
ST001	Entry Features and Streetscape	2	B		A		3rd
UT001	Utility Relocation	3	B		A		3rd
PROJECT NUMBER	PROJECT NAME	P.G. Rating	CLASSIFICATION CRITERIA				PRIORITY GROUP
			1	2	3	4	
WW001	Lift Station Improvements	1	B	A	A	A	1st
WA001	Water Transmission/Distribution	2	B	A	A	A	1st
PROJECT NUMBER	PROJECT NAME	P.G. Rating	CLASSIFICATION CRITERIA				PRIORITY GROUP
			1	2	3	4	
LK001	Stormwater Lakes Management Plan	1	B		A	A	2nd

Classification Criteria 1 : A) Time of the essence or B) Subsequent phase of previously approved project.

Classification Criteria 2 : A) Significant health & safety benefit or B) High economic return.

Classification Criteria 3 : A) Has long useful facility life or B) Low acquisition, construction, operation, and maintenance costs.

Classification Criteria 4 : A) High service population/facility/use ratio or B) Preserves prior investment.

# CIP Funding Sources

TABLE 1						
CAPITAL IMPROVEMENTS PROGRAM FY 2020 - 2024						
Agent	Fund	Fund	Proj #	Project	2020	TOTAL
PW	Gen	01	TR001	Transportation Improvements	\$ 50,000	\$ 990,000
PW	Parks	65	TR001	Transportation Improvements	-	110,700
PW	Res	99	TR001	Transportation Improvements *	-	1,687,200
PW	Mob	36	TR001	Transportation Improvements	820,000	1,937,800
PW	Util	41	WA001	Water Transmission / Distribution	944,800	5,450,000
PW	Gen	01	PV001	Pavement Treatment	500,000	2,500,000
PW	Gen	01	BS001	Bicycle / Sidewalk Network	200,000	2,641,000
PW	Util	41	WW001	Lift Station Improvements	975,000	8,095,000
PW	SEU	32	LK001	Stormwater Lakes Management Plan	616,500	2,521,500
PR	Parks	65	PR001	Parks Master Planning Implementation	164,520	959,520
PR	Gen	01	PR001	Parks Master Planning Implementation	40,000	160,000
CD/PW	Gen	01	ST001	Entry Features and Streetscape	85,000	505,000
PW	Res	99	CF001	City Facilities - Master Planning	-	1,800,000
PW	Util	41	CF001	City Facilities - Master Planning	40,000	215,000
PW	Gen	01	CF001	City Facilities - Master Planning	113,000	567,000
PW	Gen	01	UT001	Utility Relocation	-	1,934,000
CRA/PW	Res	99	UT001	Utility Relocation	-	66,000
				<b>TOTAL</b>	<b>\$4,548,820</b>	<b>\$32,139,720</b>
Fund Key	Gen			<b>GENERAL FUND</b>	<b>\$ 988,000</b>	<b>\$ 9,297,000</b>
	Mob			<b>MOBILITY FEE FUND</b>	<b>\$ 820,000</b>	<b>\$ 1,937,800</b>
	CRA			<b>CRA TRUST FUND</b>	<b>\$ -</b>	<b>\$ -</b>
	Util			<b>UTILITIES FUND</b>	<b>\$1,959,800</b>	<b>\$13,760,000</b>
	Parks			<b>PARK TRUST FUND</b>	<b>\$ 164,520</b>	<b>\$ 1,070,220</b>
	SEU			<b>STORMWATER ENVIRONMENTAL UTILITY</b>	<b>\$ 616,500</b>	<b>\$ 2,521,500</b>
	DEV			<b>DEVELOPER/GRANT/FINANCING</b>	<b>\$ -</b>	<b>\$ 3,553,200</b>

## Funding Sources

**The General Fund (Gen)** is the general operating fund of the City, supported by taxes and fees. The General Fund is used to account for all financial resources, except those required to be accounted for in another fund.

**The Utilities Fund (Util)** is an Enterprise Fund which is used to account for the activities associated with the operation of the City's water and sewer system. Revenues are generated primarily through charges for service.

**The Stormwater Environmental Utility Fund (SEU)** is a special revenue fund dedicated to the management of the City's lakes, stormwater structures, and street sweeping activities. Revenues are generated from the Stormwater Environmental Utility Fee.

**The Mobility Fee Fund (Mob)** is a special revenue fund used to ensure funding for necessary mobility improvements to serve new development. Revenues are generated through fees based on a building's type of construction and the impact it will have on mobility throughout the City.

**The Park Trust Fund (Parks)** is a special revenue fund used to construct and maintain community parks. Revenues are collected through building permits on residential development.

Projects anticipated to be funded by grants, earmarks, developer fees or Special Assessment District Bonds are indicated as **Res.**

\* Grant funded, SAD Bonds, Earmarked or paid by Developer.

# Capital Improvements Program

## Priority Group 1

### 1. Sanitary Sewer Improvements (WW001):

**Project Name:** Lift Station Improvements

**Project Overview:** This program continues the annual lift station and wastewater collection system televising and repair program, which allows the City to reduce costly infiltration and inflow. Also included are the overall sewer system improvements referenced in the City's Sanitary Sewer Master Plan .

**FY 2020 Non-routine Capital Projects:** Includes construction of Tuscarora & Dommerich Hills sanitary sewer system as refer in Chapter 1, page 5 of the SSMPU 2013 (Phase 1 of 4). Provides for a Sewer Master Plan Update to review priorities and recommendations in the Capital Improvements plan.

<u>Project Name</u>	<u>Projected Budget</u>
Tuscarora & Dommerich Hills Sanitary Sewer System - Construct (Phase 1)	\$ 905,000
Sewer System Master Plan Update	70,000
<b>Total FY 2020</b>	<b>\$ 975,000</b>

**Operating Budget Impact—** Operations and maintenance costs related to this project have not been included in the FY 2020 Capital Improvement Program. Long-term, the annual costs will remain in the CIP but will likely reduce the need for costly, unexpected repairs.

# Capital Improvements Program

## Priority Group 1

### 2. Water Improvements (WA001):

**Project Name:** Water Transmission/Distribution Improvements

**Project Overview:** This program provides for the production and distribution of potable water where and when requested. It includes adding transmission mains to increase pressure and flows to provide for adequate fire protection in the residential areas throughout system.

**FY 2020 Non-routine Capital Projects:** Includes construction of 12-inch water main on Orlando Avenue from Ventris Avenue to Monroe Avenue to replace 10 inch to 2-inch water mains (Phase 1 and part of phase 2) and the installation of a 8-inch water main on Mohican Tr. from N. Thistle to Deloraine. Also included is a water capacity study to determine additional storage needs.

<u>Project Name</u>	<u>Projected Budget</u>
17/92 Water Main Upgrade Ventris Ave to Monroe Ave Phase 1 and 2	\$ 500,000
Water Capacity Study - Additional Storage Needs	50,000
Mohican - Thistle to Deloraine	394,800
<b>Total FY 2020</b>	<b>\$ 944,800</b>

**Operating Budget Impact:** The water main construction, engineering, and upgrades will have little to no effect on O&M in future budgets with the exception of depreciation, as they are replacing existing water mains and water lines.



# Capital Improvements Program

## Priority Group 1

### 3. Transportation Improvements (TR001):

**Project Name:** Maitland Transportation Improvements

**Project Overview:** This program includes improvements required to bring the roadway network to a satisfactory level ("D" or above) of service. Improvements are based on priority and funding, as projects are funded through traffic impact fee revenues and supplemental sources of revenue such as grants and joint participation agreements.

**FY 2020 Non-routine Capital Projects:** Includes the design and installation of improvements necessary for the extension of Independence Lane north of Horatio Avenue, the planning and implementation of improvements for the Downtown Corridor, and the installation of ADA compliant bus shelters in the Maitland Center area.

<u>Project Name</u>	<u>Projected Budget</u>
Independence Lane Extension	\$ 800,000
Maitland Downtown Corridor Improvements	50,000
Maitland Center Bus Shelters	20,000
<b>Total FY 2020</b>	<b>\$ 870,000</b>

**Operating Budget Impact:** The only additional costs associated with these projects will be operations and maintenance with maintaining the extension of Independence Lane. The improvements of the Downtown Corridor and the bus shelters will not have any additional budgetary impact.



# Capital Improvements Program

## Priority Group 2

### 1. Stormwater/Lakes Management Improvements (LK001)

**Project Name:** Stormwater Lake Management Plan

**Project Overview:** This project includes the repair of existing, or construction of new, stormwater drainage and treatment facilities (retention ponds, wetlands, underground systems, etc) as recommended in the ***Stormwater/Lakes Management Plan (SLMP)*** to further arrest the degradation of the City's lake water quality.

**FY 2020 Non-routine Capital Projects:** Includes the reconstruction or repair of multiple stormwater pipes and drainage structures within the Winfield Subdivision, construction of the Thistle Lane/oldwater Court drainage improvements within Dommerich Hills, construction of the Mojave Trail and Thunderbird Trail drainage improvements within Dommerich Estates, drainage improvement project, a bio retention area at Lake Lily to further treat stormwater, restoring wetland at Tuscarora and Temple Trail, shoreline beautification at Homer Hough Park, and removing exotic and invasive plants from shoreline along Lake Sybelia.

<u>Project Name</u>	<u>Projected Budget</u>
Winfield Subdivision Infrastructure Improvements	\$ 800,000
Thistle Lane and Goldwater drainage improvement	50,000
Mojave and Thunderbird drainage improvement	20,000
Northwind, Westwind, and Cypress drainage	250,000
Lake Lily Bio Retention Project	10,500
Tuscarora and Temple Trail wetlands	16,000
Homer Hough Park shoreline beautification	25,000
Lake Sybelia Shoreline	15,000
<b>Total FY 2020</b>	<b>\$ 1,186,500</b>

**Operating Budget Impact—** The Operations and Maintenance budget is scheduled to increase in the upcoming years to continue improve stormwater infrastructure, and may result in the need for additional staff in future years. The need for additional staff will be evaluated annually. An additional staff member would cost the City approximately \$57K in today's dollars.

# Capital Improvements Program

## Priority Group 2

### 2. Pavement Improvements (PV001):

**Project Name:** Pavement Treatment

**Project Overview:** This program is designed for individual projects at different stages of the Pavement Life Cycle that were selected for treatment with the most serious (lowest score). Pavement Surface Evaluation and Rating (PASER) getting priority consideration. The program will be coordinated with all other infrastructure improvements (water, sewer and stormwater) to maintain the PASER above 7.

**FY 2020 Non-routine Capital Projects:** Includes resurfacing of portions of Adios Avenue, Banbury Trail, Maitland Groves Road, Pace Avenue, East and West Trotters Drive, Covewood Trail, Hope Terrace, Minnehaha Road, Oakleigh Lane, Rollingwood Trail, South Trotters Drive, Talmeda Trail, Willa Vista Trail, Oakleigh Drive, and Oakleigh Lane.

<b>FISCAL YEAR 2020</b>	
Adios Avenue from W Trotters Drive to E Trotters Drive	\$15,000
Banbury Trail from Nottoway Trail to Talmeda Trail	32,000
Maitland Groves Road from White Oak Circle to Lake Sybelia Drive	20,000
Pace Avenue from West Trotters Drive to East Trotters Drive	17,000
West Trotters Drive from South Trotters Drive to Old Horatio Avenue	43,000
Covewood Trail from Nottoway Trail to Talmeda Trail	32,000
East Trotters Drive from South Trotters Drive to Old Horatio Avenue	41,000
Hope Terrace from Sandspur Road to Hope Terrace	6,000
Hope Terrace from Dead End to Dead End	15,000
Minnehaha Road from George Avenue to the Dead End	24,000
Minnehaha Road from George Avenue to Horatio Avenue	15,000
Oakleigh Lane from Oakleigh Drive to Oakleigh Drive	36,000
Rollingwood Trail from Nottoway Trail to Talmeda Trail	26,000
South Trotters Drive from East Trotters Drive to West Trotters Drive	18,000
Talmeda Trail from Willowbrook Trail to Banbury Trail	38,500
Willa Vista Trail from Talmeda Trail to Nottoway Trail	31,500
Covewood Trail from Talmeda Trail to Sandspur Road	7,000
Oakleigh Drive from Horatio Avenue to Oakleigh Lane	39,000
Talmeda Trail from Banbury Trail to the Dead End	22,000
Oakleigh Lane from Oakleigh Drive to the Cul-De-Sac	22,000

**Total FY 2020**

**\$ 500,000**

**Operating Budget Impact:** There will continue to be paving costs in future years with new roads being repaved but these projects do not increase any future operating costs.

