

THE CITY OF  
**MAITLAND**  
FLORIDA



FINAL  
BUDGET

**FY 2022**  
**SEPTEMBER 2021**

*The Fiscal Year 2022 City Budget Presented by:*



**Mayor**  
**John P. Lowndes**



**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 2022.

## **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 2022 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 2022 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](http://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 01, 2020**

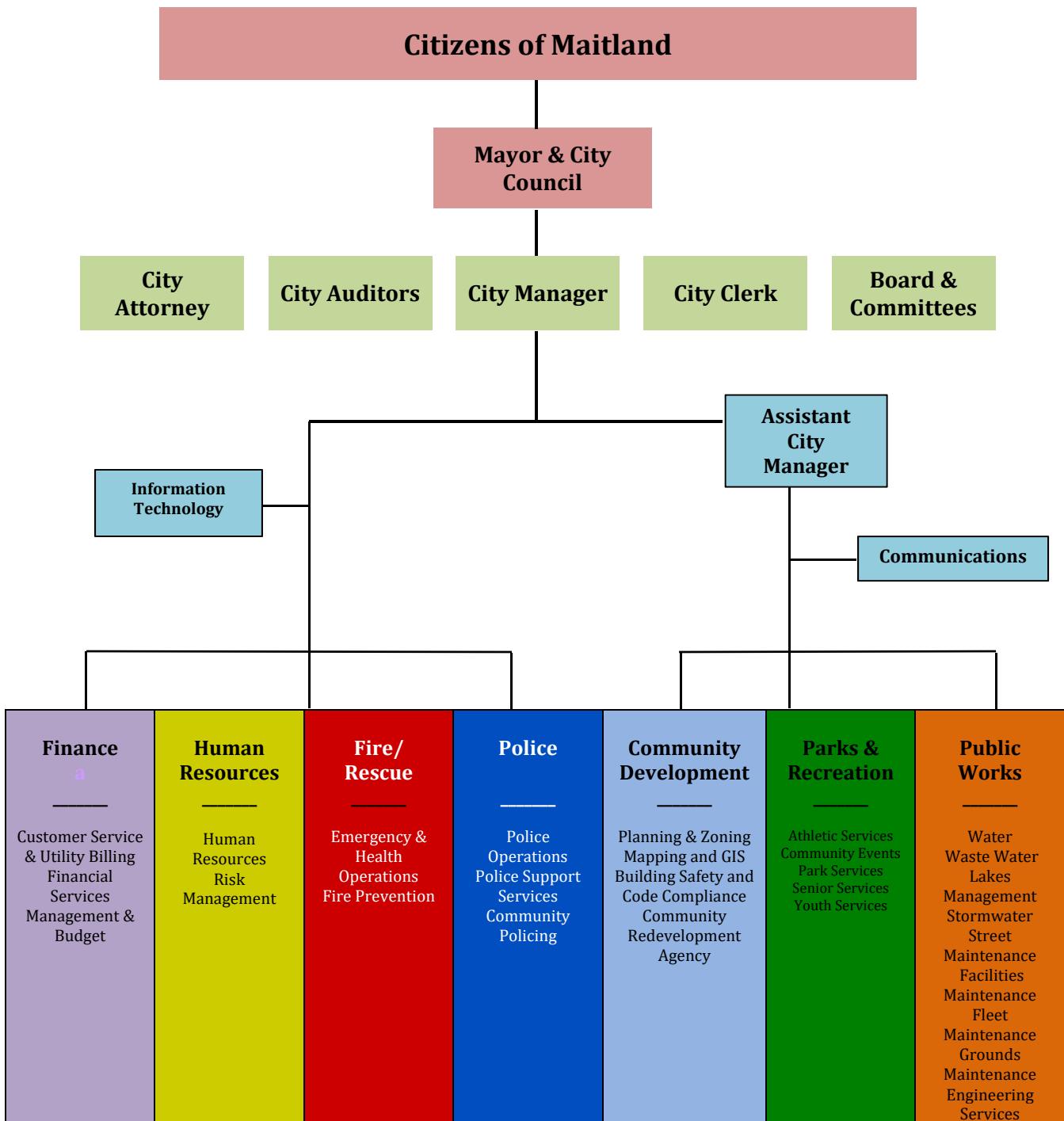
*Christopher P. Morill*

Executive Director

# 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 AND CITY MANAGER



John was born and raised in Central Florida, attending Winter Park Junior High School and graduating from Edgewater High School. After earning degrees at both Florida State University (B.A.) and the University of Florida (M.A.), John went on to get his law degree at American University's Washington College of Law.

Pursuing a career in federal Indian law, John spent several years with firms in D.C., Portland, and Anchorage, gaining experience in the areas of government contracts, environmental issues, health care, employment law, and tribal governance.

Prior to becoming Maitland Mayor on April 12, 2021, John served as vice-chair of Maitland's Charter Review Commission. He held a seat on the City Council for six years. He also served on the Maitland Planning and Zoning Commission, the Maitland Community Redevelopment Agency, and the Maitland Electric Power Advisory Board. He helped to establish the Dommerich Foundation Fund, which raises money for public school improvements.

When John and his wife, Julie, settled in Maitland to raise their family, John joined the Orange County Attorney's office, working in land use, construction, utilities, and local government law. Currently, John serves as in-house counsel to a hospital and environmental healthcare corporation.

John and Julie have three children.

Sharon 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 Arts - Florida State University
- Master of Arts – University of Florida
- Juris Doctorate – American University's Washington College of Law

## **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

# 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.

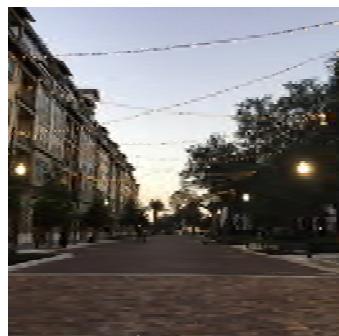
**Sources: Mr. Edwin Rhoads & Maitland Historical Society, "Early Houses of Maitland."**



# 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. The Florida Department of Transportation's (FDOT) I-4 Ultimate project has had a major impact on this area, and at completion in FY 2022, will improve traffic flow, install a pedestrian bridge across Interstate 4 and include public art within the project area.

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. Two additional developments on the corridor include additional retail and restaurant space currently in the development review process. 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. FDOT is currently performing a traffic study for the entire Maitland Boulevard and Downtown Maitland Area to improve traffic flow as the two projects (widening of the Boulevard and I-4 Ultimate) are concluding.



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 and Independence Square Park that hosts a monthly block party and is the core of the new Downtown.



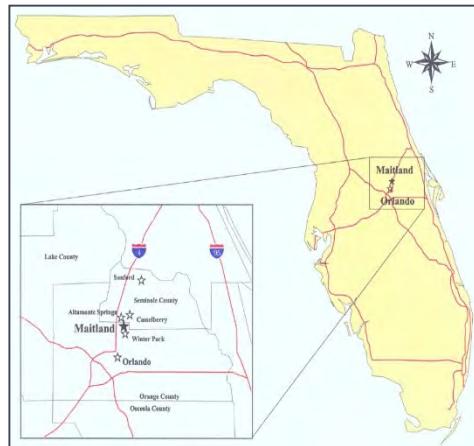
Maitland is also home to Central Florida's only National Historic Landmark in the four county area, the Maitland Art Center. The Center, located just one block from the Downtown area. The Center's buildings display one of the only remaining examples of "fantasy architecture" in the Southeast.

# Maitland Today

| City of Maitland Top Ten Taxpayer Data and Comparison - Tax Years 2019-2020 (Fiscal Years 2020-2021) |                             |                                      |                             |
|--|-----------------------------|--------------------------------------|-----------------------------|
| Taxpayer   | FY 2020<br>Taxable<br>Value | Taxpayer                             | FY 2021<br>Taxable<br>Value |
| TRELAGO WAY INVESTORS JV LLC   | 96,595,423                  | TRELAGO WAY INVESTORS JV LLC         | 100,115,807                 |
| ARBORS AT MAITLAND JOINT VENTURE LLC   | 95,393,709                  | ARBORS AT MAITLAND JOINT VENTURE LLC | 97,680,544                  |
| MIKEONE EK MAITLAND SUMMIT LLC   | 93,765,211                  | MIKEONE EK MAITLAND SUMMIT LLC       | 98,818,347                  |
| VILLAGE AT LAKE LILY LLC (Ph I&II)   | 82,472,383                  | VILLAGE AT LAKE LILY LLC (Ph I&II)   | 87,562,614                  |
| MWAD PHASE I LLC & MWAD PHASE ii LLC   | 65,757,457                  | TGT MAITLAND LLC (I&II)              | 69,019,026                  |
| TGT MAITLAND LLC (I&II)  | 63,365,457                  | MWAD PHASE I LLC                     | 62,342,419                  |
| NIC MAITLAND STATION LLC   | 60,665,560                  | NIC MAITLAND STATION LLC             | 61,780,791                  |
| MAITLAND CITY CENTER LLC   | 60,513,042                  | BVT -BAINBRIDGE FENNELL ST OWNER LLP | 61,712,469                  |
| MAITLAND MULTI FAMILY LLC  | 60,388,074                  | MAITLAND CITY CENTER LLC             | 60,529,594                  |
| ORLANDO SPORTSPLEX LTD   | 52,014,486                  | MAITLAND MULTI FAMILY LLC            | 60,181,363                  |
| <b>Total</b>   | <b>730,930,802</b>          | <b>Total</b>                         | <b>759,742,974</b>          |
| <b>Total Taxes (4.3453)</b>  | <b>3,176,114</b>            | <b>Total Taxes (4.3453)</b>          | <b>3,301,311</b>            |
| <b>% of Ad Valorem</b>   | <b>23.7%</b>                | <b>% of Ad Valorem</b>               | <b>26.4%</b>                |

| 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           |

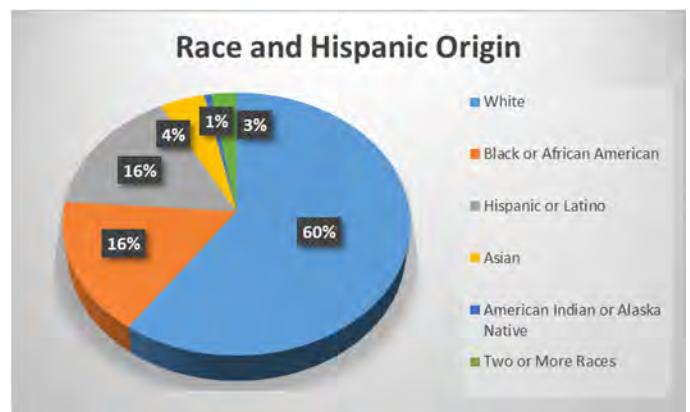
# Community Profile



- 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 2021, the average sale price of a home in the City of Maitland was \$386,500 (Source: Orlando Regional Realtor Association).
- The median age in Maitland is 36.1 years.
- 53.4% of the population are married.
- 57.5% of the population possesses a bachelor's or graduate degree, and 98.2% has at least a high school diploma or equivalent
- 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 2.46 members
- Median family income in the City is \$75,944.
- Per capita income is \$46,447.

## Demographics

**Population:** 1980 – 8,768  
1990 – 8,932  
2000 – 12,019  
2010 – 15,751  
2020 – 19,543



# Community Profile

## 2021 Municipal Election

Registered Voters: 13,902

The Mayor's seat on Council was up for election in March 2021.

The Mayor's seat was unopposed and therefore there was no election.



## Public Education

Elementary Schools: 2

Middle Schools: 1

## Police

Employees (FT): 63

Sworn: 55

Non-Sworn: 8

General Arrests: 496

Traffic Accidents: 714

Citations Issued: 5,546

Calls For Service: 30,537



## Fire Department

Stations: 2

Employees (FT): 46

Total Maitland Calls for Service: 2,717

Emergency Responses: 1,181

Non-Emergency Responses: 1,536

Automatic Fire Alarms: 266

Mutual Aid: 1,036

Annual Fire Safety Inspections: 635



## Public Works

Street Miles: 59

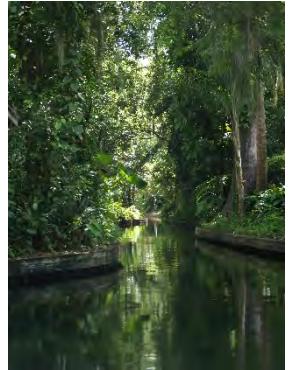
Sites Maintained Daily: 127

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: 950

Lift Stations: 41

Mini Lift Stations: 25

Water Main Miles: 94.1

Water Treatment

Plants: 3

Gallons Water Prod:

951 million

Fire Hydrants: 691

Customer Bills

Mailed: 56,891



# Personnel/Position Summary

|                                   | <b>FY 2018<br/>Actual</b> | <b>FY 2019<br/>Actual</b> | <b>FY 2020<br/>Actual</b> | <b>FY 2021<br/>Actual</b> | <b>FY 2022<br/>Actual</b> |
|-----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>Administration</b>             |                           |                           |                           |                           |                           |
| Full-Time                         | 13.00                     | 13.00                     | 14.00                     | 13.00                     | 10.00                     |
| Part-Time                         | 5.00                      | 5.00                      | 5.00                      | 5.00                      | 5.00                      |
| <b>Budgeted Positions</b>         | <b>18.00</b>              | <b>18.00</b>              | <b>19.00</b>              | <b>18.00</b>              | <b>15.00</b>              |
| <b>Finance Department</b>         |                           |                           |                           |                           |                           |
| Full-Time                         | 10.00                     | 10.00                     | 10.00                     | 8.00                      | 9.00                      |
| Part-Time                         | 2.00                      | 2.00                      | 2.00                      | 1.00                      | 0.00                      |
| <b>Budgeted Positions</b>         | <b>12.00</b>              | <b>12.00</b>              | <b>12.00</b>              | <b>9.00</b>               | <b>9.00</b>               |
| <b>Human Resources Department</b> |                           |                           |                           |                           |                           |
| Full-Time                         |                           |                           |                           |                           | 3.00                      |
| Part-Time                         |                           |                           |                           |                           | 0.00                      |
| <b>Budgeted Positions</b>         |                           |                           |                           |                           | 3.00                      |
| <b>Community Development</b>      |                           |                           |                           |                           |                           |
| Full-Time                         | 16.00                     | 15.00                     | 16.00                     | 16.00                     | 15.00                     |
| Part-Time                         | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                      |
| <b>Budgeted Positions</b>         | <b>16.00</b>              | <b>15.00</b>              | <b>16.00</b>              | <b>16.00</b>              | <b>15.00</b>              |
| <b>Police Department</b>          |                           |                           |                           |                           |                           |
| Full-Time                         | 60.00                     | 61.00                     | 61.00                     | 61.00                     | 63.00                     |
| Part-Time                         | 5.00                      | 5.00                      | 5.00                      | 5.00                      | 5.00                      |
| <b>Budgeted Positions</b>         | <b>65.00</b>              | <b>66.00</b>              | <b>66.00</b>              | <b>66.00</b>              | <b>68.00</b>              |
| <b>Fire/Rescue</b>                |                           |                           |                           |                           |                           |
| Full-Time                         | 46.00                     | 46.00                     | 46.00                     | 46.00                     | 46.00                     |
| Part-Time                         | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 1.00                      |
| <b>Budgeted Positions</b>         | <b>46.00</b>              | <b>46.00</b>              | <b>46.00</b>              | <b>46.00</b>              | <b>47.00</b>              |
| <b>Parks and Recreation</b>       |                           |                           |                           |                           |                           |
| Full-Time                         | 8.00                      | 10.00                     | 10.00                     | 10.00                     | 9.00                      |
| Part-Time                         | 6.00                      | 6.00                      | 6.00                      | 6.00                      | 6.00                      |
| Seasonal/Temporary                | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                      |
| <b>Budgeted Positions</b>         | <b>14.00</b>              | <b>16.00</b>              | <b>16.00</b>              | <b>16.00</b>              | <b>15.00</b>              |
| <b>Public Works</b>               |                           |                           |                           |                           |                           |
| Full-Time                         | 66.00                     | 66.00                     | 67.00                     | 67.00                     | 76.00                     |
| Part-Time                         | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                      |
| Seasonal/Temporary                | 3.00                      | 3.00                      | 0.00                      | 0.00                      | 0.00                      |
| <b>Budgeted Positions</b>         | <b>69.00</b>              | <b>69.00</b>              | <b>67.00</b>              | <b>67.00</b>              | <b>76.00</b>              |
| <b>City of Maitland</b>           |                           |                           |                           |                           |                           |
| Full-Time                         | 219.00                    | 221.00                    | 224.00                    | 221.00                    | 231.00                    |
| Part-Time                         | 18.00                     | 18.00                     | 18.00                     | 17.00                     | 17.00                     |
| Seasonal/Temporary                | 3.00                      | 3.00                      | 0.00                      | 0.00                      | 0.00                      |
| <b>Budgeted Positions</b>         | <b>240.00</b>             | <b>242.00</b>             | <b>242.00</b>             | <b>238.00</b>             | <b>248.00</b>             |
| <b>Total Budgeted FTE</b>         |                           | <b>228.75</b>             | <b>230.75</b>             | <b>233.00</b>             | <b>229.50</b>             |
|                                   |                           |                           |                           |                           | <b>239.50</b>             |

# Personnel/Position Summary

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

The FY 2022 staffing table has a total of 250 authorized positions (inclusive of the Enterprise and Stormwater Funds), 248 of which are funded in the FY 2022 budget as outlined in the Personnel/Position Summary table. There are a total of 231 full-time and 17 of which are part-time budgeted positions. There are two authorized positions which are unfunded (not budgeted) for FY 2022. The following table lists each unfunded position and its impact on City staff and level of service.

| Department            | Position           | Details  |
|-----------------------|--------------------|--|
| Community Development | Building Inspector | <ul style="list-style-type: none"><li>Duties will be shifted to Building Official and contracted Building Inspectors.</li></ul>    |
| Finance               | Accountant         | <ul style="list-style-type: none"><li>Duties will be combined with Senior Accountant and Accounting/Payroll Coordinator.</li></ul> |

# SECTION II

# BUDGET MESSAGE

- City Manager's Message



*Office of the City Manager*  
**City of Maitland, Florida**

**MAITLAND**  
FLORIDA

November 1, 2021

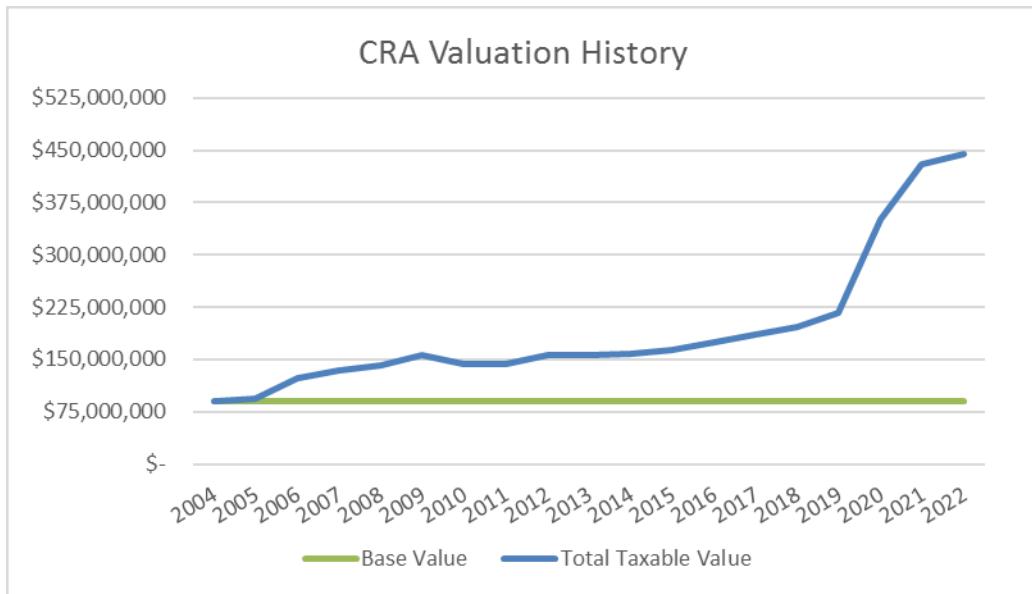
Mayor Lowndes, City Council Members, and Residents of Maitland:

I am pleased to present the budget for fiscal year 2022, and financial plan for fiscal years 2023 and 2024, as adopted by City Council on September 27, 2021. After careful review of expenditures necessary to maintain quality government service and well-maintained public infrastructure, the FY 2022 budget maintains 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 2022 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 2021 and FY 2022 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 2022 would not be impacted, however sales tax, local option gas tax and other state shared revenues had seen significant declines beginning in March 2021. 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 2022 total taxable value for the City is \$3.6 billion, which translates into \$13.6 million in FY 2022 ad valorem (property tax) revenue to the General Fund. This represents a taxable value increase of 5.3% with new construction of \$30.3 million in FY 2022. Of the increase, approximately 83% or \$147.6 million was a result in the increase of existing properties. Since the taxable value increase for homesteaded residential properties is limited to 1.4% based on the 2021 Consumer Price Index change, the majority of the taxable value increase resulted from either non-homesteaded or commercial properties. Although redevelopment has slowed, an additional 130,000 square feet of commercial space, a 120-unit assisted living facility and a 70-unit memory care facility in the Maitland Boulevard corridor, as well as a 247 unit luxury apartment complex at Lake Gem, are in various stages of planning or development.

The City experienced a 3.6% 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 2022 resulted from increases in the taxable value of existing properties in the downtown Maitland area. The final piece of the downtown core, Independence Square, was completed in early in FY 2021 and has hosted events and functions 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 2022 CRA budget includes \$895K debt service costs for the Redevelopment Revenue Note Series 2014. The anticipated County and City portion of tax increment (TIF) revenue is \$2.8 million, which more than covers all of the debt service and operating cost of the fund. In addition to the external debt, the CRA has internal advances from other funds of \$9.5 million. The CRA fund will repay \$1.1 million to the General Fund and \$800 thousand to the Road Impact Fee Fund in FY 2022.

**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 an increase in general revenues such as Local Option Gas Tax, State Sales Tax, and State Shared Revenues through most of FY 2022. 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 3% increase in FY 2022. Franchise fees and utility fees related to sales of electricity are the largest portion of these fees and have been returning to pre-pandemic levels after being 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 relatively consistent with 2021 levels. 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 midyear in FY 2022. 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 2022 – FY 2026 Capital Improvements Program (CIP) was adopted on September 27, 2021. This five-year program includes \$43.9 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 2022 – FY 2026 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 early FY 2022) 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 2022, sidewalks are anticipated to continue on the north side of Mohican Trail to Deloraine Trail. Additionally, as part of the Dommerich Hills Sewer Conversion project, sidewalks will be added to one side of each street as sewer lines are installed. The real measure of our community's success has been our ability to convert our plans into results.



**Managing for Results:** On April 29, 2021, the annual City Council Strategic Planning Session was held at the Maitland Community Park outdoor pavilion. 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 2021 revenues and a projection of potential impacts on the FY 2022 budget. The emphasis of the session was a review of the overall operations and how each department had to pivot during the pandemic and review successes and failures as we learned more and as new variants emerged. After a slight dip, revenues recovered which allowed the organization to project a return to normal operations and provision of services to the residents and businesses in the city.

Emphasis returned to focusing on the downtown area with a renewed focus on Independence Lane north, focusing on parks to allow people outdoor spaces, and capital improvement projects that would result in environmental enhancement and protections. 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**

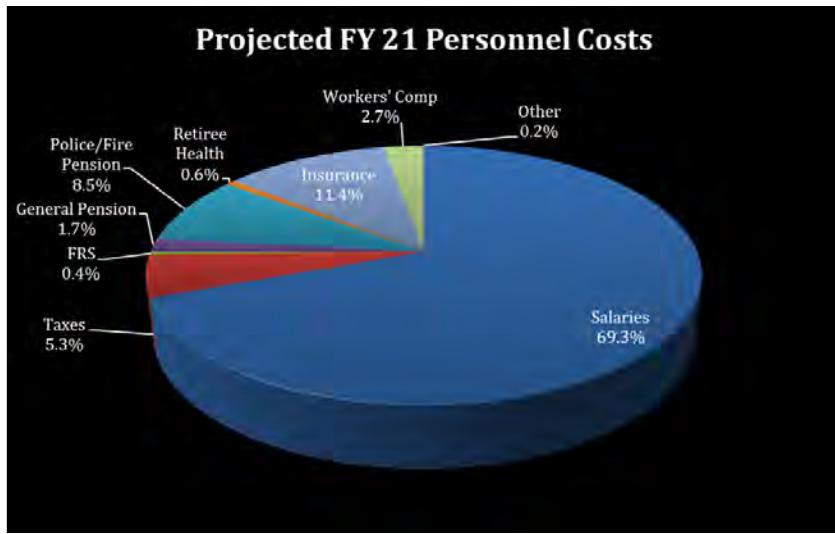
**Maintain and Expand Infrastructure**

**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.

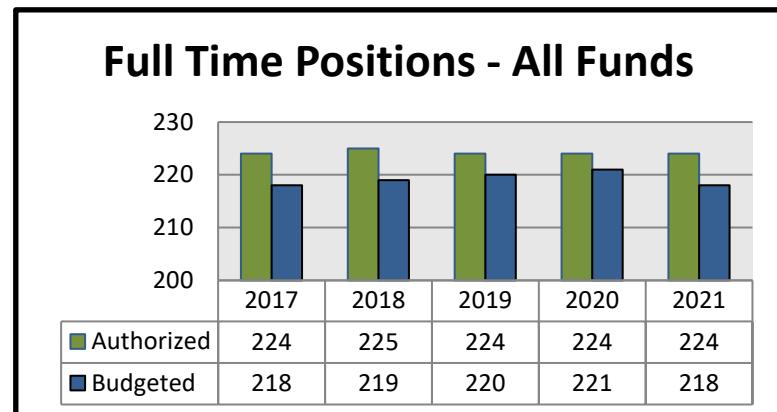
This budget unfreezes the Utilities Manager position. A total of six, full-time positions, vacated by attrition in previous years, remain unfunded or “frozen” in the FY 2021 budget. The FY 2021 staffing table reflects a total of 224 authorized full-time positions (inclusive of the Enterprise and Stormwater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

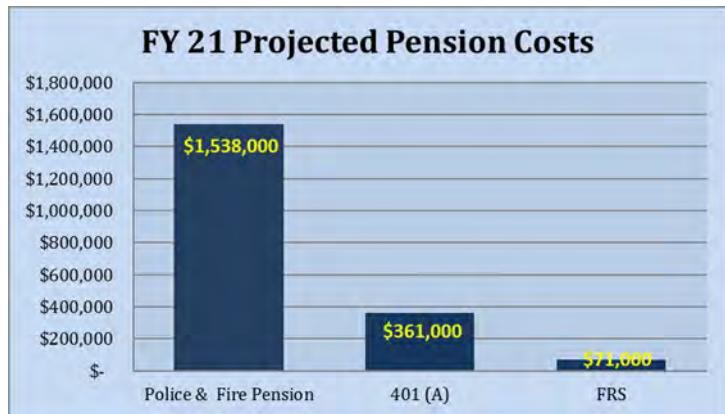
The rising cost of health insurance continues to be a concern for many municipalities, private companies, and families. It is anticipated that premiums will increase by approximately 4% over the FY 2020 rates in FY 2021 based upon information provided by the Hylant Group and various other sources. The 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 2022, the calculated maximum ERU is \$14.73 per month. The ERU rate was set at \$10.10, an increase of 3.1% over FY 2021. Subsequent plan years have been developed based upon the Council recommended 3% ERU inflator. 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 \$400K for FY 2022 to replace a Vactor truck 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



**MAITLAND**  
FLORIDA

# SECTION III

# STRATEGIC PLANNING

- Strategic Planning Overview
  - FY 2021 Project Update
  - City-wide Strategic Plan
    - City Strategy Map
    - City Workplan

## City-Wide Strategic Planning

### Process

On Monday, September 27th, City Council voted to adopt the FY 2022 Budget. This concluded a process that began with the City Council strategic planning session held on April 29, 2021. 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 2022 in a timely manner.

This budget projects General Fund revenues to increase by 6.68% from realized 2021 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 2021 strategic planning session. Staff provided the City Council with an update of the FY 2021 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 2022 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 2022 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 2022 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 2022 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 2021 and beyond, the City remains dedicated to maintaining a relevant and useful strategic management system.

## Fiscal Year 2021 Project Update

### *City Workplan*

- ✓ **Extend Independence Lane North**
- ✓ **Fort Maitland Park**
- ✓ **Maitland Community Park Boardwalk**
- ✓ **Class and Compensation Study**
- ✓ **Library Space Needs Study**
- ✓ **State Revolving Fund Loans for Water/Wastewater Projects**
- ✓ **Greenwood Gardens Drainage Improvements**
- ✓ **Climate Change Resolution and Sustainability Action Plan**

### *Departmental Workplans*

- **Community Development**
  - ✓ Implementation of Comprehensive Development Plan
  - ✓ Land Development Code Overhaul



- ✓ Citywide Bicycle and Pedestrian Master Plan
- ✓ Procedures Manual and Landscape Palette
- ✓ GIS Migration to Web-Based ESRI System
- ✓ West Side Master Plan Strategic Update
- ✓ Prepared and distributed FY 2021 CRA Annual Report.

- **Finance**
  - ✓ Received both the Annual Comprehensive Financial Report (ACFR) award and the Distinguished Budget Presentation Award.
  - ✓ Implemented new GASB standards into current City policies.
  - ✓ Developed Five Year Capital Improvements Program 2022 – 2026
- **Fire/Rescue**
  - ✓ Center for Public Safety Excellence - Reaccreditation.
  - ✓ Completed space needs study.
  - ✓ Proactive fire prevention and education program.
  - ✓ Community Outreach Programs and CPR training.
- **Parks and Recreation**
  - ✓ Completed many showings of Screen on the Green, the City's program showing family friendly movies on an outdoor movie screen.
  - ✓ Getdown Downtown - resumed monthly downtown event on Independence Lane was be held through May.
  - ✓ 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.
  - ✓ 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**
  - ✓ Policy and Review - The Police Department is continuing to review policies and procedures that evolve due to changes in laws, procedures and fiscal restrictions. Reviewing, revising and reorganizing the Department's current policy manual to more accurately reflect the mission, values, policies and procedures of our Department. .
  - ✓ Implementation of TRACS - The Department is analyzing the possibility of implementing a new crash reporting software that operates in cooperation with CAFÉ, our current report writing software.
  - ✓ 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.
  - ✓ Completed new Police Substation in downtown area.

- **Public Works**

- ✓ 17-92 Watermain Replacement - Replace aging, existing watermain with a new line to improve fire flow and service levels along the 17-92 corridor..
- ✓ Lift Station 6 - Orlando Ave Force Main - Reduce loads at Lift Station 4 by constructing a forcemain diversion through Lift Station 6.
- ✓ 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. .
- ✓ Water Capacity Study - This study is required by the State to determine if there will be any additional water storage needs.
- ✓ Winfield Subdivision Infrastructure (Construction) - Project to address stormwater system condition and failures.
- ✓ Thistle Lane and Goldwater Drainage (Construction) - Project to eliminate structural flooding
- ✓ Howell Branch Park Repairs - Improve erosion issues from stormwater runoff which is impacting a sidewalk and railing.
- ✓ Sandspur Rd and Maitland Ave Traffic Signal - Reconstruct traffic signal from a span wire system to a mast arm.
- ✓ 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:**

|                           |                    |                          |                             |                 |                                   |                                   |
|---------------------------|--------------------|--------------------------|-----------------------------|-----------------|-----------------------------------|-----------------------------------|
| Beautiful Parks and Lakes | Safe Neighborhoods | Robust Cultural Programs | Quality Government Services | Community Pride | Preservation of Natural Resources | State-of-the-Art Commerce Centers |
|---------------------------|--------------------|--------------------------|-----------------------------|-----------------|-----------------------------------|-----------------------------------|

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

See FY  
2022 City  
Workplan

# City Workplan FY 22

| Long-Term Objective   | Lead Dept | Co-Op Dept | On Time? | Within Budget? | Complete?   |
|---|-----------|------------|----------|----------------|-------------|
| Essential Priority/Goal Area  |           |            |          |                |             |
| FY 2022 Project   |           |            |          |                |             |
| <b>Beautiful Parks and Lakes</b>                                    |           |            |          |                |             |
| <b>Expand Recreation Facilities &amp; East/West Park Facilities</b> |           |            |          |                |             |
| Hill Recreation Center  | P&R       | PW         | N/A      | N/A            | Not Started |
| Fort Maitland Park Construction                                     | P&R       | PW         | No       | Yes            | In Progress |
| i-4 Ultimate Art Project  | P&R       | N/A        | Yes      | Yes            | Completed   |
| Independence Square Design/Construction                             | P&R       | PW         | No       | Yes            | Completed   |
| 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 |
| <b>Safe Neighborhoods</b>   |           |            |          |                |             |
| <b>Quality Public Safety Programs</b>                               |           |            |          |                |             |
| 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            | Completed   |
| <b>Quality Government Services</b>                                  |           |            |          |                |             |
| <b>Maintain / Improve Employee Morale</b>                           |           |            |          |                |             |
| 1% Across the Board Adjustment for Employee Salaries                | HR        | ALL        | Yes      | Yes            | Completed   |
| Secure Agreement for Group Health                                   | HR        | All        | Yes      | Yes            | Completed   |
| <b>Expansion and Maintenance of Infrastructure</b>                  |           |            |          |                |             |
| FY 2022 Capital Improvements Program                                | Fin       | All        | Yes      | Yes            | Completed   |
| 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 |
| <b>Improve Interagency Communications</b>                           |           |            |          |                |             |
| State and Legislative Agenda Coordination                           | ADM       | All        | Yes      | Yes            | In Progress |
| <b>Community Pride</b>  |           |            |          |                |             |
| <b>Improve Quality of Neighborhoods</b>                             |           |            |          |                |             |
| 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 |
| <b>Develop Maitland's Identity</b>                                  |           |            |          |                |             |
| 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 |
| <b>Engage and Support the Business Community</b>                    |           |            |          |                |             |

# City Workplan FY 22

| Long-Term Objective   | Lead Dept | Co-Op Dept | On Time? | Within Budget? | Complete?   |
|---|-----------|------------|----------|----------------|-------------|
| Essential Priority/Goal Area                                      |           |            |          |                |             |
| FY 2022 Project   | CD        | PW         | Yes      | n/a            | On Hold     |
| West Side Master Plan Strategic Update                            | CD        | PW         | Yes      | n/a            | On Hold     |
| <b>Preservation of Natural Resources</b>                          |           |            |          |                |             |
| <b>Lake Water Quality and Water Conservation</b>                  |           |            |          |                |             |
| Implement Climate Change Mitigation and Sustainability Resolution | ADM       | n/a        | Yes      | Yes            | In Progress |
| Community Park Wetland Restoration                                | PW        | n/a        | Yes      | Yes            | In Progress |
| Minnehaha Park Wetland Restoration                                | PW        | n/a        | Yes      | Yes            | In Progress |
| Tuscarora and Temple Trail Wetland Restoration                    | PW        | n/a        | Yes      | Yes            | In Progress |
| Lake Sybelia Point Shoreline Beautification                       | PW        | n/a        | Yes      | Yes            | In Progress |
| Lake Sybelia Shoreline Demonstration                              | PW        | n/a        | Yes      | Yes            | In Progress |
| <b>State-of-the-Art Commerce Centers</b>                          |           |            |          |                |             |
| <b>Improve Transportation City Wide</b>                           |           |            |          |                |             |
| 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

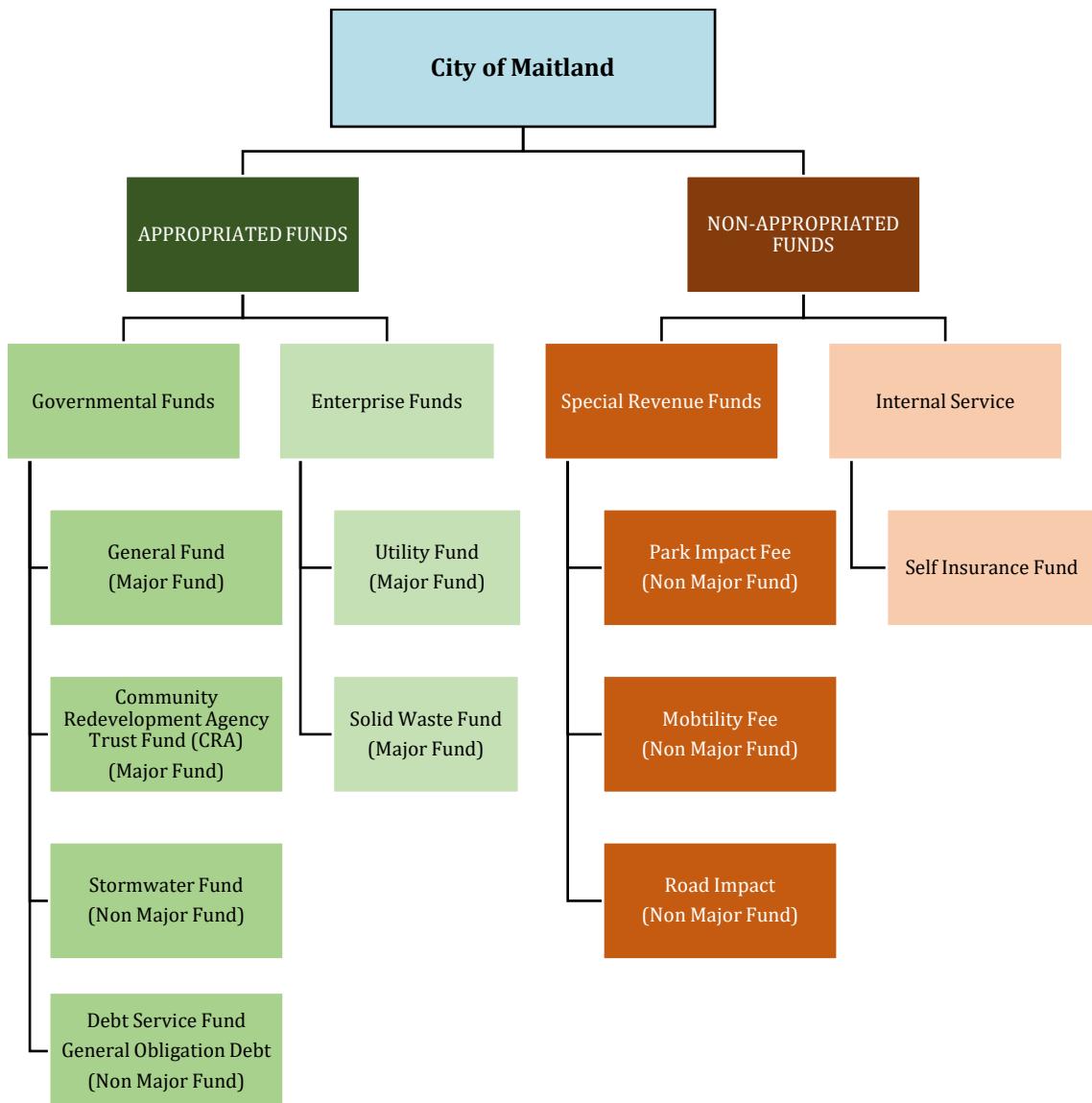
# SECTION IV

# 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



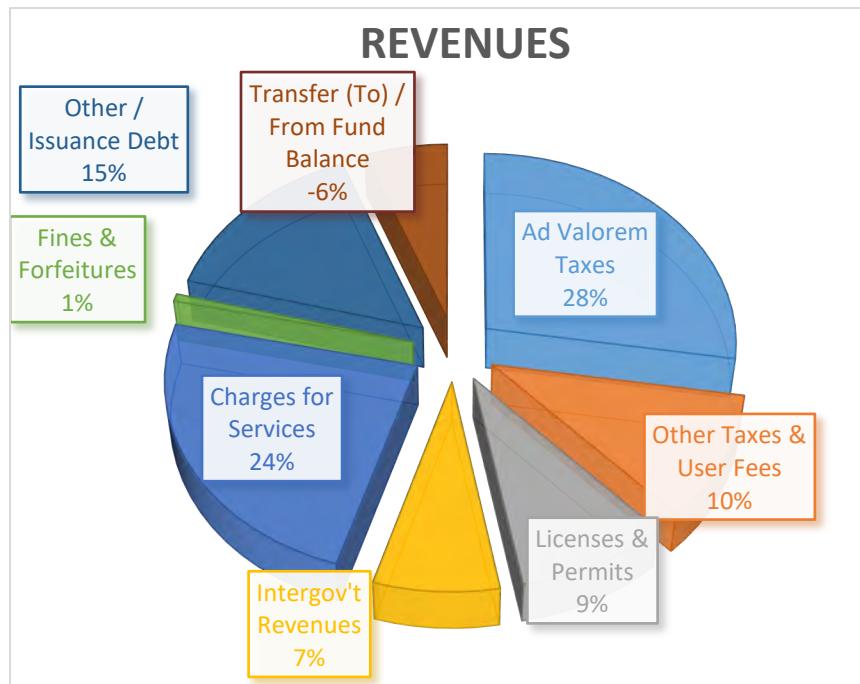
**Appropriated and Non-appropriated Funds** - The City has both appropriated funds and non-appropriated funds. The appropriated funds have budgets that are formally adopted by the City Council each fiscal year. With the exception of the Self Insurance Fund, the non-appropriated funds have financial plans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

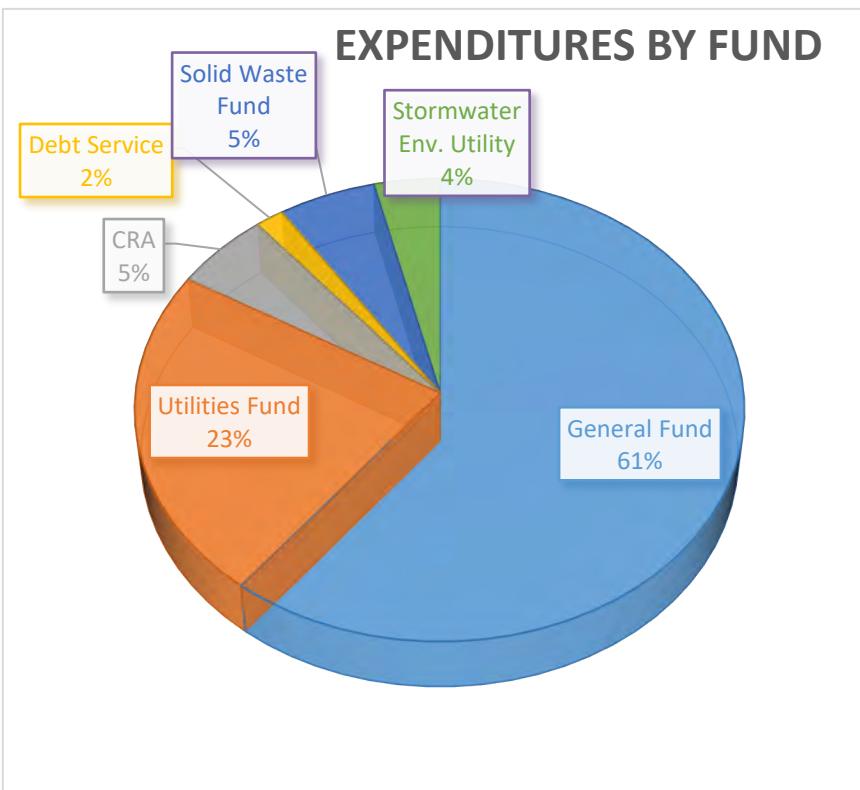
# Primary Funds Summary

FY 2022 Total \$51,105,670

The Primary Funds Summary is designed to provide an overview of the City's six primary, appropriated operating funds: within the Governmental there are the General Fund, CRA, Debt Service, 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 \$10.10 per equivalent residential unit (ERU), an increase of \$0.30 per ERU. The Utility and Solid Waste Funds rates increased approximately 3.1% for FY 2022, as a result of the recommendations of a Utility rate study completed in FY 2015. The Utility Fund pro forma shows an overall net income of \$1.3M in FY 2022. Water Transmission/Distribution Improvements of \$2.3M and Lift Station / Force Main Improvements of \$9.3M are planned in the FY 2022 Capital Improvements Program in order to maintain and improve current levels of service.



