

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

Community Profile

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.

Budget Message

Includes the City Manager's budget message discussing key budget issues for FY 2021.

Strategic Planning

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.

Budget Data and Information Summary

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.

Financial and Budget Policies

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.

Department and Program Information

Details budget information and staffing by program, highlights major accomplishments and initiatives, and contains departmental work plans and program performance measures.

Capital and Debt

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.

Revenue

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.

Appendix

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

Christopher P. Morill

Executive Director

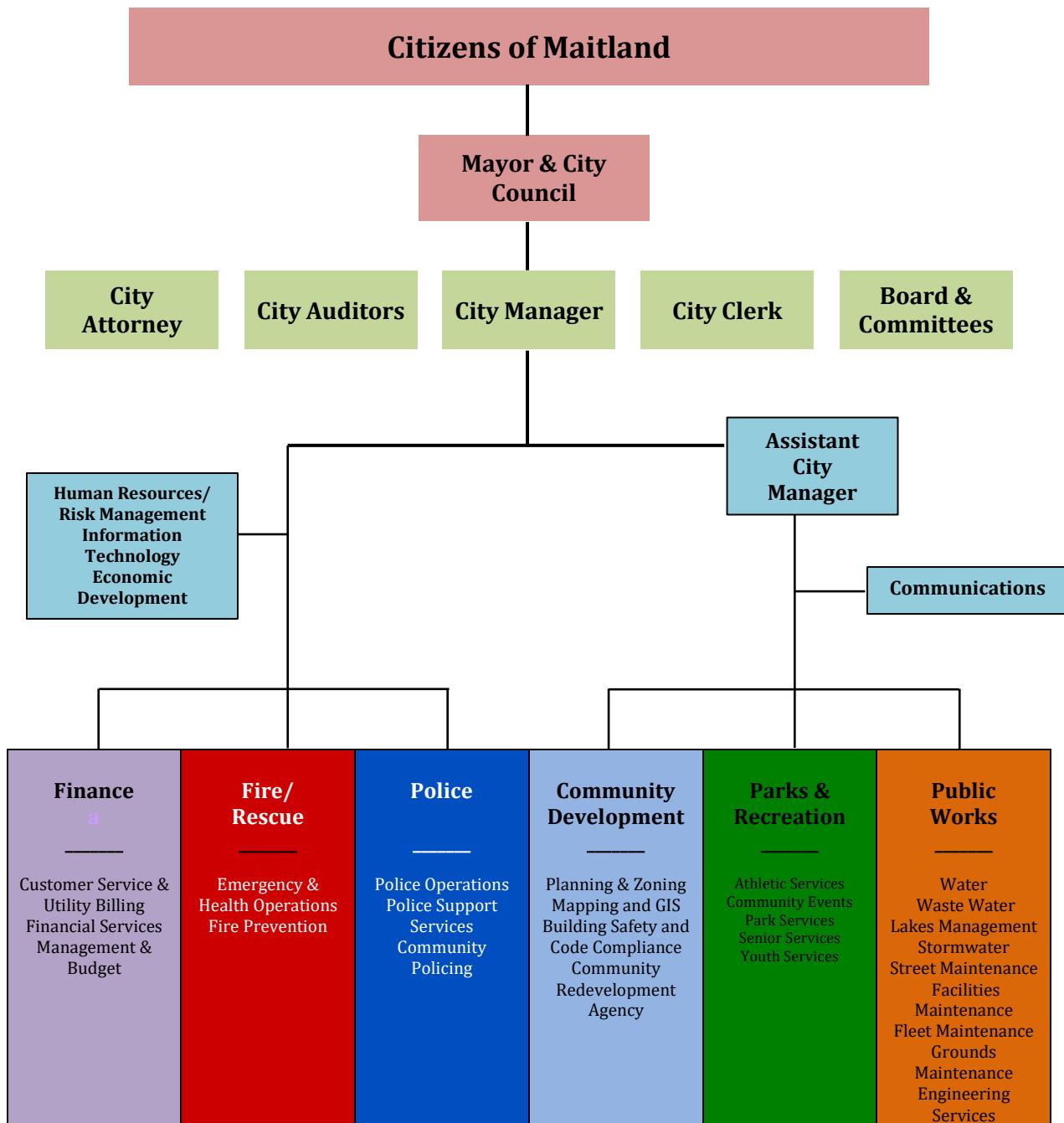
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Maitland for its annual budget for the fiscal year beginning October 1, 2019. In order to receive this award, a governmental unit must publish a budget document 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.

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 Hollieanna 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 Fumecheliga (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."



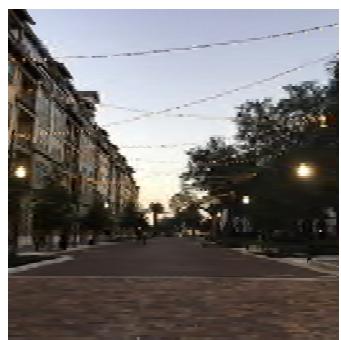
Maitland Today

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.

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

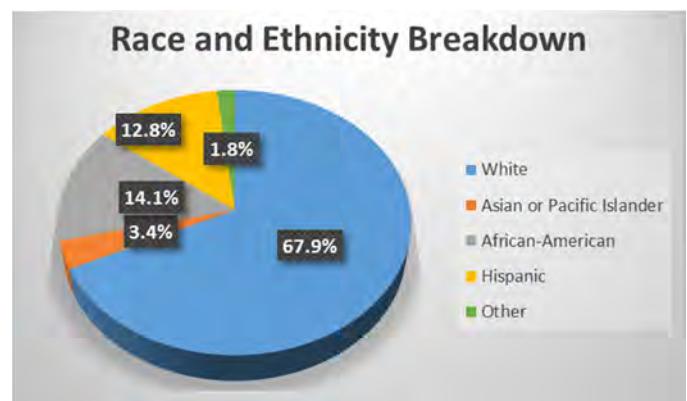


- The City of Maitland is located in Orange County, Florida, approximately six (6) miles north of Orlando.
- There are 4,156 acres or 6.49 square miles within the city limits of Maitland.
- There are 4,130 residential parcels comprising 45% of the total area.
- There are 623 non-residential parcels comprising 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



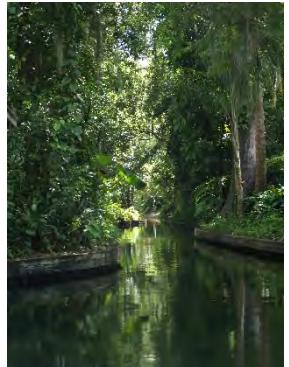
Fire Department

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) Recreation Coordinator	<ul style="list-style-type: none">Reduces City-wide and Parks and Recreation communications and events.Duties re-assigned to remaining staff.



MAITLAND
FLORIDA

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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 black ink, appearing to read "A. Dale McDonald". The signature is fluid and cursive, with a distinct "A" at the beginning.

Mayor A. Dale McDonald



Office of the City Manager
City of Maitland, Florida

MAITLAND
FLORIDA

December 1, 2020

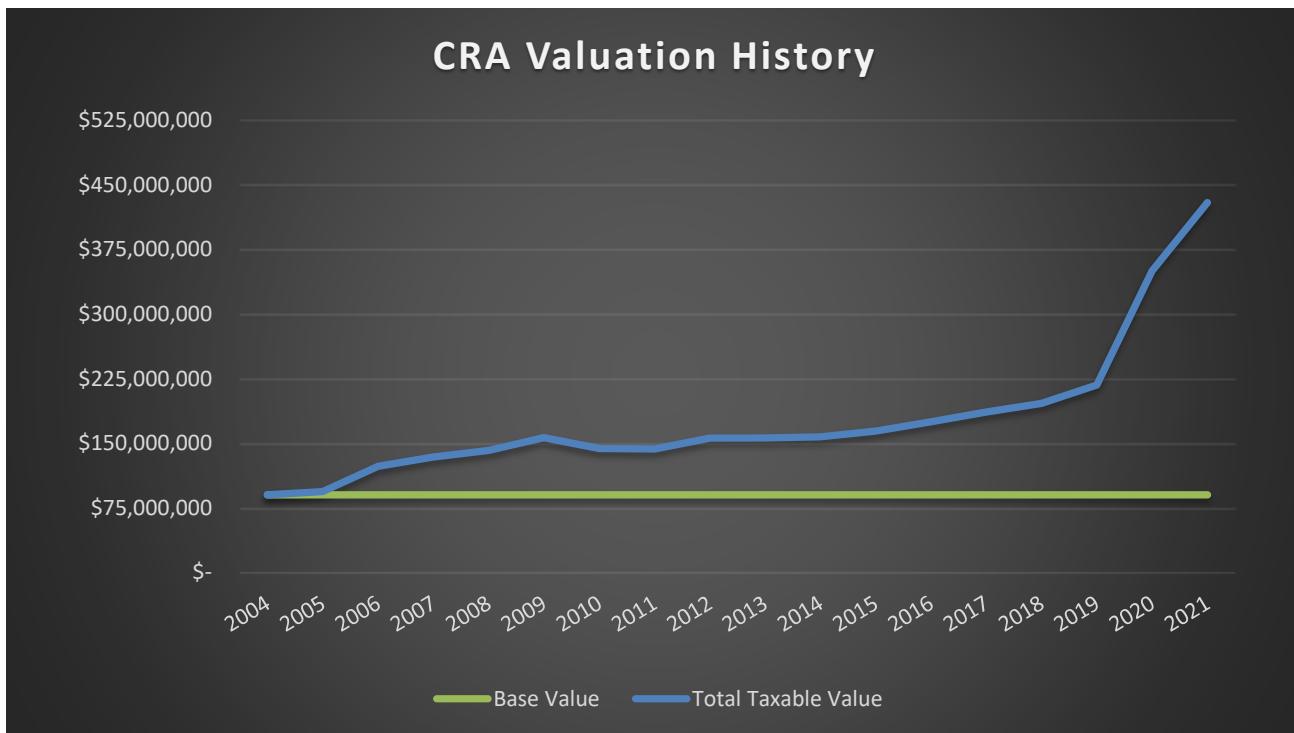
Mayor McDonald, City Council Members, and Residents of Maitland:

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 in 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.

Develop Maitland's Identity

Improve Inter-agency Communications

Focus on Lake Water Quality and Water Conservation Efforts

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 and Develop East-West Park System

Maintain and Expand Infrastructure

Plan Comprehensively for Downtown Development

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.

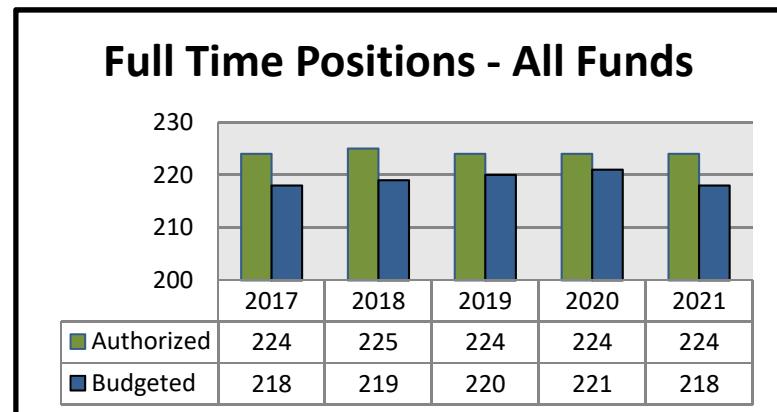
This budget unfreezes the Utilities Manager position. A total of six, full-time positions, vacated by attrition in previous years, remain unfunded or “frozen” in the FY 2021 budget. The FY 2021 staffing table reflects a total of 224 authorized full-time positions (inclusive of the Enterprise and Stormwater 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.

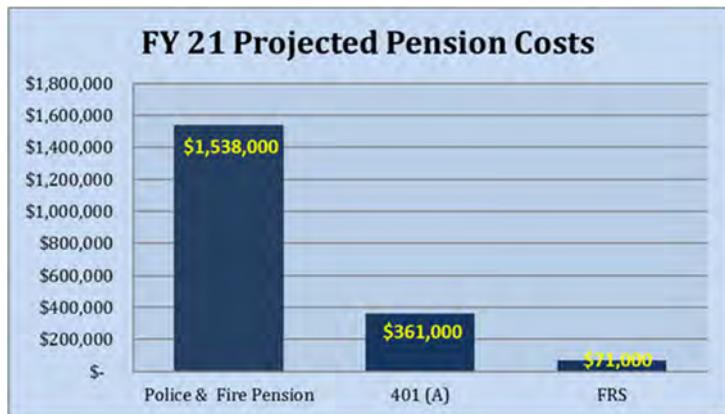
The rising cost of health insurance continues to be a concern for many municipalities, private companies, and families. It is anticipated that premiums will increase by approximately 4% over the FY 2020 rates in FY 2021 based upon information provided by the Hylant Group and various other sources. The 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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FLORIDA



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FLORIDA

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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 Concerns 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

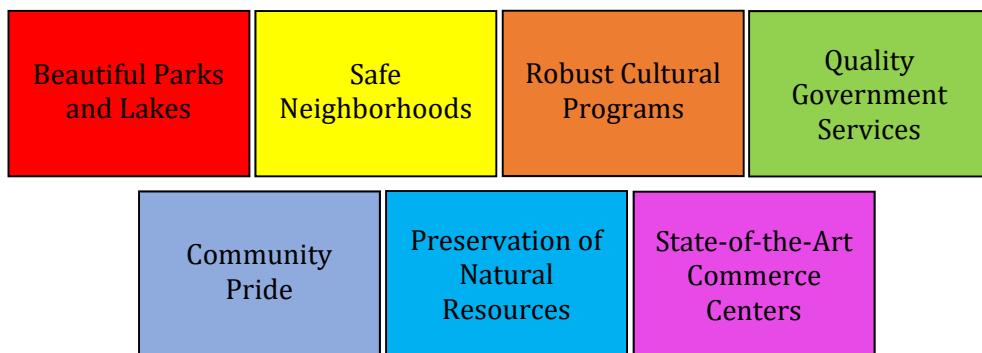


Our Mission

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)



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

See FY
2021 City
Workplan

City Workplan FY 21

Long-Term Objective	Lead Dept	Co-Op Dept	On Time?	Within Budget?	Complete?
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 Pallette	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?
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
ADM = City Administration CD = Community Development FD = Fire/Rescue Department FIN = Finance Department		IT = Information Technology Division P&R = Parks and Recreation Department PD = Police Department PW = Public Works Department			