# Capital Improvements Program

## Priority Group 2

### 3. City Facilities Master Planning (CF001):

**Project Name:** City-Wide Space Needs/Master Planning

**Project Overview:** This project accounts for major repairs and improvements to existing City facilities and for new City facilities as needed.

**FY 2020 Non-routine Capital Projects:** Includes ongoing replacements of HVAC units. There is \$45,000 budgeted per year for the next four years for HVAC replacements city-wide. Repair and remodel aging water treatment plant facilities. To include roofing, paving, concrete, structural issues, etc. In FY 2020 focus will be on upgrades at WTP #5.

<u>Project Name</u>	<u>Projected Budget</u>
Capital Improvements to Existing Facilities - HVAC	\$45,000
Capital Improvements to Existing Facilities - MAHA	68,000
Capital Improvements to Existing Facilities - WTP #5	20,000
<b>Total FY 2020</b>	<b>\$ 133,000</b>

**Operating Budget Impact:** Capital maintenance improves the efficiency of upgraded systems and facilities and reduces overall operating costs.

# Capital Improvements Program

## Priority Group 2

### 4. Bicycle/Sidewalk Improvements (BS001):

**Project Name:** Bicycle/ Sidewalk Network

**Project Overview:** This project includes the design and installation of safe pedestrian and bicycle paths connecting the numerous parks and activity areas within the City.

**FY 2020 Non-routine Capital Projects:** Design and install sidewalk to coordinate with projects with the Keller Road project, the Dommerich Hills Sewer install, and along the 17-92 Corridor in coordination with the Watermain and LS 6 projects.

<u>Project Name</u>	<u>Projected Budget</u>
New Sidewalk Install	200,000
<b>Total FY 2020</b>	<b>\$ 200,000</b>

**Operating Budget Impact—** New sidewalks are not expected to require a high level of maintenance within the immediate term after installation. The current and future budgets will not be impacted as Operations and Maintenance expenses are not expected to develop from this project.

# Capital Improvements Program

## Priority Group 3

### 1. Parks Master Plan Implementation (PR001):

**Project Name:** Parks and Recreation Master Plan

**Project Overview:** This project plans for the long-term development and redevelopment of the park system through the implementation of the Parks and Recreation Master Plan. Primary funding for new park development and the addition of new park amenities is generated through impact fees collected and tracked through the Park Trust Fund (as funding allows). Secondary funding is scheduled from the eneral Fund to accomplish maintenance type items of existing recreational infrastructure.

**FY 2020 Non-routine Capital Projects:** Includes the Westside Trails Design and Engineering projects plans for additional trail segments along S. Lake Desitny Rd and Southhall Lane, the design for improvements at Lake Sybelia Beach, and the Homer Hough improvements and restroom refurbishment project.

<u>Project Name</u>	<u>Projected Budget</u>
<b><u>General Fund</u></b>	
Westside Trails Design and Engineering	\$ 110,700
Design for Lake Sybelia Beach Improvements	53,820
<b><u>Parks Trust Fund</u></b>	
Homer Hough Improvements and Restroom Refurbishment	40,000
<b>Total FY 2020</b>	<b>\$ 204,520</b>

**Operating Budget Impact:** The project in the eneral Fund will cause no long -term impacts to the budget. The construction and designing of the new parks will have a significant impact on future budgets. They may cause the need for additional new personnel along with costs for landscaping, fertilizing, etc. for the parks. A new employee will cost the City approximately \$41K in today's dollars. The trails will cause a small but fairly insignificant increase in operating budget with the need for occasional pressure washing and milling.

# Capital Improvements Program

## Priority Group 3

### 2. Entry Features and Streetscape Improvements (ST001):

**Project Name:** Maitland Entry Features and Streetscape

**Project Overview:** The City's major gateways (Orlando Avenue north and south, Maitland Boulevard, I-4, Lake Avenue, Maitland Avenue and Horatio Avenue) provide a first and lasting impression for both visitors and citizens. This program serves to upgrade the entry signage, public sign elements and landscape treatment on these corridors. The finished products will reflect Maitland as a quality City where care is apparent.

**FY 2020 Non-routine Capital Projects:** Install additional entry signs and wayfinding at City limits and in the downtown area.

<u>Project Name</u>	<u>Projected Budget</u>
Streetscape/Entry	\$ 85,000
<b>Total FY 2020</b>	<b>\$ 85,000</b>

**Operating Budget Impact:** There will be minimal operation and maintenance costs associated with the upkeep of the signage. It will not cause an additional need for staff.



## Routine Capital Expenditures

	<u>Fund</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Total</u>
<b>PUBLIC SAFETY</b>							
Fire Dept. Capital Replacement	Gen	\$ 111,000	\$108,310	\$ 120,000	\$131,000	\$141,000	\$611,310
<b>OTHER IMPROVEMENTS</b>							
Copier Replacement	Gen	-	12,000	-	12,000	-	24,000
City-wide Computerization	Gen	25,000	25,000	25,000	25,000	25,000	125,000
<b>VEHICLES AND EQUIPMENT</b>							
Vehicle Replacement	Gen	1,050,000	534,000	319,000	667,000	563,000	3,133,000
Equipment Replacement	Gen	82,200	38,200	560,000	91,505	55,620	827,525
Vehicle/Equipment Additions	Gen	-	-	-	-	-	-
Vehicle/Equipment Repl & Additions	ESU	236,000	62,000	304,500	-	-	602,500
Vehicle/Equipment Repl & Additions	Util	48,000	138,000	47,000	-	-	233,000
Total		<b>\$1,552,200</b>	<b>\$917,510</b>	<b>\$1,375,500</b>	<b>\$926,505</b>	<b>\$784,620</b>	<b>\$5,556,335</b>

The table above represents a five-year summary of routine capital expenditures which are not included in the Capital Improvements Program. Items within this category are scheduled for replacement based on City replacement guidelines, but actual replacements are made on an as-needed basis.



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## Debt Obligations and Commitments

The governing body of every municipality may borrow money, contract loans, and issue bonds as defined in Florida Statute 166.101 from time to time to finance the undertaking of any capital or other project for the purposes permitted by the State Constitution and may pledge the funds, credit, property and taxing power of the municipality for the payment of such debts and bonds.

In July 2004, the voters overwhelmingly approved a tax levy of up to 1/2 mill per year to support the City's single plan of finance for the new Public Safety Building, City Hall, and re-financing of the above bank note on the Westside facilities (Public Works Yard and new Fire Station). In accordance with the referendum, GO bonding will be restricted to no more than \$18.5 million via bond issues that do not exceed 30 years in length. The annual levy is limited to no more than 1/2 mill. In July 2005, the City issued a \$15,775,000 bond, Limited Tax General Obligation Bond Series 2005. In October 2014, the bonds were refinanced with a bank loan.

On December 20, 2005, the CRA issued \$13,865,000 in Redevelopment Revenue Bonds secured by tax increment revenue and a covenant to budget and appropriate. This borrowing along with grant funding, was the primary funding mechanism for the Maitland Boulevard off-ramp, the extension of Sybelia Parkway (Swoope Avenue), and the construction of a regional stormwater pond. In November 2014, the bonds were advanced refunded via a bank loan.

In August 2015, the City issued a \$10,000,000 Utility Bond. This was issued to complete many Utility projects that are in the Capital Improvements Program including relocations of Lift Stations #1 & #6, casing for sanitary sewer force main under I-4, and the extension of utilities for Independence Lane as part of the Downtown Redevelopment projects.

### *Debt Management Policy*

The City has a comprehensive debt management policy. **The City does not set a legal debt limit within the policy;** however, the following affordability targets have been set:

- The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the appropriate current values for the City. Such standards shall be considered separately, as indicated in the specific circumstances, for enterprise and general long-term debt and shall include, but not be limited to the following:
  - Net outstanding debt per capita is less than 15% of per capita personal income
  - Outstanding general obligation debt is less than 1% of taxable property values
  - Total annual debt service requirements do not exceed 10% of related current operating expenditures for general long-term debt, or 10% of pledged revenues

for enterprise debt and overlapping net general obligation debt of all local taxing jurisdictions

- The analytical process shall also examine the direct capital and operating costs and benefits of the proposed project. Such analysis shall be prepared for no less than the period of time for which the related debt is expected to be outstanding.
- Before issuing general obligation debt, the City shall consider all other financing alternatives or funding sources including non-debt financing. Use of general obligation debt shall be limited to projects providing community-wide benefit and under the following non-inclusive conditions:
  - Catastrophic or emergency conditions threatening the health, safety or welfare of the City or any of its residents or property owners
  - If the project to be financed will generate positive net revenues within the first five years after completion and for every year the bonds are outstanding after annual debt service requirements are met
  - The project will significantly reduce City operating costs
  - An equal or greater amount of non-City matching funds will be lost if City funds are not applied in a timely manner
  - The project provides essential City services or would advance core City policy objectives that its value overrides the value of obtaining voter approval
- For revenue bonds, revenues, as defined in the authorizing ordinance or resolution, shall be a minimum of 150% of the average annual debt service (ADS) and 125% of the maximum annual debt service (MADS) for financial planning purposes. Annual adjustments to the City's rate and/or fee structures will be made as necessary to maintain coverage factors of 125% of the ADS and 110% of the MADS.
- The decision to assume new debt shall be based on the above noted costs and benefits, current conditions of the municipal bond market, and the City's ability to support new debt as determined by the above noted standards.
- The City shall strive to achieve/maintain these standards at a low to moderate classification.

### ***Limited Tax General Obligation Note—Series 2014***

The General Obligation Note is supported by a voter approved tax levy not to exceed .5 mills. The original bonds were for 30 years, and were refinanced in October 2014. The refinancing note matures in 20 years with an all-in True Interest Cost of 3.19%.

<b>Limited General Obligation Refunding Note</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
FY 2020	510,000	303,503	813,503
FY 2021	525,000	287,438	812,438
FY 2022	550,000	270,900	820,900
FY 2023	565,000	253,575	818,575
FY 2024	585,000	235,778	820,778
<b>Total</b>	<b>\$2,735,000</b>	<b>\$1,351,194</b>	<b>\$4,086,194</b>

<b>Limited General Obligation Refunding Note</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
FY 2020	510,000	303,503	813,503
FY 2021	525,000	287,438	812,438
FY 2022-2025	2,295,000	977,602	3,272,602
FY 2026-2030	3,285,000	792,540	4,077,540
FY 2031-2034	3,020,000	241,448	3,261,448
	<b>\$9,635,000</b>	<b>\$2,602,531</b>	<b>\$ 12,237,531</b>

### ***Redevelopment Revenue Bonds***

The Redevelopment Revenue Bonds are secured by tax increment revenue and a covenant to budget and appropriate. In November 2014, the bonds were advance refunding with a bank note. The refunding note matures in 2034 with an all-in True Interest Cost of 3.14%.

<b>Community Redevelopment Refunding Revenue Note, Series 2014</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
FY 2020	470,000	375,858	845,858
FY 2021	510,000	361,100	871,100
FY 2022	550,000	345,086	895,086
FY 2023	590,000	327,816	917,816
FY 2024	635,000	309,290	944,290
<b>Total</b>	<b>\$ 2,755,000</b>	<b>\$ 1,719,150</b>	<b>\$4,474,150</b>

<b>Community Redevelopment Refunding Revenue Note, Series 2014</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
FY 2020	470,000	375,858	845,858
FY 2021	510,000	361,100	871,100
FY 2021-2025	2,460,000	1,256,785	3,716,785
FY 2026-2030	4,165,000	1,094,133	5,259,133
FY 2031-2034	4,365,000	352,308	4,717,308
<b>Total</b>	<b>\$11,970,000</b>	<b>\$3,440,184</b>	<b>\$15,410,184</b>

### ***Utility Revenue Note—Series 2015***

In August 2015, the City issued the Utility Revenue Note, Series 2015 in the amount of \$10 million with a maturation date of July 1, 2035. There is a bearing interest rate of 2.77%, with total interest paid over the life of the Note estimated at \$3.1 million.

<b>Utility Revenue Note, Series 2015</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
FY 2020	440,000	222,431	662,431
FY 2021	450,000	210,243	660,243
FY 2022	465,000	197,778	662,778
FY 2023	475,000	184,898	659,898
FY 2024	490,000	171,740	661,740
<b>Total</b>	<b>\$2,320,000</b>	<b>\$ 987,090</b>	<b>\$ 3,307,090</b>

<b>Utility Revenue Note, Series 2015</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
FY 2020	440,000	222,431	662,431
FY 2021	450,000	210,243	660,243
FY 2022-2025	1,880,000	764,659	2,644,659
FY 2026-2030	2,660,000	647,211	3,307,211
FY 2031-2035	3,050,000	258,164	3,308,164
<b>Total</b>	<b>\$8,480,000</b>	<b>\$ 2,102,707</b>	<b>\$10,582,707</b>

### ***Long Range Capital Financial Financing***

The FY 2020—FY 2024 Capital Improvements Program is funded by a combination of anticipated annual revenues and impact fees for the General Fund, Stormwater Fee Fund, Parks Trust Fund, Road Impact Fee Fund, and Community Redevelopment Agency. Over the five-year planning horizon no new general obligation debt is anticipated. The five-year program for the Utility Fund anticipates the issuance of an additional \$5 million in revenue bonds in FY 2020 to finance the required infrastructure upgrades.