## Primary Funds Summary

| <b><u>Revenues</u></b>             | <u>Actual 20</u>     | <u>Estimated 21</u>  | <b><u>Budget 22</u></b> | <u>Plan 23</u>       | <u>Plan 24</u>       |
|------------------------------------|----------------------|----------------------|-------------------------|----------------------|----------------------|
| Ad Valorem Taxes                   | \$ 13,754,304        | \$ 14,737,674        | <b>\$ 15,905,091</b>    | \$ 15,918,486        | \$ 16,536,976        |
| Other Taxes and User Fees          | 4,785,010            | 5,643,202            | <b>6,072,394</b>        | 6,194,663            | 6,295,448            |
| Licenses and Permits               | 4,940,787            | 5,325,003            | <b>5,256,800</b>        | 4,816,800            | 4,659,800            |
| Intergovernmental                  | 4,890,706            | 4,036,151            | <b>4,345,000</b>        | 4,101,000            | 4,504,100            |
| Charges for Services               | 12,007,808           | 13,718,118           | <b>13,769,100</b>       | 14,216,800           | 14,738,300           |
| Fines and Forfeitures              | 510,250              | 358,500              | <b>359,500</b>          | 410,500              | 410,500              |
| * Other                            | 5,986,826            | 4,005,349            | <b>802,887</b>          | 800,600              | 823,600              |
| Proceeds from Debt<br>Issuance     | 756,000              | 10,262,102           | <b>6,600,000</b>        | 6,740,000            | 10,000,000           |
| Transfer (To) From Fund<br>Balance | <b>(3,976,032)</b>   | <b>1,767,416</b>     | <b>(2,005,102)</b>      | <b>(530,807)</b>     | <b>698,541</b>       |
| <b>Total Revenues</b>              | <b>\$ 43,655,659</b> | <b>\$ 59,853,515</b> | <b>\$ 51,105,670</b>    | <b>\$ 52,668,042</b> | <b>\$ 58,667,265</b> |

| <b><u>Expenditures</u></b>             | <u>Actual 20</u>     | <u>Estimated 21</u>  | <b><u>Budget 22</u></b> | <u>Plan 23</u>       | <u>Plan 24</u>       |
|--|----------------------|----------------------|-------------------------|----------------------|----------------------|
| Administration                         | \$ 2,390,034         | \$ 2,506,000         | \$ 2,673,792            | \$ 2,644,391         | \$ 2,647,699         |
| Finance Department                     | 4,192,524            | 4,338,515            | 4,370,700               | 4,490,661            | 4,583,264            |
| Parks and Recreation                   | 1,202,342            | 1,394,000            | 1,268,000               | 1,725,426            | 1,329,027            |
| Community Development                  | 3,675,847            | 5,270,600            | 4,375,400               | 5,583,960            | 4,487,510            |
| Police Department                      | 6,838,335            | 7,111,000            | 7,865,000               | 7,968,575            | 8,164,392            |
| Fire/ Rescue                           | 5,622,620            | 5,816,000            | 6,212,000               | 6,432,110            | 6,634,570            |
| Public Works Department                | 18,509,237           | 32,070,400           | 22,886,770              | 22,405,940           | 29,392,207           |
| Cultural Partners                      | 1,224,720            | 1,347,000            | 1,454,008               | 1,416,979            | 1,428,596            |
| <b>Total<br/>Expenditures/Expenses</b> | <b>\$ 43,655,659</b> | <b>\$ 59,853,515</b> | <b>\$ 51,105,670</b>    | <b>\$ 52,668,042</b> | <b>\$ 58,667,265</b> |

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

# FY 2022 Projected Change in Fund Balance or Net Position - Primary Funds

| <u>STATEMENT OF REVENUES,<br/>EXPENDITURES AND CHANGES IN<br/>FUND BALANCE</u> | General<br>Fund    | CRA Trust<br>Fund | Utilities<br>Fund  | Solid Waste<br>Fund | Stormwater<br>Fund | Govt Debt<br>Service<br>Fund | Total<br>Primary<br>Funds |
|--|--------------------|-------------------|--------------------|---------------------|--------------------|------------------------------|---------------------------|
| <b>REVENUES:</b>   |                    |                   |                    |                     |                    |                              |                           |
| Taxes  | \$ 18,365,350      | \$ 1,465,706      | \$ -               | \$ -                | \$ 799,326         | \$ 18,525,408                |                           |
| Licenses and Permits   | 2,909,300          | -                 | -                  | -                   | 1,422,500          | -                            | 3,916,500                 |
| Intergovernmental  | 4,345,000          | 1,347,103         | -                  | -                   | -                  | -                            | 4,348,882                 |
| Charges for Services   | 2,658,100          | -                 | 8,295,000          | 2,816,000           | -                  | -                            | 11,861,000                |
| Fines and Forfeitures  | 359,500            | -                 | -                  | -                   | -                  | -                            | 344,000                   |
| Miscellaneous Revenue  | 296,500            | 2,201             | 44,000             | 19,000              | 9,500              | 586                          | 2,176,500                 |
| <b>TOTAL REVENUES</b>  | <b>28,933,750</b>  | <b>2,815,010</b>  | <b>8,339,000</b>   | <b>2,835,000</b>    | <b>1,432,000</b>   | <b>799,912</b>               | <b>45,154,672</b>         |
| <b>EXPENDITURES</b>  |                    |                   |                    |                     |                    |                              |                           |
| Personnel  | 18,784,000         | -                 | 1,290,000          | -                   | 365,000            | -                            | 20,439,000                |
| Operating  | 8,767,520          | 16,070            | 5,701,000          | 2,400,800           | 1,127,970          | -                            | 18,013,360                |
| Capital Outlay   | 1,415,000          | -                 | 1,934,000          | -                   | -                  | -                            | 3,349,000                 |
| Replacement Capital  | 687,500            | -                 | 281,000            | -                   | 423,000            | -                            | 1,391,500                 |
| Contributions  | 1,083,880          | -                 | -                  | -                   | -                  | -                            | 1,083,880                 |
| Debt Service, Contingency,<br>Other  | -                  | 895,100           | 1,259,000          | -                   | -                  | 820,900                      | 2,975,000                 |
| Depreciation and Amortization  | -                  |                   | 1,296,000          | 5,200               | -                  | -                            | 1,301,200                 |
| <b>TOTAL EXPENDITURES</b>  | <b>30,737,900</b>  | <b>1,903,840</b>  | <b>11,761,000</b>  | <b>2,406,000</b>    | <b>1,915,970</b>   | <b>820,900</b>               | <b>48,979,940</b>         |
| <b>REVENUES LESS<br/>EXPENDITURES</b>  | <b>(1,804,150)</b> | <b>1,903,840</b>  | <b>(3,422,000)</b> | <b>429,000</b>      | <b>(483,970)</b>   | <b>(20,988)</b>              | <b>(3,398,268)</b>        |
| <b>OTHER SOURCES (USES):</b>   |                    |                   |                    |                     |                    |                              |                           |
| Proceeds of Debt   | -                  | -                 | 6,600,000          | -                   | -                  | -                            | 6,600,000                 |
| Connection Fees  | -                  | -                 | 925,000            | -                   | -                  | -                            | 925,000                   |
| Operating Transfers In   | 427,000            | -                 | -                  | 4,100               | -                  | -                            | 431,100                   |
| Operating Transfers Out  | (4,100)            | -                 | -                  | (427,000)           | -                  | -                            | (431,100)                 |
| <b>TOTAL OTHER FINANCING<br/>SOURCES(USES)</b>                                 | <b>422,900</b>     | <b>-</b>          | <b>7,525,000</b>   | <b>(422,900)</b>    | <b>-</b>           | <b>-</b>                     | <b>7,525,000</b>          |
| <b>NET ADDITIONS (DELETIONS)</b>   | <b>(1,381,250)</b> | <b>1,903,840</b>  | <b>4,103,000</b>   | <b>6,100</b>        | <b>(483,970)</b>   | <b>(20,988)</b>              | <b>4,126,732</b>          |

| <b>FUND BALANCE/NET POSITION, BEGINNING OF YEAR</b> | 20,613,032           | (9,834,340)           | 9,845,394            | 2,645,872           | 2,749,633           | 130,057           | 26,149,678           |
|---|----------------------|-----------------------|----------------------|---------------------|---------------------|-------------------|----------------------|
| Repayment of Advances                               | 885,930              | 1,905,830             | -                    | 219,900             | -                   | -                 | -                    |
| <b>FUND BALANCE/NET POSITION, END OF PERIOD</b>     | <b>\$ 20,117,712</b> | <b>\$ (7,928,510)</b> | <b>\$ 13,948,394</b> | <b>\$ 2,871,872</b> | <b>\$ 2,265,693</b> | <b>\$ 109,069</b> | <b>\$ 31,384,230</b> |

**(Unassigned / Restricted) Fund Balance** (governmental funds) and **(Unrestricted) 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) that are available for spending.

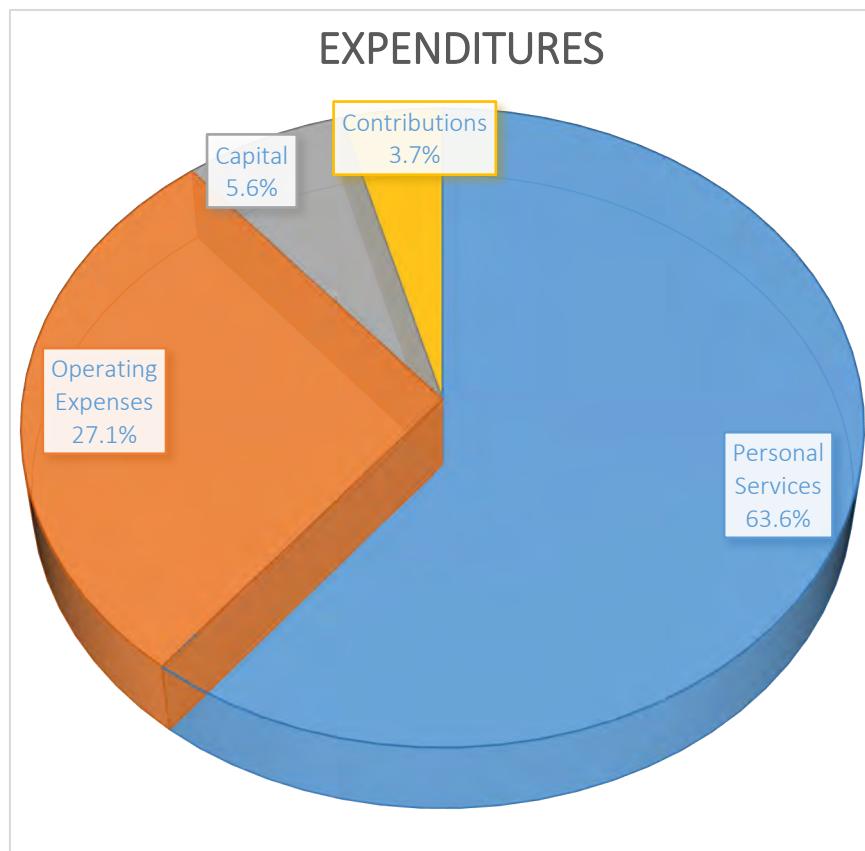
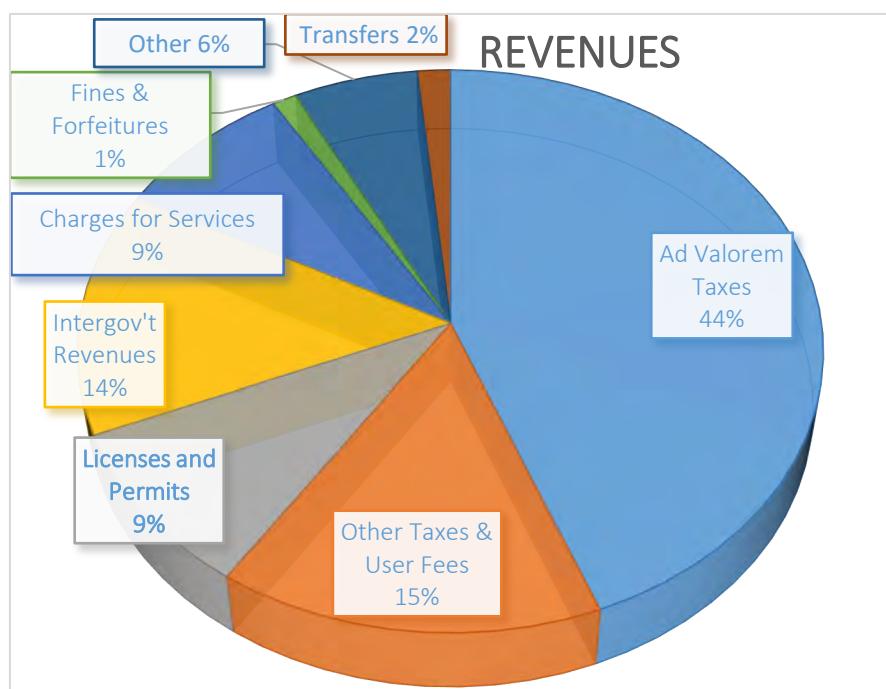
# General Fund Summary

**FY 2022 Total \$30,957,800**

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 (60%) 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 2022 General Fund Budget is \$30,957,800 inclusive of the repayment of advance to the Solid Waste Fund. After adding in the repayment of advance to the CRA \$1,105,830, there is net decrease of \$275,420 to unassigned fund balance. The transfer represents a repayment of advance from the CRA, which reallocates Fund Balance designations from Nonspendable to unassigned.



## General Fund Summary

| <b>Revenues</b>             | Actual 20            | Estimated 21         | <b>Budget 22</b>     | Plan 23              | Plan 24              |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Ad Valorem Taxes            | \$ 11,853,440        | \$ 12,753,647        | <b>\$ 13,640,059</b> | \$ 13,596,000        | \$ 14,176,000        |
| Other Taxes and User Fees   | 4,785,010            | 4,343,320            | <b>4,725,291</b>     | 4,821,300            | 4,895,300            |
| Licenses and Permits        | 2,986,853            | 2,862,232            | <b>2,909,300</b>     | 3,034,300            | 3,034,300            |
| Intergovernmental           | 3,746,414            | 3,817,151            | <b>4,345,000</b>     | 4,101,000            | 4,504,100            |
| Charges for Services        | 2,702,445            | 2,484,046            | <b>2,658,100</b>     | 2,738,800            | 2,767,300            |
| Fines and Forfeitures       | 510,250              | 508,600              | <b>359,500</b>       | 410,500              | 410,500              |
| *Other                      | 2,919,980            | 2,484,046            | <b>723,500</b>       | 734,500              | 745,500              |
| Transfer (To) From Fund     |                      |                      |                      |                      |                      |
| Balance                     | (3,014,111)          | 3,796,538            | <b>1,381,250</b>     | 2,406,319            | 3,674,889            |
| Total Revenues              | <b>\$ 26,490,281</b> | <b>\$ 32,900,505</b> | <b>\$ 30,742,000</b> | <b>\$ 31,842,719</b> | <b>\$ 34,207,889</b> |
| <b>Expenditures</b>         | Actual 20            | Estimated 21         | <b>Budget 22</b>     | Plan 23              | Plan 24              |
| Administration              | \$ 2,390,034         | \$ 2,506,000         | <b>\$ 2,673,792</b>  | \$ 2,644,391         | \$ 2,647,699         |
| Finance Department          | 730,438              | 546,000              | <b>716,800</b>       | 667,500              | 692,100              |
| Parks and Recreation        | 1,202,342            | 1,394,000            | <b>1,268,000</b>     | 1,725,426            | 1,329,027            |
| Community Development       | 1,519,208            | 2,494,000            | <b>1,558,400</b>     | 1,503,960            | 1,540,510            |
| Police Department           | 6,838,335            | 7,111,000            | <b>7,865,000</b>     | 7,968,575            | 8,164,392            |
| Fire/ Rescue                | 5,622,620            | 5,816,000            | <b>6,212,000</b>     | 6,432,110            | 6,634,570            |
| Public Works Department     | 7,186,684            | 9,388,400            | <b>9,209,800</b>     | 9,483,778            | 11,770,995           |
| Cultural Partners           | 1,224,720            | 1,347,000            | <b>1,454,008</b>     | 1,416,979            | 1,428,596            |
| Total Expenditures/Expenses | <b>\$ 26,714,381</b> | <b>\$ 30,602,400</b> | <b>\$30,957,800</b>  | <b>\$ 31,842,719</b> | <b>\$ 34,207,889</b> |

\*Other includes investment income, rents, penalties, assessments, administrative revenue, interfund transfers, repayment of advances 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. The City increased the balance by \$450,000 in FY 2021 and will continue to increase the balance with a transfer of \$350,000 from undesignated in FY 2022.

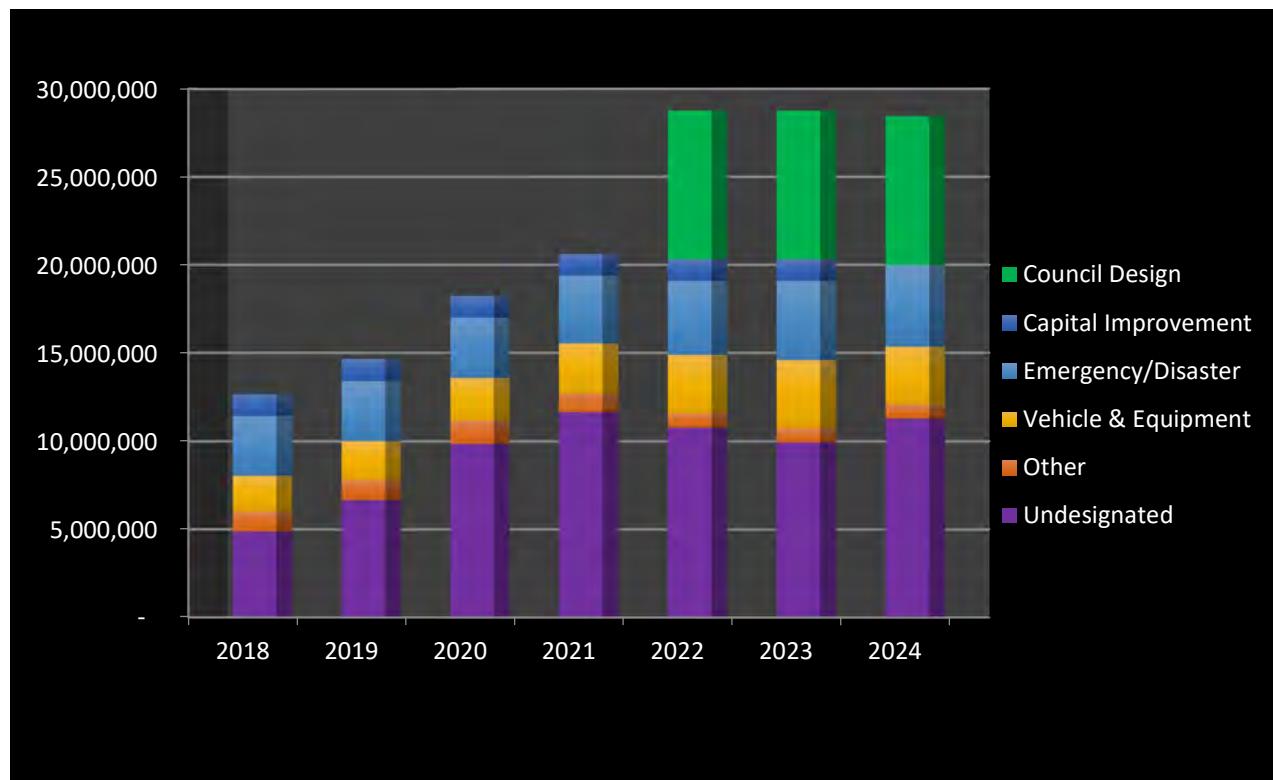
**Designated for Vehicle/ Equipment Replacement.** This designation provides a funding mechanism for maintaining the current fleet via internal financing. Each year the City determines the anticipated life expectancy of each vehicle or piece of equipment, estimates the replacement cost, and funds one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

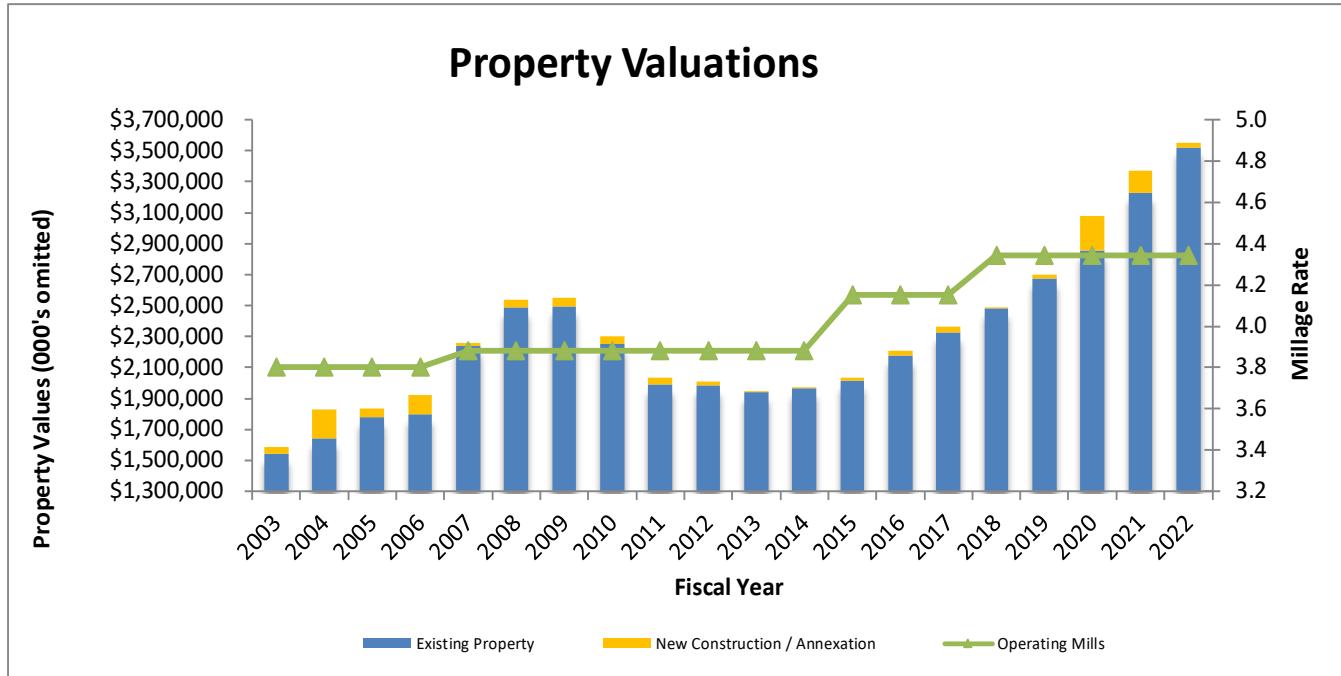
The City also has balances in **Nonspendable, Committed and Assigned** fund balance categories. **Nonspendable** fund balance is comprised of advances to the CRA (\$6.9 million) and prepaid expenditures (\$53K). **Committed** fund balance consists of encumbrances outstanding and **Assigned** fund balance consists of budgeted funds which City Council has approved to be carried forward to the next fiscal year.

## General Fund Balance



| (in 1,000's)            | Actual 2018 | Actual 2019 | Actual 2020 | Actual 2021 | Projected 2022 | Projected 2023 | Projected 2024 |
|-------------------------|-------------|-------------|-------------|-------------|----------------|----------------|----------------|
| Emergency               | \$ 3,400    | \$ 3,400    | \$ 3,400    | \$ 3,850    | \$ 4,200       | \$ 4,490       | \$ 4,640       |
| Other                   | 1,130       | 1,130       | 1,321       | 1,321       | 811            | 811            | 811            |
| Vehicle & Equip.        | 2,042       | 2,231       | 2,431       | 2,837       | 3,293          | 3,844          | 3,244          |
| Capital Impr.           | 1,232       | 1,232       | 1,232       | 1,232       | 1,232          | 1,232          | -              |
| Council Design          | -           | -           | -           | -           | 8,459          | 8,459          | 8,459          |
| Undesignated            | 4,869       | 6,658       | 9,850       | 11,663      | 10,775         | 9,934          | 11,286         |
| Unassigned Fund Balance | \$ 12,674   | \$ 14,651   | \$ 18,234   | \$ 20,613   | \$ 28,770      | \$ 28,770      | \$ 28,441      |
| Assigned                | 1,663       | 927         | 1,954       | 2,322       | 2,322          | 2,322          | 2,322          |
| Committed               | 2,210       | 2,459       | 2,469       | 2,705       | 2,705          | 2,705          | 2,705          |
| Nonspendable            | 10,274      | 10,039      | 8,433       | 6,928       | 5,822          | 5,822          | 3,899          |
| Total Fund Balance      | \$ 26,821   | \$ 28,076   | \$ 31,090   | \$ 32,568   | \$ 39,619      | \$ 39,619      | \$ 37,366      |

## Ad Valorem Taxes



Ad Valorem Taxes are the single largest revenue source for the City, accounting for 46.5% 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 2022 taxable value increased 5.2% to \$3.6 billion. The FY 2022 budget is based on a millage rate of 4.3453 per \$1,000 of value, the same rate as in FY 2021. Due to the increase in taxable value and new construction, this rate will generate roughly \$1.1 million more tax revenue than FY 2021. Under the State's roll-back provisions, the City would need to levy a millage of 4.1693 in FY 2022 to generate the same amount of ad valorem revenue as FY 2021.

# Utilities Fund Summary

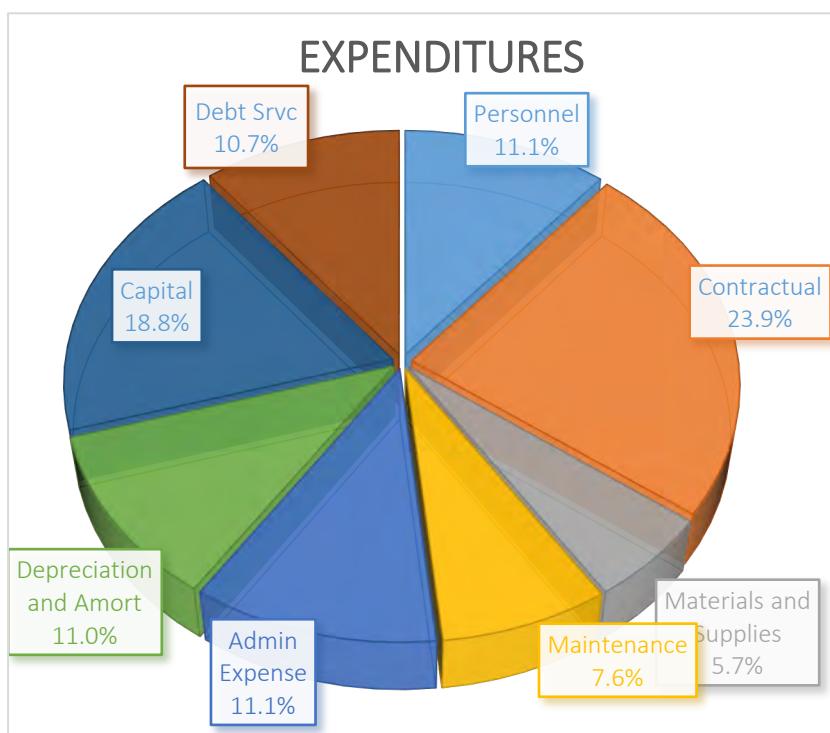
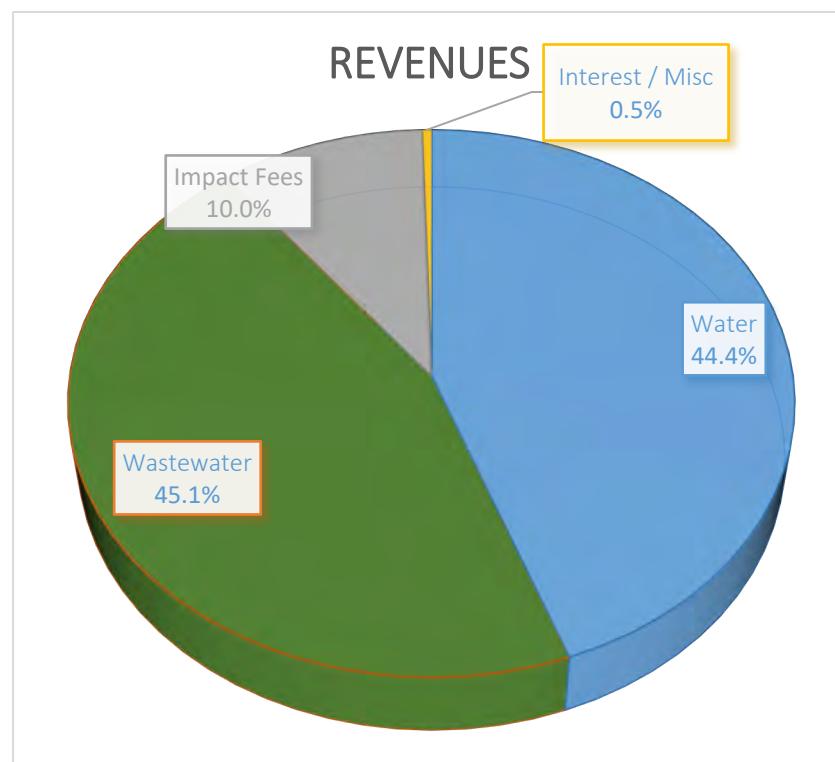
**FY 2022 Total \$11,761,000**

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 2022 rates increased 1.17% for both water and wastewater.

There is a \$760 thousand increase in net position estimated for FY 2022, however this also includes \$6.6 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 2022 and current consumption estimates, a net gain of \$1.9M is projected in operating income in FY 2022.



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

|   | FY 2021              | FY 2022              | FY 2023       | FY 2024       |
|---|----------------------|----------------------|---------------|---------------|
| Operating Revenues                            |                      |                      |               |               |
| Water System                                  | \$ 4,121,000         | <b>\$ 4,115,000</b>  | \$ 4,180,000  | \$ 4,380,000  |
| Wastewater System                             | 4,036,000            | <b>4,180,000</b>     | 4,401,000     | 4,642,000     |
| Miscellaneous Revenues                        | 5,000                | <b>5,000</b>         | 5,000         | 5,000         |
| Total Operating Revenues                      | 8,162,000            | <b>8,300,000</b>     | 8,586,000     | 9,027,000     |
| Operating Expenses                            |                      |                      |               |               |
| Personnel Services                            | 1,133,220            | <b>1,303,500</b>     | 1,392,600     | 1,437,000     |
| Contractual Services                          | 2,820,730            | <b>2,815,020</b>     | 2,694,956     | 2,788,176     |
| Materials and Supplies                        | 743,835              | <b>675,154</b>       | 666,080       | 669,560       |
| Maintenance                                   | 950,226              | <b>893,326</b>       | 801,376       | 762,276       |
| Administrative Expenses                       | 1,304,000            | <b>1,304,000</b>     | 1,330,000     | 1,357,000     |
| Total Operating Expenses                      | 6,952,011            | <b>6,991,000</b>     | 6,885,012     | 7,014,012     |
| Operating Income Subject to Debt Coverage     | 1,209,989            | <b>1,309,000</b>     | 1,700,988     | 2,012,988     |
| Debt Service Coverage Ratio (greater 100%)    | 96.1%                | 104.0%               | 120.2%        | 138.1%        |
| Depreciation and Amortization                 | 1,296,000            | <b>1,296,000</b>     | 1,372,000     | 1,387,000     |
| Total Operating Expenses                      | 8,248,011            | <b>8,287,000</b>     | 8,257,012     | 8,401,012     |
| Operating Income (Loss)                       | (86,011)             | <b>13,000</b>        | 328,988       | 625,988       |
| Non-Operating Revenues (Expenses)             |                      |                      |               |               |
| Debt Service (includes debt service coverage) | (1,259,000)          | <b>(1,259,000)</b>   | (1,414,800)   | (1,457,300)   |
| Investment Income                             | 21,500               | <b>24,000</b>        | 24,000        | 29,000        |
| Intergovernmental                             | -                    | -                    | -             | -             |
| Gain (Loss) on Sale of Assets                 | 46,000               | <b>15,000</b>        | 5,000         | 5,000         |
| Total Non-Operating                           | (1,191,500)          | <b>(1,220,000)</b>   | (1,385,800)   | (1,423,300)   |
| Income (Loss) Before Contributions            | (1,277,511)          | <b>(1,207,000)</b>   | (1,056,812)   | (797,312)     |
| Impact / Connection Fees / Contributions      | 1,385,794            | <b>925,000</b>       | 317,000       | 117,000       |
| Net Income (Loss)                             | 108,283              | <b>(282,000)</b>     | (739,812)     | (680,312)     |
| Beginning Total Net Position                  | 26,761,946           | <b>26,870,229</b>    | 26,588,229    | 25,848,417    |
| Ending Total Net Position                     | <b>\$ 26,870,229</b> | <b>\$ 26,588,229</b> | \$ 25,848,417 | \$ 25,168,105 |

## WATER & SEWER UTILITY FUND CASH FLOW

|   | FY 2021             | FY 2022             | FY 2023             | FY 2024             |
|---|---------------------|---------------------|---------------------|---------------------|
| Cash flows from operating activities:                                   |                     |                     |                     |                     |
| Operating revenues  | \$ 8,162,000        | \$ 8,300,000        | \$ 8,586,000        | \$ 9,027,000        |
| Operating expenditures <sup>1</sup>                                     | (6,952,011)         | (6,991,000)         | (6,885,012)         | (7,014,012)         |
| Net cash provided by operating activities                               | <u>1,209,989</u>    | <u>1,309,000</u>    | <u>1,700,988</u>    | <u>2,012,988</u>    |
| Cash flows from capital and related financing activities:               |                     |                     |                     |                     |
| Receipts from connection fees   | 1,385,794           | 925,000             | 317,000             | 117,000             |
| Utility loan proceeds   | 2,774,774           | 7,600,000           | 6,740,000           | 7,000,000           |
| Grants  | 219,000             | -                   | -                   | -                   |
| Debt service  | (954,800)           | (954,800)           | (1,084,800)         | (1,209,800)         |
| Capital outlay  | (20,574,879)        | (20,215,000)        | (11,885,000)        | (8,710,000)         |
| Capital outlay carryforward   | <u>18,000,000</u>   | <u>10,424,000</u>   | <u>3,000,000</u>    | <u>1,500,000</u>    |
| Net cash provided by (used in) capital and related financing activities | <u>849,889</u>      | <u>(2,220,800)</u>  | <u>(2,912,800)</u>  | <u>(1,302,800)</u>  |
| Cash flows from investing activities:                                   |                     |                     |                     |                     |
| Investment income   | 21,500              | 24,000              | 24,000              | 29,000              |
| Net cash provided by investing activities                               | <u>21,500</u>       | <u>24,000</u>       | <u>24,000</u>       | <u>29,000</u>       |
| Net increase (decrease) in cash and cash equivalents:                   | <u>2,081,378</u>    | <u>(887,800)</u>    | <u>(1,187,812)</u>  | <u>739,188</u>      |
| Unrestricted Cash and cash equivalents, beginning of year               | 4,643,876           | 6,725,254           | 5,837,454           | 4,649,642           |
| Unrestricted Cash and cash equivalents, end of period                   | <u>\$ 6,725,254</u> | <u>\$ 5,837,454</u> | <u>\$ 4,649,642</u> | <u>\$ 5,388,830</u> |

<sup>1</sup> Operating expenses less depreciation and amortization.