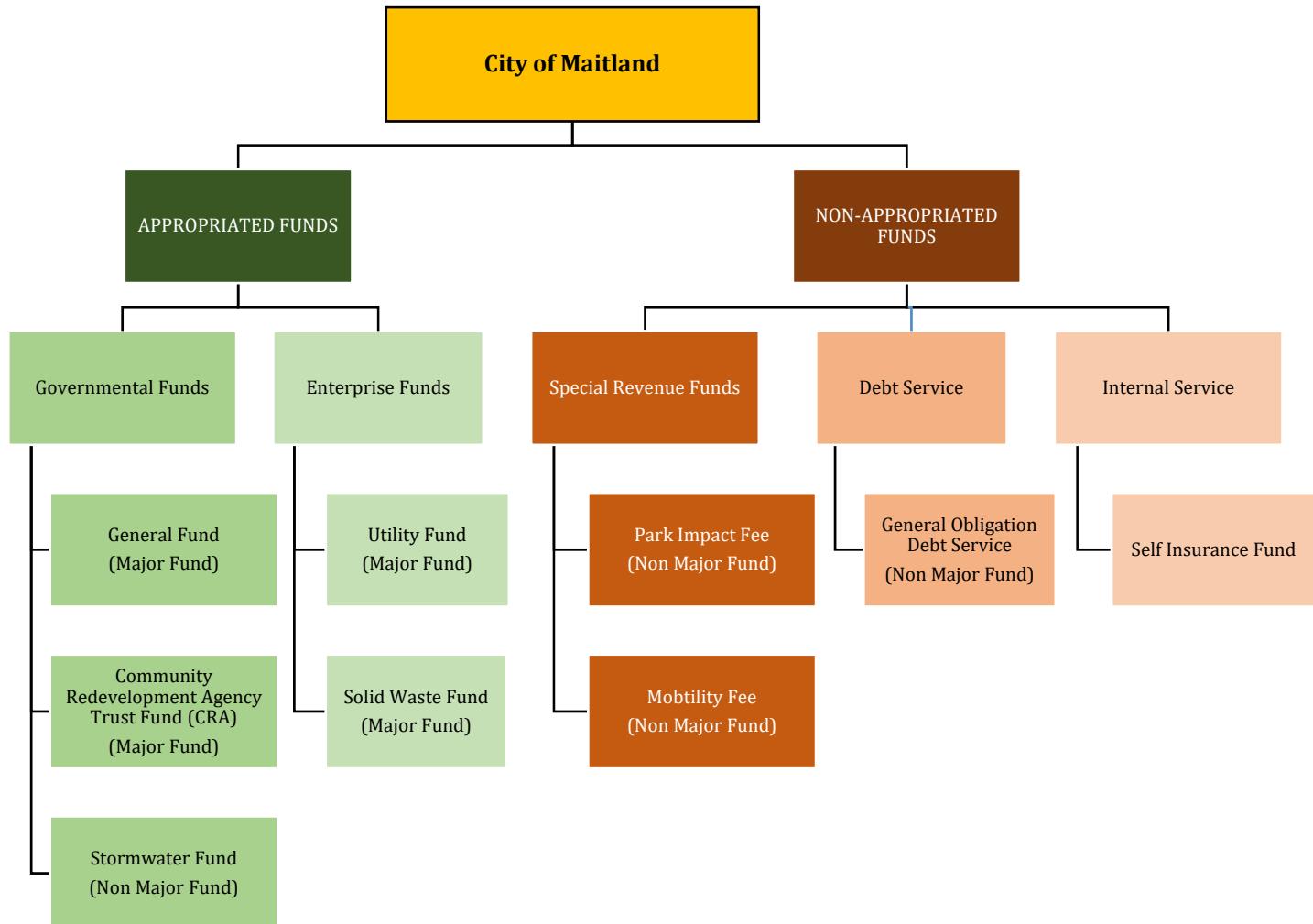
SECTION IV

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



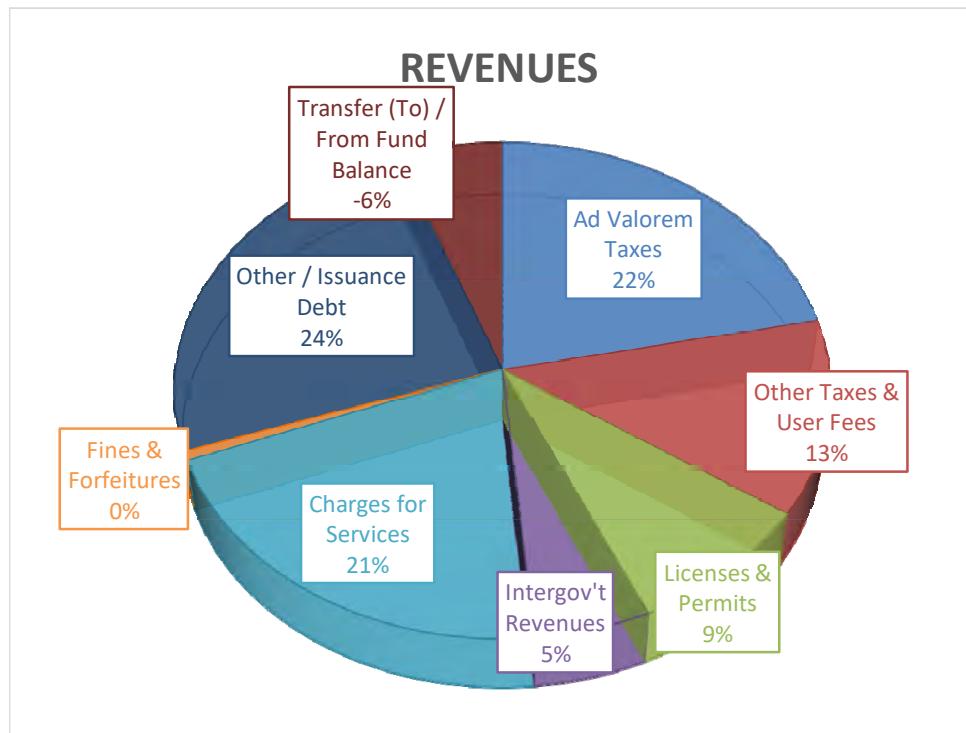
Appropriated and Non-appropriated Funds - The City has both appropriated funds and non-appropriated funds. The appropriated funds have budgets that are formally adopted by the City Council each fiscal year. With the exception of the Self Insurance Fund, the non-appropriated funds have financial plans 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.

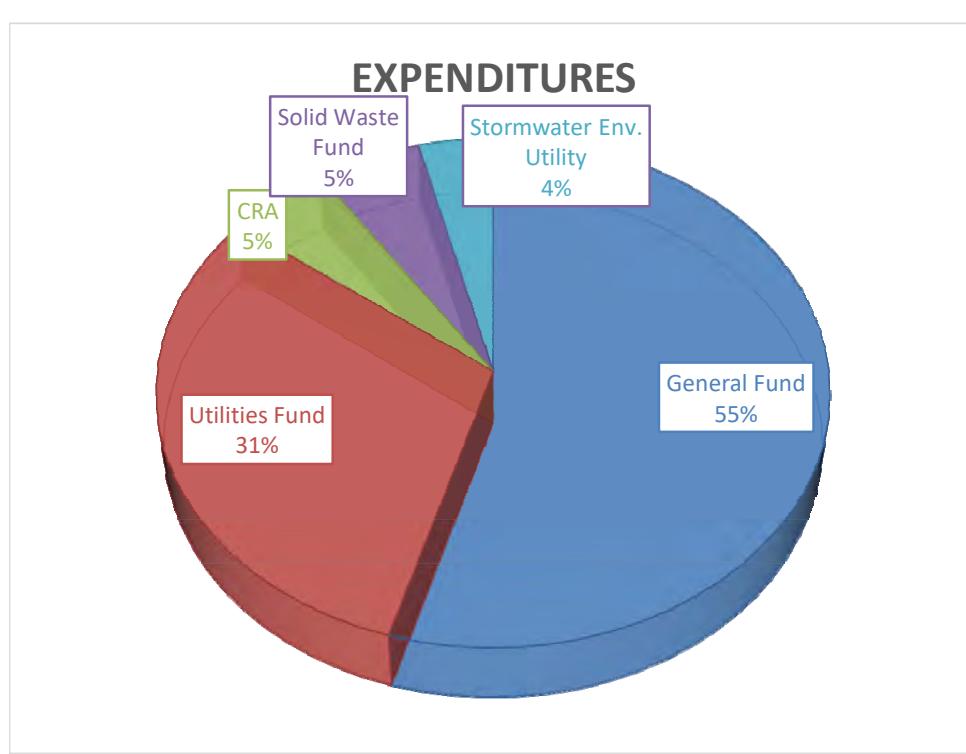
Primary Funds Summary

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
Total Revenues	\$48,120,235	\$43,315,060	\$51,021,610	\$52,643,564	\$55,632,811

<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
Total Expenditures/Expenses	\$48,120,235	\$44,701,672	\$51,021,610	\$52,643,564	\$55,632,811

*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

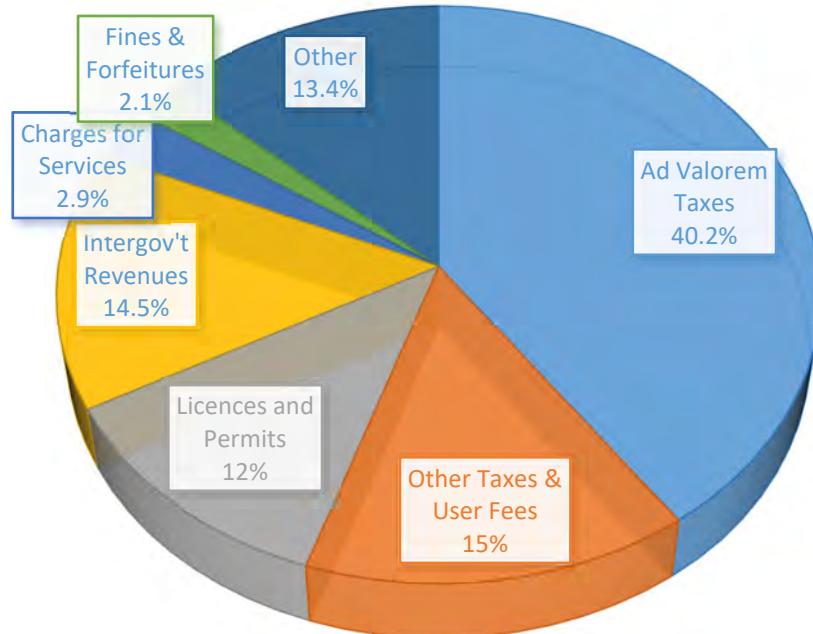
FY 2021 Total \$27,847,000

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.

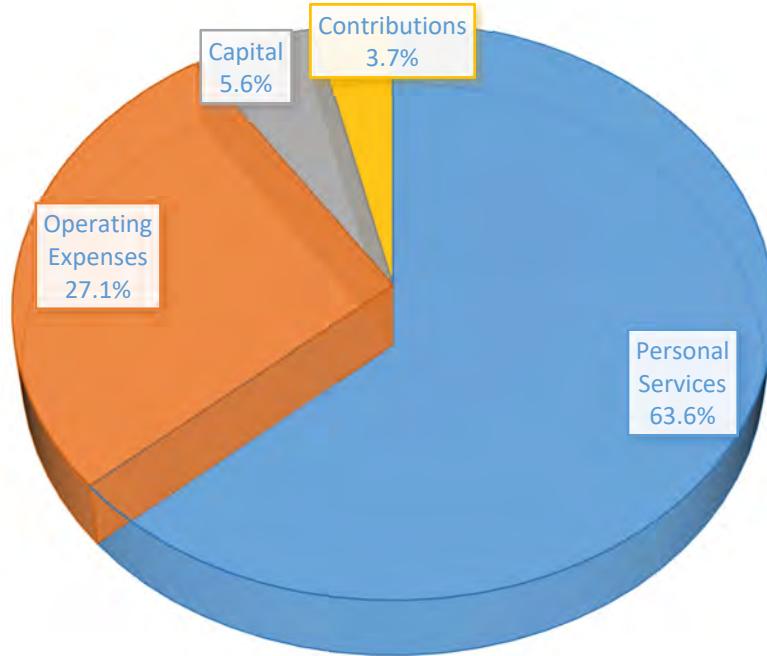
The General Fund is responsible for Public Safety, which includes Police, Fire and Building Safety & Code Enforcement; Public Works, except for Water, Wastewater, Solid Waste and Stormwater services, which are accounted for in separate funds; Planning and Development, Parks and Recreation, and general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

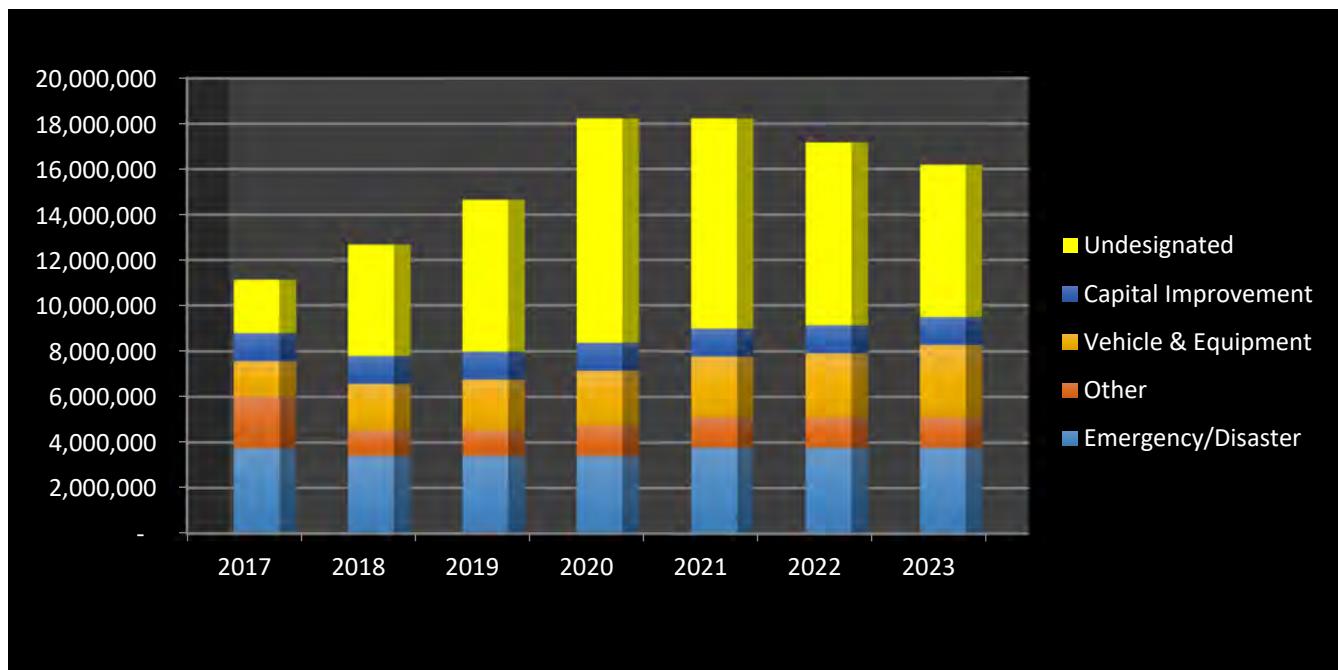
Designated for Vehicle/ Equipment Replacement. This designation provides a funding mechanism for maintaining the current fleet via internal financing. Each year the City determines the anticipated life expectancy of each vehicle or piece of equipment, estimates the replacement cost, and funds one year's 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	<u>\$11,133,338</u>	<u>\$12,673,476</u>	<u>\$14,650,784</u>	<u>\$18,234,686</u>	<u>\$19,779,686</u>	<u>\$19,054,774</u>	<u>\$18,112,911</u>
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	<u>\$27,333,507</u>	<u>\$26,821,010</u>	<u>\$28,076,569</u>	<u>\$31,090,680</u>	<u>\$31,090,680</u>	<u>\$28,481,530</u>	<u>\$25,615,952</u>

Ad Valorem Taxes

Property Valuations



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

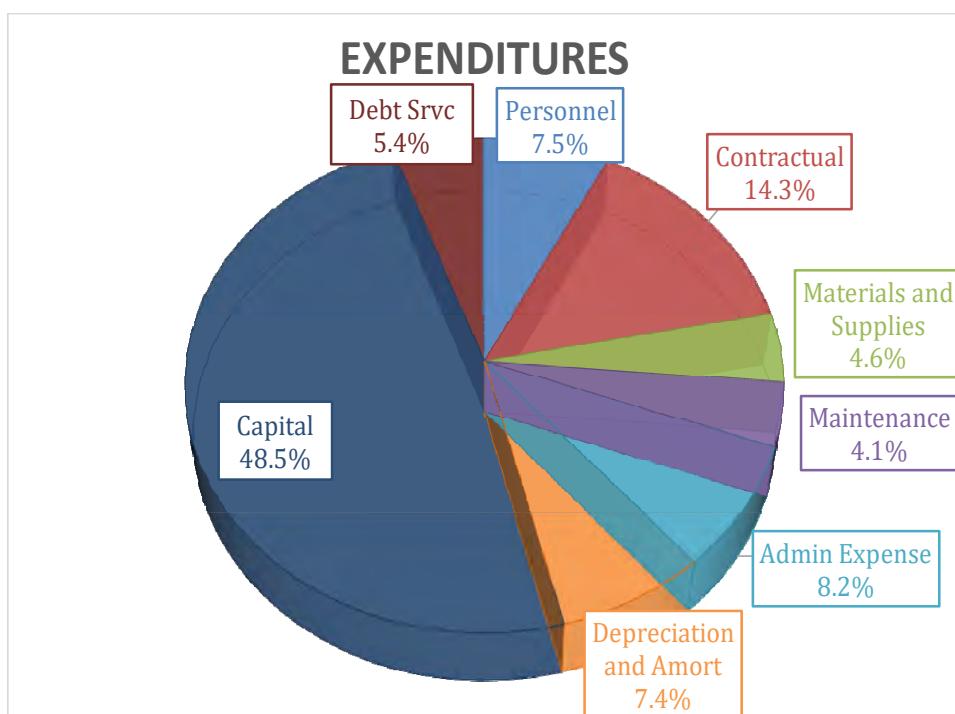
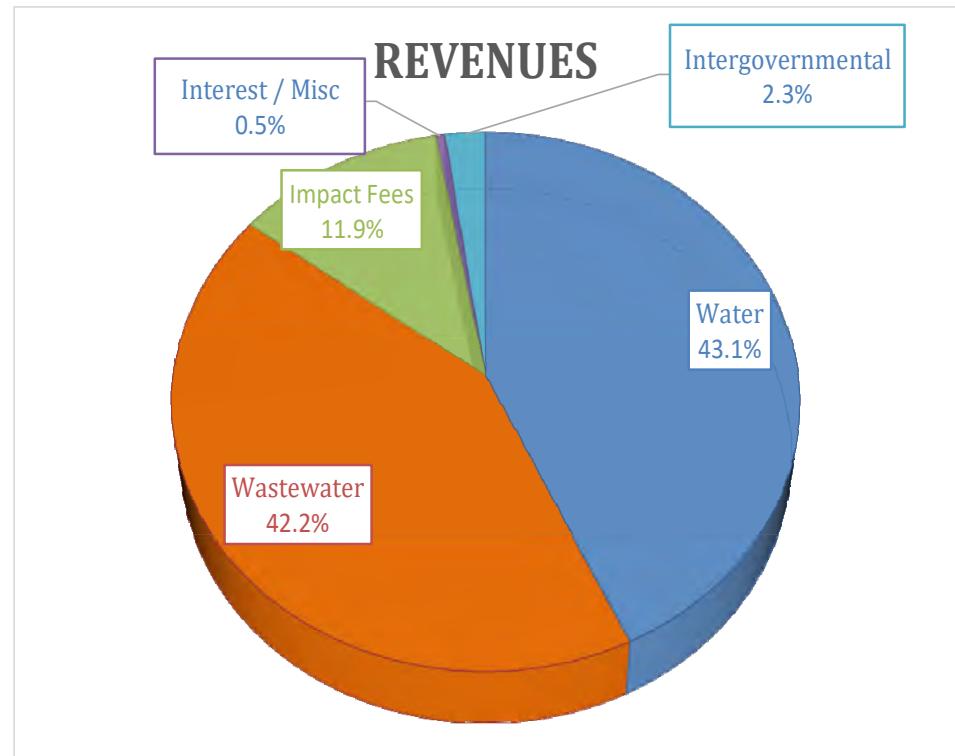
FY 2021 Total \$15,679,000

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	Meter Size Factor Table		
	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 - 144 193 -	> 144
3" Service	0 - 192	288 301 -	> 288
4" Service	0 - 300	450 601 -	> 450
6" Service	0 - 600	900 961 -	> 900
8" Service	0 - 960	1,440	> 1,440

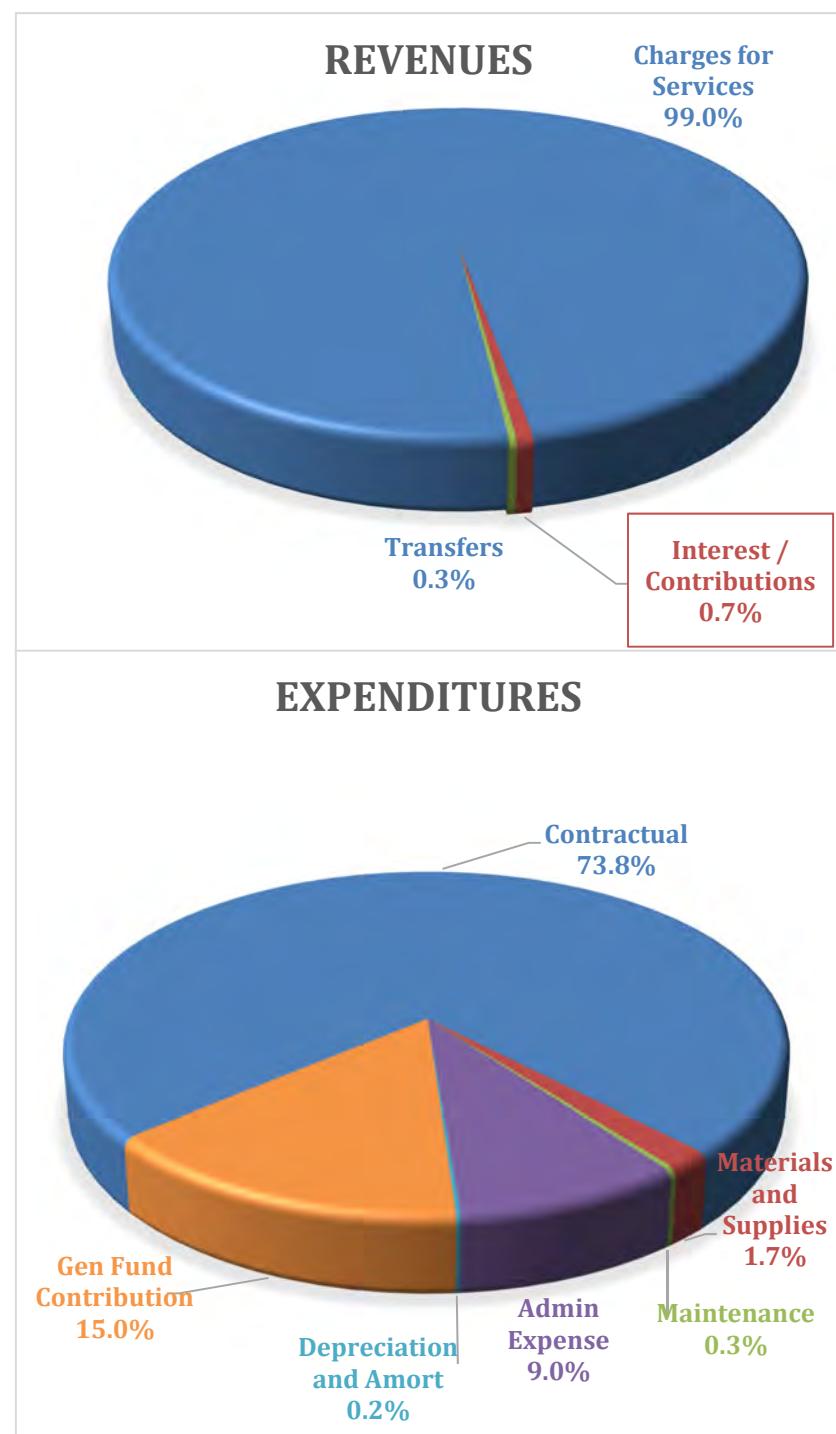
Solid Waste Fund Summary

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.



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	MONTHLY	SIZE	WEEKLY	MONTHLY				
	PICKUPS	RATE		PICKUPS	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

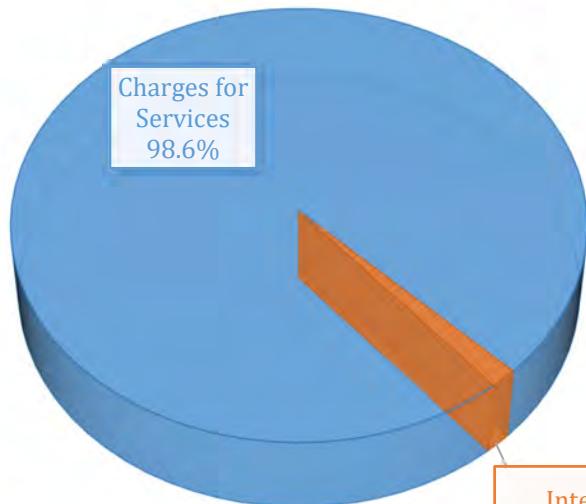
The Stormwater Environmental Utility Fund (SEU) is a special revenue fund dedicated to the maintenance of, and improvements to, the City's lakes and stormwater systems. The fund was created in August 2008 via Ordinance 1168.

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.

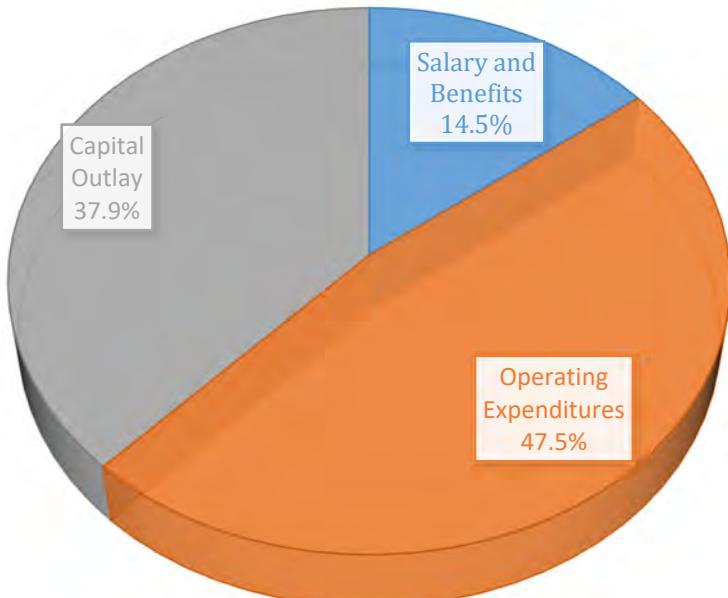
The FY 2021 budget was developed using an ERU of \$9.60, unchanged from FY 2019, however, at final adoption of the current rate, a rate of \$9.80 was adopted. Subsequent plan years have been developed assuming the \$9.80 ERU rate for FY 2022 and FY 2023.

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

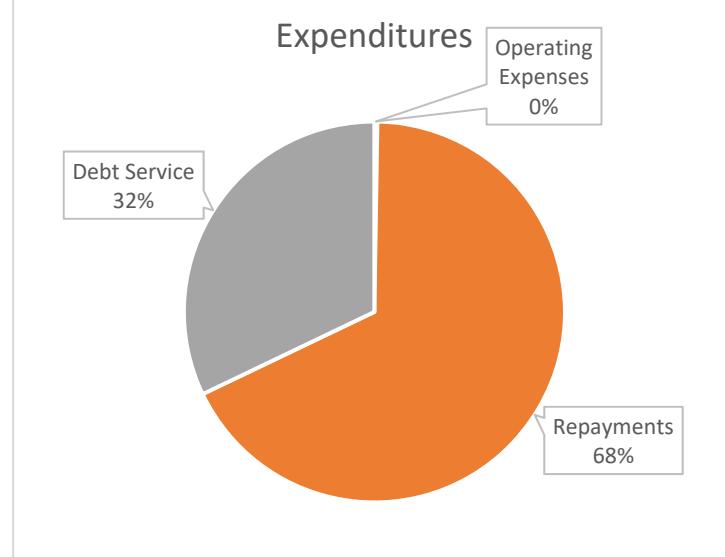
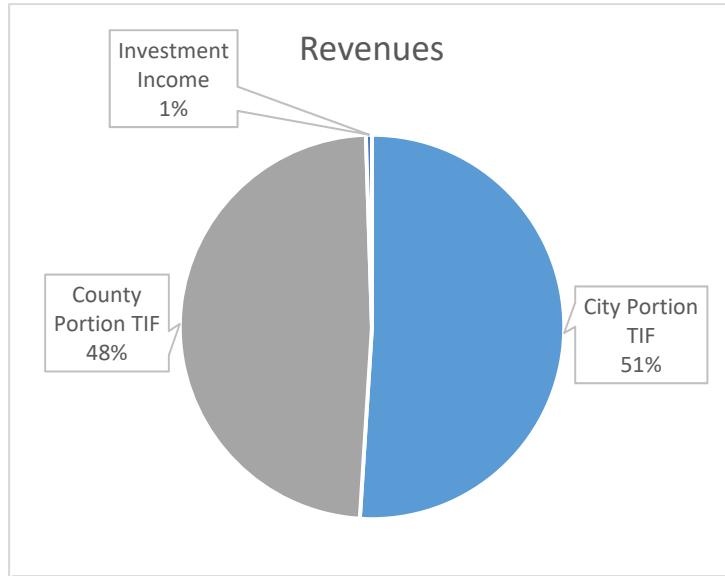
FY 2021 Total \$2,713,490

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	\$	-	\$	-
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		<u>(2,896,414)</u>	<u>(563,081)</u>	<u>628</u>
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					
Assumed Millage	Actual		Projected 20	Plan 21	Plan 22
	19	Projected 20			Plan 23
0.3150	0.2770		0.2530		0.2400
SOURCES					
Starting Balance	\$84,133	\$100,378	\$117,811	\$118,439	\$123,312
Voted Millage Interest Income	823,028	824,587	810,866	823,573	820,469
	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.