The background of the page is a grayscale photograph of a wide, paved street. On the left side, there are large, mature trees with dense foliage. On the right side, there is a multi-story building with a modern architectural style, featuring balconies and large windows. The street is flanked by sidewalks and streetlights. The overall scene is bright and clear.

# SECTION VIII

## APPENDIX

- ♦ Revenue Trend Information
  - ♦ Glossary
- ♦ List of Frequently Used Acronyms



# Revenue Trends

## **Taxes and User Fees**

Ad Valorem is the single largest revenue producer for the City, accounting for approximately 40.2% of total general fund revenue. The amount of revenue generated is determined by the taxable values established by the Orange County Property Appraiser and the millage rate set by the City. For trend analysis purposes, the City estimates the growth in the tax base based upon known development projects and timing, as well as State growth data provided by the Bureau of Economic and Demographic Research within the Executive Office of the Governor of the State of Florida. Ad Valorem is projected in future years based upon a 3.0% increase in property value.

Franchise Fees & Utility Taxes are fees and taxes are based upon the gross revenues of the utilities (electric, gas and fuel oil) for customers within the City. Revenue estimates are based upon the City's analysis of historical trends, anticipated rate changes and estimated future consumption.

## **Licenses and Permits**

Business Taxes are charged by the City for persons and companies doing business within the City. Estimates are based upon trends in retail and commercial vacancy rates and the tax receipt charges established by the City for future years.

Building and Site Permit fees are generated from a combination of fees including permits, inspection, electrical, plumbing and special items. Revenue estimates are based on staff's analysis of projected construction and renovation within the City.

## **Intergovernmental Revenues**

State Revenue Sharing, State Sales Tax, Communications Service Tax and Local Option Gas Tax estimates are provided to the City annually, with one mid-year update, from the State of Florida, through the Bureau of Economic and Demographic Research within the Executive Office of the Governor.

## **Charges for Services**

General Government fees consist of zoning fees, sales of maps and publications, equipment repair and verification and copying. The estimates for these revenues are developed by the Departments who are responsible for collection of the fees.

## Revenue Trends

Public Safety charges include ambulance transportation to local hospitals. Ambulance or transport fees are based upon an activity based costing model developed by the Fire and Finance Department. The model is updated annually with recent transport statistics and equipment and service costs, which is used to project future year volumes and revenue generation. The Interlocal agreement is based upon call volume which is updated annually and estimated by the Fire Department for future year charges.

Culture and Recreational charges are user fees primarily generated by the Parks and Recreation department for athletic and recreational programs, as well as fees for concessions, field and facility rentals and vendors at the Maitland Farmers' Market. Estimates are provided by the Parks and Recreation department based upon historical and projected program participation.

Water, Wastewater, Stormwater and Solid Waste Charges for service are developed based upon billing data generated in the Finance Department and growth projections provided for development and redevelopment within the City. Rates are developed to provide self sustaining funds for the provision of services. In accordance with City code, the adjustments in rates for water and wastewater are percentages provided by the Florida Public Service Commission based upon calculations of the GDP using a fiscal year comparison from the previous year.

### **Fines and Forfeitures**

This category consist primarily of court fines and red light camera violation fines generated by the Police Department. The Finance Department produces monthly statistics on violations issues and paid, upon which estimates are derived for future year revenues.

### **Miscellaneous**

Investment income is projected by the Finance Department and based upon prevailing rates, estimated cash balances and projected rate changes. In addition, administrative fees for reimbursement are included in this category (paid by the Utility, Solid Waste and Stormwater Funds) which are based upon an annual allocation of charges based from the General Fund for services provided, such as billing and IT support.

### **Overall**

Based on the above revenue trends, the City's projected revenues are more than sufficient to cover all projected expenses in the General Fund in FY 2020. As part of the Capital Improvements Program and long-term financial planning, the City annually makes sure that all planned expenditures, both operating and large capital projects, will be sufficiently funded for the next five fiscal years. During this planning process, potential challenges affecting revenues and expenditures are examined from the City level up to global issues. The City will continue to monitor potential downturns at all levels from the local to the world economy and will annually adjust projections based on these trends.



# AD VALOREM TAXES

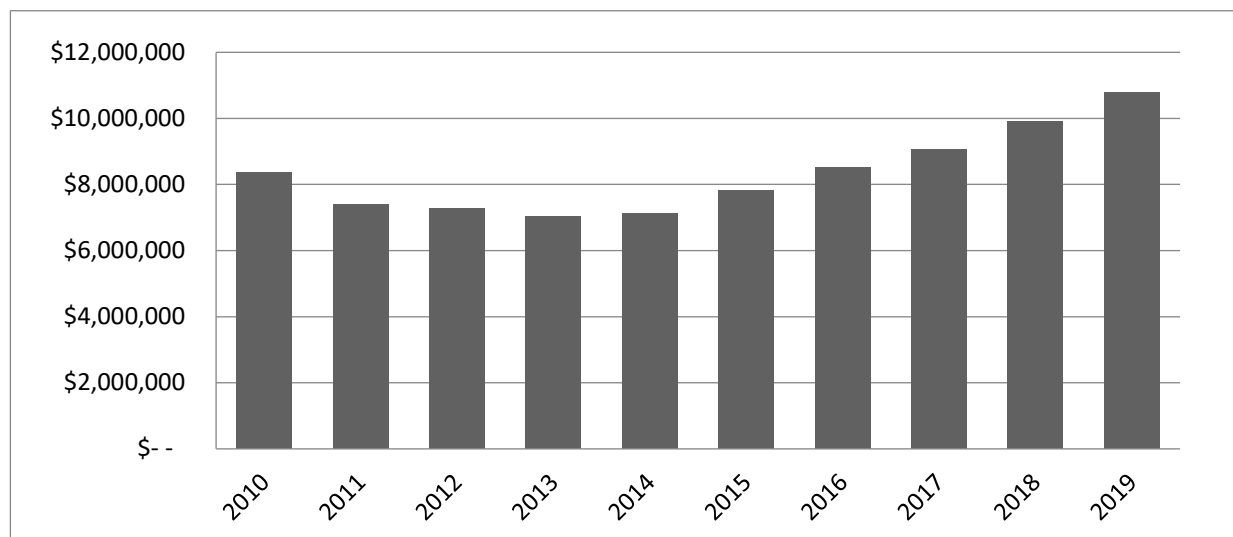
## 01-310-311100

F Y 2020 Budget \$ 11,666,638

F Y 2019 Budget \$ 10,611,139

Fiscal Year	Amount	Change from prev. year	Millage Rate
2010	\$ 8,382,520	-9.5%	3.88
2011	7,418,124	-11.5%	3.88
2012	7,284,157	-1.8%	3.88
2013	7,026,527	-3.5%	3.88
2014	7,136,849	1.6%	3.88
2015	7,819,188	9.6%	3.88
2016	8,526,070	9.0%	4.15
2017	9,058,191	6.2%	4.15
2018	9,908,402	9.4%	4.35
2019	10,789,250	8.9%	4.35

Oct-18	\$ -	Oct-17	\$ -	Oct-16	\$ -
Nov-18	85,340	Nov-17	611,540	Nov-16	729,327
Dec-18	6,003,609	Dec-17	4,872,244	Dec-16	3,862,920
Jan-19	1,172,584	Jan-18	1,836,374	Jan-17	1,716,706
Feb-19	1,960,414	Feb-18	1,255,835	Feb-17	1,542,915
Mar-19	657,593	Mar-18	597,769	Mar-17	569,001
Apr-19	186,276	Apr-18	473,031	Apr-17	402,344
May-19	280,003	May-18	68,153	May-17	49,977
Jun-19	213,070	Jun-18	74,391	Jun-17	68,067
Jul-19	116,383	Jul-18	109,333	Jul-17	111,736
Aug-19	110,637	Aug-18	9,326	Aug-17	4,206
Sep-19	3,341	Sep-18	406	Sep-17	991
<b>Total</b>	<b>\$ 10,789,250</b>	<b>Total</b>	<b>\$ 9,908,402</b>	<b>Total</b>	<b>\$ 9,058,191</b>



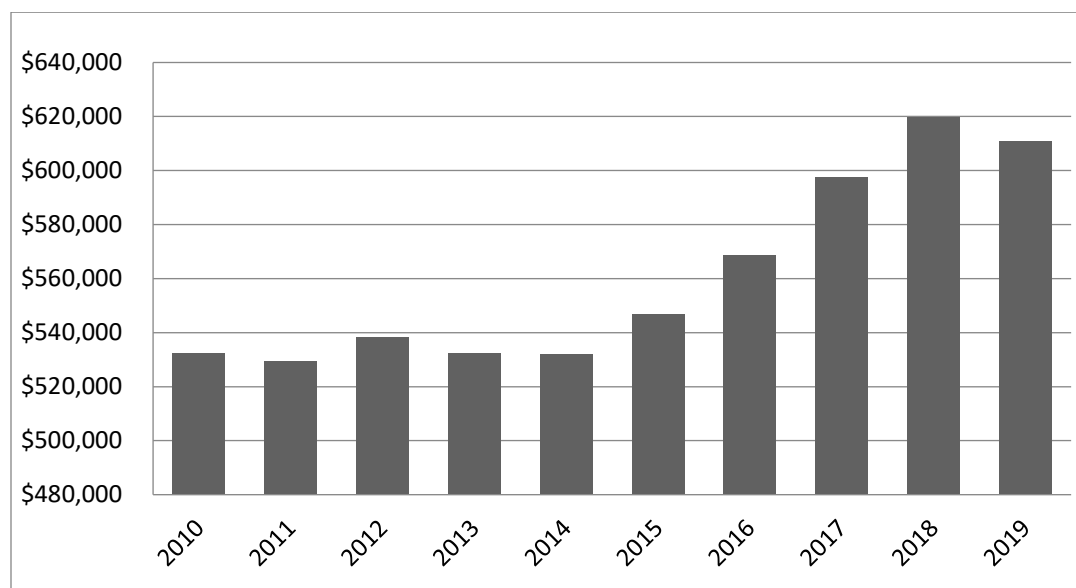
**LOCAL OPTION GAS TAX**  
**01-312-312100**

**F Y 2020 Budget \$ 665,000**

**F Y 2019 Budget \$ 665,000**

<b>Fiscal Year</b>	<b>Amount</b>	<b>Change from prev. year</b>
2010	\$ 532,427	-0.5%
2011	529,319	-0.6%
2012	538,464	1.7%
2013	532,378	-1.1%
2014	531,885	-0.1%
2015	546,720	2.8%
2016	568,573	4.0%
2017	597,580	5.1%
2018	619,563	3.7%
2019	610,816	-1.4%

Oct-18	\$ 53,944	Oct-17	\$ 53,481	Oct-16	\$ 47,913
Nov-18	48,693	Nov-17	49,235	Nov-16	48,024
Dec-18	39,901	Dec-17	52,758	Dec-16	50,817
Jan-19	67,558	Jan-18	51,530	Jan-17	49,638
Feb-19	52,612	Feb-18	52,209	Feb-17	50,066
Mar-19	45,656	Mar-18	48,318	Mar-17	45,025
Apr-19	45,213	Apr-18	48,243	Apr-17	45,495
May-19	52,640	May-18	54,870	May-17	54,337
Jun-19	50,994	Jun-18	49,369	Jun-17	49,539
Jul-19	51,247	Jul-18	53,854	Jul-17	51,946
Aug-19	51,148	Aug-18	52,169	Aug-17	50,371
Sep-19	51,210	Sep-18	53,528	Sep-17	54,410
<b>Total</b>	<b>\$ 610,816</b>	<b>Total</b>	<b>\$ 619,563</b>	<b>Total</b>	<b>\$ 597,580</b>



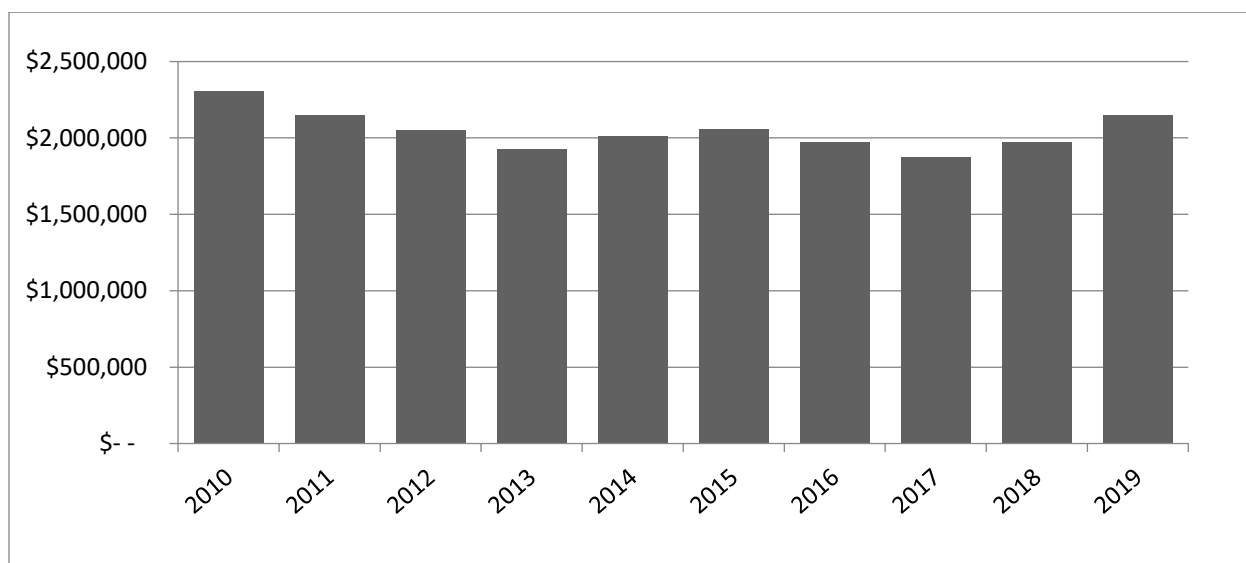
**FRANCHISE ELECTRICAL**  
**01-323-323100**

**F Y 2020 Budget \$ 2,250,000**

**F Y 2019 Budget \$ 2,200,000**

<b>Fiscal Year</b>	<b>Amount</b>	<b>Change from prev. year</b>
2010	\$ 2,306,133	5.4%
2011	2,147,419	-6.9%
2012	2,051,239	-4.5%
2013	1,928,829	-6.0%
2014	2,012,528	4.3%
2015	2,056,964	2.2%
2016	1,974,659	-4.0%
2017	1,874,741	-5.1%
2018	1,975,022	5.3%
2019	2,149,772	8.8%

Oct-18	\$ 197,504	Oct-17	\$ 191,246	Oct-16	\$ 183,763
Nov-18	202,484	Nov-17	159,242	Nov-16	162,906
Dec-18	165,460	Dec-17	155,609	Dec-16	129,553
Jan-19	155,913	Jan-18	135,875	Jan-17	137,394
Feb-19	155,870	Feb-18	160,578	Feb-17	136,590
Mar-19	157,677	Mar-18	152,725	Mar-17	141,550
Apr-19	156,384	Apr-18	146,064	Apr-17	129,435
May-19	153,608	May-18	147,651	May-17	142,618
Jun-19	182,449	Jun-18	154,039	Jun-17	155,670
Jul-19	205,535	Jul-18	178,775	Jul-17	178,242
Aug-19	211,749	Aug-18	193,266	Aug-17	184,875
Sep-19	205,139	Sep-18	199,953	Sep-17	192,147
<b>Total</b>	<b>\$ 2,149,772</b>	<b>Total</b>	<b>\$ 1,975,022</b>	<b>Total</b>	<b>\$ 1,874,741</b>



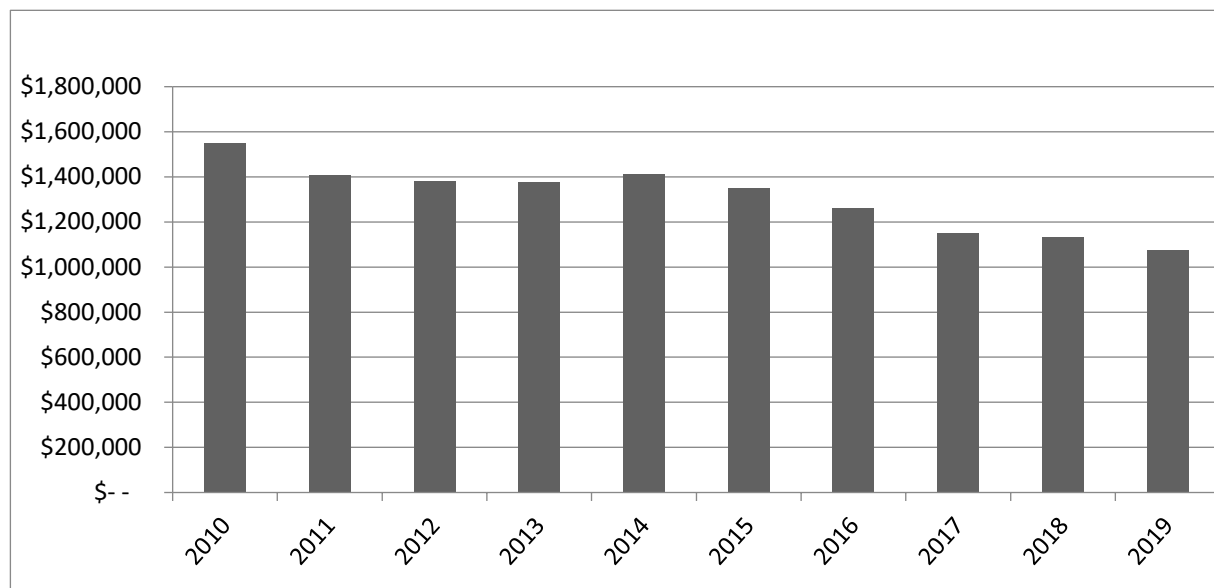
**COMM SERV TAX**  
**01-315-315100**

**F Y 2020 Budget \$ 1,100,000**

**F Y 2019 Budget \$ 1,160,780**

Fiscal Year	Amount	Change from prev. year
2010	\$ 1,548,765	-13.2%
2011	1,408,427	-9.1%
2012	1,379,977	-2.0%
2013	1,376,561	-0.2%
2014	1,411,408	2.5%
2015	1,349,764	-4.4%
2016	1,262,038	-6.5%
2017	1,152,168	-8.7%
2018	1,132,385	-1.7%
2019	1,077,539	-4.8%

Oct-18	\$ 90,985	Oct-17	\$ 101,165	Oct-16	\$ 97,127
Nov-18	86,628	Nov-17	99,892	Nov-16	95,476
Dec-18	114,290	Dec-17	99,557	Dec-16	126,721
Jan-19	95,355	Jan-18	97,522	Jan-17	93,024
Feb-19	87,433	Feb-18	97,378	Feb-17	91,712
Mar-19	86,757	Mar-18	98,798	Mar-17	89,814
Apr-19	92,601	Apr-18	90,263	Apr-17	87,307
May-19	88,159	May-18	94,245	May-17	92,630
Jun-19	69,595	Jun-18	90,327	Jun-17	89,657
Jul-19	89,611	Jul-18	85,061	Jul-17	91,656
Aug-19	91,748	Aug-18	95,452	Aug-17	90,730
Sep-19	84,377	Sep-18	82,725	Sep-17	106,315
<b>Total</b>	<b>\$ 1,077,539</b>	<b>Total</b>	<b>\$ 1,132,385</b>	<b>Total</b>	<b>\$ 1,152,168</b>

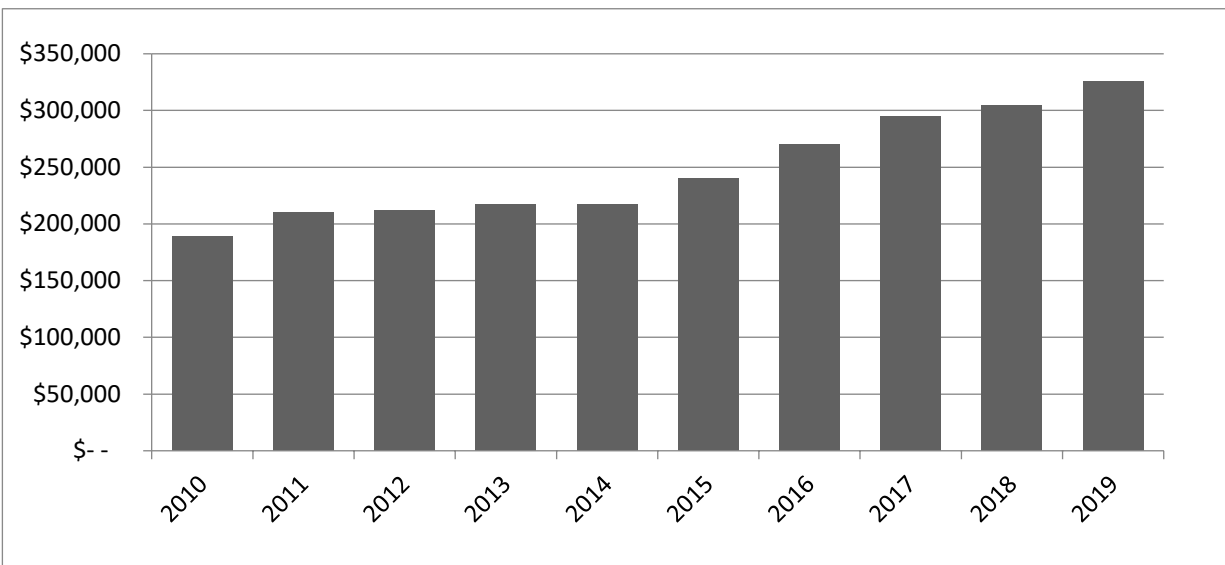


**BUSINESS TAX RECEIPTS**  
**01-316-316000**

**F Y 2020 Budget \$ 320,000**  
**F Y 2019 Budget \$ 315,000**

Fiscal Year	Amount	Change from prev. year
2010	\$ 189,419	0.7%
2011	210,503	11.1%
2012	212,329	0.9%
2013	216,886	2.1%
2014	217,282	0.2%
2015	240,318	10.6%
2016	270,081	12.4%
2017	295,181	9.3%
2018	304,702	3.2%
2019	325,672	6.9%

Oct-18	\$ 286,288	Oct-17	\$ 259,184	Oct-16	\$ 288,242
Nov-18	3,522	Nov-17	5,356	Nov-16	2,409
Dec-18	2,191	Dec-17	3,217	Dec-16	(3,583)
Jan-19	4,689	Jan-18	3,050	Jan-17	2,170
Feb-19	8,891	Feb-18	29,503	Feb-17	4,491
Mar-19	9,531	Mar-18	(8,923)	Mar-17	3,557
Apr-19	3,773	Apr-18	3,593	Apr-17	1,723
May-19	(3,444)	May-18	1,751	May-17	1,239
Jun-19	3,086	Jun-18	1,339	Jun-17	(8,523)
Jul-19	2,109	Jul-18	1,224	Jul-17	1,118
Aug-19	3,282	Aug-18	1,178	Aug-17	1,333
Sep-19	1,754	Sep-18	4,230	Sep-17	1,005
<b>Total</b>	<b>\$ 325,672</b>	<b>Total</b>	<b>\$ 304,702</b>	<b>Total</b>	<b>\$ 295,181</b>



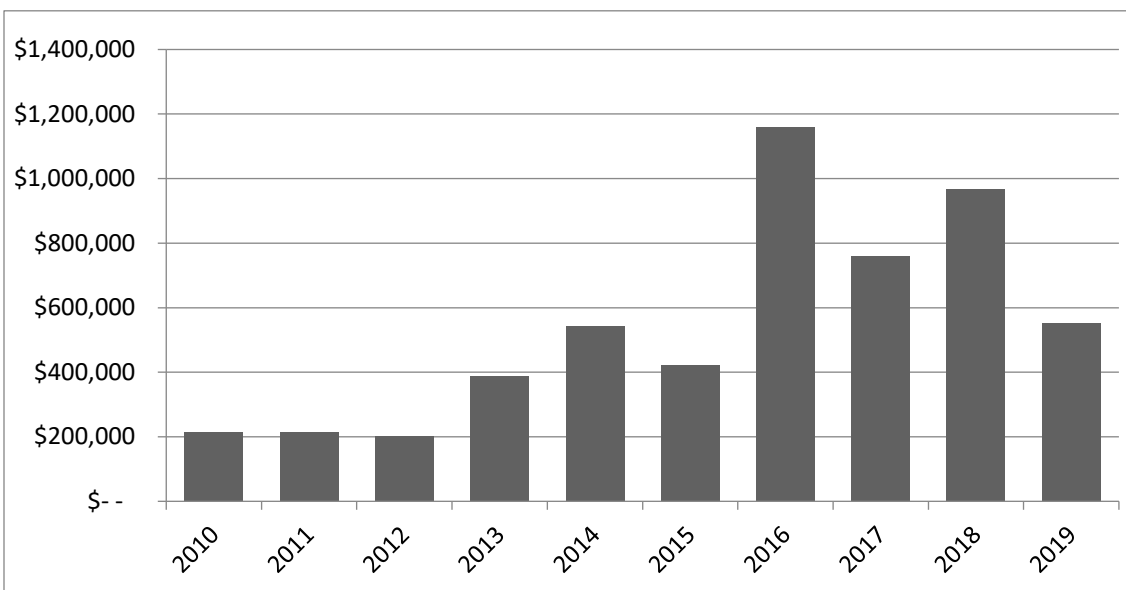
**BUILDING PERMITS**  
**01-320-322100**