# Utilities Fund Rates

| Water Base Fees        |    |               |
|------------------------|----|---------------|
| Multi-Family, Per Unit | \$ | <b>6.09</b>   |
| Residential or 3/4"    | \$ | <b>12.17</b>  |
| 1" Service             | \$ | <b>30.46</b>  |
| 1½" Service            | \$ | <b>60.92</b>  |
| 2" Service             | \$ | <b>97.48</b>  |
| 3" Service             | \$ | <b>194.96</b> |
| 4" Service             | \$ | <b>304.64</b> |
| 6" Service             | \$ | <b>609.29</b> |
| 8" Service             | \$ | <b>974.87</b> |

| Single Family Residential Usage Fees |    |             |
|--------------------------------------|----|-------------|
| Fees per 1,000 gallons               |    |             |
| Block 1 (1 to 6,000)                 | \$ | <b>1.51</b> |
| Block 2 (6,001 - 12,000)             | \$ | <b>2.29</b> |
| Block 3 (12,001 - 18,000)            | \$ | <b>3.05</b> |
| Block 4 (Over 18,000)                | \$ | <b>6.11</b> |

| Multi Family Residential - Per Unit Usage Fees   |    |             |
|--|----|-------------|
| Fees per 1,000 gallons (number of units x block) |    |             |
| Block 1 (1 to 3,000)                             | \$ | <b>1.51</b> |
| Block 2 (3,001 - 6,000)                          | \$ | <b>2.29</b> |
| Block 3 (6,001 - 9,000)                          | \$ | <b>3.05</b> |
| Block 4 (Over 9,000)                             | \$ | <b>6.11</b> |

| Commercial             |    |             |
|------------------------|----|-------------|
| Fees per 1,000 gallons |    |             |
| All Consumption        | \$ | <b>2.44</b> |

| Irrigation Base Fees |    |               |
|----------------------|----|---------------|
| Residential or 3/4"  | \$ | <b>12.17</b>  |
| 1" Service           | \$ | <b>30.46</b>  |
| 1½" Service          | \$ | <b>60.92</b>  |
| 2" Service           | \$ | <b>97.48</b>  |
| 3" Service           | \$ | <b>194.96</b> |
| 4" Service           | \$ | <b>304.64</b> |
| 6" Service           | \$ | <b>609.29</b> |
| 8" Service           | \$ | <b>974.87</b> |

| Irrigation - Single Family Res. Usage Fee |    |             |
|---|----|-------------|
| Fees per 1,000 gallons                    |    |             |
| Block 1 (1 to 12,000)                     | \$ | <b>2.29</b> |
| Block 2 (12,001 - 18,000)                 | \$ | <b>3.05</b> |
| Block 3 (Over 18,000)                     | \$ | <b>6.11</b> |

| Irrigation x Factor Table Commercial and Multi Family Usage Fee |    |             |
|---|----|-------------|
| Fees per 1,000 gallons  |    |             |
| Block 1 (1 to 12,000)   | \$ | <b>2.29</b> |
| Block 2 (12,001 - 18,000)                                       | \$ | <b>3.05</b> |
| Block 3 (Over 18,000)   | \$ | <b>6.11</b> |

| Sewer Base Fees        |    |                 |
|------------------------|----|-----------------|
| Multi-Family, Per Unit | \$ | <b>9.08</b>     |
| Residential or 3/4"    | \$ | <b>18.17</b>    |
| 1" Service             | \$ | <b>45.44</b>    |
| 1½" Service            | \$ | <b>90.89</b>    |
| 2" Service             | \$ | <b>145.43</b>   |
| 3" Service             | \$ | <b>290.87</b>   |
| 4" Service             | \$ | <b>454.49</b>   |
| 6" Service             | \$ | <b>908.99</b>   |
| 8" Service             | \$ | <b>1,454.39</b> |

| Sewer Fees per 1,000 Gallons of Metered Water Usage Fee |    |             |
|---|----|-------------|
| All Volumes   | \$ | <b>6.59</b> |

| 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<br>193 - | > 144   |
| 3" Service  | 0 - 192                 | 288<br>301 -      | > 288   |
| 4" Service  | 0 - 300                 | 450<br>601 -      | > 450   |
| 6" Service  | 0 - 600                 | 900<br>961 -      | > 900   |
| 8" Service  | 0 - 960                 | 1,440             | > 1,440 |

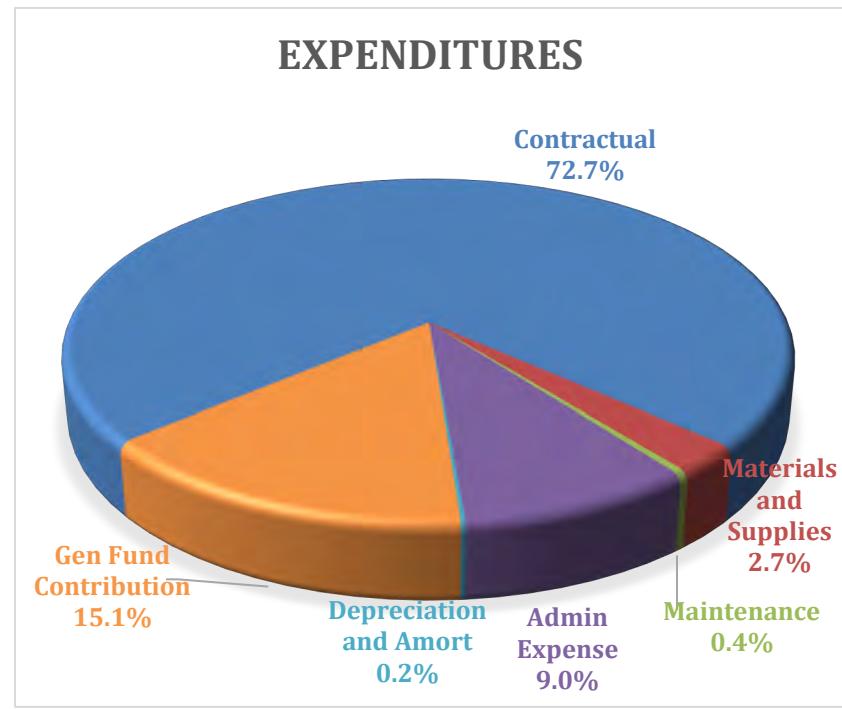
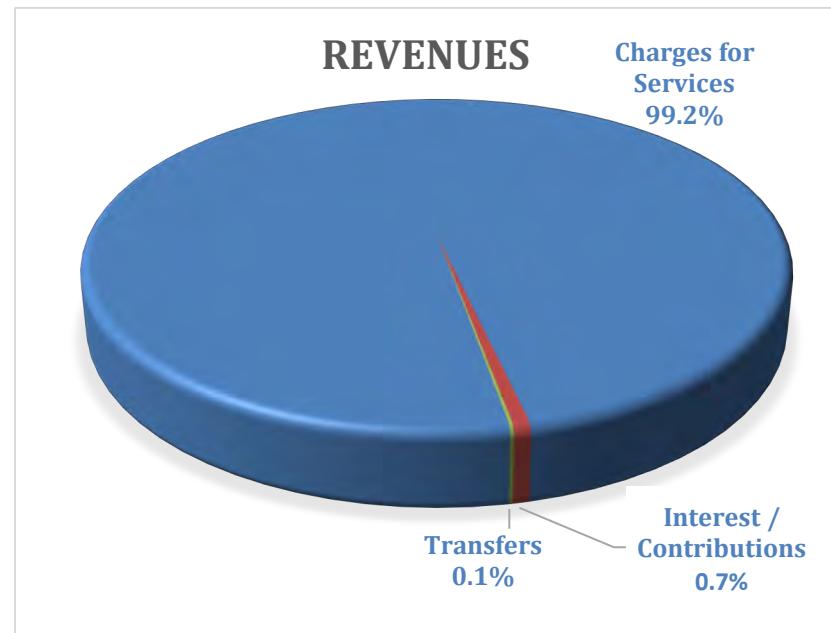
# Solid Waste Fund Summary

**FY 2022 Total \$2,839,100**

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 2022, 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 ninth year of a 3 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 was \$420K. The income statement projects a net loss of \$59K for FY 2022 due to changes in the recycling market. Rates have remained unchanged since FY 2013.



| <b>SOLID WASTE FUND PRO FORMA STATEMENT OF INCOME</b> |                |                |                |                |  |
|---|----------------|----------------|----------------|----------------|--|
|   | <b>FY 2021</b> | <b>FY 2022</b> | <b>FY 2023</b> | <b>FY 2024</b> |  |
| Operating Revenues                                    |                |                |                |                |  |
| Charges for Services                                  | \$ 2,753,000   | \$ 2,816,000   | \$ 2,897,000   | \$ 2,949,000   |  |
| Total Operating Revenues                              | 2,753,000      | 2,816,000      | 2,897,000      | 2,949,000      |  |
| Operating Expenses                                    |                |                |                |                |  |
| Contractual Services                                  | 2,071,805      | 2,113,686      | 2,213,686      | 2,268,686      |  |
| Materials and Supplies                                | 202,890        | 85,500         | 89,000         | 91,000         |  |
| Maintenance   | 8,214          | 10,614         | 5,700          | 6,500          |  |
| Depreciation  | 5,200          | 5,200          | 5,200          | 5,200          |  |
| Administrative Expenses                               | 256,000        | 256,000        | 261,000        | 266,000        |  |
| Total Operating Expenses                              | 2,544,109      | 2,471,000      | 2,574,586      | 2,637,386      |  |
| Operating Income                                      | 208,891        | 345,000        | 322,414        | 311,614        |  |
| Non-Operating Revenues                                |                |                |                |                |  |
| Investment Income & Contributions                     | 17,000         | 19,000         | 19,000         | 22,000         |  |
| Total Non-Operating Revenues                          | 17,000         | 19,000         | 19,000         | 22,000         |  |
| Income Before Operating Transfers                     | 225,891        | 364,000        | 341,414        | 333,614        |  |
| Interfund Transfers (Out)                             | (427,000)      | (427,000)      | (430,000)      | (433,000)      |  |
| Interfund Transfers In                                | 8,400          | 4,100          | -              | -              |  |
| Net Income/(Loss)                                     | (192,709)      | (58,900)       | (88,586)       | (99,386)       |  |
| Beginning Net Position                                | 2,642,830      | 2,450,121      | 2,391,221      | 2,302,635      |  |
| Ending Net Position                                   | \$ 2,450,121   | \$ 2,391,221   | \$ 2,302,635   | \$ 2,203,249   |  |

| <b>SOLID WASTE CASH FLOW</b>                      |                |                |                |                |  |
|---|----------------|----------------|----------------|----------------|--|
|   | <b>FY 2021</b> | <b>FY 2022</b> | <b>FY 2023</b> | <b>FY 2024</b> |  |
| Cash flows from operating activities:             |                |                |                |                |  |
| Operating revenues                                | \$ 2,753,000   | \$ 2,816,000   | \$ 2,897,000   | \$ 2,949,000   |  |
| Operating expenditures                            | (2,538,909)    | (2,465,800)    | (2,569,386)    | (2,632,186)    |  |
| Net cash provided by operating activities         | 214,091        | 350,200        | 327,614        | 316,814        |  |
| Cash flows from non-capital financing activities: |                |                |                |                |  |
| Interfund transfer - (out)                        | (427,000)      | (427,000)      | (430,000)      | (433,000)      |  |
| Interfund transfer - in                           | 236,800        | 219,900        | -              | -              |  |
| Net cash used in non-capital financing activities | (190,200)      | (207,100)      | (430,000)      | (433,000)      |  |
| Cash flows from investing activities:             |                |                |                |                |  |
| Investment income                                 | 17,000         | 19,000         | 19,000         | 22,000         |  |
| Net cash provided by investing activities         | 17,000         | 19,000         | 19,000         | 22,000         |  |
| Net increase in cash and cash equivalents:        | 40,891         | 162,100        | (83,386)       | (94,186)       |  |
| Cash and cash equivalents, beginning of year      | 1,320,111      | 1,361,002      | 1,523,102      | 1,439,716      |  |
| Cash and cash equivalents, end of period          | \$ 1,361,002   | \$ 1,523,102   | \$ 1,439,716   | \$ 1,345,530   |  |

| SOLID WASTE RATES |                   |                 |          |                   |                 |  |  |
|-------------------|-------------------|-----------------|----------|-------------------|-----------------|--|--|
| RESIDENTIAL       |                   |                 |          |                   |                 |  |  |
| Residential       |                   |                 | \$ 22.41 |                   |                 |  |  |
| Commercial Cart   |                   |                 | \$ 29.08 |                   |                 |  |  |
| per unit          |                   |                 |          |                   |                 |  |  |
| COMMERCIAL        |                   |                 |          |                   |                 |  |  |
| SIZE              | WEEKLY<br>PICKUPS | MONTHLY<br>RATE | SIZE     | WEEKLY<br>PICKUPS | MONTHLY<br>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 2022 Total \$1,915,970

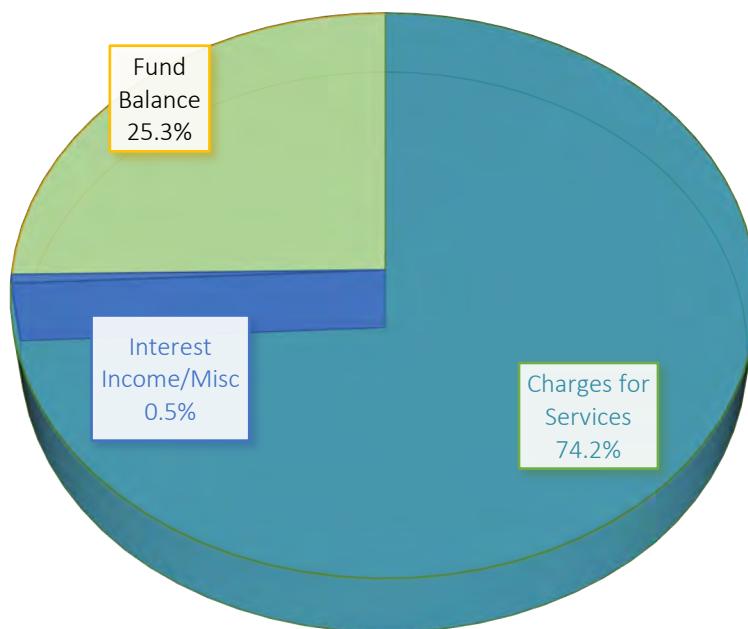
The Stormwater Environmental Utility Fund (SEU) is a special revenue fund dedicated to the maintenance of, and improvements to, the City's lakes and stormwater systems. The fund was created in August 2008 via Ordinance 1168.

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 2022, the calculated maximum ERU is \$13.60 per month.

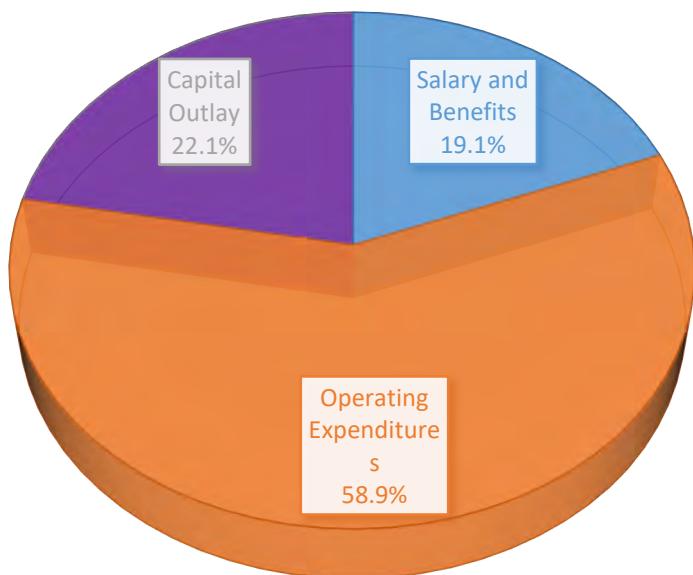
The FY 2022 budget was developed using an ERU of \$9.80, unchanged from FY 2020; however, at final adoption of the current rate, a rate of \$10.10 was adopted. Council also recommended using a 3% inflation factor in developing subsequent plan years.

The FY 2022 budget also reimburses \$90K of the total General Fund Administrative allocation of direct expenses of \$253K.

## REVENUES



## EXPENDITURES



## Fund 32 - Stormwater Fund

| <b>Fund 32 -- Stormwater Environmental Utility Fund</b> |                     |                     |                     |                     |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>ERU per Month</b>                                    | <b>\$9.60</b>       | <b>\$9.80</b>       | <b>\$10.10</b>      | <b>\$10.40</b>      | <b>\$10.72</b>      |
| <b>Fiscal Year</b>                                      | <b>Actual 20</b>    | <b>Projected 21</b> | <b>Budget 22</b>    | <b>Plan 23</b>      | <b>Plan 24</b>      |
| <b>SOURCES</b>  |                     |                     |                     |                     |                     |
| Starting Balance  | \$ 2,649,962        | \$ 2,400,746        | \$ 2,028,610        | \$ 1,544,640        | \$ 1,165,290        |
| Stormwater Fees   | 1,365,151           | 1,380,000           | 1,422,000           | 1,465,000           | 1,508,000           |
| Licenses and Permits                                    | -                   | 500                 | 500                 | 500                 | 500                 |
| Grant Revenue   | -                   | -                   | -                   | -                   | -                   |
| Investment Income                                       | 28,159              | 18,000              | 8,000               | 8,000               | 10,000              |
| Miscellaneous Revenue                                   | 3,832               | 1,500               | 1,500               | 1,500               | 1,500               |
| <b>Total Sources:</b>                                   | <b>\$ 4,047,104</b> | <b>\$ 3,800,746</b> | <b>\$ 3,460,610</b> | <b>\$ 3,019,640</b> | <b>\$ 2,685,290</b> |
| <b>USES</b>   |                     |                     |                     |                     |                     |
| Salaries and Benefits                                   | 225,791             | 262,000             | 365,000             | 414,000             | 428,000             |
| Operating Expenditures*                                 | 970,291             | 1,020,736           | 1,127,970           | 940,350             | 941,900             |
| Vehicle/Operating Capital                               | -                   | -                   | 400,000             | -                   | -                   |
| Capital Outlay (CIP)                                    | 450,276             | 489,400             | 23,000              | 500,000             | 750,000             |
| <b>Total Uses:</b>                                      | <b>\$ 1,646,358</b> | <b>\$ 1,772,136</b> | <b>\$ 1,915,970</b> | <b>\$ 1,854,350</b> | <b>\$ 2,119,900</b> |

\*Note: Does not include unreimbursed administrative allocation of \$163K for FY 2022.

# Community Redevelopment Agency

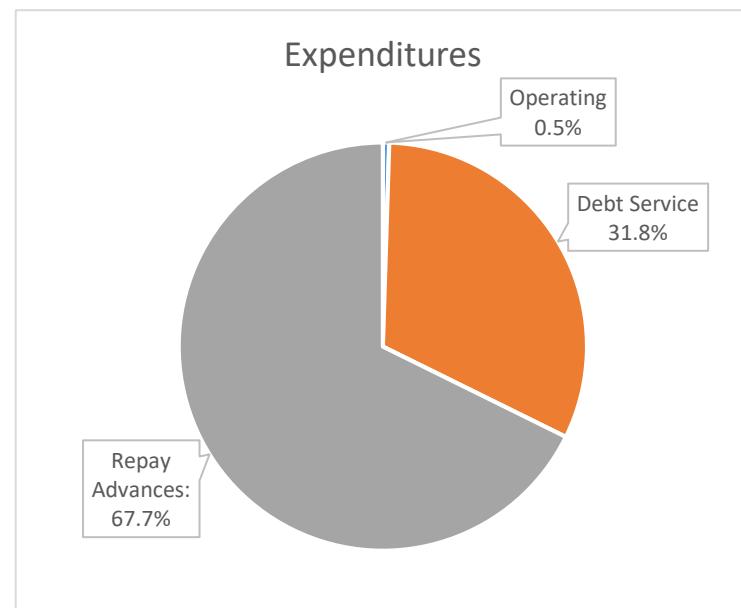
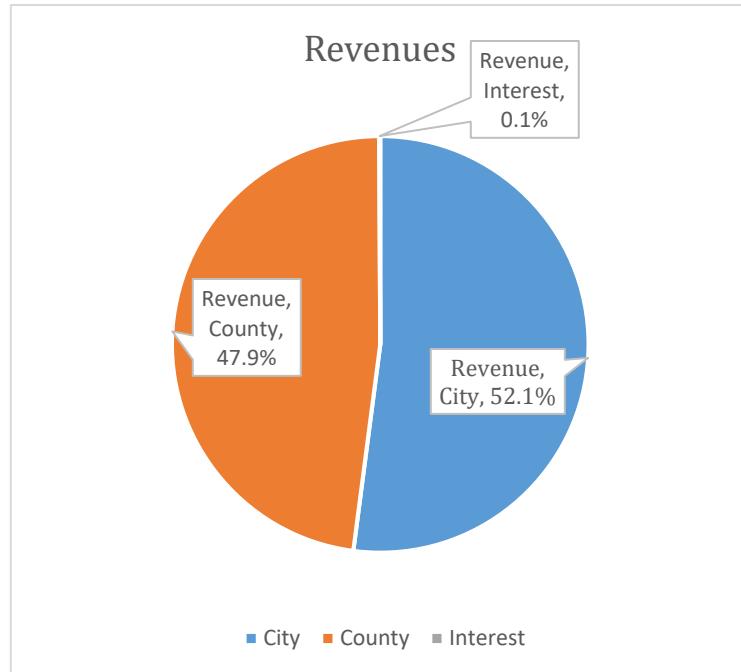
**FY 2022 Total \$2,815,010**

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 2022, the City budgets a repayment of \$1.9 million from the CRA back to the other City Funds for funds that were advanced to the CRA for previous CRA capital projects, debt service requirements and operating costs. Fiscal Year 2022 TIF revenues reflect a 5.2% increase over FY 2021.



## Fund 61 - CRA

| Fund 61 -- Community Redevelopment Agency | 4.3453<br>Actual 20   | 4.3453<br>Projected 21 | 4.3453<br>Budget 22   | 4.3453<br>Plan 23     | 4.3453<br>Plan 24     |
|---|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|
| <b>SOURCES</b>                            |                       |                        |                       |                       |                       |
| Starting Deficit                          | (\$ 12,551,818)       | (\$ 11,237,226)        | (\$ 9,444,262)        | (\$ 7,538,432)        | (\$ 6,792,002)        |
| TIF Revenues                              |                       |                        |                       |                       |                       |
| City Portion TIF                          | 1,076,277             | 1,384,582              | 1,465,706             | 1,502,464             | 1,539,957             |
| County Portion TIF                        | 1,068,894             | 1,289,148              | 1,347,103             | 1,373,363             | 1,400,148             |
| Gen Fund Transfer                         | 5,507                 | 316                    | -                     | -                     | -                     |
| Investment Income                         | 19,142                | 3,009                  | 2,201                 | 2,503                 | 5,004                 |
| <b>Total Sources:</b>                     | <b>\$ 2,169,820</b>   | <b>\$ 2,677,055</b>    | <b>\$ 2,815,010</b>   | <b>\$ 2,878,330</b>   | <b>\$ 2,945,110</b>   |
| <b>USES</b>                               |                       |                        |                       |                       |                       |
| Operating Expenses                        | \$ 9,370              | \$ 12,991              | \$ 14,080             | \$ 14,080             | \$ 14,080             |
| N. Independence Ln                        | -                     | -                      | -                     | 1,200,000             | -                     |
| Debt Service                              |                       |                        |                       |                       |                       |
| Principal                                 | 470,000               | 510,000                | 550,000               | 590,000               | 635,000               |
| Interest                                  | 375,858               | 361,100                | 345,100               | 327,820               | 309,290               |
| <b>Total Uses:</b>                        | <b>\$ 855,228</b>     | <b>\$ 884,091</b>      | <b>\$ 909,180</b>     | <b>\$ 2,131,900</b>   | <b>\$ 958,370</b>     |
| <b>Ending Balance</b>                     | <b>(\$11,237,226)</b> | <b>(\$ 9,444,262)</b>  | <b>(\$ 7,538,432)</b> | <b>(\$ 6,792,002)</b> | <b>(\$ 4,805,262)</b> |
| <b>Repay Advances</b>                     | <b>\$ 1,295,810</b>   | <b>\$ 1,795,068</b>    | <b>\$ 1,905,830</b>   | <b>\$ 746,430</b>     | <b>\$ 1,986,740</b>   |

# Debt Service Fund – Voted Millage

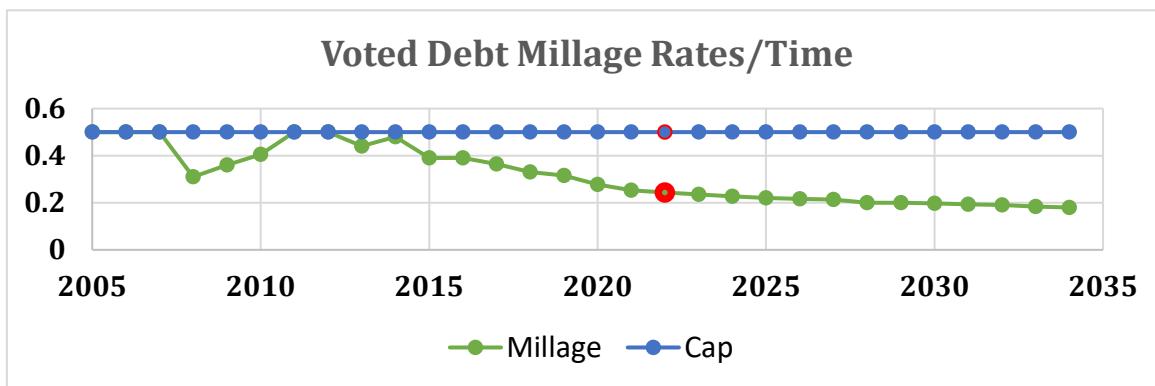
## FY 2022 Total \$820,900

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 rate of 0.2370 was adopted for FY 2022, reduced from 0.2530 in FY 2021, a decrease of 6.3%.

| Assumed<br>Millage                    | Actual 20             | Projected 21          | Plan 22               | Plan 23               | Plan 24               |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 0.2770                                | 0.2530                | 0.2370                | 0.2360                | 0.2270                |                       |
| <b>SOURCES</b>                        |                       |                       |                       |                       |                       |
| Starting<br>Balance                   | \$ 100,378            | \$ 117,811            | \$ 130,059            | \$ 109,071            | \$ 111,118            |
| Voted Millage                         | 824,587               | 810,866               | 799,326               | 820,022               | 821,019               |
| Interest<br>Income                    | 6,349                 | 2,200                 | 586                   | 600                   | 600                   |
| <b>Total Sources:</b>                 | <b>\$ 931,314</b>     | <b>\$ 930,877</b>     | <b>\$ 918,351</b>     | <b>\$ 918,073</b>     | <b>\$ 921,117</b>     |
| <b>USES</b>                           |                       |                       |                       |                       |                       |
| Debt Service<br>Principal<br>Interest | \$ 510,000<br>303,503 | \$ 525,000<br>287,438 | \$ 550,000<br>270,900 | \$ 565,000<br>253,575 | \$ 585,000<br>235,778 |
| <b>Total Uses:</b>                    | <b>\$ 813,503</b>     | <b>\$ 812,438</b>     | <b>\$ 820,900</b>     | <b>\$ 818,575</b>     | <b>\$ 820,778</b>     |
| <b>Ending<br/>Balance:</b>            | <b>\$ 117,811</b>     | <b>\$ 118,439</b>     | <b>\$ 97,451</b>      | <b>\$ 99,498</b>      | <b>\$ 100,392</b>     |



# FY 2022 PROJECTED CHANGE IN FUND BALANCE – NONAPPROPRIATED FUNDS

| <b>SPECIAL REVENUE</b>  |                        |                            |
|---|------------------------|----------------------------|
| <b>STATEMENT OF SOURCES, USES<br/>AND CHANGES IN FUND BALANCE</b> | <b>Park<br/>Impact</b> | <b>Mobility<br/>Impact</b> |
| <b>SOURCES</b>  |                        |                            |
| Taxes   | \$ -                   | \$ -                       |
| Impact Fees   | 6,453                  | -                          |
| Transfer from General Fund  | 20,000                 | -                          |
| Investment Income   | 5,000                  | 1,000                      |
| <b>TOTAL SOURCES</b>  | <b>31,453</b>          | <b>1,000</b>               |
| <b>USES</b>   |                        |                            |
| Operating Expenses  | -                      | -                          |
| Capital Improvements  | 1,200,000              | 225,000                    |
| Debt Service  | -                      | -                          |
| <b>TOTAL USES</b>   | <b>1,200,000</b>       | <b>225,000</b>             |
| <b>SOURCES LESS USES</b>  | <b>(1,168,547)</b>     | <b>(224,000)</b>           |
| <b>OTHER SOURCES</b>  |                        |                            |
| Repayment of Advances   | -                      | -                          |
| <b>TOTAL OTHER SOURCES</b>  | <b>-</b>               | <b>-</b>                   |
| <b>NET SOURCES</b>  | <b>(1,168,547)</b>     | <b>(224,000)</b>           |
| <b>FUND BALANCE, BEGINNING OF<br/>YEAR</b>                        | <b>1,169,907</b>       | <b>567,081</b>             |
| <b>FUND BALANCE, END OF YEAR</b>                                  | <b>\$ 1,360</b>        | <b>\$ 64,467</b>           |

## Fund 65 – Park Impact Fee

| <b>Fund 65 -- Park Impact Fee</b> |                     |                     |                     |                   |                  |  |
|-----------------------------------|---------------------|---------------------|---------------------|-------------------|------------------|--|
|                                   | Actual 20           | Projected 21        | Plan 22             | Plan 23           | Plan 24          |  |
| <b>SOURCES</b>                    |                     |                     |                     |                   |                  |  |
| Starting Balance                  | \$ 4,836,024        | \$ 2,701,113        | \$ 1,169,907        | \$ 28,862         | \$ 28,845        |  |
| Impact Fees                       | 4,302               | 649,602             | 6,453               | 70,983            | 6,453            |  |
| Grants                            | 200,000             | -                   | -                   | -                 | -                |  |
| Interest Income                   | 30,972              | 6,223               | 5,000               | -                 | -                |  |
| Transfer                          | 289,467             | -                   | 20,000              | 14,000            | -                |  |
| <b>Total Sources:</b>             | <b>\$ 5,071,298</b> | <b>\$ 3,356,938</b> | <b>\$ 1,228,862</b> | <b>\$ 113,845</b> | <b>\$ 35,298</b> |  |
| <b>USES</b>                       |                     |                     |                     |                   |                  |  |
| Lake Lily Staircase               | \$ 39,097           | \$ -                | \$ -                | \$ -              | \$ -             |  |
| Southhall Trail                   | -                   | 110,700             | -                   | -                 | -                |  |
| Sandspur Rd Trail                 | 1,200,648           | 316                 | -                   | -                 | -                |  |
| Hill Rec Park                     | -                   | -                   | -                   | 85,000            | -                |  |
| Independence Square               | 1,123,097           | 1,371,558           | -                   | -                 | -                |  |
| Ft. Maitland Park                 | 7,343               | 31,655              | 1,200,000           | -                 | -                |  |
| Fennell Street Park               | -                   | 645,300             | -                   | -                 | -                |  |
| <b>Total Uses:</b>                | <b>\$ 2,370,185</b> | <b>\$ 2,159,529</b> | <b>\$ 1,200,000</b> | <b>\$ 85,000</b>  | <b>\$ -</b>      |  |
| <b>Ending Balance:</b>            | <b>\$ 2,701,113</b> | <b>\$ 1,197,409</b> | <b>\$ 28,862</b>    | <b>\$ 28,845</b>  | <b>\$ 35,298</b> |  |

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

Projects reflected can only be accomplished as funding becomes available. The primary source of funding is Park Impact fees collected as part of residential development and new construction.

## Fund 36 – Mobility Fee

| Fund 36 -- Mobility Fee      |                   | Actual 20           | Projected 21      | Plan 22           | Plan 23           | Plan 24           |
|------------------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>               |                   |                     |                   |                   |                   |                   |
| Starting Balance             |                   | \$ 1,027,237        | \$ 851,488        | \$ 288,467        | \$ 64,467         | \$ 101,847        |
| Impact Fees                  |                   | 62,579              | 3,098             | -                 | 37,380            | -                 |
| Interest Income              |                   | 11,672              | 962               | 1,000             | -                 | -                 |
| <b>Total Sources:</b>        |                   | <b>\$ 1,101,488</b> | <b>\$ 855,548</b> | <b>\$ 289,467</b> | <b>\$ 101,847</b> | <b>\$ 101,847</b> |
| <b>USES</b>                  |                   |                     |                   |                   |                   |                   |
| Sandspur/Maitland Ave Signal | \$ -              | \$ 217,081          | \$ -              | \$ -              | \$ -              | \$ -              |
| Dommerich Drive Sidewalk     | 250,000           | -                   | -                 | -                 | -                 | -                 |
| Sandspur/Covewood            |                   |                     |                   |                   |                   |                   |
| Intersection                 | -                 | 350,000             | -                 | -                 | -                 | -                 |
| N. Keller Road Improvements  | -                 | -                   | 225,000           | -                 | -                 | -                 |
| <b>Total Uses:</b>           | <b>\$ 250,000</b> | <b>\$ 567,081</b>   | <b>\$ 225,000</b> | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       |
| <b>Ending Balance:</b>       |                   | <b>\$ 851,488</b>   | <b>\$ 288,467</b> | <b>\$ 64,467</b>  | <b>\$ 101,847</b> | <b>\$ 101,847</b> |

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 2022 are planned to continue drawing down fund balance.

| USE OF FUNDS BY FUND AND PROGRAM    |     |     |     |     |     |     |     |     |   |
|-------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|---|
|                                     | 001 | 441 | 442 | 132 | 161 | 136 | 165 | 222 |   |
| 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 & Budget        | Y   | -   | -   | -   | -   | -   | -   | -   | - |
| Customer Service & Utility Billing  | Y   | Y   | Y   | 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                       |
|------------------------------|
| <b>Operating Fund</b>        |
| 001: General Fund            |
| <b>Enterprise Funds</b>      |
| 441: Utilities Fund          |
| 442: Solid Waste Fund        |
| <b>Special Revenue Funds</b> |
| 132: Stormwater Fund         |
| 161: CRA                     |
| 135: Road Impact             |
| 136: Mobility Fee Fund       |
| 165: Parks Trust Fund        |
| 222: Debt Service 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 2021       | Staff and boards review and submit preliminary operating and CIP requests  |
| April 2021         | Draft CIP Issued   |
| July 19, 2021      | FY 2022 General Fund Budget Workshop   |
| July 26, 2021      | City Council meeting to set tentative millage rate (TRIM)  |
| August 2, 2021     | Enterprise fund, Stormwater, and CRA budget workshop   |
| August 9, 2021     | Art & History Museums and Maitland Public Library Budget Workshop  |
| August 2021        | TRIM notices mailed to property owners   |
| August 23, 2021    | City Council sets Stormwater Rate  |
| September 13, 2021 | First public hearing for Tax Year 2021 (FY 2022) millage rate, tentative budget, and solid waste rates   |
| September 27, 2021 | Final public hearing for Tax Year 2021 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 22 \$324K). 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 2022 O&M expense for SSNOCWTA is \$96K.

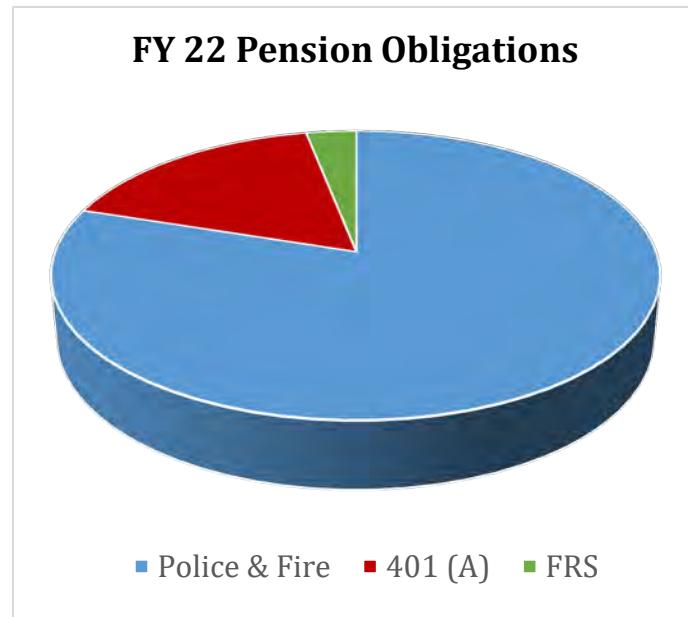
*Water Operator Services – City of Altamonte Springs.* In 2018, the City entered into a formal agreement with the City of Altamonte Springs, Florida for the operation of the City's three water treatment plants. The City is paying for this program through its water utilities funds for an approximate total of \$203K annually.