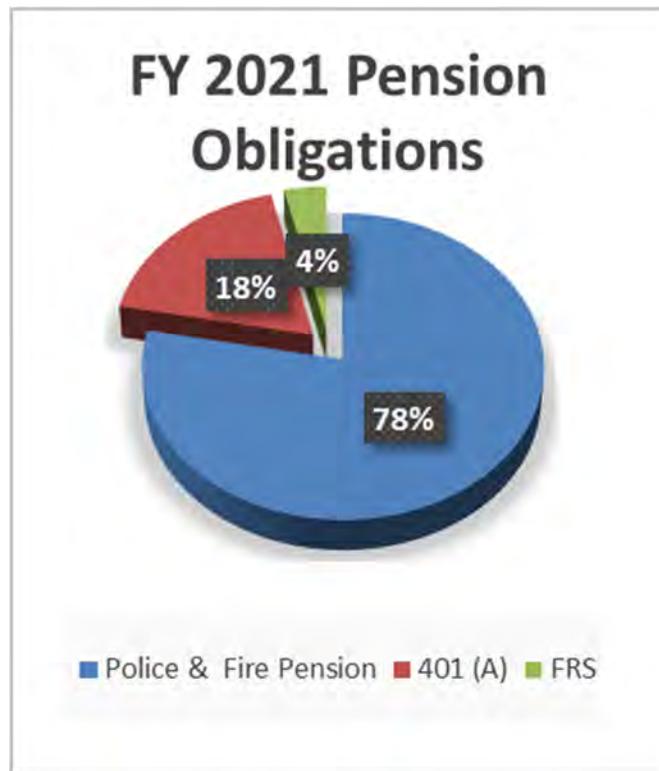
Water Operator Services – City of Altamonte Springs. In 2018, the City entered into a formal agreement with the City of Altamonte Springs, Florida for the operation of the City's three water treatment plants. The City is paying for this program through its water utilities funds for an approximate total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

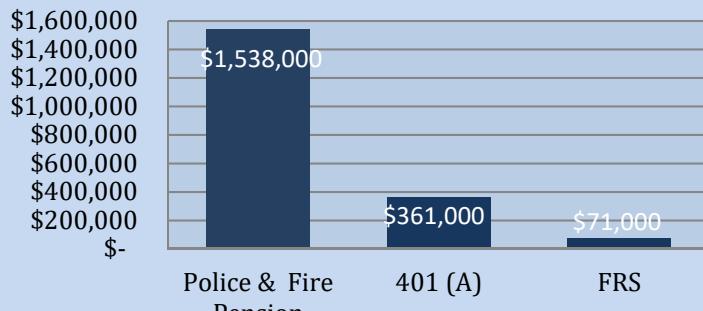
General, full-time employees hired on or after January 1, 1996, participate in a defined contribution retirement plan established under section 401(a) of the IRS code and administered by the International City Managers Association Retirement Corporation (ICMA-RC). As approved in FY 07, the City contributes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

FY 21 Projected Pension Costs



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

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	\$47,624	\$ 37,000	\$ 41,500	\$42,300	\$ 43,000

Budgeted Positions	0	0	0	0	0
Full-time	0	0	0	0	0
Part-time	5	5	5	5	5
Seasonal	0	0	0	0	0
Total Budgeted Positions	5	5	5	5	5
Total FTE	2.5	2.5	2.5	2.5	2.5

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.



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

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

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).

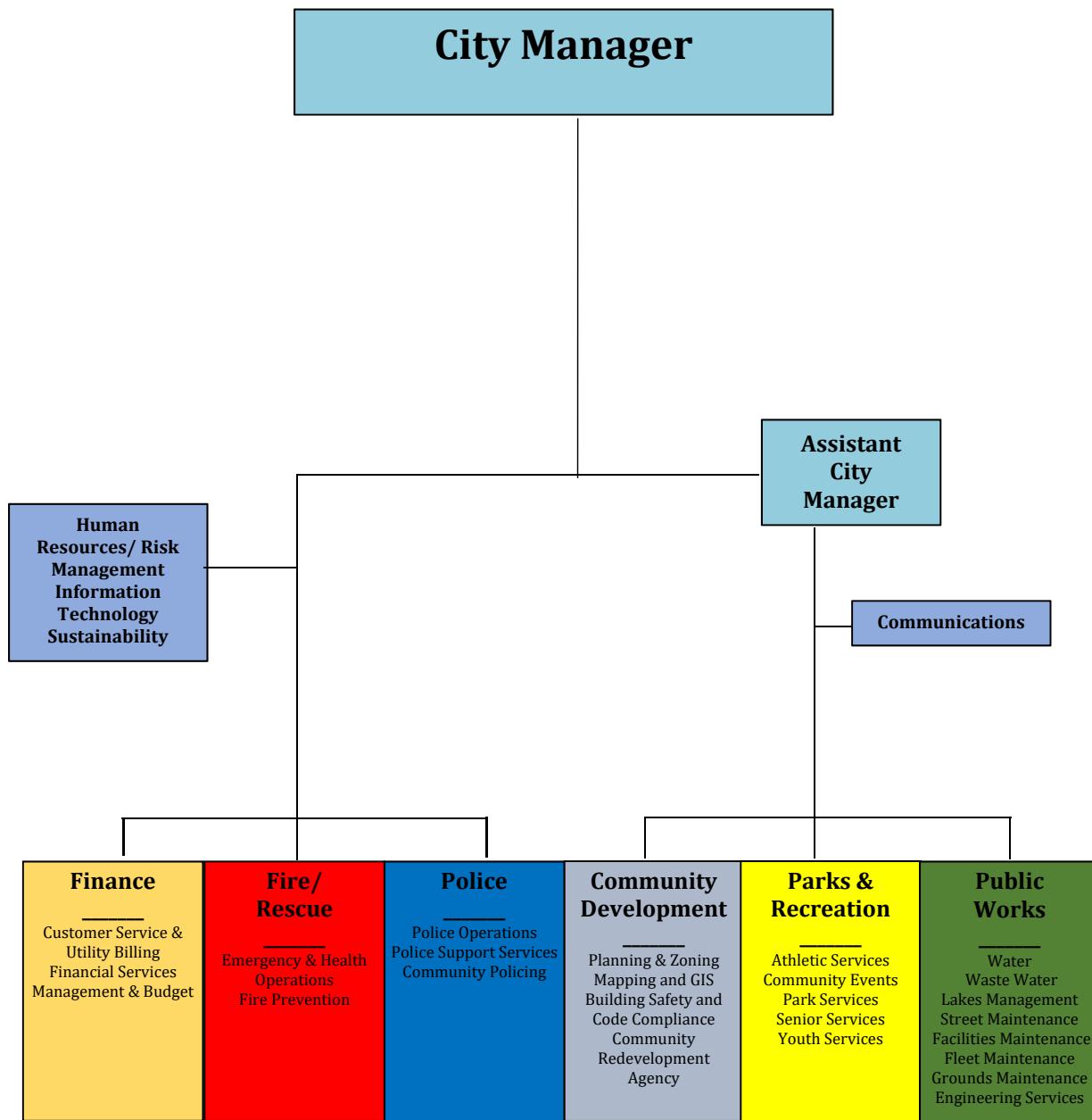
Areas of Responsibility:
· City-wide leadership and administrative support
· Liaison to City Council, Citizens and City Departments
· Strategic Plan Implementation

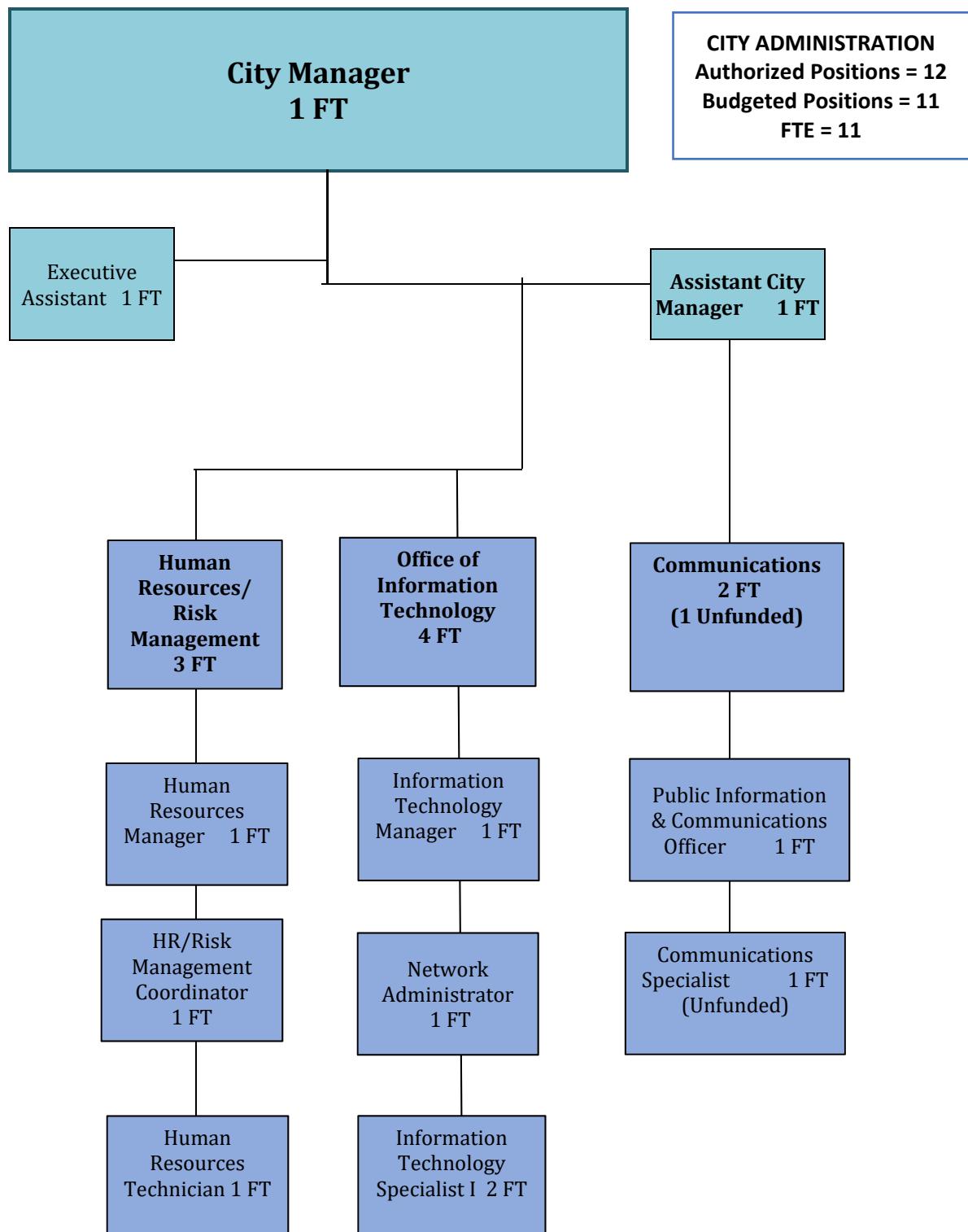
City Manager
Sharon M. Anselmo,
CPA, ICMA-CM

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	\$ 614,920	\$ 727,000	\$706,500	\$ 726,500	\$ 754,000

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





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	<ul style="list-style-type: none"> → East/West Park Systems → Expand Recreation Facilities 	
Safe Neighborhoods	<ul style="list-style-type: none"> → Quality Public Safety Services 	
Robust Cultural Programs		
Quality Government Services	<ul style="list-style-type: none"> → Maintain Employee Morale → Maintain and Expand Infrastructure → Improve Interagency Communications 	<ul style="list-style-type: none"> Library Space Needs Study FY 2022 Capital Improvements Program State Revolving Fund Loans State and Legislative Agenda Coordination
Community Pride	<ul style="list-style-type: none"> → Improve Quality of Neighborhoods → Develop Maitland's Identity → Engage & Support the Business Community 	
Preservation of Natural Resources	<ul style="list-style-type: none"> → Water Quality and Conservation 	<ul style="list-style-type: none"> Dommerich Estates Electric Conversion Charter Review 2021
State-of-the-Art Commerce Centers	<ul style="list-style-type: none"> → Improve Transportation City-wide → Plan for Downtown Development 	<ul style="list-style-type: none"> Implement Climate Change Mitigation and Sustainability Resolution

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.



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

*Human Resources
Manager
Theresa Walker*

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.
- ♦ Completed City-wide wellness program with CIGNA.
- ♦ Successful completion of FY 2020 City-wide open enrollment.
- ♦ 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 prove favorable benefits to employees with rates that were within the City budget. There 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 is gathered 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:
Hardware/Software installation and Support <ul style="list-style-type: none"> ◆ Help-Desk support ◆ Network Administration
IT Training
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 Community Park IT Upgrades
- Completed security camera installation at City Hall.
- Established security training program for all City staff with access to IT infrastructure.
- Completed Maitranet Upgrade with PIO
- Assisted with wireless meter reading conversion project.
- Implemented mobile device management city-wide.

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 Workload: Total Contact Hours Workload: Customer Survey—Questions Answered Effectiveness: With Satisfaction (4th Qtr)	740 1485 N/A	785 1215 N/A	500 1,250
Hardware\Software Support Workload: Total Work Orders Opened Workload: Total Work Orders Closed Workload: % of Requests Responded to Within 1 Efficiency: Working Day Efficiency: % of Requests Closed Within 1 Efficiency: Working Day	1108 1104 100% 97%	999 1003 100% 97%	900 900 100% 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	Actual 19	Estimated 20	Budget 21	Plan 22	Plan 23
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.
- Implemented new website, including online services and agenda distribution system.
- Provided photography services for City events, social media and website.
- 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.



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

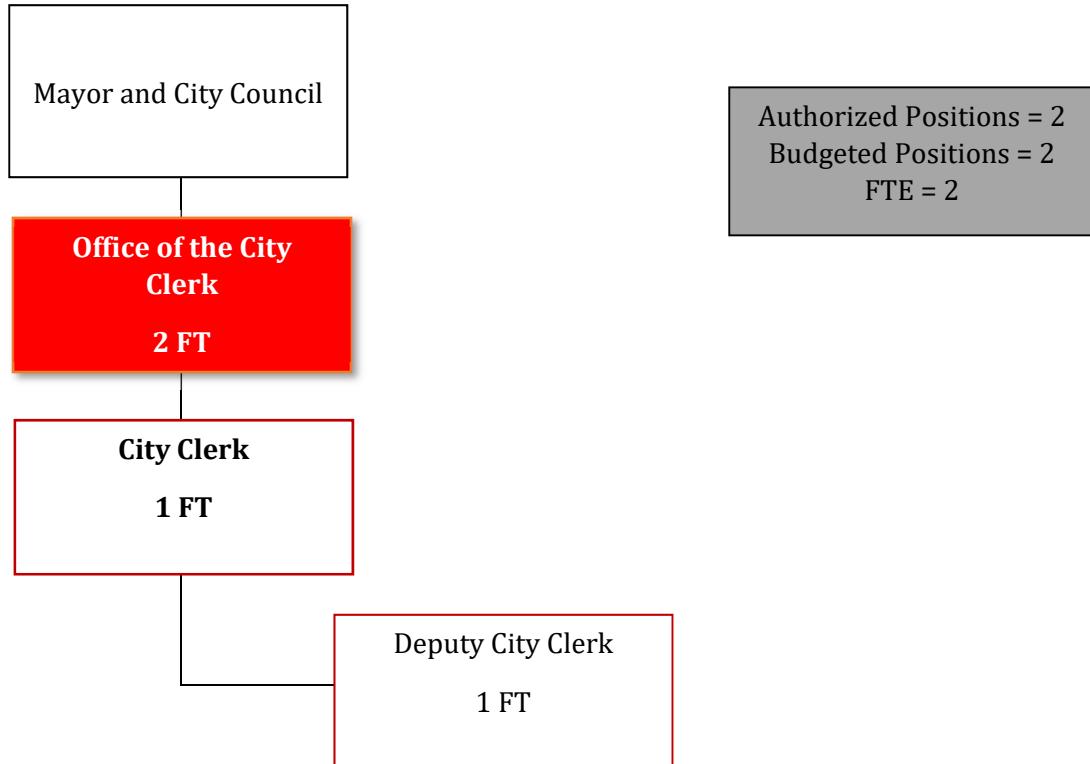
*City Clerk
Maria Waldrop*

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	\$126,265	\$189,000	\$254,000	\$219,000	\$225,000

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	2	2	2	2

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.



Areas of Responsibility:

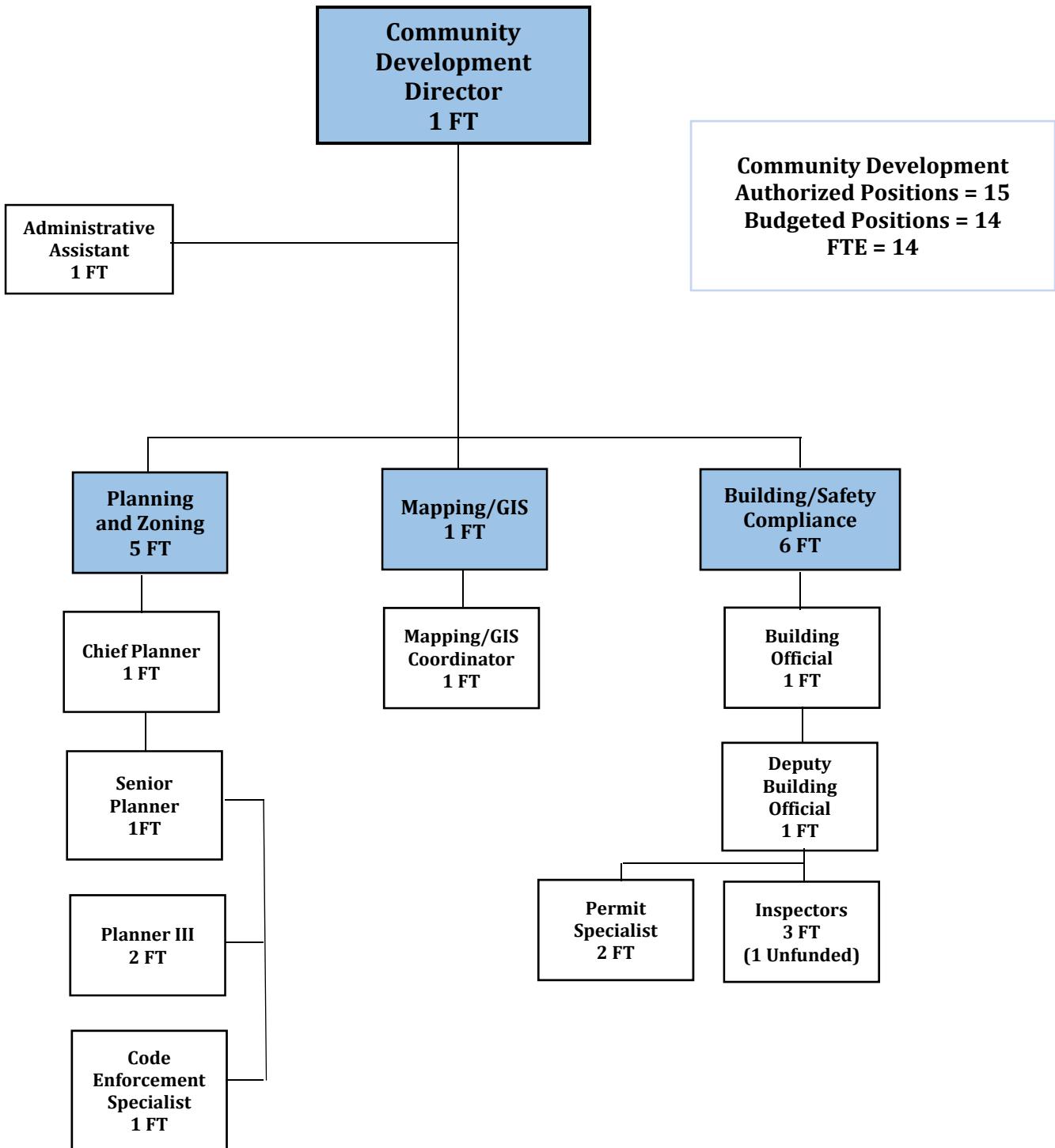
- Planning and Zoning
- Mapping and GIS
- Building Safety
- Code Compliance
- Special Projects

*Community
Development Director
Dan Matthys*

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	\$2,981,474	\$2,896,718	\$4,253,490	\$4,442,574	\$4,460,481

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	16	15	14	14	14
Total FTE	16.0	15.0	14.0	14.0	14.0



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”.

<p>To be known as a model City in Central Florida, acclaimed for our</p> <ul style="list-style-type: none"> Beautiful Parks and Lakes Safe Neighborhoods Robust Cultural Programs Quality Government Services Community Pride Preservation of Natural Resources State-of-the-Art Commerce Centers 	<p>Essential Priority</p> <ul style="list-style-type: none"> → East/West Park Systems → Expand Recreation Facilities → Quality Public Safety Services → Maintain Employee Morale → Maintain and Expand Infrastructure → Improve Interagency Communications → Improve Quality of Neighborhoods → Develop Maitland’s Identity → Engage & Support the Business Community → Water Quality and Conservation → Improve Transportation City-wide → Plan for Downtown Development 	<p>City Workplan</p> <ul style="list-style-type: none"> FY 2022 Capital Improvements Program Land Development Code Overhaul Sign Code Overhaul West Side Master Plan Strategic Update
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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	<u>5,550</u>	<u>60,210</u>	-	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	 7	 7	 7	 7	 7
 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

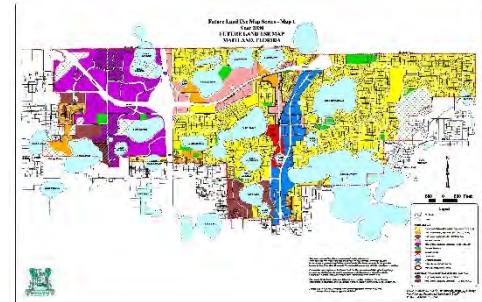
- Continue to help City increase population and valuation by helping new development throughout the City
- Attended 100% of board and committee meetings, hoping to attend all meetings again in FY 2021

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
<hr/>					
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 begin 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>	Started	<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>	Started	<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	Part-time	Seasonal	Total Budgeted Positions	Total FTE
0	0	0	0	0	0
0	0	0	0	0	0
0	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

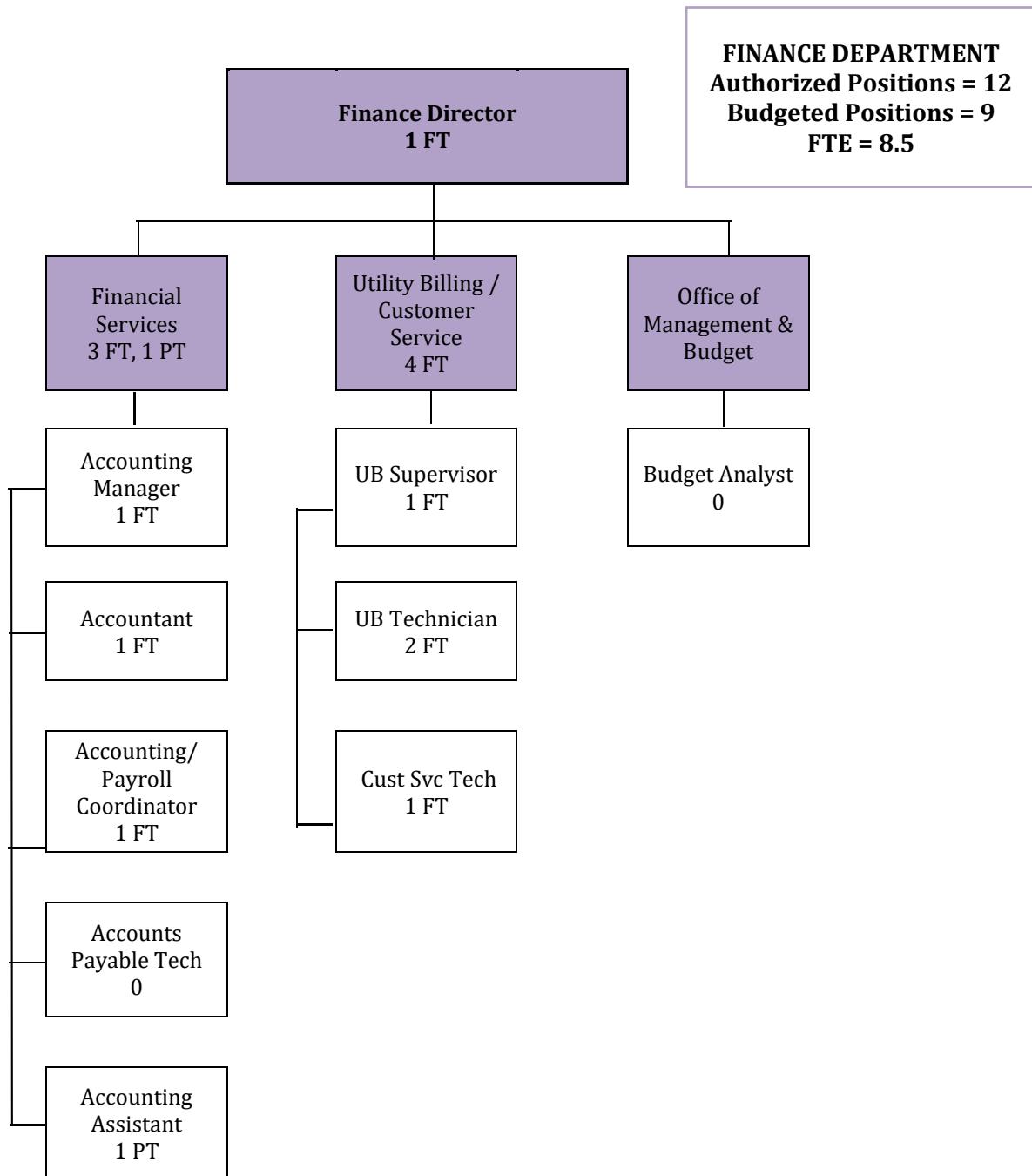
MISSION STATEMENT: The mission of the Finance Department is to enable the operating departments to accomplish their missions by providing professional, timely and accurate information along with technical support in the areas of Finance, Utility Billing, and Budgeting. It is also the mission of Finance 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>	 10	 10
 No. of FTE's	 <u>11</u>	 <u>11</u>	 <u>10.5</u>	 10	 10



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		FY 2022 Capital Improvements Program State Revolving Fund Loans Lift Station #1 Special Assessments
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	
Preservation of Natural Resources	 Water Quality and Conservation	
State-of-the-Art Commerce Centers	 Improve Transportation City-wide  Plan for Downtown Development	

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	 \$ 471,787	 \$ 494,000	 \$ 506,000	 \$ 539,000	 \$ 540,000

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	6	6	5	5	5
Total FTE	5.5	5.5	4.5	4.5	4.5

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	\$2,770,160	\$3,079,340	\$3,037,120	\$3,135,390	\$3,3233,690

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	5	5	4	4	4
Total FTE	4.5	4.5	4	4	4

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	\$ 65,219	\$ 51,000	\$ 2,000	\$ 71,000	\$ 74,000

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	1	1	0	1	1
Total FTE	1	1	0	1	1

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.

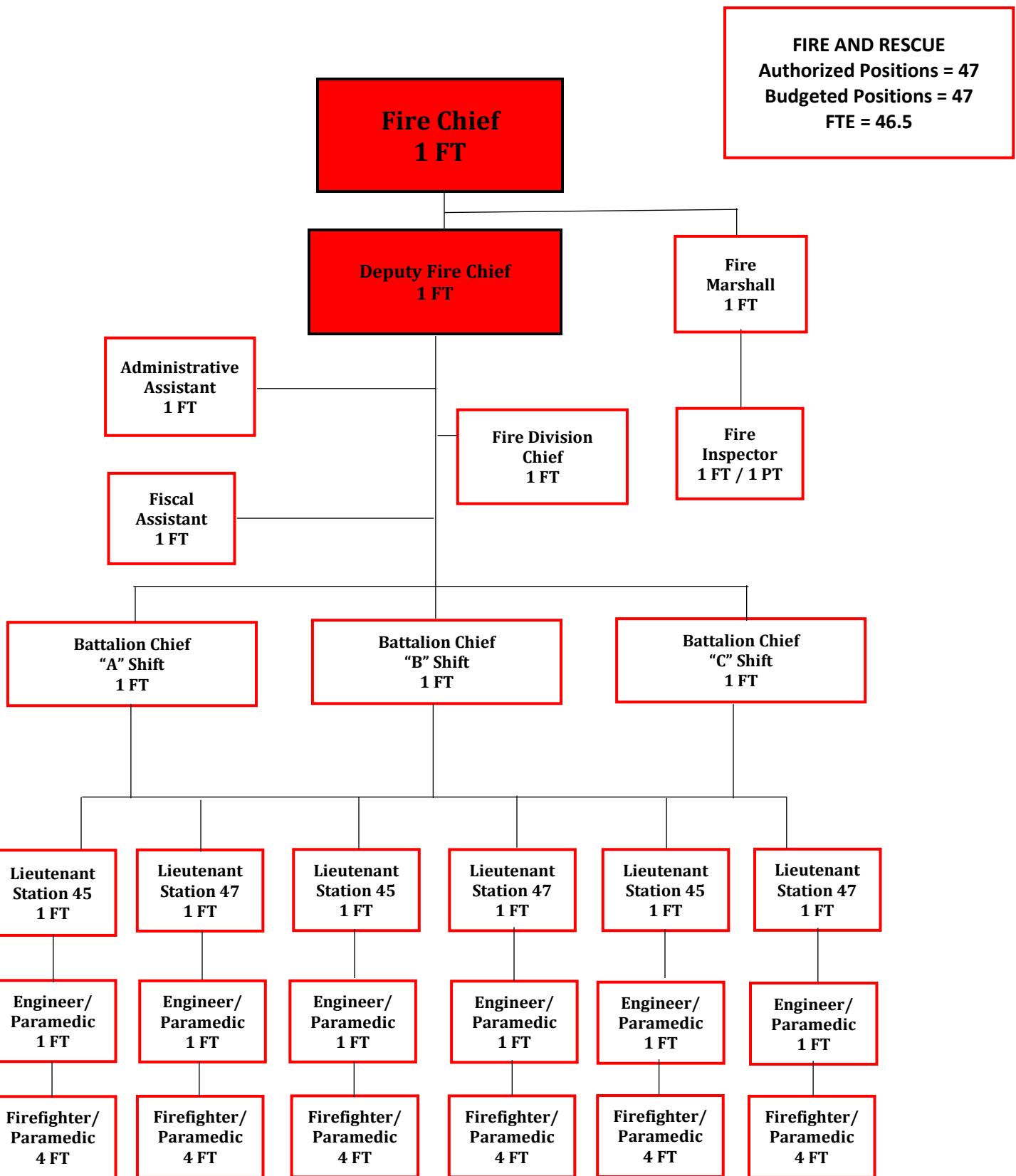


Areas of Responsibility:

- Administration
- Life Safety
- Emergency and Health Operations

*Fire Chief
William M. Watts*

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	 \$ 5,622,578	 \$ 5,748,000	 \$ 5,919,500	 \$ 6,232,000	 \$ 6,412,000
 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	46	46	46	46	46
Total FTE	46.0	46.0	46.0	46.0	46.0



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
Beautiful Parks and Lakes	 East/West Park Systems  Expand Recreation Facilities	
Safe Neighborhoods	 Quality Public Safety Services	Accreditation (CPSE) Space Needs Study Continuity of Operations Plan
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	
Preservation of Natural Resources	 Water Quality and Conservation	
State-of-the-Art Commerce Centers	 Improve Transportation City-wide  Plan for Downtown Development	

Fire & Rescue - City Workplan

Project & Description	Project Timeline
<p>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.</p>	<p>The department will sit before the commission in August 2020. On-going efforts continue as the department prepares for the review.</p>
<p>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.</p>	<p>Currently working with a designer to determine the scope for station 45.</p>
<p>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 and resources are relocated to an alternate facility in case of emergencies.</p>	<p>The plan is currently being drafted by the fire chief. Expected completion Q1 of FY21.</p>

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
<hr/>					
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
- Continued “Falls Prevention Program”
- Continue Wellness events
- 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



MAITLAND
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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.

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

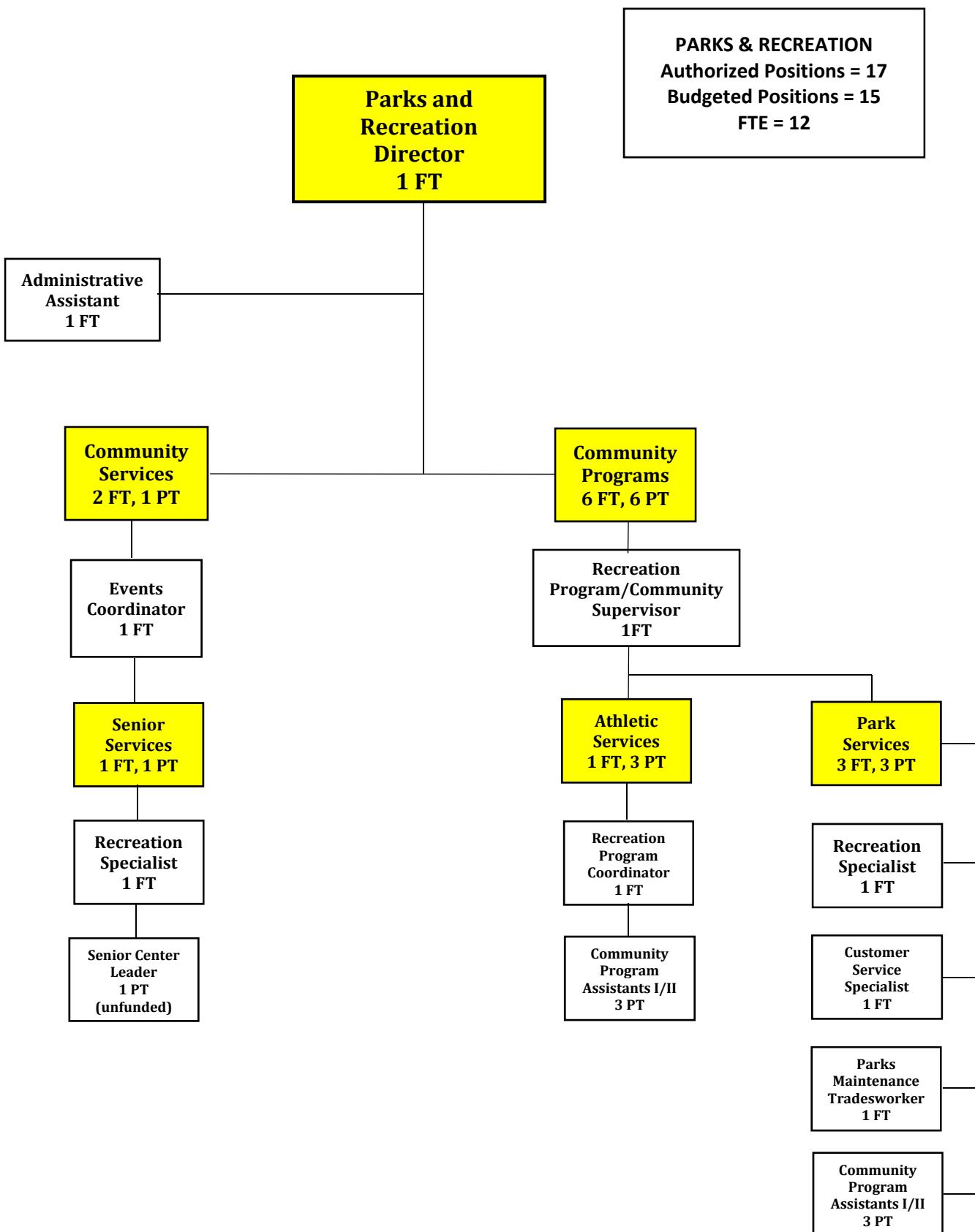


*Director
Jay H. Conn*

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”.

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

Services:

- 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	 \$ 239,655	 \$ 576,000	 \$ 369,500	 \$ 386,000	 \$ 908,000

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

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	1.0	1.0	1.0	1.0	1.0

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	 \$ 365,389	 \$ 397,000	 \$ 392,000	 \$ 424,000	 \$ 437,000

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	 6	 7	 7	 7	 7
 Total FTE	 4.5	 5.5	 5.5	 5.5	 5.5

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	\$ 187,036	\$ 178,000	\$ 216,000	\$ 224,000	\$ 227,000

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	4	4	4	4	4
Total FTE	2.5	2.5	2.5	2.5	2.5

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



MAITLAND
FLORIDA

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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.



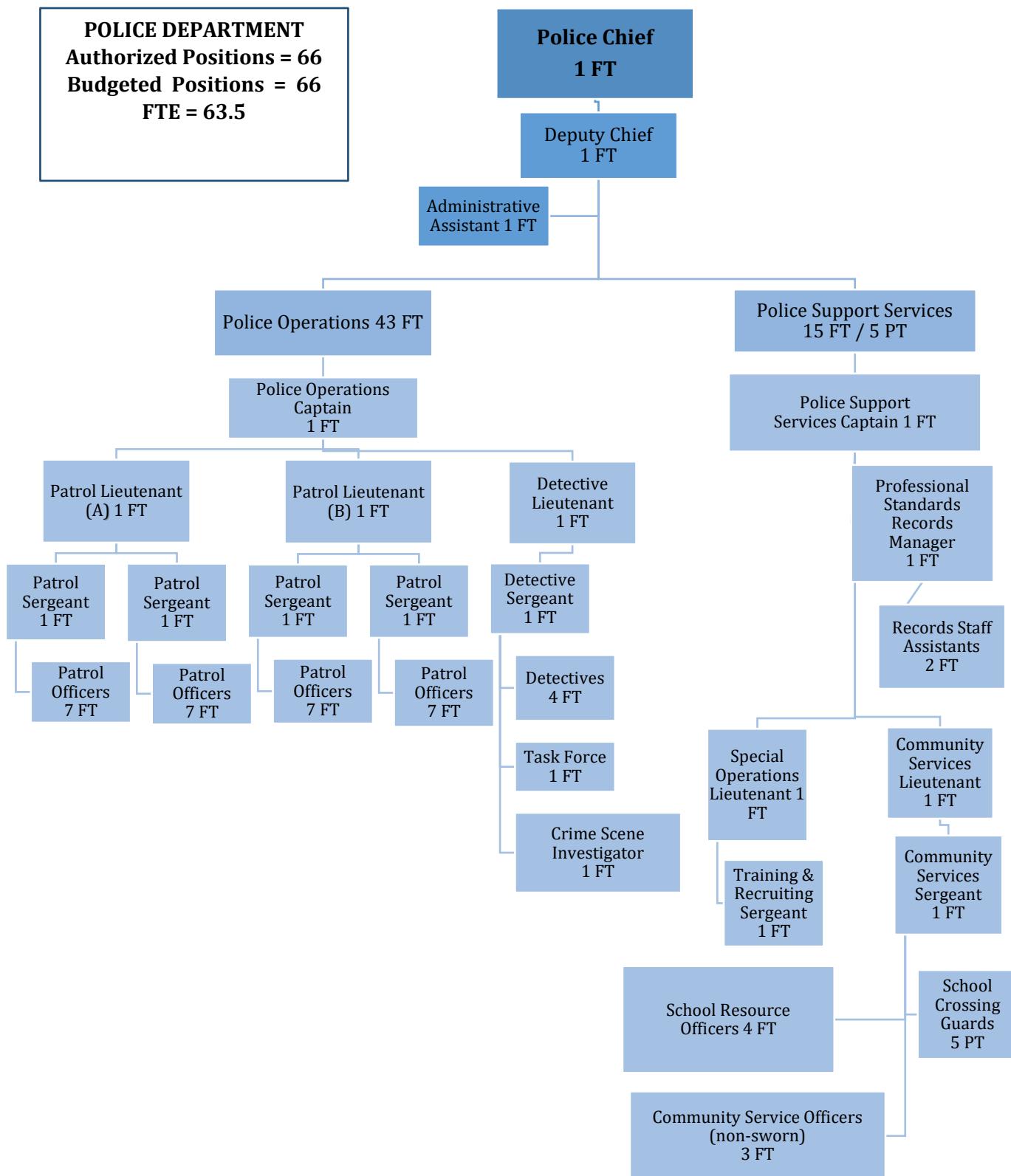
Areas of Responsibility:

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

*Police Chief
David W. Manuel*

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	 <u>\$ 6,690,179</u>	 <u>\$ 6,891,000</u>	 <u>\$ 7,176,000</u>	 <u>\$ 7,420,000</u>	 <u>\$ 7,633,000</u>
 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	 <u>64</u>	 <u>66</u>	 <u>66</u>	 <u>66</u>	 <u>66</u>
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.



<u>Services:</u>
• 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.



<u>Services:</u>
• 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	51	52	53	53	53
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.



<u>Services:</u>
• 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	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
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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	<ul style="list-style-type: none"> → East/West Park Systems → Expand Recreation Facilities 	Lift Station #6 Force Main Lift Station #1 Relocation and Upgrade
Safe Neighborhoods	<ul style="list-style-type: none"> → Quality Public Safety Services 	Police Substation
Robust Cultural Programs		Community Park Wetland Restoration Minnehaha Park Wetland Restoration
Quality Government Services	<ul style="list-style-type: none"> → Maintain Employee Morale → Maintain and Expand Infrastructure → Improve Interagency Communications 	Tuscarora and Temple Trail Wetland Restoration Lake Sybelia Point Shoreline Beautification
Community Pride	<ul style="list-style-type: none"> → Improve Quality of Neighborhoods → Develop Maitland's Identity → Engage & Support the Business 	Lake Sybelia Shoreline Demonstration Lake Gem Nutrient Improvement Upgrade AMR system to AMI
Preservation of Natural Resources	<ul style="list-style-type: none"> → Water Quality and Conservation 	I-4 Ultimate/Coordination with FDOT Railroad Quiet Zones
State-of-the-Art Commerce Centers	<ul style="list-style-type: none"> → Improve Transportation City-wide → Plan for Downtown Development 	Dommerich / Choctaw Sidewalks Independence Lane Extension - Design

Public Works - City Workplan

Project & Description	Project Timeline
<p>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.</p>	<p>Scope of service for design to Council on Q1, construction Q4.</p>
<p>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.</p>	<p>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.</p>
<p>17-92 Watermain Replacement - Replace aging, existing watermain with a new line to improve fire flow and service levels along the 17-92 corridor.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>
<p>Police Substation - Renovation of the former chamber of commerce building to a police substation for east side of Maitland.</p>	<p>NTP given September 1, 2020 with an expected completion date in Q2.</p>
<p>Lake Lily Overlook - Repairs to the existing overlook at Lake Lily Park.</p>	<p>Requested GMP from CMAR.</p>

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	4	4	4	4	4
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	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

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.

Services:
<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	 \$ 4,348,553	 \$ 4,161,743	 \$ 6,755,000	 \$ 4,304,500	 \$ 5,139,000

Budgeted Positions	12	10	10	10	10
Full-time	12	10	10	10	10
Part-time	0	0	0	0	0
Seasonal	0	0	0	0	0
 Total Budgeted Positions	 12	 10	 10	 10	 10
 Total FTE	 12.0	 10.0	 10.0	 10.0	 10.0

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 <ul style="list-style-type: none"> ◦ 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	 \$ 7,453,625	 \$ 5,802,827	 \$ 8,924,000	 \$ 8,695,500	 \$ 9,946,000

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

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 Force main 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.

<u>Services:</u>
<ul style="list-style-type: none"> • Stormwater Services <ul style="list-style-type: none"> ○ Street Sweeping ○ Stormwater Facilities and System Maintenance
<ul style="list-style-type: none"> • Lakes Management <ul style="list-style-type: none"> ○ 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	\$ 1,127,688	\$ 1,884,044	\$ 1,977,000	\$ 1,893,000	\$ 2,199,000

Budgeted Positions	4	4	4	4	4
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: 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	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	 \$ 2,283,00	 \$ 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	37	41	35
Paving of Roads Workload: # of Roads Scoped for Feasibility Effectiveness: # of Roads Paved	10 11	25 5	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	 \$ 1,075,494	 \$ 1,240,000	 \$ 1,531,000	 \$ 1,332,000	 \$ 1,144,000

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: 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 # of Landscape Enhancements/Improvements Completed as Scheduled	14	5	10
Effectiveness: 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
Plant/Field Healthcare			
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%
Pesticide/Herbicide/Fertilization/Program for Athletic/Park Turf and Ornamentals			
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
Irrigation System			
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%
Customer Requests			
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	 <u>\$ 1,164,401</u>	 <u>\$ 1,269,000</u>	 <u>\$ 1,311,000</u>	 <u>\$ 1,127,000</u>	 <u>\$ 1,140,000</u>

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

Art and History Association



ART & HISTORY MUSEUMS
MAITLAND

Program Performance Summary	FY 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.

SECTION VII

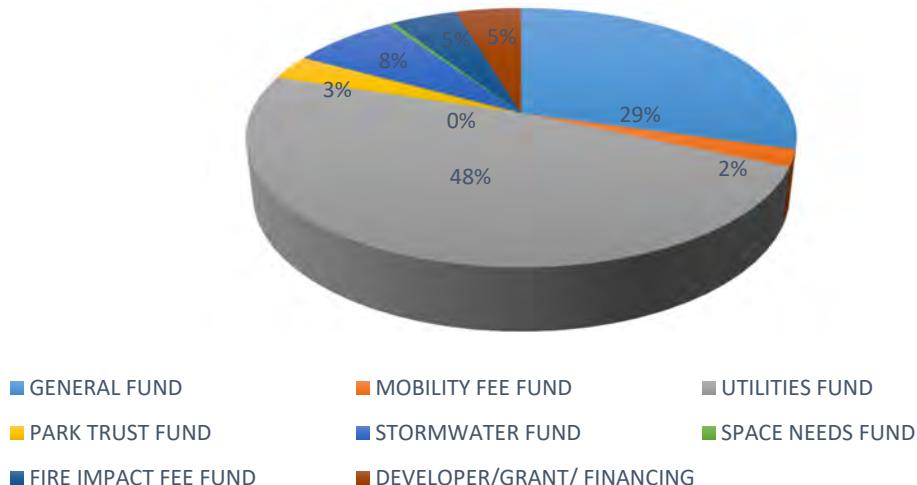
CAPITAL & DEBT

- 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.

2021-2025 CIP by Fund



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 ad 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 HVAC 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 refinancing 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 or welfare of the City or any of its residents or property owners
 - If the project to be financed will generate positive net revenues within the first five years after completion and for every year the bonds are outstanding after annual debt service requirements are met
 - The project will significantly reduce City operating costs
 - An equal or greater amount of non-City matching funds will be lost if City funds are not applied in a timely manner
 - The project provides essential City services or would advance core City policy objectives that its value overrides the value of obtaining voter approval
- For revenue bonds, revenues, as defined in the authorizing ordinance or resolution, shall be a minimum of 150% of the average annual debt service (ADS) and 125% of the maximum annual debt service (MADS) for financial planning purposes. Annual adjustments to the City's rate and/or fee structures will be made as necessary to maintain coverage factors of 125% of the ADS and 110% of the MADS.
- The decision to assume new debt shall be based on the above noted costs and benefits, current conditions of the municipal bond market, and the City's ability to support new debt as determined by the above noted standards.
- The City shall strive to achieve/maintain these standards at a low to moderate classification.

Limited Tax General Obligation Note—Series 2014

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

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 maturity 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.

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	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

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%.

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.

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

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.

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 issued 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.

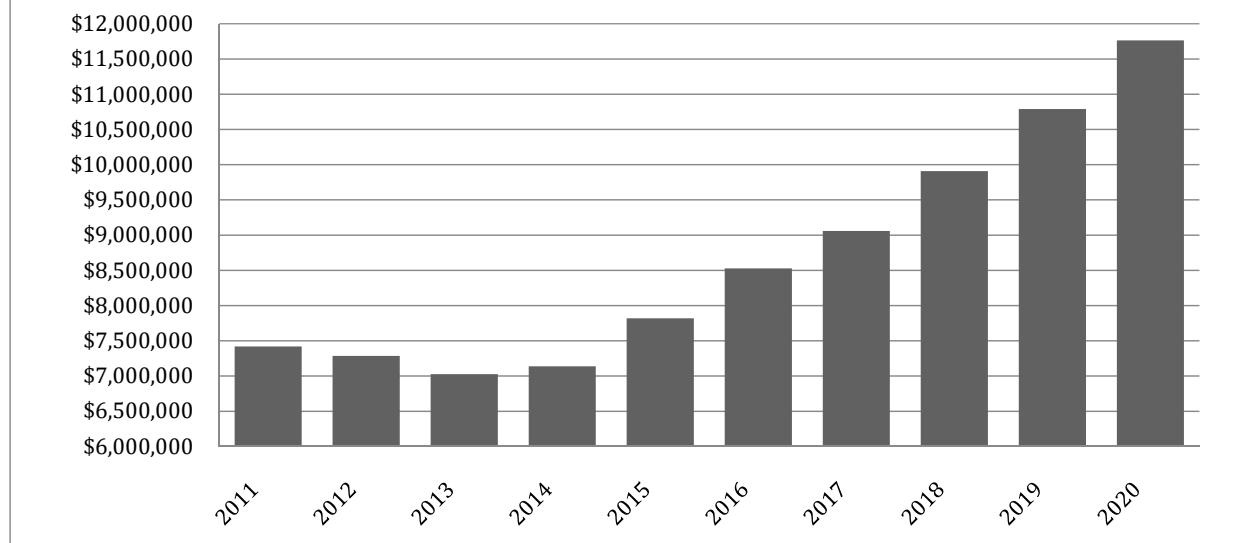
Revenue Trends

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



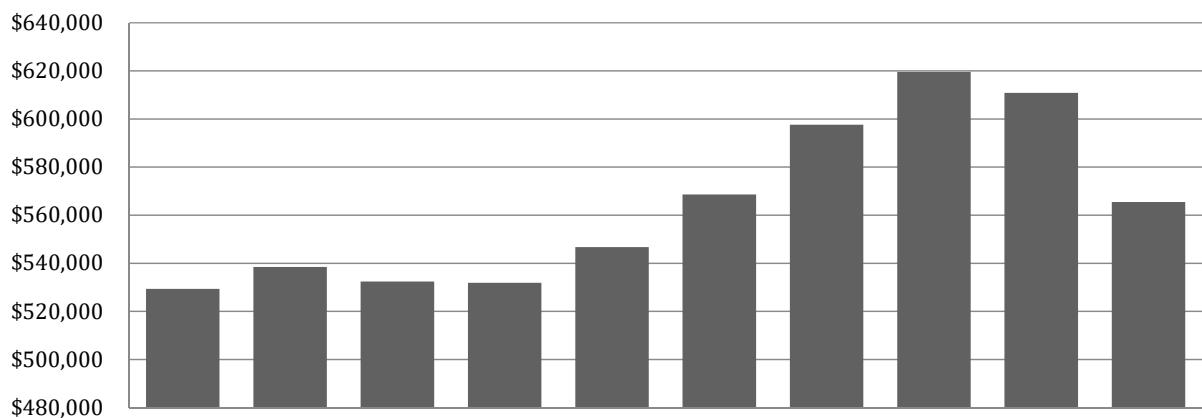
Revenue Trends

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



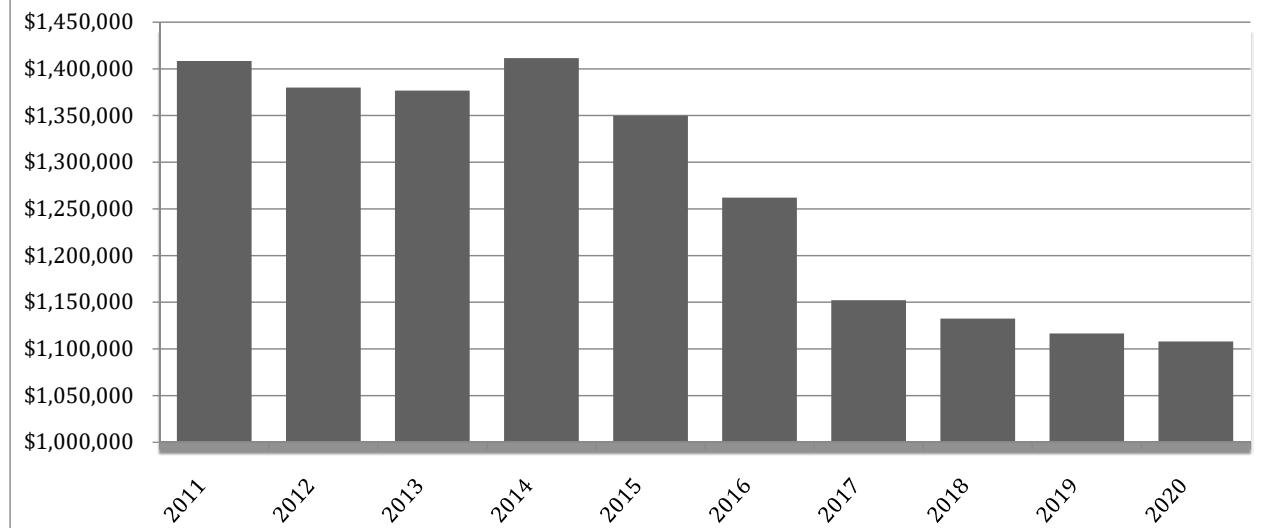
Revenue Trends

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



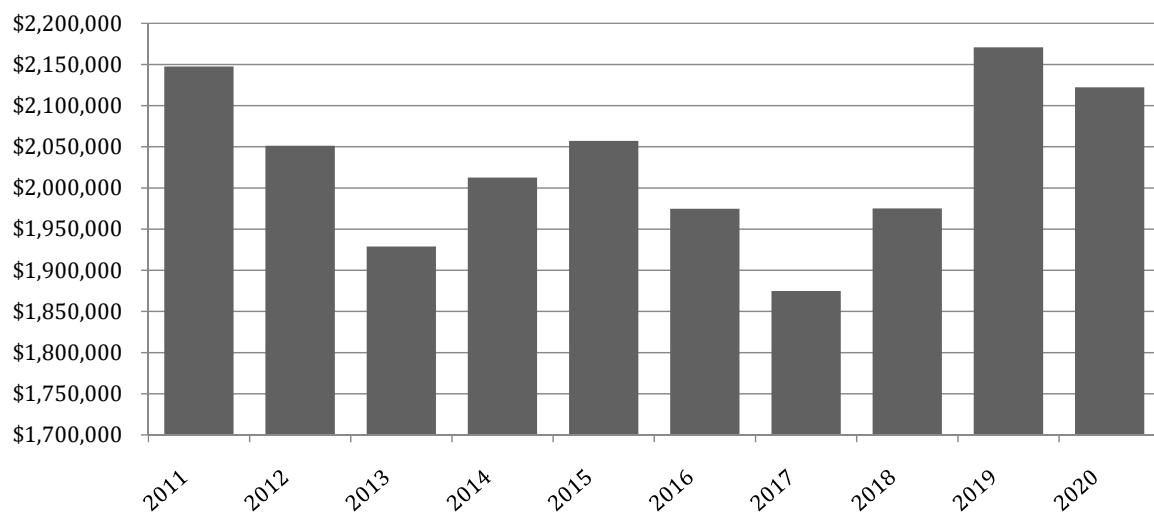
Revenue Trends

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



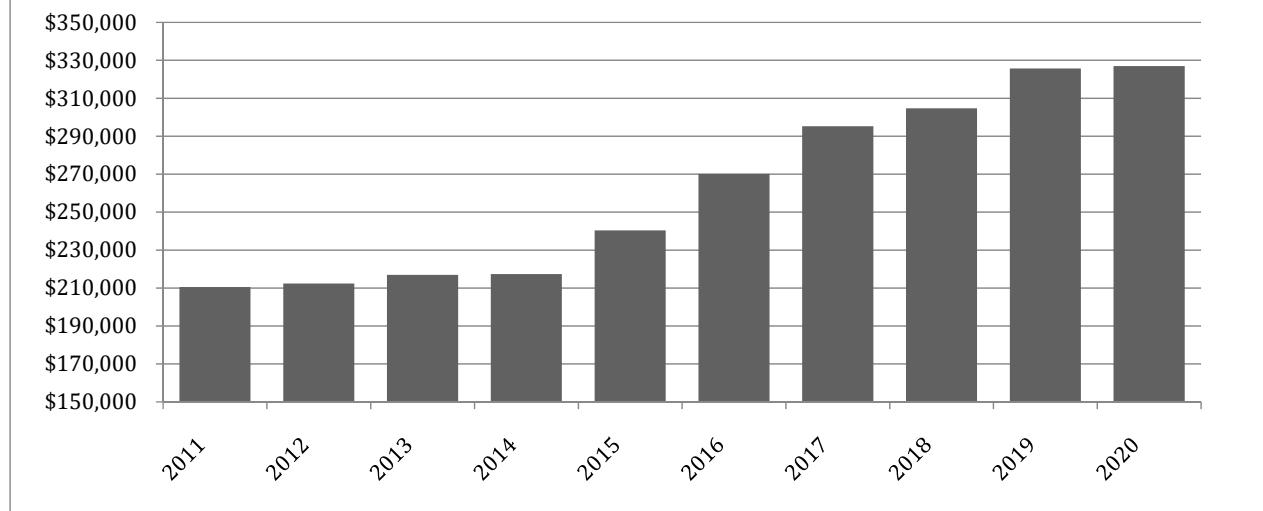
Revenue Trends

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



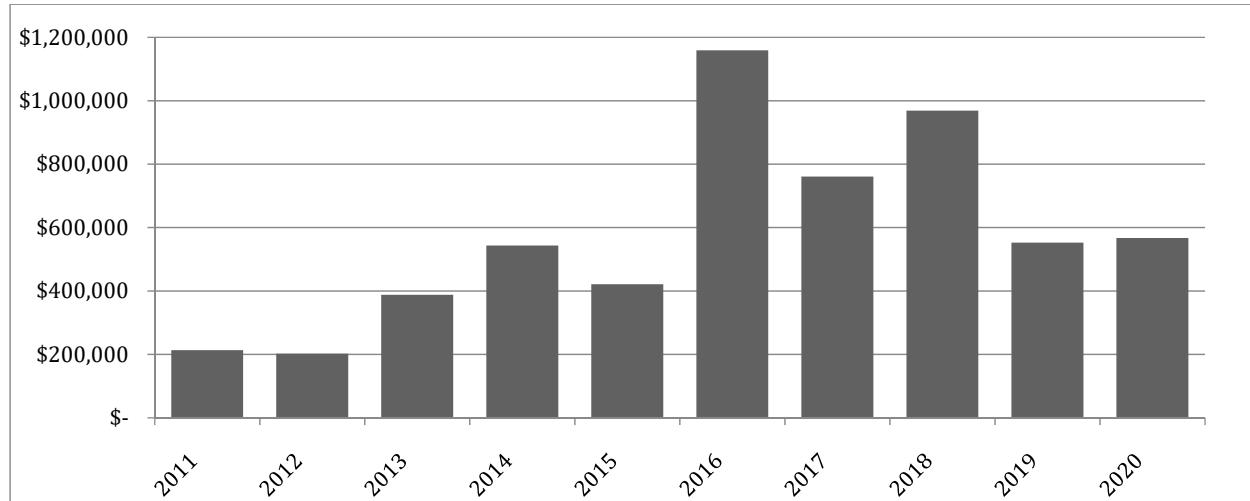
Revenue Trends

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



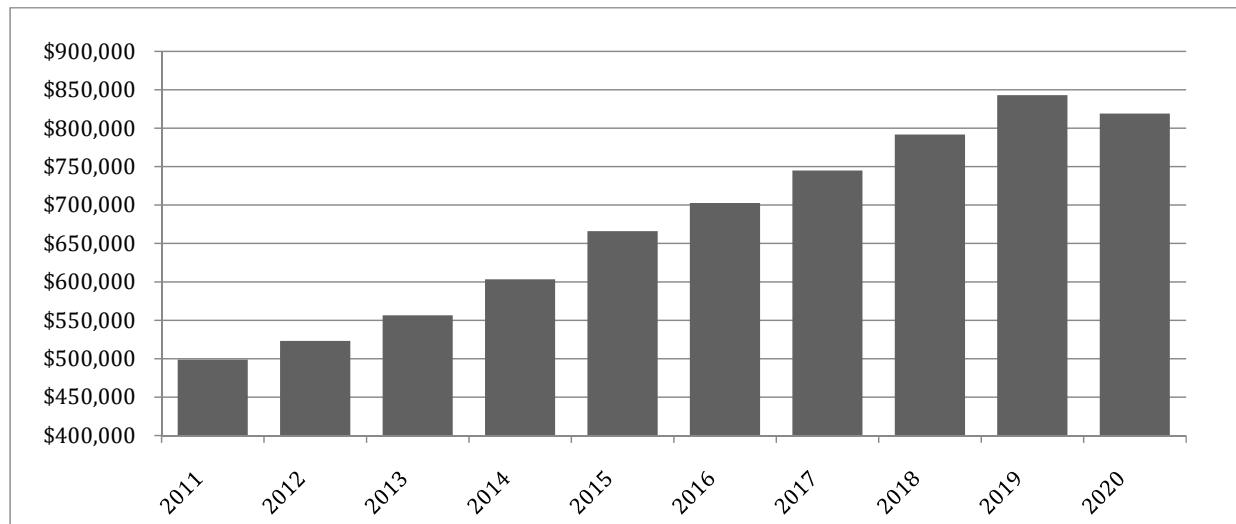
Revenue Trends

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



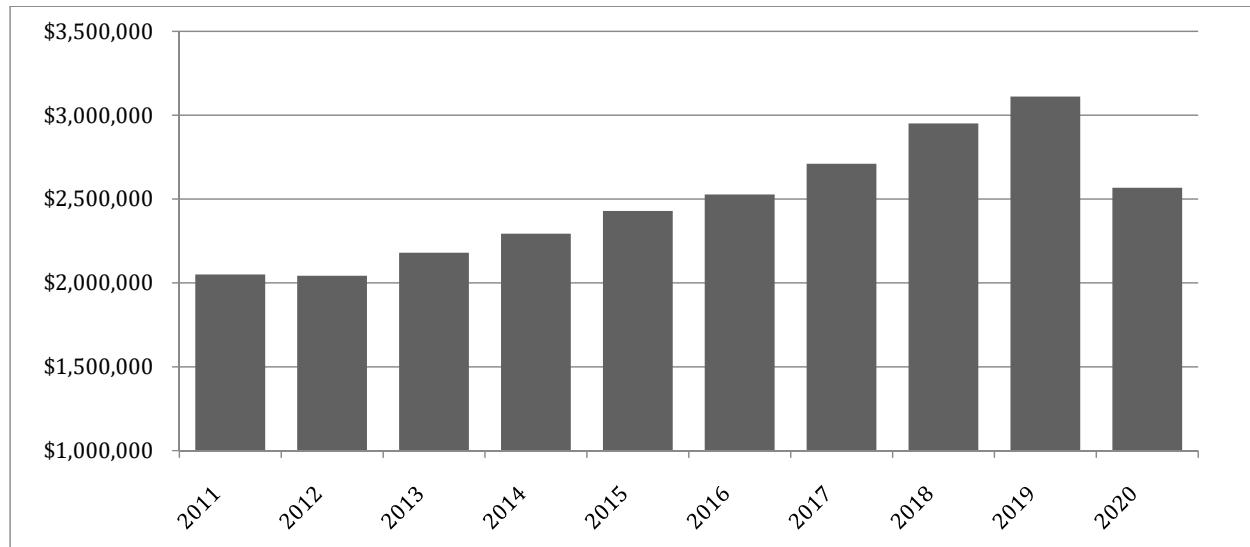
Revenue Trends

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



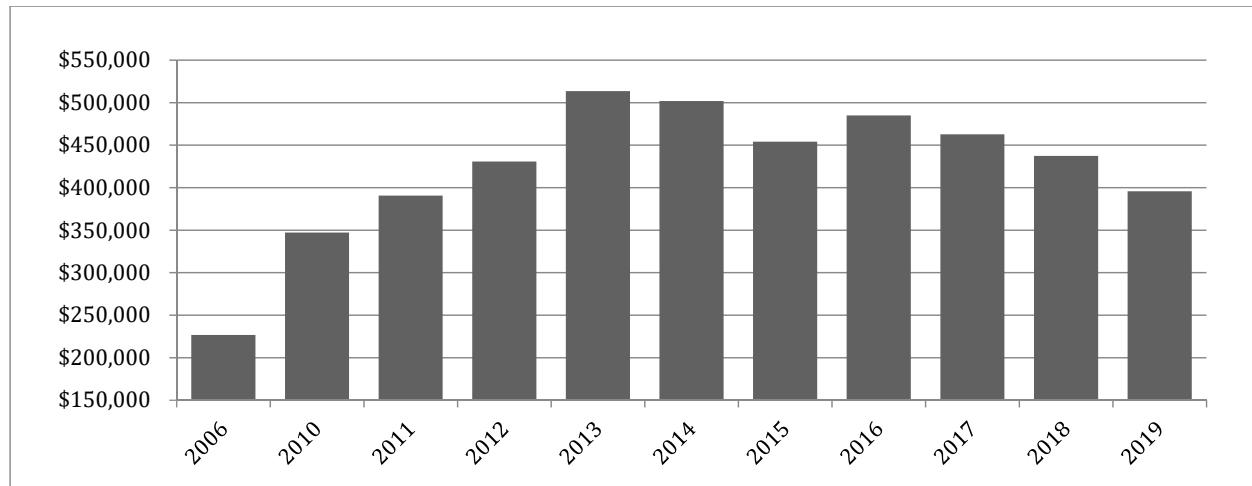
Revenue Trends

EMS TRANSPORT
01-340-342610

F Y 2 0 2 1	B u d g e t	\$	3 9 0 , 0 0 0
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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



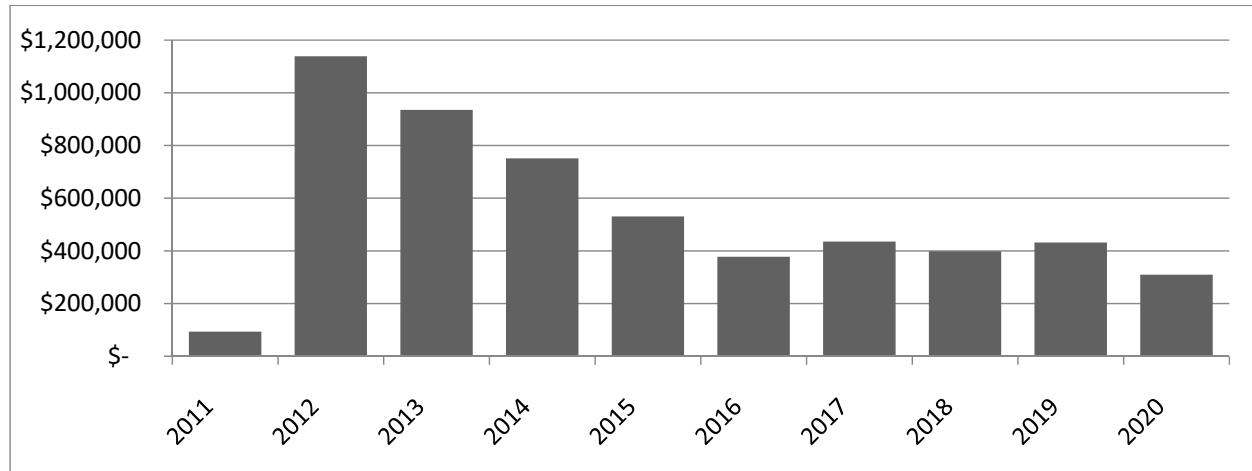
Revenue Trends

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



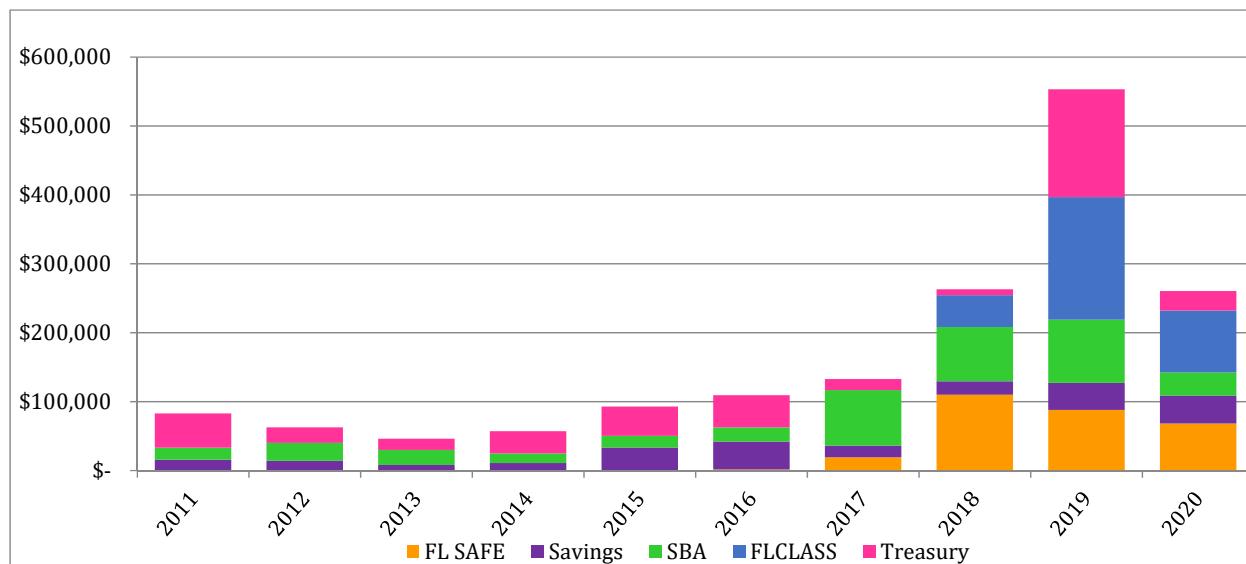
Revenue Trends

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 Othrr 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

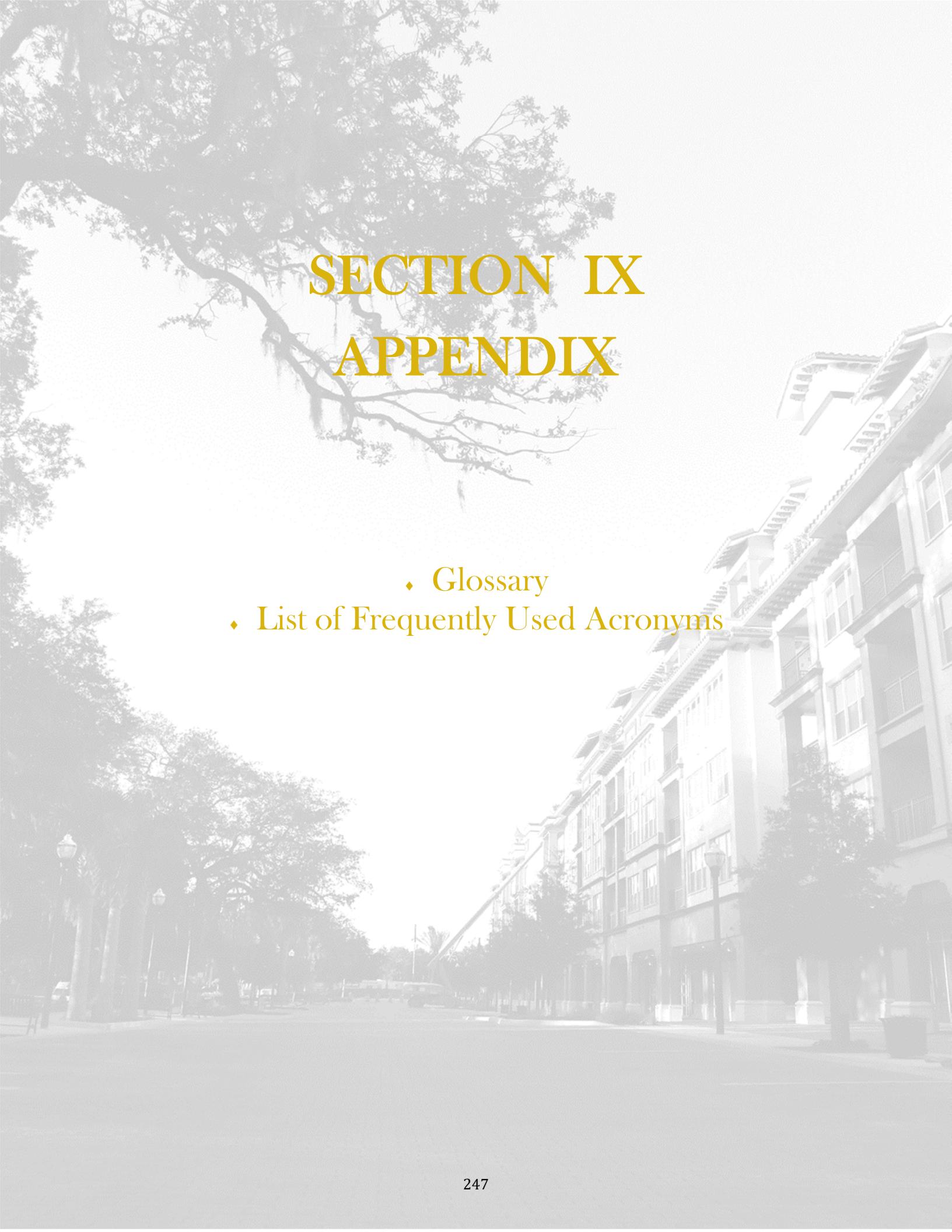
Stormwater Fund Revenue by Category and Source

	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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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
DOA	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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