**FY 2020 Budget \$ 515,000**

**FY 2019 Budget \$ 465,000**

Fiscal Year	Amount	Change from prev. year
2010	\$ 214,828	-35.7%
2011	213,251	-0.7%
2012	202,279	-5.1%
2013	387,920	91.8%
2014	543,248	40.0%
2015	421,208	-22.5%
2016	1,158,756	175.1%
2017	760,861	-34.3%
2018	968,281	27.3%
2019	552,075	-43.0%

Oct-18	\$ 78,967	Oct-17	\$ 32,849	Oct-16	\$ 29,633
Nov-18	45,618	Nov-17	40,159	Nov-16	25,935
Dec-18	28,280	Dec-17	305,607	Dec-16	33,459
Jan-19	51,703	Jan-18	25,186	Jan-17	58,069
Feb-19	21,216	Feb-18	61,987	Feb-17	25,310
Mar-19	111,181	Mar-18	51,922	Mar-17	44,602
Apr-19	46,627	Apr-18	94,651	Apr-17	33,483
May-19	41,107	May-18	35,781	May-17	94,262
Jun-19	28,952	Jun-18	191,813	Jun-17	61,889
Jul-19	28,785	Jul-18	41,404	Jul-17	290,708
Aug-19	37,470	Aug-18	61,655	Aug-17	40,175
Sep-19	32,169	Sep-18	25,268	Sep-17	23,338
<b>Total</b>	<b>\$ 552,075</b>	<b>Total</b>	<b>\$ 968,281</b>	<b>Total</b>	<b>\$ 760,861</b>



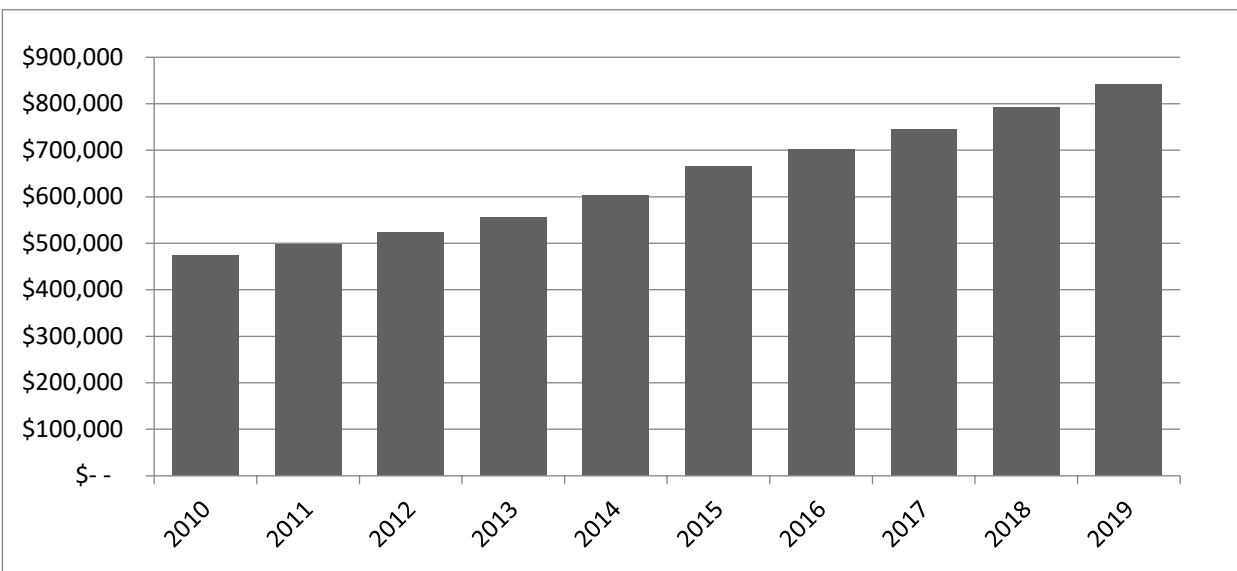
**REVENUE SHARING**  
**01-330-335120**

**F Y 2020 Budget \$ 830,000**

**F Y 2019 Budget \$ 820,000**

<b>Fiscal Year</b>	<b>Amount</b>	<b>Change from prev. year</b>
2010	\$ 473,442	-0.5%
2011	498,718	5.3%
2012	523,082	4.9%
2013	556,426	6.4%
2014	603,324	8.4%
2015	665,880	10.4%
2016	702,600	5.5%
2017	744,858	6.0%
2018	791,689	6.3%
2019	843,020	6.5%

Oct-18	\$ 64,903	Oct-17	\$ 61,317	Oct-16	\$ 56,018
Nov-18	64,904	Nov-17	61,317	Nov-16	56,018
Dec-18	64,903	Dec-17	61,317	Dec-16	56,018
Jan-19	64,903	Jan-18	61,317	Jan-17	56,018
Feb-19	64,904	Feb-18	61,317	Feb-17	56,018
Mar-19	64,903	Mar-18	61,323	Mar-17	56,018
Apr-19	64,904	Apr-18	61,305	Apr-17	56,018
May-19	64,903	May-18	61,305	May-17	56,018
Jun-19	64,903	Jun-18	61,305	Jun-17	56,018
Jul-19	69,304	Jul-18	64,903	Jul-17	61,314
Aug-19	120,289	Aug-18	110,060	Aug-17	118,065
Sep-19	69,297	Sep-18	64,903	Sep-17	61,317
<b>Total</b>	<b>\$ 843,020</b>	<b>Total</b>	<b>\$ 791,689</b>	<b>Total</b>	<b>\$ 744,858</b>



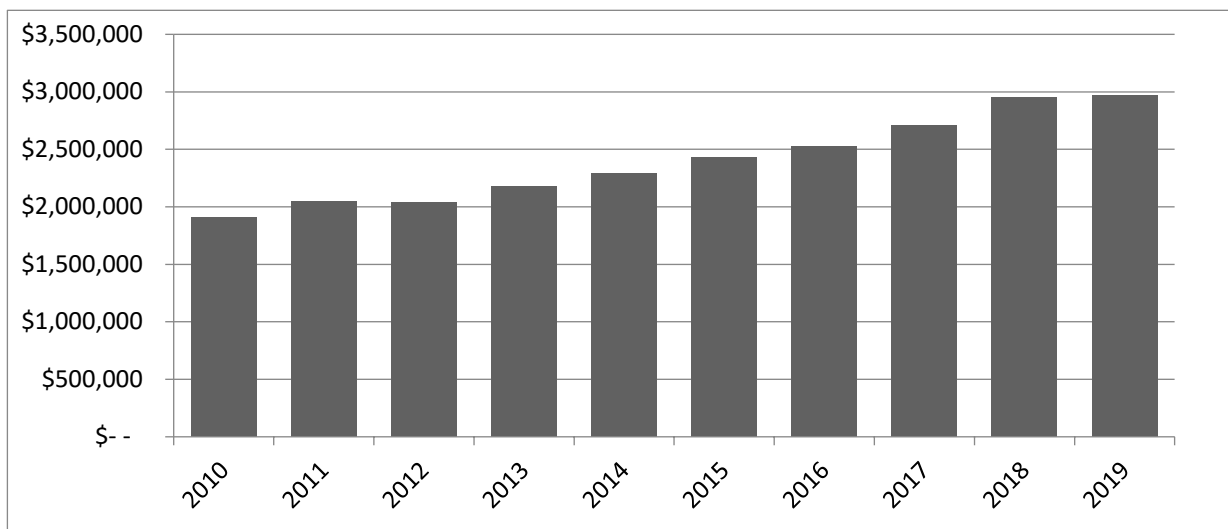
**SALES TAX**  
**01-330-335180**

**F Y 2020 Budget \$ 3,155,000**

**F Y 2019 Budget \$ 3,000,000**

<b>Fiscal Year</b>	<b>Amount</b>	<b>Change from prev. year</b>
2010	\$ 1,910,502	1.4%
2011	2,050,347	7.3%
2012	2,042,292	-0.4%
2013	2,179,474	6.7%
2014	2,293,369	5.2%
2015	2,428,525	5.9%
2016	2,527,430	4.1%
2017	2,709,729	7.2%
2018	2,950,377	8.9%
2019	2,975,053	0.8%

Oct-18	\$ 223,382	Oct-17	\$ 218,989	Oct-16	\$ 201,562
Nov-18	230,769	Nov-17	210,010	Nov-16	211,001
Dec-18	243,561	Dec-17	238,275	Dec-16	208,820
Jan-19	250,688	Jan-18	246,839	Jan-17	223,083
Feb-19	270,311	Feb-18	275,090	Feb-17	245,246
Mar-19	236,417	Mar-18	240,661	Mar-17	209,008
Apr-19	237,413	Apr-18	240,605	Apr-17	217,426
May-19	283,717	May-18	283,572	May-17	259,180
Jun-19	250,407	Jun-18	249,665	Jun-17	234,425
Jul-19	247,285	Jul-18	236,623	Jul-17	229,269
Aug-19	256,056	Aug-18	259,161	Aug-17	233,191
Sep-19	245,047	Sep-18	250,887	Sep-17	237,517
<b>Total</b>	<b>\$ 2,975,053</b>	<b>Total</b>	<b>\$ 2,950,377</b>	<b>Total</b>	<b>\$ 2,709,729</b>



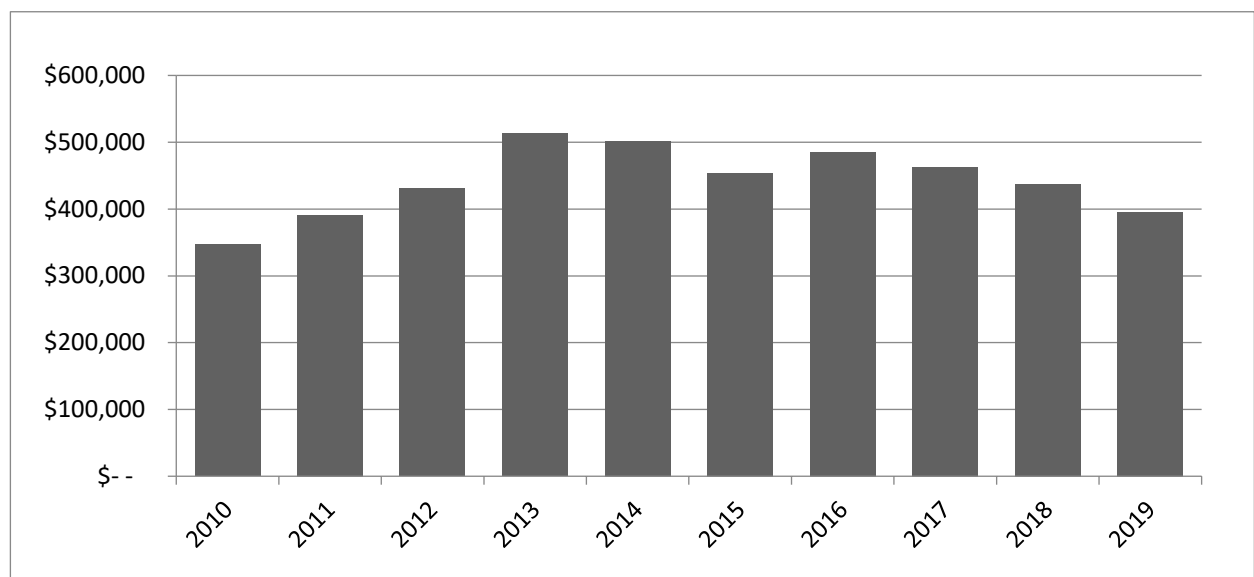


**EMS TRANSPORT FEES**  
**01-340-342610**

**F Y 2020 Budget \$ 417,275**  
**F Y 2019 Budget \$ 427,900**

Fiscal Year	Amount	Change from prev. year
2010	\$ 347,050	0.1%
2011	390,658	12.6%
2012	430,731	10.3%
2013	513,567	19.2%
2014	501,772	-2.3%
2015	454,110	-9.5%
2016	484,985	6.8%
2017	462,749	-4.6%
2018	437,309	-5.5%
2019	395,618	-9.5%

Oct-18	\$ 29,551	Oct-17	\$ 25,844	Oct-16	\$ 41,461
Nov-18	35,189	Nov-17	42,893	Nov-16	40,669
Dec-18	31,436	Dec-17	20,037	Dec-16	43,806
Jan-19	23,310	Jan-18	37,869	Jan-17	37,181
Feb-19	33,436	Feb-18	34,234	Feb-17	35,169
Mar-19	37,358	Mar-18	45,890	Mar-17	44,923
Apr-19	41,748	Apr-18	34,579	Apr-17	34,592
May-19	45,093	May-18	43,933	May-17	38,477
Jun-19	29,117	Jun-18	42,887	Jun-17	44,995
Jul-19	24,097	Jul-18	38,101	Jul-17	40,383
Aug-19	36,687	Aug-18	33,204	Aug-17	29,997
Sep-19	28,596	Sep-18	37,839	Sep-17	31,095
<b>Total</b>	<b>\$ 395,618</b>	<b>Total</b>	<b>\$ 437,309</b>	<b>Total</b>	<b>\$ 462,749</b>

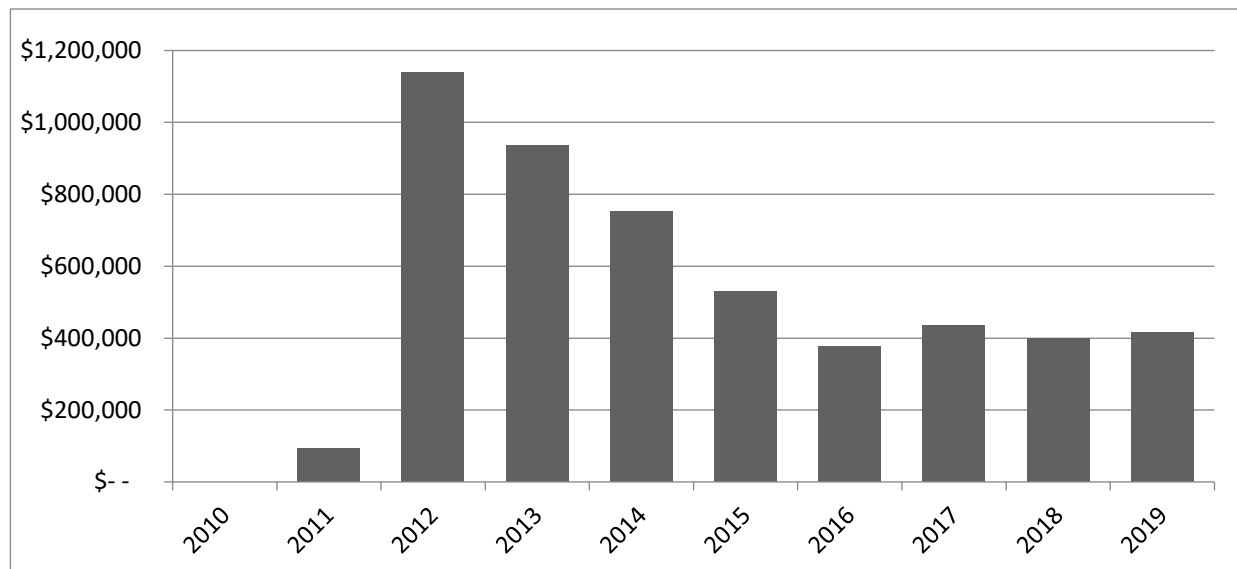


**RED LIGHT CAMERA FINES**  
**01-350-354200**

**F Y 2020 Budget \$ 428,875**  
**F Y 2019 Budget \$ 408,800**

Fiscal Year	Amount	Change from prev. year
2010	\$ -	
2011	92,837	N/A
2012	1,138,409	1126.2%
2013	935,250	-17.8%
2014	751,097	-19.7%
2015	530,145	-29.4%
2016	377,199	-28.8%
2017	434,934	15.3%
2018	397,809	-8.5%
2019	415,046	4.3%

Oct-18	\$ 12,305	Oct-17	\$ 29,273	Oct-16	\$ 27,667
Nov-18	33,945	Nov-17	28,689	Nov-16	25,185
Dec-18	32,996	Dec-17	35,113	Dec-16	35,113
Jan-19	43,362	Jan-18	41,829	Jan-17	31,025
Feb-19	40,588	Feb-18	33,580	Feb-17	36,354
Mar-19	31,025	Mar-18	40,880	Mar-17	44,092
Apr-19	45,625	Apr-18	32,704	Apr-17	42,267
May-19	48,545	May-18	27,448	May-17	41,245
Jun-19	37,814	Jun-18	22,776	Jun-17	42,778
Jul-19	32,850	Jul-18	24,163	Jul-17	28,689
Aug-19	35,040	Aug-18	36,208	Aug-17	32,193
Sep-19	20,951	Sep-18	45,146	Sep-17	48,326
<b>Total</b>	<b>\$ 415,046</b>	<b>Total</b>	<b>\$ 397,809</b>	<b>Total</b>	<b>\$ 434,934</b>



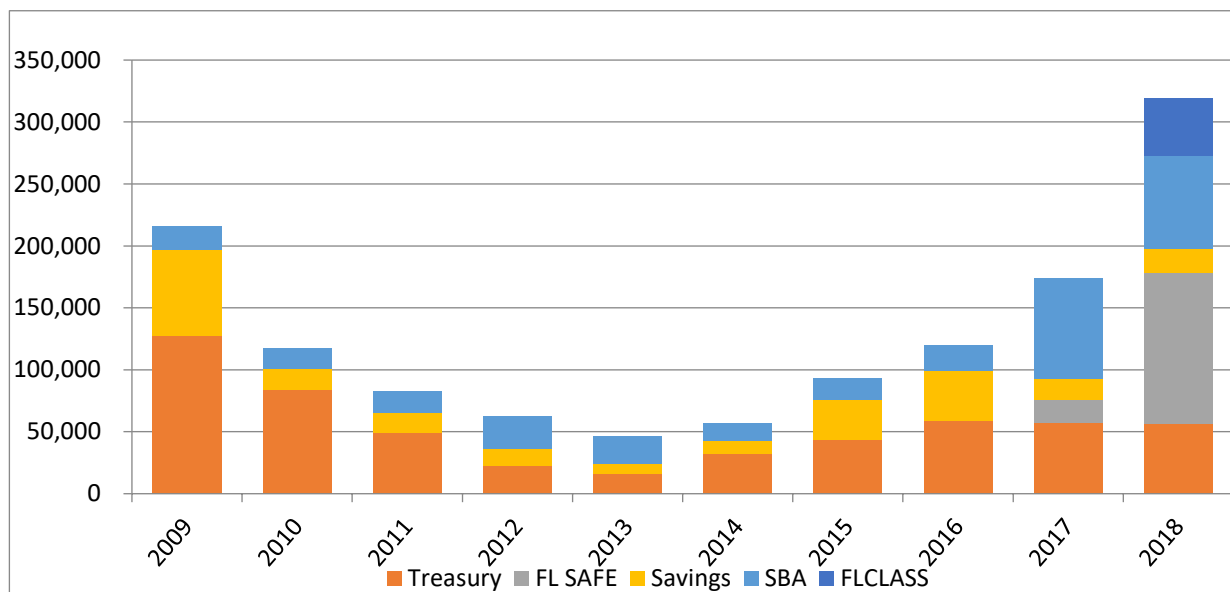
## TOTAL INVESTMENT INTEREST

F Y 2020 Budget \$ 402,000

F Y 2019 Budget \$ 461,000

Fiscal Year	Amount	Change from prev. year
2010	\$ 117,549	-45.6%
2011	82,823	-29.5%
2012	62,496	-24.5%
2013	45,995	-26.4%
2014	56,989	23.9%
2015	93,135	63.4%
2016	119,911	28.7%
2017	173,468	44.7%
2018	322,798	86.1%
2019	553,223	71.4%

Oct-18	\$ 26,138	Oct-17	\$ 14,446	Oct-16	\$ 10,788
Nov-18	39,574	Nov-17	17,170	Nov-16	10,108
Dec-18	59,023	Dec-17	21,619	Dec-16	11,833
Jan-19	44,278	Jan-18	22,640	Jan-17	11,962
Feb-19	32,802	Feb-18	24,966	Feb-17	12,191
Mar-19	60,075	Mar-18	30,414	Mar-17	13,416
Apr-19	34,219	Apr-18	34,604	Apr-17	13,494
May-19	69,591	May-18	29,842	May-17	12,851
Jun-19	41,244	Jun-18	30,457	Jun-17	13,937
Jul-19	58,197	Jul-18	37,067	Jul-17	20,643
Aug-19	57,816	Aug-18	36,475	Aug-17	19,983
Sep-19	30,266	Sep-18	23,098	Sep-17	22,263
<b>Total</b>	<b>\$ 553,223</b>	<b>Total</b>	<b>\$ 322,798</b>	<b>Total</b>	<b>\$ 173,469</b>



## General Fund Revenue by Category

	Actual 2018	Estimated 2019	2020 Budget	2021 Plan	2022 Plan
<b>Taxes</b>					
01311000 311100 Curr Ad Valorem Taxes	9,908,402	10,611,139	<b>11,666,638</b>	12,245,937	12,702,880
01311000 311200 Delinquent Ad Valorem	6,715	-	-	-	-
01312000 312100 Local Option Gas Tax	619,563	665,000	<b>665,000</b>	675,000	705,000
01314000 314100 Utility Tax Electric	2,276,239	2,485,100	<b>2,535,000</b>	2,590,000	2,637,000
01314000 314200 Utility Tax Telephone	-	-	-	-	-
01314000 314400 Utility Tax Gas	9,567	7,000	<b>7,000</b>	7,000	7,000
01314000 314700 Utility Tax Fuel Oil	115	133	<b>100</b>	100	100
01314000 314800 Utility Tax Propane	38,782	35,000	<b>38,000</b>	38,000	38,000
01315000 315100 Communications Services Tax	1,132,385	1,160,780	<b>1,100,000</b>	1,100,000	1,100,000
<b>Total Taxes</b>	<b>13,991,768</b>	<b>14,964,152</b>	<b>16,011,738</b>	<b>16,656,037</b>	<b>17,189,980</b>
<b>Licenses And Permits</b>					
01316000 316000 Business & Prof Tax	304,702	315,000	<b>320,000</b>	336,000	336,000
01316000 316100 Business Tax Application Fee	5,307	5,000	<b>5,000</b>	5,000	5,000
01316000 316200 Business Tax Transfer Fee	867	700	<b>700</b>	700	700
01316000 316300 Business Tax Licenses Prior Yr	878	-	-	-	-
01316000 316400 Business Tax Rec Penalty	5,072	3,500	<b>3,500</b>	3,500	3,500
01322000 322100 Building Permits	968,281	465,000	<b>515,000</b>	500,000	500,000
01323000 323100 Franchise Electrical	1,975,022	2,200,000	<b>2,250,000</b>	2,300,000	2,350,000
01323000 323400 Franchise Tax Gas	-	3,000	<b>15,600</b>	15,600	15,600
01323000 323710 Franchise Construction Rolloff	107,466	65,000	<b>65,000</b>	65,000	65,000
01329000 329000 Radon Gas Surcharge	3,235	-	<b>1,600</b>	1,600	1,600
01329000 329100 Assoc. Subdivision Fee	-	-	-	-	-
01329000 329150 Plan Checking Building	290,319	160,000	<b>180,000</b>	180,000	175,000
01329000 329200 Site Improvements Permit	75,909	88,000	<b>95,000</b>	95,000	80,000
01329000 329300 Vegetation Removal Permit	7,085	5,500	<b>5,500</b>	5,500	5,500
01329000 329400 Pass Through Planning	28,894	8,871	-	-	-
01329000 329500 Garage Sale Permits	75	100	<b>100</b>	100	100
01329000 329800 R.O.W. Utilization Permit	1,854	2,000	<b>2,000</b>	2,000	2,000
01329000 329901 Boat Licenses	35,413	40,000	<b>20,000</b>	35,000	35,000
<b>Total Licenses and Permits</b>	<b>3,810,379</b>	<b>3,361,671</b>	<b>3,479,000</b>	<b>3,545,000</b>	<b>3,575,000</b>
<b>Intergovernmental</b>					
01331000 331200 Federal Grants - Public Safety	9,762	10,000	-	-	-
01334000 334250 State Grant - Public Safety	-	7,533	-	-	-
01334000 334510 Florida Disaster Relief Monies	2,610	-	-	-	-
01335000 335120 State Revenue Sharing	791,689	820,000	<b>830,000</b>	850,000	870,000
01335000 335150 Alcoholic Beverage	8,210	7,500	<b>10,000</b>	10,000	10,000
01335000 335180 State Sales Tax	2,950,377	3,000,000	<b>3,155,000</b>	3,155,000	3,275,000
01335000 335210 F/Fighters Suppl Comp	20,070	18,840	<b>18,840</b>	20,500	20,500
01335000 335410 State Of Fla Fuel Tax Refund	15,426	15,000	<b>15,000</b>	15,000	15,000
01337000 337200 Police Liaison	60,120	90,000	<b>157,500</b>	157,500	157,500
01337000 338201 Orange Co Occup. Licenses	22,582	21,000	<b>21,000</b>	21,000	21,000
<b>Total Intergovernmental</b>	<b>3,880,846</b>	<b>3,989,873</b>	<b>4,207,340</b>	<b>4,229,000</b>	<b>4,369,000</b>

# General Fund Revenue by Category

	Actual 2018	Estimated 2019	2020 Budget	2021 Plan	2022 Plan
Charges For Service					
01341000 341200 Zoning Fees	12,770	50	-	-	-
01341000 341301 I.F.B. Specs	-	21,000	21,000	21,000	21,000
01341000 341310 Open Permit / Lien Search Fee	22,195	-	-	-	-
01341000 341320 Convenience Fee	6,627	15,000	15,000	15,000	15,000
01341000 341400 Certification/Copying/Notary	4,598	5,000	4,500	4,500	4,500
01341000 341401 Recording Fee - Building	-	30,000	25,000	10,000	10,000
01341000 341500 VIN Verification/Fingerprints	3,070	-	-	-	-
01341000 341870 School Impact Fees Commissions	93,446	58,687	-	-	-
01342000 342100 Security Services	234,466	98,894	-	-	-
01342000 342103 Orange Co FTE Training	-	2,500	2,500	2,500	2,500
01342000 342190 Alarm Services	19,175	15,000	15,000	15,000	15,000
01342000 342191 Fire Alarm Violation	400	2,000	1,500	1,500	1,500
01342000 342200 Fire Prot Services - O/S City	508,008	-	-	-	-
01342000 342600 Emergency Patient Transport	-	-	40,000	40,000	40,000
01342000 342610 EMS Transport	437,309	427,900	417,275	377,000	377,000
01342000 342900 Special Fire / Health Op Svc	6,090	5,000	5,000	6,000	6,000
01342000 342901 Fire Street Addressing Charge	10,170	3,500	1,500	1,500	1,500
01342000 342910 Flu Vaccine Revenue	862	750	700	700	700
01344000 344900 Traffic Signal/Lighting Maint	69,893	70,500	71,900	73,500	75,000
01347000 347210 Rec Activity Functions	6,277	1,000	2,500	2,500	2,500
01347000 347217 Tennis Clinics TN005	-	300	-	-	-
01347000 347218 Open Gym Basketball BB004	3,363	2,000	1,500	2,000	2,000
01347000 347221 Adult Tennis Lessons TN001	6,803	4,000	4,000	4,000	4,000
01347000 347223 Youth Tennis Prog - Yth Lessns TN002	22,148	17,508	30,000	15,000	15,000
01347000 347224 5 Man Basketball BB002	6,200	-	6,000	6,000	6,000
01347000 347260 Tennis Annual Passes TN007	11,108	10,000	9,000	9,000	9,000
01347000 347261 Tennis Lessons (Private) TN004	26,615	27,262	34,000	25,000	25,000
01347000 347263 Youth Basketball BB003	30,090	48,950	45,000	35,000	35,000
01347000 347266 Racquetball Fee	2,820	3,000	2,500	2,500	2,500
01347000 347268 Tennis Fees (Hourly) TN006	3,417	2,500	2,500	2,500	2,500
01347000 347270 Fitness Programs	-	1,500	-	-	-
01347000 347270 Fitness Programs - MCP FIT01	-	1,000	-	-	-
01347000 347270 Fitness Programs MSC MSC01	1,626	-	-	-	-
01347000 347271 Bskball -Non Res Entry Fee	144	-	-	-	-
01347000 347275 Tennis Ball Machine TN008	100	805	700	700	700
01347000 347280 Concessions - MCP	5,371	6,000	6,000	6,000	6,000
01347000 347290 Field Rental	6,928	2,000	2,000	2,000	2,000
01347000 347290 Field Rental - Keller Field FL001	1,222	1,000	2,500	2,500	2,500
01347000 347293 Concessions - Commission Sales	200	500	-	-	-
01347000 347490 Senior Craft Events	230	500	250	250	250
01347000 347591 Transportation Fee	-	3,500	3,500	3,500	3,500
01347000 347495 Senior Trip Revenues	3,741	-	-	-	-
01347000 347590 Special Facility Fees	4,647	5,000	4,000	4,000	4,000
01347000 347590 Special Facility Fees FM001	22,363	18,000	18,000	18,000	18,000
01347000 347590 Special Facility Fees - CP Pav MCP01	21,176	17,000	17,000	17,000	17,000
01347000 347590 Special Facility Fees - CP Con MCP02	4,216	4,000	4,000	4,000	4,000
01347000 347590 Special Facility Fees - Sr Ctr MSC02	15,148	15,000	15,000	15,000	15,000
01347000 347910 Non-Resident Fees - MLL NR001	5,735	5,500	7,000	7,000	7,000
01347000 347910 Non-Resident Fees - Soccer NR003	23,000	15,000	9,000	9,000	9,000
<b>Total Charges For Service</b>	<b>1,663,767</b>	<b>968,606</b>	<b>846,825</b>	<b>760,650</b>	<b>762,150</b>

# General Fund Revenue by Category

	Actual 2018	Estimated 2019	2020 Budget	2021 Plan	2022 Plan
<b>Fines And Forfeits</b>					
01351000 351100 Court Fines	111,015	100,000	100,000	100,000	100,000
01351000 351300 Police Education	21,845	20,000	21,000	21,000	21,000
01351000 351400 Police Parking Tickets	2,690	3,000	3,000	3,000	3,000
01354000 354100 Code Enforcement Fines	6,000	10,000	10,000	10,000	10,000
01354000 354200 Red Light Camera Violation	397,809	408,800	428,875	428,875	428,875
01354000 354300 RL Camera Training Funds	10,494	11,200	11,750	11,750	11,750
01354000 354400 Red Light Camera Court Fines	1,617	2,000	1,000	1,000	1,000
01359000 359100 Restitution	34,157	30,000	30,000	30,000	30,000
01359000 359300 Interest Liens	1,161	-	-	-	-
01359000 359800 IRS Task Force	42,167	27,206	-	-	-
01359000 359900 Other Fines And/Or Forfeits	2,900	2,000	2,000	2,000	2,000
<b>Total Fines and Forfeits</b>	<b>631,855</b>	<b>614,206</b>	<b>607,625</b>	<b>607,625</b>	<b>607,625</b>
<b>Miscellaneous Revenue</b>					
01361000 361100 Interest Income FL SAFE	109,974	50,000	40,000	40,000	40,000
01361000 361101 Interest InvestmentsFLSAFE NAV	-	32,000	2,000	2,000	2,000
01361000 361200 Interest-Now Account	19,437	49,000	50,000	50,000	50,000
01361000 361203 Interest Income - SBA	78,747	85,000	80,000	80,000	80,000
01361000 361205 Treasury Investment Interest	56,397	63,000	60,000	60,000	60,000
01361000 361208 Interest FL CLASS	46,245	182,000	170,000	170,000	170,000
01361000 361300 Net Inc/Decr Fair Mkt Value In	59,937	-	-	-	-
01361000 361350 Net Inc Decr FMV Invest SAFE	12,000	-	-	-	-
01361000 361390 Interest/Penalty - Ad Valorem	23,845	29,000	10,000	8,000	8,000
01362000 362100 Rent & Royalties	35,097	28,700	26,000	26,000	26,000
01363000 363100 Spec Asses. QNP	-	-	8,000	8,000	8,000
01364000 364410 Disposd Fixed Asset Gain/Loss	92,963	30,000	30,000	30,000	30,000
01365000 365100 Sale-Scrap	-	4,192	2,000	2,000	2,000
01366000 366800 Commemorative Brick Contrib.	1,375	-	-	-	-
01366000 366900 Contributions Private	2,400	202,000	-	-	-
01366000 366920 Adopt A Median Contribution	43,540	25,000	25,000	25,000	25,000
01366000 366930 Contributions-Community Events	2,025	1,300	-	-	-
01366000 366940 Street Lighting Contributions	43,425	10,000	10,000	10,000	10,000
01369000 369300 Refund Prior Yr Expense	13,362	20,000	15,000	15,000	15,000
01369000 369310 Prior Year Revenue	47,998	500	500	500	500
01369000 369900 Misc. Revenue	2,001	6,000	3,000	3,000	3,000
01369000 369901 Admin. Revenue Utilities	1,205,000	1,229,000	1,254,000	1,276,343	1,300,000
01369000 369902 Admin. Revenue Solid Waste	238,200	242,500	247,200	252,000	256,000
01369000 369903 Admin. Revenue Stormwater	90,000	90,000	90,000	90,000	90,000
01369000 369910 Reimb. Workman Comp.	700	-	-	-	-
01369000 369911 Reimb. Ins. Liability	85	10,000	50,000	50,000	50,000
01369000 369912 Insurance-Outside Reimburs	43,245	46,211	-	-	-
01369000 369913 Reimb- Employee Purchases	4,360	5,200	5,162	5,185	5,177
01369000 369915 Insurance Proc - Hurricane	258,495	-	-	-	-
01369000 369950 Maintenance Agreement Reimb	1,147	2,000	2,000	2,000	2,000
<b>Total Miscellaneous Revenue</b>	<b>2,532,000</b>	<b>2,442,603</b>	<b>2,179,862</b>	<b>2,205,028</b>	<b>2,232,677</b>
<b>Other Sources</b>					
01381000 381061 Interfund Transfer CRA Trust	-	203,508	1,295,810	1,697,560	1,737,468
01382000 382100 Contributions-Solid Waste Fund	464,400	483,000	417,000	420,000	422,000
<b>Total Other Sources</b>	<b>464,400</b>	<b>686,508</b>	<b>1,712,810</b>	<b>2,117,560</b>	<b>2,159,468</b>
<b>Total Revenues</b>	<b>\$26,975,015</b>	<b>\$27,027,619</b>	<b>\$29,045,200</b>	<b>\$30,120,900</b>	<b>\$30,895,900</b>

## Utilities Fund Revenue by Category and Source

	Actual 2018	Estimated 2019	2020 Budget	2021 Plan	2022 Plan
<b>Charges For Service</b>					
41343000 343310 Water Service	541,703	624,000	<b>560,000</b>	715,000	736,000
41343000 343311 Water Residential	826,643	800,000	<b>920,000</b>	865,000	891,000
41343000 343312 Water Multi-Family	273,838	325,000	<b>410,000</b>	351,000	362,000
41343000 343320 Irrigation Water Commercial	1,055,581	675,000	<b>670,000</b>	730,000	752,000
41343000 343321 Irrigation Water Residential	532,760	1,030,000	<b>1,080,000</b>	1,140,000	1,147,000
41343000 343350 Penalties/City	96,152	90,000	<b>95,000</b>	98,000	101,000
41343000 343352 Meter Charge	72,270	9,000	<b>9,000</b>	9,000	9,000
41343000 343353 Broken Meter Boxes	18	-	-	-	-
41343000 343359 Meter Reconnect Fee	4,325	4,000	<b>4,000</b>	4,000	4,000
41343000 343361 Backflow Device Testing	66,500	20,000	<b>21,000</b>	22,000	23,000
41343000 343362 Backflow Repair	385	-	-	-	-
41343000 343363 Service Charge	180	1,000	<b>1,000</b>	1,000	1,000
41343000 343510 Sewer Commercial	817,095	1,071,000	<b>1,125,000</b>	1,159,000	1,194,000
41343000 343511 Sewer Residential	1,910,235	1,856,000	<b>2,017,000</b>	2,246,000	2,471,000
41343000 343512 Sewer Multi-Family	656,016	785,000	<b>865,000</b>	899,000	962,000
41343000 343560 Sewer Standby	28,363	31,000	-	-	-
<b>Total Charges for Service</b>	<b>6,882,064</b>	<b>7,321,000</b>	<b>7,777,000</b>	<b>8,239,000</b>	<b>8,653,000</b>
<b>Miscellaneous Revenue</b>					
41361000 361100 Interest Income FL SAFE	5,917	11,000	<b>6,000</b>	6,000	6,000
41361000 361160 Dividend Reinvest FL SAFE	36,258	47,000	<b>90,000</b>	90,000	90,000
41361000 361200 Interest-Now Account	-	-	-	-	-
41361000 361203 Interest Income - SBA	83,005	79,000	<b>50,000</b>	50,000	50,000
41364000 364410 Disposd Fixed Asset Gain/Loss	42,800	10,000	<b>10,000</b>	-	15,000
41361000 361205 Treasury Investment Interest	-	-	-	-	-
<b>Total Miscellaneous Revenue</b>	<b>167,980</b>	<b>147,000</b>	<b>156,000</b>	<b>146,000</b>	<b>161,000</b>
<b>Other Sources</b>					
41369000 369310 Prior Year Revenue	3,860	-	-	-	-
41369000 369900 Misc. Revenue	14,817	5,000	<b>5,000</b>	5,000	5,000
41369000 369912 Insurance-Outside Reimburs	40,598	2,643	-	-	-
41381000 381120 Trans From General Fund	-	-	-	-	-
41389000 389810 Connection Fees-Water	562,241	100,000	<b>105,000</b>	108,000	111,000
41389000 389820 Sewer Connection-Transmission	-	-	<b>176,000</b>	176,000	173,000
41389000 389830 Sewer Connection-Treatment	1,813,452	37,040	<b>430,000</b>	430,000	422,000
<b>Total Other Sources</b>	<b>2,434,968</b>	<b>144,683</b>	<b>716,000</b>	<b>719,000</b>	<b>711,000</b>
<b>Total Revenues</b>	<b>\$9,485,012</b>	<b>\$ 7,612,683</b>	<b>\$8,649,000</b>	<b>\$9,104,000</b>	<b>\$9,525,000</b>

## Solid Waste Fund Revenue by Category and Source

	Actual 2018	Estimated 2019	2020 Budget	2021 Plan	2022 Plan
Charges For Service					
42343000 343410 Commercial Cart Refuse	48,416	52,000	<b>45,000</b>	52,000	52,000
42343000 343411 Residential Service Charge	1,021,543	1,025,000	<b>1,031,000</b>	1,031,000	1,031,000
42343000 343412 Commercial Box Service	1,210,004	1,200,000	<b>1,268,000</b>	1,268,000	1,268,000
42343000 343413 Special Pick-Up	32,978	30,000	<b>33,000</b>	30,000	30,000
42343000 343415 Cart Delivery Fee	23,105	22,000	<b>31,000</b>	31,000	31,000
42343000 343416 Recycling Program Sales	-	12,000	<b>12,000</b>	12,000	12,000
42343000 343417 Commercial Recycling	25,539	25,000	<b>31,000</b>	31,000	31,000
42343000 343418 Special Yard Waste Pick Up	465	-	-	-	-
42343000 343419 Bulk Items Pick-Up	4,942	3,000	<b>3,000</b>	3,000	3,000
42343000 343422 Environmental Rebate Sem Co	39,629	38,000	<b>40,000</b>	40,000	40,000
42343000 343430 Compactor Pull Charge	110,338	103,000	<b>110,000</b>	110,000	110,000
42343000 343431 Compactor Tonnage Charge	83,055	85,000	<b>82,000</b>	90,000	90,000
42343000 343432 Compactor Rental Charge	31,875	33,000	<b>36,000</b>	36,000	36,000
<b>Total Charges for Service</b>	<b>2,631,889</b>	<b>2,628,000</b>	<b>2,722,000</b>	<b>2,734,000</b>	<b>2,734,000</b>
Miscellaneous Revenue					
42361000 361160 Dividend Reinvest FL SAFE	10,408	14,000	<b>20,000</b>	20,000	20,000
42361000 361203 Interest Income - SBA	8,472	12,000	<b>10,000</b>	10,000	10,000
42366000 366900 Contributions Private	10,000	10,000	<b>10,000</b>	10,000	10,000
42369000 369900 Misc. Revenue	2,902	-	-	-	-
<b>Total Miscellaneous Revenue</b>	<b>31,782</b>	<b>36,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
Other Sources					
42381000 381120 Trans From General Fund	20,900	16,900	<b>12,700</b>	8,400	4,100
<b>Total Other Sources</b>	<b>20,900</b>	<b>16,900</b>	<b>12,700</b>	<b>8,400</b>	<b>4,100</b>
<b>Total Revenues</b>	<b>2,684,571</b>	<b>2,680,900</b>	<b>2,774,700</b>	<b>2,782,400</b>	<b>2,778,100</b>



## Glossary

**Accounting System** - A system of financial record-keeping which records, classifies, and reports information on the financial status and operation of an organization.

**Accrual Basis** - A method of accounting in which item is entered as it is earned or incurred regardless of when actual payments are received or made.

**Adopted Budget** - The budget approved by the City Council prior to the start of each fiscal year.

**Ad Valorem Tax** - A tax paid on the fair market value of real property (land and buildings) and personal property (business equipment). The property appraiser determines the value of all taxable real property.

**Amortization** - The reduction of the value of an asset by prorating its cost over a period of years.

**Annual Budget** - An estimate of expenditures for specific purposes during the fiscal year (October 1 - September 30) and the estimated revenues for financing those activities.

**Appropriation**— An authorization granted by a legislative body, such as the City Council, to incur obligations and to expend public funds for a stated purpose.

**Assessed Valuation** - A valuation set upon real estate or personal property by the County's Property Appraiser and the State as a basis for levying taxes.

**Balanced Budget** - This occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

**Budget Calendar** - The schedule of key dates or milestones, which a government follows in the preparation and adoption of the budget.

**Budget Message** - A general discussion of the recommended budget as presented in writing by the City's Management.

**Budget Transfer** - A budgetary transaction, which modifies the adopted line item appropriations within a budget.

**Capital Expenditures** - Consistent with the CAFR: Property, plant and equipment with initial, individual costs that equal or exceed \$5,000 and have estimated useful lives of over one year. Roads, bridges, and sidewalks are capitalized when their initial costs equal or exceed \$25,000 and have estimated useful lives of more than one year.

## Glossary

**Charges for Services** - (Also called User Charges or Fees) The charge for goods or services provided by local government to those private individuals who receive the service. Such charges reduce the reliance on property tax funding.

**Contingency** - An appropriation of funds to cover unforeseen events that occur during the fiscal year.

**Community Redevelopment Area (CRA)** - The Community Redevelopment Act provides Florida cities with the ability to designate “community redevelopment areas”. Through special funding tools, such as tax increment financing and grants, the CRA is able to complete special projects that include the development of recreation and open space and streetscape improvements. The CRA is also committed to assisting businesses and developers upgrade their buildings and design developments that capitalize on the city’s historic assets.

**Debt Policy** - The City philosophy on handling and issuing debt.

**Department** - An organizational unit, comprised of one or more programs, responsible for carrying out a major governmental function.

**Depreciation** - The periodic cost assigned for the reduction in usefulness and value of a long-term tangible asset.

**Designation** - Monies designated for a specific use, however not reserved (legally bound).

**Effectiveness** - A performance measure used to determine the extent to which the service has been achieved or customers are satisfied with the service.

**Encumbrance** - An obligation in the form of a purchase order, contract, or formal agreement, which is chargeable to an appropriation and for which a part of the appropriation is reserved. The obligation ceases to be an encumbrance when the obligation is paid.

**Enterprise Fund** - A fund established to account for operations in a manner similar to private business enterprise. The intent is that the full cost of providing the goods and services, is to be financed primarily through charges and fees, thus removing the expense from the tax rate.

**Equivalent Residential Unit (ERU)** - The basic unit of assessment of stormwater fees. The City of Maitland defines one ERU as equal to 2532 square feet of impervious area.

**Essential Priorities** – Critical priorities that have been identified and approved by City Council

**Expenditure** - The amount of money actually paid or obligated for payment from City funds.

## Glossary

**Fiscal Year** - The twelve-month financial period used by the City which begins October 1 and ends September 30 for the following calendar year. The year is represented by the date on which it ends. Example October 1, 2018 to September 30, 2019 would be Fiscal Year 2019 (FY 19).

**FTE** - *Full Time Equivalent* position, which is calculated on the basis of the number of hours that a position is budgeted.

**Fund** - An accounting entity that has a set of self-balancing accounts and that records all financial transactions or specific activities of government functions.

**Fund Balance** - Surplus of income over expenditures within a fund, which is carried over from prior years and appropriated in the budget to support anticipated expenditures.

**Generally Accepted Accounting Principles (GAAP)** — Widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

**General Fund** - The general operating fund of the City supported by taxes and fees. The General Fund is used to account for all financial resources, except those required to be account for in another fund.

**General Obligation Bond** - municipal bond backed by the credit and “taxing power” of the issuing jurisdiction rather than the revenue from a given project.

**Governmental Fund** - A fund which has a measurement focus of financial position and changes in financial position (sources, uses, and balances of financial resources) rather than upon net income.

**Impervious Area** - A hard surfaced area which either prevents or severely restricts the entry of stormwater into the soil mantle or causes stormwater runoff in greater quantities or increased flow as compared to natural conditions.

**License and Permit Fees** - A charge for specific items as required and approved by local and state regulations.

**Major Service(s)** - A single activity or set of activities that contribute to the accomplishment of the program and its effectiveness.

**Millage Rate** - The rate at which real and personal property is taxed, with one mil equal to \$1.00 per \$1,000 of assessed taxable value. For example, a property tax rate of 4.25 would mean a tax of \$4.25 per \$1,000 of assessed value.

## Glossary

**Mission Statement** - The purpose or goal of the program or department.

**Modified Accrual** - A mixture of the cash and accrual basis of accounting. Revenues are recognized when they are susceptible to accrual, i.e., both measurable and available to finance expenditures of the current period. Expenditures are recorded on the accrual basis because they are measurable when incurred.

**Operating Budget** - The plan for revenues and expenditures necessary to support the administrative and service functions of the City.

**Performance Measures** - Indicators that are used to quantify the status or progress of each service provided.

**Program** - A “business” consisting of budgetary and personnel resources which produce a desired outcome for their internal and/or external customers.

**Program Objective**— An activity or standard that can be completed or achieved within a given timeframe and with available resources in order to accomplish the overall mission of the program.

**Program Resources** - The necessary expenditures required to accomplish the defined program. These costs include personal services, operating expenses, capital outlay, and contributions.

**Personal Services Expense** - Expense for salaries, wages, taxes, workers compensation, health/life insurance and retirement contributions provided to employees of the City.

**Proprietary Funds** - Funds used to account for activities that are similar to those often found in the private sector, and are not meant to be exhausted within a specific time period. Examples are Enterprise funds and Internal Service funds.

**Qualified Target Industry (QTI) Program**— A corporate tax incentive program intended to spur economic development and encourage job creation in a given area.

**Rollback Millage Rate** - The tax rate which produces the same amount of taxes as levied in the prior year when calculated against the current year’s tax base exclusive of new construction.

**Scorecard** - An evaluation tool utilized to communicate one’s proficiency and effectiveness of their job performance. It outlines the critical priorities that must be achieved within the fiscal year, performance measures and other goals that have been identified.

**Strategy Map** – The visual representation of an organization’s plans to turn its resources and assets into tangible outcomes linked to organizational objectives.

## Glossary

**TRIM** - *Truth in Millage* a specific method of calculating the tax rate, form of notice to advise the public of proposed taxes for various taxing authorities, and public hearing and advertisement requirements to adopt final budgets and millage rates.

**Unreserved Fund Balance** - All funds within the fund balance, which may be legally used for future expenditures. These balances include both the designated and undesignated fund balances.

**User (Fees) Charges** - The payment of a fee for direct receipt of a public service by those individuals benefiting from the service.

**Vision Statement**- A description of what an organization would like to achieve or accomplish in the mid term or long term future.

**Workload** - The amount of work accomplished or services provided over a given period of time.

**Workplan** - Project listing, descriptions and corresponding timelines for planning, design, construction, starting and completing the projects.

## Frequently Used Acronyms

CAFR	Comprehensive Annual Financial Report
CRA	Community Redevelopment Agency
CDP	Comprehensive Development Plan
CIP	Capital Improvements Plan
CPI	Consumer Price Index
DCA	The Florida Department of Community Affairs
DMRP	Downtown Maitland Revitalization Plan
DOR	The Florida Department of Revenue
EAR	Evaluation and Appraisal Report
ERU	Equivalent Residential Unit
FDOT	Florida Department of Transportation
FRS	Florida Retirement System
FTE	Full-Time Equivalent
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
GFOA	Governement Finance Officers Association
PIT	Policy Information Transmittal
PRMP	Parks and Recreation Master Plan
SEU	Stormwater Environmental Utility
SLMP	Stormwater Lakes Master Plan
TIF	Tax Increment Financing