## **PENSION OBLIGATIONS**

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

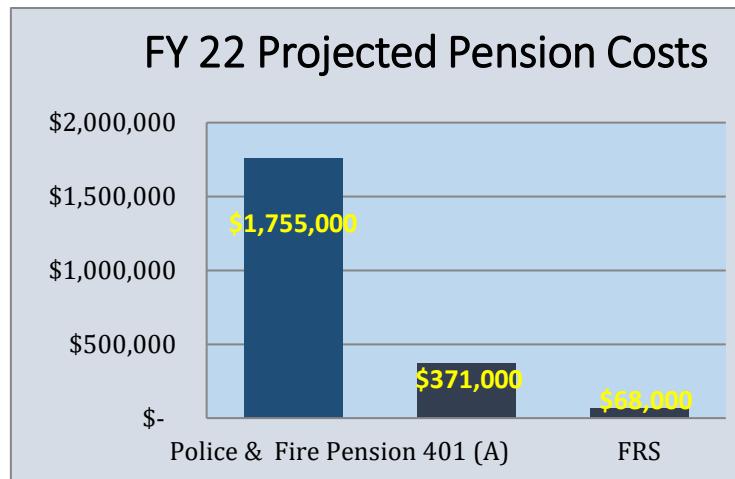
All employees hired prior to January 1, 1996, except for police officers and firefighters, participate in the Florida Retirement System (FRS), a cost sharing multiple employer public employee retirement system (PERS), administered by the Florida Department of Administration. The City's contribution rate is determined annually by the State of Florida. For FY 22, the City will contribute 10.82% of salary. The employees covered by FRS will contribute 3% of their salary.

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



### **Pension Trust Fund**

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



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

Members are required to contribute 6.7% of their annual salary. For FY 22, the City's contribution is 22.3%. 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 \$1.76 million for FY 2022.

A breakdown of FY 2022 City pension obligations to all employees (General Fund, Utilities Fund, and Stormwater Fund) is demonstrated in the charts below.

|                    | <b>General Fund</b> | <b>Utilities Fund</b> | <b>SEU Fund</b> | <b>Total</b> |
|--------------------|---------------------|-----------------------|-----------------|--------------|
| <b>FRS</b>         | \$ 62,500           | \$ 0                  | \$ 5,500        | \$ 68,000    |
| <b>401 (A)</b>     | 311,500             | 50,000                | 9,500           | 371,000      |
| <b>P/F Pension</b> | 1,755,000           | 0                     | 0               | 1,755,000    |
| <b>Total</b>       | \$ 2,129,000        | \$ 50,000             | \$ 5,500        | \$ 2,194,000 |

# SECTION VI

## DEPARTMENT/PROGRAM INFORMATION

- City Council
- City Administration
- Community Development Department
- Human Resources 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



John Lowndes  
Mayor



Lindsay Hall  
Harrison  
Councilwoman



Michael Wilde  
Councilman  
Vice-Mayor

| Expenditures by Category  | Actual 20       | Estimated 21     | <b>Budget 22</b> | Plan 23         | Plan 24          |
|---------------------------|-----------------|------------------|------------------|-----------------|------------------|
| Personal Services         | \$25,566        | \$ 26,000        | <b>\$27,000</b>  | \$27,000        | \$28,000         |
| Operating Expenses        | 10,621          | 7,000            | <b>16,000</b>    | 15,938          | 15,398           |
| Capital Outlay            | -               | -                | -                | -               | -                |
| Contributions/Contingency | -               | -                | -                | -               | -                |
| <b>Total</b>              | <b>\$38,187</b> | <b>\$ 33,000</b> | <b>\$ 43,000</b> | <b>\$42,938</b> | <b>\$ 43,938</b> |

## Budgeted Positions

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

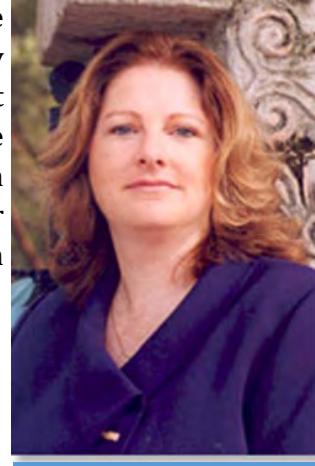


**MAITLAND**  
FLORIDA

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# City Administration

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



## 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 20     | Estimated 21  | <b>Budget 22</b>     | Plan 23       | Plan 24       |
|----------------------------|---------------|---------------|----------------------|---------------|---------------|
| Personal Services          | 1,438,032     | 1,495,000     | <b>1,624,000</b>     | 1,683,000     | 1,733,000     |
| Operating Expenses         | 858,570       | 919,669       | <b>942,732</b>       | 842,453       | 806,761       |
| Capital Outlay             | 57,245        | 58,331        | <b>64,000</b>        | 76,000        | 64,000        |
| Contribution/Other         | -             | 36,000        | -                    | -             | -             |
| <br>Total                  | <br>2,353,847 | <br>2,473,000 | <br><b>2,630,792</b> | <br>2,601,453 | <br>2,603,761 |
| <br>No. of Positions       |               |               |                      |               |               |
| Full-time                  | 13            | 13            | <b>13</b>            | 13            | 13            |
| Part-time                  | 0             | 0             | <b>0</b>             | 0             | 0             |
| Seasonal                   | 0             | 0             | <b>0</b>             | 0             | 0             |
| <br>Total No. of Positions | <br>13        | <br>13        | <br><b>13</b>        | <br>13        | <br>13        |
| <br>FTE                    | <br>13        | <br>13        | <br><b>13</b>        | <br>13        | <br>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                          |

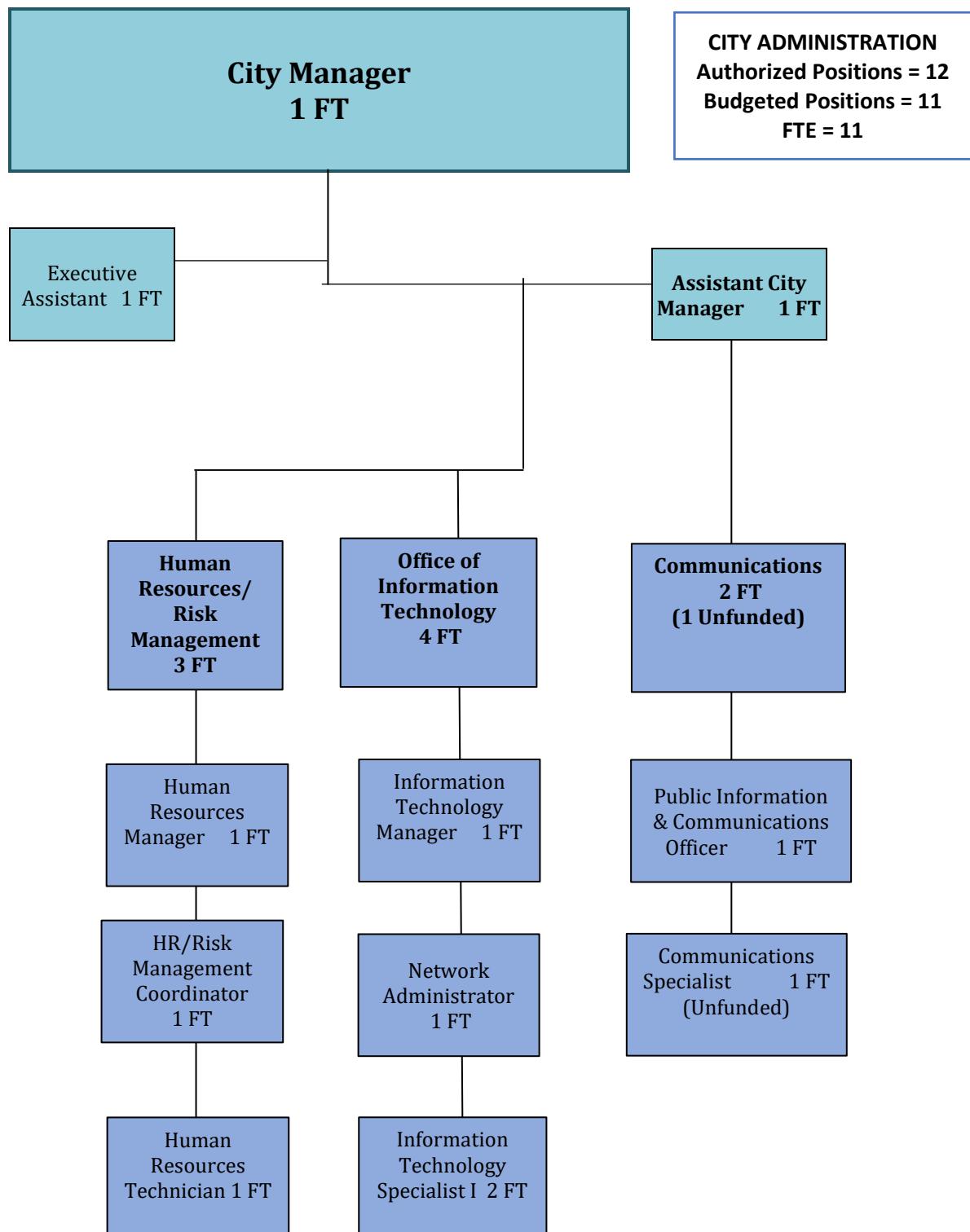
*City Manager  
Sharon M. Anselmo,  
CPA, ICMA-CM*

| Expenditures by Category  | Actual 20         | Estimated 21      | Budget 22         | Plan 23           | Plan 24           |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services         | \$ 443,982        | \$ 460,000        | \$ 543,000        | \$ 566,000        | \$ 583,000        |
| Operating Expenses        | 194,683           | 221,969           | 241,592           | 196,042           | 196,042           |
| Capital Outlay            | 6,565             | 43,031            | -                 | 12,000            | -                 |
| Contributions/Contingency | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>              | <b>\$ 645,230</b> | <b>\$ 725,000</b> | <b>\$ 784,592</b> | <b>\$ 774,042</b> | <b>\$ 779,042</b> |

### 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        |
| <b>Total FTE</b>         | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> |





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

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

# City Administration: City Manager

## Department Overview – FY 2022 City Workplan

| Administration – City Workplan   |   |
|--|---|
| Project & Description  | Project Timeline  |
| <b>State and Legislative Agenda Coordination</b> - Monitor proposed and pending legislation that may impact the City of Maitland. Work with City lobbyist to fund funding which may be available for City priorities.  | State legislative session ends in May 2021. Additional coordination for federal funding via the American Rescue Fund.           |
| <b>State Revolving Fund (SRF) Loans</b> - Work with Public Works, State of Florida, and consultants in obtaining and monitoring the SRF loan program to finance Utility infrastructure improvements.   | Ongoing as projects are designed and approved over the 5 year capital improvements plan.  |
| <b>Dommerich Estates Electric Conversion</b> - 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.  |
| <b>Implement Climate Change Mitigation and Sustainability Resolution</b> - In August 2019, City Council adopted a climate change mitigation and sustainability resolution. Staff is drafting a two year action plan based upon the goals outlined in the resolution.   | The initial plan is a two-year plan with reporting in Q3 FY 2021.   |
| <b>Library Space Needs</b> - The Maitland Public Library leases its current facility from the City. The facility is aging and obsolete. As determined by the initial feasibility study in 2019, renovating the buildings would result in less usable square footage and likely less efficiency than a new buildings. | The next phase, polling has been put off until Q3 of 2021 to allow for more resident participation in workshops (virtual/live). |
| <b>Charter Review 2021</b> - Coordinate Charter Review process for 10 year review of City Charter.   | Expected completion in Q3 2021.   |
| <b>FY 2022 - Capital Improvements Program</b> - 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 20         | Estimated 21      | <b>Budget 22</b>  | Plan 23           | Plan 24           |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services        | \$ 427,547        | \$ 413,000        | <b>\$ 444,000</b> | \$ 457,000        | \$ 471,000        |
| Operating Expenses       | 66,010            | 53,000            | <b>93,000</b>     | 129,073           | 95,663            |
| Capital Outlay           | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>             | <b>\$ 493,557</b> | <b>\$ 466,000</b> | <b>\$ 537,000</b> | <b>\$ 586,073</b> | <b>\$ 566,663</b> |

### Budgeted Positions

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

# **City Administration: Human Resources**

## **Department Overview**

### **FY 2021 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 2021 City-wide open enrollment.
- ♦ Successful completion of City-wide training plan for FY 2021.

### **FY 2022 Program Goals**

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

- Maitland Professional Firefighters IAFF Local 3590

#### **Maintain Employee Morale**

- Wellness Awareness—Educational workshops and materials
- Negotiate 2022 group insurance rates to be implemented Q2 2022
- Conduct Open Enrollment
- Development and implement City-wide training for FY 2022
- 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 increased in FY 2021, however, endeavoring to reduce FY 2022
- Incidents needing medical care in FY 2021 increased, using continuing safety education to promote a safe environment will hopefully reduce this number in FY 2022
- Set a goal of increasing City-wide training hours for FY 2022 after a significant decrease in FY 2021 due to COVID-19

## City Administration: Human Resources

### Department Overview – FY 2022 City Workplan

| Human Resources - City Workplan  |  |
|--|--|
| Project & Description  | Project Timeline   |
| <b>Secure Agreement for Group Health</b> - Work with the City's Agent to secured an Agreement for group health insurance with CIGNA and proved favorable benefits to employees with rates that were within the City budget. There no increase in rate for dental, vision, or life insurance for CY2022.  | The Group Health agreement for the City was signed and completed in Q1 of FY2022.                  |
| <b>Implement the 1% Across The Board (ATB) adjustment at the beginning of FY22:</b> The budget provides for a 1% ATB to all employees. This increase would be applied to employee's first full payroll paycheck in October, 2021 as part of the overall FY22 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 was implemented with the first full payroll in October, 2021. |

## City Administration: Human Resources

### Department Overview – FY 2021 Departmental Workplan

| Human Resources - Department Workplan  |  |
|--|--|
| Project & Description  | Project Timeline   |
| <b>Secure Agreement for Group Health</b> - Work with the City's Agent to secured an Agreement for group health insurance with CIGNA and proved favorable benefits to employees with rates that were within the City budget. There no increase in rate for dental, vision, or life insurance for CY2022.  | The Group Health agreement for the City was signed and completed in Q1 of FY2022.                  |
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| <b>Secure Agreement for Group Health</b> - Work with the City's Agent to secured an Agreement for group health insurance with CIGNA and proved favorable benefits to employees with rates  | The Group Health agreement for the City was signed and completed in Q1 of FY2022.                  |

|  |   |
|--|---|
| <p>that were within the City budget. There no increase in rate for dental, vision, or life insurance for CY2022.</p>   |   |
| <p><b><u>Implement the 1% Across The Board (ATB) adjustment at the beginning of FY22:</u></b> The budget provides for a 1% ATB to all employees. This increase would be applied to employee's first full payroll paycheck in October, 2021 as part of the overall FY22 compensation program. Employees will also be eligible for a merit increase on their review date and based on their job performance.</p> | <p>The 1% Across The Board for the City was implemented with the first full payroll in October, 2021.</p> |
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| <p><b><u>Implement the 1% Across The Board (ATB) adjustment at the beginning of FY22:</u></b> The budget provides for a 1% ATB to all employees. This increase would be applied to employee's first full payroll paycheck in October, 2021 as part of the overall FY22 compensation program. Employees will also be eligible for a merit increase on their review date and based on their job performance.</p> | <p>The 1% Across The Board for the City was implemented with the first full payroll in October, 2021.</p> |
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| <p><b><u>Implement the 1% Across The Board (ATB) adjustment at the beginning of FY22:</u></b> The budget provides for a 1% ATB to all employees. This increase would be applied to employee's first full payroll paycheck in October, 2021 as part of the overall FY22 compensation program.</p>   | <p>The 1% Across The Board for the City was implemented with the first full payroll in October, 2021.</p> |

# City Administration: Human Resources

## Department Overview

| Program Performance   | 2020    | 2021   | 2021   |
|---|---------|--------|--------|
|   | Actual  | Actual | Target |
| <b>Personnel Statistics</b>   |         |        |        |
| Workload: # of Budgeted Full-Time Positions                                     | 221     | 222    | 222    |
| Workload: # of Separations from City Employment                                 | 28      | 25     | 25     |
| Workload: # of Grievances Filed (incl. EEOC claims)                             | 1       | 1      | 1      |
| Effectiveness: # of Grievances Resolved Administratively                        | 0       | 1      | 1      |
| <b>Recruitment and Selection</b>  |         |        |        |
| Workload: # of Job Requisitions Received (including new positions)              | 32      | 30     | 30     |
| Effectiveness: % City-Wide Employee Turnover (Quarterly, then annually)         | 12.67%  | 11.26% | 11.26% |
| <b>Personnel Actions</b>  |         |        |        |
| Workload: # of Personnel Action Forms processed                                 | 1,936   | 1,700  | 1,700  |
| Effectiveness: % of Inputs requiring adjustments                                | 0.67%   | 0.50%  | 0.50%  |
| <b>City-Wide Training</b>   |         |        |        |
| Workload: # of Contact Hours  | 414     | 600    | 600    |
| Effectiveness: Customer's Rating "Satisfactorily" or better                     | 100.00% | 99.00% | 99.00% |
| <b>Risk Management/Workers' Compensation</b>                                    |         |        |        |
| Workload: # of FTE'S (Full Time Equivalents)                                    | 223     | 227    | 227    |
| Effectiveness: # of Incidents requiring medical attention beyond the Fire Dept. | 13      | 11     | 11     |
| Effectiveness: Incidents as a % of Workforce (Quarterly, then annually)         | 5.83%   | 4.85%  | 4.85%  |
| Effectiveness: # of Incidents that are Medical Only Claims                      | 13      | 9      | 9      |
| Effectiveness: # of Incidents that are Loss Time Claims                         | 1       | 2      | 2      |
| <b>Risk Management/Liability/Property &amp; Auto</b>                            |         |        |        |
| Workload: # of liability, property and auto claims                              | 107     | 100    | 100    |
| Effectiveness: # of claims per FTE  | 0.48    | 0.44   | 0.44   |

# 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"> <li>◆ Help-Desk support</li> <li>◆ Network Administration</li> </ul> |
| IT Training  |
| City-Wide Communications   |



| Expenditures by Category  | Actual 20         | Estimated 21      | <b>Budget 22</b>  | Plan 23           | Plan 24           |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services         | \$ 289,712        | \$ 335,000        | <b>\$ 339,000</b> | \$ 354,000        | \$ 364,000        |
| Operating Expenses        | 578,641           | 594,700           | <b>558,200</b>    | 468,018           | 466,018           |
| Capital Outlay            | 50,680            | 15,300            | <b>64,000</b>     | 64,000            | 64,000            |
| Contributions/Contingency | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>              | <b>\$ 919,033</b> | <b>\$ 945,000</b> | <b>\$ 961,200</b> | <b>\$ 886,018</b> | <b>\$ 894,018</b> |

**Note: Includes City Communications**

### Budgeted Positions

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

# City Administration: Information Technology

## Department Overview

### FY 2021 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 2022 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                          |
| <b>Hybrid Backup Solution (IT)</b> - IT is seeking a solution to replace our tape backup system. We are looking to move to the cloud with a Hybrid solution. This project is being carried into FY2022   | Project completion estimated for Q2 FY22. |
| <b>Text Messaging Archiving (IT)</b> - 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.   | On hold.                                  |
| <b>Public WI-FI New Park (IT)</b> - This project will require Wi-Fi connectivity for public use in the new park area. IT is currently seeking a solution to provide this service. The Park is currently under construction. This project is ongoing and moved into FY 2022 | Project completion estimated for Q2 FY22. |
| <b>Update IT Policies</b> - Update of IT policies.   | Project completion estimated for Q3 FY22. |
| <b>Common Access Card (IT)</b> - IT is looking into providing the ability for city staff to have the ability to maintain one card for access to facilities and PC's. This project has been carried forward to FY22   | Project completion estimated for Q3 FY22. |

## City Administration: IT Department Overview

| Program Performance  | 2020<br>Actual              | 2021<br>Actual             | 2022<br>Target            |
|--|-----------------------------|----------------------------|---------------------------|
| <b>Corporate Training</b><br>Workload: # of times Employees Trained<br>Workload: Total Contact Hours<br>Customer Survey—Questions Answered<br>Effectiveness: With Satisfaction (4th Qtr)   | 740<br>1485<br>N/A          | 785<br>1215<br>N/A         | 500<br>1,250              |
| <b>Hardware\Software Support</b><br>Workload: Total Work Orders Opened<br>Workload: Total Work Orders Closed<br>% of Requests Responded to Within 1<br>Efficiency: Working Day<br>% of Requests Closed Within 1<br>Efficiency: Working Day | 1108<br>1104<br>100%<br>97% | 999<br>1003<br>100%<br>97% | 900<br>900<br>100%<br>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 20             | Estimated 21          | <b>Budget 22</b>             | Plan 23               | Plan 24               |
|--------------------------|-----------------------|-----------------------|------------------------------|-----------------------|-----------------------|
| Personal Services        | \$ 99,705             | \$ 104,000            | <b>\$ 107,000</b>            | \$ 110,000            | \$113,000             |
| Operating Expenses       | 8,034                 | 6,000                 | <b>16,000</b>                | 15,900                | 15,900                |
| Capital Outlay           | -                     | -                     | -                            | -                     | -                     |
| <br>Total                | <br><u>\$ 107,739</u> | <br><u>\$ 110,000</u> | <br><u><b>\$ 123,000</b></u> | <br><u>\$ 125,900</u> | <br><u>\$ 128,900</u> |

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

# City Administration: Communication Department Overview

## FY 2021 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 2022 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 2020.
- 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 2022 Departmental Workplan

| Administration - Departmental Workplan  |   |
|---|---|
| Project & Description - Public Information Office   | Project Timeline  |
| <b>Community Outreach for Lift Station 1 Project (PIO)</b> - In coordination with Public Works, draft community outreach publications for the installation of LS#1 and eventual sewer conversion for Dommerich Hills. | Created utilities website to communicate information. Will continue to update the site as project progresses through the phases.    |
| <b>Communications for U.S. Highway 17-92 Utility Improvements (PIO)</b> - Coordinate with Public Works to implement a communications plan for 17-92 utility project.  | Created utilities website to communicate information. Will continue to update the site as project progresses throughout the phases. |
| <b>Communications for Mohican Sidewalks (PIO)</b> - Coordinate with Public Works for communication plan and handling of resident issues during construction.  | Sidewalks anticipated to be completed in Q3 FY 2022.  |
| <b>Communications for City Events (PIO)</b> - Implement a communications plan to support City events.   | Events are expected to resume in Q2 - Q3 FY 2022.   |
| <b>Communications for Climate Change Mitigation (PIO)</b> - 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  | 2020 Actual      | 2021 Actual      | 2022 Target        |
|--|------------------|------------------|--------------------|
| <b>Media Relations</b><br>Number of Media Queries                                      | 92               | 14               | 72                 |
| <b>Number of Graphics Created</b>  | 211              | 51               | 200                |
| <b>Social Media</b><br>Reach: Number of Weeks at least 750 Facebook Users were Reached | 51               | 26               | 52                 |
| <b>Website</b><br>Number of Site Visits<br>Number of Visitors                          | 78,504<br>76,171 | 40,900<br>40,900 | 100,000<br>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                                      |

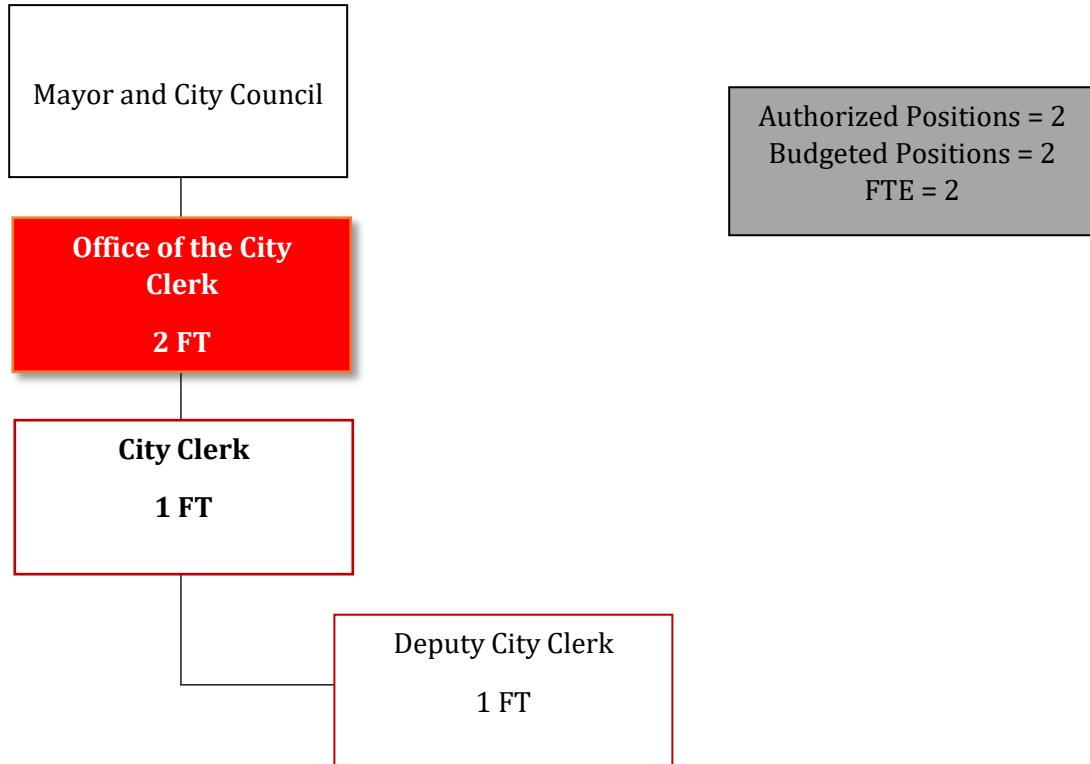
*City Clerk  
Maria Waldrop*

| Expenditures by Category | Actual 20         | Estimated 21      | <b>Budget 22</b>         | Plan 23           | Plan 24          |
|--------------------------|-------------------|-------------------|--------------------------|-------------------|------------------|
| Personal Services        | \$ 177,086        | \$ 183,000        | <b>\$ 191,000</b>        | \$ 196,000        | \$202,000        |
| Operating Expenses       | 11,202            | 44,000            | <b>34,000</b>            | 33,420            | 33,138           |
| Capital Outlay           | -                 | -                 | -                        | -                 | -                |
| Total                    | <u>\$ 188,288</u> | <u>\$ 227,000</u> | <u><b>\$ 225,000</b></u> | <u>\$ 229,420</u> | <u>\$235,138</u> |

### Budgeted Positions

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

## Office of the City Clerk



## **City Administration: City Clerk Department Overview**

### **FY 2021 Highlights**

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

### **FY 2022 Program Goals**

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

- Coordinate with Supervisor of Elections for 2022 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

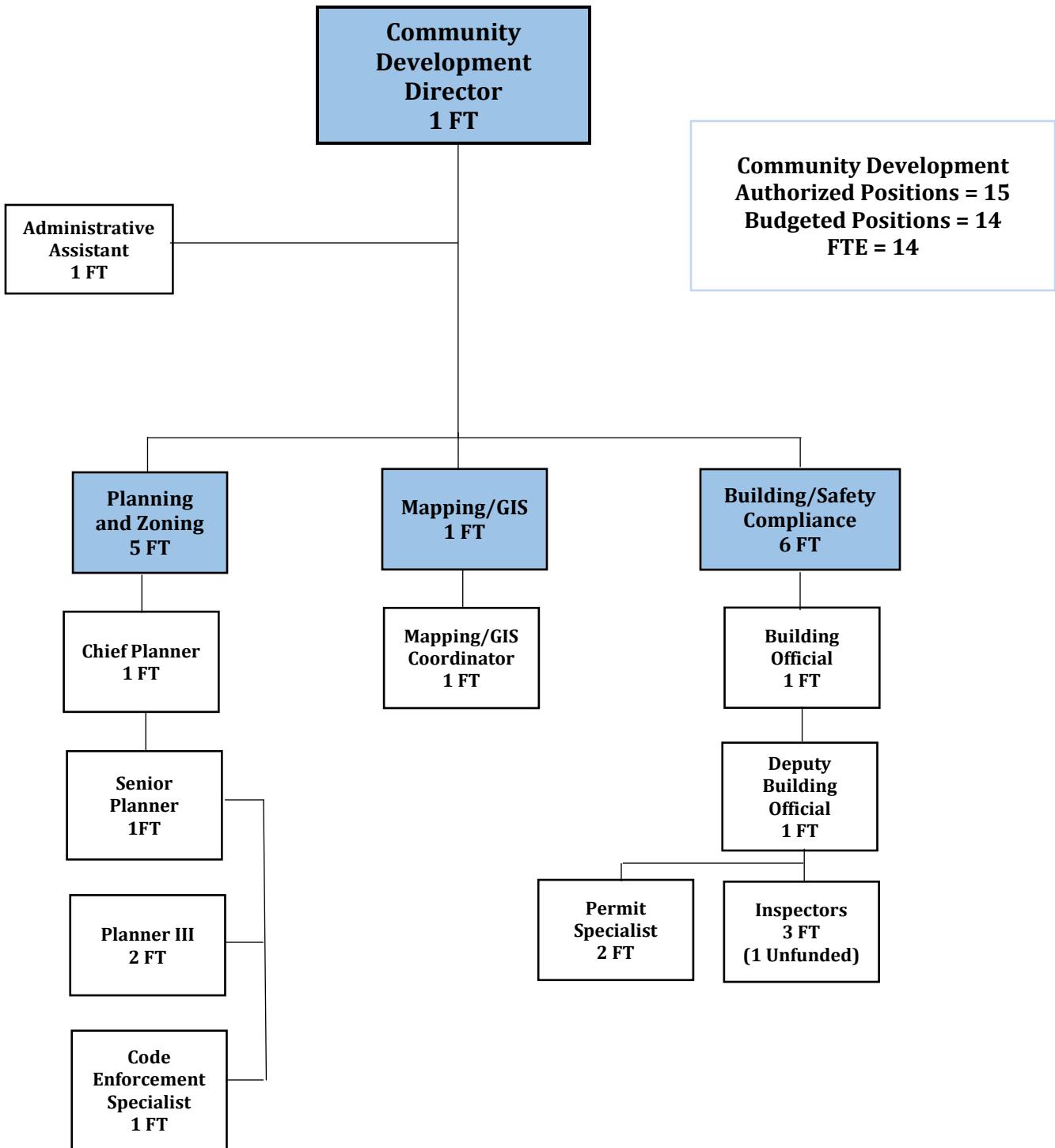
*Community  
Development Director  
Dan Matthys*

| Expenditures by Category | Actual 20 | Estimated 21 | <b>Budget 22</b> | Plan 23 | Plan 24 |
|--------------------------|-----------|--------------|------------------|---------|---------|
|--------------------------|-----------|--------------|------------------|---------|---------|

|                    |                    |                    |                     |                    |                    |
|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|
| Personal Services  | \$1,048,293        | \$ 946,000         | <b>\$ 1,064,000</b> | \$1,098,000        | \$1,137,000        |
| Operating Expenses | 464,428            | 1,567,925          | <b>510,470</b>      | 407,310            | 412,280            |
| Debt Service       | 845,858            | 871,100            | <b>895,100</b>      | 917,820            | 944,290            |
| Capital Outlay     | -                  | -                  | -                   | 1,200,000          | -                  |
| Other              | 1,317,268          | 1,885,575          | <b>1,905,830</b>    | 1,960,830          | 1,993,940          |
| <b>Total</b>       | <b>\$3,675,847</b> | <b>\$5,270,600</b> | <b>\$ 4,375,400</b> | <b>\$5,583,960</b> | <b>\$4,487,510</b> |

| Budgeted Positions | Actual 20 | Estimated 21 | <b>Budget 22</b> | Plan 23 | Plan 24 |
|--------------------|-----------|--------------|------------------|---------|---------|
|--------------------|-----------|--------------|------------------|---------|---------|

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



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

| <p>To be known as a model City in Central Florida, acclaimed for our</p> <p><b>Beautiful Parks and Lakes</b></p> <p><b>Safe Neighborhoods</b></p> <p><b>Robust Cultural Programs</b></p> <p><b>Quality Government Services</b></p> <p><b>Community Pride</b></p> <p><b>Preservation of Natural Resources</b></p> <p><b>State-of-the-Art Commerce Centers</b></p> | <p><b>Essential Priority</b></p> <p>→ <b>East/West Park Systems</b></p> <p>→ <b>Expand Recreation Facilities</b></p> <p>→ <b>Quality Public Safety Services</b></p> <p>→ <b>Maintain Employee Morale</b></p> <p>→ <b>Maintain and Expand Infrastructure</b></p> <p>→ <b>Improve Interagency Communications</b></p> <p>→ <b>Improve Quality of Neighborhoods</b></p> <p>→ <b>Develop Maitland's Identity</b></p> <p>→ <b>Engage &amp; Support the Business Community</b></p> <p>→ <b>Water Quality and Conservation</b></p> <p>→ <b>Improve Transportation City-wide</b></p> <p>→ <b>Plan for Downtown Development</b></p> | <p><b>City Workplan</b></p> <p><b>FY 2022 Capital Improvements Program</b></p> <p><b>Land Development Code Overhaul</b><br/><b>Sign Code Overhaul</b><br/><b>West Side Master Plan Strategic Update</b></p> |
|--|---|---|
|--|---|---|

| <b>Community Development - City Workplan</b>  |   |
|---|---|
| <b>Project &amp; Description</b>  | <b>Project Timeline</b>   |
| <b>Develop Capital Improvements Program</b> - CDD staff will work with Administration and other departments to identify and categorize CIP projects, consistent with Comprehensive Development Plan policies.   | CIP projects due in March, with final report scheduled for adoption in September 2021.  |
| <b>West Side Master Plan Strategic Update</b> - The Community Development Department and the Economic Development Director will work with property owners and management companies on the west side of I-4 to update the West Side Master Plan. Also, as site redevelopment occurs, staff will apply the principles laid out in the West Side Redevelopment Plan to the review of applicable development plans. A Technical Advisory Panel (TAP) study with the Urban Land Institute (ULI) is being initiated to start off the project. | The initial request has been made to the ULI. Communications with TAP group have resumed and it is anticipated a completion of the TAP study recommendations will occur in September. Awaiting final TAP report and Council direction. The TAP recommendations were received and the LDC update incorporated all but a few recommendations which include adding personnel and exploring funding options. Those two recommendations have not been discussed with Council in greater detail but the Code was updated to encourage redevelopment on the West Side. |
| <b>Land Development Code Overhaul</b> - Based upon the results of the Evaluation and Appraisal Report, update the City's land development code. Project phasing has been revised to include the Downtown Maitland portion first, followed by the west side then the remainder of the Code.  | The Downtown portion of the project was adopted at the end of Q3 of FY20. The LDC will go to Council in 2nd Qtr 22.   |
| <b>Procedures Manual and Landscape Palette</b> - 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.  | Staff has been working on drafting the Procedures Manual and Landscape Palette (PMLP). Final draft has been completed, however it is a working document that will be amended as needed.   |

|  |   |
|--|---|
| <p><b>Sign Code Overhaul</b> - CDD Staff will work with LDC consultants to review and overhaul the existing sign ordinance which is seen as cumbersome and not necessarily equitable. This project will be incorporated into the overall LDC with the exception of a few minor touch up ordinances (i.e. campaign signs).</p>  | <p>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&amp;Z commission. These have been included in the proposed LDC, which is anticipated to be adopted in late February.</p>   |
| <p><b>GIS Migration to Web-Based ESRI System</b> - Department GIS staff will work with all applicable Departments and our consultants, DRMP, to migrate from the existing desktop minimal GIS to a web-based ESRI system. This includes a massive undertaking of building layers to provide a new way to disseminate information and data to all employees, residents and customers.</p> | <p>Project began in FY19, and is an on-going building and maintenance project. Several layers have been started and expansion to other Departments began in Q1 of FY20. Much of the work on this has shifted to Public Works for up to a year to assist with utility data and layers. Public Hearing and Development Plans and interactive Future Land Use Map was launched in April, 2021 along with a Parks map. The interactive zoning map is complete and will be launched to the public on 3rd Qtr 22.</p> |
| <p><b>Community Development - Departmental Workplan</b></p>  |   |
| <p><b>Underground Utility Master Plan</b> - Prepare RFP/Scope to retain a consultant and work with utility providers and develop an underground utility master plan.</p>   | <p><b>Project Timeline</b><br/>Kickoff Meeting to be held in 3rd qtr 2022 with Key Management Staff. Status of the master plan is extremely dependant on whether or not Duke is able to provide utility information.</p>  |
| <p><b>Private Property Rights Element (CDP)</b> - Prepare the required Private Property Rights Element of the CDP for adoption.</p>  | <p>Property Right element went to Council for transmittal along with the Water Supply Plan update CDP amendment in late May and is currently in review by DEO.</p>  |
| <p><b>Planning Module (Energov)</b> - CDD will work with Tyler Technology to program and develop the third module in Energov to add planning and zoning applications for electronic submittal and review.</p>  | <p>Initial work will begin in April 2022. Anticipated launch in October, 2022. Refinements have been made to previous modules (permitting and licensing) based on new understanding of the program's capabilities and staff training.</p>   |
| <p><b>Revise Application Fees/Form</b> - In conjunction with updating of the Land Development Code, staff will include recommendations for updated planning and application forms.</p>   | <p>This task was adopted with the LDC adoption (2/28/22).</p>   |

|   |   |
|---|---|
| <p><b>Department Website Content Creation</b> - CDD will rebuild the Department webpage.</p>  | <p>Initial work began in October to (re)build a robust Department webpage offering a plethora of information for customers, contractors and residents. 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> |
| <p><b>Energov &amp; Munis Intergration</b> - As the City continues to build modules in Energov, seamless integration with Munis became apparently important. CDD is working with Tyler technology on the smooth integration for financial data batches.</p> | <p>CDD worked with Tyler to complete the Energov/Munis migration for permitting batch reporting.</p>  |

# 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.

| <b>Services:</b>                         |
|--|
| • Site Plan and Project Review           |
| • Capital Improvements Program Updates   |
| • Comprehensive Development Plan Updates |
| • Economic Development Support           |

| Expenditures by Category     | Actual 20             | Estimated 21          | <b>Budget 22</b>      | Plan 23               | Plan 24              |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|
| Personal Services            | \$ 603,592            | \$ 610,000            | <b>\$ 625,000</b>     | \$ 643,000            | \$ 663,000           |
| Operating Expenses           | 171,369               | 305,825               | <b>158,400</b>        | 67,498                | 67,298               |
| Capital Outlay               | -                     | -                     | -                     | -                     | -                    |
| Transfer to CRA              | 5,507                 | 315                   | -                     | -                     | -                    |
| Other                        | <u>10,350</u>         | <u>49,860</u>         | -                     | <u>14,400</u>         | <u>7,200</u>         |
| <br>Total                    | <br><u>\$ 790,818</u> | <br><u>\$ 966,000</u> | <br><b>\$ 783,000</b> | <br><u>\$ 724,898</u> | <br><u>\$737,498</u> |
| <br>Budgeted Positions       |                       |                       |                       |                       |                      |
| Full-time                    | 7                     | 7                     | <b>7</b>              | 7                     | 7                    |
| Part-time                    | 0                     | 0                     | <b>0</b>              | 0                     | 0                    |
| Seasonal                     | 0                     | 0                     | <b>0</b>              | 0                     | 0                    |
| <br>Total Budgeted Positions | <br>7                 | <br>7                 | <br><b>7</b>          | <br>7                 | <br>7                |
| <br>Total FTE                | <br>7.0               | <br>7.0               | <br><b>7.0</b>        | <br>7.0               | <br>7.0              |

# Community Development: Planning and Zoning Department Overview

## **FY 2021 Highlights**

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

## **FY 2022 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 2022

## **Performance Measures Highlights and Goals**

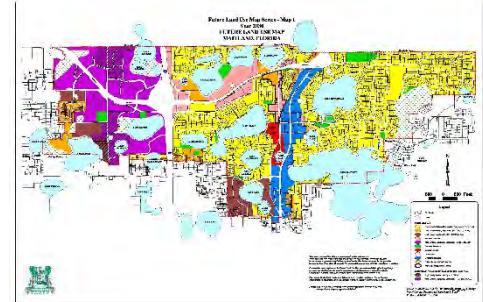
- Continue to help City increase population and valuation by helping new development throughout the City
- Attended 100% of board and committee meetings, hoping to attend all meetings again in FY 2022

# Community Development: Planning and Zoning Department Overview

| Program Performance   | 2020 Actual | 2021 Actual | 2022 Target |
|---|-------------|-------------|-------------|
| <b>Development Application Coordination and Review</b>                      |             |             |             |
| Workload: # of Applications Annually  | 39          | 27          | 30          |
| Effectiveness: Average % of Project Decisions Meeting Statutory Regulations | 100%        | 100%        | 100%        |
| <b>Staff Support for Boards and Committees</b>                              |             |             |             |
| 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 20        | Estimated 21 | Budget 22        | Plan 23    | Plan 24    |
|---------------------------------|------------------|--------------|------------------|------------|------------|
| Personal Services               | \$ 85,185        | \$ 94,000    | <b>\$ 93,000</b> | \$ 95,000  | \$ 98,000  |
| Operating Expenses              | 34,800           | 104,000      | <b>59,000</b>    | 58,300     | 58,300     |
| Capital Outlay                  | -                | -            | -                | -          | -          |
| <b>Total</b>                    | <b>\$119,985</b> | \$ 198,000   | <b>\$152,000</b> | \$ 153,300 | \$ 156,300 |
| <hr/>                           |                  |              |                  |            |            |
| <b>Budgeted Positions</b>       |                  |              |                  |            |            |
| Full-time                       | 1                | 1            | <b>1</b>         | 1          | 1          |
| Part-time                       | 0                | 0            | <b>0</b>         | 0          | 0          |
| Seasonal                        | 0                | 0            | <b>0</b>         | 0          | 0          |
| <b>Total Budgeted Positions</b> | <b>1</b>         | 1            | <b>1</b>         | 1          | 1          |
| <b>Total FTE</b>                | <b>1.0</b>       | 1.0          | <b>1.0</b>       | 1.0        | 1.0        |
| <hr/>                           |                  |              |                  |            |            |

# Community Development: Mapping/GIS Department Overview

## FY 2021 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 2022 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

| Program Performance  | 2020 Actual | 2021 Actual | 2022 Target |
|--|-------------|-------------|-------------|
| <b>Graphic and Cartographic Support (Ad Hoc Requests)</b>  |             |             |             |
| Workload: # of Scheduled Requests Annually                 | 116         | 72          | 85          |
| Effectiveness: Average % of Projects Completed on Schedule | 100%        | 100%        | 100%        |
| <b>Geographic Information System</b>                       |             |             |             |
| Workload: # of Layers Built in Overhauled GIS              | 26          | 15          | 20          |
| Efficiency: Average % of Annual Projects Completed         | 60%         | 67%         | 80%         |
| <b>Non-graphic Support</b>                                 |             |             |             |
| 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 20         | Estimated 21        | <b>Budget 22</b>  | Plan 23           | Plan 24          |
|--------------------------|-------------------|---------------------|-------------------|-------------------|------------------|
| Personal Services        | \$ 359,519        | \$ 242,000          | \$ 346,000        | \$ 360,000        | \$ 376,000       |
| Operating Expenses       | 248,889           | 1,088,000           | 277,000           | 265,762           | 270,712          |
| Capital Outlay           | -                 | -                   | -                 | -                 | -                |
| <b>Total</b>             | <b>\$ 608,405</b> | <b>\$ 1,330,000</b> | <b>\$ 623,000</b> | <b>\$ 625,762</b> | <b>\$646,712</b> |

### Budgeted Positions

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

# Community Development: Building Safety and Code Compliance

## Department Overview

### FY 2021 Highlights

- Revised Application forms and fees
- Updated Operating Procedures manual

### FY 2022 Program Goals

#### Quality Government Service

- Laserfiche/Document Imaging Training
- Building Permit Automation

### Performance Measures Highlights and Goals

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

# Community Development: Building Safety and Code Compliance

## Department Overview

| Community Development - Departmental Workplan  |         |  |
|--|---------|--|
| Project and Description  | Status  | Project Timeline   |
| <b>Building Permit Automation/Remote Inspection Reporting</b> - After researching several alternatives, the Building Division is in discussion with Energov, the software provider currently handling our permits. Energov has a module that automates the inspection process remotely. Assessment of the utility of the software is still taking place and will require additional funding. | Started | Conversion to a cloud-based inspection program began in Q1 of FY19. Programming is ongoing and testing will occur as enhancements are implemented. |

# Community Development: Building Safety and Code Compliance

## Department Overview

| Program Performance   | 2020 Actual | 2021 Actual | 2022 Target |
|---|-------------|-------------|-------------|
| <b>Plans Review</b>   |             |             |             |
| 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%         |
| <b>Construction Inspections</b>   |             |             |             |
| 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%        |
| <b>Code Enforcement</b>   |             |             |             |
| 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.

| <b>Services:</b>   |
|--|
| • 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 20          | Estimated 21        | <b>Budget 22</b>    | Plan 23            | Plan 24            |
|----------------------------|--------------------|---------------------|---------------------|--------------------|--------------------|
| Personal Services          | \$ -               | \$ -                | \$ -                | \$ -               | \$ -               |
| Operating Expenses         | 9,370              | 70,100              | 16,070              | 15,750             | 15,970             |
| Debt Service               | 845,858            | 871,100             | 895,100             | 917,820            | 944,290            |
| Repayment Interfund Loans* | 1,301,411          | 1,835,400           | 1,905,830           | 1,946,430          | 1,986,740          |
| Capital Outlay             | -                  | -                   | -                   | 1,200,000          | -                  |
| <b>Total</b>               | <b>\$2,156,639</b> | <b>\$ 2,776,600</b> | <b>\$ 2,817,000</b> | <b>\$4,080,000</b> | <b>\$2,947,000</b> |

| Budgeted Positions              | Full-time  | Part-time  | Seasonal   | Total Budgeted Positions | Total FTE  |
|---------------------------------|------------|------------|------------|--------------------------|------------|
| Full-time                       | 0          | 0          | 0          | 0                        | 0          |
| Part-time                       | 0          | 0          | 0          | 0                        | 0          |
| Seasonal                        | 0          | 0          | 0          | 0                        | 0          |
| <b>Total Budgeted Positions</b> | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>                 | <b>0</b>   |
| <b>Total FTE</b>                | <b>0.0</b> | <b>0.0</b> | <b>0.0</b> | <b>0.0</b>               | <b>0.0</b> |

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

# Community Development: Community Redevelopment Agency

## Department Overview

### FY 2021 Highlights

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

### FY 2022 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.

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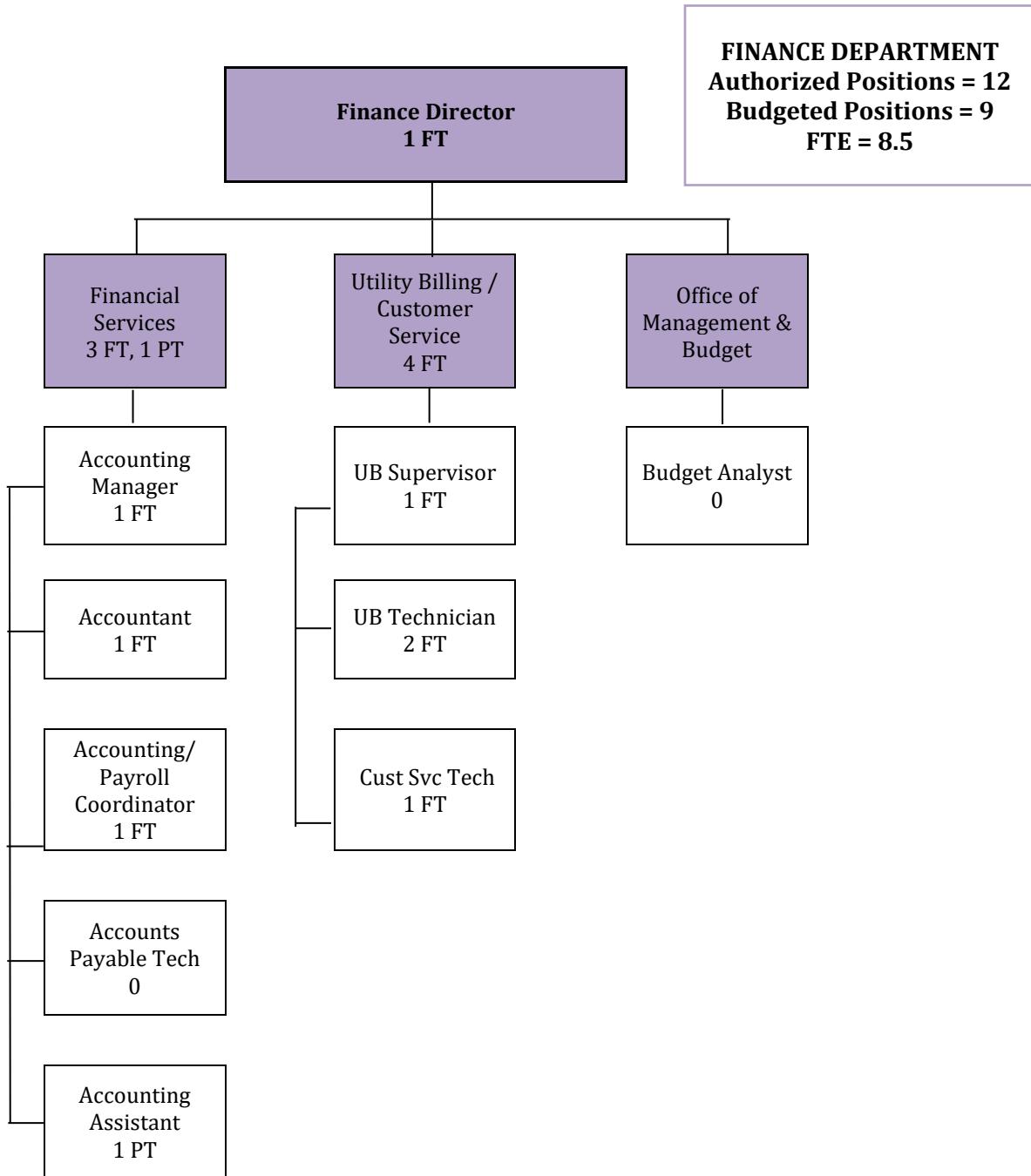
*Finance Director  
Jerry Gray, CPA*

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## **Areas of Responsibility:**

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

| Expenditures by Category   | Actual 19              | Estimated 20           | <b>Budget 21</b>              | Plan 22                | Plan 23                |
|----------------------------|------------------------|------------------------|-------------------------------|------------------------|------------------------|
| Personal Services          | \$ 642,041             | \$ 478,000             | <b>\$ 622,000</b>             | \$ 570,000             | \$ 587,000             |
| Operating Expenses         | 88,397                 | 68,000                 | <b>94,800</b>                 | 97,500                 | 105,100                |
| Solid Waste Services       | 2,231,583              | 2,559,777              | <b>2,406,000</b>              | 2,574,586              | 2,637,389              |
| Capital Outlay             | -                      | -                      | -                             | -                      | -                      |
| Other                      | <u>1,230,503</u>       | <u>1,232,738</u>       | <b><u>1,247,900</u></b>       | <u>1,248,575</u>       | <u>1,253,778</u>       |
| <br>Total                  | <br><u>\$4,192,524</u> | <br><u>\$4,338,515</u> | <br><b><u>\$4,370,700</u></b> | <br><u>\$4,490,661</u> | <br><u>\$4,583,264</u> |
| <br>No. of Positions       |                        |                        |                               |                        |                        |
| Full-time                  | 10                     | 10                     | <b>9</b>                      | 9                      | 9                      |
| Part-time                  | 2                      | 2                      | <b>0</b>                      | 0                      | 0                      |
| Seasonal                   | 0                      | 0                      | <b>0</b>                      | 0                      | 0                      |
| <br>Total No. of Positions | <br><u>12</u>          | <br><u>12</u>          | <br><b><u>9</u></b>           | <br>9                  | <br>9                  |
| <br>No. of FTE's           | <br><u>11</u>          | <br><u>11</u>          | <br><b><u>9</u></b>           | <br>9                  | <br>9                  |



**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> <div style="border: 2px solid red; padding: 5px; margin-bottom: 10px;"> <b>Beautiful Parks and Lakes</b> </div> <div style="border: 2px solid yellow; padding: 5px; margin-bottom: 10px;"> <b>Safe Neighborhoods</b> </div> <div style="border: 2px solid orange; padding: 5px; margin-bottom: 10px;"> <b>Robust Cultural Programs</b> </div> <div style="border: 2px solid green; padding: 5px; margin-bottom: 10px;"> <b>Quality Government Services</b> </div> <div style="border: 2px solid blue; padding: 5px; margin-bottom: 10px;"> <b>Community Pride</b> </div> <div style="border: 2px solid lightblue; padding: 5px; margin-bottom: 10px;"> <b>Preservation of Natural Resources</b> </div> <div style="border: 2px solid purple; padding: 5px; margin-bottom: 10px;"> <b>State-of-the-Art Commerce Centers</b> </div> | <p><b>Essential Priority</b></p> <div style="margin-bottom: 10px;">  <b>East/West Park Systems</b> </div> <div style="margin-bottom: 10px;">  <b>Expand Recreation Facilities</b> </div> <div style="margin-bottom: 10px;">  <b>Quality Public Safety Services</b> </div> <div style="margin-bottom: 10px;">  <b>Maintain Employee Morale</b> </div> <div style="margin-bottom: 10px;">  <b>Maintain and Expand Infrastructure</b> </div> <div style="margin-bottom: 10px;">  <b>Improve Interagency Communications</b> </div> <div style="margin-bottom: 10px;">  <b>Improve Quality of Neighborhoods</b> </div> <div style="margin-bottom: 10px;">  <b>Develop Maitland's Identity</b> </div> <div style="margin-bottom: 10px;">  <b>Engage &amp; Support the Business</b> </div> <div style="margin-bottom: 10px;">  <b>Water Quality and Conservation</b> </div> <div style="margin-bottom: 10px;">  <b>Improve Transportation City-wide</b> </div> <div style="margin-bottom: 10px;">  <b>Plan for Downtown Development</b> </div> |
|--|--|
|--|--|

# Finance Department

## FY 2022 City Workplan

### Finance - City Workplan

| Project & Description  | Project Timeline   |
|--|--|
| <b>State Revolving Fund (SRF) Loans</b> - Work with Public Works, State of Florida, and consultants in obtaining and monitoring the SRF loan program to finance Utility infrastructure improvements.   | Ongoing, started in Q1 FY 2019 with applications for 17-92 water mains and Lift Station 6 Force Main. In FY 2020, completed application for Dommerich Hills Sewer. |
| <b>FY 2023 Capital Improvements Program</b> - Update the City's Annual Capital Improvements Table in the Comprehensive Development Plan.   | This project will be completed in Q4 of FY 2022.   |
| <b>Lift Station #1</b> - Coordinate the construction of Lift Station # 1 with Public Works, SSNOCWTA and ultimate transfer of completed lift station to SSNOCWTA on City owned land.   | Design has been completed. Finance's role has not yet begun and is expected to begin in FY 2022  |
| <b>Special Assessments for Dommerich Hills Service Area</b> - The City to send non ad-valorem tax user roll to the Property Appraiser, Tax Collector, and Florida Department of Revenue resolution allowing residents hooking up to the City's sanitary sewer system the opportunity to pay connection fees over time. | This will occur after projects are completed in phases (2022 - 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.

| <b>Services:</b>                 |
|----------------------------------|
| • Accounting/Financial Reporting |
| • Accounts Payable               |
| • Payroll                        |
| • Treasury Management            |
| • Accounts Receivable            |
| • Cash Receipts                  |

| Expenditures by Category | Actual 20          | Estimated 21       | <b>Budget 22</b>   | Plan 23            | Plan 24            |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Personal Services        | \$ 407,497         | \$ 298,000         | <b>\$ 394,000</b>  | \$ 336,000         | \$ 346,000         |
| Operating Expenses       | 79,575             | 67,000             | <b>93,000</b>      | 87,000             | 95,000             |
| Capital Outlay           | -                  | -                  | -                  | -                  | -                  |
| Debt Service/Other       | 813,503            | 812,438            | <b>820,900</b>     | 818,575            | 820,778            |
| <b>Total</b>             | <b>\$1,300,575</b> | <b>\$1,177,438</b> | <b>\$1,307,900</b> | <b>\$1,241,575</b> | <b>\$1,261,778</b> |

| Budgeted Positions              |            |            |          |          |          |
|---------------------------------|------------|------------|----------|----------|----------|
| Full-time                       | 5          | 5          | <b>4</b> | 4        | 4        |
| Part-time                       | 1          | 1          | <b>0</b> | 0        | 0        |
| Seasonal                        | 0          | 0          | <b>0</b> | 0        | 0        |
| <b>Total Budgeted Positions</b> | <b>6</b>   | <b>6</b>   | <b>4</b> | <b>4</b> | <b>4</b> |
| <b>Total FTE</b>                | <b>5.5</b> | <b>5.5</b> | <b>4</b> | <b>4</b> | <b>4</b> |

# Finance Department: Financial Services Department Overview

## **FY 2021 Highlights**

- The Annual Financial Statement Audit/CAFR was completed in the second quarter and submitted to Council for approval
- Received 2021 GFOA Award for CAFR
- Monitor the spending and the outstanding loans for the City

## **FY 2022 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 2021, an increase from 519 in FY 2020
- An increase of 639 new business tax receipts issue

# Finance Department: Financial Services

## Department Workplan

### Finance - Departmental Workplan

| Project & Description  | Project Timeline  |
|--|---|
| <b>Annual Financial Statement Audit/CAFR Preparation</b> - The annual audit and CAFR preparation will be completed and submitted to the GFOA for the award program.  | Audit will begin in Q1 22 with issuance of the CAFR/Audit Reports by the end of Q2. |
| <b>Recycling Education Programs</b> - Customer Service division puts on recycling programs and has presence at the Earth Day event and the Maitland Rotary Arts Festival.  | Planned for Q1 and Q3 2022 as permitted by COVID-19 protocols.                      |
| <b>Annual Strategic Planning Session for FY 2023</b> - Annually, prior to the start of the budget cycle, City Council and City Department heads meet to discuss progress on current year workplans, review financial position and set the long range and immediate goals for the City.   | Planned for Q3 2022.  |
| <b>PCI Compliance</b> - The update City's Credit Card PCI compliance policy and compliance monitoring.   | Annual compliance requirement.  |
| <b>FEMA</b> - Work with various departments that were impacted by Hurricane Irma to ensure City provides proper documentation to FEMA for reimbursement of costs associated with Hurricane Irma.   | On-going throughout the year.   |
| <b>Casselberry Sewer Billing</b> - Work with the City of Casselberry to develop an interlocal agreement for the City of Casselberry to provide a billing and payment collection mechanism for City of Maitland sewer to be provided to Dommerich Hills and Mayo Avenue areas where the City of Casselberry provides potable water for when the City installs and connects residents to Maitland sewer. | Subject to the advancement of the Lift Station 1.                                   |

# Finance Department: Financial Services

## Department Overview

| Program Performance          | 2020<br>Actual   | 2021<br>Actual | 2021<br>Target |
|------------------------------|--|----------------|----------------|
| <b>Accounting</b>            |  |                |                |
| Workload:                    | # of CAFR's Issued   | 1              | 1              |
|                              | # of Annual Reports Filed with the State                           | 1              | 1              |
|                              | # of Monthly Financial Reports Prepared and Disseminated           | 12             | 12             |
|                              | # of Quarterly Financial Reports Prepared and Disseminated         | 2              | 4              |
|                              | # JE performed   | 664            | 460            |
|                              | # Budget Transfers   | 178            | 95             |
| Effectiveness:               | Awarded Cert. of Achievement for Excellence in Financial Reporting | Yes            | Yes            |
|                              | Unqualified Audit Opinion  | Yes            | Yes            |
| <b>Cash Receipts</b>         |  |                |                |
| Workload:                    | # of Cash Receipts (ACH UB POS)                                    | 2,915          | 2,926          |
| Efficiency:                  | % of Cash Receipts post in 2 Business Days of created              | 100%           | 100%           |
| <b>Business Tax Receipts</b> |  |                |                |
| Workload:                    | # of New Business Tax Registrations                                | 837            | 639            |
|                              | # of Business Tax Renewals Billed                                  | 5,047          | 4,831          |
| Efficiency:                  | % of BT Receipts within 2 Business Days of Approval                | 100%           | 100%           |
| <b>Accounts Payable</b>      |  |                |                |
| Workload:                    | # of Purchase Orders   | 748            | 631            |
|                              | # of Invoices  | 11,207         | 10,183         |
|                              | # of Checks Issued   | 3,598          | 3,184          |
|                              | # of New Vendors Added / Updated                                   | 1,589          | 1,017          |
| Efficiency:                  | % of Payments Processed in 3 Business Days of Receipt              | 100%           | 100%           |
| Effectiveness:               | % of Checks Issued Requiring Adjustments.                          | 0.01%          | 0.01%          |
| <b>Lien Searches</b>         |  |                |                |
| Workload:                    | # of Lien Searches   | 519            | 446            |
| Efficiency:                  | % of Lien Searches Completed Within 7 Business Days                | 100%           | 99%            |
| <b>Payroll</b>               |  |                |                |
| Workload:                    | # of Employees   | 227            | 227            |
|                              | # of Pay Periods   | 26             | 26             |
|                              | # of Pay Checks / Direct Deposits Processed                        | 5,826          | 5,773          |
| Efficiency:                  | % of Payroll Checks Issued on Time                                 | 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 20          | Estimated 21       | Budget 22          | Plan 23            | Plan 24            |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Personal Services        | \$ 185,991         | \$ 180,000         | \$ 228,000         | \$ 234,000         | \$ 241,000         |
| Operating Expenses       | 7,347              | 1,000              | 1,800              | 10,500             | 10,100             |
| Solid Waste Services     | 2,231,583          | 2,559,777          | 2,406,000          | 2,574,586          | 2,637,386          |
| Transfer to General Fund | 417,000            | 420,300            | 427,000            | 430,000            | 433,000            |
| <b>Total</b>             | <b>\$2,841,921</b> | <b>\$3,161,077</b> | <b>\$3,062,800</b> | <b>\$3,249,086</b> | <b>\$3,321,486</b> |

## Budgeted Positions

|                                 |            |            |          |          |          |
|---------------------------------|------------|------------|----------|----------|----------|
| Full-time                       | 4          | 4          | 4        | 4        | 4        |
| Part-time                       | 1          | 1          | 0        | 0        | 0        |
| Seasonal                        | 0          | 0          | 0        | 0        | 0        |
| <b>Total Budgeted Positions</b> | <b>5</b>   | <b>5</b>   | <b>4</b> | <b>4</b> | <b>4</b> |
| <b>Total FTE</b>                | <b>4.5</b> | <b>4.5</b> | <b>4</b> | <b>4</b> | <b>4</b> |

# Finance Department: Citizen Services

## Department Overview

### **FY 2021 Highlights**

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

### **FY 2022 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 95% in FY 2019 to 100% in FY 2020 and continue at 100% in FY 2021
- Reduced commercial complaints/calls from 64 in FY 2019 to 20 in FY 2020, and 32 in FY 2021
- Continue to issue bills on schedule.

# Finance Department: Citizen Services

## Department Overview

| Program Performance                   |   | 2020 Actual | 2021 Actual | 2022 Target |
|---------------------------------------|---|-------------|-------------|-------------|
| <b><i>Utility Billing</i></b>         |   |             |             |             |
| 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%         |
| <b><i>Residential Solid Waste</i></b> |   |             |             |             |
| 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%         |
| <b><i>Commercial Solid Waste</i></b>  |   |             |             |             |
| 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%         |

# 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.



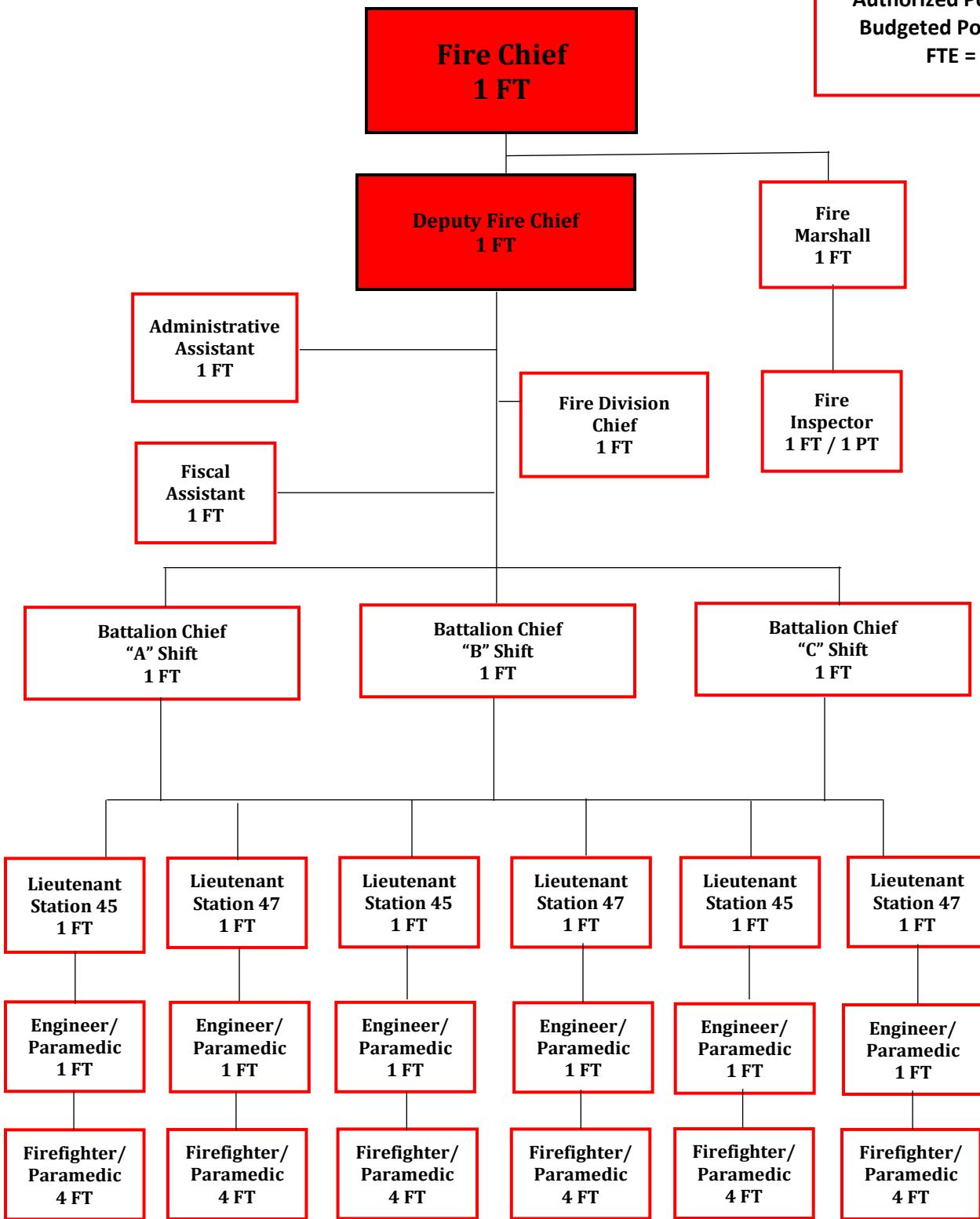
## Areas of Responsibility:

- Administration
- Life Safety
- Emergency and Health Operations

*Fire Chief  
William M. Watts*

| Expenditures by Category     | Actual 20        | Estimated 21    | <b>Budget 22</b>       | Plan 23         | Plan 24          |
|------------------------------|------------------|-----------------|------------------------|-----------------|------------------|
| Personal Services            | \$4,803,828      | \$ 5,001,000    | <b>\$ 5,172,000</b>    | \$ 5,326,000    | \$ 5,486,000     |
| Operating Expenses           | 639,895          | 760,220         | <b>970,000</b>         | 992,110         | 1,043,570        |
| Capital Outlay               | 178,897          | 54,780          | <b>70,000</b>          | 114,000         | 105,000          |
| <br>Total                    | <br>\$ 5,622,620 | <br>\$ 5,816,00 | <br><b>\$6,212,000</b> | <br>\$6,432,110 | <br>\$ 6,634,570 |
| <br>Budgeted Positions       |                  |                 |                        |                 |                  |
| Full-time                    | 46               | 46              | <b>46</b>              | 46              | 46               |
| Part-time                    | 0                | 0               | <b>1</b>               | 1               | 1                |
| Seasonal                     | 0                | 0               | <b>0</b>               | 0               | 0                |
| <br>Total Budgeted Positions | <br>46           | <br>46          | <br><b>47</b>          | <br>47          | <br>47           |
| <br>Total FTE                | <br>46.0         | <br>47.0        | <br><b>46.5</b>        | <br>46.5        | <br>46.5         |

**FIRE AND RESCUE**  
**Authorized Positions = 47**  
**Budgeted Positions = 47**  
**FTE = 46.5**



**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> <div style="border: 2px solid red; padding: 5px; margin-bottom: 10px;"> <b>Beautiful Parks and Lakes</b> </div> <div style="border: 2px solid yellow; padding: 5px; margin-bottom: 10px;"> <b>Safe Neighborhoods</b> </div> <div style="border: 2px solid orange; padding: 5px; margin-bottom: 10px;"> <b>Robust Cultural Programs</b> </div> <div style="border: 2px solid green; padding: 5px; margin-bottom: 10px;"> <b>Quality Government Services</b> </div> <div style="border: 2px solid blue; padding: 5px; margin-bottom: 10px;"> <b>Community Pride</b> </div> <div style="border: 2px solid lightblue; padding: 5px; margin-bottom: 10px;"> <b>Preservation of Natural Resources</b> </div> <div style="border: 2px solid purple; padding: 5px; margin-bottom: 10px;"> <b>State-of-the-Art Commerce Centers</b> </div> | <p><b>Essential Priority</b></p> <div style="margin-bottom: 10px;">  <b>East/West Park Systems</b> </div> <div style="margin-bottom: 10px;">  <b>Expand Recreation Facilities</b> </div> <div style="margin-bottom: 10px;">  <b>Quality Public Safety Services</b> </div> <div style="margin-bottom: 10px;">  <b>Maintain Employee Morale</b> </div> <div style="margin-bottom: 10px;">  <b>Maintain and Expand Infrastructure</b> </div> <div style="margin-bottom: 10px;">  <b>Improve Interagency Communications</b> </div> <div style="margin-bottom: 10px;">  <b>Improve Quality of Neighborhoods</b> </div> <div style="margin-bottom: 10px;">  <b>Develop Maitland's Identity</b> </div> <div style="margin-bottom: 10px;">  <b>Engage &amp; Support the Business</b> </div> <div style="margin-bottom: 10px;">  <b>Water Quality and Conservation</b> </div> <div style="margin-bottom: 10px;">  <b>Improve Transportation City-wide</b> </div> <div style="margin-bottom: 10px;">  <b>Plan for Downtown Development</b> </div> |
|--|--|
|--|--|

## Fire & Rescue - City Workplan

| Project & Description   | Project Timeline  |
|---|---|
| <b>Accreditation (CPSE)</b> - Submit the Annual Compliance Report (ACR)   | Working with staff  |
| <b>CAAS Re-Accreditation</b>  | On schedule 2022  |
| <b>ISO</b>  | 3 Qtr   |
| <b>Fire Station 45 Expansion</b>  | Study in progress   |
| <b>Objective 8D - Continuity of Operations Plan</b> - the department will develop a Continuity Of Operations Plan (COOP). A COOP addresses emergencies from an all-hazards approach. It establishes policies and guidance ensure that critical functions continue and that personnel and resources are relocated to an alternate facility in case of emergencies.   | 1 <sup>st</sup> Qtr 2022  |
| <b>Fleet</b> - The department will evaluate replacing Tower 45 before the end of its normal life cycle.   | In process through 2022   |
| <b>Fire Station 47 Remodel Scope of Work</b> - The department is working with ACI on a scope of work to remodel Station 47  | Scope of work established with ACI - Proposal expected by Q2 of FY 22.  |
| <b>Additional Personnel</b> - The department submitted a budget recommendation for an additional 15 firefighter paramedics over a four year period. Three firefighters will be hired during Q2 of each year. Once all 15 of these firefighters paramedics are hired, the department will place another engine into service. This engine will be housed at Station 45 and will accompany the Tower, Rescue, and Battalion as fully staffed vehicles. These firefighter paramedics are needed due to maintain the level of service to the City with the increased growth. | Budget recommendation completed (Watts) - this recommendation was not implemented into FY22's budget by City Council. Will continue to work with City Hall on its implementation in FY23. |

## Fire & Rescue - Departmental Workplan

| Project & Description  | Project Timeline     |
|--|----------------------|
| <b>FirstNet System</b> - Evaluate, Educate, and train personnel on the capabilities of the FirstNet System | Start in Q2 of FY 22 |
| <b>Traffic Control Devices</b> - installing in vehicles and traffic signals                                | Q2 FY 22 – Q2 FY 23  |
| <b>Maitland/Apopka burn building</b>   | Q1 FY 23             |

# 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.

| <b>Services:</b>                                   |
|--|
| • Administrative Support                           |
| • Training and Accreditation                       |
| • Citizen Communications and Public Education      |
| • Fire and Life Safety Plans Review and Inspection |



| Expenditures by Category        | Actual 20         | Estimated 21      | <b>Budget 22</b>  | Plan 23           | Plan 24           |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services               | \$ 301,062        | \$ 300,000        | <b>\$ 284,000</b> | \$ 292,000        | \$ 301,000        |
| Operating Expenses              | 1,730             | 2,000             | <b>6,196</b>      | 12,366            | 13,966            |
| Capital Outlay                  | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>                    | <b>\$ 302,792</b> | <b>\$ 302,000</b> | <b>\$ 290,196</b> | <b>\$ 304,366</b> | <b>\$ 314,966</b> |
| <hr/>                           |                   |                   |                   |                   |                   |
| Budgeted Positions              |                   |                   |                   |                   |                   |
| Full-time                       | 2                 | 3                 | <b>3</b>          | 3                 | 3                 |
| Part-time                       | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| Seasonal                        | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| <b>Total Budgeted Positions</b> | <b>2</b>          | <b>3</b>          | <b>3</b>          | <b>3</b>          | <b>3</b>          |
| <b>Total FTE</b>                | <b>2</b>          | <b>3</b>          | <b>3</b>          | <b>3</b>          | <b>3</b>          |

# Fire Department: Administration

## Department Overview

### **FY 2021 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 2022 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 2020, increasing to 90% in FY 21
- 1,144 hours of Officer Development training hours completed in FY 2021, decrease from 1253 in FY 2020 due to COVID

# Fire Department: Administration

## Department Overview

| Program Performance                                  | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|--|----------------|----------------|----------------|
| <b>Fire Prevention Community Outreach</b>            |                |                |                |
| # of Smoke Alarms Installed                          | 22             | 9              | 20             |
| # of Public Education Hours Delivered                | 3097           | 4804           | 3500           |
| <b>Nuisance Alarm Activation Mitigation</b>          |                |                |                |
| # 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              |
| <b>Fire Safety Inspections</b>                       |                |                |                |
| # of Annual Inspections Accomplished                 | 575            | 530            | 500            |
| <b>Fire Hazards Identified and Corrected</b>         |                |                |                |
| % 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 20            | Estimated 21        | Budget 22           | Plan 23             | Plan 24             |
|--------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services        | \$ 4,502,766         | \$ 4,701,000        | \$ 4,888,000        | \$ 5,034,000        | \$ 5,185,000        |
| Operating Expenses       | 638,165              | 758,220             | 963,804             | 979,744             | 1,029,604           |
| Capital Outlay           | 178,897              | 54,780              | 70,000              | 114,000             | 105,000             |
| <b>Total</b>             | <b>\$ 55,319,828</b> | <b>\$ 5,514,000</b> | <b>\$ 5,921,804</b> | <b>\$ 6,127,744</b> | <b>\$ 6,319,604</b> |

### Budgeted Positions

|                                 |             |             |             |             |             |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Full-time                       | 43          | 42          | <b>42</b>   | 42          | 42          |
| Part-time                       | 0           | 1           | <b>1</b>    | 1           | 1           |
| Seasonal                        | 0           | 0           | <b>0</b>    | 0           | 0           |
| <b>Total Budgeted Positions</b> | <b>43</b>   | <b>43</b>   | <b>43</b>   | <b>43</b>   | <b>43</b>   |
| <b>Total FTE</b>                | <b>43.0</b> | <b>42.5</b> | <b>42.5</b> | <b>42.5</b> | <b>42.5</b> |

# Fire Department: Emergency and Health Ops

## Department Overview

### FY 2021 Highlights

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

### FY 2022 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 2021, a slight decrease from 3,905 in FY 2020
- A total of 786 instances of automatic aid were given in FY 2021, down from 1,105 in FY 2020

# Fire Department: Emergency and Health Ops

## Department Overview

| Program Performance                                      | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|--|----------------|----------------|----------------|
| <b><u>Emergency Response Totals</u></b>                  |                |                |                |
| <b># Calls for MFRD (All)</b>                            | <b>3,905</b>   | <b>3,398</b>   | <b>4,100</b>   |
| # 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              |

# 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.

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

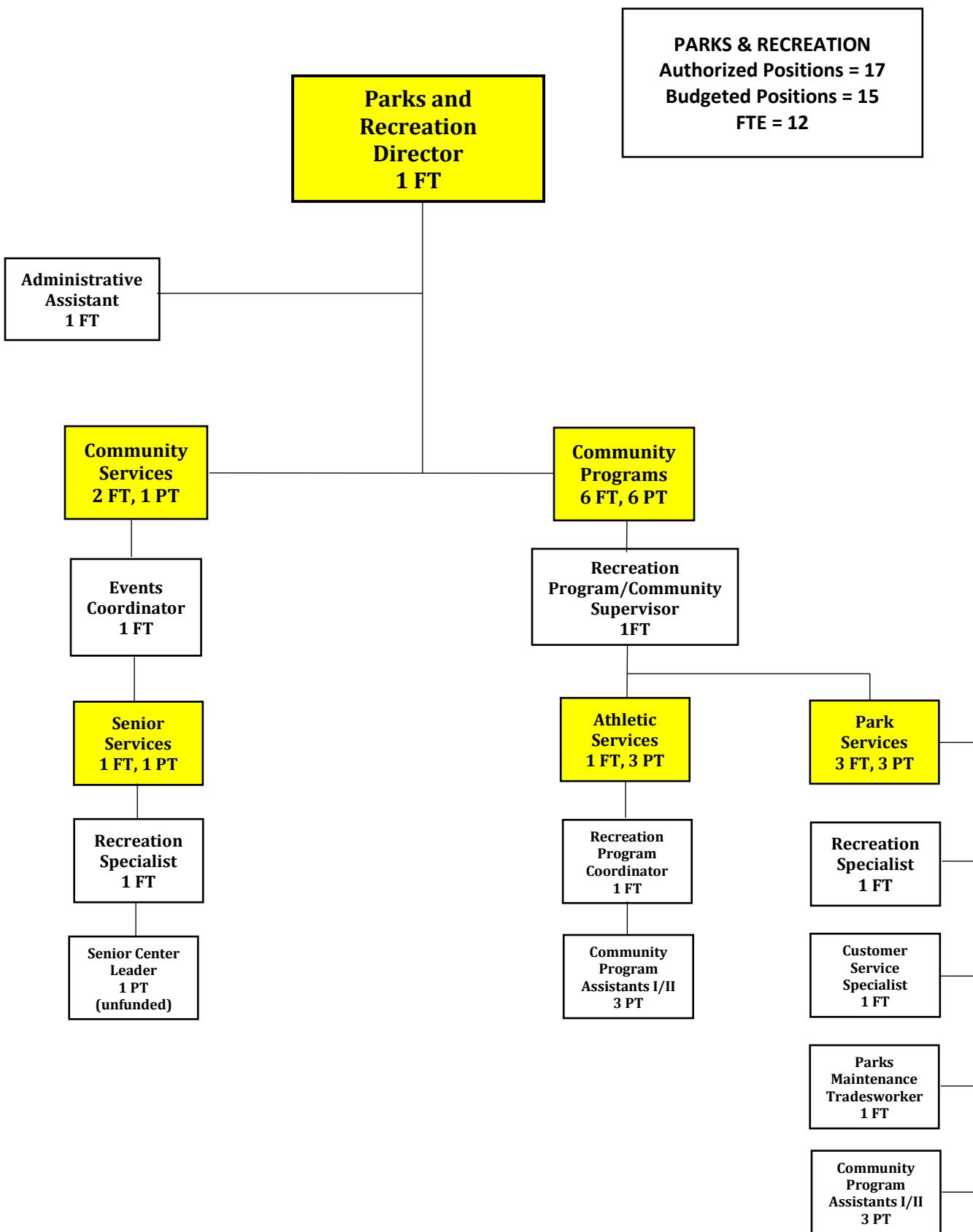


*Director  
Jay H. Conn*

| Expenditures by Category | Actual 20           | Estimated 21        | <b>Budget 22</b>    | Plan 23             | Plan 24             |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services        | \$ 779,733          | \$ 771,000          | <b>\$ 838,000</b>   | \$ 859,700          | \$ 885,301          |
| Operating Expenses       | 254,079             | 246,113             | <b>366,000</b>      | 364,726             | 364,726             |
| Capital Outlay           | 165,728             | 376,887             | <b>60,000</b>       | 497,000             | 75,000              |
| Other                    | 2,802               | -                   | <b>4,000</b>        | 4,000               | 4,000               |
| <b>Total</b>             | <b>\$ 1,202,342</b> | <b>\$ 1,394,000</b> | <b>\$ 1,268,000</b> | <b>\$ 1,725,426</b> | <b>\$ 1,329,027</b> |

## Budgeted Positions

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



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

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

## Parks & Recreation - City Workplan

| Project & Description  | Project Timeline   |
|--|--|
| <b>Maitland Middle School Usage</b> - Initiate discussions and negotiation where appropriate with OCPS for possible conversion of the Quad area to a City operated park            | Ongoing  |
| <b>Ft. Maitland Park Construction</b> - 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 Q1 FY23. Bids will be obtained in Q3 and construction to begin in Q4. |
| <b>Covid 19 Response</b> - As appropriate, modify recreational programming and re-integrate programming with the senior center, event programming, instructional programming, etc. | Ongoing  |
| <b>Boardwalk Grant</b> - Complete and submit grant application for the Maitland Community Park boardwalk widening.   | Awaiting State approval  |

## Parks & Recreation - Departmental Workplan

| Project & Description  | Project Timeline  |
|--|---|
| <b>Season of Light</b> -An annual event which features the lighting of the City Holiday Tree and provides residents the opportunity to celebrate the holiday season in a family event that is highlighted by activities, music, and lighted decorations.   | Ongoing   |
| <b>Screen on the Green</b> -This program features the presentation of family oriented motion pictures on an outdoor movie screen in various park locations. Hosted during the spring and fall months this program makes effective use of Quinn Strong and other parks during a time when sunset occurs early in the evening. Attendance ranges from 400 to 1,000 people. | Movies scheduled to resume in Independence Square Park opens Q1 FY22. |
| <b>Hop To It</b> - An Easter themed family event held at the Maitland Community Park.  | Ongoing   |
| <b>Getdown Downtown</b> - This monthly downtown event on Independence Lane will be held through May.   | Ongoing   |
| <b>Employee Thanksgiving Turkey Distribution</b> - An annual turkey gift for full-time and part-time employees.  | Turkeys distribution scheduled for November.                          |
| <b>Employee's Recognition Holiday Luncheon</b> - City of Maitland employees attend this annual holiday event each December to recognize length in service and safety record awards.  | Scheduled for FY22  |
| <b>Volunteer Appreciation Event</b> - This evening event recognized the volunteer work of residents who serve on city boards.  | Ongoing   |

# Parks & Recreation: Administration

## Department Overview

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

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



| Expenditures by Category | Actual 20      | Estimated 21   | <b>Budget 22</b>      | Plan 23        | Plan 24       |
|--------------------------|----------------|----------------|-----------------------|----------------|---------------|
| Personal Services        | \$ 195,598     | \$ 211,000     | <b>\$ 210,000</b>     | \$ 216,000     | \$ 222,000    |
| Operating Expenses       | 30,052         | 33,113         | <b>28,000</b>         | 28,343         | 28,343        |
| Capital Outlay           | 165,728        | 376,887        | <b>60,000</b>         | 497,000        | 75,000        |
| Other                    | 2,802          | -              | <b>4,000</b>          | 4,000          | 4,000         |
| <br>Total                | <br>\$ 394,180 | <br>\$ 621,000 | <br><b>\$ 302,000</b> | <br>\$ 745,343 | <br>\$329,343 |

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

## Parks & Recreation: Administration Department Overview

### **FY 2021 Highlights**

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

### **FY 2022 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 20     | Estimated 21  | Budget 22            | Plan 23       | Plan 24       |
|--------------------------|---------------|---------------|----------------------|---------------|---------------|
| Personal Services        | \$ 58,097     | \$ 59,000     | \$ <b>62,000</b>     | \$ 63,000     | \$ 65,000     |
| Operating Expenses       | 9,810         | 5,000         | <b>9,000</b>         | 8,522         | 8,522         |
| Capital Outlay           | -             | -             | -                    | -             | -             |
| Other                    | -             | -             | -                    | -             | -             |
| <br>Total                | <br>\$ 67,907 | <br>\$ 64,000 | <br><b>\$ 71,000</b> | <br>\$ 71,522 | <br>\$ 73,522 |

### Budgeted Positions

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

## **Parks & Recreation: Senior Services Department Overview**

### **FY 2021 Highlights**

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

### **FY 2022 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  | 2020<br>Actual | 2021<br>Actual* | 2022<br>Target |
|--|----------------|-----------------|----------------|
| <b>Program Participation</b>   |                |                 |                |
| <b>Senior Center Programs</b>  |                |                 |                |
| Workload: # of programs offered during the Quarter   | 1,365          | unknown         | unknown        |
| Effectiveness: # of unduplicated seniors served at the Senior Center per quarter                         | 741            | unknown         | unknown        |
| <b>Customer Services</b>   |                |                 |                |
| Phone Inquiries: # of phone inquiries handled  | 1,965          | 1,500           | 1,500          |
| Service Seminar Attendance: # of participants attending seminars this quarter                            | 523            | unknown         | unknown        |
| <b>Outreach/Marketing</b>  |                |                 |                |
| <b>Outreach Program for Senior Center</b>  |                |                 |                |
| Workload: # of contacts in person, by phone and by mail/e-mail, with seniors to encourage participation. | 764            | unknown         | unknown        |
| Effectiveness:   | 139            | unknown         | 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 20      | Estimated 21   | <b>Budget 22</b>      | Plan 23        | Plan 24        |
|--------------------------|----------------|----------------|-----------------------|----------------|----------------|
| Personal Services        | \$ 357,427     | \$ 326,000     | <b>\$ 380,000</b>     | \$ 390,700     | \$ 402,301     |
| Operating Expenses       | 38,922         | 63,000         | <b>79,000</b>         | 79,527         | 79,527         |
| Capital Outlay           | -              | -              | -                     | -              | -              |
| Other                    | -              | -              | -                     | -              | -              |
| <br>Total                | <br>\$ 396,349 | <br>\$ 389,000 | <br><b>\$ 459,000</b> | <br>\$ 470,227 | <br>\$ 481,828 |

### Budgeted Positions

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

## **Parks & Recreation: Park Services Department Overview**

### **FY 2021 Highlights**

- Responded well and adapted to conditions related to COVID

### **FY 2022 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 2020 to 6,713 in FY 2021
- Saw a decrease in total racquetball court reservations from 631 in FY 2020 to 432 in FY 2021
- There was a decrease in total usage at the basketball courts due to COVID.

# Parks & Recreation: Park Services

## Department Overview

| Program Performance            |              | 2020 Actual | 2021 Actual | 2022 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 20         | Estimated 21      | <b>Budget 22</b>  | Plan 23           | Plan 24           |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services        | \$ 79,779         | \$ 83,000         | <b>\$ 88,000</b>  | \$ 90,000         | \$ 93,000         |
| Operating Expenses       | 97,270            | 113,000           | <b>116,000</b>    | 115,122           | 115,122           |
| Capital Outlay           | -                 | -                 | -                 | -                 | -                 |
| Other                    | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>             | <b>\$ 177,049</b> | <b>\$ 196,000</b> | <b>\$ 204,000</b> | <b>\$ 205,122</b> | <b>\$ 208,122</b> |

### Budgeted Positions

|                                 |            |            |            |            |            |
|---------------------------------|------------|------------|------------|------------|------------|
| Full-time                       | 1          | 1          | <b>1</b>   | 1          | 1          |
| Part-time                       | 3          | 3          | <b>3</b>   | 3          | 3          |
| Seasonal                        | 0          | 0          | <b>0</b>   | 0          | 0          |
| <b>Total Budgeted Positions</b> | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   | <b>4</b>   |
| <b>Total FTE</b>                | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> |

# Parks & Recreation: Athletic Services

## Department Overview

### **FY 2021 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 2022 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   | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|---|----------------|----------------|----------------|
| <b>Adult Sports Programs</b>  |                |                |                |
| Workload: # participants served Adult OPEN GYM                            | 826            | 339            | 500            |
| # participants served Adult Basketball League                             | 240            | 87             | 120            |
| <b>Youth Basketball Program</b>   |                |                |                |
| 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%           |
| <b>Basketball Clinics and other Instructional Programs</b>                |                |                |                |
| 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%           |
| <b>Contracted Sports Providers (MLL/MSC/Mosquito Sports flag football</b> |                |                |                |
| 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 20             | Estimated 21          | <b>Budget 21</b>             | Plan 22               | Plan 23               |
|--------------------------|-----------------------|-----------------------|------------------------------|-----------------------|-----------------------|
| Personal Services        | \$ 88,832             | \$ 92,000             | <b>\$ 98,000</b>             | \$ 100,000            | \$ 103,000            |
| Operating Expenses       | 78,025                | 32,000                | <b>134,000</b>               | 133,212               | 133,212               |
| Capital Outlay           | -                     | -                     | -                            | -                     | -                     |
| Contributions            | -                     | -                     | -                            | -                     | -                     |
| <br>Total                | <br><u>\$ 166,857</u> | <br><u>\$ 124,000</u> | <br><u><b>\$ 232,000</b></u> | <br><u>\$ 233,212</u> | <br><u>\$ 236,212</u> |

### Budgeted Positions

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

# Parks & Recreation: Community Events

## Department Overview

### FY 2021 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 2022 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 2021 by 33% due to COVID, hope to improve in FY 2022

## Parks & Recreation: Community Events Department Overview

| Program Performance                  | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|--------------------------------------|----------------|----------------|----------------|
| <b>Community Events Participants</b> |                |                |                |
| 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         |

# 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.



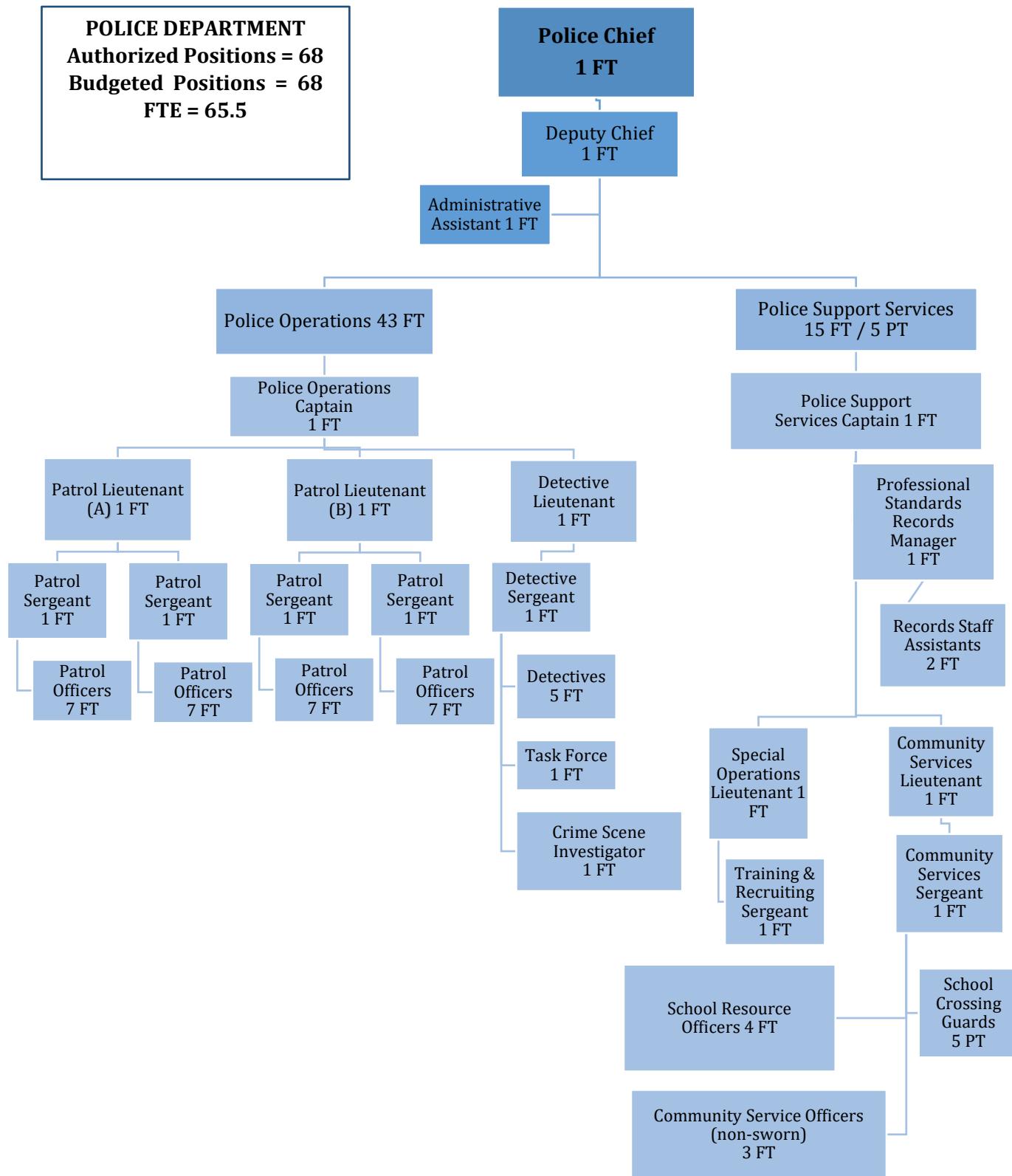
## Areas of Responsibility:

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

*Police Chief  
David W. Manuel*

| Expenditures by Category        | Actual 20           | Estimated 21        | Budget 20           | Plan 23             | Plan 24             |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services               | \$ 5,678,824        | \$ 5,665,000        | <b>\$ 6,292,000</b> | \$ 6,556,000        | \$ 6,753,000        |
| Operating Expenses              | 1,159,511           | 1,188,255           | <b>1,324,000</b>    | 1,292,575           | 1,291,392           |
| Capital Outlay                  | -                   | 257,745             | 249,000             | 120,000             | 120,000             |
| <b>Total</b>                    | <b>\$ 6,838,335</b> | <b>\$ 7,111,000</b> | <b>\$ 7,865,000</b> | <b>\$ 7,968,575</b> | <b>\$ 8,164,392</b> |
| <hr/>                           |                     |                     |                     |                     |                     |
| Budgeted Positions              |                     |                     |                     |                     |                     |
| Full-time                       | 59                  | 61                  | <b>63</b>           | 63                  | 63                  |
| Part-time                       | 5                   | 5                   | <b>5</b>            | 5                   | 5                   |
| Seasonal                        | 0                   | 0                   | <b>0</b>            | 0                   | 0                   |
| <b>Total Budgeted Positions</b> | <b>64</b>           | <b>66</b>           | <b>68</b>           | <b>68</b>           | <b>68</b>           |
| Total FTE                       | 61.5                | 63.5                | <b>65.5</b>         | 65.5                | 65.5                |
| Personal Services               | \$5,678,824         | \$ 5,665,000        | <b>\$6,292,000</b>  | \$ ,556,000         | \$6,753,000         |

**POLICE DEPARTMENT**  
**Authorized Positions = 68**  
**Budgeted Positions = 68**  
**FTE = 65.5**



# 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.



| <b><u>Services:</u></b>                         |
|---|
| • Departmental Oversight                        |
| • City Workplan Implementation and Coordination |
| • Administrative Support                        |

| Expenditures by Category | Actual 20         | Estimated 21      | <b>Budget 22</b>  | Plan 23           | Plan 24           |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services        | \$ 201,370        | \$ 218,000        | <b>\$ 226,000</b> | \$ 232,000        | \$ 239,000        |
| Operating Expenses       | 6,135             | 6,000             | <b>12,000</b>     | 10,393            | 9,918             |
| Capital Outlay           | -                 | -                 | -                 | -                 | -                 |
| Other                    | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>             | <b>\$ 207,505</b> | <b>\$ 224,000</b> | <b>\$ 238,000</b> | <b>\$ 242,393</b> | <b>\$ 248,918</b> |

| Budgeted Positions              |            |            |            |     |     |
|---------------------------------|------------|------------|------------|-----|-----|
| Full-time                       | 2          | 2          | <b>2</b>   | 2   | 2   |
| Part-time                       | 0          | 0          | <b>0</b>   | 0   | 0   |
| Seasonal                        | 0          | 0          | <b>0</b>   | 0   | 0   |
| <b>Total Budgeted Positions</b> | <b>2</b>   | <b>2</b>   | <b>2</b>   | 2   | 2   |
| <b>Total FTE</b>                | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | 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 20          | Estimated 21        | <b>Budget 22</b>   | Plan 23            | Plan 24            |
|--------------------------|--------------------|---------------------|--------------------|--------------------|--------------------|
| Personal Services        | \$ 4,988,665       | \$ 4,789,000        | <b>\$5,380,000</b> | \$5,618,000        | \$ 5,787,000       |
| Operating Expenses       | 344,831            | 360,255             | <b>438,000</b>     | 382,644            | 357,644            |
| Capital Outlay           |                    | 257,745             | <b>249,000</b>     | 120,000            | 120,000            |
| <b>Total</b>             | <b>\$ 5,33,496</b> | <b>\$ 5,407,000</b> | <b>\$ 6067,000</b> | <b>\$6,120,644</b> | <b>\$6,264,644</b> |

|                                 |             |             |             |             |             |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Budgeted Positions              |             |             |             |             |             |
| Full-time                       | 51          | 52          | <b>55</b>   | 55          | 55          |
| Part-time                       | 5           | 5           | <b>5</b>    | 5           | 5           |
| Seasonal                        | 0           | 0           | <b>0</b>    | 0           | 0           |
| <b>Total Budgeted Positions</b> | <b>56</b>   | <b>57</b>   | <b>60</b>   | 60          | 60          |
| <b>Total FTE</b>                | <b>53.5</b> | <b>54.5</b> | <b>57.5</b> | <b>57.5</b> | <b>57.5</b> |

# Police Department: Police Operations

## Department Overview

### **FY 2021 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 2022 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**

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

# Police Department: Police Operations

## Department Overview

| Program Performance                                      | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|--|----------------|----------------|----------------|
| <b>Patrol Operations</b>                                 |                |                |                |
| Workload: # of Calls for Service                         | 35,623         | 32,653         | 37,000         |
| Efficiency: # of Arrests                                 | 783            | 527            | 800            |
| <b>Crash Investigation</b>                               |                |                |                |
| Workload: # of Crash Investigations                      | 950            | 710            | 1,000          |
| Workload: # of Crash Fatalities                          | 3              | 3              | 0              |
| <b>Vehicle Crash Reduction</b>                           |                |                |                |
| 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%         |
| <b>Traffic Enforcement</b>                               |                |                |                |
| 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.



| <b><u>Services:</u></b>   |
|---------------------------|
| • Criminal Investigations |
| • Community Policing      |
| • Professional Standards  |
| • Records Management      |

| Expenditures by Category | Actual 19           | Estimated 20        | <b>Budget 21</b>    | Plan 22             | Plan 23             |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services        | \$ 488,789          | \$ 658,000          | <b>\$ 686,000</b>   | \$ 706,000          | \$ 727,000          |
| Operating Expenses       | 808,545             | 822,000             | <b>874,000</b>      | 899,538             | 923,830             |
| Capital Outlay           | -                   | -                   | -                   | -                   | -                   |
| <b>Total</b>             | <b>\$ 1,297,334</b> | <b>\$ 1,480,000</b> | <b>\$ 1,560,000</b> | <b>\$ 1,605,538</b> | <b>\$ 1,650,830</b> |

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

# Police Department: Police Operations

## Department Overview

### **FY 2021 Highlights**

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

### **FY 2022 Program Goals**

#### **Safe Neighborhoods**

- Obtain federal grants
- Continue task force participation

#### **Quality Government Services**

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

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

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

# Police Department: Police Operations

## Department Overview

| Program Performance   | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|---|----------------|----------------|----------------|
| <b>Training</b>   |                |                |                |
| 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%           |
| <b>Records</b>  |                |                |                |
| 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%           |
| <b>Education/Crime Prevention</b>                             |                |                |                |
| Workload: # of Contact Hours                                  | 848            | 210            | 800            |
| Efficiency: # of Residents/Business People Participating      | 16,861         | 4,172          | 15,000         |
| <b>Criminal Investigations</b>                                |                |                |                |
| 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

|  |  |
|--|--|
| <p><b>Re-Accreditation</b> - The Department is scheduled for re-accreditation mid 2022; however, this program is on-going and the Department is continually changing policies to remain compliant with current accreditation standards. Proofs of compliance are generated and submitted on an annual basis.</p> | <p>Project completed with Department receiving re-accreditation status in late 2022.</p> |
|--|--|

| Police Operations and Support Services - Departmental Workplan   |  |
|--|--|
| Project & Description  | Project Timeline   |
| <p><b>D.O.J. Grant Program</b> - The Department applied for a Department of Justice Discretionary JAG grant.</p>   | <p>Funds awarded used to supplement rifle acquisition.</p>   |
| <p><b>Policy and Review</b> - The Police Department is continuing to review polices and procedures that evolve due to changes in laws, procedures and fiscal restrictions. Currently, members of the Department are in the process of reviewing, revising and reorganizing the Department's current policy manual to more accurately reflect the mission, values, policies and procedures of our Department.</p> | <p>Final dissemination of new policy manual is expected to occur after re-accreditation in March 2022.</p> |
| <p><b>Recruiting Team</b> - 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.</p>  | <p>This is an on-going project.</p>  |
| <p><b>Specialized Training Program</b> - 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.</p>   | <p>This is an on-going project.</p>  |

# 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*

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

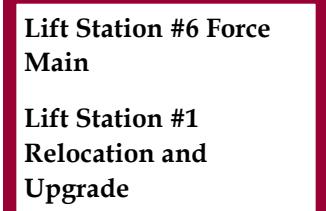
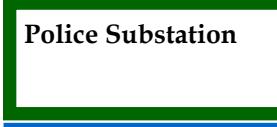
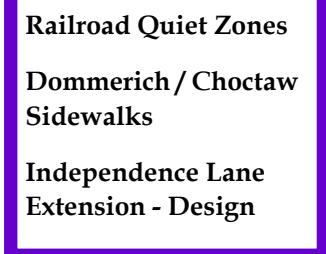
| Expenditures by Category | Actual 20         | Estimated 21      | <b>Budget 22</b>         | Plan 23           | Plan 24           |
|--------------------------|-------------------|-------------------|--------------------------|-------------------|-------------------|
| Personal Services        | \$ 3,787,860      | \$ 3,946,000      | <b>\$ 4,799,000</b>      | \$ 5,067,940      | \$ 5,223,540      |
| Operating Expenses       | 9,443,470         | 10,887,554        | <b>12,516,370</b>        | 12,202,540        | 12,293,217        |
| Capital Outlay           | 4,361,403         | 16,153,046        | <b>4,092,500</b>         | 3,720,660         | 10,418,240        |
| Other                    | 236,800           | 236,800           | <b>219,900</b>           | -                 | -                 |
| Utility Debt Service     | 679,704           | 847,000           | <b>1,259,000</b>         | 1,414,800         | 1,457,300         |
| <br>Total                | <br>\$ 18,509,237 | <br>\$ 32,070,400 | <br><b>\$ 22,886,770</b> | <br>\$ 22,405,940 | <br>\$ 29,392,207 |

| Budgeted Positions           | 69     | 69     | <b>74</b>     | 74     | 74     |
|------------------------------|--------|--------|---------------|--------|--------|
| Full-time                    | 69     | 69     | <b>74</b>     | 74     | 74     |
| Part-time                    | 0      | 0      | <b>0</b>      | 0      | 0      |
| Seasonal                     | 0      | 0      | <b>0</b>      | 0      | 0      |
| <br>Total Budgeted Positions | <br>69 | <br>69 | <br><b>74</b> | <br>74 | <br>74 |
| Total FTE                    | 69.0   | 69.0   | <b>74.0</b>   | 74.0   | 74.0   |

**Authorized Positions = 74**  
**Budgeted Positions = 74**  
**FTE = 74**



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

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

## Public Works - City Workplan

| Project & Description  | Project Timeline   |
|--|--|
| <p><b>Sandspur Road Rehabilitation</b> (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 2022.</p>   |
| <p><b>Dommerich Hills Sewer Transition and Construction of Lift Station #1</b> - New sanitary sewer system to eliminate existing septic systems and improve surface and ground water quality. Project also requires relocation of the lift station to reduce eastern system load and serve the northwest portions of the city.</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 22.</p>  |
| <p><b>17-92 Watermain Replacement</b> - Replace aging, existing watermain with a new line to improve fire flow and service levels along the 17-92 corridor.</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 Q3 2022.</p>                       |
| <p><b>Lift Station 6 - Orlando Ave Force Main</b> - 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 Q 2 2022.</p> |
| <p><b>Independence Lane North Extension c</b></p>  | <p>ROW acquisition underway.</p>   |
| <p><b>Lake Lily Overlook</b> - 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 20      | Estimated 21   | <b>Budget 22</b>      | Plan 23        | Plan 24        |
|--------------------------|----------------|----------------|-----------------------|----------------|----------------|
| Personal Services        | \$ 349,255     | \$ 405,000     | <b>\$ 419,000</b>     | \$ 431,000     | \$ 444,000     |
| Operating Expenses       | 36,635         | 37,000         | <b>48,000</b>         | 47,257         | 47,257         |
| Capital Outlay           | -              | -              | -                     | -              | -              |
| Other                    | -              | -              | -                     | -              | -              |
| <br>Total                | <br>\$ 385,890 | <br>\$ 442,000 | <br><b>\$ 467,000</b> | <br>\$ 478,257 | <br>\$ 491,257 |

### Budgeted Positions

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

# Public Works Department: Water Services

## Department Overview

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

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

| Expenditures by Category | Actual 20        | Estimated 21     | <b>Budget 22</b>        | Plan 23          | Plan 24          |
|--------------------------|------------------|------------------|-------------------------|------------------|------------------|
| Personal Services        | \$ 602,397       | \$ 531,000       | <b>\$ 775,000</b>       | \$ 850,000       | \$ 876,000       |
| Operating Expenses       | 2,144,399        | 2,299,840        | <b>2,749,000</b>        | 2,559,014        | 2,535,084        |
| Capital Outlay           | 929,190          | 2,338,910        | <b>976,000</b>          | 1,220,000        | 1,770,000        |
| Debt Service             | 339,852          | 423,500          | <b>629,500</b>          | 707,400          | 728,650          |
| <br>Total                | <br>\$ 4,015,838 | <br>\$ 5,593,250 | <br><b>\$ 5,129,500</b> | <br>\$ 5,336,414 | <br>\$ 5,909,734 |

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

# Public Works Department: Water Services

## Department Overview

### **FY 2021 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 2022 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 87% of backflows in FY 2021, down from 147% in FY 2020. Target goal of 100% in FY 2022.
- Continued to have single digit water pressure and taste/odor complaints again in FY 2022.

| <b>Public Works - Departmental Workplan</b>  |   |
|--|---|
| <b>Project &amp; Description - Water Division</b>  | <b>Project Timeline</b>   |
| <b>Mohican Trail Waterline Replacement -</b><br>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 21.     |
| <b>Water Capacity Study</b> - This study is required by the State to determine if there will be any additional water storage needs.  | Anticipate design services proposal in Q2 FY21 with a final report before the end of FY 21. |
| <b>Additional Ground Storage Tank (Design)</b>   | Q3  |
| <b>Water Plant Rehabilitation</b>  | Q3  |

# Public Works Department: Water Services

## Department Overview

| Program Performance            |   | 2020 Actual | 2021 Actual | 2022 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          |
| <b>Water Plant Maintenance</b> |   |             |             |             |
| Efficiency:                    | # of Unscheduled Water Plant Repairs                  | 4           | 5           | 4           |
| <b>Water Distribution</b>      |   |             |             |             |
| 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.

| <b>Services:</b>   |
|--|
| • Wastewater Collection  |
| • System Maintenance <ul style="list-style-type: none"> <li>◦ Pipeline Maintenance</li> <li>◦ Manhole Maintenance</li> </ul> |
| • Citizen Service  |
| • Lift Station Inspections   |

| Expenditures by Category | Actual 20        | Estimated 21      | <b>Budget 22</b>        | Plan 23          | Plan 24          |
|--------------------------|------------------|-------------------|-------------------------|------------------|------------------|
| Personal Services        | \$ 343,755       | \$ 443,000        | <b>\$ 515,000</b>       | \$ 530,000       | \$ 546,000       |
| Operating Expenses       | 3,271,921q       | 3,673,160         | <b>4,248,000</b>        | 4,317,998        | 4,443,928        |
| Capital Outlay           | 1,704,830        | 11,056,090        | <b>1,239,000</b>        | 241,000          | 3,940,000        |
| Debt Service             | 339,852          | 423,500           | <b>629,500</b>          | 707,400          | 728,650          |
| <br>Total                | <br>\$ 5,660,358 | <br>\$ 15,595,750 | <br><b>\$ 6,631,500</b> | <br>\$ 5,796,398 | <br>\$ 9,658,578 |

| 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     |
| <br>Total Budgeted Positions | <br>6 | <br>6 | <br>7      | <br>7 | <br>7 |
| Total FTE                    | 6.0   | 6.0   | <b>7.0</b> | 7.0   | 7.0   |

# Public Works Department: Wastewater Services

## Department Overview

### FY 2021 Highlights

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

### FY 2022 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 2020.

| Public Works - Departmental Workplan  |   |
|---|---|
| Project & Description - Wastewater Division   | Project Timeline                                  |
| <b>Lift Station 42 Rehabilitation</b> - Upgrade the Lift Station at George Avenue to manage additional flows.   | Design underway. Anticipate construction in FY 22 |
| <b>Sewer System Master Plan Update</b> - Update to the 2013 Master Plan which will review priorities and provide project recommendations for programming in the CIP | Project expected to be completed in FY22.         |
| <b>Lift Station 8 Rehabilitation</b> - 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.

| <b>Services:</b>   |
|--|
| <ul style="list-style-type: none"> <li>• Stormwater Services <ul style="list-style-type: none"> <li>○ Street Sweeping</li> <li>○ Stormwater Facilities and System Maintenance</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• Lakes Management <ul style="list-style-type: none"> <li>○ Aquatic Weed Control</li> <li>○ Waterfront Permitting and Inspection</li> </ul> </li> </ul>       |

| Expenditures by Category | Actual 20           | Estimated 21        | <b>Budget 22</b>    | Plan 23             | Plan 24             |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services        | \$ 225,791          | \$ 248,000          | <b>\$ 365,000</b>   | \$ 354,940          | \$ 366,450          |
| Operating Expenses       | 970,291             | 925,032             | <b>1,127,970</b>    | 934,410             | 936,450             |
| Capital Outlay           | 450,276             | 319,968             | <b>423,000</b>      | 500,000             | 750,000             |
| Other                    | -                   | -                   | -                   | -                   | -                   |
| <b>Total</b>             | <b>\$ 1,646,358</b> | <b>\$ 1,493,000</b> | <b>\$ 1,915,970</b> | <b>\$ 1,789,350</b> | <b>\$ 2,052,900</b> |

| Budgeted Positions              | 4          | 4          | 6          | 6          | 6          |
|---------------------------------|------------|------------|------------|------------|------------|
| Full-time                       | 4          | 4          | 6          | 6          | 6          |
| Part-time                       | 0          | 0          | 0          | 0          | 0          |
| Seasonal                        | 0          | 0          | 0          | 0          | 0          |
| <b>Total Budgeted Positions</b> | <b>4</b>   | <b>4</b>   | <b>6</b>   | <b>6</b>   | <b>6</b>   |
| <b>Total FTE</b>                | <b>4.0</b> | <b>4.0</b> | <b>6.0</b> | <b>6.0</b> | <b>6.0</b> |

# Public Works Department: Stormwater/Lakes Management

## Department Overview

### FY 2021 Highlights

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

### FY 2022 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 2020 to 5,590 in FY 2020

| Public Works - Departmental Workplan   |   |
|--|---|
| Project & Description - Stormwater/Lakes Management Division   | Project Timeline  |
| <b>Engineering Feasibility Plan update to 2016 SLMP</b> - Review of 2016 SLMP to determine feasible projects                           | Continued from 2021, on hold due to mapping issues  |
| <b>Winfield Subdivision Infrastructure (Construction)</b> - Project to address stormwater system condition and failures.               | Design deliverables underway and completed by the end December. Anticipate construction starting Q2 FY 21.                          |
| <b>Thistle Lane and Goldwater Drainage (Construction)</b> - Project to eliminate structural flooding                                   | Construction expected in Summer of 2022 to coordinate with schools.   |
| <b>Drainage Maintenance Improvements</b> - 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. |

# Public Works Department: Stormwater/Lakes Management

## Department Overview

| Program Performance   |  | 2020 Actual | 2021 Actual | 2022 Target |
|---|--|-------------|-------------|-------------|
| <b>Drainage Problems</b>  | <b>Reported by Residents</b>                           |             |             |             |
| Workload:   | # of Res. Calls Concerning Drainage Problems Rcvd      | 45          | 23          | 30          |
| Efficiency:   | # of Resident Calls investigated within 2 working days | 45          | 23          | 30          |
| <b>Retention/Detention Area Inspection and Maintenance</b>                |  |             |             |             |
| 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           |
| <b>Drainage Swale Maintenance: (3-Yr program)</b>                         |  |             |             |             |
| 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          |
| <b>Storm Drain, Inlet, &amp; Outfall Maintenance (variable frequency)</b> |  |             |             |             |
| Workload:   | # of Structures in System                              | 1,034       | 1,034       | 1,034       |
| Effectiveness:  | # of Structures Inspected per Yr.                      | 1,808       | 1,242       | 1,800       |
|   | # of Structures Clean per Yr.                          | 965         | 1,388       | 900         |
| <b>Stormwater Pipe &amp; Conveyance System Inspection and Maintenance</b> |  |             |             |             |
| Workload:   | # of Linear Feet of pipes & Conveyance Systems         | 0           | 0           | 0           |
| Efficiency:   | # of Linear Feet Inspected per Yr.                     | 42,047      | 11,988      | 35,000      |
|   | # of Linear Feet Cleaned per Yr.                       | 5,677       | 500         | 5000        |
| <b>Stormwater System Total Debris Removal</b>                             |  |             |             |             |
| Efficiency:   | # of Cubic Yards of Street Debris Removed by Cleaning  | 282         | 174         | 250         |
| <b>Sweeping City Streets</b>  |  |             |             |             |
| 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        |
| <b>Stormwater Treatment Unit Maintenance (variable frequency)</b>         |  |             |             |             |
| 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   | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|---|----------------|----------------|----------------|
| <b>Residents Request for Information, Inspections, Permits/Services</b> |                |                |                |
| Workload: # of Requests to be Investigated                              | 132            | 81             | 100            |
| Efficiency: % of Requests Responded to Within Two Working Days          | 75%            | 100%           | 100%           |
| <b>Public Education Activities and Incentive Programs</b>               |                |                |                |
| Workload: # of Public Events or Educational Programs Conducted          | 7              | 1              | 4              |
| Efficiency: % of Public Events or Educational Programs Completed        | 175%           | 25%            | 100%           |
| <b>Shoreline Alteration Permits</b>                                     |                |                |                |
| Workload # of applications received                                     | 7              | 1              | 4              |
| Efficiency % of applications responded and applications completed       | 100%           | 100%           | 100%           |
| <b>Dock/Boathouse and Related Waterfront Permit Applications</b>        |                |                |                |
| 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 20      | Estimated 21   | <b>Budget 22</b>      | Plan 23        | Plan 24        |
|--------------------------|----------------|----------------|-----------------------|----------------|----------------|
| Personal Services        | \$ 253,047     | \$ 270,000     | <b>\$ 282,000</b>     | \$ 292,000     | \$ 301,000     |
| Operating Expenses       | 181,004        | 355,448        | <b>263,000</b>        | 366,366        | 332,166        |
| Capital Outlay           | 1,718          | 6,552          | -                     | -              | -              |
| Contributions            | -              | -              | -                     | -              | -              |
| <br>Total                | <br>\$ 435,769 | <br>\$ 632,000 | <br><b>\$ 555,000</b> | <br>\$ 666,366 | <br>\$ 641,166 |

### Budgeted Positions

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

# Public Works Department: Engineering Services

## Department Overview

### FY 2021 Highlights

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

### FY 2022 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  |
| <b>Horatio Ave and Maitland Ave Traffic Signal -</b><br>Reconstruct traffic signal from a span wire system to a mast arm.  | Due to budgetary constraints, delayed until FY 23                       |
| <b>Sandspur Rd and Maitland Ave Traffic Signal -</b><br>Reconstruct traffic signal from a span wire system to a mast arm.  | Construction to start in FY 21  |
| <b>Entry Way Features and Wayfinding Signage -</b> Project is to reconstruct the entryway feature at North Maitland Ave and create a coordinated wayfinding signage throughout the city. | Anticipate reconstructing of the North Maitland Ave. Entryway in FY 23. |

# 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.

| <b>Services:</b>   |
|--|
| • 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 20  | Estimated 21 | <b>Budget 22</b>  | Plan 23    | Plan 24    |
|--------------------------|------------|--------------|-------------------|------------|------------|
| Personal Services        | \$ 222,190 | \$ 245,000   | <b>\$ 234,000</b> | \$ 245,000 | \$ 254,000 |
| Operating Expenses       | 956,965    | 1,446,747    | <b>1,503,000</b>  | 1,552,416  | 1,580,291  |
| Capital Outlay           | 708,043    | 919,253      | <b>750,000</b>    | 855,000    | 2,536,000  |
| Contributions            | -          | -            | -                 | -          | -          |

|       |                     |                     |                            |                     |                     |
|-------|---------------------|---------------------|----------------------------|---------------------|---------------------|
| Total | <u>\$ 1,887,198</u> | <u>\$ 2,611,000</u> | <u><b>\$ 2,487,000</b></u> | <u>\$ 2,652,416</u> | <u>\$ 4,370,291</u> |
|-------|---------------------|---------------------|----------------------------|---------------------|---------------------|

### Budgeted Positions

|                          |            |            |                   |            |            |
|--------------------------|------------|------------|-------------------|------------|------------|
| Full-time                | 6          | 6          | <b>4</b>          | 4          | 4          |
| Part-time                | 0          | 0          | <b>0</b>          | 0          | 0          |
| Seasonal                 | 0          | 0          | <b>0</b>          | 0          | 0          |
| Total Budgeted Positions | <u>4</u>   | <u>4</u>   | <u><b>4</b></u>   | <u>4</u>   | <u>4</u>   |
| Total FTE                | <u>4.0</u> | <u>4.0</u> | <u><b>4.0</b></u> | <u>4.0</u> | <u>4.0</u> |

# Public Works Department: Streets Management

## Department Overview

### FY 2021 Highlights

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

### FY 2022 Program Goals

#### Quality Government Services

- 2022 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 2022
- Performed 143 Construction Inspection on sidewalks, down from 311 in FY 2020

## Public Works - Departmental Workplan

| Project & Description - Streets Division  | Project Timeline                         |
|---|--|
| <b>2022 Roadway Paving Program</b> - Annual repaving of roadways in need based upon the Pavement Surface Evaluating and Rating (PASER). | Anticipate paving in the summer of 2022. |

| Program Performance   | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|---|----------------|----------------|----------------|
| <b>Construction Inspections (Sidewalks)</b><br>Workload: # of Construction Inspections<br>Efficiency: % of Inspections Completed within 3 Working Days after Notification | 311<br>73%     | 143<br>100%    | Ukn<br>90%     |
| <b>Plan Reviews (DRC and Building permits)</b><br>Workload: # Plans Submitted<br>Effectiveness: % Plans reviewed within 3 days (by due date)                              | 254<br>64%     | 102<br>100%    | Ukn<br>90%     |
| <b>ROW Utilitization Permit and Abandonment Petition Reviews</b><br>Workload: # of Permits Received<br>Effectiveness: % of Permits reviewed within 3 days after receipt   | 129<br>67%     | 129<br>100%    | Unk<br>90%     |
| <b>Annual Traffic Counts</b><br><b>Paving of Roads</b><br>Workload: # of Roads Scoped for Feasibility<br>Effectiveness: # of Roads Paved                                  | 37<br>10<br>11 | 41<br>25<br>5  | 35<br>10<br>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 20        | Estimated 21     | <b>Budget 22</b>        | Plan 23          | Plan 24          |
|--------------------------|------------------|------------------|-------------------------|------------------|------------------|
| Personal Services        | \$ 230,919       | \$ 232,000       | <b>\$ 292,000</b>       | \$ 322,000       | \$ 332,000       |
| Operating Expenses       | 813,240          | 870,434          | <b>878,400</b>          | 837,929          | 828,810          |
| Capital Outlay           | 36,168           | 257,166          | <b>315,500</b>          | 95,000           | 25,000           |
| Other                    | 236,800          | 236,800          | <b>219,900</b>          | -                | -                |
| <br>Total                | <br>\$ 1,317,127 | <br>\$ 1,596,400 | <br><b>\$ 1,705,800</b> | <br>\$ 1,254,929 | <br>\$ 1,185,810 |

### Budgeted Positions

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

# Public Works Department: Facilities Maintenance

## Department Overview

### FY 2021 Highlights

- Replaced Water Plant 5 & 6 roofs
- Bellamy Park Pavilion and Restroom roof

### FY 2022 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 2021
- Completed 19 projects in FY 2021

| <b>Public Works - Departmental Workplan</b>   |                         |
|---|-------------------------|
| <b>Project &amp; Description - Facilities Division</b>  | <b>Project Timeline</b> |
| <b>Senior Center Roof</b> - Replace aging roofing system at the Senior Center   | Qn hold                 |
| <b>Lake Sybelia Point Park Restroom and Pavilion Roof</b> - Replace aging roofing system at the park  | Q2 2022                 |
| <b>Project &amp; Description - Facilities Division - Cultural Groups</b>  | <b>Project Timeline</b> |
| <b>Installation of Security Camera System</b> - Installation of security cameras to protect the art collection and artifacts housed at MAHA | Q3 2022                 |

# Public Works Department: Facilities Maintenance Department Overview

| Program Performance   | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|---|----------------|----------------|----------------|
| <b>Building and Structure Maintenance and Repair</b>                      |                |                |                |
| 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%            |
| <b>HVAC</b> # 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             |
| <b>Building and Structure improvements</b>                                |                |                |                |
| 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 20           | Estimated 21        | <b>Budget 22</b>    | Plan 23             | Plan 24             |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services        | \$ 315,974          | \$ 274,000          | <b>\$ 331,000</b>   | \$ 340,000          | \$ 351,000          |
| Operating Expenses       | 462,643             | 468,683             | <b>702,000</b>      | 711,832             | 726,027             |
| Capital Outlay           | 452,290             | 1,107,317           | <b>287,000</b>      | 733,660             | 1,271,000           |
| Other                    | -                   | -                   | -                   | -                   | -                   |
| <b>Total</b>             | <b>\$ 1,230,907</b> | <b>\$ 1,850,000</b> | <b>\$ 1,320,000</b> | <b>\$ 1,785,492</b> | <b>\$ 2,348,027</b> |

### Budgeted Positions

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

# Public Works Department: Fleet Maintenance

## Department Overview

| Program Performance  | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|--|----------------|----------------|----------------|
| <b>Vehicle Preventive Maintenance</b>                                |                |                |                |
| 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%            |
| <b>Small Equipment Preventive Maintenance</b>                        |                |                |                |
| 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%            |
| <b>Vehicle Repair</b>  |                |                |                |
| 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%            |
| <b>Small Equipment Repair</b>  |                |                |                |
| 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.



| <b>Services:</b>                        |
|---|
| • Plant/Tree Healthcare                 |
| • Tree Risk Management                  |
| • Contract Administration               |
| • Landscape and Irrigation Plans Review |
| • City Beautification Projects          |

| Expenditures by Category | Actual 20         | Estimated 21      | <b>Budget 22</b>  | Plan 23           | Plan 24           |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services        | \$ 55,763         | \$ 22,000         | <b>\$ 209,000</b> | \$ 287,000        | \$ 295,000        |
| Operating Expenses       | 256,693           | 408,000           | <b>580,000</b>    | 471,054           | 454,464           |
| Capital Outlay           | -                 | -                 | <b>34,000</b>     | 6,500             | -                 |
| Other                    | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>             | <b>\$ 312,456</b> | <b>\$ 430,000</b> | <b>\$ 823,000</b> | <b>\$ 764,554</b> | <b>\$ 749,464</b> |

| Budgeted Positions              | 1          | 1          | 5          | 5          | 5          |
|---------------------------------|------------|------------|------------|------------|------------|
| Full-time                       | 1          | 0          | 0          | 0          | 0          |
| Part-time                       | 0          | 0          | 0          | 0          | 0          |
| Seasonal                        | 0          | 0          | 0          | 0          | 0          |
| <b>Total Budgeted Positions</b> | <b>1</b>   | <b>1</b>   | <b>5</b>   | <b>5</b>   | <b>5</b>   |
| <b>Total FTE</b>                | <b>1.0</b> | <b>1.0</b> | <b>5.0</b> | <b>5.0</b> | <b>5.0</b> |

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

| Program Performance  | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|--|----------------|----------------|----------------|
| <b>Street Tree Master Plan</b>   |                |                |                |
| Workload: Routine Prune # Streets  | 59             | 28             | 40             |
| Effectiveness: # of Streets Pruned as scheduled  | 59             | 32             | 40             |
| <b>Arbor Risk Management</b>   |                |                |                |
| Workload: Facility Inspections   | 25             | 37             | 25             |
| Workload: Street Inspections   | 121            | 103            | 75             |
| Effectiveness: Actionable Tree Work  | 89             | 81             | 90             |
| <b>Beautification Program</b>  |                |                |                |
| Workload Landscape Enhancements<br># of Landscape Enhancements/Improvements Completed as Scheduled | 14             | 5              | 10             |
| Effectiveness: Scheduled   | 14             | 5              | 10             |
| <b>Reforestation Program</b>   |                |                |                |
| Workload: # of Trees Planted   | 14             | 5              | 20             |
| <b>Plant Health Care</b>   |                |                |                |
| 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.

| <b>Services:</b>                |
|---------------------------------|
| • Plant/Field Healthcare        |
| • Irrigation System Maintenance |
| • Customer Calls for Service    |

| Expenditures by Category | Actual 20           | Estimated 21        | <b>Budget 22</b>    | Plan 23             | Plan 24             |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services        | \$ 1,188,769        | \$ 1,276,000        | <b>\$ 1,367,000</b> | \$ 1,408,000        | \$ 1,450,000        |
| Operating Expenses       | 349,680             | 403,210             | <b>417,000</b>      | 404,264             | 408,740             |
| Capital Outlay           | 78,888              | 147,790             | <b>68,000</b>       | 69,500              | 126,240             |
| Other                    | -                   | -                   | -                   | -                   | -                   |
| <b>Total</b>             | <b>\$ 1,617,337</b> | <b>\$ 1,827,000</b> | <b>\$ 1,852,000</b> | <b>\$ 1,881,764</b> | <b>\$ 1,984,980</b> |

| Budgeted Positions              | 25          | 25          | <b>25</b>   | 25          | 25          |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Full-time                       | 25          | 25          | <b>25</b>   | 25          | 25          |
| Part-time                       | 0           | 0           | <b>0</b>    | 0           | 0           |
| Seasonal                        | 0           | 0           | <b>0</b>    | 0           | 0           |
| <b>Total Budgeted Positions</b> | <b>25</b>   | <b>25</b>   | <b>25</b>   | <b>25</b>   | <b>25</b>   |
| <b>Total FTE</b>                | <b>25.0</b> | <b>25.0</b> | <b>25.0</b> | <b>25.0</b> | <b>25.0</b> |

## Public Works Department: Grounds Maintenance Department Overview

### FY 2021 Highlights

- Lake Lily Landscape Revitalization
- Revitalize existing entryway features

### FY 2022 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 2020

# Public Works Department: Grounds Maintenance Department Overview

| Program Performance   | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|---|----------------|----------------|----------------|
| <b>Plant/Field Healthcare</b>   |                |                |                |
| 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%            |
| <b>Pesticide/Herbicide/Fertilization/Program for Athletic/Park Turf and Ornamentals</b>                       |                |                |                |
| 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         |
| <b>Irrigation System</b>  |                |                |                |
| 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%            |
| <b>Customer Requests</b>  |                |                |                |
| 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             |
|---|------------------------------|
| <b>Installation of Security Camera System</b> - Installation of security cameras to protect the art collection and artifacts housed at MAHA | Requesting quotes Q2 of FY21 |

| Expenditures by Category | Actual 20        | Estimated 21     | Budget 22               | Plan 23          | Plan 24          |
|--------------------------|------------------|------------------|-------------------------|------------------|------------------|
| Personal Services        | \$ 589           | \$ 1,000         | \$ 1,000                | \$ 1,000         | \$ 1,000         |
| Operating Expenses       | 212,734          | 309,400          | <b>168,128</b>          | 163,187          | 163,276          |
| Capital Outlay           | 9,600            | 53,740           | 205,000                 | 143,500          | 124,500          |
| Contributions            | 1,01,797         | 982,860          | <b>1,079,880</b>        | 1,109,292        | 1,139,820        |
| <br>Total                | <br>\$ 1,224,720 | <br>\$ 1,347,000 | <br><b>\$ 1,454,008</b> | <br>\$ 1,416,979 | <br>\$ 1,428,596 |

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 2020<br>Actual | FY 2021<br>Actual | FY 2022<br>TARGET |
|--|-------------------|-------------------|-------------------|
| <b>Participation</b>   |                   |                   |                   |
| Workload: # of participants on and off site exhibits, events, research, etc. | 28,379            | 10,257            | <b>30,000</b>     |
| Effectiveness: Online visitors, friends, followers                           | 150,119           | 148,369           | <b>150,000</b>    |
| <b>Membership</b>  |                   |                   |                   |
| Workload: # of Members Joined or Renewed                                     | 85                | 56                | <b>300</b>        |
| Effectiveness: # of New Members  | 70                | 38                | <b>150</b>        |
| <b>Volunteer Time</b>  |                   |                   |                   |
| Workload: # of volunteer hours donated                                       | 1,259.25          | 1,207             | <b>2,000</b>      |
| Effectiveness: \$ saved with volunteer help @ \$18.40/hr. (FL avg. value)    | \$ 23,270         | \$ 22,209         | <b>\$ 36,800</b>  |
| <b>Diversify Revenue</b>   |                   |                   |                   |
| Effectiveness: City Investment as compared to overall operating budget       | 30%               | 36%               | <b>35%</b>        |
| <b>Increase Awareness</b>  |                   |                   |                   |
| Workload: # of publicity mentions  | 86                | 15                | <b>100</b>        |

## FY 2022 GOALS

- Inspire Community Engagement:* We strive to inspire engagement by community members throughout Maitland and Central Florida.
- 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.
- Preserve Community Heritage:* We strive to safeguard the cultural heritage of Maitland, Florida, through the preservation of artifacts and sites.
- 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  | 2020<br>Actual | 2021<br>Actual | 2022<br>Target |
|--|----------------|----------------|----------------|
| <b>Membership:</b>   |                |                |                |
| 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            |
| <b>Increase educational classes and events:</b>                        |                |                |                |
| 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 2022 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

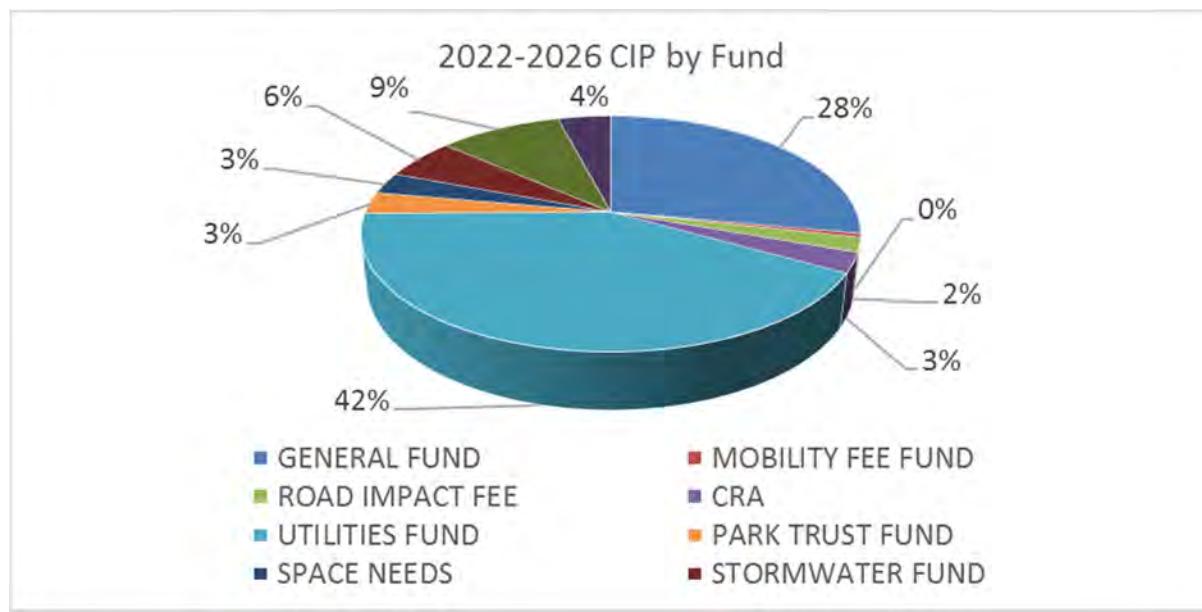
# CAPITAL & DEBT

- 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 \$8.7M annually. The pie chart below shows the various funding sources for FY 2022—2026 CIP projects. Many of the projects (space needs, water transmission and distribution, stormwater improvements, etc) have been planned over several years.

After consideration by various boards and committees, capital project recommendations are submitted by departments alongside operating projections at the beginning of each calendar year. Staff 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.

| 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 2022 - 2026**

| Agent                            | Fund  | Fund | Proj # | Project                                 | 2022         | Total         |
|----------------------------------|-------|------|--------|---|--------------|---------------|
| <b>TRAFFIC CIRCULATION</b>       |       |      |        |   |              |               |
| PW                               | Gen   | 01   | TR001  | Transportation Improvements             | \$ -         | \$ 1,275,000  |
| PW                               | CRA   | 61   | TR001  | Transportation Improvements             | -            | 1,200,000     |
| PW                               | RIF   | 35   | TR002  | Transportation Improvements             | 800,000      | 875,000       |
| PW                               | Mob   | 36   | TR001  | Transportation Improvements             | 225,000      | 225,000       |
| <b>INFRASTRUCTURE</b>            |       |      |        |   |              |               |
| PW                               | Util  | 41   | WA001  | Water Transmission / Distribution       | 800,000      | 5,400,000     |
| <b>PAVEMENT</b>                  |       |      |        |   |              |               |
| PW                               | Gen   | 01   | PV001  | Pavement Treatment                      | 500,000      | 2,500,000     |
| PW                               | Gen   | 01   | BS001  | Bicycle / Sidewalk Network              | 750,000      | 4,715,000     |
| <b>SANITARY/SEWER</b>            |       |      |        |   |              |               |
| PW                               | Util  | 41   | WW001  | Lift Station Improvements               | 1,062,000    | 12,902,000    |
| <b>STORMWATER/LAKES MGT</b>      |       |      |        |   |              |               |
| PW                               | SEU   | 32   | LK001  | Stormwater Lakes Management Plan        | 175,000      | 2,485,000     |
| <b>RECREATION AND OPEN SPACE</b> |       |      |        |   |              |               |
| PR                               | Parks | 65   | PR001  | Parks Master Planning Implementation    | 1,200,000    | 1,310,000     |
| PR                               | Gen   | 01   | PR001  | Parks Master Planning Implementation    | 60,000       | 752,000       |
| <b>OTHER IMPROVEMENTS</b>        |       |      |        |   |              |               |
| PW                               | DEV   | 99   | CF001  | City Facilities - Master Planning       | -            | 1,800,000     |
| PW                               | SpN   | 39   | CF001  | City Facilities - Master Planning       | -            | 1,300,000     |
| PW                               | Fire  | 31   | CF001  | City Facilities - Master Planning       |              | 4,180,000     |
| PW                               | Gen   | 01   | CF001  | City Facilities - Master Planning       | 460,000      | 1,024,500     |
| PW                               | Gen   | 01   | UT001  | Utility Relocation                      | -            | 2,000,000     |
| CRA/PW                           | Res   | 99   | UT001  | Utility Relocation                      | -            | -             |
| <b>TOTAL</b>                     |       |      |        |   | \$ 6,032,000 | \$ 43,943,500 |
| Fund Key                         | Gen   |      |        | <b>GENERAL FUND</b>                     | \$ 1,770,000 | \$ 12,266,500 |
|                                  | Mob   |      |        | <b>MOBILITY FEE FUND</b>                | \$ 225,000   | \$ 225,000    |
|                                  | RIF   |      |        | <b>ROAD IMPACT FEE FUND</b>             | \$ 875,000   | \$ 875,000    |
|                                  | CRA   |      |        | <b>CRA TRUST FUND</b>                   | \$ -         | \$ 1,200,000  |
|                                  | Util  |      |        | <b>UTILITIES FUND</b>                   | \$ 1,862,000 | \$ 18,302,000 |
|                                  | Parks |      |        | <b>PARK TRUST FUND</b>                  | \$ 1,200,000 | \$ 1,310,000  |
|                                  | SpN   |      |        | <b>SPACE NEEDS FUND</b>                 | \$ -         | \$ 1,300,000  |
|                                  | SEU   |      |        | <b>STORMWATER ENVIRONMENTAL UTILITY</b> | \$ 175,000   | \$ 2,485,000  |
|                                  | Fire  |      |        | <b>FIRE IMPACT FEE FUND</b>             | \$ -         | \$ 4,180,000  |
|                                  | DEV   |      |        | <b>DEVELOPER/GRANT/FINANCING</b>        | \$ -         | \$ 1,800,000  |

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

# 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 Road Impact Fee Fund (RIF)** is a special revenue fund used to account for road impact fees collected to construct new road facilities.

**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 2022 Non-routine Capital Projects:** Design for Keller Road Gravity Sewer System, to address aging infrastructure and infiltration and intrusion issues. Upgrade at Lift Station No. #8 to a submersible system.

| Project Name  | Description   | Budget              |
|---|---|---------------------|
| <b>Lift Station No. 8 - (South Lake Sybelia), Upgrade to Submersible (Construction)</b> | To improve level of service, reduce maintenance, and provide additional capacity. | \$ 812,000          |
| <b>Keller Road Gravity Sewer (Design)</b>   | To increase sewer capacity for development and reduce infiltration and intrusion. | \$ 250,000          |
| <b>TOTAL FY 2022</b>  |   | <b>\$ 1,062,000</b> |

**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 No. 8 and the Keller Road Gravity Sewer. Eliminating intrusion and infiltration should result in overall budget savings from the Keller Road Gravity Sewer from reduced treatment costs from rain and ground water currently entering the system.

# 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 2022 Non-routine Capital Projects:** Upgrade of the generator at Water Plant 6 and upgrade of 2 inch water lines to 8 inch water lines. The water line upgrade project is a multi-year project to convert to all 8 inch service lines city-wide. The new 8 inch lines will provide 1,000 gallons per minute and will improve fire flows.

| Project   | Upgrade/<br>Size | LOS Impact                               | Budget            |
|---|------------------|--|-------------------|
| Water Plant No. 6 - Upgrade Generator                   | N/A              | Increase level of service                | \$ 200,000        |
| Water Line Replacement – Upgrade to 8 inch water lines. | 8 Inch           | Increase level of service for fire flows | \$ 600,000        |
| <b>TOTAL FY 2022</b>                                    |                  |  | <b>\$ 800,000</b> |

**Operating Budget Impact:** The water line upgrades will have little to no effect on O&M in future budgets with the exception of depreciation, as they are replacing existing water service lines which are over sixty years old and fully depreciated. The upgrade to the generator at Water Plant No. 6 will result in very little additional cost to the budget except for increased depreciation. The current generator will be moved and remain in inventory and larger generator will be installed at the plant. Other than depreciation, minor costs include fuel usage during power outages and staff time for monthly testing.

# 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 2022 Non-routine Capital Projects:** Includes planning and implementation of the extension of Independence Lane North to George Avenue. These improvements will include roadway, streetscape, hardscape, and parking enhancements for the City's downtown. Also included in the FY 2022 CIP is the design of Keller Road for construction in future years.

| Description                              | Source       | Total (\$)          |
|--|--------------|---------------------|
| Keller Road Design                       | Mobility Fee | 225,000             |
| Independence Lane Design/ROW Acquisition | Road Impact  | 800,000             |
| <b>TOTAL FY 2022</b>                     |              | <b>\$ 1,025,000</b> |

**Operating Budget Impact:** The North Independence lane project consists of design and ROW acquisition only in FY 2022. There will be little or no impact to O&M until such time as the roadway, sidewalks and landscaping are constructed in future years. The Keller Road is a re-design of existing failing roadway, to include stormwater and pedestrian and bike improvements in future years. sidewalks and streetscape which will have an impact on operations and maintenance cost once reconstructed but will be offset by the elimination of repairs and maintenance for the existing roadway.

# 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 2022 Non-routine Capital Projects:** Perform watershed basin studies for Park Lake, Gem Lake and Lake Minnehaha.

| Description                              | LOS Impact               | Total (\$)        |
|--|--------------------------|-------------------|
| Gem and Park Lakes Watershed Basin Study | To improve water quality | \$ 100,000        |
| Lake Minnehaha Watershed Basin Study     | To improve water quality | \$ 75,000         |
| <b>TOTAL FY 2022</b>                     |                          | <b>\$ 175,000</b> |

**Operating Budget Impact—** The Operations and Maintenance budget will not increase as a result of these studies. The studies will determine what methods would be most appropriate to increase the lake water quality, using current best management practices and the most cost effective solutions. Once the studies are complete, the recommendations will be incorporated in future capital improvement projects for consideration.

# 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 2022 Non-routine Capital Projects:** Includes resurfacing approximately 40K square feet of existing roadways.

| Description   | S.Y.          | Total (\$)        |
|---|---------------|-------------------|
| Multiple streets throughout the City determined by PASER score of less than 7 | 40,000        | 500,000           |
| <b>TOTAL FY 2022</b>  | <b>40,000</b> | <b>\$ 500,000</b> |

**Operating Budget Impact:** There will continue to be paving costs in future years as roads will require due to age, use or other conditions. 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 2022 Non-routine Capital Projects:** Replace any remaining HVAC units still using R-22 Freon. Install a generator for emergency power to the Public Works Administrative building. Currently, with the exception of a few circuits, the Public Works complex is without backup power during power outages. The interior of City Hall is scheduled to be repainted. Structural Repairs to exterior walls at Maitland Art Center are scheduled to begin in FY 2022, as well as planning for a new library.

| Description   | Total (\$)        |
|---|-------------------|
| Buildings – Public Works generator and repaint interior of City Hall. | \$ 269,000        |
| Buildings HVAC Replacements   | 21,000            |
| Structural Wall Repairs to Maitland Art Center                        | 100,000           |
| New Library Design  | 70,000            |
| <b>TOTAL FY 2022</b>  | <b>\$ 460,000</b> |

**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. Installing a generator will have very minor ongoing costs (monthly testing and fuel usage during outages). The planning for the new library will determine the impact to future O&M budgets. Currently, the library is located in a building that has been determined to be not feasible for upgrade or renovation due to the loss of usable square footage that would result.

# 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 2022 Non-routine Capital Projects:** The budget includes a wider boardwalk at Maitland Community Park replacing the old wood decking with composite deck materials and making it wider to accommodate bicyclists.

| Description   | Total (\$)        |
|---|-------------------|
| Maitland Community Park Boardwalk Widening – Construction | 750,000           |
| <b>TOTAL FY 2022</b>                                      | <b>\$ 750,000</b> |

**Operating Budget Impact**—The current and future budgets will not be impacted as Operations and Maintenance expenses are not expected to develop from the Boardwalk widening and repairs. The boardwalk is currently in the maintenance plan and it is anticipated that the composite materials will be more durable than the wood decking.

# 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 2022 Non-routine Capital Projects:** The Fort Maitland Park improvement project update some outdated park improvements (restroom, lift station, parking lot) and add some new amenities including a playground, pavilion and picnic area, water fountain, kayak launch and other elements identified for this site in the Parks and Recreation Master Plan. In addition, the exiting police boat house will be converted into a viewing deck and sidewalks will be added down to the shore line from U.S. highway 17-92.

| Description                               | Parks Fund       | General Fund  |
|---|------------------|---------------|
| Fort Maitland Improvements – Construction | 1,200,000        |               |
| Sybelia Beach Improvements                |                  | 60,000        |
| <b>Total FY 2022</b>                      | <b>1,200,000</b> | <b>60,000</b> |

**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.

## Routine Capital Expenditures

|                                    | <u>Fund</u> | <u>2022</u>        | <u>2023</u>         | <u>2024</u>        | <u>2025</u>        | <u>2026</u>      | <u>Total</u>       |
|------------------------------------|-------------|--------------------|---------------------|--------------------|--------------------|------------------|--------------------|
| <b>PUBLIC SAFETY</b>               |             |                    |                     |                    |                    |                  |                    |
| Fire Dept. Capital Replacement     | Gen         | \$ 70,000          | \$114,000           | \$105,000          | \$100,000          | \$100,000        | \$ 489,000         |
| Police Dept. Capital Equip         | Gen         | 149,000            | 120,000             | 120,000            | -                  | -                | 389,000            |
| <b>OTHER IMPROVEMENTS</b>          |             |                    |                     |                    |                    |                  |                    |
| Copier Replacement                 | Gen         | -                  | 12,000              | -                  | -                  | -                | 12,000             |
| City-wide Computerization          | Gen         | 64,000             | 64,000              | 64,000             | 64,000             | 64,000           | 320,000            |
| Park Facilities Replacement        |             | -                  | 6,500               | -                  | -                  | -                | 6,500              |
| <b>VEHICLES AND EQUIPMENT</b>      |             |                    |                     |                    |                    |                  |                    |
| Vehicle Replacement                | Gen         | 238,000            | 725,160             | 1,226,000          | 690,620            | -                | 2,879,780          |
| Equipment Replacement              | Gen         | 166,500            | 133,000             | 197,240            | 219,240            | 136,620          | 852,600            |
| Vehicle/Equipment Additions        | Gen         | 166,000            | -                   | -                  | -                  | -                | 166,000            |
| Vehicle/Equipment Repl & Additions | ESU         | 423,000            | -                   | -                  | 260,000            | 128,000          | 811,000            |
| Vehicle Replacement                | Util        | 83,000             | 41,000              | -                  | 410,000            | 55,000           | 589,000            |
| Equipment Replacement              | Util        | 245,000            | 20,000              | 20,000             | 20,000             | 12,000           | 317,000            |
| Total                              |             | <b>\$1,604,500</b> | <b>\$ 1,235,660</b> | <b>\$1,732,240</b> | <b>\$1,763,860</b> | <b>\$495,620</b> | <b>\$6,831,880</b> |

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

## 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.

**GO debt** - In July 2004, the voters overwhelmingly approved a tax levy of up to 0.5 mills per year to support the City's single plan of finance for the new Public Safety Building, City Hall, and re-financing of the above bank note on the Westside facilities (Public Works Yard and new Fire Station). In accordance with the referendum, GO debt will be restricted to no more than \$18.5 million via bond issues that do not exceed 30 years in length. The annual levy is limited to no more than 1/2 mill. In July 2005, the City issued a \$15,775,000 bond, Limited Tax General Obligation Bond Series 2005. In October 2014, the bonds were refinanced with a bank loan.

**CRA special revenue debt** - 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.

**Utility debt** - 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 project. And, in July 2021, \$7.4 million loan was issued for Lift Station #1 and Phase 1 of Dommerich Hills septic to sewer project. 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, and
- 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, and
  - 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.

| <b>Limited General Obligation Refunding Note</b> |                     |                     |                     |
|--|---------------------|---------------------|---------------------|
| <b>Year</b>                                      | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>        |
| 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             |
| FY 2026  | 615,000             | 198,608             | 813,608             |
| <b>Total</b>                                     | <b>\$ 2,910,000</b> | <b>\$ 1,176,211</b> | <b>\$ 4,086,211</b> |

| <b>Limited General Obligation Refunding Note</b> |                     |                     |                      |
|--|---------------------|---------------------|----------------------|
| <b>Year</b>                                      | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>         |
| 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            |
|  | <b>\$ 8,600,000</b> | <b>\$ 2,011,590</b> | <b>\$ 10,611,590</b> |

## ***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.

| <b>Community Redevelopment Refunding Revenue Note, Series 2014</b> |                     |                     |                     |
|--|---------------------|---------------------|---------------------|
| <b>Year</b>  | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>        |
| 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             |
| FY 2026  | 730,000             | 267,842             | 997,842             |
| <b>Total</b>   | <b>\$ 3,190,000</b> | <b>\$ 1,539,385</b> | <b>\$ 4,729,385</b> |

| <b>Community Redevelopment Refunding Revenue Note, Series 2014</b> |                     |                     |                     |
|--|---------------------|---------------------|---------------------|
| <b>Year</b>  | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>        |
| 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           |
| <b>Total</b>   | <b>\$10,990,000</b> | <b>\$ 2,717,984</b> | <b>\$13,707,984</b> |

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

In August 2015, the City issued the Utility Revenue Note, Series 2015 in the amount of \$10 million with a 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.

| <b>Utility Revenue Note, Series 2015</b> |                     |                   |                     |
|--|---------------------|-------------------|---------------------|
| <b>Year</b>                              | <b>Principal</b>    | <b>Interest</b>   | <b>Total</b>        |
| 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             |
| FY 2026                                  | 505,000             | 158,167           | 663,167             |
| <b>Total</b>                             | <b>\$ 2,385,000</b> | <b>\$ 922,826</b> | <b>\$ 3,307,826</b> |

| <b>Utility Revenue Note, Series 2015</b> |                     |                     |                     |
|--|---------------------|---------------------|---------------------|
| <b>Year</b>                              | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>        |
| 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           | 105,121             | 1,985,121           |
| <b>Total</b>                             | <b>\$ 7,590,000</b> | <b>\$ 1,670,033</b> | <b>\$ 9,260,033</b> |

## ***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 2043.

| <b>State Revolving Fund Loans (projected)</b> |                     |                   |                     |
|---|---------------------|-------------------|---------------------|
| <b>Year</b>                                   | <b>Principal</b>    | <b>Interest</b>   | <b>Total</b>        |
| FY 2022                                       | 274,080             | 47,568            | 321,648             |
| FY 2023                                       | 647,572             | 45,068            | 692,640             |
| FY 2024                                       | 946,455             | 139,604           | 1,086,059           |
| FY 2025                                       | 953,328             | 132,734           | 1,086,062           |
| FY 2026                                       | 960,308             | 125,753           | 1,086,061           |
| <b>Total</b>                                  | <b>\$ 3,781,743</b> | <b>\$ 490,727</b> | <b>\$ 4,272,470</b> |

| <b>State Revolving Fund Loans</b> |                      |                     |                      |
|-----------------------------------|----------------------|---------------------|----------------------|
| <b>Year</b>                       | <b>Principal</b>     | <b>Interest</b>     | <b>Total</b>         |
| FY 2022                           | 274,080              | 47,568              | 321,648              |
| FY 2023-2027                      | 4,475,061            | 561,822             | 5,036,883            |
| FY 2028-2032                      | 4,883,709            | 484,317             | 5,368,026            |
| FY 2033-2037                      | 4,966,860            | 307,746             | 5,274,606            |
| FY 2038-2042                      | 4,860,587            | 113,760             | 4,984,100            |
| FY 2043                           | 389,212              | 4,208               | 393,420              |
| <b>Total</b>                      | <b>\$ 19,849,509</b> | <b>\$ 1,515,213</b> | <b>\$ 21,378,683</b> |

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

The FY 2022—FY 2026 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 \$7 million in revenue loans in FY 2022 to finance the required infrastructure upgrades.

# SECTION VIII

# REVENUES

- Revenue Trend Information

# Revenue

| Category              | Total Primary Funds  | %           |
|-----------------------|----------------------|-------------|
| Ad Valorem            | 15,905,091           | 29%         |
| Other Taxes           | 6,072,394            | 11%         |
| Licenses Permits      | 5,256,800            | 10%         |
| Intergovernmental     | 4,345,000            | 8%          |
| Charges for Services  | 13,769,100           | 25%         |
| Fines and Forfeitures | 359,500              | 1%          |
| Other                 | 8,724,517            | 16%         |
| <b>Total Revenues</b> | <b>\$ 54,432,402</b> | <b>100%</b> |

## Primary Funds Revenue Summary

The schedule above reflects the FY 2022 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 40% of the primary funds revenues. Ad Valorem is the single largest revenue producer for the City, accounting for approximately 29% of total revenues and 44% 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 8% 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. Although this revenue saw the most significant decreases in FY 2020 as a result of the COVID 20 pandemic, by July 2021 sales tax receipts were higher than pre-pandemic levels. 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 2022 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 25% 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 2022.

### **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 and Road Impact Fee Fund in the amount of \$1.9 million and the Utility Fund will receive debt proceeds of approximately \$6.6 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

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.

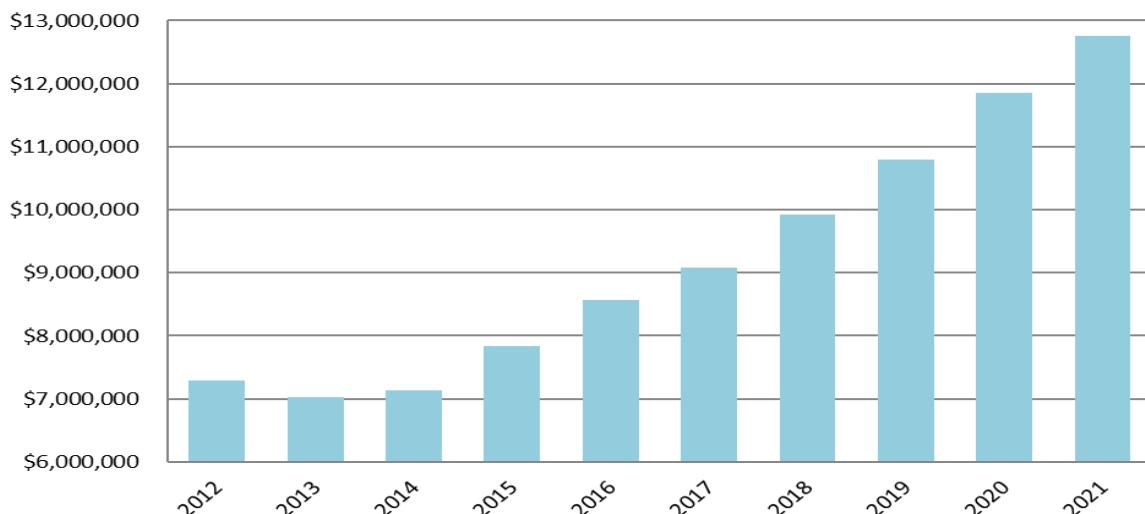
## Revenue Trends

### AD VALOREM TAXES 01-310-311100

F Y 2 0 2 2 B u d g e t \$ 13,640,059  
F Y 2 0 2 1 B u d g e t \$ 12,527,200

| Fiscal Year | Amount     | Change from prev. year | Millage Rate |
|-------------|------------|------------------------|--------------|
| 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        | 7,820,188  | 9.6%                   | 3.88         |
| 2016        | 8,526,070  | 9.0%                   | 4.15         |
| 2017        | 9,058,201  | 6.2%                   | 4.15         |
| 2018        | 9,908,402  | 9.4%                   | 4.35         |
| 2020        | 10,789,250 | 8.9%                   | 4.35         |
| 2020        | 11,763,580 | 9.0%                   | 4.35         |
| 2021        | 12,754,381 | 7.6%                   | 4.35         |

| Month-Year   | Amount               | Month-Year   | Amount               | Month-Year   | Amount               |
|--------------|----------------------|--------------|----------------------|--------------|----------------------|
| Oct-20       | \$ -                 | Oct-19       | \$ -                 | Oct-18       | \$ -                 |
| Nov-20       | 1,156,211            | Nov-19       | 1,582,515            | Nov-18       | 85,340               |
| Dec-20       | 3,452,815            | Dec-19       | 3,939,885            | Dec-18       | 6,003,609            |
| Jan-21       | 1,768,261            | Jan-20       | 1,555,161            | Jan-19       | 1,172,584            |
| Feb-21       | 2,060,075            | Feb-20       | 655,789              | Feb-19       | 1,960,414            |
| Mar-21       | 2,230,847            | Mar-20       | 2,727,330            | Mar-19       | 657,593              |
| Apr-21       | 798,031              | Apr-20       | 217,116              | Apr-19       | 186,276              |
| May-21       | 498,370              | May-20       | 134,295              | May-19       | 280,003              |
| Jun-21       | 246,938              | Jun-20       | 151,774              | Jun-19       | 213,070              |
| Jul-21       | 112,931              | Jul-20       | 208,012              | Jul-19       | 116,383              |
| Aug-21       | 338,060              | Aug-20       | 552,430              | Aug-19       | 110,637              |
| Sep-21       | 91,842               | Sep-20       | 49,273               | Sep-19       | 3,341                |
| <b>Total</b> | <b>\$ 12,754,381</b> | <b>Total</b> | <b>\$ 11,793,580</b> | <b>Total</b> | <b>\$ 10,789,250</b> |



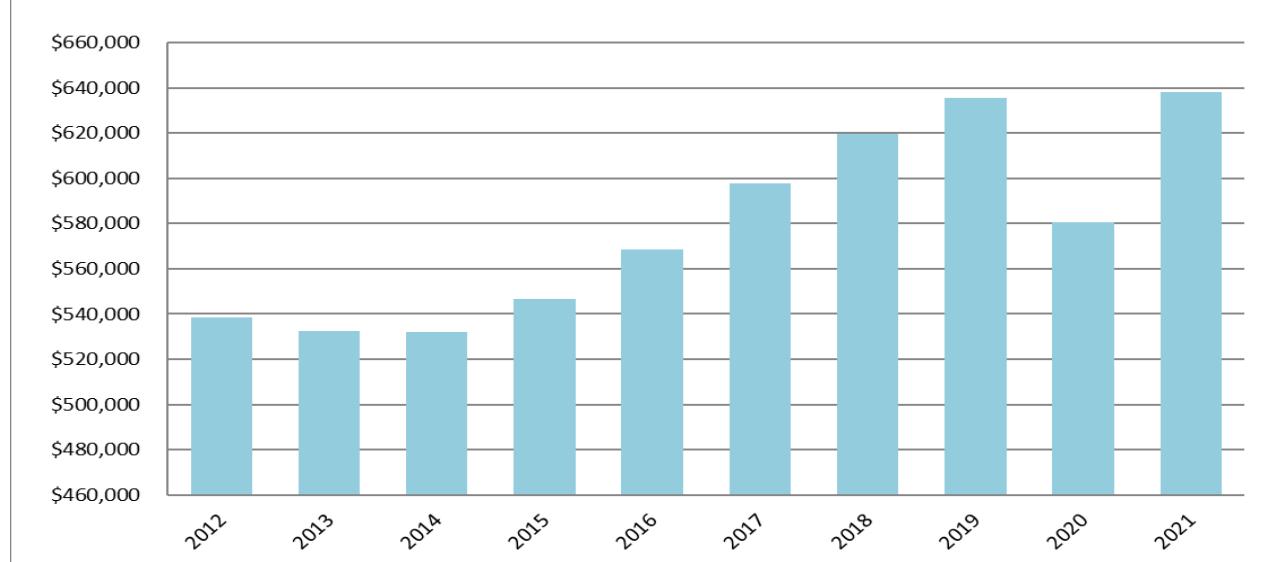
## Revenue Trends

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

FY 2022 Budget \$ 675,000  
FY 2021 Budget \$ 638,000

| Fiscal Year | Amount  | Change from prev. year |
|-------------|---------|------------------------|
| 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        | 620,563 | 3.7%                   |
| 2020        | 635,678 | 2.6%                   |
| 2020        | 580,352 | -8.7%                  |
| 2021        | 637,947 | 9.9%                   |

| Month-Year   | Amount            | Month-Year   | Amount            | Month-Year   | Amount            |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-20       | \$ 44,086         | Oct-19       | \$ 54,291         | Oct-18       | \$ 53,944         |
| Nov-20       | 49,604            | Nov-19       | 49,030            | Nov-18       | 48,693            |
| Dec-20       | 52,511            | Dec-19       | 53,209            | Dec-18       | 39,901            |
| Jan-21       | 48,453            | Jan-20       | 53,751            | Jan-19       | 67,558            |
| Feb-21       | 52,120            | Feb-20       | 56,270            | Feb-19       | 52,612            |
| Mar-21       | 44,022            | Mar-20       | 43,456            | Mar-19       | 45,656            |
| Apr-21       | 46,027            | Apr-20       | 47,057            | Apr-19       | 45,213            |
| May-21       | 55,800            | May-20       | 49,010            | May-19       | 52,640            |
| Jun-21       | 50,972            | Jun-20       | 33,490            | Jun-19       | 50,994            |
| Jul-21       | 60,037            | Jul-20       | 33,844            | Jul-19       | 51,247            |
| Aug-21       | 55,855            | Aug-20       | 47,970            | Aug-19       | 51,148            |
| Sep-21       | 78,460            | Sep-20       | 114,300           | Sep-19       | 76,072            |
| <b>Total</b> | <b>\$ 637,947</b> | <b>Total</b> | <b>\$ 580,352</b> | <b>Total</b> | <b>\$ 635,678</b> |



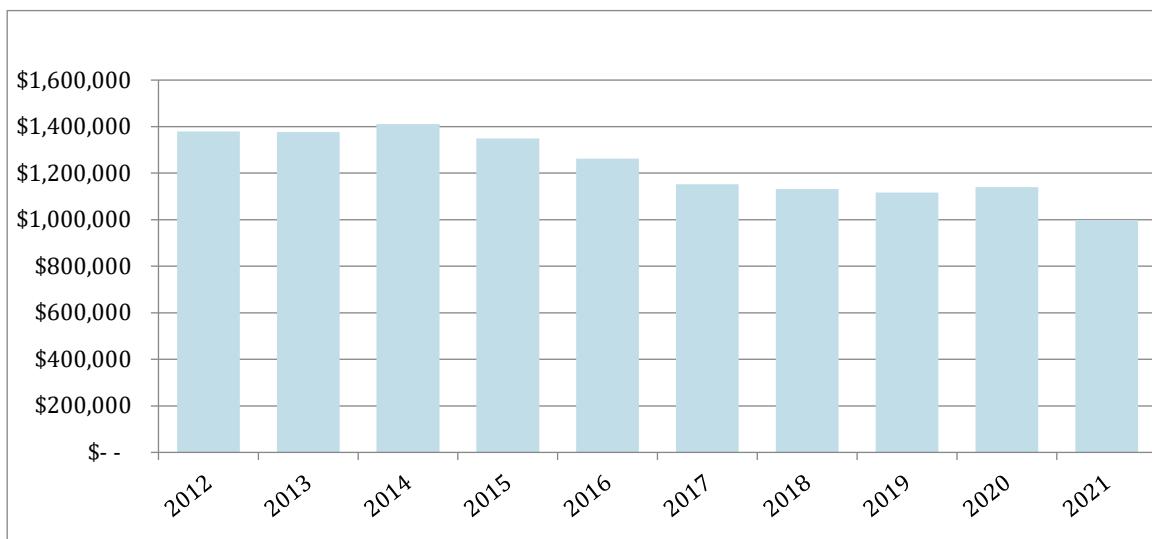
## Revenue Trends

### COMMUNICATIONS SERVICE TAX 01-315-315100

FY 2022 Budget \$ 1,100,000  
FY 2021 Budget \$ 998,000

| Fiscal Year | Amount       | Change from prev. year |
|-------------|--------------|------------------------|
| 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%                  |
| 2020        | 1,116,530    | -1.4%                  |
| 2020        | 1,139,568    | 2.1%                   |
| 2021        | 998,124      | -12.4%                 |

| Month-Year   | Amount            | Month-Year   | Amount              | Month-Year   | Amount              |
|--------------|-------------------|--------------|---------------------|--------------|---------------------|
| Oct-20       | \$ 82,397         | Oct-19       | \$ 85,681           | Oct-18       | \$ 90,985           |
| Nov-20       | 79,120            | Nov-19       | 88,590              | Nov-18       | 86,628              |
| Dec-20       | 87,094            | Dec-19       | 111,539             | Dec-18       | 114,290             |
| Jan-21       | 95,355            | Jan-20       | 92,331              | Jan-19       | 95,355              |
| Feb-21       | 87,433            | Feb-20       | 113,345             | Feb-19       | 87,433              |
| Mar-21       | 86,757            | Mar-20       | 93,714              | Mar-19       | 86,757              |
| Apr-21       | 92,601            | Apr-20       | 87,168              | Apr-19       | 92,601              |
| May-21       | 88,159            | May-20       | 92,094              | May-19       | 88,159              |
| Jun-21       | 69,595            | Jun-20       | 88,405              | Jun-19       | 69,595              |
| Jul-21       | 89,611            | Jul-20       | 86,302              | Jul-19       | 89,611              |
| Aug-21       | 91,748            | Aug-20       | 83,646              | Aug-19       | 91,748              |
| Sep-21       | 84,377            | Sep-20       | 116,753             | Sep-19       | 123,368             |
| <b>Total</b> | <b>\$ 998,124</b> | <b>Total</b> | <b>\$ 1,139,568</b> | <b>Total</b> | <b>\$ 1,116,530</b> |



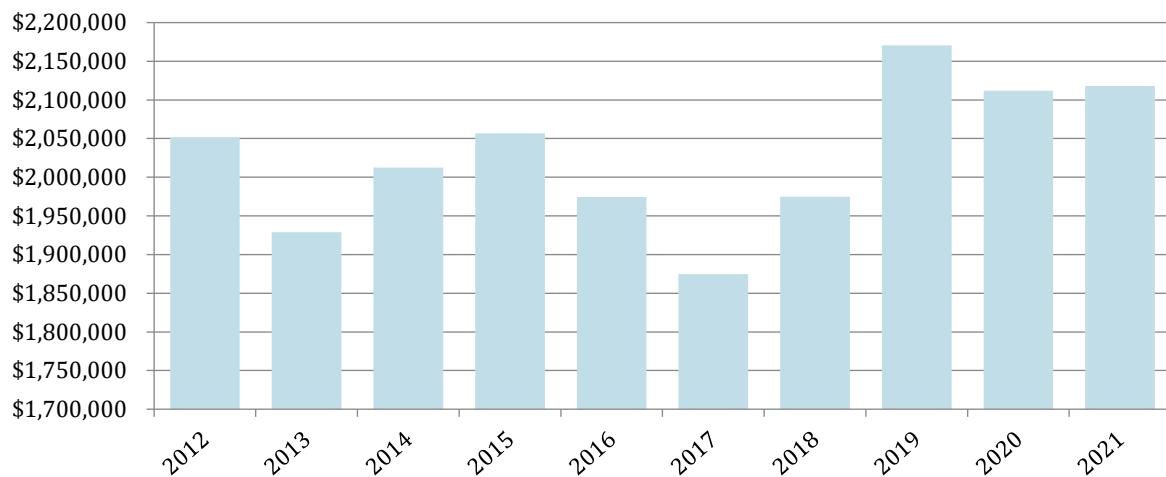
# Revenue Trends

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

**FY 2022 Budget** \$ 2,200,000  
**FY 2021 Budget** \$ 2,118,000

| Fiscal Year | Amount    | Change from prev. year |
|-------------|-----------|------------------------|
| 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%                   |
| 2020        | 2,170,746 | 9.9%                   |
| 2020        | 2,111,895 | -2.7%                  |
| 2021        | 2,117,934 | 0.3%                   |

| Month-Year   | Amount              | Month-Year   | Amount              | Month-Year   | Amount              |
|--------------|---------------------|--------------|---------------------|--------------|---------------------|
| Oct-21       | \$ 208,151          | Oct-19       | \$ 218,478          | Oct-18       | \$ 207,504          |
| Nov-21       | 184,401             | Nov-19       | 201,691             | Nov-18       | 202,484             |
| Dec-21       | 174,403             | Dec-19       | 179,872             | Dec-18       | 165,460             |
| Jan-21       | 160,708             | Jan-20       | 152,706             | Jan-19       | 155,913             |
| Feb-21       | 163,304             | Feb-20       | 153,757             | Feb-19       | 155,870             |
| Mar-21       | 156,106             | Mar-20       | 149,266             | Mar-19       | 157,677             |
| Apr-21       | 150,967             | Apr-20       | 158,122             | Apr-19       | 156,384             |
| May-21       | 158,325             | May-20       | 181,707             | May-19       | 153,608             |
| Jun-21       | 170,797             | Jun-20       | 127,512             | Jun-19       | 182,449             |
| Jul-21       | 188,412             | Jul-20       | 188,556             | Jul-19       | 205,535             |
| Aug-21       | 191,133             | Aug-20       | 216,476             | Aug-19       | 211,749             |
| Sep-21       | 211,227             | Sep-20       | 204,079             | Sep-19       | 226,113             |
| <b>Total</b> | <b>\$ 2,117,934</b> | <b>Total</b> | <b>\$ 2,111,895</b> | <b>Total</b> | <b>\$ 2,170,746</b> |



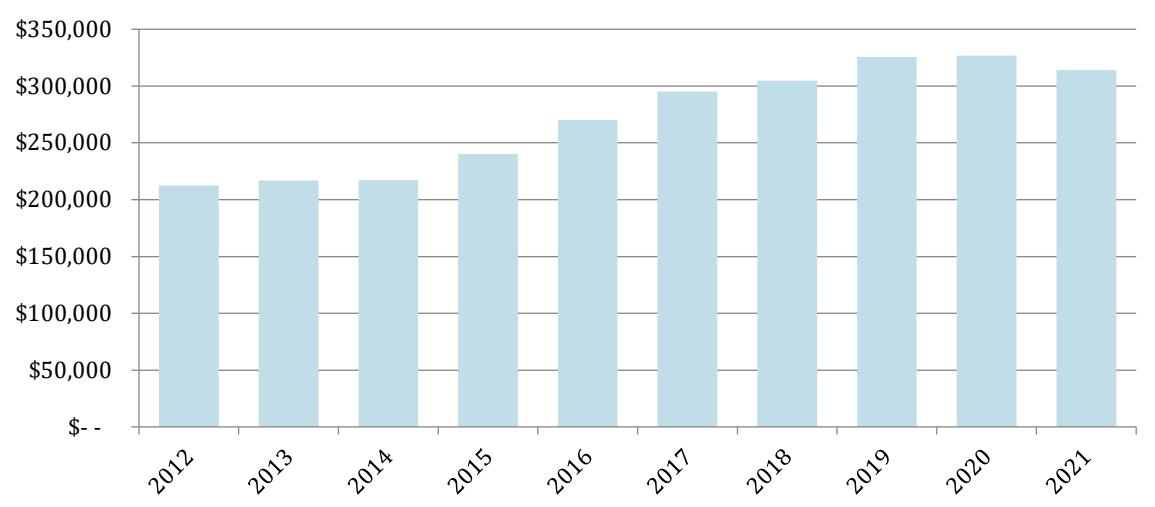
## Revenue Trends

### BUSINESS TAX RECEIPTS 01-316-316000

FY 2022 Budget \$ 336,000  
FY 2021 Budget \$ 314,000

| Fiscal Year | Amount  | Change from<br>prev. year |
|-------------|---------|---------------------------|
| 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%                      |
| 2021        | 314,119 | -3.9%                     |

| Month-Year   | Amount            | Month-Year   | Amount            | Month-Year   | Amount            |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-20       | \$ 288,352        | Oct-19       | \$ 277,512        | Oct-18       | \$ 286,288        |
| Nov-20       | 8,060             | Nov-19       | 3,187             | Nov-18       | 3,522             |
| Dec-20       | 7,184             | Dec-19       | 2,149             | Dec-18       | 2,201             |
| Jan-20       | 698               | Jan-20       | 20,103            | Jan-19       | 4,689             |
| Feb-20       | 3,620             | Feb-20       | 3,106             | Feb-19       | 8,891             |
| Mar-20       | 1,139             | Mar-20       | 789               | Mar-19       | 9,531             |
| Apr-20       | 340               | Apr-20       | 3,703             | Apr-19       | 329               |
| May-20       | 444               | May-20       | 1,348             | May-19       | 0                 |
| Jun-20       | 1,570             | Jun-20       | 5,256             | Jun-19       | 3,086             |
| Jul-20       | 2,100             | Jul-20       | 3,035             | Jul-19       | 2,109             |
| Aug-20       | 612               | Aug-20       | 3,685             | Aug-19       | 3,282             |
| Sep-20       | \$288,352         | Sep-20       | 1,754             | Sep-19       | 1,754             |
| <b>Total</b> | <b>\$ 314,119</b> | <b>Total</b> | <b>\$ 326,884</b> | <b>Total</b> | <b>\$ 325,672</b> |

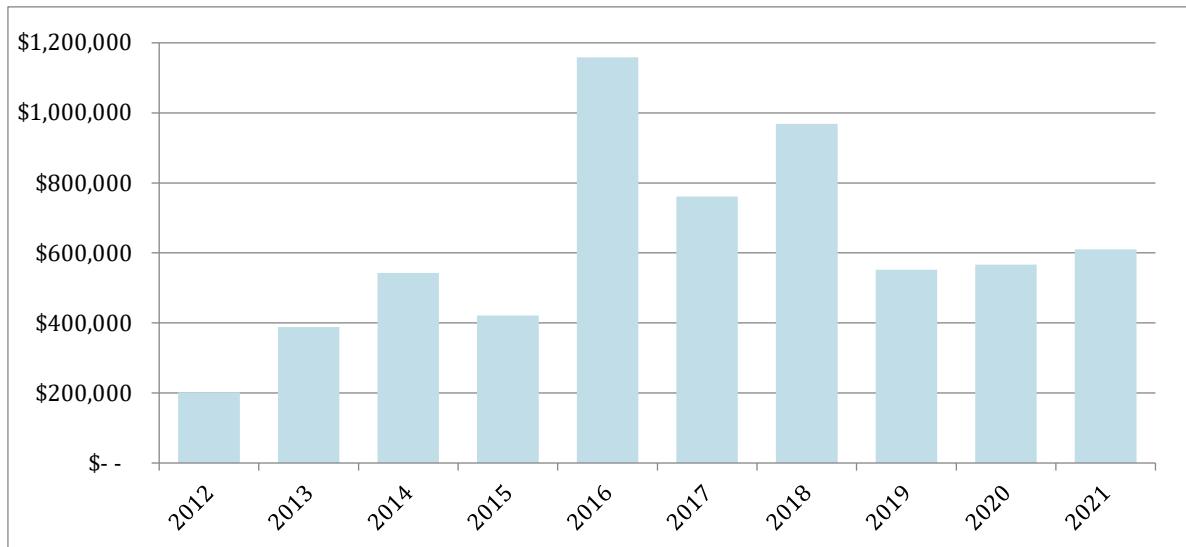


## Revenue Trends

### BUILDING PERMITS 01-320-322100

FY 2022 Budget \$ 450,000  
FY 2021 Budget \$ 557,000

| Fiscal Year  | Amount            | Change from prev. year |                   |              |                   |
|--------------|-------------------|------------------------|-------------------|--------------|-------------------|
| 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%                   |                   |              |                   |
| 2021         | 610,111           | 7.6%                   |                   |              |                   |
| Month-Year   | Amount            | Month-Year             | Amount            | Month-Year   | Amount            |
| Oct-21       | \$ 29,715         | Oct-19                 | \$ 30,431         | Oct-18       | \$ 78,967         |
| Nov-21       | 42,486            | Nov-19                 | 23,439            | Nov-18       | 45,618            |
| Dec-21       | 41,286            | Dec-19                 | 28,344            | Dec-18       | 28,280            |
| Jan-21       | 32,937            | Jan-20                 | 22,434            | Jan-19       | 51,703            |
| Feb-21       | 41,128            | Feb-20                 | 22,700            | Feb-19       | 21,216            |
| Mar-21       | 51,817            | Mar-20                 | 28,824            | Mar-19       | 111,181           |
| Apr-21       | 75,603            | Apr-20                 | 157,475           | Apr-19       | 46,627            |
| May-21       | 65,246            | May-20                 | 31,390            | May-19       | 41,107            |
| Jun-21       | 61,835            | Jun-20                 | 52,379            | Jun-19       | 28,952            |
| Jul-21       | 62,144            | Jul-20                 | 68,661            | Jul-19       | 28,785            |
| Aug-21       | 63,283            | Aug-20                 | 59,979            | Aug-19       | 37,470            |
| Sep-21       | 42,631            | Sep-20                 | 40,800            | Sep-19       | 32,169            |
| <b>Total</b> | <b>\$ 610,111</b> | <b>Total</b>           | <b>\$ 566,856</b> | <b>Total</b> | <b>\$ 522,075</b> |



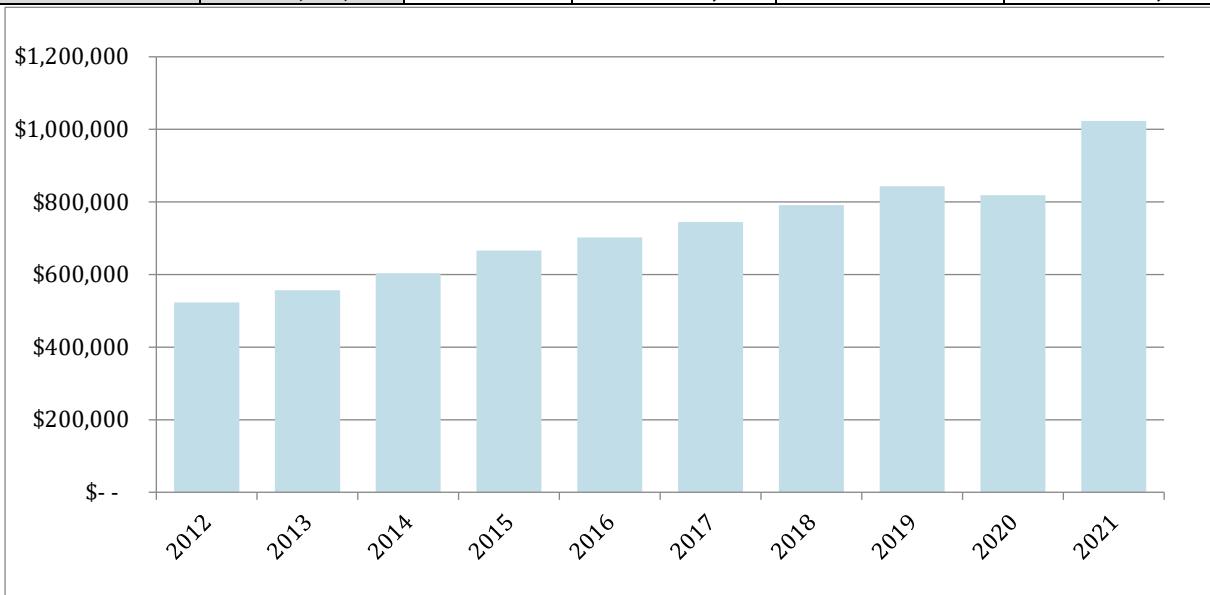
## Revenue Trends

### REVENUE SHARING 01-330-335125

FY 2022 Budget \$ 875,000  
FY 2021 Budget \$ 1,023,000

| Fiscal Year | Amount    | Change from prev. year |
|-------------|-----------|------------------------|
| 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%                  |
| 2021        | 1,023,470 | 25.0                   |

| Month-Year   | Amount              | Month-Year   | Amount            | Month-Year   | Amount            |
|--------------|---------------------|--------------|-------------------|--------------|-------------------|
| Oct-21       | \$ 69,571           | Oct-19       | \$ 69,297         | Oct-18       | \$ 64,903         |
| Nov-21       | 69,571              | Nov-19       | 69,297            | Nov-18       | 64,904            |
| Dec-21       | 69,571              | Dec-19       | 69,297            | Dec-18       | 64,903            |
| Jan-21       | 69,571              | Jan-20       | 69,297            | Jan-19       | 64,903            |
| Feb-21       | 69,571              | Feb-20       | 69,297            | Feb-19       | 64,904            |
| Mar-21       | 69,571              | Mar-20       | 69,297            | Mar-19       | 64,903            |
| Apr-21       | 69,571              | Apr-20       | 69,297            | Apr-19       | 64,904            |
| May-21       | 69,571              | May-20       | 23,727            | May-19       | 64,903            |
| Jun-21       | 69,571              | Jun-20       | 23,727            | Jun-19       | 64,903            |
| Jul-21       | 71,321              | Jul-20       | 63,461            | Jul-19       | 69,304            |
| Aug-21       | 254,691             | Aug-20       | 153,368           | Aug-19       | 121,289           |
| Sep-21       | 71,321              | Sep-20       | 69,571            | Sep-19       | 69,297            |
| <b>Total</b> | <b>\$ 1,023,470</b> | <b>Total</b> | <b>\$ 818,933</b> | <b>Total</b> | <b>\$ 843,021</b> |



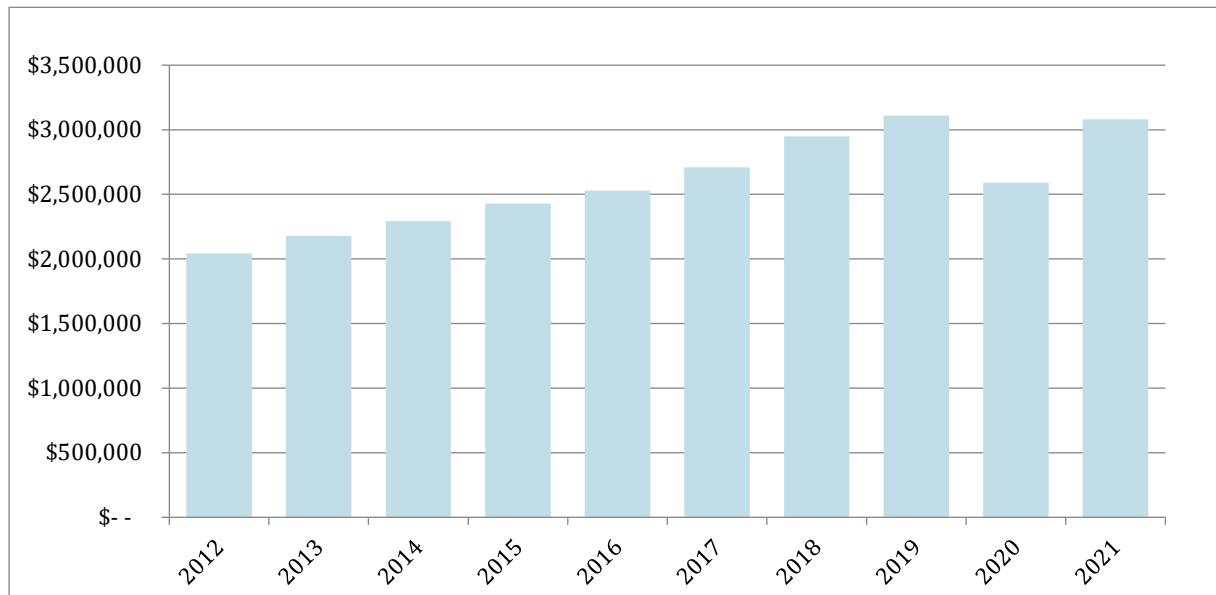
## Revenue Trends

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

**F Y 2 1 2 2 B u d g e t** \$ **3,050,000**  
**F Y 2 1 2 1 B u d g e t** \$ **3,081,000**

| Fiscal Year | Amount    | Change from prev. year |
|-------------|-----------|------------------------|
| 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%                 |
| 2021        | 3,080,538 | 18.9%                  |

| Month-Year   | Amount              | Month-Year   | Amount              | Month-Year   | Amount              |
|--------------|---------------------|--------------|---------------------|--------------|---------------------|
| Oct-20       | \$ 177,543          | Oct-19       | \$ 239,940          | Oct-18       | \$ 223,382          |
| Nov-20       | 204,607             | Nov-19       | 238,487             | Nov-18       | 230,769             |
| Dec-20       | 202,692             | Dec-19       | 262,215             | Dec-18       | 243,561             |
| Jan-21       | 210,976             | Jan-20       | 268,733             | Jan-19       | 250,688             |
| Feb-21       | 224,478             | Feb-20       | 293,723             | Feb-19       | 270,311             |
| Mar-21       | 201,188             | Mar-20       | 263,876             | Mar-19       | 236,417             |
| Apr-21       | 223,545             | Apr-20       | 252,732             | Apr-19       | 237,413             |
| May-21       | 308,266             | May-20       | 188,565             | May-19       | 283,717             |
| Jun-21       | 271,519             | Jun-20       | 111,388             | Jun-19       | 250,407             |
| Jul-21       | 285,154             | Jul-20       | 134,002             | Jul-19       | 247,285             |
| Aug-21       | 307,673             | Aug-20       | 152,716             | Aug-19       | 256,056             |
| Sep-21       | 462,897             | Sep-20       | 160,495             | Sep-19       | 380,849             |
| <b>Total</b> | <b>\$ 3,080,538</b> | <b>Total</b> | <b>\$ 2,566,852</b> | <b>Total</b> | <b>\$ 3,110,855</b> |



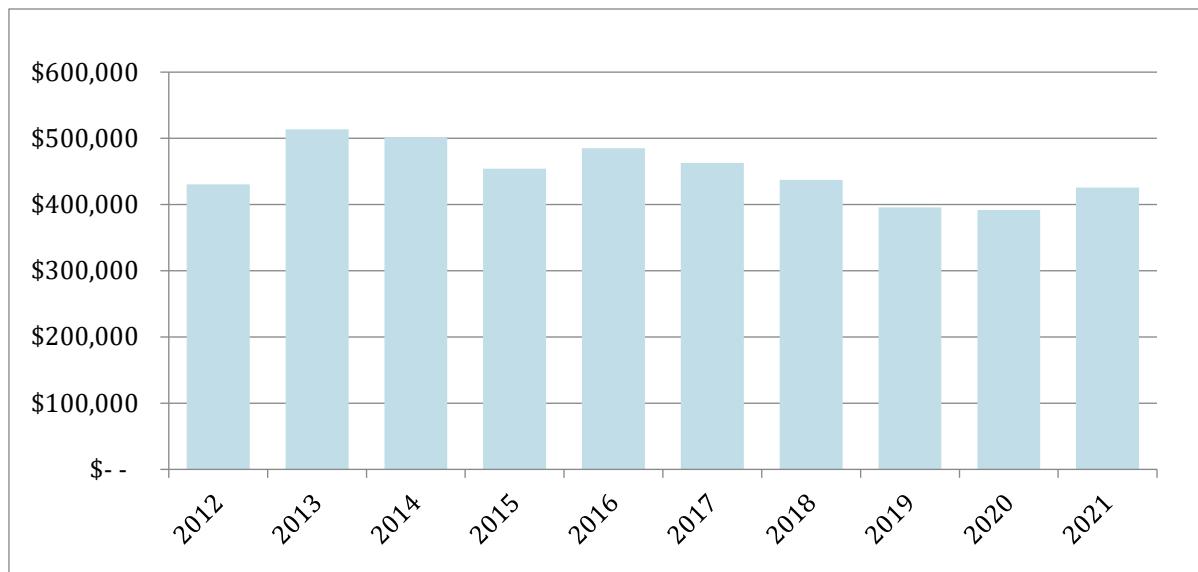
## Revenue Trends

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

**F Y 2 1 2 2 B u d g e t** \$ **400,000**  
**F Y 2 1 2 1 B u d g e t** \$ **425,500**

| Fiscal Year | Amount  | Change from prev. year |
|-------------|---------|------------------------|
| 2012        | 430,731 | 10.3%                  |
| 2013        | 513,567 | 21.2%                  |
| 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%                  |
| 2021        | 425,589 | 8.6%                   |

| Month-Year   | Amount            | Month-Year   | Amount            | Month-Year   | Amount            |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-21       | \$ 32,624         | Oct-19       | \$ 47,158         | Oct-18       | \$ 29,551         |
| Nov-21       | 36,323            | Nov-19       | 30,809            | Nov-18       | 35,189            |
| Dec-21       | 36,449            | Dec-19       | 44,030            | Dec-18       | 31,436            |
| Jan-21       | 31,183            | Jan-20       | 27,804            | Jan-19       | 23,310            |
| Feb-21       | 26,138            | Feb-20       | 21,180            | Feb-19       | 33,436            |
| Mar-21       | 35,647            | Mar-20       | 21,405            | Mar-19       | 37,358            |
| Apr-21       | 41,057            | Apr-20       | 47,906            | Apr-19       | 41,748            |
| May-21       | 34,618            | May-20       | 39,515            | May-19       | 45,093            |
| Jun-21       | 20,676            | Jun-20       | 21,569            | Jun-19       | 29,117            |
| Jul-21       | 60,011            | Jul-20       | 36,263            | Jul-19       | 24,097            |
| Aug-21       | 34,342            | Aug-20       | 18,642            | Aug-19       | 36,687            |
| Sep-21       | 36,521            | Sep-20       | 38,658            | Sep-19       | 28,596            |
| <b>Total</b> | <b>\$ 425,589</b> | <b>Total</b> | <b>\$ 391,939</b> | <b>Total</b> | <b>\$ 395,618</b> |



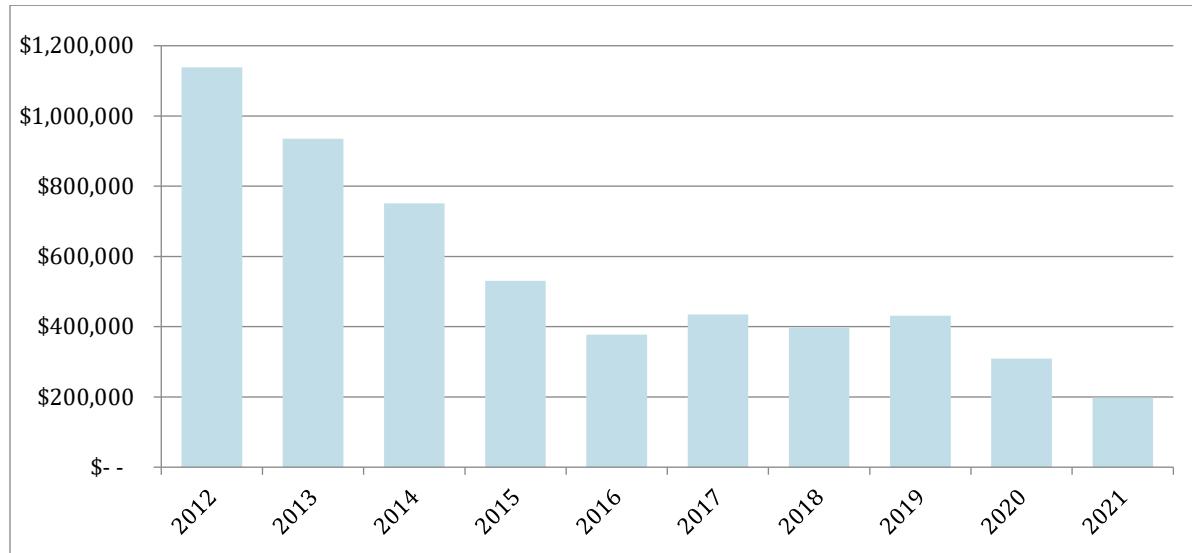
## Revenue Trends

### RED LIGHT CAMERA FINES 01-350-354210

FY 2122 Budget \$ 200,000  
FY 2121 Budget \$ 198,200

| Fiscal Year | