

THE CITY OF
MAITLAND
FLORIDA



**FINAL
BUDGET**

**FY 2021
SEPTEMBER 2020**

The Fiscal Year 2021 City Budget Presented by:



Mayor
A. Dale McDonald



Vice Mayor
Michael Wilde, Esq

Council Members



Michael Thomas



Lindsay R. Hall Harrison



Vance Guthrie



Sharon M. Anselmo
City Manager



Mark Reggentin
Assistant City Manager

Reader's Guide

| |
|--|
| <u>Community Profile</u> |
| 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. |
| <u>Budget Message</u> |
| Includes the City Manager's budget message discussing key budget issues for FY 2021. |
| <u>Strategic Planning</u> |
| 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. |
| <u>Budget Data and Information Summary</u> |
| 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. |
| <u>Financial and Budget Policies</u> |
| 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 2021 budget calendar is also found in this section. |
| <u>Department and Program Information</u> |
| Details budget information and staffing by program, highlights major accomplishments and initiatives, and contains departmental work plans and program performance measures. |
| <u>Capital and Debt</u> |
| 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. |
| <u>Revenue</u> |
| The revenue section includes revenue trend and detail data for the Primary Funds. Actual trend data used to finalize the FY 2021 projections are also included. |
| <u>Appendix</u> |
| Includes a glossary of terms and lists commonly used acronyms. |

***The City of Maitland, FL
1776 Independence Lane
Maitland, FL 32751
407-539-6200
www.itsmymaitland.org***

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Maitland
Florida**

For the Fiscal Year Beginning

October 1, 2019

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, 2019. 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.

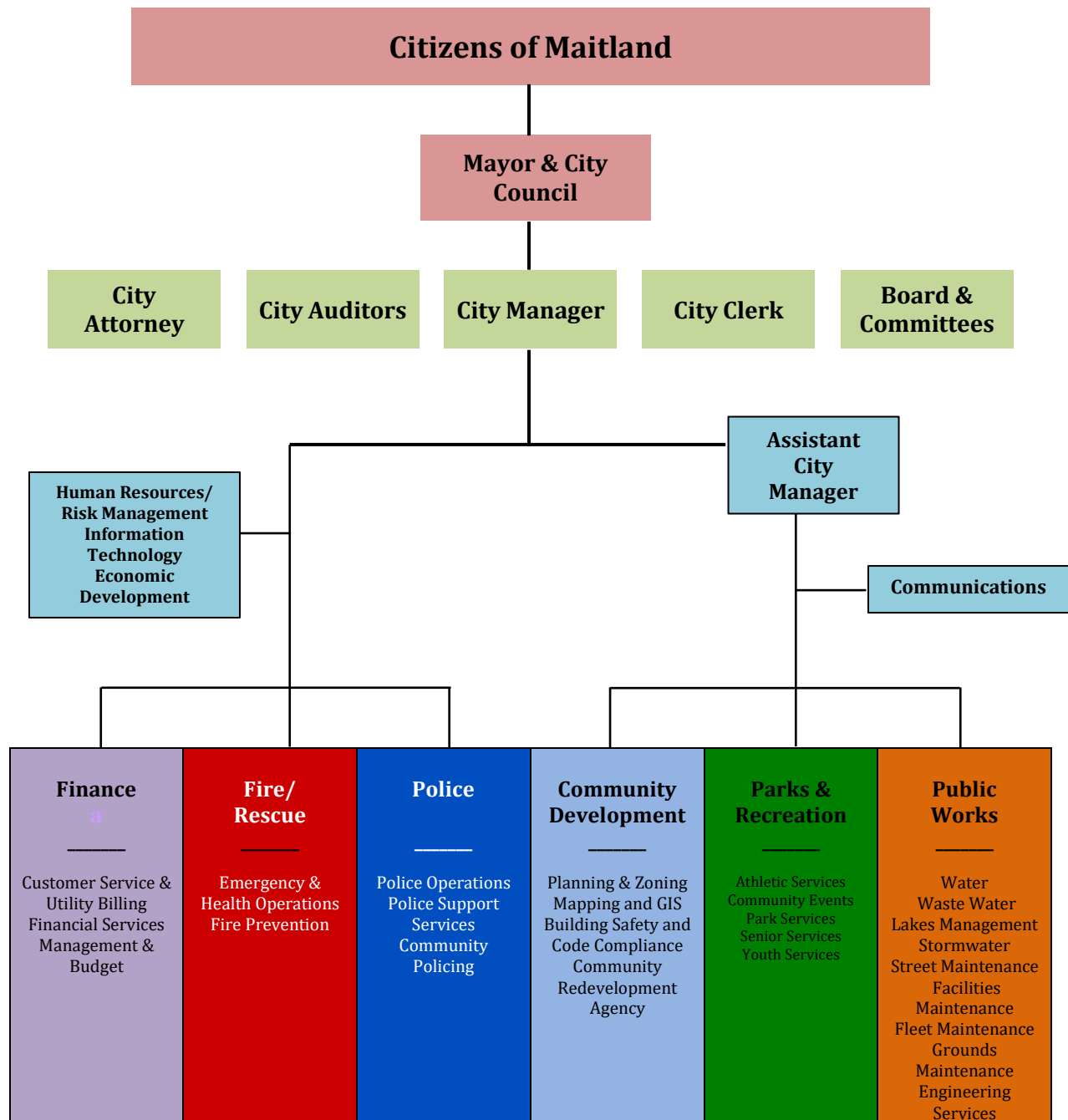
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

The background of the page is a grayscale photograph of a street scene. 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 tone is professional and community-oriented.

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 Fumeheliga (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 Gatlin (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."



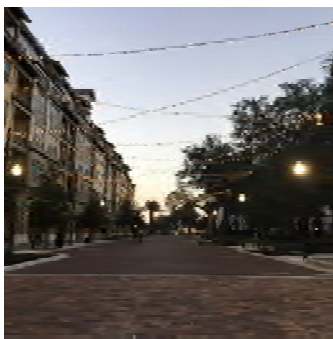
Maitland Today

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. In FY 2020, The Shadow Lake 300 unit, multi-family project was completed. 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.



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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) was 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 2021.



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, 400 North and Maitland City Centre, completed during FY 2019, 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 is 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 2018-2019 (Fiscal Years 2019-2020)

| Taxpayer | FY 2019 Taxable Value | Taxpayer | FY 2020 Taxable Value |
|---------------------------------------|-----------------------------|--------------------------------------|-----------------------------|
| ARBORS AT MAITLAND JOINT VENTURE LLC | 90,611,781 | TRELAGO WAY INVESTORS JV LLC | 96,595,423 |
| MIKEONE EK MAITLAND SUMMIT LLC | 89,824,922 | ARBORS AT MAITLAND JOINT VENTURE LLC | 95,393,709 |
| NIC MAITLAND STATION LLC | 56,396,833 | MIKEONE EK MAITLAND SUMMIT LLC | 93,765,211 |
| MAITLAND CITY CENTER LLC | 56,012,898 | VILLAGE AT LAKE LILY LLC (Ph I&II) | 82,472,383 |
| MWAD PHASE I LLC | 55,219,506 | MWAD PHASE I LLC & MWAD PHASE II LLC | 65,757,457 |
| P BARNETT CONSTRUCTION LIMITED INC | 47,735,910 | TGT MAITLAND LLC (I&II) | 63,365,457 |
| ORLANDO SPORTSPLEX LTD | 47,285,896 | NIC MAITLAND STATION LLC | 60,665,560 |
| LAKE AVENUE OWNER LLC | 44,513,473 | MAITLAND CITY CENTER LLC | 60,513,042 |
| VILLAGE AT LAKE LILY PHASE I LLC | 41,238,530 | MAITLAND MULTI FAMILY LLC | 60,388,074 |
| COURTNEY GARDENS LLC 96.67187500% INT | 40,008,648 | ORLANDO SPORTSPLEX LTD | 52,014,486 |
| Total | 568,848,397 | Total | 730,930,802 |
| Total Taxes (4.3453) | 2,471,817 | Total Taxes (4.3453) | 3,176,114 |
| % of Ad Valorem | 21.2% | % of Ad Valorem | 23.7% |

| Maitland Top Employers | |
|------------------------|------------------------------------|
| 1 | ADVENT HEALTH |
| 2 | HUMANA INSURANCE |
| 3 | ADP |
| 4 | SKANSKA-GRANITE-LANE JOINT VENTURE |
| 5 | CHARLES SCHWAB |
| 6 | FIS MANAGEMENT SERVICES LLC |
| 7 | VITAS HEALTHCARE |
| 8 | ADCS CLINICS |
| 9 | LA AMISTAND |
| 10 | FEDEX CORPORATE SERVICES |

Community Profile

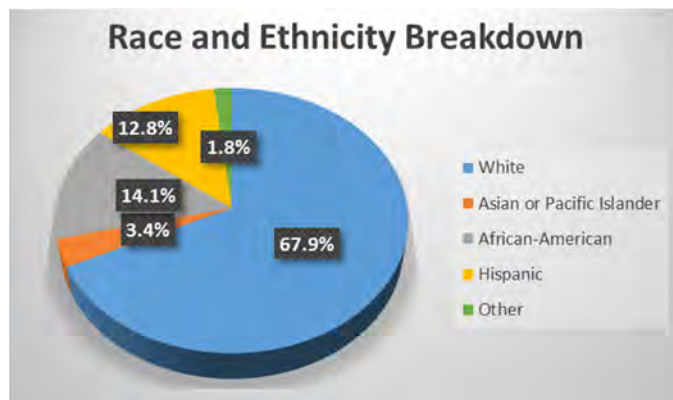


- The City of Maitland is located in Orange County, Florida, approximately six (6) miles north of Orlando.
- There are 4,156 acres or 6.49 square miles within the city limits of Maitland.
- There are 4,130 residential parcels comprising 45% of the total area.
- There are 623 non-residential parcels comprising 30% of the total area, with 10% being parks, open space or wetlands area.
- As of 3rd Quarter 2020, the average sale price of a home in the City of Maitland was \$381,000 (Source: Orlando Regional Realtor Association).
- The median age in Maitland is 36.1.
- 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 \$75,944.
- Per capita income is \$41,490.

Demographics

Population: 1980 – 8,768
 1990 – 8,932
 2000 – 12,019
 2010 – 15,751
 2020 – 21,113

University of Florida, BEBR Preliminary Estimate



Community Profile

2020 Municipal Election

Registered Voters: 13,345
2 seats on Council were up
for election in March 2020.
Seat 4 was unopposed and
there was an election for
Seat 2.



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 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Administration | | | | | |
| Full-Time | 13.00 | 13.00 | 13.00 | 15.00 | 15.00 |
| Part-Time | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Budgeted Positions | 18.00 | 18.00 | 18.00 | 19.00 | 18.00 |
| Full-Time Equivalent | 15.50 | 15.50 | 15.50 | 16.50 | 15.50 |
| Finance Department | | | | | |
| Full-Time | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 |
| Part-Time | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 |
| Budgeted Positions | 12.00 | 12.00 | 12.00 | 12.00 | 11.00 |
| Full-Time Equivalent | 11.00 | 11.00 | 11.00 | 11.00 | 8.50 |
| Community Development | | | | | |
| Full-Time | 14.00 | 16.00 | 15.00 | 15.00 | 15.00 |
| Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Budgeted Positions | 14.00 | 16.00 | 15.00 | 15.00 | 14.00 |
| Full-Time Equivalent | 14.00 | 16.00 | 15.00 | 15.00 | 14.00 |
| Police Department | | | | | |
| Full-Time | 60.00 | 60.00 | 61.00 | 61.00 | 61.00 |
| Part-Time | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Budgeted Positions | 65.00 | 65.00 | 66.00 | 66.00 | 66.00 |
| Full-Time Equivalent | 62.50 | 62.50 | 63.50 | 63.50 | 63.50 |
| Fire/Rescue | | | | | |
| Full-Time | 46.00 | 46.00 | 46.00 | 46.00 | 46.00 |
| Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Budgeted Positions | 46.00 | 46.00 | 46.00 | 46.00 | 46.50 |
| Full-Time Equivalent | 46.00 | 46.00 | 46.00 | 46.00 | 46.50 |
| Parks and Recreation | | | | | |
| Full-Time | 7.00 | 8.00 | 9.00 | 9.00 | 10.00 |
| Part-Time | 4.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Seasonal/Temporary | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Budgeted Positions | 14.00 | 14.00 | 15.00 | 15.00 | 16.00 |
| Full-Time Equivalent | 9.75 | 11.00 | 12.00 | 12.00 | 13.00 |
| Public Works | | | | | |
| Full-Time | 62.00 | 66.00 | 66.00 | 67.00 | 67.00 |
| Part-Time | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Seasonal/Temporary | 3.00 | 3.00 | 3.00 | 0.00 | 0.00 |
| Budgeted Positions | 65.00 | 69.00 | 69.00 | 67.00 | 67.00 |
| Full-Time Equivalent | 62.75 | 66.75 | 66.75 | 67.00 | 67.00 |
| City of Maitland | | | | | |
| Full-Time | 212.00 | 219.00 | 220.00 | 221.00 | 224.00 |
| Part-Time | 16.00 | 18.00 | 18.00 | 18.00 | 18.00 |
| Seasonal/Temporary | 6.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Budgeted Positions | 234.00 | 240.00 | 241.00 | 242.00 | 242.00 |
| Total Budgeted FTE | 221.50 | 228.75 | 229.75 | 230.75 | 228.50 |

Personnel/Position Summary

During 2020, the City identified four positions (vacated by attrition) which are projected to remain in the 3-year plan. The FY 2021 staffing table has a total of 241 authorized positions (inclusive of the Enterprise and Stormwater Funds), 224 of which are full-time and 17 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"> Assistance from Parks and Recreation and Communications Officer will absorb Specialist Duties. |
| Community Development | Building Inspector | <ul style="list-style-type: none"> Duties will be shifted to Building Official, Deputy Building Official, and Building Inspectors. |
| Economic Development | Director | <ul style="list-style-type: none"> Duties will be shifted to Community Development and Administration |
| Finance | Accounts Payable Technician | <ul style="list-style-type: none"> Duties will be combined with Accounting / Payroll Coordinator. |
| Finance | Management Budget Analyst | <ul style="list-style-type: none"> Duties will be shifted to other staff in Finance and Administration. |
| Parks and Recreation | PT Leader I (Seniors) | <ul style="list-style-type: none"> Reduces City-wide and Parks and Recreation communications and events. |
| | Recreation Coordinator | <ul style="list-style-type: none"> Duties re-assigned to remaining staff. |



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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 II

BUDGET MESSAGE

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

FY 2021 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 are positioned to be the envy of many around us, we cannot lose sight of the looming infrastructure redevelopment needs ahead, the continuing visioning necessary to nurture 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 encourage 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 dark ink, appearing to read "A. Dale McDonald". The signature is fluid and cursive, written over a light background.

Mayor A. Dale McDonald



Office of the City Manager
City of Maitland, Florida

December 1, 2020

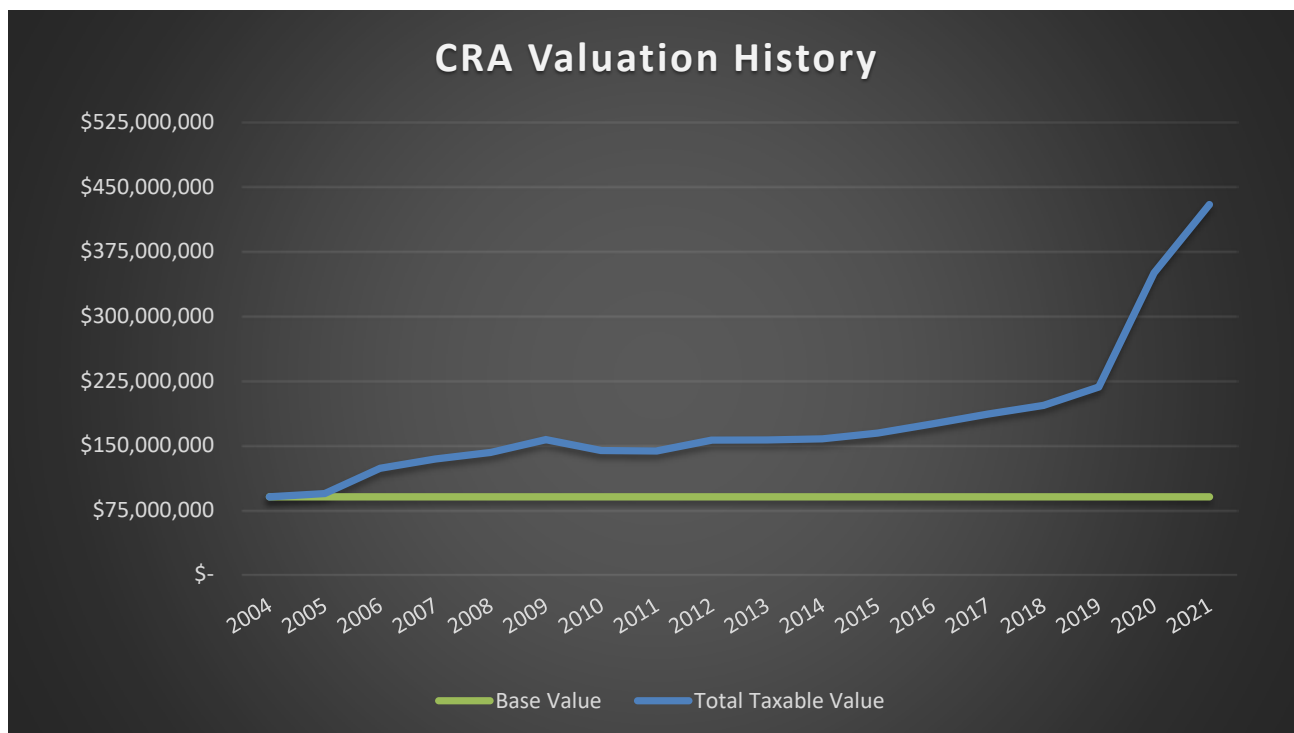
Mayor McDonald, City Council Members, and Residents of Maitland:

I am pleased to present the budget for fiscal year 2021, and financial plan for fiscal years 2022 and 2023, as adopted by City Council on September 28, 2020. After careful review of expenditures necessary to maintain quality government service and well-maintained public infrastructure, the FY 2021 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 June helped set the stage for the FY 2021 budget cycle, and aided in identifying the major issues we would face as we formulated this year's budget. Because of the pandemic and resulting losses in tourism related revenue, the session focused on how both FY 2020 and FY 2021 would be impacted. Since property tax values are established nine months before the start of the new fiscal year, the City's largest single source of revenue for FY 2021 would not be impacted, however sales tax, local option gas tax and other state shared revenues had seen significant declines beginning and March 2020. The Council focused on establishing priority services, such as public safety, and capital projects and a methodology to match the projected revenues and expenditures to eliminate the potential for a tax rate increase.

Property Valuation: Like most other communities throughout Florida, Maitland's property values have continued to increase 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 recognition of taxable value on existing property values when compared to market value. Homesteaded property value increase are capped at the lower of the change in the Consumer Price Index or 3%, and commercial and non-homesteaded properties are capped at 10%. The FY 2021 total taxable value for the City is \$3.4 billion, which translates into \$12.5 million in FY 2021 ad valorem (property tax) revenue to the General Fund. This represents a taxable value increase of 9.6% with new construction of \$145.6 million in FY 2021. Of the increase, approximately half or \$149.3 million was a result in the increase of existing properties. Since the taxable value increase for homesteaded residential properties is limited to 2.3% based on the 2020 Consumer Price Index change, the majority of the taxable value increase resulted from either non-homesteaded or commercial properties. In early FY 2020, the 300 unit 400 North apartments, located on the east side of U.S. Highway 17-92 (Orlando Avenue) was completed, adding \$57 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 in the Maitland Boulevard corridor.

The City experienced a 23% 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 2021 resulted from the addition of one major multi-family project that completed in FY 2020 and increases in the taxable value of existing properties. 400 North, a mixed-use project with 300 multi-family units and 45,000 square feet of commercial space, was completed in FY 2020 and added \$57 million to the CRA tax roll. The final piece of the downtown core, Independence Square, is expected to be completed early in FY 2021. The park is designed to host events and function to support the downtown retail.

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



The FY 2021 CRA budget includes \$871K 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 \$114K in interest cost in FY 2021. The anticipated County and City portion of tax increment (TIF) revenue is \$2.7 million, which more than covers all of the debt service and operating cost of the fund. In addition, the CRA fund will repay \$1.5 million to the General Fund and \$290 thousand to the Parks Trust Fund in FY 2021.

Other Funding Sources: Total budgeted General Fund revenues are \$27,847,000 in FY 2021, a 4.8% decrease from FY 2020 estimated revenue. In FY 2020, the City received a \$1.7M one-time payment for a cell tower lease renewal. In addition, FY 2021 budget projections reflect the impact of the significant sales tax and other state shared revenues, which have declined due to the pandemic’s impact on tourism in the State of Florida. According to the Florida Department of Revenue (DOR), the City can expect a decrease in general revenues such as Local Option Gas Tax, State Sales Tax, and State Shared Revenues through most of FY 2021. 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 5% decrease in FY 2021. Franchise fees and utility fees related to sales of electricity are the largest portion of these fees and have been negatively impacted by the reduced usage in the City’s commercial office buildings west of Interstate 4. License and permit revenue, which accounts for 9% of General Fund revenue and includes building permits, plan checking fees and business taxes, is expected to have a 15% decrease from FY 2020. Although residential renovations and construction remains strong, much of the commercial development is either completed or in the early planning stages.

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 by the end of 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 2021 – FY 2025 Capital Improvements Program was adopted on September 28, 2020. This five-year program includes \$49.2 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), Bicycle-Pedestrian Master Plan (BPMP), 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 2021 – FY 2025 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.

Adopted in 2019, 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 projects, the East-West Multi-Use Trail and Dommerich/Choctaw sidewalks, were completed in FY 2020. The East-West Multi-Use Trail will connect the new bicycle-pedestrian bridge over I-4 (anticipated to be completed in FY 2021) to parks, schools and the downtown area. The Dommerich/Choctaw sidewalks expand the network of sidewalks being added to the Dommerich Estates subdivision. In FY 2021, sidewalk are anticipated on the north side of Mohican Trail that will connect to the multi-use trail that ends at Dommerich Elementary school. The real measure of our community's success has been our ability to convert our plans into results.



Managing for Results: On June 26, 2020, the annual City Council Strategic Planning Session was held virtually. City staff and members of Council attended the four-hour 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 impacts of COVID on the FY 2020 revenues and a projection of potential impacts on the FY 2021 budget. Early on in the pandemic, City department heads reviewed unencumbered funds, creating a list of projects and programs that

would be placed on hold in FY 2020 as part of a mandate to implement a cautionary spending plan. In addition, upon vacancy of a position, each position would be considered for freezing if the position were not deemed essential. At the time of the workshop, revenue shortfalls of \$1.3 million had already been recognized and were offset by a one-time cell tower lease renewal of \$1.7 million. Since two of the City Council members were newly elected the remainder of the session concluded with a listing of the top five (5) priorities for the City Council in the one to three year budgets and five to ten year planning horizon.



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.



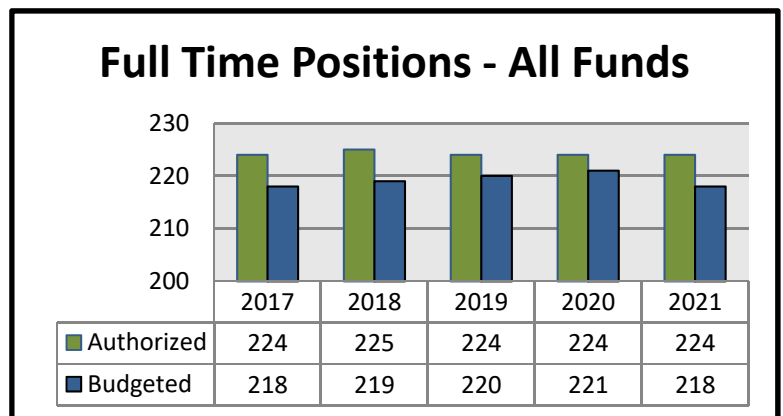
Personal Services: Like most municipal budgets, the single largest component of this budget is personnel cost. Total personnel costs for the General Fund are projected to be \$18.1M. The graph on the left shows how those dollars are spent.

This budget unfreezes the Utilities Manager position. A total of six, full-time positions, vacated by attrition in previous years, remain unfunded or “frozen” in the FY 2021 budget. The FY 2021 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. The FY 2021 budget includes a 1% across the board increase and a 2% merit increase for eligible employees. The FY 2021 budget also retains funding for the employee recognition/holiday luncheon in the Parks and Recreation Department with the anticipation that the event may be virtual or modified due to the pandemic.

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 2020 rates in FY 2021 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

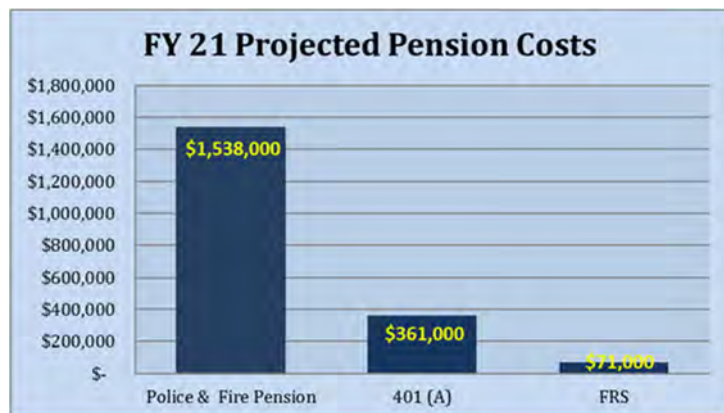
for group health coverage through another provider to waive single health insurance with the City and share in the costs savings. The FY 2021 amount for waived health coverage is \$195 per month, same as FY 2020. There are 23 employees currently participating in the program, which benefits the employee and saves the City approximately \$8,900 per employee annually. The anticipated cost to provide medical insurance during FY 2021 is \$2.3 million for current employees and \$116K 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 \$1.97M to the combined pension funds.

Funding for the City’s Police/Fire Pension Fund comes from three sources: the State of Florida (2.7% of salaries), plan participants (6.7% of their salary), and the City (25.4% of current year salaries). The City’s

FY 2021 actuarially required contribution is \$1.54M, an increase of \$96K (6.7%) over FY 2020.



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 (\$314K for General Fund Employees) on this plan in FY 2021. Contributions required to fund employees still covered by the FRS pension plan are 10% of covered salaries, and are expected to cost \$61K (\$52K for General Fund employees).

The FY 2021 budget includes \$202K for employee travel and training, approximately a 40% increase

from the FY 2020 revised budget. Most travel and training was either cancelled or virtual in FY 2020 because of COVID. Mandatory training for certification, as well as training resulting from staff turnover and new laws, rules and regulations, is included in the FY 2021 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 1.79% 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 \$1.38 in their monthly utility bill for FY 2021. City staff has identified roughly \$24 million in capital improvement projects to be completed through FY 2025. 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. In FY 2021, the City Council approved a three-year extension of the existing contract with an amendment to the recycling revenue sharing program. Over the last several years, as a result of the changing recycling market, the City has not earned enough revenue to cover the cost of processing fees charged at the municipal recycling facility in Orange County. The City has a solid waste management agreement for disposal with Seminole County. Construction and demolition (C&D) removal is provided under a non-exclusive franchise program. Currently, the City has contracts with fourteen haulers to provide C&D services within the City.

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 contributes to the General Fund in lieu of a franchise fee. The FY 2021 contribution amount is \$420K. The fund is projected to have a net loss of \$50K in FY 2021.

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 2021, the calculated maximum ERU is \$15.70 per month. The ERU rate was set at \$9.80, an increase of 2.1% over FY 2020. Subsequent plan years have been developed based upon the ERU remaining constant at \$9.80. 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 \$750K for FY 2021 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, CRA Board, Parks and Recreation Advisory Board, Lakes Advisory Board, Transportation Advisory Board, Sustainability 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 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 tone is professional and urban.

SECTION III

STRATEGIC PLANNING

- ♦ Strategic Planning Overview
- ♦ FY 2020 Project Update
- ♦ City-wide Strategic Plan
 - ♦ City Strategy Map
 - ♦ City Workplan

City-Wide Strategic Planning

Process

On Monday, September 28th, City Council voted to adopt the FY 2021 Budget. This concluded a process that began with the City Council strategic planning session held on June 26, 2020. City advisory boards held meetings to discuss the Capital Improvements Program (CIP) and establish time-lines for the improvements adopted by City Council in September. Each department within the City was integral in providing their input and projections for FY 2021 in a timely manner.

This budget projects General Fund revenues to decrease 4.8% from realized 2020 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 2020 strategic planning session. Staff provided the City Council with an update of the FY 2020 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 in the one to three and five to ten year planning horizons.

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 2021 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 2021 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. Staff presented the impact of the pandemic to the City's revenues and Council's direction was to cut back on spending rather than increase taxes. Council indicated that if a millage rate increase was needed, it should be linked to specific projects or maintaining levels of service for essential programs.

As a result of the strategic visioning process, each member of 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. Sidewalks and Trails (Bike-Ped Master Plan) |
| 2. Park Projects (Ft. Maitland Park) |
| 3. Aging Library Building |
| 4. Independence Lane – North and South |
| 5. Plan for Undergrounding Utilities |
| 6. Aging West-side Office Park |
| 7. Downtown Walkability |
| 8. Street Tree Replacement |
| 9. Streamline Redevelopment Process for Small Projects (LDC) |
| 10. Aging Infrastructure (Water/Sewer Lines) |
| 11. Street Paving Program |
| 12. Maintenance of Art & History Museums |
| 13. Small Business Incentives |
| 14. Maitland Avenue Corridor Walkability |
| 15. Increase Property Values |

Council members were also asked to for concerns or projects in the five to ten year planning horizon.

| Top Five Projects or Concers for 5 to 10 year Range: |
|--|
| 1. Underground utilities |
| 2. Revitalizing the West-side Office Park |
| 3. Park Development |
| 4. Continuing Downtown Development |
| 5. Purchase of Electricity Distribution System |

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 2021 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 2021 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 2020 Project Update

City Workplan

- ✓ Sandspur Multi Use Trail
- ✓ Independence Square Park
- ✓ Lake Lily Staircase
- ✓ Class and Compensation Study Implementation
- ✓ Library Space Needs Study
- ✓ State Revolving Fund Loans for Water/Wastewater Projects
- ✓ Greenwood Gardens Undergrounding and Street Lighting Project

- ✓ **Climate Change Resolution and Sustainability Action Plan**
- ✓ **Choctaw Trail and Dommerich Drive Sidewalks**
- ✓ **Upgrade Automated Meter Reading (AMR) system to Automated Metering Infrastructure (AMI)**
- ✓ **Railroad Quiet Zone Implementation**
- ✓ **Renewal Franchise – Solid Waste and Recycling**

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 2020 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 2021 – 2025
- **Fire/Rescue**
 - ✓ Implemented reserve aerial apparatus feasibility study.
 - ✓ Completed space needs study.
 - ✓ Revamped the firefighter annual evaluation tool.
- **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 the Get Down Downtown events (until March 2020 due to Covid).
 - ✓ Completed Employee Thanksgiving Turkey distribution and Employee Holiday Recognition lunch (altered from in person event due to Covid).
 - ✓ 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.
 - ✓ Completed budgeting and design of new Police Substation in downtown area.
- **Public Works**
 - ✓ Lake Gem Nutrient Improvement Project was completed.
 - ✓ Lift Station 17 was upgraded to handle additional flows.
 - ✓ Replaced roofs on Water Plants 5 and 6.
 - ✓ Repaired trellis at Quinn Strong Park.

- ✓ Repaired roof on the restrooms and pavilion in Bellamy Park.
- ✓ Update bathroom at Lake Lily Park.
- ✓ 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

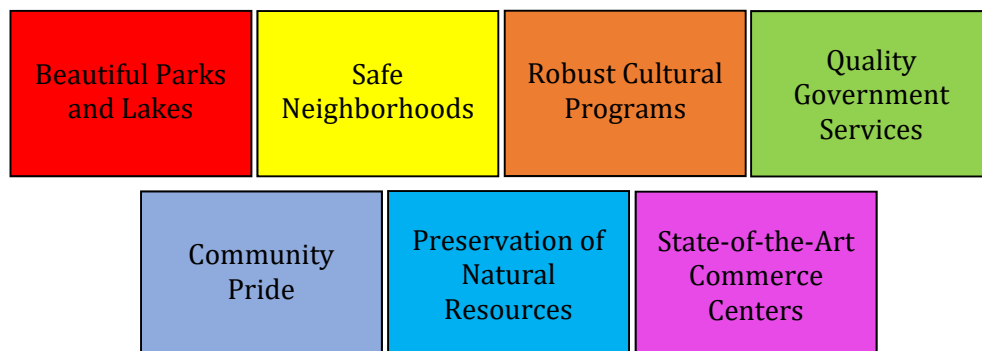


Our Mission

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 2021 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 |
|---|--|---|
| Beautiful Parks and Lakes |  East/West Park Systems  Expand Recreation Facilities | <p>See FY 2021 City Workplan</p> |
| Safe Neighborhoods |  Quality Public Safety Services | |
| Robust Cultural Programs | | |
| Quality Government Services |  Maintain Employee Morale  Maintain and Expand Infrastructure  Improve Interagency Communications | |
| Community Pride |  Improve Quality of Neighborhoods  Develop Maitland’s Identity  Engage & Support the Business Community | |
| Preservation of Natural Resources |  Water Quality and Conservation | |
| State-of-the-Art Commerce Centers |  Improve Transportation City-wide  Plan for Downtown Development | |

City Workplan FY 21

| Long-Term Objective | Lead Dept | Co-Op Dept | On Time? | Within Budget? | Complete? In Progress? |
|---|-----------|------------|----------|----------------|---------------------------|
| Essential Priority/Goal Area | | | | | |
| FY 2021 Project | | | | | |
| Beautiful Parks and Lakes | | | | | |
| Expand Recreation Facilities & East/West Park Facilities | | | | | |
| Hill Recreation Center Design | P&R | PW | N/A | N/A | Not Started |
| Fort Maitland Park Design / Construction | P&R | PW | No | Yes | In Progress |
| i-4 Ultimate Art Project | P&R | N/A | Yes | Yes | In Progress |
| Independence Square Design/Construction | P&R | PW | No | Yes | In Progress |
| Maitland Community Park Boardwalk Expansion/Grant | P&R | PW | Yes | Yes | In Progress |
| Maitland Middle School Usage Agreement | P&R | Adm | Yes | Yes | In Progress |
| Safe Neighborhoods | | | | | |
| Quality Public Safety Programs | | | | | |
| Center for Public Safety Excellence - Reaccreditation | FD | N/A | No | Yes | In Progress |
| Expand Fire Station No. 45 | FD | PW | Yes | N/A | In Progress |
| Police Substation in Downtown | PW | PD | No | Yes | In Progress |
| Quality Government Services | | | | | |
| Maintain / Improve Employee Morale | | | | | |
| 1% Across the Board Adjustment for Employee Salaries | HR | ALL | Yes | Yes | Completed |
| Secure Agreement for Group Health | HR | All | Yes | Yes | Completed |
| Expansion and Maintenance of Infrastructure | | | | | |
| FY 2022 Capital Improvements Program | Fin | All | Yes | Yes | In Progress |
| State Revolving Fund Loans | Fin | Adm | Yes | Yes | In Progress |
| GIS Migration to Web-Based ESRI System | CD | All | Yes | Yes | In Progress |
| Space Needs Study - Library | ADM | CD/PW | No | Yes | In Progress |
| Sandspur Road Renovation | PW | N/A | Yes | Yes | In Progress |
| 17-92 Watermain Replacement | PW | Fin | Yes | Yes | In Progress |
| 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 | | | | | |
| 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 |
| Develop Maitland's Identity | | | | | |
| Land Development Code Overhaul | CD | PW | Yes | Yes | In Progress |
| Sign Code Overhaul | CD | PW | Yes | Yes | Not Started |
| Charter Review 2021 | ADM | Clerk | No | Yes | In Progress |
| Procedures Manual and Landscape Palette | CD | All | Yes | Yes | In Progress |
| Engage and Support the Business Community | | | | | |
| West Side Master Plan Strategic Update | CD | PW | Yes | n/a | On Hold |
| 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 |

City Workplan FY 21

| Long-Term Objective | Lead Dept | Co-Op Dept | On Time? | Within Budget? | Complete? In Progress? |
|--|-----------|------------|----------|----------------|---------------------------|
| Essential Priority/Goal Area | | | | | |
| FY 2021 Project | | | | | |
| 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 |
| State-of-the-Art Commerce Centers | | | | | |
| Improve Transportation City Wide | | | | | |
| I-4 Ultimate / Coordination with FDOT | PW | n/a | No | Yes | In Progress |
| Mohican Sidewalks | PW | n/a | No | Yes | In Progress |
| | | | | | |
| <div> <p>ADM = City Administration CD = Community Development FD = Fire/Rescue Department FIN = Finance Department</p> </div> <div> <p>IT = Information Technology Division P&R = Parks and Recreation Department PD = Police Department PW = Public Works Department</p> </div> | | | | | |

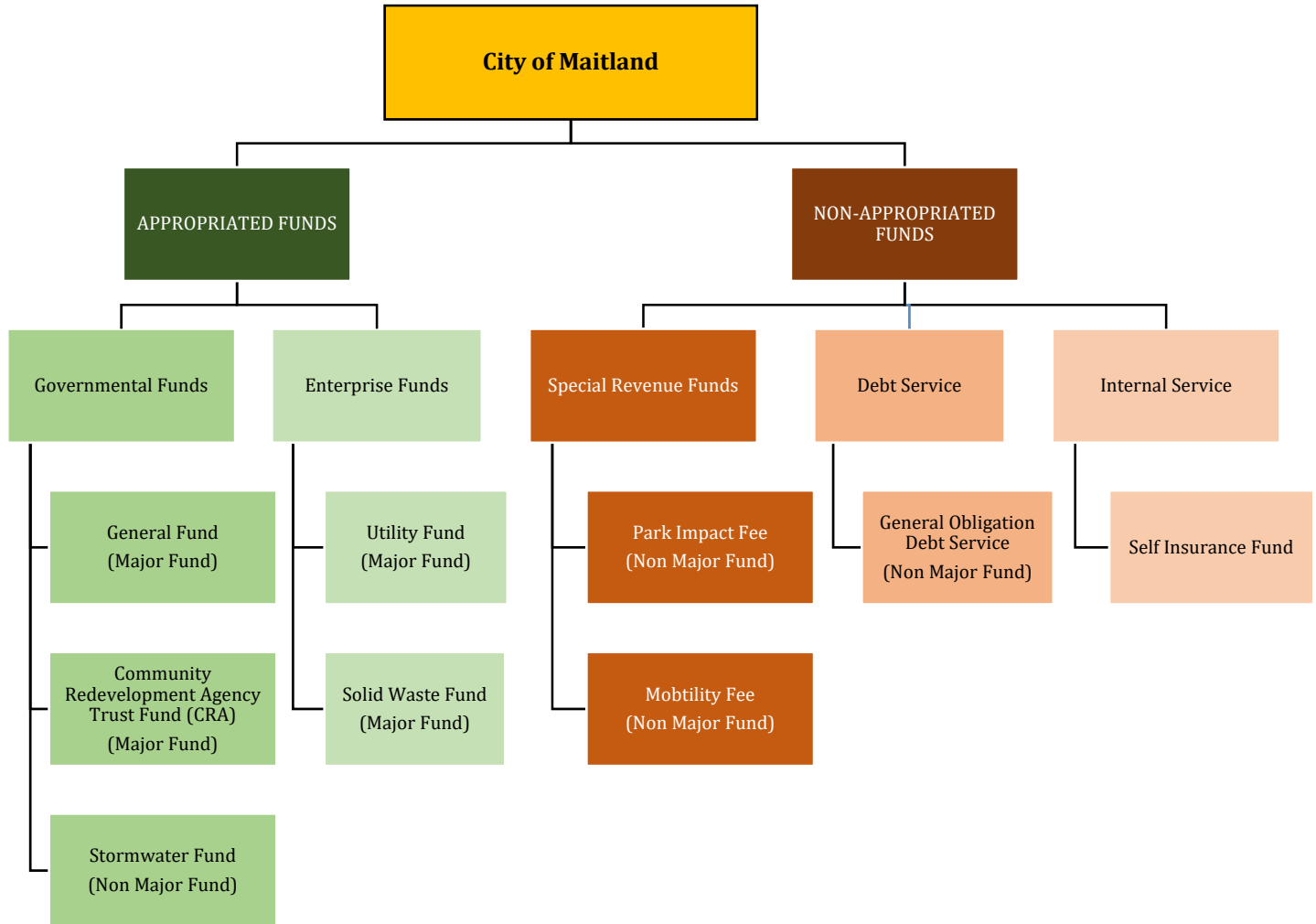
The background of the page is a grayscale photograph of a city street. On the left, there are large, leafy trees. On the right, there is a multi-story building with many windows and balconies. The street is paved and has some streetlights visible. The overall scene is a typical urban environment.

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

City Fund Structure



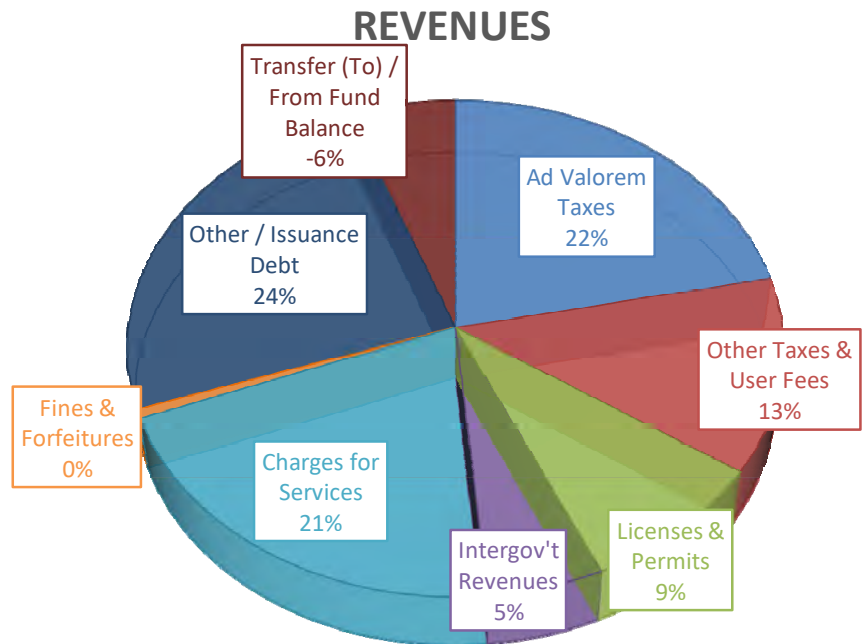
Appropriated and Non-appropriated Funds - The City has both appropriated funds and non-appropriated funds. The appropriated funds have budgets that are formally adopted by the City Council each fiscal year. With the exception of the Self Insurance Fund, the non-appropriated funds have financial plans that are developed to ensure there is a feasible financial plan, and expenditures are approved by Council as funding is available. The Self Insurance Fund is an internal service fund which accounts for activity that provides insurance services to other funds on a cost-reimbursement basis.

Major and Non Major Funds - As indicated in the chart above, there are both major and non major fund types in the City's fund structure. Major funds are defined as those funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total. Internal service funds are not required to be categorized.

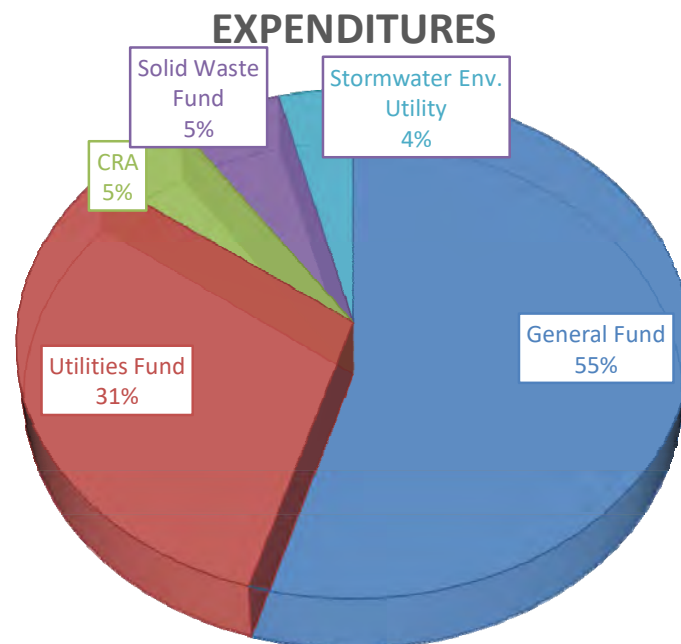
Primary Funds Summary

FY 2021 Total \$51,021,610

The Primary Funds Summary is designed to provide an overview of the City's five primary, appropriated operating funds: within the Governmental there are the General Fund, CRA, and Stormwater funds, and within the enterprise funds, there are the Utilities Fund and Solid Waste Fund. Ad valorem (property) taxes, other taxes and user fees represent the majority of revenue sources for the General and CRA Funds, while the other three funds operate mainly through revenue generated by various charges for services.



Stormwater Fund rates have been set at \$9.80 per equivalent residential unit (ERU), an increase of \$0.20 per ERU. The Utility and Solid Waste Funds rates increased approximately 1.8% for FY 2021, 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 \$1.6M in FY 2021. Water Transmission/ Distribution Improvements of \$3.3M and Lift Station / Force Main Improvements of \$9.3M are planned in the FY 2021 Capital Improvements Program in order to maintain and improve current levels of service.



Primary Funds Summary

| <u>Revenues</u> | <u>Actual 19</u> | <u>Estimated 20</u> | <u>Budget 21</u> | <u>Plan 22</u> | <u>Plan 23</u> |
|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Ad Valorem Taxes | \$ 11,344,979 | \$12,740,084 | \$13,926,808 | \$14,372,162 | \$14,854,947 |
| Other Taxes and User Fees | 3,560,783 | 4,780,900 | 4,598,600 | 4,660,050 | 4,681,300 |
| Licenses and Permits | 3,068,001 | 4,858,972 | 5,055,500 | 4,841,300 | 5,050,300 |
| Intergovernmental | 5,065,727 | 4,858,972 | 4,348,882 | 4,421,212 | 13,273,300 |
| Charges for Services | 11,510,980 | 12,017,700 | 11,861,000 | 12,542,200 | 13,273,300 |
| Fines and Forfeitures | 686,107 | 508,600 | 344,000 | 358,500 | 415,000 |
| * Other | 4,455,057 | 4,657,869 | 4,146,100 | 4,532,400 | 4,590,700 |
| Proceeds from Debt Issuance | - | 831,496 | 10,000,000 | 6,600,000 | 6,740,000 |
| Transfer (To) From Fund Balance | 8,428,601 | (633,249) | (3,259,280) | 315,740 | 848,130 |
| <u>Total Revenues</u> | <u>\$48,120,235</u> | <u>\$43,315,060</u> | <u>\$51,021,610</u> | <u>\$52,643,564</u> | <u>\$55,632,811</u> |

| <u>Expenditures</u> | <u>Actual 19</u> | <u>Estimated 20</u> | <u>Budget 21</u> | <u>Plan 22</u> | <u>Plan 23</u> |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Administration | \$ 2,342,676 | \$ 2,505,000 | \$ 2,599,000 | \$ 2,666,800 | \$2,687,000 |
| Finance Department | 3,307,166 | 3,624,340 | 3,545,120 | 3,745,390 | 3,847,690 |
| Parks and Recreation | 1,041,145 | 1,388,000 | 1,207,500 | 1,310,000 | 1,854,000 |
| Community Development | 3,006,275 | 2,896,718 | 4,253,490 | 4,442,574 | 4,460,481 |
| Police Department | 6,690,179 | 6,891,000 | 7,176,000 | 7,420,000 | 7,633,000 |
| Fire/ Rescue | 5,622,578 | 5,748,000 | 5,919,500 | 6,232,000 | 6,412,000 |
| Public Works Department | 24,945,815 | 20,379,614 | 25,010,000 | 25,699,800 | 27,598,640 |
| Cultural Partners | 1,164,401 | 1,269,000 | 1,311,000 | 1,127,000 | 1,140,000 |
| <u>Total Expenditures/Expenses</u> | <u>\$48,120,235</u> | <u>\$44,701,672</u> | <u>\$51,021,610</u> | <u>\$52,643,564</u> | <u>\$55,632,811</u> |

*Other includes investment income, rents, penalties, assessments, administrative revenue, interfund transfers and contributions.

FY 2021 Projected Change in Fund Balance or Net Position - Primary Funds

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

| | General Fund | CRA Trust Fund | Utilities Fund | Solid Waste Fund | Stormwater Fund | Total Primary Funds |
|---|----------------------|------------------------|----------------------|---------------------|-------------------|----------------------|
| REVENUES: | | | | | | |
| Taxes | \$ 17,125,800 | \$ 1,399,608 | \$ - | \$ - | \$ - | \$ 18,525,408 |
| Licenses and Permits | 2,536,000 | - | - | - | 1,380,500 | 3,916,500 |
| Intergovernmental | 2,830,000 | 1,299,882 | 219,000 | - | - | 4,348,882 |
| Charges for Services | 976,000 | - | 8,157,000 | 2,728,000 | - | 11,861,000 |
| Fines and Forfeitures | 344,000 | - | - | - | - | 344,000 |
| Miscellaneous Revenue | 2,069,000 | 14,000 | 51,000 | 18,000 | 19,500 | 2,176,500 |
| TOTAL REVENUES | 25,880,800 | 2,713,490 | 8,427,000 | 2,746,000 | 1,400,000 | 41,167,290 |
| EXPENDITURES | | | | | | |
| Personnel | 18,202,500 | - | 1,163,000 | - | 287,000 | 19,652,500 |
| Operating | 7,597,440 | 6,990 | 4,897,800 | 2,379,620 | 850,000 | 15,731,850 |
| Capital Outlay | - | - | 7,306,000 | - | 750,000 | 8,056,000 |
| Replacement Capital | 1,051,800 | - | 303,000 | - | - | 1,354,800 |
| Contributions | 986,860 | - | - | - | - | 986,860 |
| Debt Service, Contingency, Other | - | 871,100 | 847,000 | - | - | 1,718,100 |
| Depreciation and Amortization | - | - | 1,162,200 | 5,200 | - | 1,167,400 |
| TOTAL EXPENDITURES | 27,838,600 | 878,090 | 15,679,000 | 2,384,820 | 1,887,000 | 48,667,510 |
| REVENUES LESS EXPENDITURES | (1,957,800) | 1,835,400 | (7,252,000) | 361,180 | (487,000) | (7,500,220) |
| OTHER SOURCES (USES): | | | | | | |
| Proceeds of Debt | - | - | 10,000,000 | - | - | 10,000,000 |
| Connection Fees | - | - | 1,139,000 | - | - | 1,139,000 |
| Repayment of Advances | 1,545,900 | (1,835,400) | - | - | - | (289,500) |
| Operating Transfers In | 420,300 | - | - | 8,400 | - | 428,700 |
| Operating Transfers Out | (8,400) | - | - | (420,300) | (90,000) | (518,700) |
| TOTAL OTHER FINANCING SOURCES(USES) | 1,957,800 | (1,835,400) | 11,139,000 | (411,900) | (90,000) | 10,759,500 |
| NET ADDITIONS (DELETIONS) | - | - | 3,887,000 | (50,720) | (577,000) | 3,259,280 |
| FUND BALANCE/NET POSITION, BEGINNING OF YEAR | 31,090,680 | (10,716,418) | 24,738,253 | 2,305,359 | 1,464,762 | 48,582,636 |
| FUND BALANCE/NET POSITION, END OF PERIOD | \$ 31,090,680 | \$ (10,716,418) | \$ 28,625,253 | \$ 2,254,639 | \$ 887,762 | \$ 52,141,916 |

Fund balance (governmental funds) and **net position** (enterprise funds) are the difference between fund assets and liabilities reflected on the balance sheet (governmental funds) or statement of net position (enterprise funds).

General Fund Summary

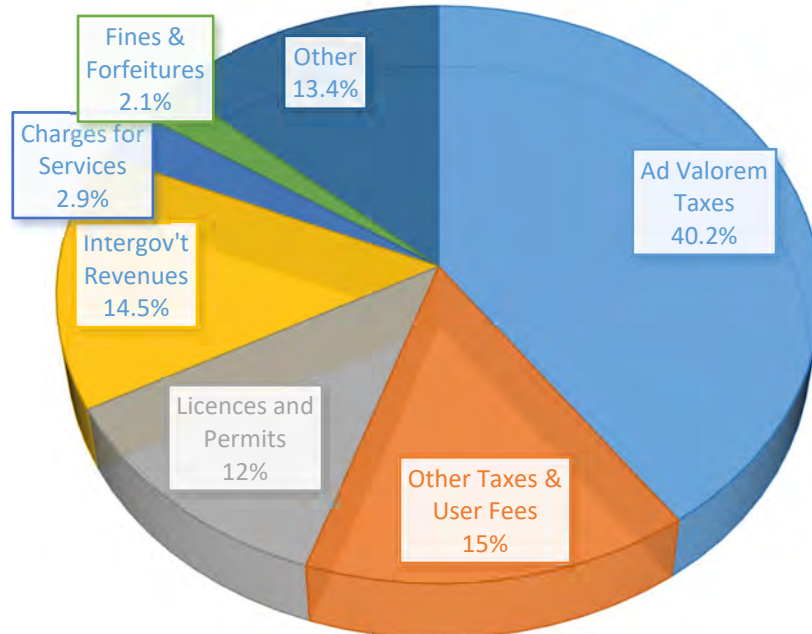
FY 2021 Total \$27,847,000

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.

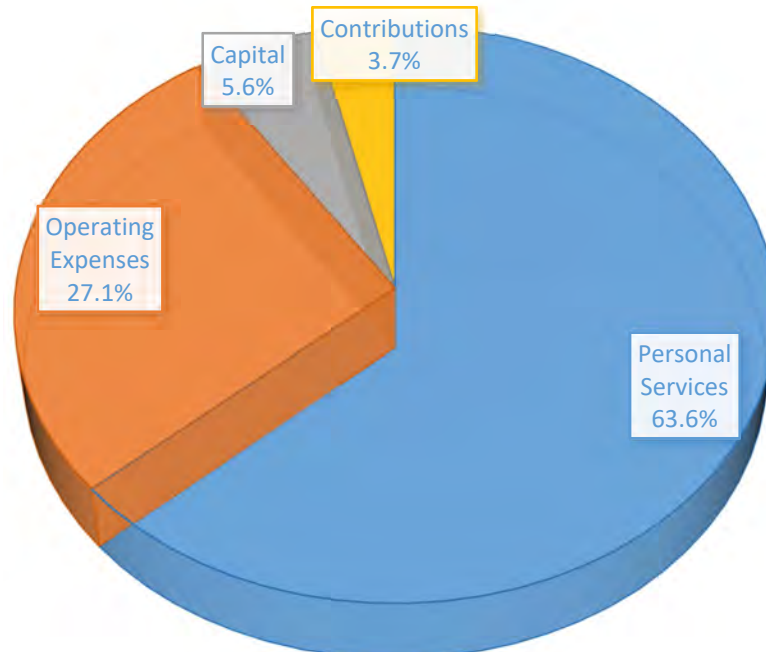
The General Fund is responsible for Public Safety, which includes Police, Fire and Building Safety & Code Enforcement; Public Works, except for Water, Wastewater, Solid Waste and Stormwater services, which are accounted for in separate funds; Planning and Development, Parks and Recreation, and general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

The FY 2021 General Fund Budget is \$27,847,000. There is no impact to total fund balance.

REVENUES



EXPENDITURES



General Fund Summary

| Revenues | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Ad Valorem Taxes | \$ 10,835,992 | \$ 11,666,638 | \$ 12,527,200 | \$ 12,930,100 | \$ 13,376,600 |
| Other Taxes and User Fees | 4,798,894 | 4,780,900 | 4,598,600 | 4,660,050 | 4,681,300 |
| Licenses and Permits | 3,036,264 | 2,986,100 | 2,536,000 | 2,535,800 | 2,715,800 |
| Intergovernmental | 4,272,549 | 3,716,800 | 2,830,000 | 3,091,000 | 3,823,000 |
| Charges for Services | 1,259,898 | 1,110,400 | 976,000 | 1,018,200 | 1,037,400 |
| Fines and Forfeitures | 686,107 | 508,600 | 344,000 | 258,500 | 415,000 |
| *Other | 3,288,641 | 5,780,172 | 4,035,200 | 2,104,500 | 2,135,500 |
| Transfer (To) From Fund Balance | (1,832,005) | (1,523,610) | - | 1,064,150 | 981,340 |
| Total Revenues | \$ 26,346,340 | \$ 29,026,000 | \$ 27,847,000 | \$ 30,068,600 | \$ 31,513,640 |

| Expenditures | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Administration | \$ 2,342,676 | \$ 2,505,000 | \$ 2,599,000 | \$ 2,666,800 | \$ 2,687,000 |
| Finance Department | 723,400 | 739,000 | 740,000 | 850,000 | 861,000 |
| Parks and Recreation | 1,041,145 | 1,388,000 | 1,207,500 | 1,310,000 | 1,854,000 |
| Community Development | 2,129,643 | 1,955,000 | 1,540,000 | 1,656,000 | 1,612,000 |
| Police Department | 6,690,179 | 6,891,000 | 7,176,000 | 7,420,000 | 7,633,000 |
| Fire/ Rescue | 5,622,578 | 5,748,000 | 5,919,500 | 6,232,000 | 6,412,000 |
| Public Works Department | 6,632,318 | 8,531,000 | 7,354,000 | 8,806,800 | 9,314,640 |
| Cultural Partners | 1,164,401 | 1,269,000 | 1,311,000 | 1,127,000 | 1,140,000 |
| Total Expenditures/Expenses | \$ 26,346,340 | \$ 29,026,000 | \$ 27,847,000 | \$ 30,068,600 | \$ 31,513,640 |

*Other includes investment income, rents, penalties, assessments, administrative revenue, interfund transfers and contributions.

General Fund Balance

The General Fund reflects the following within the **unassigned portion** of fund balance:

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, the City has steadily increased the balance. 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, however the City drew down \$350,000 following Hurricane Irma in FY 2017, which will be replenished in FY 2021 with a transfer from undesignated.

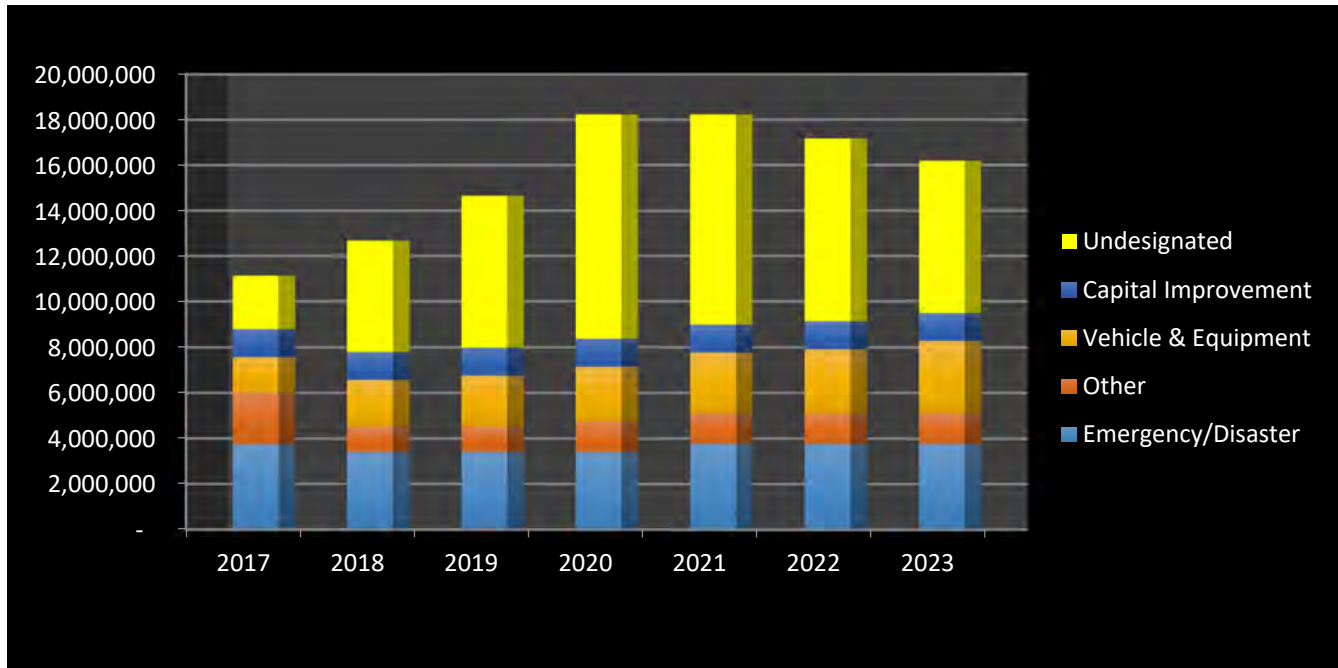
Designated for Vehicle/ Equipment Replacement. This designation provides a funding mechanism for maintaining the current fleet via internal financing. Each year the City determines the anticipated life expectancy of each vehicle or piece of equipment, estimates the replacement cost, and funds one year's 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.

Other. Includes a Designation for Matching Grants, Operating Contingency, Parks and Recreation, Cultural Corridor and Endowments. The purpose of the matching grants designation is to ensure that funds are available to match grants without specifically budgeting for them. The funding level is maintained at \$350K. The designation for operating contingency was established to provide funding for unanticipated opportunities or expenses to be used at the discretion of the City Council and the current balance is \$750K. Funding from prior year's still remains in the designations for parks and recreation projects (\$188K) and projects within the City's Cultural Corridor (\$13.5K). Finally, there is a small amount (\$20K) in endowment funds provided to the City where only the earnings are expended each year.

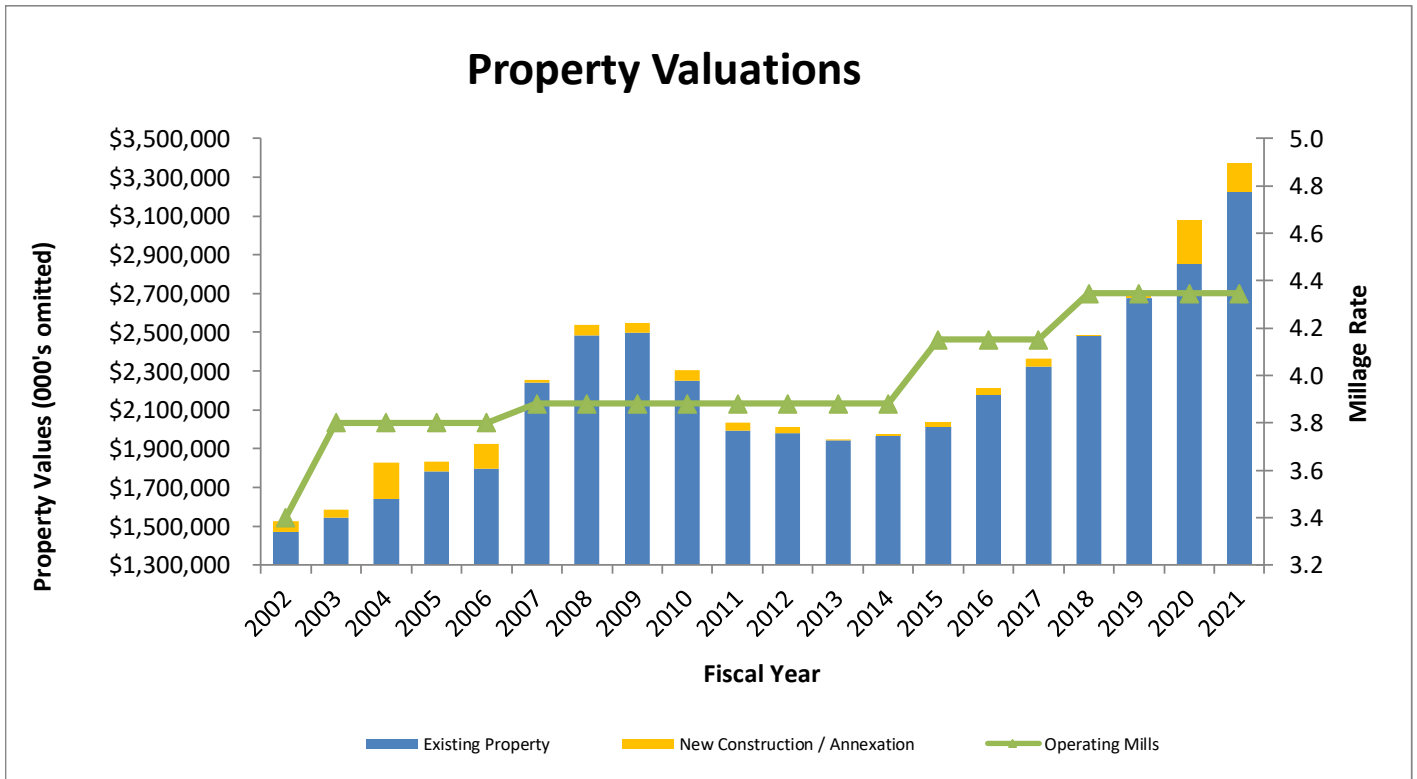
The City also has balances in **Nonspendable, Committed and Assigned** fund balance categories. **Nonspendable** fund balance is comprised of advances to the CRA (\$8.4 million) and prepaid expenditures (\$53K). **Committed** fund balance consists of encumbrances outstanding and **Assigned** fund balance consists of budgeted funds which City Council has approved to be carried forward to the next fiscal year.

General Fund Balance



| | Actual 2017 | Actual 2018 | Actual 2019 | Actual 2020 | Projected 2021 | Projected 2022 | Projected 2023 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Emergency | 3,750,000 | 3,400,000 | 3,400,000 | 3,400,000 | 3,770,000 | 3,770,000 | 3,770,000 |
| Other | 2,273,500 | 1,130,000 | 1,130,000 | 1,321,500 | 1,321,500 | 1,321,500 | 1,321,500 |
| Vehicle & Equip. | 1,546,599 | 2,042,269 | 2,231,256 | 2,431,449 | 2,687,256 | 2,824,602 | 3,191,516 |
| Capital Impr. | 1,232,000 | 1,232,000 | 1,232,000 | 1,232,000 | 1,232,000 | 1,232,000 | 1,232,000 |
| Undesignated | 2,331,239 | 4,869,207 | 6,657,528 | 9,849,737 | 10,768,930 | 9,906,672 | 8,597,895 |
| Unassigned Fund Balance | \$11,133,338 | \$12,673,476 | \$14,650,784 | \$18,234,686 | \$19,779,686 | \$19,054,774 | \$18,112,911 |
| Assigned | 2,029,205 | 1,663,251 | 927,310 | 1,954,119 | 1,954,119 | 1,954,119 | 1,954,119 |
| Committed | 3,988,529 | 2,209,818 | 2,459,371 | 2,469,296 | 2,469,296 | 2,469,296 | 2,469,296 |
| Nonspendable | 10,182,435 | 10,274,465 | 10,039,104 | 8,432,579 | 6,887,579 | 5,003,341 | 3,079,626 |
| Total Fund Balance | \$27,333,507 | \$26,821,010 | \$28,076,569 | \$31,090,680 | \$31,090,680 | \$28,481,530 | \$25,615,952 |

Ad Valorem Taxes



Ad Valorem Taxes are the single largest revenue source for the City, accounting for 42% 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 2021 taxable value increased 9.6% to \$3.4 billion. The FY 2021 budget is based on a millage rate of 4.3453 per \$1,000 of value, the same rate as in FY 2020. Due to the increase in taxable value and new construction, this rate will generate roughly \$700 thousand more tax revenue than FY 2020. Under the State's roll-back provisions, the City would need to levy a millage of 4.2333 in FY 2021 to generate the same amount of ad valorem revenue as FY 2020.

Utilities Fund Summary

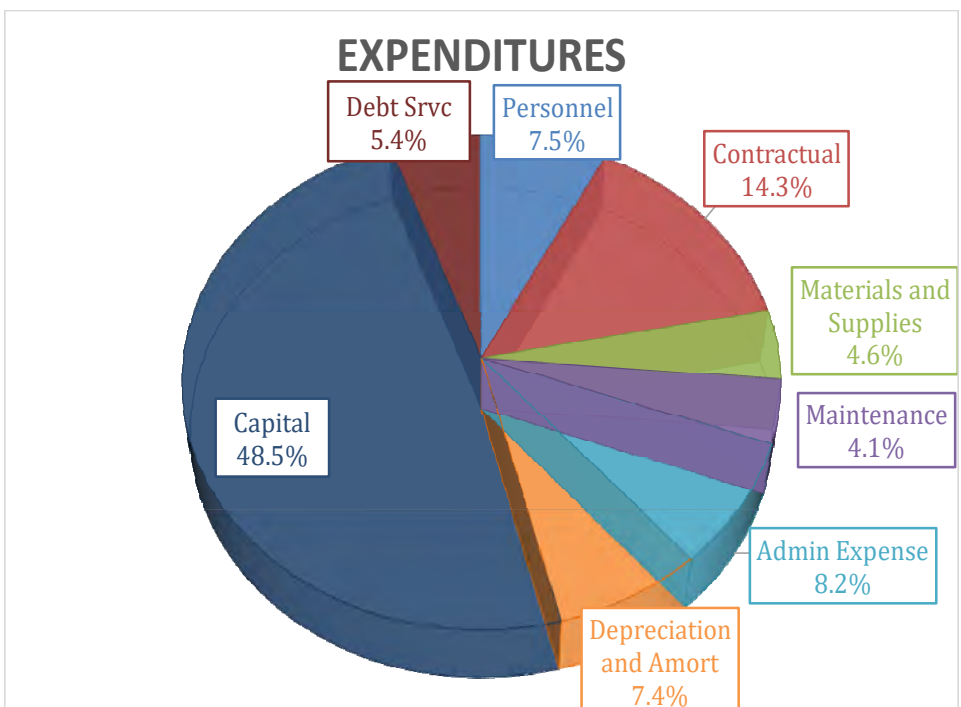
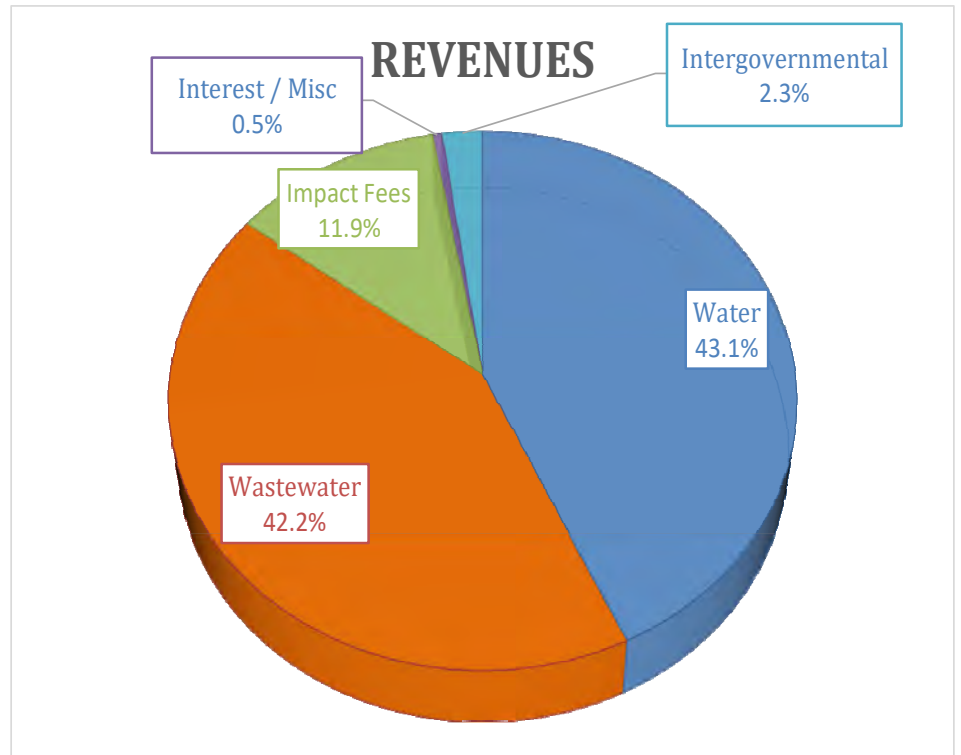
FY 2021 Total \$15,679,000

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 is determined by the Florida Public Service Commission based upon calculations of the GDP using a fiscal year comparison from the previous year. FY 2021 rates increased 1.79% for both water and wastewater.

There is a \$3.40 million increase in net position estimated for FY 2021, however this also includes \$10 million in loan proceeds to fund 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. Considering the new rates for FY 2021 and current consumption estimates, a net gain of \$450K is projected in the Utility Fund in FY 2021.



WATER & SEWER UTILITY FUND PRO FORMA STATEMENT OF INCOME

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|---------------|----------------------|---------------|---------------|
| Operating Revenues | | | | |
| Water System | \$ 4,089,100 | \$ 4,121,000 | \$ 4,407,000 | \$ 4,718,000 |
| Wastewater System | 4,020,200 | 4,036,000 | 4,364,000 | 4,725,000 |
| Miscellaneous Revenues | 7,200 | 5,000 | 5,000 | 5,000 |
| Total Operating Revenues | 8,116,500 | 8,162,000 | 8,776,000 | 9,448,000 |
| Operating Expenses | | | | |
| Personnel Services | 951,450 | 1,177,000 | 1,219,000 | 1,260,000 |
| Contractual Services | 1,968,100 | 2,242,690 | 2,319,990 | 2,470,790 |
| Materials and Supplies | 625,922 | 715,410 | 718,410 | 726,610 |
| Maintenance | 508,407 | 646,700 | 656,600 | 584,600 |
| Administrative Expenses | 1,311,378 | 1,279,000 | 1,304,000 | 1,330,000 |
| Total Operating Expenses | 5,365,257 | 6,060,800 | 6,218,000 | 6,372,000 |
| Operating Income Subject to Debt Coverage | 2,751,243 | 2,101,200 | 2,558,000 | 3,076,000 |
| Debt Service Coverage Ratio | 330% | 248% | 192% | 158% |
| Depreciation and Amortization | 1,131,493 | 1,162,200 | 1,202,000 | 1,241,000 |
| Total Operating Expenses | 6,496,750 | 7,223,000 | 7,420,000 | 7,613,000 |
| Operating Income (Loss) | 1,619,750 | 939,000 | 1,356,000 | 1,835,000 |
| Non-Operating Revenues (Expenses) | | | | |
| Debt Service (includes debt service coverage) | (833,800) | (847,000) | (1,329,000) | (1,947,000) |
| Investment Income | 45,400 | 46,000 | 46,000 | 46,000 |
| Intergovernmental | - | 219,000 | - | - |
| Gain (Loss) on Sale of Assets | - | - | 15,000 | 5,000 |
| Total Non-Operating | (788,400) | (582,000) | (1,268,000) | (1,896,000) |
| Income (Loss) Before Contributions | 831,350 | 357,000 | 88,000 | (61,000) |
| Impact / Connection Fees | 588,700 | 1,139,000 | 925,000 | 954,000 |
| Net Income (Loss) | 1,420,050 | 1,496,000 | 1,013,000 | 893,000 |
| Beginning Total Net Position | 23,318,203 | 24,738,253 | 26,234,253 | 27,247,253 |
| Ending Total Net Position | \$ 24,738,253 | \$ 26,234,253 | \$ 27,247,253 | \$ 28,140,253 |

WATER & SEWER UTILITY FUND CASH FLOW

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|---|---------------|---------------|---------------|---------------|
| Cash flows from operating activities: | | | | |
| Operating revenues | \$ 8,116,500 | \$ 8,162,000 | \$ 8,776,000 | \$ 9,448,000 |
| Operating expenditures ¹ | (5,365,257) | (6,060,800) | (6,218,000) | (6,372,000) |
| Net cash provided by operating activities | 2,751,243 | 2,101,200 | 2,558,000 | 3,076,000 |
| Cash flows from capital and related financing activities: | | | | |
| Receipts from connection fees | 588,700 | 1,139,000 | 925,000 | 954,000 |
| Utility loan proceeds | 265,000 | 10,000,000 | 6,600,000 | 6,740,000 |
| Grants | 74,470 | 219,000 | - | - |
| Debt service | (665,000) | (679,000) | (1,098,000) | (1,635,000) |
| Capital outlay | (7,932,199) | (18,609,000) | (11,760,000) | (5,525,000) |
| Capital outlay carryforward | 11,000,000 | 6,509,000 | 3,000,000 | 1,500,000 |
| Net cash provided by (used in) capital and related financing activities | 3,330,971 | (1,421,000) | (2,333,000) | 2,034,000 |
| Cash flows from investing activities: | | | | |
| Investment income | 45,400 | 46,000 | 46,000 | 46,000 |
| Net cash provided by investing activities | 45,400 | 46,000 | 46,000 | 46,000 |
| Net increase (decrease) in cash and cash equivalents: | 6,127,614 | 726,200 | 271,000 | 5,156,000 |
| Unrestricted Cash and cash equivalents, beginning of year | 4,643,876 | 10,771,490 | 11,497,690 | 11,768,690 |
| Unrestricted Cash and cash equivalents, end of period | \$ 10,771,490 | \$ 11,497,690 | \$ 11,768,690 | \$ 16,924,690 |
| ¹ Operating expenses less depreciation and amortization. | | | | |

Utilities Fund Rates

| Water Base Fees | |
|------------------------|-----------|
| Multi-Family, Per Unit | \$ 6.02 |
| Residential or 3/4" | \$ 12.03 |
| 1" Service | \$ 30.11 |
| 1½" Service | \$ 60.22 |
| 2" Service | \$ 96.35 |
| 3" Service | \$ 192.71 |
| 4" Service | \$ 301.12 |
| 6" Service | \$ 602.24 |
| 8" Service | \$ 963.60 |

| Single Family Residential Usage Fees | |
|--------------------------------------|---------|
| Fees per 1,000 gallons | |
| Block 1 (1 to 6,000) | \$ 1.50 |
| Block 2 (6,001 - 12,000) | \$ 2.27 |
| Block 3 (12,001 - 18,000) | \$ 3.02 |
| Block 4 (Over 18,000) | \$ 6.04 |

| Multi Family Residential - Per Unit Usage Fees | |
|--|---------|
| Fees per 1,000 gallons (number of units x block) | |
| Block 1 (1 to 3,000) | \$ 1.50 |
| Block 2 (3,001 - 6,000) | \$ 2.27 |
| Block 3 (6,001 - 9,000) | \$ 3.02 |
| Block 4 (Over 9,000) | \$ 6.04 |

| Commercial | |
|------------------------|---------|
| Fees per 1,000 gallons | |
| All Consumption | \$ 2.42 |

| Irrigation Base Fees | |
|----------------------|-----------|
| Residential or 3/4" | \$ 12.03 |
| 1" Service | \$ 30.11 |
| 1½" Service | \$ 60.22 |
| 2" Service | \$ 96.35 |
| 3" Service | \$ 192.71 |
| 4" Service | \$ 301.12 |
| 6" Service | \$ 602.24 |
| 8" Service | \$ 963.60 |

| Irrigation - Single Family Res. Usage Fee | |
|---|---------|
| Fees per 1,000 gallons | |
| Block 1 (1 to 12,000) | \$ 2.27 |
| Block 2 (12,001 - 18,000) | \$ 3.02 |
| Block 3 (Over 18,000) | \$ 6.04 |

| Irrigation x Factor Table Commercial and Multi Family Usage Fee | |
|--|---------|
| Fees per 1,000 gallons | |
| Block 1 (1 to 12,000) | \$ 2.27 |
| Block 2 (12,001 - 18,000) | \$ 3.02 |
| Block 3 (Over 18,000) | \$ 6.04 |

| Sewer Base Fees | |
|------------------------|-------------|
| Multi-Family, Per Unit | \$ 8.98 |
| Residential or 3/4" | \$ 17.96 |
| 1" Service | \$ 44.92 |
| 1½" Service | \$ 89.84 |
| 2" Service | \$ 143.75 |
| 3" Service | \$ 287.51 |
| 4" Service | \$ 449.24 |
| 6" Service | \$ 898.48 |
| 8" Service | \$ 1,437.58 |

| Sewer Fees per 1,000 Gallons of Metered Water Usage Fee | |
|--|---------|
| All Volumes | \$ 6.52 |

| Meter Size Factor Table | | | |
|-------------------------|-------------------------|-------------|---------|
| Meter Size | Block 1 | Block 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 | 193 - 288 | > 288 |
| 4" Service | 0 - 300 | 301 - 450 | > 450 |
| 6" Service | 0 - 600 | 601 - 900 | > 900 |
| 8" Service | 0 - 960 | 961 - 1,440 | > 1,440 |

Solid Waste Fund Summary

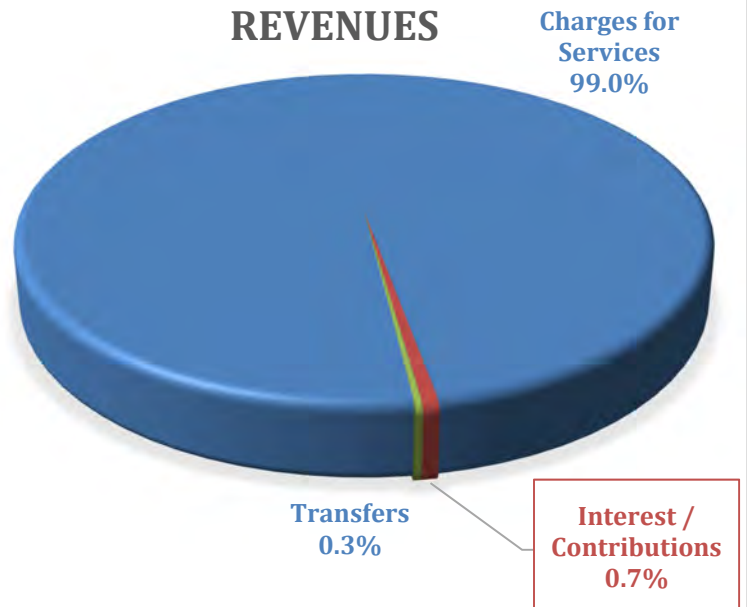
FY 2021 Total \$2,805,120

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.

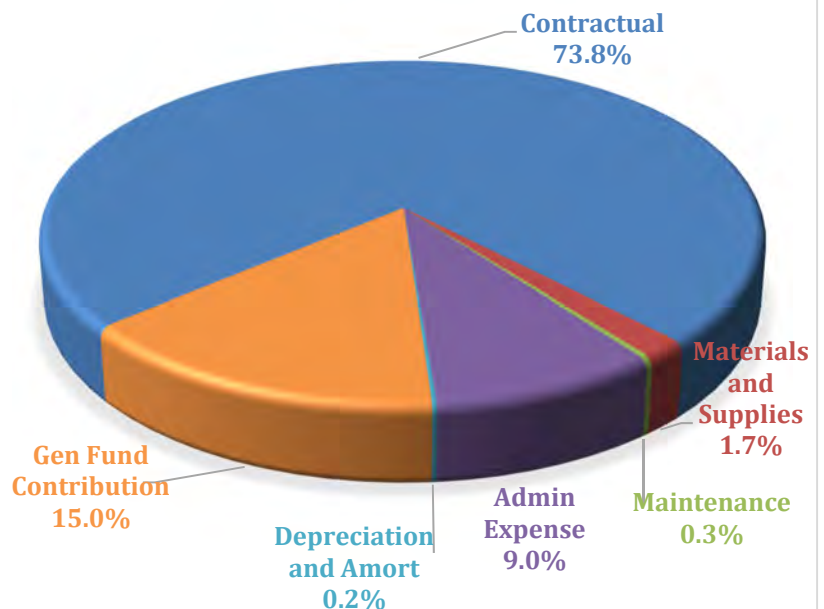
For FY 2021, the City continues the franchise agreement with Waste Pro of Florida for residential, commercial and multifamily solid waste and recycling collection services, following the execution of the option to extend the contract. Waste Pro is in the eighth year of a 1 year option following the original 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 and 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 2021 contribution amount is \$420K. The income statement projects a net loss of \$51K for FY 2021 due to changes in the recycling market. Rates have remained unchanged since FY 2013.

REVENUES



EXPENDITURES



SOLID WASTE FUND PRO FORMA STATEMENT OF INCOME

| | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|-----------------------------------|--------------|--------------|--------------|--------------|
| Operating Revenues | | | | |
| Charges for Services | \$ 2,786,000 | \$ 2,728,000 | \$ 2,753,000 | \$ 2,792,900 |
| Total Operating Revenues | 2,786,000 | 2,728,000 | 2,753,000 | 2,792,900 |
| Operating Expenses | | | | |
| Contractual Services | 2,065,550 | 2,071,320 | 2,150,990 | 2,230,990 |
| Materials and Supplies | 150,190 | 48,100 | 50,500 | 52,500 |
| Maintenance | 200 | 8,200 | 10,700 | 13,000 |
| Depreciation | 5,200 | 5,200 | 5,200 | 5,200 |
| Administrative Expenses | 247,200 | 252,000 | 256,000 | 261,000 |
| Total Operating Expenses | 2,468,340 | 2,384,820 | 2,473,390 | 2,562,690 |
| Operating Income | 317,660 | 343,180 | 279,610 | 230,210 |
| Non-Operating Revenues | | | | |
| Investment Income & Contributions | 33,900 | 18,000 | 18,000 | 18,000 |
| Total Non-Operating Revenues | 33,900 | 18,000 | 18,000 | 18,000 |
| Income Before Operating Transfers | 351,560 | 361,180 | 297,610 | 248,210 |
| Interfund Transfers (Out) | (417,000) | (420,300) | (422,000) | (424,000) |
| Interfund Transfers In | 12,700 | 8,400 | 4,100 | - |
| Net Income/(Loss) | (52,740) | (50,720) | (120,290) | (175,790) |
| Beginning Net Position | 2,358,099 | 2,305,359 | 2,254,639 | 2,134,349 |
| Ending Net Position | \$ 2,305,359 | \$ 2,254,639 | \$ 2,134,349 | \$ 1,958,559 |

| 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 | \$ 490.80 |
| 6 Yard | 1 | \$ 184.00 | | 6 Yard | 4 | \$ 736.00 |
| 8 Yard | 1 | \$ 245.40 | | 8 Yard | 4 | \$ 981.60 |
| 2 Yard | 2 | \$ 122.60 | | 2 Yard | 5 | \$ 306.50 |
| 4 Yard | 2 | \$ 245.40 | | 4 Yard | 5 | \$ 613.50 |
| 6 Yard | 2 | \$ 368.00 | | 6 Yard | 5 | \$ 920.00 |
| 8 Yard | 2 | \$ 490.80 | | 8 Yard | 5 | \$ 1,227.00 |
| 2 Yard | 3 | \$ 183.90 | | 2 Yard | 6 | \$ 367.80 |
| 4 Yard | 3 | \$ 368.10 | | 4 Yard | 6 | \$ 736.20 |
| 6 Yard | 3 | \$ 552.00 | | 6 Yard | 6 | \$ 1,104.00 |
| 8 Yard | 3 | \$ 736.20 | | 8 Yard | 6 | \$ 1,472.40 |

Stormwater Environmental Utility Fund

FY 2021 Total \$1,977,000

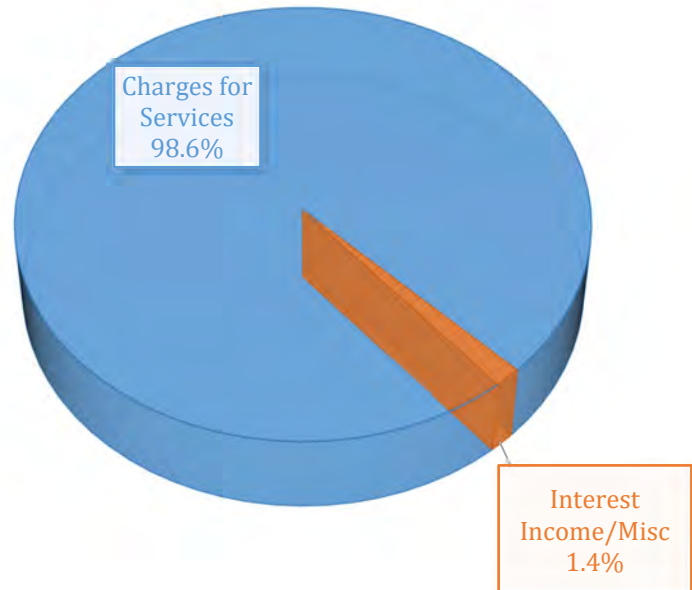
The Stormwater Environmental Utility Fund (SEU) is a special revenue fund dedicated to the maintenance of, and improvements to, the City's lakes and stormwater systems. The fund was created in August 2008 via Ordinance 1168.

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, which is, determined by dividing the budgeted cost for the city's stormwater environmental utility services for planning, administration, construction, capital improvements, operations and maintenance, extension and replacement, and debt service, by the sum of the ERU values of all developed parcels within the city. For FY 2021, the calculated maximum ERU is \$13.40 per month.

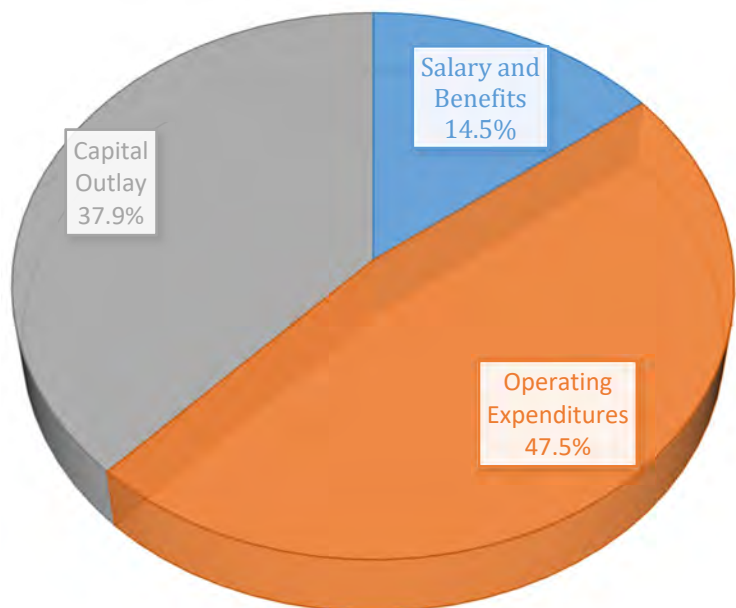
The FY 2021 budget was developed using an ERU of \$9.60, unchanged from FY 2019, however, at final adoption of the current rate, a rate of \$9.80 was adopted. Subsequent plan years have been developed assuming the \$9.80 ERU rate for FY 2022 and FY 2023.

The FY 2021 budget also reimburses \$90K of the total General Fund Administrative allocation of direct expenses of \$252K.

REVENUES



EXPENDITURES



Fund 32 – Stormwater Fund

| Fund 32 -- Stormwater Environmental Utility Fund | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| ERU per Month | \$9.60 | \$9.60 | \$9.80 | \$9.80 | \$9.80 |
| Fiscal Year | Actual 19 | Projected 20 | Budget 21 | Plan 22 | Plan 23 |
| SOURCES | | | | | |
| Starting Balance | \$ 1,996,422 | \$ 2,649,962 | \$ 1,464,762 | \$ 887,762 | \$ 394,762 |
| Stormwater Fees | 1,342,923 | 1,364,000 | 1,380,000 | 1,380,000 | 1,380,000 |
| Licenses and Permits | 550 | 500 | 500 | 500 | 500 |
| Grant Revenue | 377,652 | - | - | - | - |
| Investment Income | 57,320 | 27,900 | 18,000 | 18,000 | 18,000 |
| Miscellaneous Revenue | 2,783 | 3,800 | 1,500 | 1,500 | 1,500 |
| Total Sources: | \$ 3,777,650 | \$ 4,046,162 | \$ 2,864,762 | \$ 2,287,762 | \$ 1,794,762 |
| USES | | | | | |
| Salaries and Benefits | 277,744 | 226,000 | 287,000 | 296,750 | 306,700 |
| Operating Expenditures* | 700,410 | 1,212,784 | 940,000 | 996,250 | 1,011,300 |
| Vehicle/Operating Capital | - | 319,763 | - | - | 381,000 |
| Capital Outlay (CIP) | 149,534 | 133,453 | 750,000 | 600,000 | 500,000 |
| Carried Forward CIP | - | 689,400 | - | - | - |
| Recommendations | - | - | - | - | - |
| Total Uses: | \$ 1,127,688 | \$ 2,581,400 | \$ 1,977,000 | \$ 1,893,000 | \$ 2,199,000 |
| *Note: Does not include unreimbursed administrative allocation of \$162K for FY 2021. | | | | | |

The net impact of FY 2021 budget will reduce Fund Balance by \$577K or 39%. Council has decided that as a Special Revenue fund, the Stormwater fund does not need to maintain a large reserve and this is a planned draw down for capital improvements in 2021.

Community Redevelopment Agency

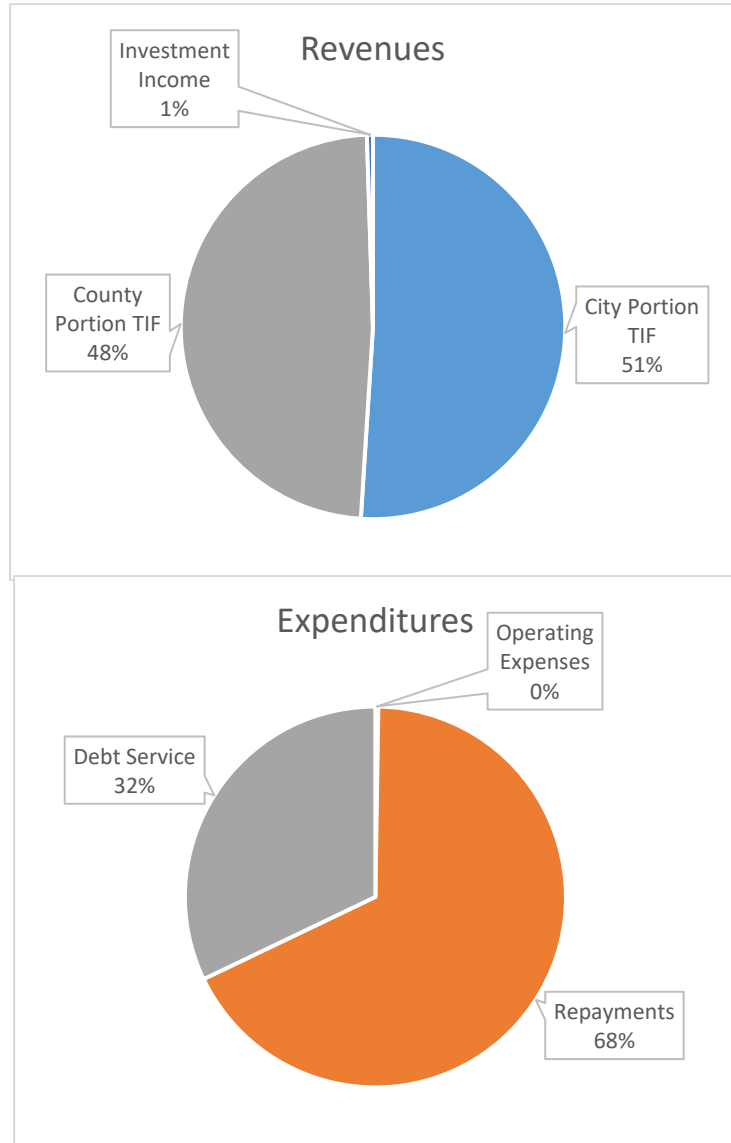
FY 2021 Total \$2,713,490

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 the City performs all accounting functions for the CRA. The CRA's services are provided exclusively to the City.

Revenues consist of tax increment financing (TIF) revenue contributed by both the County and City under the interlocal agreement for parcels in the downtown Maitland Redevelopment Area. Funds can be expended for capital projects approved in the downtown redevelopment master plan adopted in 2004 and updated in 2017.

The interlocal agreement between the City and the County expires in 2035.

Currently, TIF revenues and funding in the debt service account are sufficient to cover all CRA expenditures, including debt service payments and pay back advances from other City funds. In FY 2021, the City budgets a repayment of \$1.8 million from the CRA back to the other City Funds for funds that were advanced for previous CRA operations. Fiscal Year 2021 TIF revenues reflect a 26% increase over FY 2020.



Fund 61 - CRA

| Fund 61 -- Community Redevelopment Agency | | | | | |
|--|--------------------|------------------------|----------------------------|--------------------|--------------------|
| | Actual 19 | 4.3453 Projected 20 | 4.3453 Budget 21 | 4.3453 Plan 22 | 4.3453 Plan 23 |
| SOURCES | | | | | |
| TIF Revenues | | | | | |
| City Portion TIF | 508,987 | 1,076,277 | 1,399,608 | 1,442,062 | 1,478,347 |
| County Portion TIF | 519,459 | 1,068,894 | 1,299,882 | 1,330,212 | 1,356,134 |
| Gen Fund Transfer | 27,314 | 5,507 | - | - | - |
| Investment Income | 21,202 | 19,142 | 14,000 | 14,000 | 14,000 |
| Total Sources: | \$1,076,962 | \$2,169,820 | \$2,713,490 | \$2,786,274 | \$2,848,481 |
| USES | | | | | |
| Operating Expenses | \$27,314 | \$9,370 | \$6,950 | \$6,950 | \$6,950 |
| Interfund Advances | - | 1,295,810 | 1,835,440 | 1,884,238 | 1,923,715 |
| Debt Service | | | | | |
| Principal | 435,000 | 470,000 | 510,000 | 550,000 | 590,000 |
| Interest | 389,517 | 375,858 | 361,100 | 345,086 | 327,816 |
| Total Uses: | \$851,831 | \$2,151,038 | \$2,713,490 | \$2,786,274 | \$2,848,481 |

FY 2021 PROJECTED CHANGE IN FUND BALANCE – NONAPPROPRIATED FUNDS

| STATEMENT OF SOURCES, USES AND CHANGES IN FUND BALANCE | SPECIAL REVENUE | | DEBT SVC |
|---|--------------------|--------------------|-----------------------|
| | Park Impact | Mobility Impact | General Obligation |
| SOURCES | | | |
| Taxes | \$ - | \$ - | \$ 810,866 |
| Impact Fees | 6,453 | - | - |
| Grants | 200,000 | - | - |
| Investment Income | 5,000 | 4,000 | 2,200 |
| TOTAL SOURCES | <u>211,453</u> | <u>4,000</u> | <u>813,066</u> |
| USES | | | |
| Operating Expenses | - | - | - |
| Capital Improvements | 3,107,867 | 567,081 | - |
| Debt Service | - | - | 812,438 |
| TOTAL USES | <u>3,107,867</u> | <u>567,081</u> | <u>812,438</u> |
| SOURCES LESS USES | (2,896,414) | (563,081) | 628 |
| OTHER SOURCES | | | |
| Repayment of Advance to CRA | 289,467 | - | - |
| Repayment of Advances | - | - | - |
| TOTAL OTHER SOURCES | <u>289,467</u> | <u>-</u> | <u>-</u> |
| NET SOURCES | <u>(2,606,947)</u> | <u>(563,081)</u> | <u>628</u> |
| FUND BALANCE, BEGINNING OF YEAR | <u>2,701,113</u> | <u>851,488</u> | <u>117,811</u> |
| FUND BALANCE, END OF YEAR | <u>\$ 94,166</u> | <u>\$ 288,407</u> | <u>\$ 118,439</u> |

Fund 65 – Park Impact Fee

| Fund 65 -- Park Impact Fee | | | | | |
|----------------------------|---------------------|---------------------|---------------------|-------------------|-------------------|
| | Actual 19 | Projected 20 | Plan 21 | Plan 22 | Plan 23 |
| SOURCES | | | | | |
| Starting Balance | \$ 4,871,588 | \$ 4,836,024 | \$ 2,701,113 | \$ 94,166 | \$ 105,619 |
| Impact Fees | 8,604 | 4,302 | 6,453 | 6,453 | 6,453 |
| Grants | - | 200,000 | 200,000 | - | - |
| Interest Income | 93,983 | 30,972 | 5,000 | 5,000 | 5,000 |
| Repayment from CRA | - | - | 289,467 | - | - |
| Total Sources: | \$ 4,974,175 | \$ 5,071,298 | \$ 3,202,033 | \$ 105,619 | \$ 117,072 |
| USES | | | | | |
| Lake Lily Staircase | - | 39,097 | | - | - |
| Sandspur Rd Trail | 23,558 | 1,200,648 | 119,661 | - | - |
| Independence Square | 62,714 | 1,123,097 | 1,377,506 | - | - |
| Ft. Maitland Park | 51,879 | 4,343 | 1,500,000 | - | - |
| Other Capital | - | 3,000 | 110,700 | - | - |
| Total Uses: | \$ 138,151 | \$ 2,370,185 | \$ 3,107,867 | \$ - | \$ - |
| Ending Balance: | \$ 4,836,024 | \$ 2,701,113 | \$ 94,166 | \$ 105,619 | \$ 117,072 |

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 primary source of funding is Park Impact fees collected as part of residential development and new construction.

The Park Impact Fee fund balance will be drawn down \$2.6 million or 96% to complete several large capital projects.

Fund 36 – Mobility Fee

| Fund 36 -- Mobility Fee | | | | | |
|--------------------------------|---------------------|---------------------|-------------------|-------------------|-------------------|
| | Actual 19 | Projected 20 | Plan 21 | Plan 22 | Plan 23 |
| SOURCES | | | | | |
| Starting Balance | \$ 1,005,508 | \$ 1,027,237 | \$ 851,488 | \$ 288,407 | \$ 289,407 |
| Impact Fees | 10,544 | 62,579 | - | - | - |
| Interest Income | 25,981 | 11,672 | 4,000 | 1,000 | 1,000 |
| Total Sources: | \$ 1,042,033 | \$ 1,101,488 | \$ 855,488 | \$ 289,407 | \$ 290,407 |
| USES | | | | | |
| Sandspur/Maitland Ave Signal | \$ 14,796 | \$ - | \$ 217,081 | \$ - | \$ - |
| Dommerich Drive Sidewalk | - | 250,000 | - | - | - |
| Sandspur/Covewood Intersection | - | - | 350,000 | - | - |
| Maitland Center Bus Shelters | - | - | - | - | - |
| N. Keller Road Improvements | - | - | - | - | - |
| Total Uses: | \$ 14,796 | \$ 250,000 | \$ 567,081 | \$ - | \$ - |
| Ending Balance: | \$ 1,027,237 | \$ 851,488 | \$ 288,407 | \$ 289,407 | \$ 290,407 |

The Mobility Fee Fund accounts for the receipt and disbursement of mobility impact fees and related grant revenue. This fund was established by Ordinance 1314 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 2021 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.

As a result of FY 2021 planned expenditures, fund balance will be drawn down by \$563K or 66%. Fund balance will be replenished as development projects pay into the fund.

Fund 22 – Voted Millage Debt Service

| Fund 22 -- Voted Millage Debt Service | | | | | |
|--|------------------|---------------------|------------------|------------------|------------------|
| | Actual | | | | |
| | 19 | Projected 20 | Plan 21 | Plan 22 | Plan 23 |
| Assumed Millage | 0.3150 | 0.2770 | 0.2530 | 0.2490 | 0.2400 |
| SOURCES | | | | | |
| Starting Balance | \$84,133 | \$100,378 | \$117,811 | \$118,439 | \$123,312 |
| Voted Millage | 823,028 | 824,587 | 810,866 | 823,573 | 820,469 |
| Interest Income | 12,470 | 6,349 | 2,200 | 2,200 | 2,200 |
| Total Sources: | \$919,631 | \$830,936 | \$930,877 | \$944,212 | \$945,981 |
| USES | | | | | |
| Debt Service | | | | | |
| Principal | \$500,000 | \$510,000 | \$525,000 | \$550,000 | \$565,000 |
| Interest | 319,253 | 303,503 | 287,438 | 270,900 | 253,575 |
| Total Uses: | \$819,253 | \$813,503 | \$812,438 | \$820,900 | \$818,575 |
| Ending Balance: | \$100,378 | \$117,811 | \$118,439 | \$123,312 | \$127,406 |

Fund 22 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. \$9.1 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 0.2530 rate was adopted for FY 2021, reduced from 0.2770 in FY 2020.

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

| LEGEND |
|------------------------------|
| Operating Fund |
| 001: General Fund |
| Enterprise Funds |
| 441: Utilities Fund |
| 442: Solid Waste Fund |
| Special Revenue Funds |
| 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 2020 | Staff and boards review and submit preliminary operating and CIP requests |
| April 2020 | Draft CIP Issued |
| July 20, 2020 | FY 2021 General Fund Budget Workshop |
| July 21, 2020 | Art & History Museums and Maitland Public Library Budget Workshop |
| July 27, 2020 | City Council meeting to set tentative millage rate (TRIM) |
| August 2020 | TRIM notices mailed to property owners |
| August 3, 2020 | Enterprise fund, Stormwater, and CRA budget workshop |
| August 24, 2020 | City Council sets Stormwater Rate |
| September 14, 2020 | First public hearing for Tax Year 2020 (FY 2021) millage rate, tentative budget, and solid waste rates |
| September 28, 2020 | Final public hearing for Tax Year 2020 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-user 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 and 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 sets the methodology for establishing the annual amount of transfer from the Solid Waste Fund to the General Fund. The 2021 budgeted amount for the transfer is \$420K.
- 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 by the City, however the Pension Board establishes a budget as required by State Statute. 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, up to the plan limits. 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 21 \$282K). 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 2021 O&M expense for SSNOCWTA is \$104K.

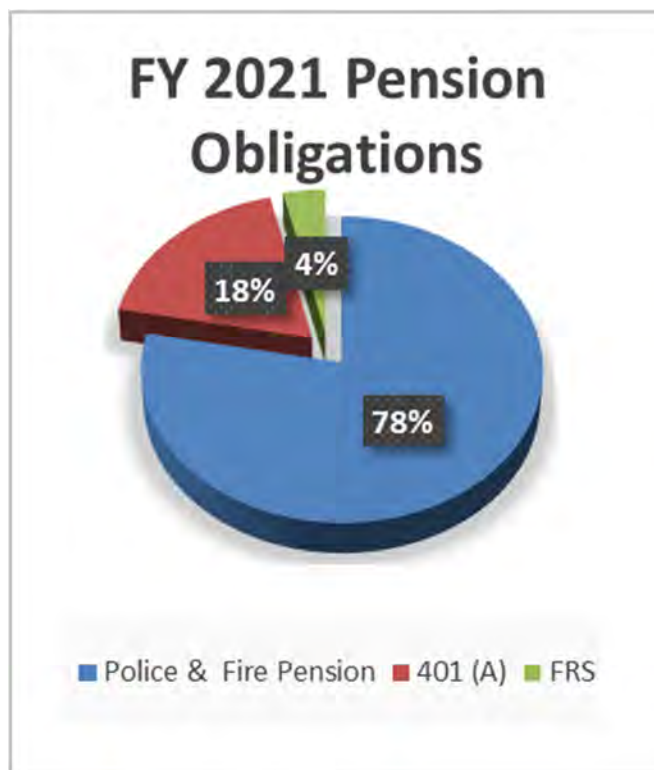
Water Operator Services – City of Altamonte Springs. In 2018, the City entered into a formal agreement with the City of Altamonte Springs, Florida for the operation of the City's three water treatment plants. The City is paying for this program through its water utilities funds for an approximate total of \$188K annually.

PENSION OBLIGATIONS

General Employees Pension Plan

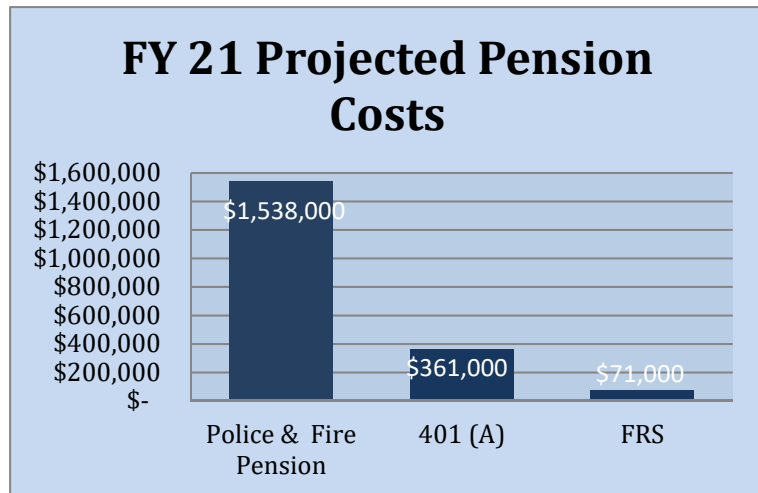
All employees hired prior to January 1, 1996, except for police officers and firefighters, participate in the Florida Retirement System (FRS), a cost sharing multiple employer public employee retirement system (PERS), administered by the Florida Department of Administration. The City's contribution rate is determined annually by the State of Florida. For FY 21, the City will contribute 10.00% 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.



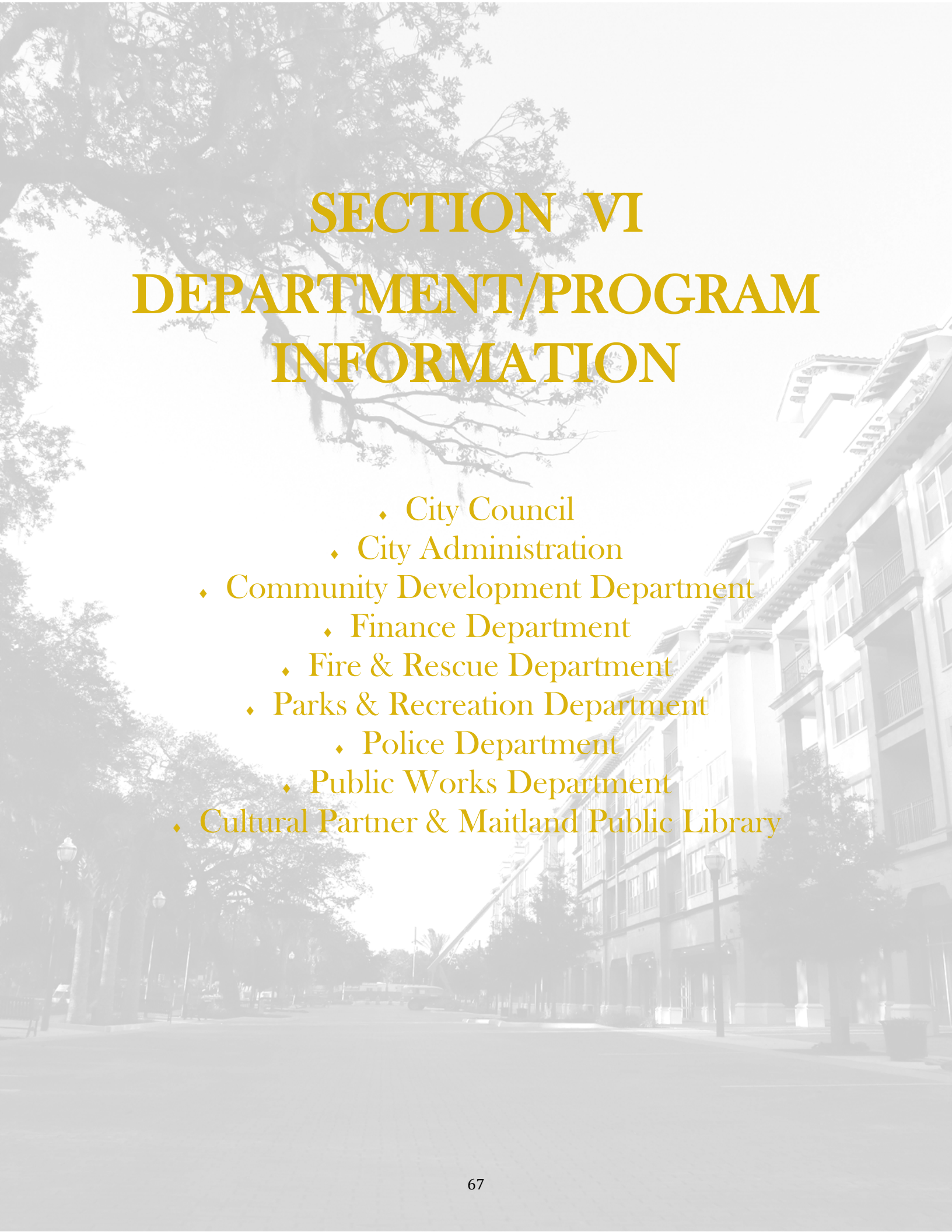
All full-time firefighters and sworn police officers participate. The Plan provides for normal retirement at age 55 with 10 years of credited service. Benefits fully vest after 10 years. The Plan also provides for disability retirement and a death benefit.

Members are required to contribute 6.7% of their annual salary. For FY 21, the City's contribution is 22.7%. Additional funding is provided by contributions from the State of Florida from property 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 \$1.54 million for FY 2021.

A breakdown of FY 2021 City pension obligations to all employees (General Fund, Utilities Fund, and Stormwater Fund) is demonstrated in the charts below.

| | General Fund | Utilities Fund | SEU Fund | Total |
|--------------------|--------------|----------------|-----------|--------------|
| FRS | \$ 66,000 | \$ 0 | \$ 5,000 | \$ 71,000 |
| 401 (A) | 303,500 | 48,400 | 9,100 | 361,000 |
| P/F Pension | 1,538,000 | 0 | 0 | 1,538,000 |
| | | | | |
| Total | \$ 1,908,000 | \$ 47,000 | \$ 15,000 | \$ 1,970,000 |

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 tone is professional and urban.

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



Vance Guthrie
Councilman



A. Dale McDonald
Mayor



Lindsay Hall
Harrison
Councilwoman



Michael Wilde
Councilman
Vice-Mayor

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------|-----------------|------------------|-------------------------|-----------------|------------------|
| Personal Services | \$25,219 | \$ 25,570 | \$26,000 | \$26,800 | \$27,500 |
| Operating Expenses | 22,405 | 11,430 | 15,500 | 15,500 | 15,500 |
| Capital Outlay | - | - | - | - | - |
| Contributions/Contingency | - | - | - | - | - |
| Total | <u>\$47,624</u> | <u>\$ 37,000</u> | <u>\$ 41,500</u> | <u>\$42,300</u> | <u>\$ 43,000</u> |

| | | | | | |
|--------------------------|------------|------------|-------------------|------------|------------|
| Budgeted Positions | | | | | |
| Full-time | 0 | 0 | 0 | 0 | 0 |
| Part-time | 5 | 5 | 5 | 5 | 5 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> | <u>5</u> |
| Total FTE | <u>2.5</u> | <u>2.5</u> | <u>2.5</u> | <u>2.5</u> | <u>2.5</u> |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|-----------|--------------|------------------|-----------|-----------|
| Personal Services | 1,304,484 | 1,439,340 | 1,569,000 | 1,573,000 | 1,625,000 |
| Operating Expenses | 929,581 | 935,410 | 951,500 | 987,500 | 943,000 |
| Capital Outlay | 60,987 | 57,250 | 37,000 | 64,000 | 76,000 |
| Contribution/Other | - | 36,000 | - | - | - |

| | | | | | |
|--------------|------------------|------------------|------------------|------------------|------------------|
| Total | 2,295,052 | 2,468,000 | 2,557,500 | 2,624,500 | 2,644,000 |
|--------------|------------------|------------------|------------------|------------------|------------------|

| | | | | | |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| No. of Positions | | | | | |
| Full-time | 13 | 13 | 13 | 13 | 13 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total No. of Positions | 13 | 13 | 13 | 13 | 13 |
| FTE | 13 | 13 | 13 | 13 | 13 |

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).

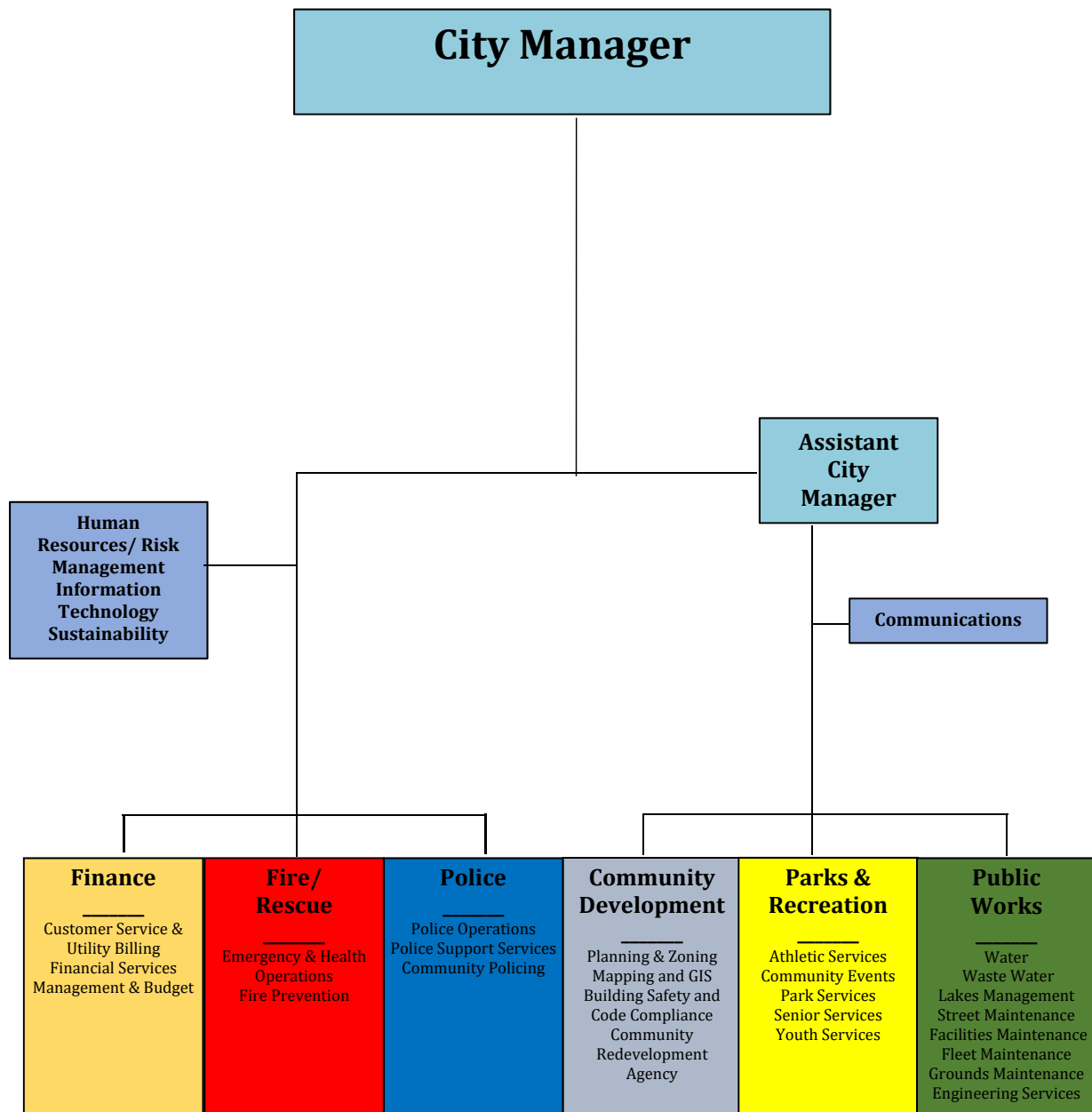
| |
|--|
| Areas of Responsibility: |
| · City-wide leadership and administrative support |
| · Liaison to City Council, Citizens and City Departments |
| · Strategic Plan Implementation |

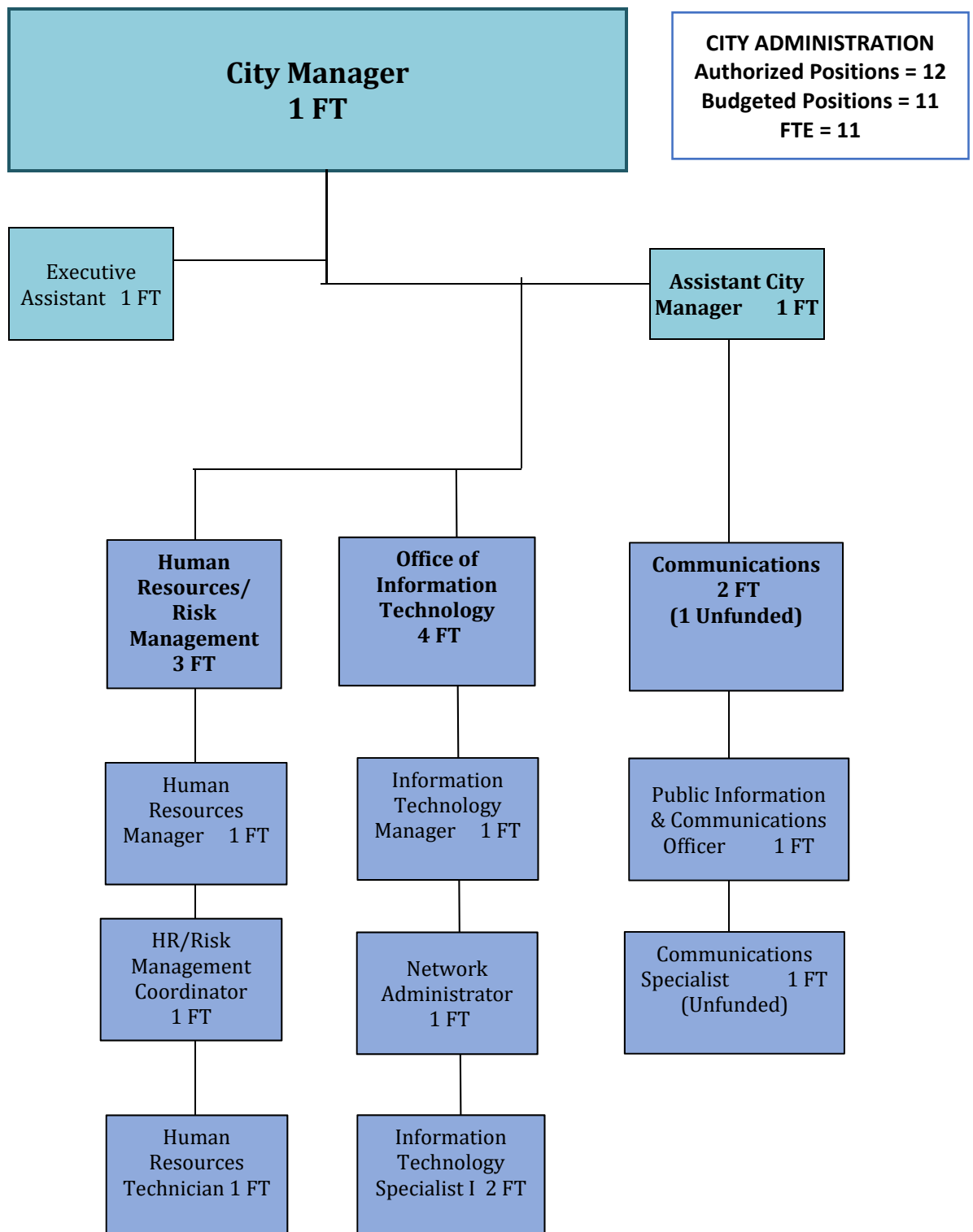
*City Manager
Sharon M. Anselmo,
CPA, ICMA-CM*

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Personal Services | \$451,611 | \$ 444,800 | \$507,000 | \$474,000 | \$489,000 |
| Operating Expenses | 163,309 | 239,630 | 187,500 | 252,500 | 253,000 |
| Capital Outlay | - | 6,570 | 12,000 | - | - |
| Contributions/Contingency | - | 36,000 | - | - | - |
| Total | <u>\$ 614,920</u> | <u>\$ 727,000</u> | <u>\$706,500</u> | <u>\$ 726,500</u> | <u>\$ 754,000</u> |

Budgeted Positions

| | | | | | |
|--------------------------|----------|----------|-----------------|----------|----------|
| Full-time | 3 | 3 | 3 | 3 | 3 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> |
| Total FTE | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</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 Study</div> <div>FY 2022 Capital Improvements Program</div> <div>State Revolving Fund Loans</div> <div>State and Legislative Agenda Coordination</div> |
| <div>Community Pride</div> | <div>→ Improve Quality of Neighborhoods</div> <div>→ Develop Maitland’s Identity</div> <div>→ Engage & Support the Business Community</div> | <div>Dommerich Estates Electric Conversion</div> <div>Charter Review 2021</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 2021 City Workplan

| Administration – City Workplan | |
|--|---|
| Project & Description | Project Timeline |
| State and Legislative Agenda Coordination - 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. | State legislative session ends in May 2021. Additional coordination for federal funding via the American Rescue Fund. |
| State Revolving Fund (SRF) Loans - Work with Public Works, State of Florida, and consultants in obtaining and monitoring the SRF loan program to finance Utility infrastructure improvements. | Ongoing as projects are designed and approved over the 5 year capital improvements plan. |
| Dommerich Estates Electric Conversion - Planning and design for the conversion of overhead lines to underground in the Dommerich Estates QNP Area. | Duke Energy to provide initial design for project by end of Q1 2022. |
| Implement Climate Change Mitigation and Sustainability Resolution - 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. | The initial plan is a two-year plan with reporting in Q3 FY 2021. |
| Library Space Needs - 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. | The next phase, polling has been put off until Q3 of 2021 to allow for more resident participation in workshops (virtual/live). |
| Charter Review 2021 - Coordinate Charter Review process for 10 year review of City Charter. | Expected completion in Q3 2021. |
| FY 2022 - Capital Improvements Program - Develop 5 year capital work program for infrastructure needs. | Begin development via departments in January, board review in the Q2 and adoption in September 2021. |

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*

| |
|--|
| Services: |
| • 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services | \$422,930 | \$ 427,340 | \$441,200 | \$460,000 | \$477,000 |
| Operating Expenses | 87,470 | 66,660 | 81,000 | 92,000 | 132,000 |
| Capital Outlay | - | - | - | - | - |
| Total | \$ 510,400 | \$ 494,000 | \$ 524,000 | \$ 552,000 | \$ 609,000 |

| | | | | | |
|--------------------------|---|---|----------|---|---|
| Budgeted Positions | | | | | |
| Full-time | 3 | 3 | 3 | 3 | 3 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 3 | 3 | 3 | 3 | 3 |
| Total FTE | 3 | 3 | 3 | 3 | 3 |

City Administration: Human Resources

Department Overview

FY 2020 Highlights

- ◆ Secured an agreement for Group Health Insurance and Other Employee Benefits. Effective date of coverage January 1, 2018.
- ◆ Successful completion of FY 2020 City-wide open enrollment.
- ◆ Completed City-wide wellness program with CIGNA.
- ◆ Successful completion of City-wide training plan for FY 2020.

FY 2021 Program Goals

Maintain Quality Public Safety Services

- Maitland Professional Firefighters IAFF Local 3590

Maintain Employee Morale

- Wellness Awareness—Educational workshops and materials
- Negotiate 2021 group insurance rates to be implemented Q2 2021
- Conduct Open Enrollment
- Development and implement City-wide training for FY 2021
- Continue update of personnel policies & procedures
- Implement 1% Across the Board salary adjustment City-wide

Performance Measures Highlights and Goals

- City-wide employee turnover rate decreased in FY 2020 with a goal of lowering again in FY 2021
- Incidents needing medical care in FY 2020 increased, using continuing safety education to promote a safe environment will hopefully reduce this number in FY 2021
- Set a goal of increasing City-wide training hours for FY 2021 after a significant decrease in FY 2020 due to COVID-19

City Administration: Human Resources

Department Overview – FY 2021 City Workplan

| Human Resources - City Workplan | |
|---|--|
| Project & Description | Project Timeline |
| Secure Agreement for Group Health - Work with the City's Agent to secure an Agreement for group health insurance with CIGNA and provide favorable benefits to employees with rates that were within the City budget. There is no increase in rate for dental, vision, or life insurance for CY2021. | The Group Health agreement for the City should be completed in Q1 of 2021. |
| Implement the 1% Across The Board (ATB) adjustment at the beginning of FY21 - The budget provides for a 1% ATB to all employees. This increase would be applied to employee's first full payroll paycheck in October, 2020 as part of the overall FY21 compensation program. Employees will also be eligible for a merit increase on their review date and based on their job performance. | The 1% Across The Board for the City should be completed in Q1 of 2021. |

City Administration: Human Resources

Department Overview – FY 2021 Departmental Workplan

| Human Resources - Department Workplan | |
|--|--|
| Project & Description | Project Timeline |
| Conduct Open Enrollment - Upon securing an Agreement for Group Health, HR staff will plan and conduct open enrollment sessions for City employees and eligible retirees. | Open Enrollment will be conducted during first quarter of FY21. The City will work with the City's Agent, and various City providers, to present an educational enrollment to employees and gave employees an opportunity to select the type of coverage(s) that best fit the needs of their family. |
| City-Wide Training and Wellness Events Plan for CY21 - 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. | Each quarter will have a number of city-wide training schedule for CY21 |
| Annual Insurance Renewal - Property, Casualty & WC - Work with the City's Insurance Agent and Carriers to submit a thorough and comprehensive renewal that provides the most up to date information. | The annual insurance will be renewed in the first quarter of FY21. |
| Distribute Form 1095-C to Employees - 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. | The required 1095-C forms are due during the 2nd quarter of FY21. |
| Secure Agreement for Industrial Medical Services -The City secured an Agreement with AdventHealth for Industrial Medical Services (IMS) that will provide the expertise needed in Occupational Health for specialized jobs. | Confirmed that there will be no rate increases for FY2021 |
| Draft of Personnel Policies and Procedures Manual - Work 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. | Sections of the policy will be provided to the CM. |
| Maitland Professional Firefighter, Local 3590, IAFF - 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. | Will work with the Maitland Professional Firefighter, Local 3590 when requested to meet. |

| Human Resources - Department Workplan | |
|---|---|
| Project & Description | Project Timeline |
| Equal Employment Opportunity (EEO)-4 Revised Plan and City Manager Report - Provide updated EEO-4 report for 2021. This report is completed every other year. | The City's policy of equality of opportunity applies to all levels of employment in the City and to all job classifications. The data for this reported in gather in June and provided to the federal government during the 4th quarter of FY21 |
| New Software to handle recruitment and on-boarding. Work with PIO to have the new software for recruitment and on-boarding. | Will work with PIO to have the new software (NeoGov) implemented by the end of the first quarter of FY21. |
| Secure an Agreement for an Insurance Agent/Broker Services for Health and Other Employee Benefits: Secure an Agent/Broker Services for Health and Other employee Benefits that will benefit both the City and the employees. | Will work to secure an Agent of Record during FY21 for subsequent years. |

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: |
| <ul style="list-style-type: none"> Hardware/Software installation and Support <ul style="list-style-type: none"> ♦ Help-Desk support ♦ Network Administration |
| <ul style="list-style-type: none"> IT Training |
| <ul style="list-style-type: none"> City-Wide Communications |

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
| Personal Services | \$ 243,818 | \$ 290,000 | \$ 334,000 | \$ 345,000 | \$ 355,000 |
| Operating Expenses | 628,158 | 608,320 | 597,000 | 597,000 | 512,000 |
| Capital Outlay | 60,987 | 50,680 | 25,000 | 64,000 | 64,000 |
| Contributions/Contingency | - | - | - | - | - |
| Total | \$ 932,963 | \$ 949,000 | \$ 956,000 | \$1,006,000 | \$ 931,000 |

Note: Includes City Communications

| | | | | | |
|--------------------------|----------|----------|----------|----------|----------|
| Budgeted Positions | | | | | |
| Full-time | 4 | 4 | 4 | 4 | 4 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 4 | 4 | 4 | 4 | 4 |
| Total FTE | 4 | 4 | 4 | 4 | 4 |

City Administration: Information Technology

Department Overview

FY 2020 Highlights

- Assisted with the EnerGov Server/Software Upgrade
- Completed Maitranet Upgrade with PIO
- Completed Community Park IT Upgrades
- Assisted with wireless meter reading conversion project.
- Completed security camera installation at City Hall.
- Implemented mobile device management city-wide.
- Established security training program for all City staff with access to IT infrastructure.

FY 2021 Program Goals

Maintain Quality Public Safety Services

- Install IT infrastructure for Downtown Police Sub-Station

Quality Government Services

- Update IT Policies
- Replace existing back up solution with hybrid
- Implement text messaging archival system

Performance Measures Highlights and Goals

- Responded to 100% of work orders within 1 day, and closed 97% of work orders within 1 day of submission, exceeding the target of 95%.
- Employee training contact hours decreased about 18% to 1,215 hours. In person training was eliminated during pandemic due to social distancing.

City Administration: Information Technology Department Overview – FY 2021 Departmental Workplan

| Administration - Departmental Workplan | |
|--|---|
| Project & Description - Information Technology | Project Timeline |
| Hybrid Backup Solution (IT) - IT is seeking a solution to replace our tape backup system. We are looking to move to the cloud with a Hybrid solution. This project is being carried into FY2021 | Project completion estimated for Q2 FY21. |
| Text Messaging Archiving (IT) - IT is currently seeking a solution to provide the ability to achieve text messages on city Cell phones. This project is dependent on completion of the MDM. | Project completion estimated for Q1 FY21. |
| Public WI-FI New Park (IT) - 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. The Park is currently under construction. This project is ongoing and moved into FY 2021 | Project completion estimated for Q2 FY21. |
| Update IT Policies - Update of IT policies. | Project completion estimated for Q3 FY21. |
| Common Access Card (IT) - 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. This project has been carried forward to FY21 | Project completion estimated for Q3 FY21. |

City Administration: Human Resources

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--|------------------------|------------------------|------------------------|
| Corporate Training | | | |
| Workload: # of times Employees Trained | 740 | 785 | 500 |
| Workload: Total Contact Hours | 1485 | 1215 | 1,250 |
| Effectiveness: Customer Survey-Questions Answered With Satisfaction (4th Qtr) | N/A | N/A | |
| Hardware\Software Support | | | |
| Workload: Total Work Orders Opened | 1108 | 999 | 900 |
| Workload: Total Work Orders Closed | 1104 | 1003 | 900 |
| Efficiency: % of Requests Responded to Within 1 Working Day | 100% | 100% | 100% |
| Efficiency: % of Requests Closed Within 1 Working Day | 97% | 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Personal Services | \$92,414 | \$100,000 | \$102,000 | \$105,000 | \$109,000 |
| Operating Expenses | 18,090 | 9,000 | 15,000 | 16,000 | 16,000 |
| Capital Outlay | - | - | - | - | - |
| Total | \$110,504 | \$109,000 | \$117,000 | \$121,000 | \$125,000 |

Budgeted Positions

| | | | | | |
|---------------------------------|----------|----------|----------|----------|----------|
| Full-time | 1 | 1 | 1 | 1 | 1 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 1 | 1 | 1 | 1 | 1 |
| Total FTE | 1 | 1 | 1 | 1 | 1 |

City Administration: Communication

Department Overview

FY 2020 Highlights

- Implemented new video system for public viewing of Council meetings and board meetings.
- Provided photography services for City events, social media and website.
- Implemented new website, including online services and agenda distribution system.
- Assisted community partners and local businesses with communications during pandemic.

FY 2021 Program Goals

Quality Government Services

- Continue bi-monthly production of City's e-newsletter.
- 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.
- Continue to support local businesses by social media highlights and direct engagement.
- Support continued growth of downtown by promoting City events in Independence Square.

Performance Measures Highlights and Goals

- Created 51 graphics, down from 211 in 2019.
- There was a decrease in visitors to the City webpage, which is expected to have a significant increase in 2021 due to the upgrades completed at the end of the calendar year (online permitting portal and request tracker programs).
- Media inquiries were down significantly in 2020, as the pandemic and presidential election shifted attention away from local news.

City Administration: Communication

Department Overview – FY 2021 Departmental Workplan

| Administration - Departmental Workplan | |
|---|--|
| Project & Description - Public Information Office | Project Timeline |
| Community Outreach for Lift Station 1 Project (PIO) - In coordination with Public Works, draft community outreach publications for the installation of LS#1 and eventual sewer conversion for Dommerich Hills. | Created utilities website to communicate information. Will continue to update the site as project progresses through the phases. |
| Communications for U.S. Highway 17-92 Utility Improvements (PIO) - Coordinate with Public Works to implement a communications plan for 17-92 utility project. | Created utilities website to communicate information. Will continue to update the site as project progresses through the phases. |
| Communications for Mohican Sidewalks (PIO) - Coordinate with Public Works for communication plan and handling of resident issues during construction. | Sidewalks anticipated to be completed in Q3 FY 2021. |
| Communications for City Events (PIO) - Implement a communications plan to support City events. | Events are expected to resume in Q2 - Q3 FY 2021. |
| Communications for Climate Change Mitigation (PIO) - Implement a communications plan to support City-wide climate change mitigation and sustainability efforts. | Two-year project, updated regularly. |

City Administration: Communication

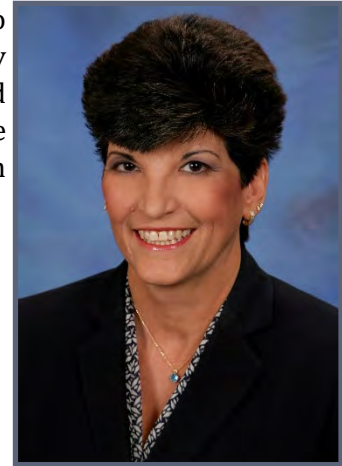
Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|---|------------------|------------------|--------------------|
| Media Relations Number of Media Queries | 92 | 14 | 72 |
| Number of Graphics Created | 211 | 51 | 200 |
| Social Media Reach: Number of Weeks at least 750 Facebook Users were Reached | 51 | 26 | 52 |
| Website Number of Site Visits Number of Visitors | 78,504 76,171 | 40,900 40,900 | 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.



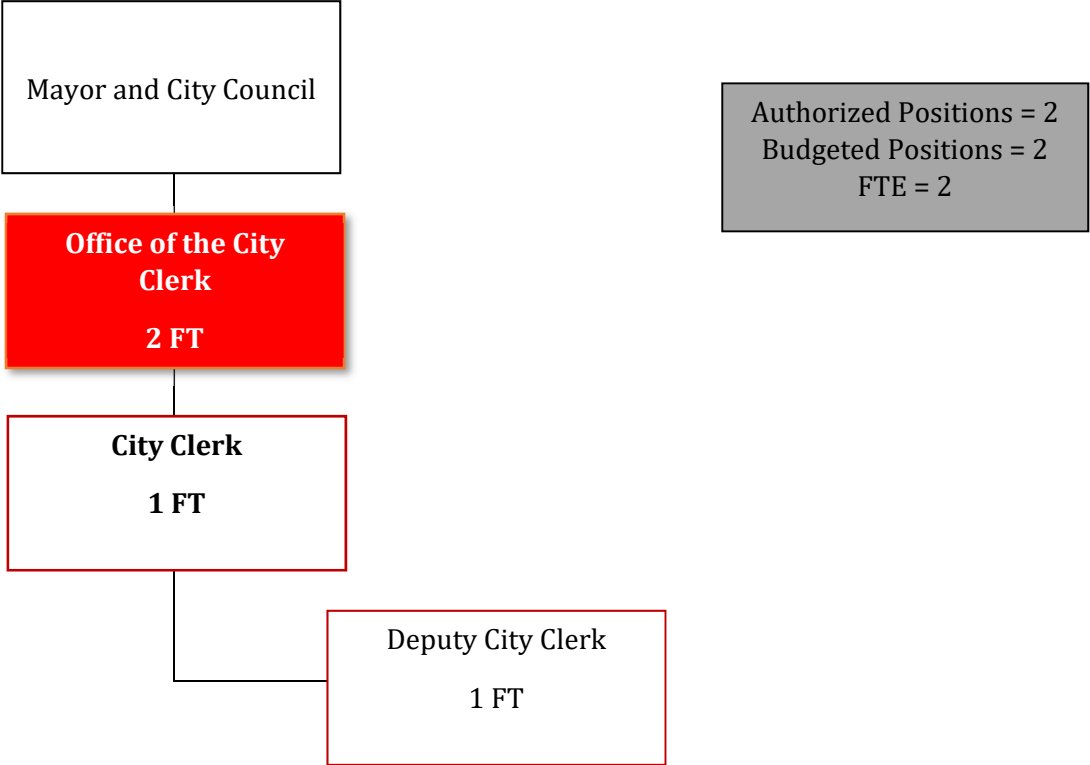
*City Clerk
Maria Waldrop*

| |
|--|
| Services: |
| • Maintain the City's Current and Historical Records |
| • Preservation and Dissemination of Information |
| • City Cemetery |

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|------------------|------------------|-------------------------|------------------|------------------|
| Personal Services | \$193,711 | \$177,200 | \$183,000 | \$189,000 | \$195,000 |
| Operating Expenses | 32,554 | 11,800 | 71,000 | 30,000 | 30,000 |
| Capital Outlay | - | - | - | - | - |
| Total | <u>\$126,265</u> | <u>\$189,000</u> | <u>\$254,000</u> | <u>\$219,000</u> | <u>\$225,000</u> |

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

Office of the City Clerk



City Administration: City Clerk

Department Overview

FY 2020 Highlights

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

FY 2021 Program Goals

Maintain Quality Government Services

- Coordinate with Supervisor of Elections for 2021 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
- Coordinate the Tri-County League of Cities meeting

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.

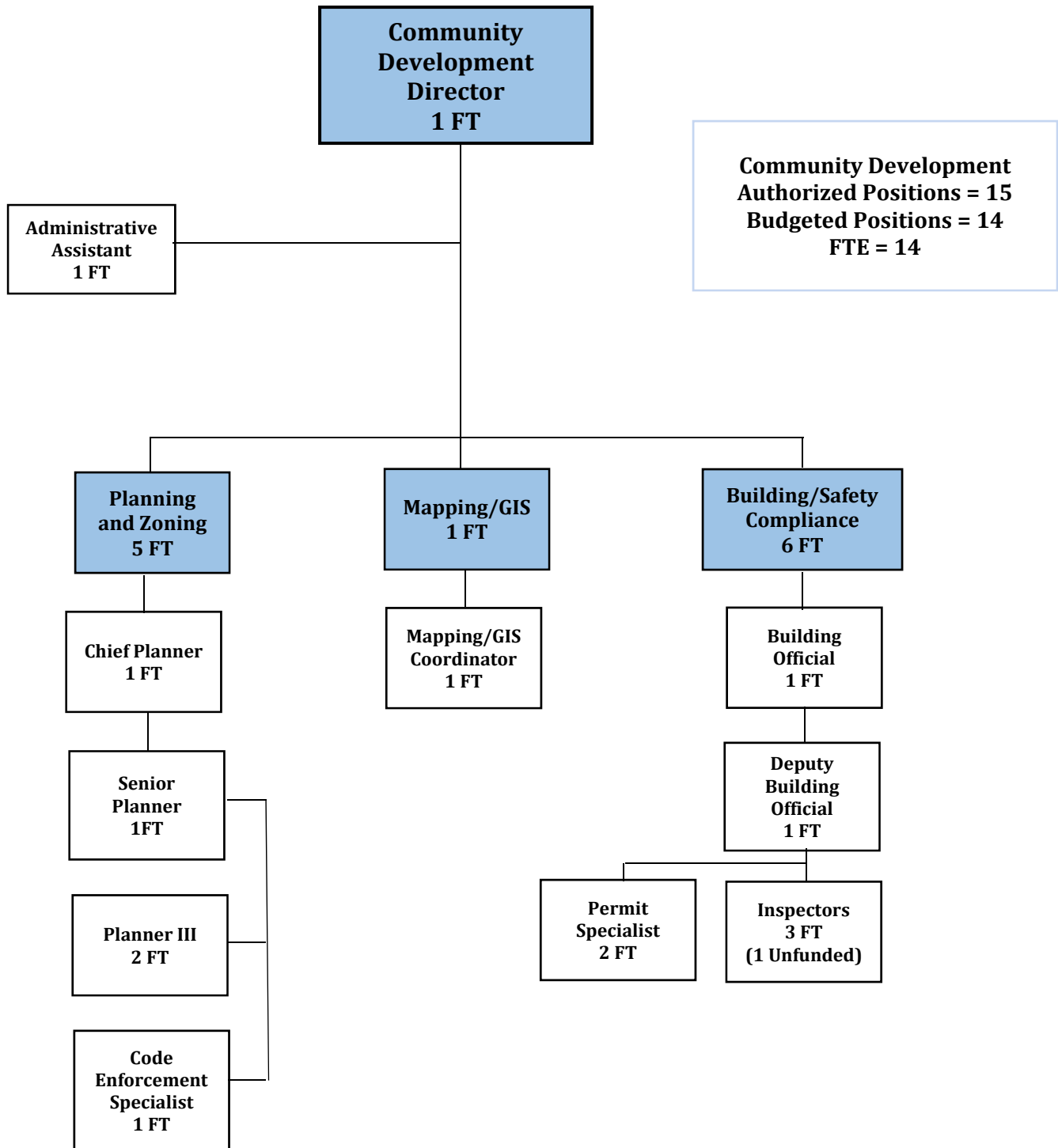


*Community
Development Director
Dan Matthys*













Areas of Responsibility:

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

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|--------------------|--------------------|---------------------------|--------------------|--------------------|
| Personal Services | \$1,205,260 | \$ 1,049,040 | \$1,222,000 | \$1,260,000 | \$1,302,000 |
| Operating Expenses | 918,833 | 936,103 | 324,990 | 381,650 | 302,550 |
| Debt Service | 824,517 | 845,858 | 871,100 | 895,086 | 917,816 |
| Capital Outlay | - | - | - | - | - |
| Other | 32,864 | 65,717 | 1,835,400 | 1,905,838 | 1,938,115 |
| Total | <u>\$2,981,474</u> | <u>\$2,896,718</u> | <u>\$4,253,490</u> | <u>\$4,442,574</u> | <u>\$4,460,481</u> |
| Budgeted Positions | | | | | |
| Full-time | 16 | 15 | 14 | 14 | 14 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>16</u> | <u>15</u> | <u>14</u> | <u>14</u> | <u>14</u> |
| Total FTE | <u>16.0</u> | <u>15.0</u> | <u>14.0</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 |
|---|--|---|
| Beautiful Parks and Lakes |  East/West Park Systems  Expand Recreation Facilities | |
| Safe Neighborhoods |  Quality Public Safety Services | |
| Robust Cultural Programs | | |
| Quality Government Services |  Maintain Employee Morale  Maintain and Expand Infrastructure  Improve Interagency Communications | FY 2022 Capital Improvements Program |
| Community Pride |  Improve Quality of Neighborhoods  Develop Maitland’s Identity  Engage & Support the Business Community | Land Development Code Overhaul Sign Code Overhaul West Side Master Plan Strategic Update |
| Preservation of Natural Resources |  Water Quality and Conservation | |
| State-of-the-Art Commerce Centers |  Improve Transportation City-wide  Plan for Downtown Development | |

Community Development - City Workplan

| Project & Description | Status | Project Timeline |
|---|-------------|---|
| Develop Capital Improvements Program- 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 2021. |
| West Side Master Plan Strategic Update - 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. | On Hold | The initial request has been made to the ULI. Communications with TAP group have resumed and it is anticipated a late June, early July completion of the TAP study recommendations. |
| Land Development Code Overhaul - 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 was adopted at the end of Q3 of FY20. The first 2 modules have been drafted. P&Z has reviewed Module 1 and Module 2 |
| Sign Code Overhaul - CDD Staff will work with LDC consultants to review and overhaul the existing sign ordinance which is seen as cumbersome and not necessarily equitable. This project will be incorporated into the overall LDC with the exception of a few minor touch up ordinances (i.e. campaign signs). | Started | This project coincides with the LDC Overhaul, which is anticipated to be completed in Q3 of FY21. Draft language of the new sign code is located in Module 2 which is currently under review by the P&Z commission. |
| Procedures Manual and Landscape Palette - The LDC procedures and manual and landscape palette accompany the LDC overhaul and will be adopted by reference with the overall LDC adoption. This includes checklists, processes, applications, procedures and landscape palette to go along with Landscaping regulations in the LDC. | Started | Staff has been working on drafting the Procedures Manual and Landscape Palette (PMLP). Initial outline and drafting has begun as well as working with PW to review the draft landscape palette. It is anticipated a draft be ready by the end of Module 2.C review. |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|--------------------|--------------------|--------------------------|-------------------|-------------------|
| Personal Services | \$ 664,120 | \$ 603,640 | \$ 609,000 | \$ 628,000 | \$ 649,000 |
| Operating Expenses | 664,667 | 534,643 | 61,000 | 63,400 | 17,600 |
| Capital Outlay | - | - | - | - | - |
| Transfer to CRA | 27,314 | 5,507 | - | - | - |
| Other | 5,550 | 60,210 | - | 21,600 | 14,400 |
| Total | <u>\$1,361,651</u> | <u>\$1,204,000</u> | <u>\$ 670,000</u> | <u>\$ 713,000</u> | <u>\$ 681,000</u> |
| Budgeted Positions | | | | | |
| Full-time | 7 | 7 | 7 | 7 | 7 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>7</u> | <u>7</u> | <u>7</u> | <u>7</u> | <u>7</u> |
| Total FTE | <u>7.0</u> | <u>7.0</u> | <u>7.0</u> | <u>7.0</u> | <u>7.0</u> |

Community Development: Planning and Zoning Department Overview

FY 2020 Highlights

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

FY 2021 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 2021

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 2021

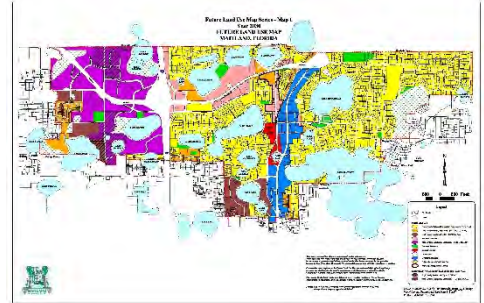
Community Development: Planning and Zoning Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|--|--|----------------|----------------|----------------|
| Development Application Coordination and Review | | | | |
| Workload: | # of Applications Annually | 39 | 27 | 30 |
| Effectiveness: | Average % of Project Decisions Meeting Statutory Regulations | 100% | 100% | 100% |
| Staff Support for Boards and Committees | | | | |
| Workload: | # of Meetings Annually | 298 | 172 | 280 |
| Efficiency: | Average Attendance Record | 100% | 100% | 100% |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|------------|--------------|-----------|-----------|------------|
| Personal Services | \$ 82,176 | \$ 85,400 | \$ 90,000 | \$ 93,000 | \$ 96,000 |
| Operating Expenses | 43,750 | 35,600 | 4,000 | 156,000 | 121,000 |
| Capital Outlay | - | - | - | - | - |
| Total | \$ 125,926 | \$ 121,000 | \$ 94,000 | \$249,000 | \$ 217,000 |
| Budgeted Positions | | | | | |
| Full-time | 1 | 1 | 1 | 1 | 1 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 1 | 1 | 1 | 1 | 1 |
| Total FTE | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |

Community Development: Mapping/GIS

Department Overview

FY 2020 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 2021 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 |
|--|-------------|---|
| Revise Application Fees/Form - In conjunction with updating of the Land Development Code, staff will include recommendations for updated planning and application forms. | Not Started | This task will kick-off when we get closer to LDC adoption. Some fees may need to change or be added as part of the new LDC. Examples include Pass Through Fees, Administrative Adjustment Fees, Minor Change Request, Multiple Plan Revision Fee. The application forms will also be streamlined during this process |
| Building Permit (Energov) Automation/Remote Inspection Reporting - 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. CDD will work with Tyler Technology to program and develop the next module in Energov to add Business Tax Receipts and Contractor licensing online. | Started | Go Live was the 2nd week in August, with full implementation in FY 21. Initial work will began summer 2021 upon launch of BTR module. |
| Department Website Content Creation - CDD will rebuild the Department webpage. | Started | Initial work began in October to (re)build a robust Department webpage offering a plethora of information for customers. Pages are added periodically and information is updated regularly. Currently, the department is developing our GIS / Mapping page and will soon make certain maps available for public view. |

| | | |
|--|----------------|---|
| <p>GIS Migration to Web-Based ESRI System - 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.</p> | <p>Started</p> | <p>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. Much of the work on this has shifted to Public Works for up to a year to assist with utility data and layers. Public Hearing and Development Plans in Progress map should launch to the public in April, 2021 along with a Parks map.</p> |
| <p>Energov & Accela / GIS User Interface - 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.</p> | <p>Started</p> | <p>Complete integration to be completed in Q1 21.</p> |

Community Development: Mapping/GIS

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|---|---|----------------|----------------|----------------|
| Graphic and Cartographic Support (Ad Hoc Requests) | | | | |
| Workload: | # of Scheduled Requests Annually | 116 | 72 | 85 |
| Effectiveness: | Average % of Projects Completed on Schedule | 100% | 100% | 100% |
| Geographic Information System | | | | |
| Workload: | # of Layers Built in Overhauled GIS | 26 | 15 | 20 |
| Efficiency: | Average % of Annual Projects Completed | 60% | 67% | 80% |
| Non-graphic Support | | | | |
| Workload: | # Maps/Development Plans Plotted | 550 | 321 | 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services | \$ 458,964 | \$ 360,000 | \$ 523,000 | \$ 539,000 | \$ 557,000 |
| Operating Expenses | 183,102 | 270,000 | 253,000 | 155,000 | 157,000 |
| Capital Outlay | - | - | - | - | - |
| Total | \$ 642,066 | \$ 630,000 | \$ 776,000 | \$ 694,000 | \$ 714,000 |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 7 | 7 | 7 | 7 | 7 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 7 | 7 | 7 | 7 | 7 |
| Total FTE | 7.0 | 7.0 | 7.0 | 7.0 | 7.0 |

Community Development: Building Safety and Code Compliance

Department Overview

FY 2020 Highlights

- Revised Application forms and fees
- Updated Operating Procedures manual

FY 2021 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 |
|--|---------|---|
| Revise Application Forms/Fees - 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. |
| Building Permit Automation/Remote Inspection Reporting - 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. |

Community Development: Building Safety and Code Compliance

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|---------------------------------|---|----------------|----------------|----------------|
| Plans Review | | | | |
| Workload: | # of Building Permit Applications with Attached Plans | 785 | 2209 | 1500 |
| Workload: | # of Completed Applications Processed within Dept. Guidelines | 708 | 1328 | |
| Efficiency: | % of Completed Applications Processed within Dept. Guidelines | 90% | 90% | 90% |
| Construction Inspections | | | | |
| Workload: | # of Inspections Related to Permit Applications | 6,489 | 3,950 | 7,000 |
| Efficiency: | % of Inspections Completed by End of the Following Business Day After Request | 100% | 100% | 100% |
| Code Enforcement | | | | |
| Workload: | # of Code Related Complaints | 362 | 362 | 350 |
| Efficiency: | % of Complaints Processed within 4 days | 98% | 68% | 98% |
| Workload: | # of Violations Processed by Code Enforcement Officer | 212 | 57 | 300 |
| Efficiency: | % of Violators Notified within 7 Days | 82% | 75% | 85% |
| Workload: | # of Violations Referred to Special Magistrate | 12 | 3 | 15 |
| Efficiency: | % in Which Violation is Resulted (closed) | 92% | 54% | 90% |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|-------------------|-------------------|---------------------|--------------------|--------------------|
| Personal Services | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operating Expenses | 27,314 | 95,860 | 6,990 | 7,250 | 6,950 |
| Debt Service | 824,517 | 845,858 | 871,100 | 895,086 | 917,816 |
| Repayment Interfund Loans* | - | - | 1,835,400 | 1,884,238 | 1,923,715 |
| Capital Outlay | - | - | - | - | - |
| Total | \$ 851,831 | \$ 941,718 | \$ 2,713,490 | \$2,786,574 | \$2,848,481 |
| Budgeted Positions | | | | | |
| Full-time | 0 | 0 | 0 | 0 | 0 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 0 | 0 | 0 | 0 | 0 |
| Total FTE | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

* Shown for budgetary purposes, for actual, this is a balance sheet transaction

Community Development: Community Redevelopment Agency

Department Overview

FY 2020 Highlights

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

FY 2021 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

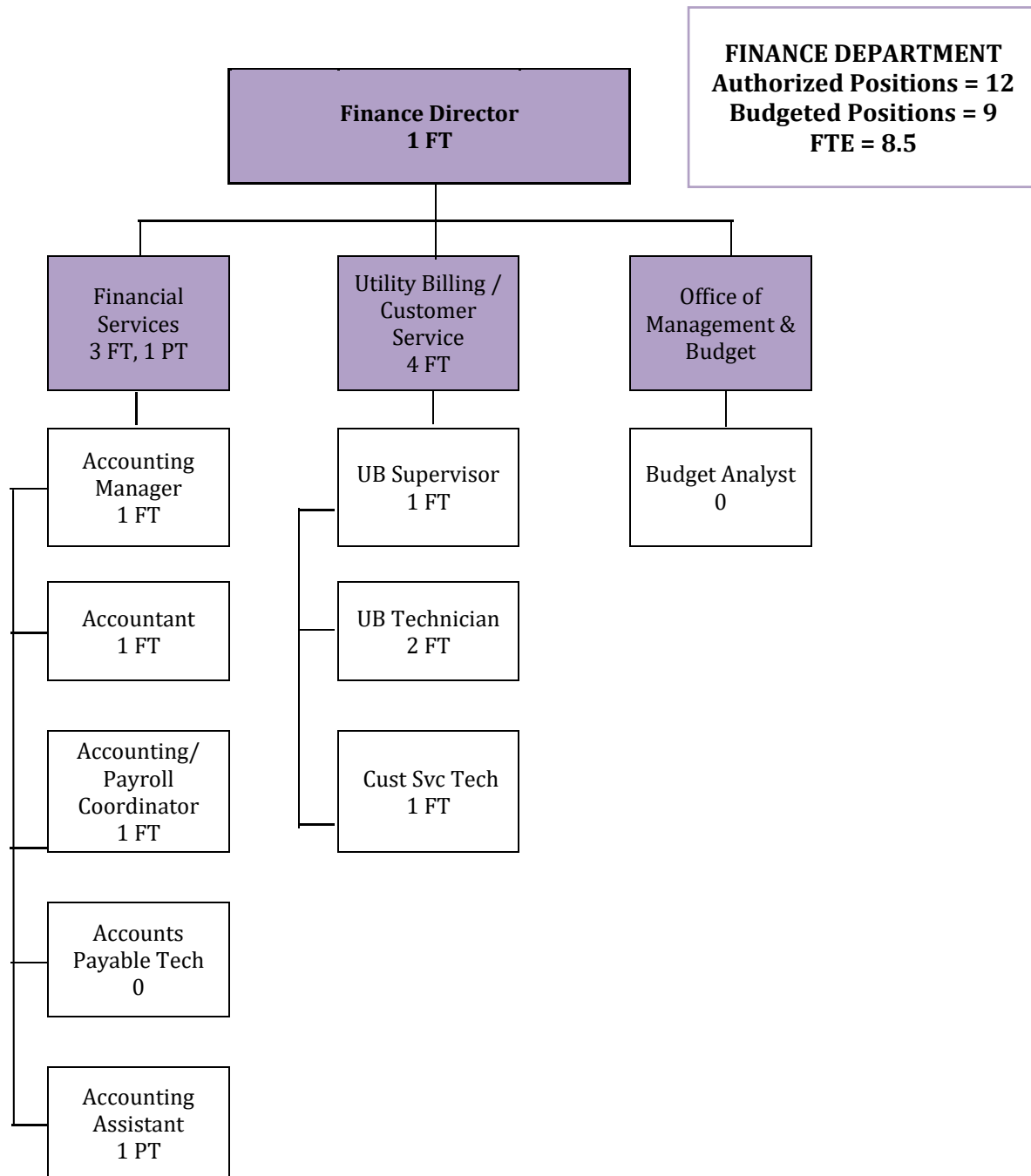
MISSION STATEMENT: The mission of the Finance Department is to enable the operating departments to accomplish their missions by providing professional, timely and accurate information along with technical support in the areas of Finance, Utility Billing, and Budgeting. It is also the mission of Finance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

*Finance Director
Jerry Gray, CPA*

Areas of Responsibility:

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

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|--------------------|--------------------|---------------------------|--------------------|--------------------|
| Personal Services | \$ 638,782 | \$ 643,000 | \$ 658,000 | \$ 749,000 | \$ 773,000 |
| Operating Expenses | 84,618 | 96,000 | 82,000 | 101,000 | 88,000 |
| Solid Waste Services | 2,100,766 | 2,468,340 | 2,384,820 | 2,473,390 | 2,562,690 |
| Capital Outlay | - | - | - | - | - |
| Other | 483,000 | 417,000 | 420,300 | 422,000 | 424,000 |
| Total | <u>\$2,770,160</u> | <u>\$3,079,340</u> | <u>\$3,037,120</u> | <u>\$3,135,390</u> | <u>\$3,233,690</u> |
| No. of Positions | | | | | |
| Full-time | 10 | 10 | 10 | 10 | 10 |
| Part-time | 2 | 2 | 1 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total No. of Positions | <u>12</u> | <u>12</u> | <u>11</u> | <u>10</u> | <u>10</u> |
| No. of FTE's | <u>11</u> | <u>11</u> | <u>10.5</u> | <u>10</u> | <u>10</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 data-bbox="115 443 423 558" style="border: 2px solid #800040; padding: 5px; text-align: center;"> Beautiful Parks and Lakes </div> | <div data-bbox="483 443 899 495" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #800000; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">East/West Park Systems</div> </div> <div data-bbox="483 495 959 548" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #800000; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Expand Recreation Facilities</div> </div> | |
| <div data-bbox="115 611 423 747" style="border: 2px solid #FFD700; padding: 5px; text-align: center;"> Safe Neighborhoods </div> | <div data-bbox="483 653 993 705" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #FFD700; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Quality Public Safety Services</div> </div> | |
| <div data-bbox="115 779 423 915" style="border: 2px solid #FF8C00; padding: 5px; text-align: center;"> Robust Cultural Programs </div> | | <div data-bbox="1146 758 1507 1100" style="border: 2px solid #008000; padding: 5px;"> FY 2022 Capital Improvements Program State Revolving Fund Loans Lift Station #1 Special Assessments </div> |
| <div data-bbox="115 947 423 1119" style="border: 2px solid #008000; padding: 5px; text-align: center;"> Quality Government Services </div> | <div data-bbox="483 947 967 999" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #008000; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Maintain Employee Morale</div> </div> <div data-bbox="483 999 1075 1052" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #008000; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Maintain and Expand Infrastructure</div> </div> <div data-bbox="483 1052 1104 1125" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #008000; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Improve Interagency Communications</div> </div> | |
| <div data-bbox="115 1157 423 1297" style="border: 2px solid #0000FF; padding: 5px; text-align: center;"> Community Pride </div> | <div data-bbox="483 1136 1079 1188" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #0000FF; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Improve Quality of Neighborhoods</div> </div> <div data-bbox="483 1188 976 1241" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #0000FF; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Develop Maitland’s Identity</div> </div> <div data-bbox="483 1241 1079 1335" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #0000FF; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Engage & Support the Business</div> </div> | |
| <div data-bbox="115 1388 423 1560" style="border: 2px solid #0000FF; padding: 5px; text-align: center;"> Preservation of Natural Resources </div> | <div data-bbox="483 1430 1034 1493" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #0070C0; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Water Quality and Conservation</div> </div> | |
| <div data-bbox="115 1619 423 1797" style="border: 2px solid #800080; padding: 5px; text-align: center;"> State-of-the-Art Commerce Centers </div> | <div data-bbox="483 1619 1063 1692" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #800080; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Improve Transportation City-wide</div> </div> <div data-bbox="483 1692 1057 1776" style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #800080; margin-right: 5px;"></div> <div style="border: 1px solid black; padding: 2px;">Plan for Downtown Development</div> </div> | |

Finance Department

FY 2021 City Workplan

| Finance - City Workplan | |
|--|--|
| Project & Description | Project Timeline |
| State Revolving Fund (SRF) Loans - 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 Force Main. In FY 2020, completed application for Dommerich Hills Sewer. |
| FY 2022 Capital Improvements Program - Update the City's Annual Capital Improvements Table in the Comprehensive Development Plan. | This project will be completed in Q4 of FY 2021. |
| Lift Station #1 - Coordinate the construction of Lift Station # 1 with Public Works, SSNOCWTA and ultimate transfer of completed lift station to SSNOCWTA on City owned land. | Design has been completed. Finance's role has not yet begun and is expected to begin in FY 2021 |
| Special Assessments for Dommerich Hills Service Area - 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. | This will occur after projects are completed in phases (2021 - 2024) |

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
- Accounts Payable
- Payroll
- Treasury Management
- Accounts Receivable
- Cash Receipts

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|-------------------|-------------------|--------------------------|-------------------|-------------------|
| Personal Services | \$ 396,907 | \$ 408,000 | \$ 436,000 | \$ 450,000 | \$ 464,000 |
| Operating Expenses | 74,880 | 86,000 | 70,000 | 89,000 | 76,000 |
| Capital Outlay | - | - | - | - | - |
| Debt Service/Other | - | - | - | - | - |
| Total | <u>\$ 471,787</u> | <u>\$ 494,000</u> | <u>\$ 506,000</u> | <u>\$ 539,000</u> | <u>\$ 540,000</u> |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 5 | 5 | 4 | 4 | 4 |
| Part-time | 1 | 1 | 1 | 1 | 1 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>6</u> | <u>6</u> | <u>5</u> | <u>5</u> | <u>5</u> |
| Total FTE | <u>5.5</u> | <u>5.5</u> | <u>4.5</u> | <u>4.5</u> | <u>4.5</u> |

Finance Department: Financial Services

Department Overview

FY 2020 Highlights

- The Annual Financial Statement Audit/CAFR was completed in the second quarter and submitted to Council for approval
- Received 2020 GFOA Award for CAFR
- Monitor the spending and the outstanding loans for the City

FY 2021 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

Performance Measures Highlights and Goals

- Continue to issue 100% of payroll checks on time
- Completed 466 lien searches in FY 2020, an increase from 519 in FY 2019
- An increase of 639 new business tax receipts issue

Finance Department: Financial Services

Department Workplan

| Finance - Departmental Workplan | |
|--|---|
| Project & Description | Project Timeline |
| Annual Financial Statement Audit/CAFR Preparation - The annual audit and CAFR preparation will be completed and submitted to the GFOA for the award program. | Audit will begin in Q1 21 with issuance of the CAFR/Audit Reports by the end of Q2. |
| Recycling Education Programs - 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 2021 as permitted by COVID-19 protocols. |
| Annual Strategic Planning Session for FY 2022 - 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 2021. |
| PCI Compliance - The update City's Credit Card PCI compliance policy and compliance monitoring. | Annual compliance requirement. |
| FEMA - 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. | On-going throughout the year. |
| Casselberry Sewer Billing - 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. | Subject to the advancement of the Lift Station 1. |

Finance Department: Financial Services

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|---|----------------|----------------|----------------|
| Accounting | | | |
| 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 | 2 | 4 | 4 |
| # JE performed | 664 | 460 | 500 |
| # Budget Transfers | 178 | 95 | 100 |
| Effectiveness: Awarded Cert. of Achievement for Excellence in Financial Reporting | Yes | Yes | Yes |
| Unqualified Audit Opinion | Yes | Yes | Yes |
| Cash Receipts | | | |
| Workload: # of Cash Receipts (ACH UB POS) | 2,915 | 2,926 | 2,900 |
| Efficiency: % of Cash Receipts post in 2 Business Days of created | 100% | 100% | 100% |
| Business Tax Receipts | | | |
| Workload: # of New Business Tax Registrations | 837 | 639 | n/a |
| # of Business Tax Renewals Billed | 5,047 | 4,831 | n/a |
| Efficiency: % of BT Receipts within 2 Business Days of Approval | 100% | 100% | 100% |
| Accounts Payable | | | |
| Workload: # of Purchase Orders | 748 | 631 | 800 |
| # of Invoices | 11,207 | 10,183 | 10,000 |
| # of Checks Issued | 3,598 | 3,184 | 3,500 |
| # of New Vendors Added / Updated | 1,589 | 1,017 | 1,000 |
| Efficiency: % of Payments Processed in 3 Business Days of Receipt | 100% | 100% | 100% |
| Effectiveness: % of Checks Issued Requiring Adjustments. | 0.01% | 0.01% | 0.02% |
| Lien Searches | | | |
| Workload: # of Lien Searches | 519 | 446 | 450 |
| Efficiency: % of Lien Searches Completed Within 7 Business Days | 100% | 100% | 99% |
| Payroll | | | |
| Workload: # of Employees | 227 | 227 | 227 |
| # of Pay Periods | 26 | 26 | 26 |
| # of Pay Checks / Direct Deposits Processed | 5,826 | 5,773 | 5,800 |
| Efficiency: % of Payroll Checks Issued on Time | 100% | 100% | 100% |

Finance Department: Citizen Services / Solid Waste 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Personal Services | \$ 177,643 | \$ 186,000 | \$ 222,000 | \$ 230,000 | \$ 237,000 |
| Operating Expenses | 8,751 | 8,000 | 10,000 | 10,000 | 10,000 |
| Solid Waste Services | 2,100,766 | 2,468,340 | 2,384,820 | 2,473,390 | 2,562,690 |
| Transfer to General Fund | 483,000 | 417,000 | 420,300 | 422,000 | 424,000 |
| Total | <u>\$2,770,160</u> | <u>\$3,079,340</u> | <u>\$3,037,120</u> | <u>\$3,135,390</u> | <u>\$3,323,690</u> |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 4 | 4 | 4 | 4 | 4 |
| Part-time | 1 | 1 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>5</u> | <u>5</u> | <u>4</u> | <u>4</u> | <u>4</u> |
| Total FTE | <u>4.5</u> | <u>4.5</u> | <u>4</u> | <u>4</u> | <u>4</u> |

Finance Department: Citizen Services

Department Overview

FY 2020 Highlights

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

FY 2021 Program Goals

Preservation of Natural Resources

- Coordinate efforts to reduce our solid waste tonnage by promoting recycling to 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 92% in FY 2017 to 95% in FY 2018 to 100% in FY 2019 and continue at 100% in FY 2020
- Reduced commercial complaints/calls from 73 in FY 2017 to 64 in FY 2018 to 20 in FY 2019, and 32 in FY 2020
- Continue to issue bills on schedule, with only 1 incident in FY 2020 causing 1, 1 week delay due to software programming issue.

Finance Department: Citizen Services

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|---|----------------|----------------|----------------|
| <i>Utility Billing</i> | | | |
| Workload: # of Requests for Service (all utility work orders) | 1,132 | 2,313 | 2,500 |
| # of Bills Issued | 57,069 | 56,639 | 57,500 |
| Efficiency: % of Bills Issued on Schedule | 100% | 100% | 100% |
| Accounts Receivable over 90 days | 27% | 31% | 15% |
| <i>Residential Solid Waste</i> | | | |
| Workload: Average # of Customers per Quarter | 3,762 | 3,894 | 3,900 |
| Efficiency: Tons of: | | | |
| Solid Waste | 4,221 | 4,167 | 4,500 |
| Mixed Recycling | 1,049 | 797 | 1,100 |
| Yard Waste | 1,468 | 1,672 | 2,000 |
| Workload: # of Complaints/Workorders related to Residential Solid Waste | 55 | 20 | 50 |
| Efficiency: % of Issues handled within contractual timeframe | 95% | 100% | 95% |
| <i>Commercial Solid Waste</i> | | | |
| Workload: Average # of Containers per Quarter | 252 | 252 | 410 |
| Efficiency: Tons of: | | | |
| Solid Waste | 7,930 | 7,930 | 7,500 |
| Workload: # of complaints/calls for additional service* | 20 | 32 | 50 |
| Efficiency: % of Issues handled within contractual timeframe | 95% | 95% | 95% |

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.

Services:

- City Budgeting - Training
- City Budgeting – Financial Support
- Management Analysis – Performance Data Collection and Analysis
- Management Analysis – Strategic Planning

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|------------------|------------------|-----------------|------------------|------------------|
| Personal Services | \$64,232 | \$ 49,000 | \$ - | \$ 69,000 | \$ 72,000 |
| Operating Expenses | 987 | 2,000 | 2,000 | 2,000 | 2,000 |
| Capital Outlay | - | - | - | - | - |
| Total | <u>\$ 65,219</u> | <u>\$ 51,000</u> | <u>\$ 2,000</u> | <u>\$ 71,000</u> | <u>\$ 74,000</u> |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 1 | 1 | 0 | 1 | 1 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>1</u> | <u>1</u> | <u>0</u> | <u>1</u> | <u>1</u> |
| Total FTE | <u>1</u> | <u>1</u> | <u>0</u> | <u>1</u> | <u>1</u> |

Finance Department: Management and Budget

Department Overview

FY 2020 Highlights

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for FY 2019
- Prepared FY 2020 Capital Improvements Program
- Received the ICMA Certificate of Achievement in Performance Management award

FY 2021 Program Goals

Quality Government Services

- Complete Mid-Year Budget Review
- Prepare FY 2022 Capital Improvements Program
- Prepare FY 2022 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 | | 2019 Actual | 2020 Actual | 2021 Target |
|---|---|----------------|----------------|----------------|
| Award for Distinguished Budget Preparation | | | | |
| Effectiveness: | Receive Award? (notification in 3rd Qtr) | YES | YES | YES |
| Management Reports | | | | |
| Workload: | # of Reports and/or Presentations Prepared | 9 | 9 | 9 |

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.

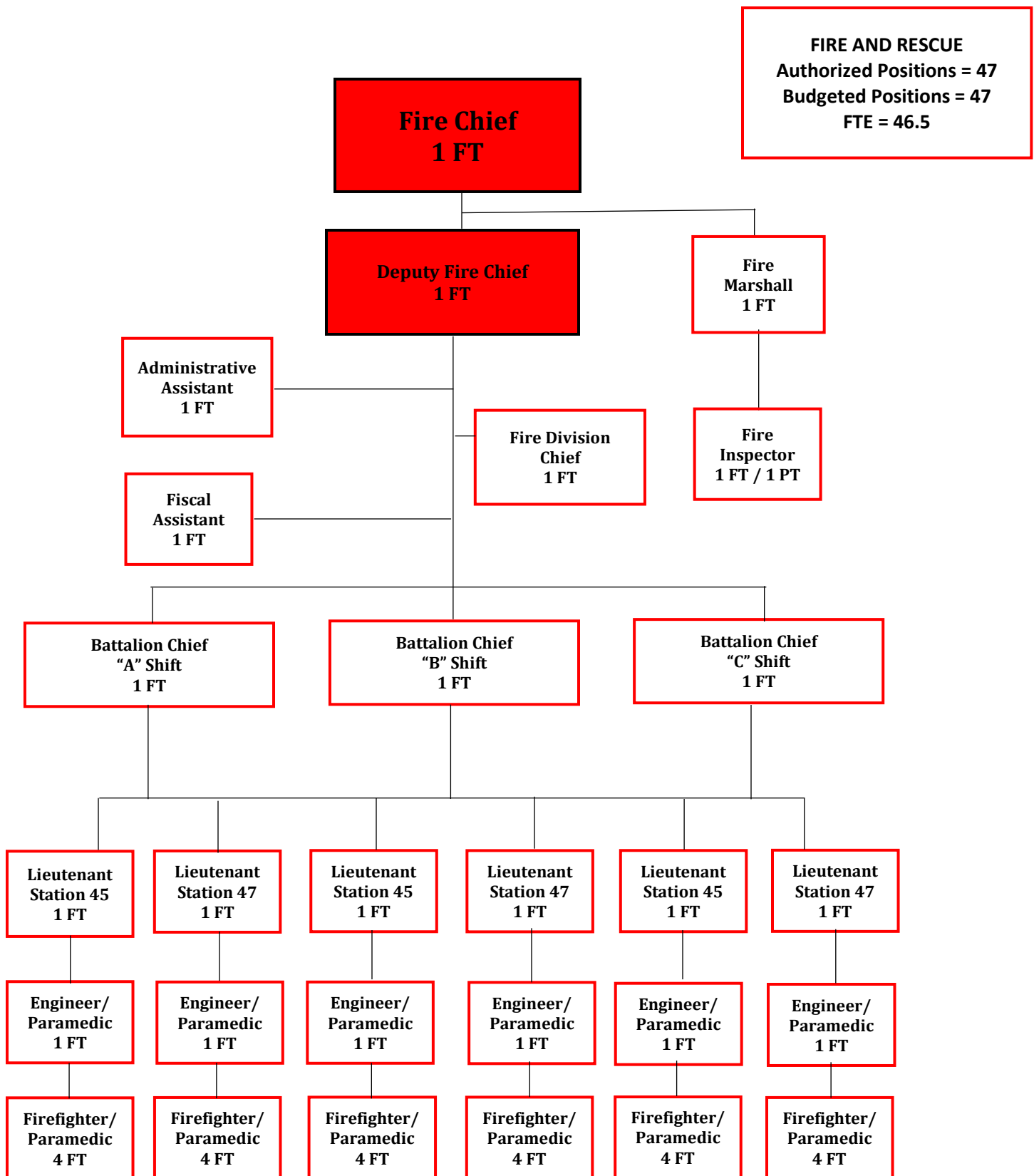


*Fire Chief
William M. Watts*

Areas of Responsibility:

- Administration
- Life Safety
- Emergency and Health Operations

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|
| Personal Services | \$4,651,707 | \$ 4,804,500 | \$5,092,500 | \$5,219,000 | \$ 5,388,000 |
| Operating Expenses | 674,316 | 764,594 | 768,000 | 874,000 | 884,000 |
| Capital Outlay | 296,555 | 178,906 | 59,000 | 139,000 | 140,000 |
| Total | <u>\$ 5,622,578</u> | <u>\$ 5,748,000</u> | <u>\$ 5,919,500</u> | <u>\$ 6,232,000</u> | <u>\$ 6,412,000</u> |
| Budgeted Positions | | | | | |
| Full-time | 46 | 46 | 46 | 46 | 46 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>46</u> | <u>46</u> | <u>46</u> | <u>46</u> | <u>46</u> |
| Total FTE | <u>46.0</u> | <u>46.0</u> | <u>46.0</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 |
|---|---|---|
| <div>Beautiful Parks and Lakes</div> | <div>→ East/West Park Systems</div> <div>→ Expand Recreation Facilities</div> | <div>Accreditation (CPSE)</div> <div>Space Needs Study</div> <div>Continuity of Operations Plan</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 & Support the Business</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> | |

| Fire & Rescue - City Workplan | |
|---|--|
| Project & Description | Project Timeline |
| Accreditation (CPSE) - 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. |
| Space Needs Study - 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. | Currently working with a designer to determine the scope for station 45. |
| Continuity of Operations Plan - 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 Q1 of FY21. |

| Fire & Rescue - Departmental Workplan | |
|---|-------------------------|
| Project & Description | Project Timeline |
| FirstNet System - Evaluate, Educate, and train personnel on the capabilities of the FirstNet System | Start in Q4 of FY 21 |
| Traffic Control Devices - Evaluate emerging traffic control devices | Q2 FY 21 |
| Topographical Assessment - Conduct a topographical assessment of the current response zones to identify areas of improvement for infrastructure and environmental factors that could impact apparatus response | Q3 FY 21 |
| Nutritional Education Program - Implement a nutritional education program | Q4 FY 21 |
| Community Paramedic Program - Evaluate the feasibility of a community paramedic program | Q2 FY 21 |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services | \$ 246,856 | \$ 301,500 | \$ 326,000 | \$ 336,000 | \$ 347,000 |
| Operating Expenses | 4,453 | 2,500 | 6,000 | 10,000 | 10,000 |
| Capital Outlay | - | - | - | - | - |
| Total | \$ 251,309 | \$ 304,000 | \$ 332,000 | \$ 346,000 | \$ 357,000 |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 2 | 2 | 3 | 3 | 3 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 2 | 2 | 3 | 3 | 3 |
| Total FTE | 2 | 2 | 3 | 3 | 3 |

Fire Department: Administration

Department Overview

FY 2020 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 2021 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

- 86% of firefighters are trained to Autonomous Paramedic Level, increase from 77% in FY 2019, increasing to 90% in FY 21
- 1,144 hours of Officer Development training hours completed in FY 2020, decrease from 1253 in FY 2019 due to COVID

Fire Department: Administration

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--|----------------|----------------|----------------|
| Fire Prevention Community Outreach | | | |
| # of Smoke Alarms Installed | 22 | 9 | 20 |
| # of Public Education Hours Delivered | 3097 | 4804 | 3500 |
| Nuisance Alarm Activation Mitigation | | | |
| # of Alarm Activations Identified as Nuisance | | | |
| Commercial | 213 | 0 | 0 |
| Residential | 61 | 46 | 50 |
| # of Nuisance Alarm Fees Assessed | | | |
| Commercial | 1 | 2 | 5 |
| Residential | 0 | 0 | 0 |
| Fire Safety Inspections | | | |
| # of Annual Inspections Accomplished | 575 | 530 | 500 |
| Fire Hazards Identified and Corrected | | | |
| % of Violations Corrected within Allotted Time Frame | 99% | 85% | 90% |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services | \$ 4,404,851 | \$ 4,503,000 | \$ 4,766,500 | \$ 4,883,000 | \$ 5,041,000 |
| Operating Expenses | 669,863 | 762,094 | 762,000 | 864,000 | 874,000 |
| Capital Outlay | 296,555 | 178,906 | 59,000 | 139,000 | 140,000 |
| Total | \$ 5,371,269 | \$ 5,444,000 | \$ 5,587,500 | \$ 5,886,000 | \$ 6,055,000 |

Budgeted Positions

| | | | | | |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Full-time | 44 | 44 | 43 | 43 | 43 |
| Part-time | 0 | 0 | 1 | 1 | 1 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 44 | 44 | 44 | 44 | 44 |
| Total FTE | 44.0 | 44.0 | 43.5 | 43.5 | 43.5 |

Fire Department: Emergency and Health Ops

Department Overview

FY 2020 Highlights

- Completed annual flu shot program
- Continue Wellness events
- Continued “Falls Prevention Program”
- Evaluated vehicle apparatus status related to City sustainability resolution

FY 2021 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 3,398 calls for service in the City during FY 2020, a slight decrease from 3,905 in FY 2019
- A total of 786 instances of automatic aid were given in FY 2020, down from 1,105 in FY 2019

Fire Department: Emergency and Health Ops

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--|----------------|----------------|----------------|
| <u>Emergency Response Totals</u> | | | |
| # Calls for MFRD (All) | 3,905 | 3,398 | 4,100 |
| # Calls for City of Maitland | 2,799 | 2,612 | 2,800 |
| # Emergency Responses | 1,379 | 1,005 | 1,400 |
| # Non-Emergency Responses | 1,420 | 1,609 | 1,400 |
| # Automatic Aid Received | 186 | 252 | 200 |
| # Automatic Aid Given | 1,105 | 786 | 1,100 |
| Winter Park ALL | 67 | 61 | 70 |
| Seminole County ALL | 60 | 46 | 60 |
| Orange County ALL (*denotes all calls) | 978 | 676 | 970 |
| # Automatic Aid Received to Maitland w/ no unit(s) avail | 0 | 2 | 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.



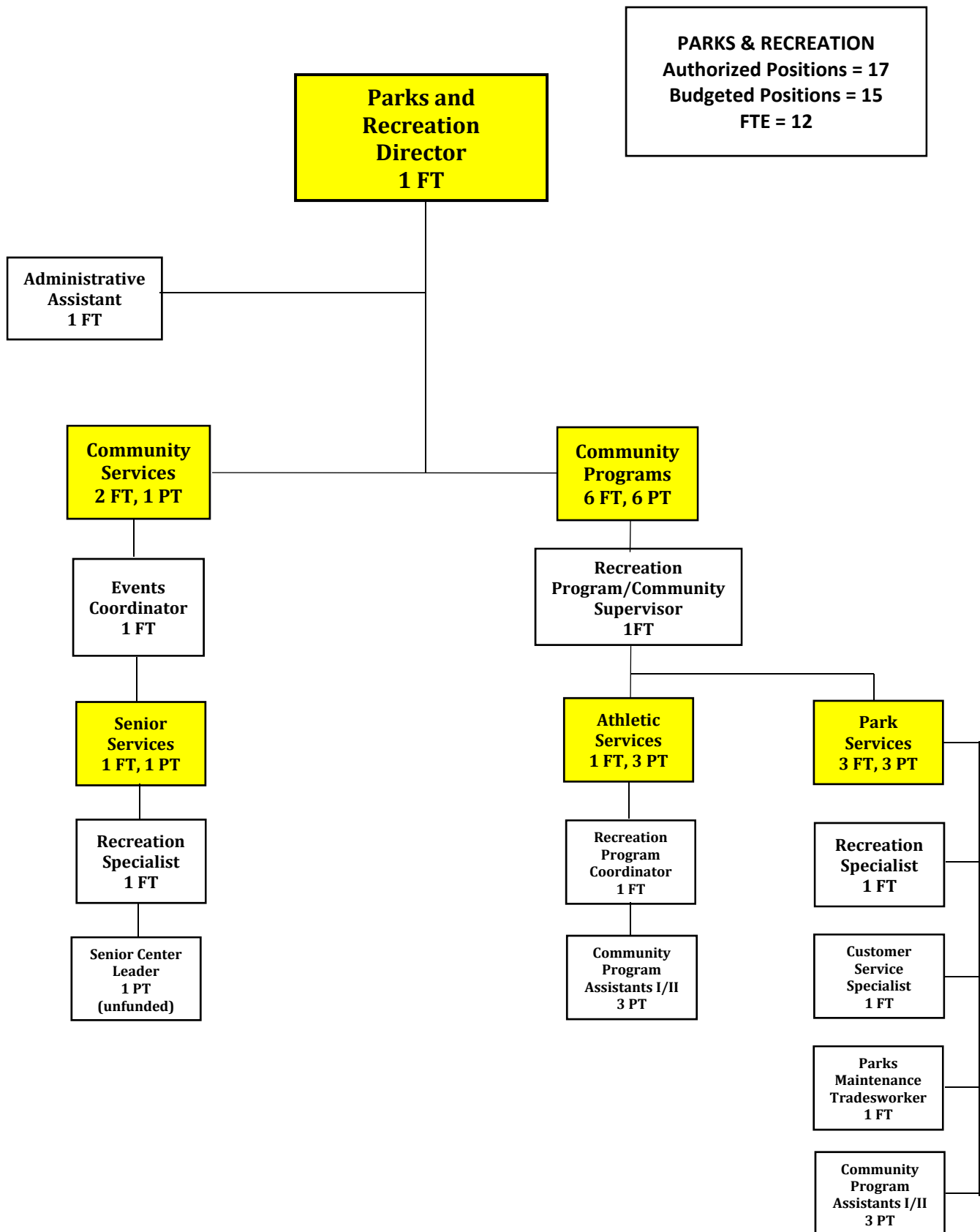
*Director
Jay H. Conn*

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

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services | \$ 703,036 | \$ 781,330 | \$ 797,000 | \$ 824,000 | \$ 852,000 |
| Operating Expenses | 311,771 | 258,647 | 274,000 | 347,000 | 348,000 |
| Capital Outlay | 23,503 | 345,213 | 132,500 | 135,000 | 650,000 |
| Other | 2,835 | 2,810 | 4,000 | 4,000 | 4,000 |
| Total | \$ 1,041,145 | \$ 1,388,000 | \$ 1,207,500 | \$ 1,310,000 | \$ 1,854,000 |

Budgeted Positions

| | | | | | |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Full-time | 8 | 9 | 9 | 9 | 9 |
| Part-time | 6 | 6 | 6 | 6 | 6 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 14 | 15 | 15 | 15 | 15 |
| Total FTE | 11.0 | 12.0 | 12.0 | 12.0 | 12.0 |



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 |
|---|---|--|
| <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>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 & Support the Business</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> | |

| Parks & Recreation - City Workplan | |
|--|--|
| Project & Description | Project Timeline |
| Maitland Middle School Usage - Initiate discussions and negotiation where appropriate with OCPS for possible conversion of the Quad area to a City operated park | Ongoing |
| Ft. Maitland Park Construction - Site improvements to include parking, a new restroom, a playground, a picnic area and signage. | Final plan review is underway and anticipated to be completed by Q2 FY21. Bids will be obtained in Q3 and construction to begin in Q4. |
| Independence Square Park Construction - A new special use park adjacent to City Hall in downtown. | Final construction anticipated for Q1 FY21 |
| Covid 19 Response - As appropriate, modify recreational programming and re-integrate programming with the senior center, event programming, instructional programming, etc. | Ongoing |
| Boardwalk Grant - Complete and submit grant application for the Maitland Community Park boardwalk widening. | Awaiting State approval |

Parks & Recreation - Departmental Workplan

| Project & Description | Project Timeline |
|--|---|
| Maitland Fright Night - A Halloween themed event for younger children from 4-6pm and slightly older children from 7-10pm. | This event has been discontinued but a drive-thru Halloween event is planned instead. |
| Season of Light -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. | Ongoing, but canceled for FY 21 due to COVID |
| Screen on the Green -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 to resume when Independence Square Park opens Q2 FY21. |
| Hop To It - An Easter themed family event held at the Maitland Community Park. | Ongoing, but canceled for FY 21 due to COVID |
| Getdown Downtown - This monthly downtown event on Independence Lane will be held through May. | On hold due to COVID |
| Employee Thanksgiving Turkey Distribution - An annual turkey gift for full-time and part-time employees. | Turkeys distribution scheduled for November. |
| Employee's Recognition Holiday Luncheon - City of Maitland employees attend this annual holiday event each December to recognize length in service and safety record awards. | The actual event is unknown for FY 21, for FY 20, City distributed box meals |
| Volunteer Appreciation Event - This evening event recognized the volunteer work of residents who serve on city boards. | Ongoing, but canceled for FY 21 due to COVID |

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.

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



| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|-------------------|-------------------|--------------------------|-------------------|-------------------|
| Personal Services | \$ 185,341 | \$ 195,930 | \$ 206,000 | \$ 213,000 | \$ 220,000 |
| Operating Expenses | 27,976 | 32,047 | 27,000 | 34,000 | 34,000 |
| Capital Outlay | 23,503 | 345,213 | 132,500 | 135,000 | 650,000 |
| Other | 2,835 | 2,810 | 4,000 | 4,000 | 4,000 |
| Total | <u>\$ 239,655</u> | <u>\$ 576,000</u> | <u>\$ 369,500</u> | <u>\$ 386,000</u> | <u>\$ 908,000</u> |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 2 | 2 | 2 | 2 | 2 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> |
| Total FTE | <u>2.0</u> | <u>2.0</u> | <u>2.0</u> | <u>2.0</u> | <u>2.0</u> |

Parks & Recreation: Administration

Department Overview

FY 2020 Highlights

- Began construction of Independence Square Park
- Completed Lake Lily staircase
- Completed Sandspur Road multi-use trail
-

FY 2021 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.
- Maitland Middle School quad conversion to City park
- Expansion of boardwalk at Maitland Community 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|------------------|------------------|-------------------------|------------------|------------------|
| Personal Services | \$ 52,578 | \$ 58,400 | \$ 60,000 | \$ 62,000 | \$ 64,000 |
| Operating Expenses | 10,004 | 10,600 | 8,000 | 10,000 | 11,000 |
| Capital Outlay | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total | <u>\$ 62,582</u> | <u>\$ 69,000</u> | <u>\$ 68,000</u> | <u>\$ 72,000</u> | <u>\$ 75,000</u> |

Budgeted Positions

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

Parks & Recreation: Senior Services

Department Overview

FY 2020 Highlights

- Due to COVID-19, Senior Center was closed and no programs were offered

FY 2021 Program Goals

Maintain Quality Public Safety Services

- Reopen post COVID-19

Performance Measures Highlights and Goals

- The Senior Center closed in March 2020 and there were no annual performance measures. Re-opening has not yet been scheduled.

Parks & Recreation: Senior Services

Department Overview

| Program Performance | 2019 Actual | 2020 Actual* | 2021 Target |
|--|----------------|-----------------|----------------|
| Program Participation | | | |
| Senior Center Programs | | | |
| Workload: # of programs offered during the Quarter | 1,365 | 506 | unknown |
| Effectiveness: # of unduplicated seniors served at the Senior Center per quarter | 741 | 239 | unknown |
| Customer Services | | | |
| Phone Inquiries: # of phone inquiries handled | 1,965 | 1,000 | 1,500 |
| Service Seminar Attendance: # of participants attending seminars this quarter | 523 | 165 | unknown |
| Outreach/Marketing | | | |
| Outreach Program for Senior Center | | | |
| Workload: # of contacts in person, by phone and by mail/e-mail, with seniors to encourage participation. | 764 | 500 | unknown |
| Effectiveness: | 139 | 45 | unknown |

* FY 2020 included only 2 quarters before impact of COVID

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------|-------------------|-------------------|--------------------------|------------------|-------------------|
| Personal Services | \$ 302,964 | \$ 358,000 | \$ 349,000 | \$ 361,000 | \$ 374,000 |
| Operating Expenses | 62,525 | 39,000 | 43,000 | 63,000 | 63,000 |
| Capital Outlay | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total | <u>\$ 365,389</u> | <u>\$ 397,000</u> | <u>\$ 392,000</u> | <u>\$424,000</u> | <u>\$ 437,000</u> |

Budgeted Positions

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

Parks & Recreation: Park Services

Department Overview

FY 2020 Highlights

- Responded well and adapted to conditions related to COVID

FY 2021 Program Goals

Quality Government Services

- Expand instructional classes to include more diverse program offerings which are conducive with COVID protocols
- Increase number of rentals and usages of the community park room

Performance Measures Highlights and Goals

- Saw an increase in total tennis court reservations from 3,373 in FY 2019 to 6,713 in FY 2020
- Saw a decrease in total racquetball court reservations from 631 in FY 2019 to 432 in FY 2020
- There was a decrease in total usage at the basketball courts due to COVID.

Parks & Recreation: Park Services

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|---------------------------------------|----------------|----------------|----------------|
| Rental Facilities Meeting Room | | | |
| Community Park | 77 | 28 | 91 |
| Pavilion #1 | 99 | 42 | 77 |
| Pavilion #2 | 104 | 60 | 118 |
| Pavilion #3 | 47 | 22 | 35 |
| Minnehaha Park Pavilion #1 | 14 | 14 | 31 |
| Pavilion #2 | 17 | 12 | 14 |
| Pavilion #3 | 1 | 0 | 2 |
| Lk. Sybelia Park Pavilion | 34 | 16 | 31 |
| Bellamy Park Pavilion | 12 | 3 | 8 |
| Tennis Court Reservations | | | |
| MCP Court #1 | 522 | 1,157 | 600 |
| MCP Court #2 | 594 | 1,124 | 650 |
| MCP Court #3 | 603 | 1,062 | 600 |
| MCP Court #4 | 528 | 994 | 550 |
| Minnehaha #1 | 416 | 672 | 425 |
| Minnehaha #2 | 394 | 818 | 425 |
| Hill #1 | 125 | 429 | 115 |
| Hill #2 | 191 | 457 | 160 |
| Racquetball Court Reservations | | | |
| Court #1 | 481 | 244 | 475 |
| Court #2 | 150 | 188 | 119 |
| Programming | | | |
| Music with Mar | 389 | 154 | 300 |
| Baby Boot Camp | 2,116 | 1,378 | 1150 |
| Tennis Adult Clinics | 138 | 127 | 177 |
| Tennis Youth Clinics | 394 | 392 | 352 |
| Tennis Private Lessons | 2,571 | 4,222 | 724 |
| Yoga Classes | 71 | 56 | 144 |
| Dance Classes | 59 | 82 | 120 |
| Community Park Usage | | | |
| Large Playground | 9,482 | 6,341 | 10,000 |
| Small Playground | 7,558 | 5,204 | 7,500 |
| Basketball Courts | 17,673 | 10,097 | 17,000 |
| Tennis Courts | 11,432 | 16,313 | 12,000 |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|-------------------|-------------------|--------------------------|-------------------|-------------------|
| Personal Services | \$ 75,044 | \$ 80,000 | \$ 88,000 | \$ 90,000 | \$ 93,000 |
| Operating Expenses | 111,992 | 98,000 | 128,000 | 134,000 | 134,000 |
| Capital Outlay | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total | <u>\$ 187,036</u> | <u>\$ 178,000</u> | <u>\$ 216,000</u> | <u>\$ 224,000</u> | <u>\$ 227,000</u> |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 1 | 1 | 1 | 1 | 1 |
| Part-time | 3 | 3 | 3 | 3 | 3 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> |
| Total FTE | <u>2.5</u> | <u>2.5</u> | <u>2.5</u> | <u>2.5</u> | <u>2.5</u> |

Parks & Recreation: Athletic Services

Department Overview

FY 2020 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 2021 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 2021.
- Hope to increase participants in Open Gym closer to the FY 2018 levels.
- Hope to come back to FY 2019 participation levels in the adult basketball league.

Parks & Recreation: Athletic Services

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--|----------------|----------------|----------------|
| Adult Sports Programs | | | |
| Workload: # participants served Adult OPEN GYM | 826 | 339 | 500 |
| # participants served Adult Basketball League | 240 | 87 | 120 |
| Youth Basketball Program | | | |
| Workload: # of participants served by Youth Basketball Program | 358 | 316 | 275 |
| Effectiveness: Program is self-supporting | 100% | 100% | 100% |
| Effectiveness: % of participants who are satisfied with the program | 100% | 100% | 100% |
| Basketball Clinics and other Instructional Programs | | | |
| Workload: # of participants served. | 218 | 109 | 165 |
| Effectiveness: Programs are self-supporting | 100% | 100% | 100% |
| Effectiveness: % of participants who are satisfied with the program | 100% | 100% | 100% |
| Contracted Sports Providers (MLL/MSC/Mosquito Sports flag football) | | | |
| Workload: # of participants served in contracted sports programs | 2,524 | 1,382 | 2,100 |
| Effectiveness: Program is self-supporting | 100% | 100% | 100% |
| Effectiveness: % of participants who are satisfied with the program | 100% | 100% | 100% |

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 19 | Estimated 20 | Budget 20 | Plan 21 | Plan 22 |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services | \$ 87,209 | \$ 89,000 | \$ 94,000 | \$ 98,000 | \$ 101,000 |
| Operating Expenses | 99,274 | 79,000 | 68,000 | 106,000 | 106,000 |
| Capital Outlay | - | - | - | - | - |
| Contributions | - | - | - | - | - |
| Total | \$ 186,483 | \$ 168,000 | \$ 162,000 | \$ 204,000 | \$ 207,000 |

Budgeted Positions

| | | | | | |
|---------------------------------|------------|------------|------------|------------|------------|
| Full-time | 1 | 1 | 1 | 1 | 1 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 1 | 1 | 1 | 1 | 1 |
| Total FTE | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |

Parks & Recreation: Community Events

Department Overview

FY 2020 Highlights

- Able to maintain the weekly Farmers' Market through COVID
- Coordinated Season of Light and other events such as openings and dedications in Q1
- Assisted with employee events such as the holiday lunch, the Thanksgiving give-a-way, and the board appreciation reception.

FY 2021 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 using the new venue at Independence Square Park
- Saw a decrease in participants at the Farmers' Market in FY 2020 by 33% due to COVID, hope to improve in FY 2021

Parks & Recreation: Community Events

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--------------------------------------|----------------|----------------|----------------|
| Community Events Participants | | | |
| Season of Light (SOL) | 3,500 | 3,800 | 4,000 |
| Movies in the Park | 1,175 | 500 | 2,500 |
| Openings, dedications & other events | 19,228 | 16,010 | 20,000 |
| Farmers' Market | 47,900 | 16,900 | 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.



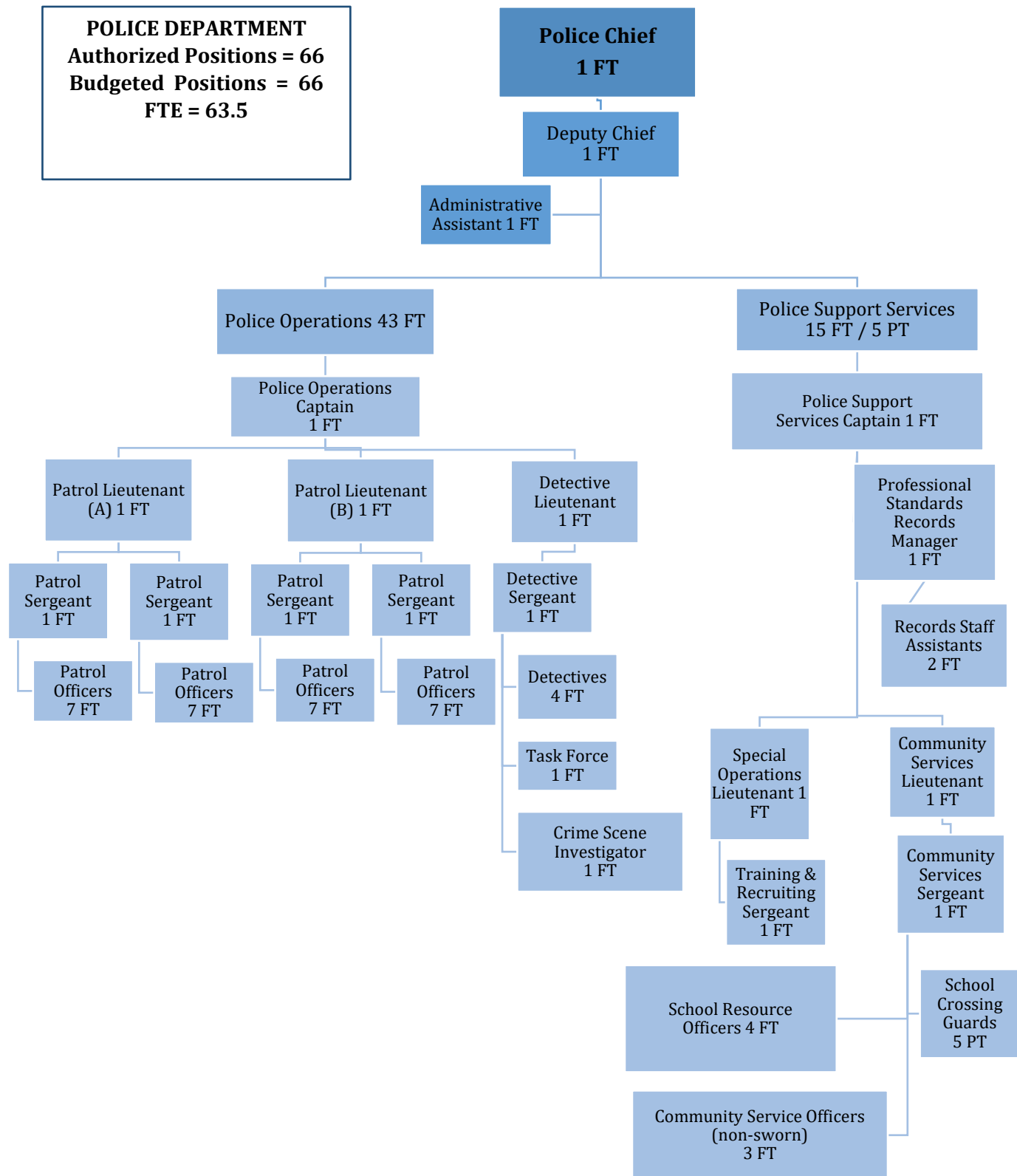
*Police Chief
David W. Manuel*

Areas of Responsibility:

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

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services | \$ 5,619,154 | \$ 5,680,000 | \$ 5,934,000 | \$ 6,154,000 | \$ 6,352,000 |
| Operating Expenses | 1,071,025 | 1,141,000 | 1,242,000 | 1,266,000 | 1,281,000 |
| Capital Outlay | - | 70,000 | - | - | - |
| Total | \$ 6,690,179 | \$ 6,891,000 | \$ 7,176,000 | \$ 7,420,000 | \$ 7,633,000 |
| Budgeted Positions | | | | | |
| Full-time | 59 | 61 | 61 | 61 | 61 |
| Part-time | 5 | 5 | 5 | 5 | 5 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 64 | 66 | 66 | 66 | 66 |
| Total FTE | 61.5 | 63.5 | 63.5 | 63.5 | 63.5 |

POLICE DEPARTMENT
Authorized Positions = 66
Budgeted Positions = 66
FTE = 63.5



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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services | \$ 207,519 | \$ 202,000 | \$ 220,000 | \$ 230,000 | \$ 237,000 |
| Operating Expenses | 8,919 | 7,000 | 8,275 | 9,000 | 9,000 |
| Capital Outlay | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total | \$ 216,438 | \$ 209,000 | \$ 230,275 | \$ 239,000 | \$ 246,000 |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 2 | 2 | 2 | 2 | 2 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 2 | 2 | 2 | 2 | 2 |
| Total FTE | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| Personal Services | \$ 4,843,925 | \$ 4,989,000 | \$ 5,054,000 | \$ 5,347,000 | \$ 5,519,000 |
| Operating Expenses | 270,734 | 301,000 | 349,150 | 346,000 | 360,000 |
| Capital Outlay | | 70,000 | - | - | - |
| Total | \$ 5,114,659 | \$ 5,360,000 | \$ 5,403,150 | \$ 5,693,000 | \$ 5,879,000 |
| Budgeted Positions | | | | | |
| Full-time | 51 | 52 | 53 | 53 | 53 |
| Part-time | 5 | 5 | 5 | 5 | 5 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 56 | 57 | 58 | 58 | 58 |
| Total FTE | 53.5 | 54.5 | 55.5 | 55.5 | 55.5 |

Police Department: Police Operations

Department Overview

FY 2020 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 2021 Program Goals

Quality Government Services

- Continue to keep the streets of Maitland safe
- Complete necessary training programs
- Successful reaccreditation
- Open Police sub-station in downtown area

Performance Measures Highlights and Goals

- As a result of COVID, crashes, calls for service and number of citations issued were reduced in 2020.
- It is anticipated that those numbers will return to normal levels as the economy opens.

Police Department: Police Operations

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--|----------------|----------------|----------------|
| Patrol Operations | | | |
| Workload: # of Calls for Service | 35,623 | 32,653 | 37,000 |
| Efficiency: # of Arrests | 783 | 527 | 800 |
| Crash Investigation | | | |
| Workload: # of Crash Investigations | 950 | 710 | 1,000 |
| Workload: # of Crash Fatalities | 3 | 3 | 0 |
| Vehicle Crash Reduction | | | |
| Workload: # of Photo Enforced Violations Issued | 8,487 | 3,738 | 7,500 |
| Effectiveness: % Change Crashes Compared with Prior Year | 21.87% | -55.96% | 11.63% |
| Traffic Enforcement | | | |
| Workload: # of Citations Issued | 5,512 | 4,707 | 6,000 |
| Effectiveness: # of Crashes | 950 | 710 | 1,000 |
| Effectiveness: Property Value Loss (In Thousands) | \$5,014 | \$5,058 | \$5,200 |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services | \$ 567,710 | \$ 489,000 | \$ 658,000 | \$ 577,000 | \$ 596,000 |
| Operating Expenses | 791,372 | 833,000 | 884,575 | 911,000 | 912,000 |
| Capital Outlay | - | - | - | - | - |
| Total | \$ 1,359,082 | \$ 1,322,000 | \$ 1,542,575 | \$ 1,488,000 | \$ 1,508,000 |

Budgeted Positions

| | | | | | |
|---------------------------------|------------|------------|------------|------------|------------|
| Full-time | 6 | 7 | 6 | 6 | 6 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 6 | 7 | 6 | 6 | 6 |
| Total FTE | 6.0 | 7.0 | 6.0 | 6.0 | 6.0 |

Police Department: Police Support Services

Department Overview

FY 2020 Highlights

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

FY 2021 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 Support Services

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|-----------------------------------|---|----------------|----------------|----------------|
| Training | | | | |
| Workload: | # of Training Hours | 9,454 | 7195 | 9,000 |
| Workload: | # of Officers Attending at Least 1 Training Session | 53 | 53 | 53 |
| Effectiveness: | % Passing Monthly Effectiveness Tests | 100% | 100% | 100% |
| Records | | | | |
| Workload: | # of Reports Entered | 2,862 | 3,070 | 3,000 |
| Workload: | # of Public Records Requested | 812 | 227 | 750 |
| Efficiency: | % of Mail out Requests Within 1 Week | 100% | 88% | 100% |
| Efficiency: | % of walk-in Request Within 10 Minutes | 100% | 100% | 100% |
| Education/Crime Prevention | | | | |
| Workload: | # of Contact Hours | 848 | 210 | 800 |
| Efficiency: | # of Residents/Business People Participating | 16,861 | 4,172 | 15,000 |
| Criminal Investigations | | | | |
| Workload: | New Criminal Investigations Assigned | 415 | 455 | 450 |
| Workload: | # of Man Hours Investigating Crimes | 7,740 | 8,392 | 7,700 |
| Effectiveness: | Annual Case Clearance % for Prior Year | 35% | 35% | 30% |

Police Operations and Support Services - Departmental Workplan

| Project & Description | Status | Project Timeline |
|---|--------|--|
| Weapons Platform Replaced - Department is replacing its current weapons platform, using a single manufacturer for our weapons system will streamline training and maintenance. | | Delivery and training of weapons expected to be completed by March 2021. |
| D.O.J. Grant Program - The Department applied for a Department of Justice Discretionary JAG grant. | | Awaiting notification of award. |
| Policy and Review - The Police Department is continuing to review policies and procedures that evolve due to changes in laws, procedures and fiscal restrictions. | | Final dissemination of new policy manual is expected to occur after re-accreditation in March 2022. |
| Implementation of TRACS - The Department is analyzing the possibility of implementing a new crash reporting software that operates in cooperation with CAFÉ. | | End of FY21 |
| Partnership with FBI's JTTF - The Police Department has partnered with the Federal Bureau of Investigation to participate in their Joint Terrorism Task Force. One detective was selected to participate in the program. | | We anticipate the officer's assigned to the Task Force to take place by mid-fiscal year while awaiting final security clearances which may take up to one calendar year. |
| Community Outreach - With the expansion of the Support Services Division, the Department is exploring new and innovative programs to improve upon communication with community members as well as build professional relationships with those we serve. The use of social media platforms will be expanded in an effort to support this project. | | Elderly Services program is expected to be completed by July 2021. |
| Recruiting Team - The Department has expanded the Department's Training Division by one additional officer which will allow for additional presence and recruiting efforts at various locations within the community. | | This is an on-going project. |
| Specialized Training Program - With the expansion of the Department's Training Division, efforts have been directed toward the use of internal trainers to save on costs and increase operational effectiveness. Specific advanced training will be based on department needs, accreditation requirements and changing social norms. | | This is an on-going project. |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Personal Services | \$ 3,667,484 | \$ 3,795,450 | \$ 4,353,000 | \$ 4,503,750 | \$ 4,656,700 |
| Operating Expenses | 9,462,220 | 10,134,442 | 10,819,300 | 11,964,950 | 11,831,940 |
| Capital Outlay | 3,522,584 | 5,603,222 | 8,982,300 | 6,898,000 | 8,163,000 |
| Other | 16,900 | 12,700 | 8,400 | 4,100 | - |
| Utility Debt Service | 201,072 | 833,800 | 847,000 | 1,329,000 | 1,947,000 |
| Total | \$ 19,562,184 | \$ 20,379,614 | \$ 25,010,000 | \$ 24,699,800 | \$ 26,598,640 |

| | | | | | |
|---------------------------------|--------------|--------------|-------------|-------------|-------------|
| Budgeted Positions | | | | | |
| Full-time | 66 | 66 | 67 | 67 | 67 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 3 | 3 | 0 | 0 | 0 |
| Total Budgeted Positions | 69 | 69 | 67 | 67 | 67 |
| Total FTE | 66.75 | 66.75 | 67.0 | 67.0 | 67.0 |

Authorized Positions = 67
Budgeted Positions = 67
FTE = 67



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 |
|---|--|--|
| Beautiful Parks and Lakes |  East/West Park Systems  Expand Recreation Facilities | Lift Station #6 Force Main Lift Station #1 Relocation and Upgrade |
| Safe Neighborhoods |  Quality Public Safety Services | Police Substation |
| Robust Cultural Programs | | Community Park Wetland Restoration Minnehaha Park Wetland Restoration Tuscarora and Temple Trail Wetland Restoration Lake Sybelia Point Shoreline Beautification Lake Sybelia Shoreline Demonstration Lake Gem Nutrient Improvement Upgrade AMR system to AMI |
| Quality Government Services |  Maintain Employee Morale  Maintain and Expand Infrastructure  Improve Interagency Communications | I-4 Ultimate/Coordination with FDOT Railroad Quiet Zones Dommerich / Choctaw Sidewalks Independence Lane Extension - Design |
| Community Pride |  Improve Quality of Neighborhoods  Develop Maitland's Identity  Engage & Support the Business | |
| Preservation of Natural Resources |  Water Quality and Conservation | |
| State-of-the-Art Commerce Centers |  Improve Transportation City-wide  Plan for Downtown Development | |

| Public Works - City Workplan | |
|---|--|
| Project & Description | Project Timeline |
| Sandspur Road Rehabilitation (Maitland Ave. to Wymore) - Project to include full-depth replacement, curbing repair/replacement, and drainage improvements. It is anticipated that the roadway will be milled, resurfaced, and striped from Wymore Road to Maitland Avenue and the two brick intersections will be reconstructed. | Scope of service for design to Council on Q1, construction Q4. |
| Dommerich Hills Sewer Transition and Construction of Lift Station #1 - 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. | 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 21. |
| 17-92 Watermain Replacement - Replace aging, existing watermain with a new line to improve fire flow and service levels along the 17-92 corridor. | Project is underway. Due to conflicts with other existing utilities and the proposed new water main, the project schedule has been delayed. Current estimated completion date is June 2021. |
| Lift Station 6 - Orlando Ave Force Main - Reduce loads at Lift Station 4 by constructing a forcemain diversion from Lift Station 6 to Lift Station 42. | Project is underway. Due to conflicts with other existing utilities and the schedule for proposed new water main project, the project schedule has been delayed. Current estimated completion date is June 2021. |
| Police Substation - Renovation of the former chamber of commerce building to a police substation for east side of Maitland. | NTP given September 1, 2020 with an expected completion date in Q2. |
| Lake Lily Overlook - Repairs to the existing overlook at Lake Lily Park. | Requested GMP from CMAR. |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services | \$ 369,227 | \$ 350,000 | \$ 397,000 | \$ 410,000 | \$ 424,000 |
| Operating Expenses | 29,825 | 41,000 | 44,000 | 45,000 | 45,000 |
| Capital Outlay | - | - | - | - | - |
| Other | - | - | - | - | - |
| Total | \$ 399,052 | \$ 391,000 | \$ 441,000 | \$ 455,000 | \$ 469,000 |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 4 | 4 | 4 | 4 | 4 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 4 | 4 | 4 | 4 | 4 |
| Total FTE | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |

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.

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

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|
| Personal Services | \$ 509,591 | \$ 622,150 | \$ 676,000 | \$ 699,000 | \$ 723,000 |
| Operating Expenses | 2,046,356 | 2,193,503 | 2,386,500 | 2,368,000 | 2,340,500 |
| Capital Outlay | 1,692,070 | 929,190 | 3,269,000 | 1,573,000 | 1,102,000 |
| Debt Service | 100,536 | 416,900 | 423,500 | 664,500 | 973,500 |
| Total | <u>\$ 4,348,553</u> | <u>\$ 4,161,743</u> | <u>\$ 6,755,000</u> | <u>\$ 4,304,500</u> | <u>\$ 5,139,000</u> |

| | | | | | |
|--------------------------|-------------|-------------|--------------------|-------------|-------------|
| Budgeted Positions | | | | | |
| Full-time | 12 | 10 | 10 | 10 | 10 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>12</u> | <u>10</u> | <u>10</u> | <u>10</u> | <u>10</u> |
| Total FTE | <u>12.0</u> | <u>10.0</u> | <u>10.0</u> | <u>10.0</u> | <u>10.0</u> |

Public Works Department: Water Services

Department Overview

FY 2020 Highlights

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

FY 2021 Program Goals

Quality Government Services

- Water Capacity Study
- Mohican Trail Waterline Replacement from N. Thistle to Deloraine
- Lift Station #1 construction
- Phase 1 of Dommerich Hills

Preservation of Natural Resources

- Continue water conservation efforts

Performance Measures Highlights and Goals

- Tested 146% of backflows in FY 2020, up from 87% in FY 2019. Target goal of 100% again in FY 2021.
- Continued to have single digit water pressure and taste/odor complaints again in FY 2021.

| Public Works - Departmental Workplan | |
|--|---|
| Project & Description - Water Division | Project Timeline |
| Mohican Trail Waterline Replacement - 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. | Anticipate design services proposal in Q1 FY20. Plans to construct by the end of FY 20. |
| Water Capacity Study - This study is required by the State to determine if there will be any additional water storage needs. | Anticipate design services proposal in Q2 FY20 with a final report before the end of FY 20. |
| Additional Ground Storage Tank (Design) | Q3 |
| Water Plant Rehabilitation | Q3 |

Public Works Department: Water Services

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|--------------------------------|---|----------------|----------------|----------------|
| Workload: | # of Gallons Water Produced/Treated (Million Gallons) | 935 | 982 | 940 |
| Effectiveness: | # of Taste/Odor Complaints | 7 | 5 | 5 |
| Effectiveness: | # of Discolored Water Complaints | 7 | 5 | 5 |
| Effectiveness: | # of Water Pressure Complaints | 10 | 10 | 10 |
| Water Plant Maintenance | | | | |
| Efficiency: | # of Unscheduled Water Plant Repairs | 4 | 5 | 4 |
| Water Distribution | | | | |
| Workload: | # of Meters Inspected | 5,627 | 900 | 1,000 |
| | % of Meters inspected | 100% | 20% | 20% |
| Efficiency: | # of Meters Repaired /Replaced | 3,380 | 3,380 | 150 |
| | % of Meters Repaired/Replaced | 100% | 100% | 5% |
| Workload: | # of Valves Exercised per Year | 200 | 200 | 200 |
| Efficiency: | % of Valves Exercised per Year | 100% | 100% | 100% |
| Workload: | # of Dead End Main Flushings per Year | 128 | 132 | 123 |
| Efficiency: | % of Dead End Mains Flushed | 104% | 107% | 100% |
| Workload: | # of Backflows to be Tested per Year | 1,312 | 2,914 | 2,000 |
| Efficiency: | % of Backflow Tested | 87% | 146% | 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|
| Personal Services | \$ 485,459 | \$ 329,000 | \$ 487,000 | \$ 506,000 | \$ 523,000 |
| Operating Expenses | 3,173,188 | 3,352,097 | 3,673,500 | 3,847,000 | 4,026,500 |
| Capital Outlay | 3,694,352 | 1,704,830 | 4,340,000 | 3,678,000 | 4,423,000 |
| Debt Service | 100,536 | 416,900 | 423,500 | 664,500 | 973,500 |
| Total | <u>\$ 7,453,625</u> | <u>\$ 5,802,827</u> | <u>\$ 8,924,000</u> | <u>\$ 8,695,500</u> | <u>\$ 9,946,000</u> |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 6 | 6 | 7 | 7 | 7 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>6</u> | <u>6</u> | <u>7</u> | <u>7</u> | <u>7</u> |
| Total FTE | <u>6.0</u> | <u>6.0</u> | <u>7.0</u> | <u>7.0</u> | <u>7.0</u> |

Public Works Department: Wastewater Services

Department Overview

FY 2020 Highlights

- Sewer System Master Plan Update
- Lift Station 10 force main completion
-
- Lift Station 17 upgrade

FY 2021 Program Goals

Quality Government Services

- Tuscarora & Dommerich Hills Sanitary Sewer System – Construct
- Lift Station 6 Forcemain construction
- Lift Station 42 upgrade

Performance Measures Highlights and Goals

- Inspected 1,000 linear feet of pipeline, down from 6,997 in FY 2019.

| Public Works - Departmental Workplan | |
|---|--|
| Project & Description - Wastewater Division | Project Timeline |
| Lift Station 42 Rehabilitation - Upgrade the Lift Station at George Avenue to manage additional flows. | Design underway |
| Sewer System Master Plan Update - Update to the 2013 Master Plan which will review priorities and provide project recommendations for programming in the CIP | Draft Master Plan received June 12, 2020. Project expected to be completed in FY21. |
| Lift Station 8 Rehabilitation -Transition LS 8 from a wet/dry well pump station to a submersible pumping system. | Design is at 90%. |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|
| Personal Services | \$ 277,744 | \$ 226,000 | \$ 287,000 | \$ 296,750 | \$ 306,700 |
| Operating Expenses | 700,410 | 1,204,828 | 940,000 | 996,250 | 1,011,300 |
| Capital Outlay | 149,534 | 453,216 | 750,000 | 600,000 | 881,000 |
| Other | - | - | - | - | - |
| Total | <u>\$ 1,127,688</u> | <u>\$ 1,884,044</u> | <u>\$ 1,977,000</u> | <u>\$ 1,893,000</u> | <u>\$ 2,199,000</u> |
| Budgeted Positions | | | | | |
| Full-time | 4 | 4 | 4 | 4 | 4 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> |
| Total FTE | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> |

Public Works Department: Stormwater/Lakes Management

Department Overview

FY 2020 Highlights

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

FY 2021 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
- 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.

| Public Works - Departmental Workplan | |
|--|---|
| Project & Description - Stormwater/Lakes Management Division | Project Timeline |
| Engineering Feasibility Plan update to 2016 SLMP - Review of 2016 SLMP to determine feasible projects | Continued from 2020, on hold due to mapping issues |
| Winfield Subdivision Infrastructure (Construction) - Project to address stormwater system condition and failures. | Design deliverables underway and completed by the end December. Anticipate construction starting Q2 FY 20. |
| Thistle Lane and Goldwater Drainage (Construction) - Project to eliminate structural flooding | Construction expected in Summer of 2021 to coordinate with schools. |
| Drainage Maintenance Improvements - Relocation of Stormwater Pipe from Elvin to Gem Lake Design (Construction with partnership) | Project to relocation and replace old CMP pipe. Schedule dependent on other projects in the area and coordination with Winter Park. |
| Howell Branch Park Repairs - Improve erosion issues from stormwater runoff which is impacting a sidewalk and railing. | Project completion expected by end of Q3 FY21. |

Public Works Department: Stormwater/Lakes Management

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|---|--|----------------|----------------|----------------|
| Drainage Problems Reported by Residents | | | | |
| Workload: | # of Res. Calls Concerning Drainage Problems Rcvd | 45 | 23 | 30 |
| Efficiency: | # of Resident Calls investigated within 2 working days | 45 | 23 | 30 |
| Retention/Detention Area Inspection and Maintenance | | | | |
| Workload: | # of City Maintained Facilities | 30 | 30 | 30 |
| Effectiveness: | # of Facilities Inspected per Yr. | 54 | 30 | 30 |
| | # of Facilities Cleaned per Yr | 4 | 16 | 2 |
| Drainage Swale Maintenance: (3-Yr program) | | | | |
| Workload: | # of City Maintained Facilities | 96 | 96 | 96 |
| Effectiveness: | # of Swales Maintained per Yr. | 37 | 77 | 37 |
| Effectiveness: | # of Swales Cleaned per Yr. | 20 | 41 | 30 |
| Storm Drain, Inlet, & Outfall Maintenance (variable frequency) | | | | |
| Workload: | # of Structures in System | 1,034 | 1,034 | 1,034 |
| Effectiveness: | # of Structures Inspected per Yr. | 1,808 | 1,242 | 1,800 |
| | # of Structures Clean per Yr. | 965 | 1,388 | 900 |
| Stormwater Pipe & Conveyance System Inspection and Maintenance | | | | |
| Workload: | # of Linear Feet of pipes & Conveyance Systems | 0 | 0 | 0 |
| Efficiency: | # of Linear Feet Inspected per Yr. | 42,047 | 11,988 | 35,000 |
| | # of Linear Feet Cleaned per Yr. | 5,677 | 500 | 5000 |
| Stormwater System Total Debris Removal | | | | |
| Efficiency: | # of Cubic Yards of Street Debris Removed by Cleaning | 282 | 174 | 250 |
| Sweeping City Streets | | | | |
| Workload: | # of Curb Miles Swept | 5,590 | 6,673 | 6,000 |
| Effectiveness: | # of Cubic Yards of Street Debris Collected | 2,009 | 1,931 | 2,000 |
| | # of Cubic Yards Collected per Mile Swept | 1.80 | 1.82 | 1.80 |
| Stormwater Treatment Unit Maintenance (variable frequency) | | | | |
| Workload | # of Units Maintained (NSBB, CDS, USTS) | 11 | 11 | 11 |
| Effectiveness: | # of Units Inspected per Yr. | 35 | 54 | 30 |
| | # of Cubic Yards of Debris Collected | 60.5 | 40.5 | 50.0 |

Public Works Department: Stormwater/Lakes Management

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|---|--|----------------|----------------|----------------|
| Residents Request for Information, Inspections, Permits/Services | | | | |
| Workload: | # of Requests to be Investigated | 132 | 81 | 100 |
| Efficiency: | % of Requests Responded to Within Two Working Days | 75% | 100% | 100% |
| Public Education Activities and Incentive Programs | | | | |
| Workload: | # of Public Events or Educational Programs Conducted | 7 | 1 | 4 |
| Efficiency: | % of Public Events or Educational Programs Completed | 175% | 25% | 100% |
| Shoreline Alteration Permits | | | | |
| Workload | # of applications received | 7 | 1 | 4 |
| Efficiency | % of applications responded and applications completed | 100% | 100% | 100% |
| Dock/Boathouse and Related Waterfront Permit Applications | | | | |
| Workload: | # of Permit Applications Received | 3 | 20 | 3 |
| Efficiency: | % of Permit Applications Completed | 100% | 100% | 100% |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|-----------|--------------|-------------------|------------|------------|
| Personal Services | \$ - | \$ 253,300 | \$ 282,000 | \$ 292,000 | \$ 301,000 |
| Operating Expenses | - | 267,430 | 262,000 | 329,000 | 364,000 |
| Capital Outlay | - | 8,270 | - | - | - |
| Contributions | - | - | - | - | - |
| Total | \$ - | \$ 529,000 | \$ 544,000 | \$ 621,000 | \$ 665,000 |
| Budgeted Positions | | | | | |
| Full-time | 0 | 3 | 3 | 3 | 3 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 0 | 3 | 3 | 3 | 3 |
| Total FTE | 0.0 | 3.0 | 3.0 | 3.0 | 3.0 |

Public Works Department: Engineering Services

Department Overview

FY 2020 Highlights

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

FY 2021 Program Goals

Quality Government Services

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

| Public Works - Departmental Workplan | |
|--|--|
| Project & Description - Engineering Division | Project Timeline |
| Horatio Ave and Maitland Ave Traffic Signal - Reconstruct traffic signal from a span wire system to a mast arm. | Due to budgetary constraints, delayed until FY 23 |
| Sandspur Rd and Maitland Ave Traffic Signal - Reconstruct traffic signal from a span wire system to a mast arm. | Construction to start in FY 21 |
| Entry Way Features and Wayfinding Signage - Project is to reconstruct the entryway feature at North Maitland Ave and create a coordinated wayfinding signage throughout the city. | Anticipate reconstructing of the North Maitland Ave. Entryway in FY 21. |
| Maitland Center Bus Shelters - Installation of ADA Compliant Bus Shelters in Maitland Center area | Anticipate installation in FY 21, once I-4 Corridor is released from FDOT/SGL control. |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| Personal Services | \$ 317,967 | \$ 223,000 | \$ 260,000 | \$ 269,000 | \$ 278,000 |
| Operating Expenses | 1,451,296 | 1,058,933 | 1,219,000 | 2,035,000 | 1,767,000 |
| Capital Outlay | 83,199 | 1,001,067 | - | 300,000 | 775,000 |
| Contributions | - | - | - | - | - |
| Total | \$ 1,852,462 | \$ 2,283,000 | \$ 1,479,000 | \$ 2,604,000 | \$ 2,820,000 |
| Budgeted Positions | | | | | |
| Full-time | 6 | 6 | 4 | 4 | 4 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 6 | 6 | 4 | 4 | 4 |
| Total FTE | 6.0 | 6.0 | 4.0 | 4.0 | 4.0 |

Public Works Department: Streets Management

Department Overview

FY 2020 Highlights

- Completed annual resurfacing throughout the City
- Dommerich Drive / Choctaw Trl sidewalks
- Sandspur Rd trail

FY 2021 Program Goals

Quality Government Services

- 2021 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 90% of all construction inspections within three days on sidewalks, goal of 90% in FY 2021
- Performed 143 Construction Inspection on sidewalks, down from 311 in FY 2019

| Public Works - Departmental Workplan | |
|---|--|
| Project & Description - Streets Division | Project Timeline |
| 2021 Roadway Paving Program - Annual repaving of roadways in need based upon the Pavement Surface Evaluating and Rating (PASER). | Anticipate paving in the summer of 2021. |
| Mohican Trail Sidewalk - Construct sidewalks on Mohican between Arapaho and Thistle. | Construction in Q2 FY21. |

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|---|----------------|----------------|----------------|
| Construction Inspections (Sidewalks) Workload: # of Construction Inspections Efficiency: % of Inspections Completed within 3 Working Days after Notification | 311 73% | 143 100% | Ukn 90% |
| Plan Reviews (DRC and Building permits) Workload: # Plans Submitted Effectiveness: % Plans reviewed within 3 days (by due date) | 254 64% | 102 100% | Ukn 90% |
| ROW Utilitization Permit and Abandonment Petition Reviews Workload: # of Permits Received Effectiveness: % of Permits reviewed within 3 days after receipt | 129 67% | 129 100% | Unk 90% |
| Annual Traffic Counts Paving of Roads Workload: # of Roads Scoped for Feasibility Effectiveness: # of Roads Paved | 37 10 11 | 41 25 5 | 35 10 5 |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|
| Personal Services | \$ 205,642 | \$ 231,000 | \$ 237,000 | \$ 245,000 | \$ 254,000 |
| Operating Expenses | 839,389 | 856,605 | 923,500 | 786,900 | 776,000 |
| Capital Outlay | 13,563 | 139,695 | 362,100 | 296,000 | 114,000 |
| Other | 16,900 | 12,700 | 8,400 | 4,100 | - |
| Total | <u>\$ 1,075,494</u> | <u>\$ 1,240,000</u> | <u>\$ 1,531,000</u> | <u>\$ 1,332,000</u> | <u>\$ 1,144,000</u> |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 4 | 4 | 4 | 4 | 4 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> |
| Total FTE | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> |

Public Works Department: Facilities Maintenance

Department Overview

FY 2020 Highlights

- Replaced Water Plant 5 & 6 roofs
- Bellamy Park Pavilion and Restroom roof
- Quinn Strong Park Trellis Replacement

FY 2021 Program Goals

Quality Government Services

- Senior Center roof
- Lake Sybelia Point Park Restroom and Pavilion Roof

Performance Measures Highlights and Goals

- Continue to provide maintenance on 127 City owned structures
- Repaired HVAC units 17 times in FY 2020
- Completed 19 projects in FY 2020

| Public Works - Departmental Workplan | |
|---|-------------------------|
| Project & Description - Facilities Division | Project Timeline |
| Senior Center Roof - Replace aging roofing system at the Senior Center | Q4 2021 |
| Lake Sybelia Point Park Restroom and Pavilion Roof - Replace aging roofing system at the park | Q4 2021 |
| Project & Description - Facilities Division - Cultural Groups | Project Timeline |
| Installation of Security Camera System - Installation of security cameras to protect the art collection and artifacts housed at MAHA | Q2 2021 |

Public Works Department: Facilities Maintenance

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|--|--|----------------|----------------|----------------|
| Building and Structure Maintenance and Repair | | | | |
| Workload: | # of City Owned Buildings and Structures | 127 | 127 | 127 |
| Workload: | # of scheduled work orders. | 1,492 | 480 | 800 |
| Efficiency: | # of scheduled work orders completed. | 1,461 | 465 | 795 |
| Workload: | # of unscheduled work orders. | 218 | 864 | 500 |
| Efficiency: | # of unscheduled work orders completed | 209 | 753 | 495 |
| Effectiveness: | # % of work orders completed | 90% | 90% | 97% |
| HVAC | | | | |
| | # of HVAC units maintained | | | |
| Workload: | # of HVAC units | 121 | 105 | 105 |
| Workload: | # of Heat and Air Units Maintained by Staff | 560 | 340 | 85 |
| Workload | # of Times HVAC Units Malfunction | 30 | 17 | 20 |
| Building and Structure improvements | | | | |
| Workload: | # of Square Footage Maintained (Buildings only) | 646,808 | 646,808 | 646,808 |
| Workload | # of Complaints issued by the City against Janitorial Contractor | 38 | 11 | 20 |
| Workload | # of projects identified (see work plan) | 92 | 30 | 30 |
| Effectiveness: | # of projects completed (see workplan) | 19 | 19 | 20 |

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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services | \$ 300,591 | \$ 316,000 | \$ 327,000 | \$ 338,000 | \$ 350,000 |
| Operating Expenses | 522,089 | 469,946 | 596,000 | 661,500 | 667,340 |
| Capital Outlay | 573,139 | 1,288,054 | 161,000 | 426,500 | 808,500 |
| Other | - | - | - | - | - |
| Total | \$ 1,395,819 | \$ 2,074,000 | \$ 1,084,000 | \$ 1,426,000 | \$ 1,825,840 |
| | | | | | |
| Budgeted Positions | | | | | |
| Full-time | 4 | 5 | 5 | 5 | 5 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 4 | 5 | 5 | 5 | 5 |
| Total FTE | 4.0 | 5.0 | 5.0 | 5.0 | 5.0 |

Public Works Department: Fleet Maintenance

Department Overview

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--|----------------|----------------|----------------|
| Vehicle Preventive Maintenance | | | |
| Workload: # of Scheduled Vehicle Preventive Maintenance | 372 | 372 | 375 |
| Workload: # of Preventive Maintenance Completed as Scheduled | 336 | 338 | 319 |
| Efficiency: % of Preventive Maintenance Completed as Scheduled | 90% | 90% | 85% |
| Small Equipment Preventive Maintenance | | | |
| Workload: # of Scheduled Small Equipment Preventive Maintenance | 360 | 360 | 360 |
| Workload: # of Preventive Maintenance Completed as Scheduled | 323 | 331 | 306 |
| Efficiency: % of Preventive Maintenance Items Performed as Scheduled | 90% | 90% | 85% |
| Vehicle Repair | | | |
| Workload: # Service Calls Received and attended to per Year | 15 | 14 | 15 |
| Workload: # of Scheduled Repairs per Year | 251 | 223 | 200 |
| Workload: # of Unscheduled Repairs per Year | 219 | 256 | 170 |
| Efficiency: % of Scheduled Repairs Completed | 89% | 87% | 85% |
| Small Equipment Repair | | | |
| Workload: # of Scheduled Repairs | 264 | 227 | 200 |
| Workload: # of Unscheduled Repairs | 235 | 261 | 170 |
| Efficiency: % of Scheduled Repairs Performed as Scheduled | 89% | 86% | 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services | \$ 68,696 | \$ 56,000 | \$ 78,000 | \$ 81,000 | \$ 84,000 |
| Operating Expenses | 300,277 | 316,000 | 389,000 | 453,800 | 393,800 |
| Capital Outlay | - | - | 6,000 | - | - |
| Other | - | - | - | - | - |
| Total | \$ 368,973 | \$ 372,000 | \$ 473,000 | \$ 534,800 | \$ 477,800 |

Budgeted Positions

| | | | | | |
|---------------------------------|------------|------------|------------|------------|------------|
| Full-time | 1 | 1 | 1 | 1 | 1 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 0 | 0 | 0 | 0 | 0 |
| Total Budgeted Positions | 1 | 1 | 1 | 1 | 1 |
| Total FTE | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |

| Public Works - Departmental Workplan | | |
|---|---------|-------------------------------|
| Project & Description - Grounds & Landscaping/Beautification Division | Status | Project Timeline |
| Urban Forestry Program - Develop and Implement Urban Forestry Program | Started | Develop in FY21; Fund in FY22 |

| Program Performance | 2019 Actual | 2020 Actual | 2021 Target |
|--|----------------|----------------|----------------|
| Street Tree Master Plan | | | |
| Workload: Routine Prune # Streets | 59 | 28 | 40 |
| Effectiveness: # of Streets Pruned as scheduled | 59 | 32 | 40 |
| Arbor Risk Management | | | |
| Workload: Facility Inspections | 25 | 37 | 25 |
| Workload: Street Inspections | 121 | 103 | 75 |
| Effectiveness: Actionable Tree Work | 89 | 81 | 90 |
| Beautification Program | | | |
| Workload Landscape Enhancements | 14 | 5 | 10 |
| Effectiveness: # of Landscape Enhancements/Improvements Completed as Scheduled | 14 | 5 | 10 |
| Reforestation Program | | | |
| Workload: # of Trees Planted | 14 | 5 | 20 |
| Plant Health Care | | | |
| Workload: # of Herbicide Applications Scheduled | 37 | 26 | 30 |
| Effectiveness: % of Herbicide Applications Completed as Scheduled | 88% | 93% | 100% |
| Workload: # of Fertilizer/Supplement Applications Scheduled | 8 | 19 | 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 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services | \$ 1,138,473 | \$ 1,189,000 | \$ 1,322,000 | \$ 1,367,000 | \$ 1,413,000 |
| Operating Expenses | 347,885 | 374,100 | 385,800 | 442,500 | 440,500 |
| Capital Outlay | 54,160 | 78,900 | 94,200 | 24,500 | 59,500 |
| Other | - | - | - | - | - |
| Total | \$ 1,540,518 | \$ 1,642,000 | \$ 1,802,000 | \$ 1,834,000 | \$ 1,913,000 |

Budgeted Positions

| | | | | | |
|--------------------------|--------------|--------------|-------------|-------------|-------------|
| Full-time | 25 | 25 | 25 | 25 | 25 |
| Part-time | 0 | 0 | 0 | 0 | 0 |
| Seasonal | 3 | 3 | 0 | 0 | 0 |
| Total Budgeted Positions | 28 | 28 | 25 | 25 | 25 |
| Total FTE | 25.75 | 25.75 | 25.0 | 25.0 | 25.0 |

Public Works Department: Grounds Maintenance

Department Overview

FY 2020 Highlights

- Lake Lily Landscape Revitalization
- Revitalize existing entryway features
-

FY 2021 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
- Completed 93% of applications on time, up from 88% in FY 2019

Public Works Department: Grounds Maintenance

Department Overview

| Program Performance | | 2019 Actual | 2020 Actual | 2021 Target |
|--|---|----------------|----------------|----------------|
| <i>Plant/Field Healthcare</i> | | | | |
| Workload: | # of Locations Maintained (Incl. Athletic, Parks, City Properties, School Properties & Landscaping) | 156 | 156 | 156 |
| Workload: | # of Total Acres Maintained | 187 | 200 | 200 |
| Efficiency: | # of Properties Maintained as Scheduled | 130 | 150 | 150 |
| Efficiency: | # of Square Yards Landscape Bed Maintained | 91,500 | 95,000 | 95,000 |
| Efficiency: | % of Locations Maintained as Scheduled | 91% | 85% | 90% |
| <i>Pesticide/Herbicide/Fertilization/Program for Athletic/Park Turf and Ornamentals</i> | | | | |
| Workload: | # Applications per Recommendations | 154 | 58 | 19 |
| Efficiency: | % of Applications Completed as Recommended (on-time) | 94% | 95% | 95% |
| Workload: | # of Irrigated sites audited | 0 | 3 | 3 |
| Efficiency: | # of sites showing potential water savings | 4 | 7 | 4 |
| Effectiveness: | Gallons of irrigation water saved: annually | 17,000 | 17,000 | 17,000 |
| <i>Irrigation System</i> | | | | |
| Workload: | # of Irrigation Work Orders Completed Annually | 117 | 114 | 75 |
| Workload: | # of Irrigation Heads Maintained Annually | 13,900 | 13,293 | 13,200 |
| Effectiveness: | % of Irrigation Zones Passing Departmental Inspections | 97% | 97% | 95% |
| <i>Customer Requests</i> | | | | |
| Workload: | # of Customer Requests Received Annually | 38 | 140 | 34 |
| Efficiency: | % of Requests Evaluated/Responded to within 24 Hours | 93% | 95% | 95% |
| Efficiency: | % of Requests Resolved within 48 to 72 Hours | 10% | 5% | 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 | Project Timeline |
| Installation of Security Camera System - Installation of security cameras to protect the art collection and artifacts housed at MAHA | Requesting quotes Q2 of FY21 |

| Expenditures by Category | Actual 19 | Estimated 20 | Budget 21 | Plan 22 | Plan 23 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| Personal Services | \$ 457 | \$ 600 | \$ 1,000 | \$ 1,030 | \$ 1,060 |
| Operating Expenses | 114,256 | 257,003 | 127,140 | 139,970 | 139,440 |
| Capital Outlay | - | 9,600 | 200,000 | - | 13,500 |
| Contributions | 1,049,688 | 1,001,797 | 982,860 | 986,000 | 986,000 |
| Total | \$ 1,164,401 | \$ 1,269,000 | \$ 1,311,000 | \$ 1,127,000 | \$ 1,140,000 |

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 2019 Actual | FY 2020 Actual | FY 2021 TARGET |
|-----------------------------|--|-------------------|-------------------|-------------------|
| Participation | | | | |
| Workload: | # of participants on and off site exhibits, events, research, etc. | 28,379 | 10,257 | 30,000 |
| Effectiveness: | Online visitors, friends, followers | 150,119 | 148,369 | 150,000 |
| Membership | | | | |
| Workload: | # of Members Joined or Renewed | 85 | 56 | 300 |
| Effectiveness: | # of New Members | 70 | 38 | 150 |
| Volunteer Time | | | | |
| Workload: | # of volunteer hours donated | 1,259.25 | 1,207 | 2,000 |
| Effectiveness: | \$ saved with volunteer help @ \$18.40/hr. (FL avg. value) | \$ 23,270 | \$ 22,209 | \$ 36,800 |
| Diversify Revenue | | | | |
| Effectiveness: | City Investment as compared to overall operating budget | 30% | 36% | 35% |
| Increase Awareness | | | | |
| Workload: | # of publicity mentions | 86 | 15 | 100 |

FY 2021 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 | 2019 Actual | 2020 Actual | 2021 Target |
|--|----------------|----------------|----------------|
| Membership: | | | |
| Workload: # of Maitland Households who are Library Card Holders | 4,968 | 4,384 | 4,700 |
| Effectiveness: % of Maitland Households who are Library Card Holders | 70% | 62% | 67% |
| Workload: # of new Resident cardholders | 779 | 493 | 500 |
| Increase educational classes and events: | | | |
| Workload: # of programs per quarter of classes and events for all ages | 140 | 101 | 75 |
| Effectiveness: # of participants at programs per quarter** | 5,400 | 3,233 | 1,250 |
| Workload: # programs youth per year | 274 | 196 | 150 |
| Effectiveness: # of participants attending all youth programs per year | 17,668 | 10,452 | 2,000 |
| Workload: # programs adult per year | 286 | 210 | 150 |
| Effectiveness: # of participants attending all adult programs per year | 3,930 | 2,481 | 3,000 |

FY 2021 GOALS

1. Improve MPL's position as a community center by programming for all ages, taking into account the restrictions imposed by COVID-19.
2. Increase focus on remote access to library materials and classes.
3. Maintain current community connections and reach out to new residents as it is safe to do so.

* Data for FY20&21 will be based on 7,049 households, an increase from previous census data. Count of households reflects new cards, database purge of cards expired five or more years, and ongoing clean-up of data to ensure consistent formatting.

The background of the page is a grayscale photograph of a city street. On the left, there are large, leafy trees and several black 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.

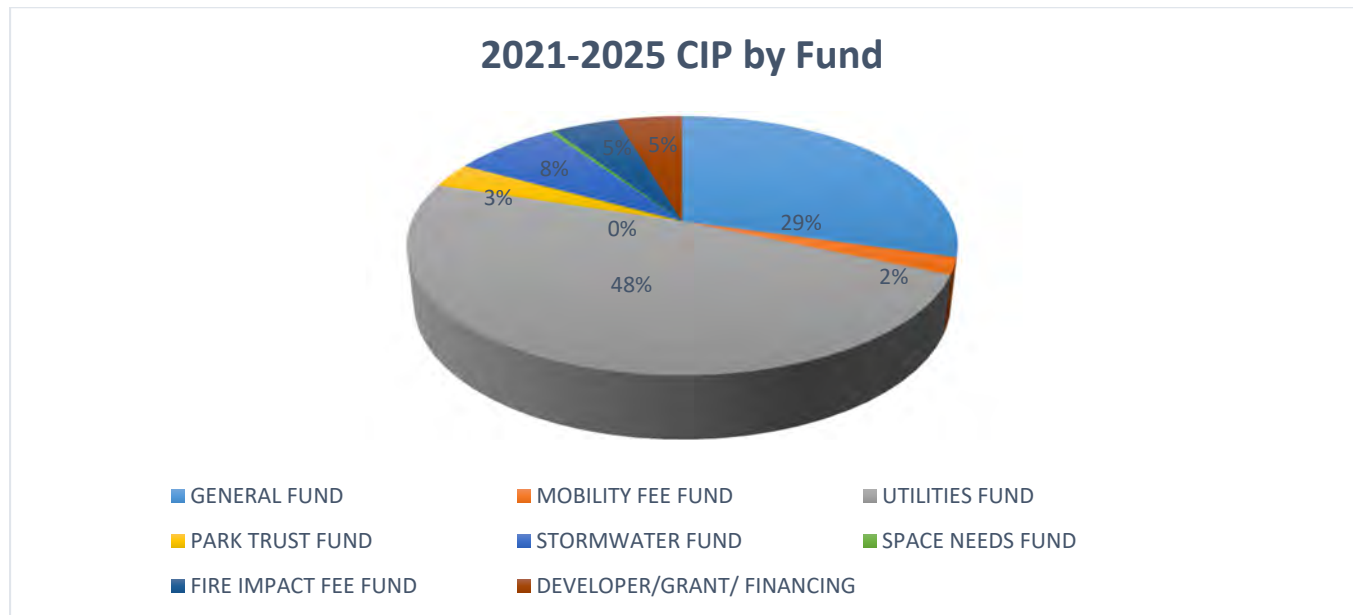
SECTION VII

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 \$9.8M annually. The pie chart below shows the various funding sources for FY 2021—2025 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.

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.

Capital Improvements Program

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.

CAPITAL IMPROVEMENTS PROGRAM FY 2021 - FY 2025 PRIORITY GROUP CLASSIFICATION ALL FUNDS

| 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 |
| TR001 | Transportation Improvements | 3 | B | A | A | A | 1st |
| LK001 | Stormwater Lakes Management Plan | 1 | B | | A | A | 2nd |
| PV001 | Pavement Treatment | 2 | B | | A | A | 2nd |
| CF001 | City Facilities - Master Planning | 3 | B | | A | B | 2nd |
| BS001 | Bicycle/Sidewalk Network | 4 | 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 |

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.

Capital Improvements Program

TABLE 1
CAPITAL IMPROVEMENTS PROGRAM FY 2021 - 2025

| Agent | Fund | Fund | Proj # | Project | 2021 | TOTAL |
|----------------------------------|-------|---|--------|--|---------------|---------------|
| TRAFFIC CIRCULATION | | | | | | |
| PW | Gen | 01 | TR001 | Transportation Improvements** | \$ 200,000 | \$ 1,300,000 |
| PW | Res | 99 | TR001 | Transportation Improvements | - | 250,000 |
| PW | Mob | 36 | TR001 | Transportation Improvements | 350,000 | 1,025,000 |
| INFRASTRUCTURE | | | | | | |
| PW | Util | 41 | WA001 | Water Transmission / Distribution | 3,200,000 | 8,023,000 |
| PAVEMENT | | | | | | |
| PW | Gen | 01 | PV001 | Pavement Treatment** | 500,000 | 2,500,000 |
| PW | Gen | 01 | BS001 | Bicycle / Sidewalk Network** | 1,204,000 | 5,870,000 |
| SANITARY/SEWER | | | | | | |
| PW | Util | 41 | WW001 | Lift Station Improvements | 3,631,550 | 15,785,550 |
| PW | Util | 99 | WW001 | Lift Station Improvements | 218,450 | 218,450 |
| STORMWATER/LAKES MGT | | | | | | |
| PW | SEU | 32 | LK001 | Stormwater Lakes Management Plan | 750,000 | 3,650,000 |
| RECREATION AND OPEN SPACE | | | | | | |
| PR | Parks | 65 | PR001 | Parks Master Planning Implementation | 1,500,000 | 1,525,000 |
| PR | Gen | 01 | PR001 | Parks Master Planning Implementation** | 635,000 | 1,480,000 |
| CD/PW | Gen | 01 | ST001 | Entry Features and Streetscape** | 100,000 | 300,000 |
| OTHER IMPROVEMENTS | | | | | | |
| PW | Res | 99 | CF001 | City Facilities - Master Planning | - | 1,800,000 |
| PW | SpN | 39 | CF001 | City Facilities - Master Planning | 80,000 | 180,000 |
| PW | Fire | 31 | CF001 | City Facilities - Master Planning | | 2,250,000 |
| PW | Gen | 01 | CF001 | City Facilities - Master Planning | 562,100 | 1,016,600 |
| PW | Gen | 01 | UT001 | Utility Relocation | - | 2,000,000 |
| CRA/PW | Res | 99 | UT001 | Utility Relocation | - | - |
| TOTAL | | | | | \$ 12,931,100 | \$ 49,173,600 |
| Fund Key | Gen | GENERAL FUND | | | \$ 3,201,100 | \$ 14,466,600 |
| | Mob | MOBILITY FEE FUND | | | \$ 350,000 | \$ 1,025,000 |
| | CRA | CRA TRUST FUND | | | \$ - | \$ - |
| | Util | UTILITIES FUND | | | \$ 6,831,550 | \$ 23,808,550 |
| | Parks | PARK TRUST FUND | | | \$ 1,500,000 | \$ 1,525,000 |
| | SpN | SPACE NEEDS FUND | | | \$ 80,000 | \$ 180,000 |
| | SEU | STORMWATER ENVIRONMENTAL UTILITY | | | \$ 750,000 | \$ 3,650,000 |
| | Fire | FIRE IMPACT FEE FUND | | | \$ - | \$ 2,250,000 |
| | Res | DEVELOPER/GRANT/FINANCING | | | \$ 218,450 | \$ 2,268,450 |

****As a result of COVID-19 Impacts, these projects may be delayed or placed on hold and completed when funding is available.**

Capital Improvements Program

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 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 Community Redevelopment Agency (CRA) is a special revenue fund used to account for the activities of the Downtown Maitland Redevelopment Agency. Funds are primarily from Tax Increment Financing revenue deposited by the City and County to implement the Downtown Maitland Redevelopment Plan.

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 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.

The Space Needs Fund (SpN) is a capital project fund which accounts for expenditures related to expanding or adding City Facilities.

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 Fire Impact Fee Fund (Fire) is a special revenue fund where the impact fees related to fire services are deposited to fund future fire facilities requirement due to the impact of development.

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

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 2021 Non-routine Capital Projects: Construction of Lift Station #1 and phase 1 of Dommerich Hills sanitary sewer system, as outlined in Chapter 1, page 5 of the SSMPU 2013. Lift Station #1 Relocate from Deloraine to Tuscarora Trl property - Construction. Installation of sewer lines from existing location to new location. Construction and installation of a bypass pump enclosure at LS #42.

| Project Name | Description | Budget |
|--|--|--------------------|
| Lift Station #1 - Relocate from Deloraine to Tuscarora Trl property - Construction. Installation of sewer lines from existing location to new location. | Improve level of service and eliminate septic systems. Also increases surface and ground water quality (includes \$1,000,000 contribution from SSNOCWTA) | \$3,050,000 |
| Lift Station 42 - (Sybelia Parkway) enclose & bypass pump installation | To provide additional pumping capacity and screening of site. | \$800,000 |
| TOTAL FY 2021 | | \$3,850,000 |

Operating Budget Impact— Operations and maintenance costs related to this project will not exceed what is currently in the Utility Fund operating budget for Lift Station 42. There is no operating cost increase for Lift Station No. 1, as after new station is on-line, the existing lift station that is 60 years old will be decommissioned. The new lift station will be more efficient and require less annual maintenance. Large maintenance items for Lift Station No. 1 are covered by the South Seminole and North Orange County Wastewater Transmission Authority.

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 2021 Non-routine Capital Projects: Construction of 12-inch water main on Orlando Avenue from Ventris Avenue to Monroe Avenue to replace 10 inch to 2-inch water mains (remainder of phase 2). Additionally, perform a water plant rehabilitation assessment of the high service pumps at all city water plants and begin design on an additional ground storage tank at WTP#6.

| Project | Length (LF) | Upgrade/ Size | LOS Impact | Budget |
|---|--------------|---------------|--|---------------------|
| 17/92 Water Main Upgrade Ventris Ave to Monroe Ave Complete Phase 2 | 5795 | 12 - inch | Increase level of service | \$ 3,000,000 |
| Water Plant Rehabilitation Program - High Service Pump Evaluation | N/A | Study | Evaluate System High Service Pump Capacity | \$50,000 |
| Additional Ground Storage Tank (Design) | N/A | N/A | Increase Water Capacity | \$150,000 |
| TOTAL FY 2021 | 5,795 | | | \$ 3,200,000 |

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 which are over sixty years old. The study to determine the need for pump rehabilitation will have a positive impact on O&M, reducing the need for repairs to the currently undersized pumps. The need for an additional ground storage tank will be determined based on a water capacity study which is underway. There would be additional O&M costs, the most notable of which will be increased contractual services cost for inspections and maintenance and additional costs for chemicals and electricity.

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 2021 Non-routine Capital Projects: Includes planning and implementation of improvements for the Downtown Corridor. These improvements will include traffic, roadway, streetscape, hardscape, and parking enhancements for the City's downtown corridor. Also included is the construction of improvements to curbing and gutters at the Sandspur and Covewood Intersection to address settling.

| Description | Source | Total (\$) |
|---|--------------|-------------------|
| Maitland Downtown Corridor Improvements | General Fund | 200,000 |
| Sandspur Covewood Intersection Improvements | Mobility Fee | 350,000 |
| TOTAL FY 2021 | | \$ 550,000 |

Operating Budget Impact: The Downtown Corridor improvements are replacements of existing sidewalks and streetscape which will have no impact on operations and maintenance cost. The intersection improvement at Sandspur and Covewood will have no ongoing operations and maintenance cost, as it will repair an existing intersection with a permanent solution for drainage which is currently damaging the road and causing maintenance costs for annual repairs.

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 2021 Non-routine Capital Projects: Design for relocation of stormwater pipe from Elvin to Gem Lake and construction funding for Year 1 of 2.

| Description | LOS Impact | Total (\$) |
|--|-----------------------------|-------------------|
| Drainage Maintenance Improvements-Relocation of Stormwater Pipe from Elvin to Gem Lake Design. | To improve level of service | \$ 150,000 |
| Drainage Maintenance Improvements-Relocation of Stormwater Pipe from Elvin to Gem Lake Construction with Partnership (Yr 1 of 2) | To improve level of service | \$ 600,000 |
| TOTAL FY 2021 | | \$ 750,000 |

Operating Budget Impact— The Operations and Maintenance budget will not increase as a result of this project. This is to rebuild a failing stormwater pipe and move it from its existing location on private property into the roadway.

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 2021 Non-routine Capital Projects: Includes resurfacing approximately 38K square feet of existing roadways. Below is a list of the roads and streets anticipated to be resurfaced in FY 2021.

| Description | S.Y. | Total (\$) |
|--|---------------|-------------------|
| Sandspur Road - Pryde Drive to Maitland Avenue | 11,633 | 125,000 |
| Sandspur Road - Wymore Road to Pryde Drive | 6,578 | 125,000 |
| Brook Drive - Wymore to the Cul-de-sac | 824 | 10,300 |
| Hillcrest Avenue - Sandspur Road to Cliffwood Court to the dead end | 1,058 | 13,225 |
| Rogers Ave - Gabriel Ave to Kentucky Ave | 1,560 | 19,500 |
| Sybelia Avenue - Hillcrest to the cul-de-sac, Maitland Ave to 17-92, Hillcrest to Maitland Ave | 4,254 | 53,175 |
| Bucher Road - Sandspur to the dead-end | 2,014 | 25,175 |
| Cliffwood Court - Hillcrest Ave to the cul-de-sac | 1,600 | 21,163 |
| Greenwood Road - Gamewell Ave to Huntington Court | 900 | 11,250 |
| George Ave - Maitland Ave to Lake Sybelia | 1,648 | 20,600 |
| Druid Road- Druid Dr to dead-end, Southview Dr to Camack Dr, Camack Dr to Druid Dr | 6,049 | 75,613 |
| TOTAL FY 2021 | 38,118 | \$ 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 2021 Non-routine Capital Projects: Replace any remaining HAVC units still using R-22 Freon. Replace the roof at the Keller Ballfield complex (concession, bathrooms, dugouts, and pavilion). Install roof/ceiling insulation at Fire Station 47. Replace carpet at the Police Station with luxury, vinyl planking and add security cameras. Structural Repairs to exterior walls at Maitland Art Center.

| Description | Total (\$) |
|--|-------------------|
| Buildings – Roof Repairs/Replacement/Insulation – Keller Ballfield and Fire Station 47 | \$ 338,100 |
| Buildings HVAC Replacements | 24,000 |
| Structural Wall Repairs to Maitland Art Center | 200,000 |
| Police Substation (renovate Chamber Building) | 80,000 |
| Total FY 2021 | \$ 642,100 |

Operating Budget Impact: Capital maintenance improves the efficiency of upgraded systems and facilities for the buildings and reduces overall operating costs. Based on a survey by consulting engineers, the walls at the Maitland Art Center founded in 1937 and a National Historic Landmark, need to be fortified to prevent further damage from weather and settling. Once complete, the structural repairs will not require ongoing operations and maintenance costs, only periodic inspections to validate the integrity of the walls. Converting the old Chamber Building to a Police Substation will require some additional operations and maintenance for janitorial services, internet access and security systems. The total additional costs for future years is estimated at \$15,000 annually, as the City has been providing landscaping, insurance and most other operational costs in the past.

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 2021 Non-routine Capital Projects: As part of the Dommerich Hills sewer transition the City will replace and add sidewalks within the Dommeirch Hills neighborhood impacted by the sewer project. Also included are repairs to the existing overlook at Lake Lily Park and a wider boardwalk at Maitland Community Park from composite deck materials. New sidewalks were designed in FY20 for Mohican Trail along pathways to schools from Arapaho to Thistle Lane.

| Description | Total (\$) |
|--|---------------------|
| Dommerich Sidewalks - Phase 1 | 560,000 |
| Lake Lily Overlook | 140,000 |
| Mohican Sidewalks | 461,000 |
| Maitland Community Park Boardwalk - Design | 43,000 |
| TOTAL FY 2021 | \$ 1,204,000 |

Operating Budget Impact— The two 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 the Overlook and Boardwalk repairs.

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 General Fund to accomplish maintenance type items of existing recreational infrastructure.

FY 2021 Non-routine Capital Projects: The Hill Recreation Park improvement project will construct a small playground, a picnic area, and other elements identified for this site in the Parks and Recreation Master Plan.

| Description | Parks Fund | General Fund |
|---|------------------|----------------|
| Ft. Maitland Construction and Inspection | 1,500,000 | |
| Hill Rec. Park Improvements | | 85,000 |
| Sybelia Beach Improvements | | 465,000 |
| Homer Hough Bathroom & Pavilion Refurbishment | | 85,000 |
| Total FY 2021 | 1,500,000 | 635,000 |

Operating Budget Impact: The projects in the General Fund will cause no long-term impacts to the budget as they are replacements and repairs of existing facilities at existing parks. The Fort Maitland Park project are updates and repairs to the existing park, including replacement of the existing 50 year old lift station, replacing the bathroom facilities and repaving of the parking lot. Upgrades include a new playground, pavilion, kayak launch and trail down to the lakeshore. The old police boathouse will be converted into a viewing deck. These new amenities are not anticipated to add any significant operations and maintenance costs as the park is actively maintained with similar amenities now.

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 2021 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 | \$ 100,000 |
| Total FY 2021 | \$ 100,000 |

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>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> | <u>Total</u> |
|------------------------------------|-------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| PUBLIC SAFETY | | | | | | | |
| Fire Dept. Capital Replacement | Gen | \$ 59,000 | \$139,000 | \$140,000 | \$140,000 | \$140,000 | \$ 618,000 |
| OTHER IMPROVEMENTS | | | | | | | |
| Copier Replacement | Gen | 12,000 | - | 12,000 | - | - | 24,000 |
| City-wide Computerization | Gen | 25,000 | 64,000 | 64,000 | 64,000 | 64,000 | 281,000 |
| Park Facilities Replacement | | 6,000 | - | - | 5,000 | | 11,000 |
| VEHICLES AND EQUIPMENT | | | | | | | |
| Vehicle Replacement | Gen | 138,000 | 405,000 | 770,000 | 1,232,000 | 852,000 | 3,397,000 |
| Equipment Replacement | Gen | 94,200 | 24,500 | 49,000 | 70,620 | 82,620 | 320,940 |
| Vehicle/Equipment Additions | Gen | - | - | - | - | - | - |
| Vehicle/Equipment Repl & Additions | ESU | - | - | 381,000 | 381,000 | 260,000 | 1,022,000 |
| Vehicle Replacement | Util | 128,000 | 48,000 | 89,000 | 89,000 | 410,000 | 764,000 |
| Equipment Replacement | Util | 25,000 | 37,000 | 20,000 | 20,000 | 20,000 | 122,000 |
| | Total | \$ 487,200 | \$ 717,500 | \$1,525,000 | \$2,001,620 | \$1,828,620 | \$6,559,940 |

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.

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 obligations.

In July 2004, the voters overwhelmingly approved a tax levy of up to 0.5 mills 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 debt 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 Note. This was issued to complete many Utility projects that were in the Capital Improvements Program including relocation of Lift Station number 1 and reconstruction of Lift Stations Nos. 3, 4, 6, 10; force mains for Lift Stations 4 and 10, rehabilitation of Water Treatment Plant 4, and the extension of utilities for Independence Lane as part of the Downtown Redevelopment projects.

In August 2020, the issued closed on \$270,000 State Revolving Fund loan #480250. The loan was for Design and Planning for the 17-92 Water Main upgrade project. In January 2020, Council approved a \$9.6 million loan for the 17-92 Water Main project and \$2.6 million loan for Lift Station 6 force main. The loans are secured by the net revenues of Utilities Fund.

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 of 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%.

The first table shows the next five years of scheduled debt service and the second table shows the debt service to maturity of the note in 2034.

| Limited General Obligation Refunding Note | | | |
|--|---------------------|---------------------|---------------------|
| Year | Principal | Interest | Total |
| 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 |
| FY 2025 | 595,000 | 217,350 | 812,350 |
| Total | \$ 2,820,000 | \$ 1,265,040 | \$ 4,085,040 |

| Limited General Obligation Refunding Note | | | |
|--|---------------------|---------------------|----------------------|
| Year | Principal | Interest | Total |
| FY 2021 | 525,000 | 287,438 | 812,438 |
| FY 2022 | 550,000 | 270,900 | 820,900 |
| FY 2023-2027 | 3,000,000 | 1,084,545 | 4,084,545 |
| FY 2028-2032 | 3,495,000 | 582,278 | 4,077,278 |
| FY 2033-2034 | 1,555,000 | 73,868 | 1,628,868 |
| | \$ 9,125,000 | \$ 2,299,029 | \$ 11,424,029 |

Redevelopment Revenue Bonds

The Redevelopment Revenue Bonds are secured by tax increment revenue and a covenant to budget and appropriate funds from the General Fund should revenues not be sufficient to pay debt service. 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%.

The first table shows the next five years of scheduled debt service and the second table shows the debt service require to maturity of the note in 2034.

| Community Redevelopment Refunding Revenue Note, Series 2014 | | | |
|--|---------------------|---------------------|---------------------|
| Year | Principal | Interest | Total |
| 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 |
| FY 2025 | 685,000 | 289,351 | 974,351 |
| Total | \$ 2,970,000 | \$ 1,632,643 | \$ 4,602,643 |

| Community Redevelopment Refunding Revenue Note, Series 2014 | | | |
|--|---------------------|---------------------|---------------------|
| Year | Principal | Interest | Total |
| FY 2021 | 510,000 | 361,100 | 871,100 |
| FY 2022 | 550,000 | 345,086 | 895,086 |
| FY 2023-2027 | 3,420,000 | 1,439,219 | 4,859,219 |
| FY 2028-2032 | 4,715,000 | 824,093 | 5,539,093 |
| FY 2033-2034 | 2,305,000 | 109,586 | 2,414,586 |
| Total | \$11,500,000 | \$ 3,079,084 | \$14,579,084 |

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.

| Utility Revenue Note, Series 2015 | | | |
|--|---------------------|-------------------|---------------------|
| Year | Principal | Interest | Total |
| FY 2021 | 440,000 | 222,431 | 662,431 |
| FY 2022 | 450,000 | 210,243 | 660,243 |
| FY 2023 | 465,000 | 197,778 | 662,778 |
| FY 2024 | 475,000 | 184,898 | 659,898 |
| FY 2025 | 490,000 | 171,740 | 661,740 |
| Total | \$ 2,320,000 | \$ 987,090 | \$ 3,307,090 |

The first table shows the next five years of scheduled debt service and the second table shows the debt service through to the maturity of the note in 2035.

| Utility Revenue Note, Series 2015 | | | |
|--|---------------------|---------------------|---------------------|
| Year | Principal | Interest | Total |
| FY 2021 | 440,000 | 222,431 | 662,431 |
| FY 2022 | 450,000 | 210,243 | 660,243 |
| FY 2023-2027 | 2,455,000 | 856,761 | 3,311,761 |
| FY 2028-2032 | 2,805,000 | 497,908 | 3,302,908 |
| FY 2033-2035 | 1,880,000 | 105,122 | 1,985,122 |
| Total | \$ 8,030,000 | \$ 1,892,464 | \$ 9,922,464 |

State Revolving Fund Loans

On March 11, 2019, Council approved issuance of up to \$20 Million of Utility debt through the State of Florida Revolving Fund Program, rather than a bond or bank note. This mechanism provides for lower interest rates to the City. In FY 2020, the City closed on a \$270 thousand loan for design with an interest rate of 2.78%, and Council approved a \$9.6 million loan for the 17-92 Water Main project with an interest rate of 1.44% and \$2.6 million loan for Lift Station 6 force main with an interest rate of 0.075%.

| State Revolving Fund Loan | | | |
|----------------------------------|---------------------|-------------------|--------------------|
| Year | Principal | Interest | Total |
| FY 2021 | 23,793 | 7,347 | 31,140 |
| FY 2022 | 570,419 | 144,649 | 715,068 |
| FY 2023 | 577,202 | 137,866 | 715,068 |
| FY 2024 | 584,091 | 130,977 | 715,068 |
| FY 2025 | 591,088 | 123,980 | 715,068 |
| Total | \$ 2,346,593 | \$ 544,821 | \$2,891,412 |

| State Revolving Fund Loans | | | |
|-----------------------------------|---------------------|---------------------|----------------------|
| Year | Principal | Interest | Total |
| FY 2021 | 23,793 | 7,347 | 31,140 |
| FY 2022 | 570,419 | 144,649 | 715,068 |
| FY 2023-2027 | 2,955,987 | 619,356 | 3,575,343 |
| FY 2028-2032 | 3,075,769 | 437,296 | 3,513,065 |
| FY 2033-2037 | 3,162,420 | 257,225 | 3,419,645 |
| FY 2038-2041 | 2,665,066 | 70,649 | 2,735,715 |
| Total | \$12,453,454 | \$ 1,536,522 | \$ 13,989,976 |

The first table shows the next five years of debt service and the second table shows debt service requirements through maturity of the loans in 2041.

Long Range Capital Financial Financing

The FY 2021—FY 2025 Capital Improvements Program is funded by a combination of anticipated annual revenues and impact fees for the General Fund, Stormwater Fee Fund, Mobility Fund, Space Needs Fund, Parks Trust 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 \$10 million in revenue loans in FY 2021 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 empty, and the overall atmosphere is calm and urban.

SECTION VIII

REVENUES

♦ Revenue Trend Information

Revenue

| Category | General Fund | CRA | Utilities | Solid Waste | Stormwater | Total | % |
|-----------------|--------------|-------------|-------------|-------------|-------------|--------------|------|
| Ad Valorem | 12,527,200 | 1,399,608 | - | - | - | 13,926,808 | 34% |
| Other Taxes | 4,598,600 | - | - | - | - | 4,598,600 | 11% |
| License/Permits | 2,536,000 | - | - | - | 1,380,500 | 3,956,100 | 10% |
| Intergov't. | 2,830,000 | 1,299,882 | 219,000 | - | - | 4,348,882 | 11% |
| Charges | 976,000 | - | 8,157,000 | 2,728,000 | - | 11,861,000 | 29% |
| Fines/ Forfeits | 344,000 | - | - | - | - | 344,000 | 1% |
| Other | 2,069,000 | 14,000 | 51,000 | 18,000 | 19,500 | 2,171,500 | 5% |
| Revenues | \$25,880,800 | \$2,713,490 | \$8,427,000 | \$2,746,000 | \$1,400,000 | \$41,167,290 | 100% |

Primary Funds Revenue Summary

The schedule above reflects the FY 2021 revenue summary and the relative percentages for the City's primary (appropriated) funds as outlined in Section IV.

Ad Valorem and Other Taxes

Combined these taxes account for 44% of the primary funds revenues. Ad Valorem is the single largest revenue producer for the City, accounting for approximately 34% of total revenues and 48% 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% increase in property value.

Utility Taxes are 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.

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.

Revenue

Licenses and Permits

These fees account for 10% of the primary funds revenues. In the General Fund this includes Building and Site Permit fees, which 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. Franchise fees are also included in this category and are based on the gross receipts of customer usage charges (electric, fuel oil, gas, and construction and demolition removal). Estimates are based on historical trends, anticipated growth and construction demand and future rate adjustments.

In the Stormwater fund the environmental stormwater fee is calculated based on the gross square footage of impervious surface area of each parcel converted to an equivalent residential unit (ERU). Future estimates are based on the projected changes in the total ERU's for the City.

Intergovernmental Revenues

Intergovernmental revenues account for 11% of the primary funds revenue. State (Florida) 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. This is one area of the revenue plan of the City that following the Covid-19 pandemic has experienced the most significant decreases in FY 2020 and which are projected to slowly return over FY 2021. The City has taken a conservative approach in evaluating the revenue projections from the State.

In the CRA the intergovernmental revenue is the annual TIF payment from Orange County. This is projected based upon Orange County's millage and the anticipated increase of the taxable value of the property located in the CRA district. The estimate of taxable value is provided by the property appraiser in June for the FY 2021 budget. Future years are based on a 2% increase on existing properties plus estimates for any anticipated redevelopment based on information from the Community Development Department.

Charges for Services

Charges for services account for 29% of the primary funds revenue. 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

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.

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 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. Periodically, the City performs a rate study to ensure rates are sufficient. It is anticipated the City will perform a rate study for water and sewer charges in FY 2021.

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.

Other

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

In addition to the revenues outlined above, the CRA is repaying advances to the General Fund in the amount of \$1.6 million and the Utility Fund will receive debt proceeds of approximately \$10 million. The total of revenues and other sources will result in a transfer to fund balance for the primary funds of \$3.2 million as outlined in Section IV in the Primary Funds Summary.

Revenue

The City will continue to monitor the impacts of COVID-19 throughout the year and make adjustments as needed, by evaluating projects that can be deferred, as to not allow necessary levels of service to drop. 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.

The following pages highlight trends for key revenues for the last ten fiscal years and monthly detail for the last three years.

Revenue Trends

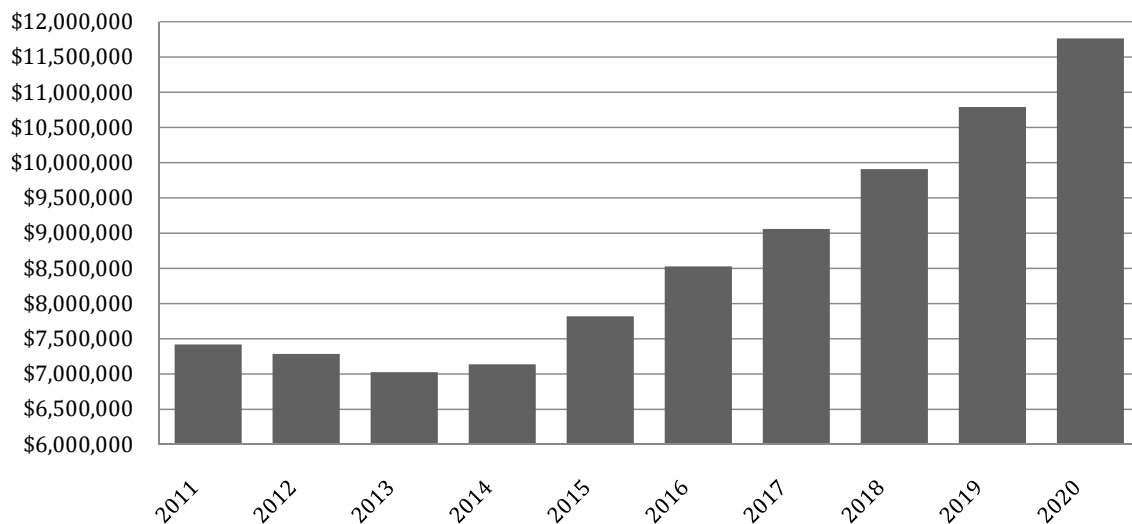
AD VALOREM TAXES 01-310-311100

FY 2021 Budget \$ 12,245,937

FY 2020 Budget \$ 11,666,638

| Fiscal Year | Amount | Change from prev. year | Millage Rate |
|-------------|--------------|------------------------|--------------|
| 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 |
| 2020 | 11,763,580 | 9.0% | 4.35 |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|----------------------|--------------|----------------------|--------------|---------------------|
| Oct-19 | \$ - | Oct-18 | \$ - | Oct-17 | \$ - |
| Nov-19 | 1,582,515 | Nov-18 | 85,340 | Nov-17 | 611,540 |
| Dec-19 | 3,939,885 | Dec-18 | 6,003,609 | Dec-17 | 4,872,244 |
| Jan-20 | 1,555,161 | Jan-19 | 1,172,584 | Jan-18 | 1,836,374 |
| Feb-20 | 655,789 | Feb-19 | 1,960,414 | Feb-18 | 1,255,835 |
| Mar-20 | 2,727,330 | Mar-19 | 657,593 | Mar-18 | 597,769 |
| Apr-20 | 217,116 | Apr-19 | 186,276 | Apr-18 | 473,031 |
| May-20 | 134,295 | May-19 | 280,003 | May-18 | 68,153 |
| Jun-20 | 151,774 | Jun-19 | 213,070 | Jun-18 | 74,391 |
| Jul-20 | 198,012 | Jul-19 | 116,383 | Jul-18 | 109,333 |
| Aug-20 | 552,430 | Aug-19 | 110,637 | Aug-18 | 9,326 |
| Sep-20 | 49,273 | Sep-19 | 3,341 | Sep-18 | 406 |
| Total | \$ 11,793,580 | Total | \$ 10,789,250 | Total | \$ 9,908,402 |



Revenue Trends

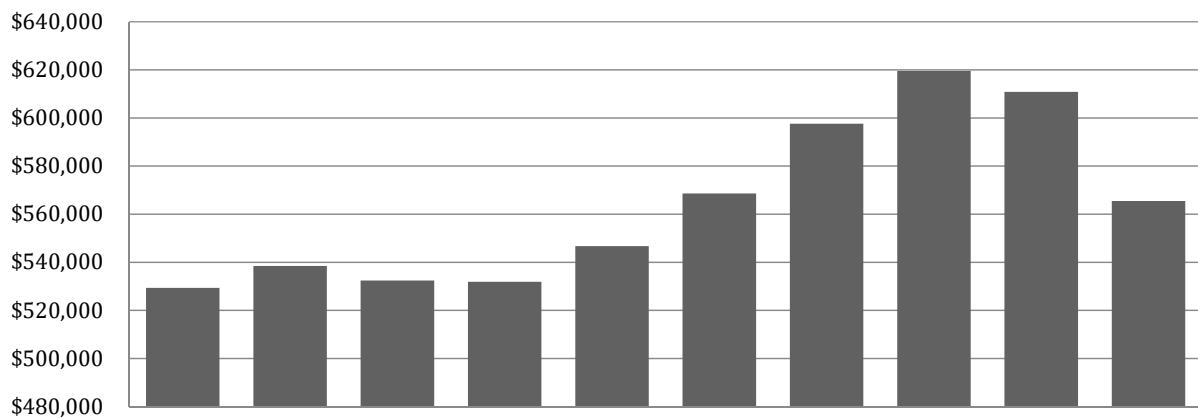
LOCAL OPTION GAS TAX 01-312-312100

FY 2021 Budget \$ 607,500

FY 2020 Budget \$ 575,000

| Fiscal Year | Amount | Change from prev. year |
|-------------|------------|------------------------|
| 2011 | \$ 529,319 | -0.5% |
| 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% |
| 2020 | 565,468 | -7.4% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-19 | \$ 54,291 | Oct-18 | \$ 53,944 | Oct-17 | \$ 53,481 |
| Nov-19 | 49,030 | Nov-18 | 48,693 | Nov-17 | 49,235 |
| Dec-19 | 53,209 | Dec-18 | 39,901 | Dec-17 | 52,758 |
| Jan-20 | 53,751 | Jan-19 | 67,558 | Jan-18 | 51,530 |
| Feb-20 | 56,270 | Feb-19 | 52,612 | Feb-18 | 52,209 |
| Mar-20 | 43,456 | Mar-19 | 45,656 | Mar-18 | 48,318 |
| Apr-20 | 47,057 | Apr-19 | 45,213 | Apr-18 | 48,243 |
| May-20 | 49,010 | May-19 | 52,640 | May-18 | 54,870 |
| Jun-20 | 33,490 | Jun-19 | 50,994 | Jun-18 | 49,369 |
| Jul-20 | 33,844 | Jul-19 | 51,247 | Jul-18 | 53,854 |
| Aug-20 | 47,970 | Aug-19 | 51,148 | Aug-18 | 52,169 |
| Sep-20 | 44,090 | Sep-19 | 51,210 | Sep-18 | 53,528 |
| Total | \$ 565,468 | Total | \$ 610,816 | Total | \$ 619,563 |



Revenue Trends

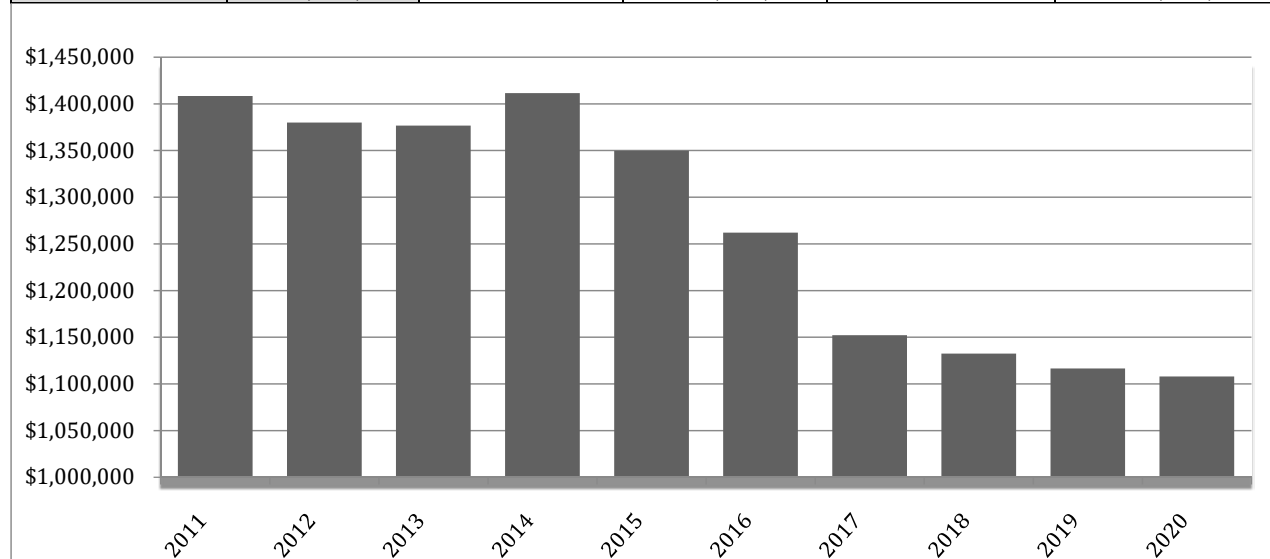
COMMUNICATIONS SERVICE TAX 01-315-315100

FY 2021 Budget \$ 1,100,000

FY 2020 Budget \$ 1,142,000

| Fiscal Year | Amount | Change from prev. year |
|-------------|--------------|------------------------|
| 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 | 1,116,530 | -1.4% |
| 2020 | 1,107,937 | -0.8% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|---------------------|--------------|---------------------|--------------|---------------------|
| Oct-19 | \$ 85,681 | Oct-18 | \$ 90,985 | Oct-17 | \$ 101,165 |
| Nov-19 | 86,628 | Nov-18 | 86,628 | Nov-17 | 99,892 |
| Dec-19 | 114,290 | Dec-18 | 114,290 | Dec-17 | 99,557 |
| Jan-20 | 95,355 | Jan-19 | 95,355 | Jan-18 | 97,522 |
| Feb-20 | 87,433 | Feb-19 | 87,433 | Feb-18 | 97,378 |
| Mar-20 | 86,757 | Mar-19 | 86,757 | Mar-18 | 98,798 |
| Apr-20 | 92,601 | Apr-19 | 92,601 | Apr-18 | 90,263 |
| May-20 | 88,159 | May-19 | 88,159 | May-18 | 94,245 |
| Jun-20 | 69,595 | Jun-19 | 69,595 | Jun-18 | 90,327 |
| Jul-20 | 89,611 | Jul-19 | 89,611 | Jul-18 | 85,061 |
| Aug-20 | 91,748 | Aug-19 | 91,748 | Aug-18 | 95,452 |
| Sep-20 | 84,377 | Sep-19 | 123,368 | Sep-18 | 82,725 |
| Total | \$ 1,077,539 | Total | \$ 1,116,530 | Total | \$ 1,132,385 |



Revenue Trends

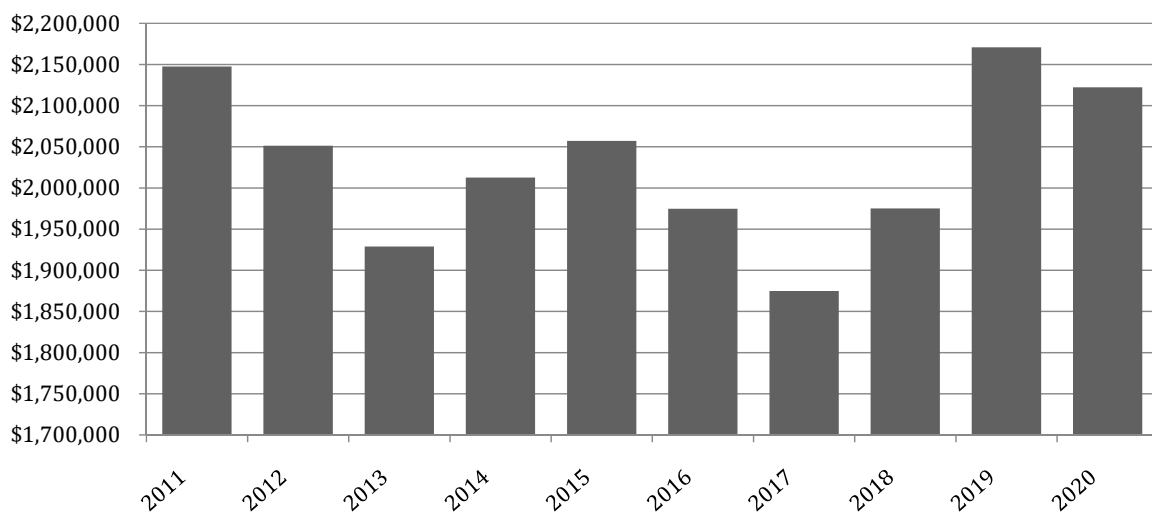
FRANCHISE ELECTRICAL
01-323-323100

FY 2021 Budget \$ 2,100,000

FY 2020 Budget \$ 2,111,800

| Fiscal Year | Amount | Change from prev. year |
|-------------|--------------|------------------------|
| 2011 | \$ 2,147,419 | 10.7% |
| 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 | 2,170,746 | 9.9% |
| 2020 | 2,122,222 | -2.7% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|---------------------|--------------|---------------------|--------------|---------------------|
| Oct-19 | \$ 218,478 | Oct-18 | \$ 197,504 | Oct-17 | \$ 191,246 |
| Nov-19 | 191,691 | Nov-18 | 202,484 | Nov-17 | 159,242 |
| Dec-19 | 179,872 | Dec-18 | 165,460 | Dec-17 | 155,609 |
| Jan-20 | 152,706 | Jan-19 | 155,913 | Jan-18 | 135,875 |
| Feb-20 | 153,757 | Feb-19 | 155,870 | Feb-18 | 160,578 |
| Mar-20 | 149,266 | Mar-19 | 157,677 | Mar-18 | 152,725 |
| Apr-20 | 158,122 | Apr-19 | 156,384 | Apr-18 | 146,064 |
| May-20 | 181,707 | May-19 | 153,608 | May-18 | 147,651 |
| Jun-20 | 127,512 | Jun-19 | 182,449 | Jun-18 | 154,039 |
| Jul-20 | 188,556 | Jul-19 | 205,535 | Jul-18 | 178,775 |
| Aug-20 | 216,476 | Aug-19 | 211,749 | Aug-18 | 193,266 |
| Sep-20 | 204,079 | Sep-19 | 226,113 | Sep-18 | 199,952 |
| Total | \$ 2,122,222 | Total | \$ 2,170,746 | Total | \$ 1,975,022 |



Revenue Trends

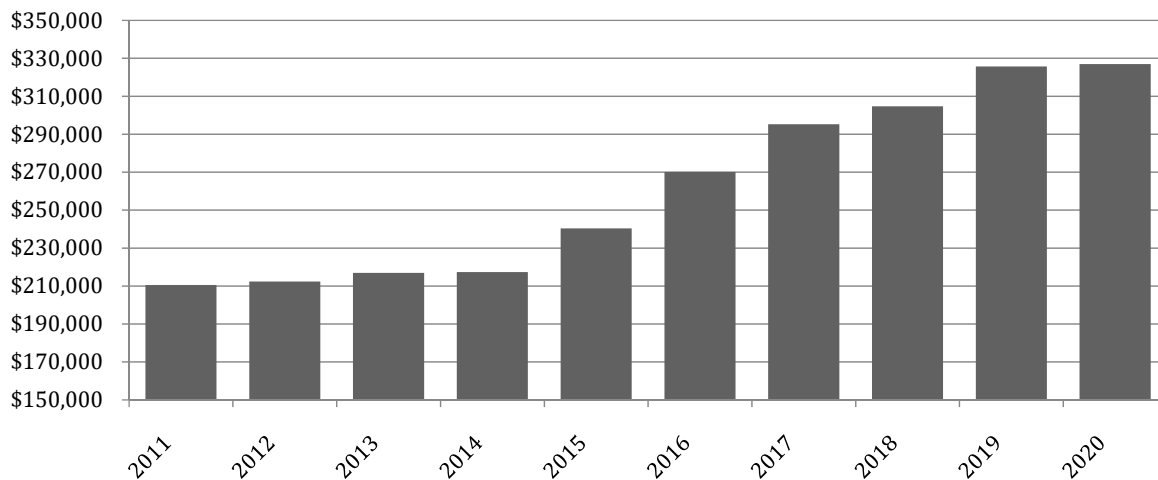
BUSINESS TAX RECEIPTS 01-316-316000

FY 2021 Budget \$ 336,800

FY 2020 Budget \$ 326,200

| Fiscal Year | Amount | Change from prev. year |
|-------------|---------|------------------------|
| 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% |
| 2020 | 326,884 | 0.4% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-19 | \$ 277,512 | Oct-18 | \$ 286,288 | Oct-17 | \$ 259,184 |
| Nov-19 | 3,187 | Nov-18 | 3,522 | Nov-17 | 5,356 |
| Dec-19 | 2,149 | Dec-18 | 2,191 | Dec-17 | 3,217 |
| Jan-20 | 20,103 | Jan-19 | 4,689 | Jan-18 | 3,050 |
| Feb-20 | 3,106 | Feb-19 | 8,891 | Feb-18 | 9,503 |
| Mar-20 | 789 | Mar-19 | 9,531 | Mar-18 | 11,077 |
| Apr-20 | 3,703 | Apr-19 | 329 | Apr-18 | 3,593 |
| May-20 | 1,348 | May-19 | 0 | May-18 | 1,751 |
| Jun-20 | 5,256 | Jun-19 | 3,086 | Jun-18 | 1,339 |
| Jul-20 | 3,035 | Jul-19 | 2,109 | Jul-18 | 1,224 |
| Aug-20 | 3,685 | Aug-19 | 3,282 | Aug-18 | 1,178 |
| Sep-20 | 1,754 | Sep-19 | 1,754 | Sep-18 | 4,230 |
| Total | \$ 326,884 | Total | \$ 325,672 | Total | \$ 304,702 |



Revenue Trends

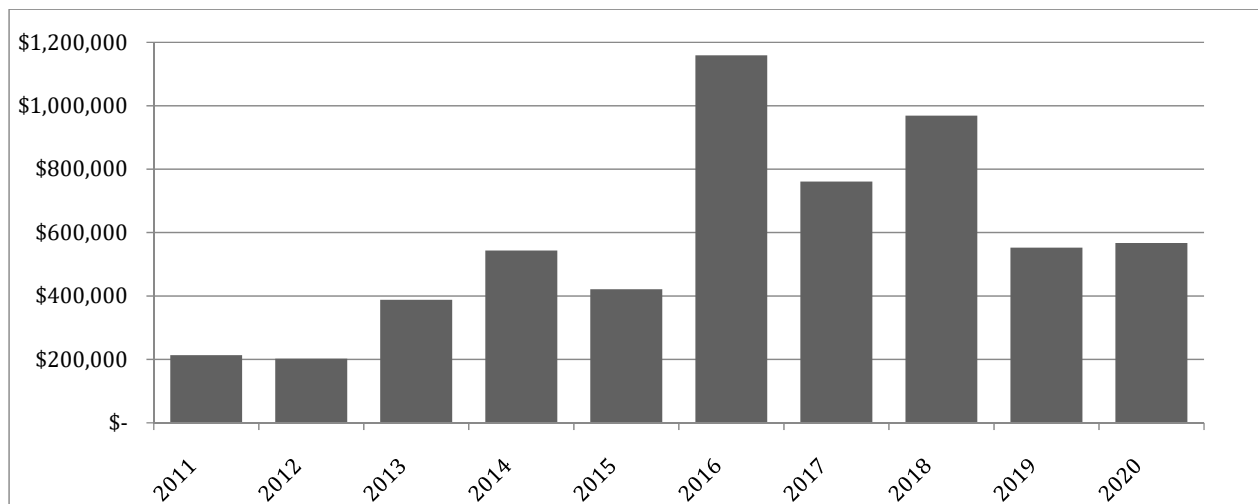
BUILDING PERMITS 01-320-322100

FY 2021 Budget \$ 250,000

FY 2020 Budget \$ 566,800

| Fiscal Year | Amount | Change from prev. year |
|-------------|-----------|------------------------|
| 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% |
| 2020 | 566,856 | 2.7% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-19 | \$ 30,431 | Oct-18 | \$ 78,967 | Oct-17 | \$ 32,849 |
| Nov-19 | 23,439 | Nov-18 | 45,618 | Nov-17 | 40,159 |
| Dec-19 | 28,344 | Dec-18 | 28,280 | Dec-17 | 305,607 |
| Jan-20 | 22,434 | Jan-19 | 51,703 | Jan-18 | 25,186 |
| Feb-20 | 22,700 | Feb-19 | 21,216 | Feb-18 | 61,987 |
| Mar-20 | 28,824 | Mar-19 | 111,181 | Mar-18 | 51,922 |
| Apr-20 | 157,475 | Apr-19 | 46,627 | Apr-18 | 94,651 |
| May-20 | 31,390 | May-19 | 41,107 | May-18 | 35,781 |
| Jun-20 | 52,379 | Jun-19 | 28,952 | Jun-18 | 191,813 |
| Jul-20 | 68,661 | Jul-19 | 28,785 | Jul-18 | 41,404 |
| Aug-20 | 59,979 | Aug-19 | 37,470 | Aug-18 | 61,655 |
| Sep-20 | 40,800 | Sep-19 | 32,169 | Sep-18 | 25,268 |
| Total | \$ 566,856 | Total | \$ 522,075 | Total | \$ 968,281 |



Revenue Trends

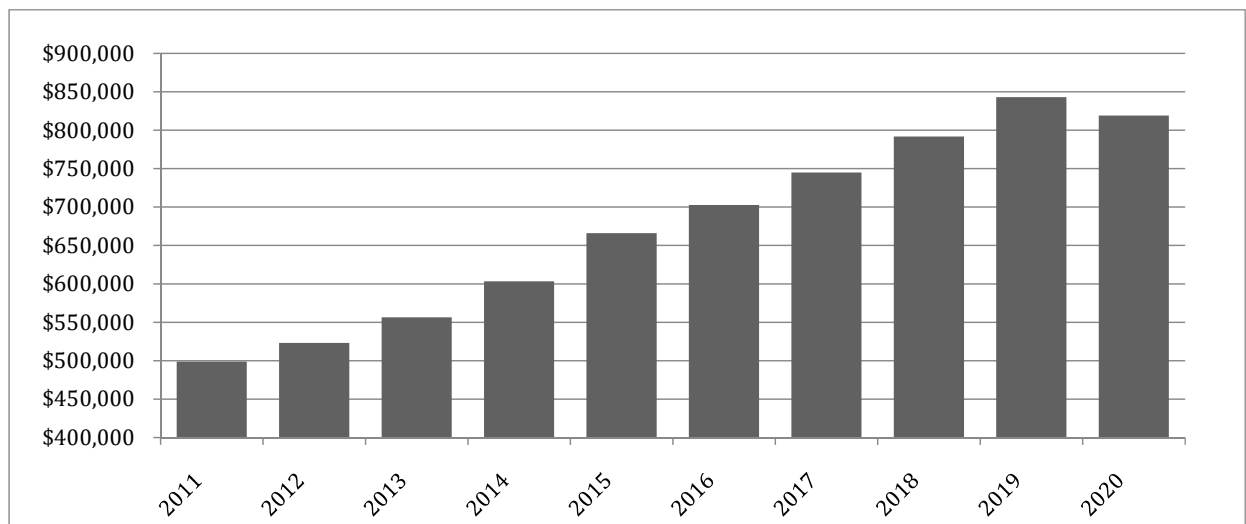
REVENUE SHARING 01-330-335125

FY 2021 Budget \$ 650,000

FY 2020 Budget \$ 819,000

| Fiscal Year | Amount | Change from prev. year |
|-------------|---------|------------------------|
| 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% |
| 2020 | 818,933 | -2.9% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-19 | \$ 69,297 | Oct-18 | \$ 64,903 | Oct-17 | \$ 61,317 |
| Nov-19 | 69,297 | Nov-18 | 64,904 | Nov-17 | 61,317 |
| Dec-19 | 69,298 | Dec-18 | 64,903 | Dec-17 | 61,317 |
| Jan-20 | 69,297 | Jan-19 | 64,903 | Jan-18 | 61,317 |
| Feb-20 | 69,297 | Feb-19 | 64,904 | Feb-18 | 61,317 |
| Mar-20 | 69,297 | Mar-19 | 64,903 | Mar-18 | 61,323 |
| Apr-20 | 69,297 | Apr-19 | 64,904 | Apr-18 | 61,305 |
| May-20 | 23,727 | May-19 | 64,903 | May-18 | 61,305 |
| Jun-20 | 23,726 | Jun-19 | 64,903 | Jun-18 | 61,305 |
| Jul-20 | 63,461 | Jul-19 | 69,304 | Jul-18 | 64,903 |
| Aug-20 | 153,368 | Aug-19 | 120,289 | Aug-18 | 110,060 |
| Sep-20 | 69,571 | Sep-19 | 69,297 | Sep-18 | 64,903 |
| Total | \$ 819,933 | Total | \$ 843,020 | Total | \$ 791,689 |



Revenue Trends

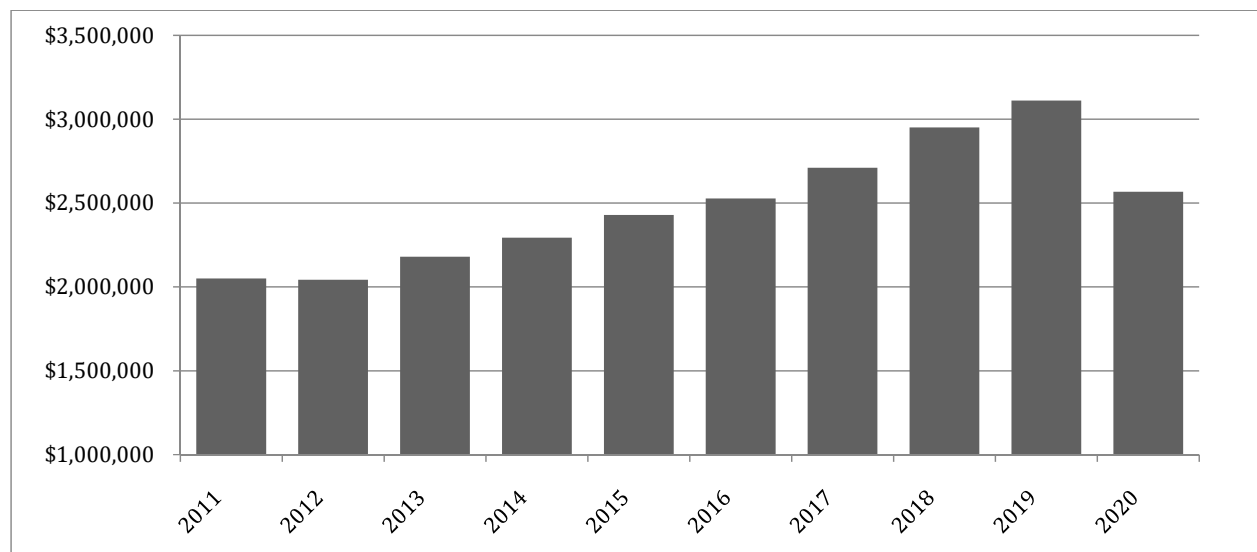
SALES TAX 01-330-335180

FY 2021 Budget \$ 2,114,000

FY 2020 Budget \$ 2,562,000

| Fiscal Year | Amount | Change from prev. year |
|-------------|-----------|------------------------|
| 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 | 3,110,855 | 5.4% |
| 2020 | 2,566,852 | -16.7% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|---------------------|--------------|---------------------|--------------|---------------------|
| Oct-19 | \$ 239,940 | Oct-18 | \$ 223,382 | Oct-17 | \$ 218,989 |
| Nov-19 | 238,487 | Nov-18 | 230,769 | Nov-17 | 210,010 |
| Dec-19 | 262,195 | Dec-18 | 243,561 | Dec-17 | 238,275 |
| Jan-20 | 268,733 | Jan-19 | 250,688 | Jan-18 | 246,839 |
| Feb-20 | 293,723 | Feb-19 | 270,311 | Feb-18 | 275,090 |
| Mar-20 | 263,876 | Mar-19 | 236,417 | Mar-18 | 240,661 |
| Apr-20 | 252,732 | Apr-19 | 237,413 | Apr-18 | 240,605 |
| May-20 | 188,565 | May-19 | 283,717 | May-18 | 283,572 |
| Jun-20 | 111,388 | Jun-19 | 250,407 | Jun-18 | 249,655 |
| Jul-20 | 134,002 | Jul-19 | 247,285 | Jul-18 | 236,623 |
| Aug-20 | 152,716 | Aug-19 | 256,056 | Aug-18 | 259,161 |
| Sep-20 | 160,495 | Sep-19 | 380,849 | Sep-18 | 250,887 |
| Total | \$ 2,566,852 | Total | \$ 3,110,855 | Total | \$ 2,950,377 |



Revenue Trends

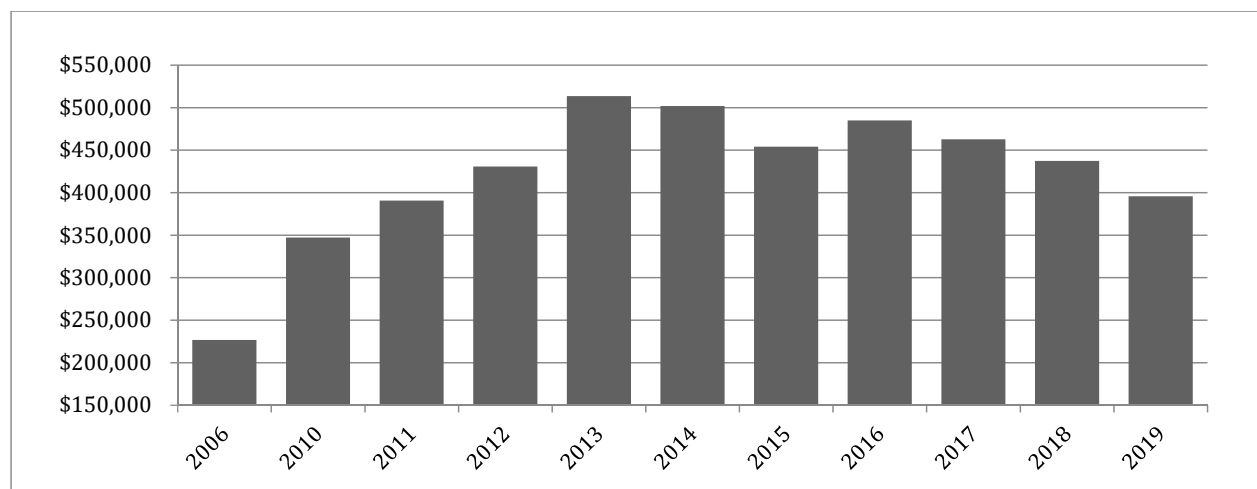
EMS TRANSPORT 01-340-342610

FY 2021 Budget \$ 390,000

FY 2020 Budget \$ 391,900

| Fiscal Year | Amount | Change from prev. year |
|-------------|---------|------------------------|
| 2011 | 390,658 | 13.0% |
| 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% |
| 2020 | 391,939 | -0.9% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-19 | \$ 47,158 | Oct-18 | \$ 29,551 | Oct-17 | \$ 25,844 |
| Nov-19 | 30,809 | Nov-18 | 35,189 | Nov-17 | 42,893 |
| Dec-19 | 44,030 | Dec-18 | 31,436 | Dec-17 | 20,037 |
| Jan-20 | 27,804 | Jan-19 | 23,310 | Jan-18 | 37,869 |
| Feb-20 | 20,180 | Feb-19 | 33,436 | Feb-18 | 34,234 |
| Mar-20 | 21,405 | Mar-19 | 37,358 | Mar-18 | 45,890 |
| Apr-20 | 47,906 | Apr-19 | 41,748 | Apr-18 | 34,579 |
| May-20 | 39,515 | May-19 | 45,093 | May-18 | 43,933 |
| Jun-20 | 19,569 | Jun-19 | 29,117 | Jun-18 | 42,887 |
| Jul-20 | 36,263 | Jul-19 | 24,097 | Jul-18 | 38,101 |
| Aug-20 | 18,642 | Aug-19 | 36,687 | Aug-18 | 33,204 |
| Sep-20 | 38,658 | Sep-19 | 28,596 | Sep-18 | 37,839 |
| Total | \$ 391,939 | Total | \$ 395,618 | Total | \$ 437,309 |



Revenue Trends

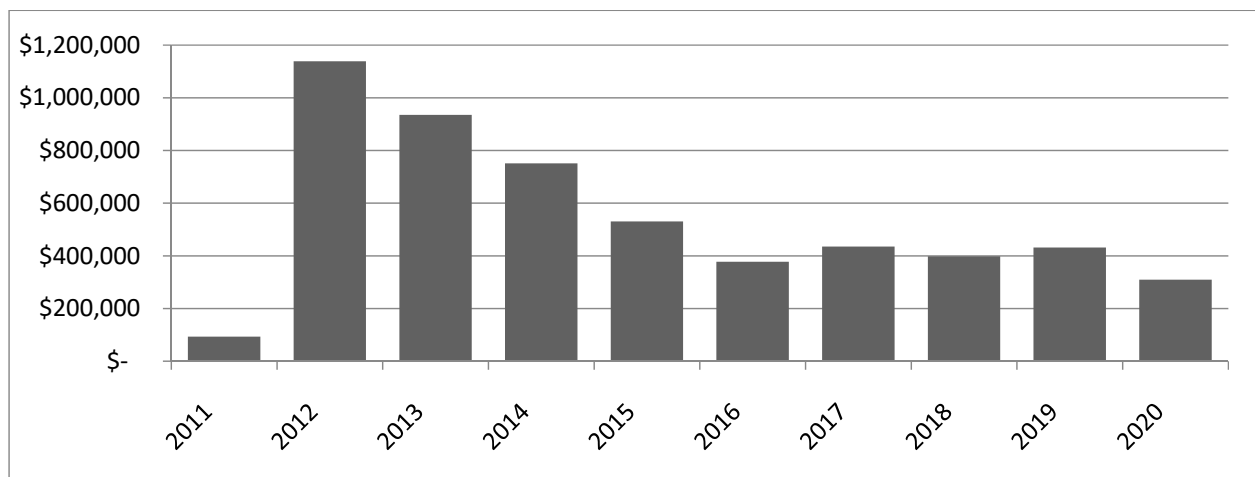
RED LIGHT CAMERA FINES 01-350-354200

FY 2021 Budget \$ 200,000

FY 2020 Budget \$ 309,200

| Fiscal Year | Amount | Change from prev. year |
|-------------|-----------|------------------------|
| 2011 | 92,837 | 92837.0% |
| 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 | 431,544 | 8.5% |
| 2020 | 309,439 | -23.0% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-19 | \$ 28,324 | Oct-18 | \$ 12,305 | Oct-17 | \$ 29,273 |
| Nov-19 | 34,164 | Nov-18 | 33,945 | Nov-17 | 28,689 |
| Dec-19 | 44,384 | Dec-18 | 32,996 | Dec-17 | 35,113 |
| Jan-20 | 40,507 | Jan-19 | 43,362 | Jan-18 | 41,829 |
| Feb-20 | 34,529 | Feb-19 | 40,588 | Feb-18 | 33,580 |
| Mar-20 | 32,339 | Mar-19 | 31,025 | Mar-18 | 40,880 |
| Apr-20 | 27,521 | Apr-19 | 45,625 | Apr-18 | 32,704 |
| May-20 | 14,527 | May-19 | 48,545 | May-18 | 27,448 |
| Jun-20 | 7,373 | Jun-19 | 37,814 | Jun-18 | 22,776 |
| Jul-20 | 9,563 | Jul-19 | 32,850 | Jul-18 | 24,163 |
| Aug-20 | 8,249 | Aug-19 | 35,040 | Aug-18 | 36,208 |
| Sep-20 | 27,959 | Sep-19 | 37,449 | Sep-18 | 45,146 |
| Total | \$ 309,439 | Total | \$ 431,544 | Total | \$ 397,809 |



Revenue Trends

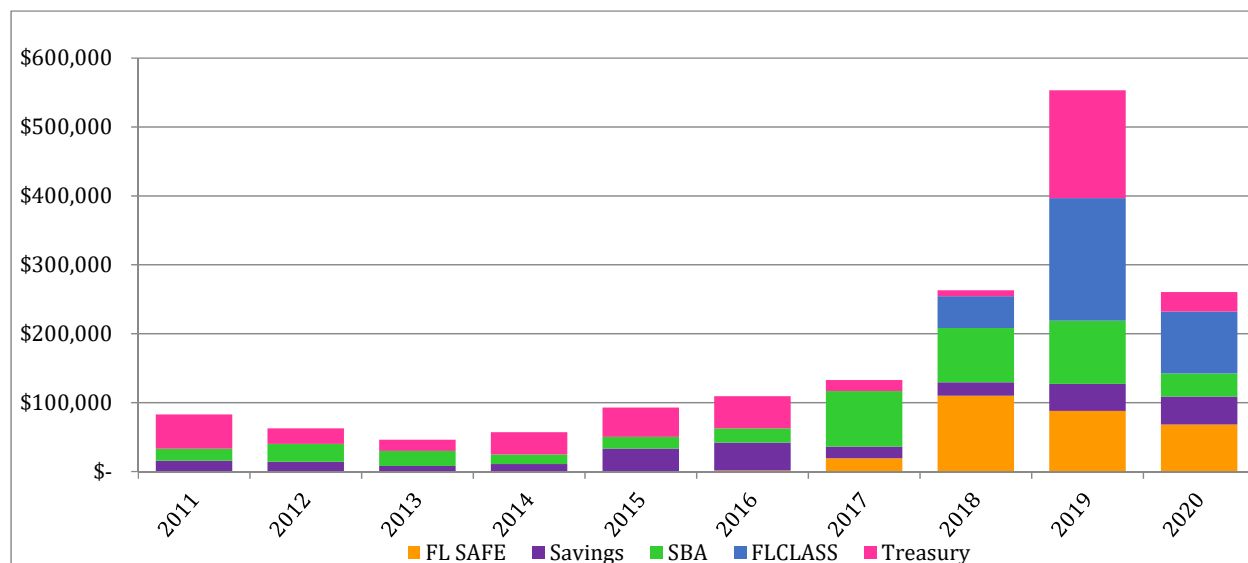
INTEREST

FY 2021 Budget \$ 217,000

FY 2020 Budget \$ 260,962

| Fiscal Year | Amount | Change from prev. year |
|-------------|---------|------------------------|
| 2011 | 82,823 | -47.9% |
| 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 | 276,795 | 50.4% |
| 2019 | 553,223 | 112.1% |
| 2020 | 260,404 | -52.9% |

| Month-Year | Amount | Month-Year | Amount | Month-Year | Amount |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-19 | \$ 34,378 | Oct-18 | \$ 26,138 | Oct-17 | \$ 7,523 |
| Nov-19 | 25,197 | Nov-18 | 39,574 | Nov-17 | 4,884 |
| Dec-19 | 29,926 | Dec-18 | 59,023 | Dec-17 | 16,262 |
| Jan-20 | 36,830 | Jan-19 | 44,278 | Jan-18 | (2,546) |
| Feb-20 | 29,623 | Feb-19 | 32,802 | Feb-18 | 17,125 |
| Mar-20 | 21,639 | Mar-19 | 60,075 | Mar-18 | 22,084 |
| Apr-20 | 23,449 | Apr-19 | 34,219 | Apr-18 | 31,016 |
| May-20 | 19,265 | May-19 | 69,591 | May-18 | 53,967 |
| Jun-20 | 14,493 | Jun-19 | 41,244 | Jun-18 | 10,382 |
| Jul-20 | 13,283 | Jul-19 | 58,197 | Jul-18 | 32,589 |
| Aug-20 | 7,213 | Aug-19 | 57,816 | Aug-18 | 53,393 |
| Sep-20 | 5,113 | Sep-19 | 30,266 | Sep-18 | 30,116 |
| Total | \$ 260,409 | Total | \$ 553,223 | Total | \$ 276,795 |



General Fund Revenue by Category

| | Actual 2019 | Estimated 2020 | 2021 Budget | 2022 Plan | 2023 Plan |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Taxes | | | | | |
| 01311000 311100 Curr Ad Valorem Taxes | 10,789,269 | 11,666,638 | 12,527,200 | 12,930,100 | 13,376,600 |
| 01311000 311200 Delinquent Ad Valorem | 46,723 | 0 | 0 | 0 | 0 |
| 01312000 312410 Local Option Gas Tax | 635,678 | 575,000 | 607,500 | 669,750 | 675,000 |
| 01314000 314100 Utility Tax Electric | 2,556,644 | 2,674,000 | 2,500,000 | 2,500,000 | 2,500,000 |
| 01314000 314400 Utility Tax Gas | 9,292 | 9,800 | 7,000 | 7,000 | 7,000 |
| 01314000 314700 Utility Tax Fuel Oil | 112 | 100 | 100 | 100 | 100 |
| 01314000 314800 Utility Tax Propane | 44,504 | 42,000 | 38,000 | 38,000 | 38,000 |
| 01315000 315100 Communications Services Tax | 1,116,530 | 1,142,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| 01316000 316000 Business & Prof Tax | 325,672 | 326,200 | 336,800 | 336,000 | 352,000 |
| Total Taxes | 15,524,424 | 16,435,738 | 17,116,600 | 17,580,950 | 18,048,700 |
| Licenses And Permits | | | | | |
| 01322000 322100 Building Permits | 552,075 | 566,800 | 250,000 | 250,000 | 250,000 |
| 01323000 323100 Franchise Electrical | 2,170,746 | 2,111,800 | 2,100,000 | 2,100,000 | 2,200,000 |
| 01323000 323400 Franchise Tax Gas | 10,376 | 11,800 | 10,000 | 10,000 | 10,000 |
| 01323000 323710 Franchise Construct Rolloff | 92,649 | 85,700 | 40,000 | 40,000 | 65,000 |
| 01329000 329500 Garage Sale Permits | 56 | 0 | 100 | 100 | 100 |
| 01329000 329520 Plan Checking Building | 139,268 | 142,051 | 90,000 | 90,000 | 120,000 |
| 01329000 329530 Site Improvements Permit | 23,848 | 23,100 | 40,000 | 40,000 | 65,000 |
| 01329000 329540 Vegetation Removal Permit | 6,032 | 2,600 | 2,500 | 2,500 | 2,500 |
| 01329000 329570 Pass Through Planning Fees | 37,727 | 39,649 | 0 | 0 | 0 |
| 01329000 329580 Radon Gas Surcharge | 2,111 | 2,100 | 1,400 | 1,200 | 1,200 |
| 01329000 329590 R.O.W. Utilization Permit | 1,376 | 500 | 2,000 | 2,000 | 2,000 |
| Total Licenses and Permits | 3,036,264 | 2,986,100 | 2,536,000 | 2,535,800 | 2,715,800 |
| Intergovernmental | | | | | |
| 01331000 331200 Federal Grants - Public Safety | 18,179 | 0 | 0 | 0 | 0 |
| 01331000 331510 Fed Grant - IRMA 2017 EOC05 | 212,024 | 56,200 | 0 | 0 | 0 |
| 01334000 334250 State Grant - Public Safety | 7,533 | 0 | 0 | 0 | 0 |
| 01334000 334500 State Grant- IRMA EOC05 | 10,040 | 0 | 0 | 0 | 0 |
| 01335000 335125 State Revenue Sharing | 843,020 | 819,000 | 650,000 | 500,000 | 600,000 |
| 01335000 335150 Alcoholic Beverage | 9,654 | 10,000 | 6,000 | 7,000 | 8,000 |
| 01335000 335180 State Sales Tax | 3,110,855 | 2,562,000 | 2,114,000 | 2,524,000 | 3,155,000 |
| 01335000 335210 F/Fighters Suppl Comp | 21,862 | 22,000 | 24,000 | 24,000 | 24,000 |
| 01335000 335450 State Of Fla Fuel Tax Refund | 16,490 | 16,000 | 15,000 | 15,000 | 15,000 |
| 01337000 338201 Orng Cnty Business Tax Recpt | 22,892 | 23,000 | 21,000 | 21,000 | 21,000 |
| Total Intergovernmental | 4,272,549 | 3,508,200 | 2,830,000 | 3,091,000 | 3,823,000 |

General Fund Revenue by Category

| | Actual 2019 | Estimated 2020 | 2021 Budget | 2022 Plan | 2023 Plan |
|--|------------------|------------------|----------------|------------------|------------------|
| Charges For Service | | | | | |
| 01341000 341310 Open Permit / Lien Search | 22,095 | 18,900 | 21,100 | 21,500 | 21,000 |
| 01341000 341320 Convenience Fee | 6,525 | 8,550 | 0 | 0 | 0 |
| 01341000 341330 Zoning Fees | 15,789 | 9,800 | 15,000 | 15,000 | 15,000 |
| 01341000 341340 Certification/Copy/PublicRec | 4,435 | 3,700 | 4,500 | 4,500 | 4,500 |
| 01341000 341370 School Impact Fees Commiss | 587 | 300 | 1,000 | 1,000 | 1,000 |
| 01342000 342100 Security Services | 97,116 | 46,600 | 0 | 0 | 0 |
| 01342000 342101 Security Services Outside City | 134,517 | 68,700 | 0 | 0 | 0 |
| 01342000 342103 PD Safety Liaison Services | 5,000 | 0 | 0 | 0 | 0 |
| 01342000 342110 Police Liaison OranCtyPubSch | 157,500 | 196,000 | 198,000 | 198,000 | 198,000 |
| 01342000 342120 VIN Verification/Fingerprints | 1,880 | 600 | 1,000 | 1,500 | 2,000 |
| 01342000 342190 Alarm Services | 9,775 | 3,500 | 15,000 | 15,000 | 15,000 |
| 01342000 342210 Fire Alarm Violation | 2,950 | 600 | 500 | 500 | 500 |
| 01342000 342600 PEMT Supplement | 26,230 | 53,700 | 30,000 | 30,000 | 30,000 |
| 01342000 342610 EMS Transport | 395,618 | 391,900 | 390,000 | 390,000 | 390,000 |
| 01342000 342900 Special Fire / Health Op Svc | 3,850 | 1,800 | 1,000 | 1,000 | 1,000 |
| 01342000 342901 Fire Street Addressing Charge | 370 | 100 | 500 | 500 | 500 |
| 01342000 342910 Flu Vaccine Revenue | 692 | 900 | 900 | 900 | 900 |
| 01344000 344900 Traffic Signal/Lighting Maint | 71,909 | 73,000 | 73,500 | 75,000 | 76,700 |
| 01347000 347210 Rec Activity Functions | 8,777 | 6,200 | 3,000 | 6,000 | 6,000 |
| 01347000 347218 Open Gym Basketball BB004 | 2,670 | 1,300 | 0 | 0 | 0 |
| 01347000 347221 Adult Tennis Lessons TN001 | 4,630 | 5,700 | 8,200 | 8,200 | 8,200 |
| 01347000 347223 Youth Tennis PrLessns TN002 | 23,590 | 22,400 | 23,500 | 23,500 | 23,500 |
| 01347000 347224 5 Man Basketball BB002 | 9,860 | 4,700 | 13,000 | 14,000 | 14,000 |
| 01347000 347260 Tennis Annual Passes TN007 | 9,407 | 17,000 | 9,000 | 9,000 | 9,000 |
| 01347000 347261 Tennis (Private) TN004 | 32,542 | 34,500 | 35,300 | 35,300 | 35,300 |
| 01347000 347263 Youth Basketball Leag BB001 | 0 | 9,000 | 18,000 | 24,000 | 24,000 |
| 01347000 347263 Youth Basketball Cmp BB003 | 52,215 | 25,700 | 28,000 | 28,000 | 28,000 |
| 01347000 347263 Youth Basketball Othr BB005 | 0 | 0 | 2,500 | 2,000 | 2,000 |
| 01347000 347266 Racquetball Fee | 3,607 | 2,000 | 5,000 | 2,500 | 2,500 |
| 01347000 347268 Tennis Fees (Hourly) TN006 | 3,591 | 9,500 | 3,700 | 3,500 | 3,500 |
| 01347000 347270 Fitness Programs MSC MSC01 | 1,572 | 500 | 0 | 0 | 0 |
| 01347000 347275 Tennis Ball Machine TN008 | 970 | 900 | 1,000 | 1,000 | 1,000 |
| 01347000 347280 Concessions - MCP | 5,883 | 2,900 | 2,000 | 6,000 | 6,000 |
| 01347000 347290 Field Rental | 3,942 | 400 | 2,000 | 2,000 | 2,000 |
| 01347000 347290 Field Rental - Keller Fd FL001 | 3,531 | 0 | 2,500 | 2,500 | 2,500 |
| 01347000 347293 Concessions - Lake Destiny | 500 | 0 | 0 | 0 | 0 |
| 01347000 347410 Event Vendor Space Rental | 2,050 | 4,300 | 3,000 | 6,000 | 6,000 |
| 01347000 347411 Event Concession Sales | 14,529 | 0 | 0 | 0 | 0 |
| 01347000 347490 Senior Craft Events | 223 | 100 | 300 | 300 | 300 |
| 01347000 347491 Senior Ctr Membership Fee | 3,367 | 2,500 | 3,000 | 3,000 | 3,000 |
| 01347000 347590 Special Facility Fees | 2,418 | 1,600 | 4,000 | 4,000 | 4,000 |
| 01347000 347590 Special Facility Fees FM001 | 23,056 | 16,100 | 18,000 | 18,000 | 18,000 |
| 01347000 347590 Spl Facility Fee - Pav MCP01 | 21,725 | 8,700 | 5,000 | 17,000 | 18,000 |
| 01347000 347590 Spl Facility Fee - CP Con MCP02 | 6,085 | 1,300 | 1,000 | 4,000 | 4,500 |
| 01347000 347590 Spl Facility Fee - Sr Ctr MSC02 | 14,213 | 6,500 | 4,000 | 15,000 | 16,000 |
| 01347000 347901 Boat Waterway User Fee | 31,737 | 37,200 | 20,000 | 20,000 | 35,000 |
| 01347000 347910 Non-Resident - MLL NR001 | 7,345 | 0 | 0 | 0 | 0 |
| 01347000 347910 Non-Resident Fees - Soccer NR003 | 9,025 | 8,600 | 9,000 | 9,000 | 9,000 |
| Total Charges For Service | 1,259,898 | 1,108,250 | 976,000 | 1,018,200 | 1,037,400 |

General Fund Revenue by Category

| | Actual 2019 | Estimated 2020 | 2021 Budget | 2022 Plan | 2023 Plan |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fines And Forfeits | | | | | |
| 01351000 351100 Court Fines | 110,693 | 112,600 | 84,000 | 96,000 | 100,000 |
| 01351000 351500 Police Education | 25,211 | 15,800 | 16,000 | 19,000 | 21,000 |
| 01354000 354100 Code Enforcement Fines | 15,496 | 1,500 | 2,500 | 2,000 | 2,000 |
| 01354000 354200 Red Light Camera Violation | 431,544 | 309,200 | 200,000 | 200,000 | 250,000 |
| 01354000 354300 RL Camera Training Funds | 12,228 | 8,400 | 5,500 | 5,500 | 5,500 |
| 01354000 354400 Red Light Camera Court Fines | 1,090 | 2,100 | 1,000 | 1,000 | 1,000 |
| 01354000 354500 Police Parking Tickets | 6,385 | 4,200 | 3,000 | 3,000 | 3,500 |
| 01359000 359100 Restitution | 47,389 | 38,100 | 30,000 | 30,000 | 30,000 |
| 01359000 359300 Interest Liens | 651 | 0 | 0 | 0 | 0 |
| 01359000 359800 IRS Task Force | 32,045 | 12,900 | 0 | 0 | 0 |
| 01359000 359900 Other Fines And/Or Forfeits | 3,375 | 3,800 | 2,000 | 2,000 | 2,000 |
| Total Fines and Forfeits | 686,107 | 508,600 | 344,000 | 358,500 | 415,000 |
| Miscellaneous Revenue | | | | | |
| 01361000 361100 Interest Income FL SAFE | 56,152 | 27,300 | 18,000 | 18,000 | 18,000 |
| 01361000 361101 Interest FLSAFE NAV | 31,600 | 40,800 | 60,000 | 60,000 | 60,000 |
| 01361000 361200 Interest-Now Account | 39,339 | 40,462 | 35,000 | 35,000 | 35,000 |
| 01361000 361203 Interest Income - SBA | 91,600 | 33,400 | 25,000 | 25,000 | 25,000 |
| 01361000 361205 Treasury Investment Interest | 59,194 | 28,300 | 0 | 0 | 0 |
| 01361000 361208 Interest FL CLASS | 177,919 | 90,100 | 54,000 | 54,000 | 54,000 |
| 01361000 361300 Net Inc/Decr Fair Mkt Value | 97,493 | 0 | 0 | 0 | 0 |
| 01361000 361390 Interest/Penalty - Ad Valorem | 40,046 | 32,300 | 25,000 | 25,000 | 25,000 |
| 01362000 362100 Rent & Royalties | 24,218 | 1,801,000 | 50,000 | 50,000 | 50,000 |
| 01364000 364410 Disp Fixed Asset Gain/Loss | 29,566 | 15,500 | 30,000 | 30,000 | 30,000 |
| 01365000 365100 Sale-Scrap | 5,907 | 4,100 | 2,000 | 2,000 | 2,000 |
| 01366000 366800 Commemorative Brick Contri | 250 | 350 | 0 | 0 | 0 |
| 01366000 366900 Contributions Private | 2,600 | 240,300 | 0 | 0 | 0 |
| 01366000 366920 Adopt A Median Contribution | 24,699 | 24,850 | 25,000 | 25,000 | 25,000 |
| 01366000 366930 Contri-Community Events | 1,300 | 1,250 | 0 | 0 | 0 |
| 01366000 366940 Street Lighting Contributions | 5,977 | 12,165 | 6,000 | 6,000 | 6,000 |
| 01369000 369300 Refund Prior Yr Expense | 14,829 | 23,500 | 15,000 | 15,000 | 15,000 |
| 01369000 369310 Prior Year Revenue | 0 | -1,300 | 700 | 500 | 500 |
| 01369000 369900 Misc. Revenue | 5,036 | 3,800 | 300 | 3,000 | 3,000 |
| 01369000 369901 Admin. Revenue Utilities | 1,229,000 | 1,254,000 | 1,279,000 | 1,300,000 | 1,326,000 |
| 01369000 369902 Admin. Revenue Solid Waste | 242,500 | 247,200 | 252,000 | 256,000 | 261,000 |
| 01369000 369903 Admin. Revenue Stormwater | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| 01369000 369911 Reimb. Ins. Rep Fleet534613 | 5,159 | 43,710 | 50,000 | 50,000 | 50,000 |
| 01369000 369912 Insurance-Reimburs Facilities | 44,851 | 10,925 | 50,000 | 50,000 | 50,000 |
| 01369000 369914 Expense Reimb | 2,225 | 0 | 0 | 0 | 0 |
| 01369000 369950 Maint Agreement Reimb | 1,181 | 1,200 | 2,000 | 2,000 | 2,000 |
| Total Miscellaneous Revenue | 2,322,641 | 1,650,835 | 2,069,000 | 2,096,500 | 2,127,500 |
| Other Sources | | | | | |
| 01382000 382100 Contri-Solid Waste Fund | 483,000 | 417,000 | 420,300 | 422,000 | 424,000 |
| 01381000 381061 Interfund Transfer CRA Trust | 0 | 0 | 1,545,900 | 1,884,300 | 1,923,700 |
| Total Other Sources | 483,000 | 417,000 | 1,966,200 | 2,306,300 | 2,347,700 |
| Total Revenues | \$27,601,899 | \$29,040,900 | \$27,847,000 | \$28,996,450 | \$30,524,300 |

CRA Revenue by Category and Source

| | Actual 2019 | Estimated 2020 | 2021 Budget | 2022 Plan | 2023 Plan |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Taxes | | | | | |
| 61311000 311500 Ad Valorem - City CRA Portion | 508,987 | 1,073,446 | 1,399,608 | 1,442,062 | 1,478,347 |
| Total Taxes | 508,987 | 1,073,446 | 1,399,608 | 1,442,062 | 1,478,347 |
| Intergovernmental | | | | | |
| 61311000 311400 Ad Valorem Taxes - County Port | 519,459 | 1,066,872 | 1,299,882 | 1,330,212 | 1,356,134 |
| Total Intergovernmental | 519,459 | 1,066,872 | 1,299,882 | 1,330,212 | 1,356,134 |
| Charges for Service | | | | | |
| 61347000 347411 Event Concession Sales | 0 | 12,000 | 0 | 0 | 0 |
| Total Charges for Service | 0 | 12,000 | 0 | 0 | 0 |
| Miscellaneous/Other | | | | | |
| 61361000 361203 Interest Income - SBA | 21,202 | 20,000 | 14,000 | 14,000 | 14,000 |
| 61381000 381120 Trans From General Fund | 27,314 | 5,507 | 0 | 0 | 0 |
| Total Miscellaneous/Other | 48,516 | 25,507 | 14,000 | 14,000 | 14,000 |
| Total Revenues | \$1,076,962 | \$2,177,825 | \$2,713,490 | \$2,786,274 | \$2,848,481 |

Utilities Fund Revenue by Category and Source

| | Actual 2019 | Estimated 2020 | 2021 Budget | 2022 Plan | 2023 Plan |
|---|--------------------|--------------------|---------------------|--------------------|---------------------|
| Charges For Service | | | | | |
| 41343000 343310 Water Commercial | 574,328 | 499,200 | 464,000 | 538,000 | 624,000 |
| 41343000 343311 Water Residential | 841,306 | 908,600 | 933,000 | 989,000 | 1,048,000 |
| 41343000 343312 Water Multi-Family | 364,129 | 483,000 | 500,000 | 530,000 | 562,000 |
| 41343000 343320 Irrigation Water Commercial | 622,303 | 797,600 | 800,000 | 848,000 | 899,000 |
| 41343000 343321 Irrigation Water Residential | 1,083,744 | 1,214,200 | 1,256,000 | 1,331,000 | 1,411,000 |
| 41343000 343350 Penalties/City | 119,809 | 99,100 | 98,000 | 101,000 | 104,000 |
| 41343000 343352 Meter Charge | 38,580 | 31,300 | 9,000 | 9,000 | 9,000 |
| 41343000 343353 Broken Meter Boxes | 86 | 0 | 0 | 0 | 0 |
| 41343000 343359 Meter Reconnect Fee | 4,830 | 2,300 | 4,000 | 4,000 | 4,000 |
| 41343000 343361 Backflow Device Testing | 14,070 | 53,400 | 56,000 | 56,000 | 56,000 |
| 41343000 343362 Backflow Repair | 260 | 0 | 0 | 0 | 0 |
| 41343000 343363 Service Charge | 0 | 400 | 1,000 | 1,000 | 1,000 |
| 41343000 343510 Sewer Commercial | 1,032,896 | 960,100 | 855,000 | 992,000 | 1,151,000 |
| 41343000 343511 Sewer Residential | 1,817,219 | 1,930,900 | 1,981,000 | 2,100,000 | 2,226,000 |
| 41343000 343512 Sewer Multi-Family | 803,658 | 1,128,700 | 1,200,000 | 1,272,000 | 1,348,000 |
| 41343000 343560 Sewer Standby | 17,491 | 500 | 0 | 0 | 0 |
| Total Charges for Service | 7,334,709 | 8,109,300 | 8,157,000 | 8,771,000 | 9,443,000 |
| Miscellaneous Revenue | | | | | |
| 41361000 361100 Interest Income FL SAFE | 6,645 | 7,800 | 0 | 0 | 0 |
| 41361000 361160 Interest Income FL SAFE | 118,650 | 36,400 | 35,000 | 35,000 | 35,000 |
| 41361000 361200 Interest-Now Account | 0 | 1,200 | 0 | 0 | 0 |
| 41361000 361203 Interest Income - SBA | 43,269 | 17,100 | 11,000 | 11,000 | 11,000 |
| Total Miscellaneous Revenue | 168,564 | 62,500 | 46,000 | 46,000 | 46,000 |
| Other Sources | | | | | |
| 41334000 334500 State Grant - IRMA EOC05 | 1,602 | 0 | 0 | 0 | 0 |
| 41334000 334310 State Grant - Water Supply Sy | 55,150 | 31,200 | 0 | 0 | 0 |
| 41331000 331510 Federal Grants- IRMA EOC05 | 28,834 | 44,100 | 0 | 0 | 0 |
| 41331000 331510 Federal Disaster Relief | 0 | 0 | 219,000 | 0 | 0 |
| 41324000 324212 Sewer Connection-Treatment | 45,069 | 308,400 | 5,000 | 621,000 | 641,000 |
| 41324000 324211 Sewer Connection-Transmiss | 18,501 | 161,300 | 1,084,000 | 254,000 | 263,000 |
| 41324000 324210 Connection Fees-Water | 4,185 | 119,000 | 50,000 | 50,000 | 50,000 |
| 41364000 364410 Disposd Fixed Asset Gain/Los | 0 | 0 | 0 | 15,000 | 5,000 |
| 41369000 369300 Refund Prior Yr Expense | 344 | 0 | 0 | 0 | 0 |
| 41369000 369900 Misc. Revenue | 4,477 | 7,200 | 5,000 | 5,000 | 5,000 |
| 41369000 369912 Insurance-Outside Reimburs | 2,143 | 0 | 0 | 0 | 0 |
| 41247000 397100 Debt Proceeds | 0 | 0 | 10,000,000 | 0 | 0 |
| Total Other Sources | 160,305 | 671,200 | 11,363,000 | 945,000 | 964,000 |
| Total Revenues | \$7,663,578 | \$8,843,000 | \$19,566,000 | \$9,762,000 | \$10,453,000 |

Solid Waste Fund Revenue by Category and Source

| | Actual 2019 | Estimated 2020 | 2021 Budget | 2022 Plan | 2023 Plan |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Charges For Service | | | | | |
| 42343000 343410 Commercial Cart Refuse | 36,433 | 39,700 | 41,000 | 41,000 | 41,000 |
| 42343000 343411 Residential Service Charge | 1,038,691 | 1,041,400 | 1,050,000 | 1,050,000 | 1,050,000 |
| 42343000 343412 Commercial Box Service | 1,255,899 | 1,246,600 | 1,190,000 | 1,200,000 | 1,222,900 |
| 42343000 343413 Special Pick-Up | 32,918 | 32,900 | 30,000 | 30,000 | 30,000 |
| 42343000 343415 Cart Delivery Fee | 26,143 | 21,200 | 16,000 | 16,000 | 16,000 |
| 42343000 343417 Commercial Recycling | 31,437 | 38,700 | 38,000 | 38,000 | 38,000 |
| 42343000 343418 Special Yard Waste Pick Up | 843 | 1,000 | 0 | 0 | 0 |
| 42343000 343419 Bulk Items Pick-Up | 2,952 | 3,000 | 3,000 | 3,000 | 3,000 |
| 42343000 343422 Environmental Rebate Sem Co | 39,966 | 42,000 | 40,000 | 40,000 | 40,000 |
| 42343000 343430 Compactor Pull Charge | 117,514 | 157,400 | 160,000 | 170,000 | 180,000 |
| 42343000 343431 Compactor Tonnage Charge | 86,590 | 116,600 | 115,000 | 120,000 | 125,000 |
| 42343000 343432 Compactor Rental Charge | 38,075 | 45,500 | 45,000 | 45,000 | 47,000 |
| Total Charges for Service | 2,707,461 | 2,786,000 | 2,728,000 | 2,753,000 | 2,792,900 |
| Miscellaneous Revenue | | | | | |
| 42361000 361100 Interest Income FL SAFE | 0 | 12,200 | 0 | 0 | 0 |
| 42361000 361200 Interest-Now Account | 0 | 400 | 0 | 0 | 0 |
| 42361000 361203 Interest Income - SBA | 15,278 | 11,000 | 6,000 | 6,000 | 6,000 |
| 42366000 366900 Contributions Private | 10,000 | 10,000 | 5,000 | 5,000 | 5,000 |
| Total Miscellaneous Revenue | 25,278 | 33,600 | 11,000 | 11,000 | 11,000 |
| Other Sources | | | | | |
| 42381000 381120 Trans From General Fund | 16,900 | 12,700 | 8,400 | 4,100 | 0 |
| Total Other Sources | 16,900 | 12,700 | 8,400 | 4,100 | 0 |
| Total Revenues | \$2,751,037 | \$2,832,600 | \$2,747,400 | \$2,768,100 | \$2,803,900 |

Stormwater Fund Revenue by Category and Source

| | Actual 2019 | Estimated 2020 | 2021 Budget | 2022 Plan | 2023 Plan |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Licenses and Permits | | | | | |
| 32329000 329200 Stormwater Fee | 1,342,923 | 1,364,000 | 1,380,000 | 1,355,000 | 1,355,000 |
| 32329000 329550 Shoreline Alteration Permit | 550 | 500 | 500 | 500 | 500 |
| Total Licenses and Permits | 1,343,473 | 1,364,500 | 1,380,500 | 1,355,500 | 1,355,500 |
| Intergovernmental | | | | | |
| 32331000 331510 Federal Grants-Hurricane IRMA | 141,201 | 0 | 0 | 0 | 0 |
| 32334000 334390 State Grant Stormwater | 228,607 | 0 | 0 | 0 | 0 |
| 32334000 334500 State Grant - Hurricane IRMA | 7,844 | 0 | 0 | 0 | 0 |
| Total Intergovernmental | 377,652 | 0 | 0 | 0 | 0 |
| Miscellaneous/Other | | | | | |
| 32361000 361100 Interest Income FL SAFE | 7,842 | 3,700 | 0 | 0 | 0 |
| 32361000 361203 Interest Income - SBA | 49,478 | 24,200 | 18,000 | 18,000 | 18,000 |
| 32364000 364410 Disposd Fixed Asset Gain/Loss | 0 | 0 | 0 | 0 | 0 |
| 32369000 369300 Refund Prior Yr Expense | 169 | 0 | 0 | 0 | 0 |
| 32369000 369900 Misc. Revenue | 2,614 | 3,800 | 1,500 | 1,500 | 1,500 |
| Total Miscellaneous/Other | 60,103 | 31,700 | 19,500 | 19,500 | 19,500 |
| Total Revenues | \$1,781,228 | \$1,396,200 | \$1,400,000 | \$1,375,000 | \$1,375,000 |



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The background of the page is a grayscale photograph of a wide, tree-lined street. On the left, there are large, mature trees with dense foliage. On the right, there is a multi-story building with a classic architectural style, featuring balconies and multiple windows. The street is paved and appears to be a quiet residential or institutional area.

SECTION IX

APPENDIX

- ♦ Glossary
- ♦ List of Frequently Used Acronyms

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 2,532 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, 2019 to September 30, 2020 would be Fiscal Year 2020 (FY 20).

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 accounted 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 | Florida Department of Community Affairs |
| DMRP | Downtown Maitland Revitalization Plan |
| DOR | 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 | Government 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 |



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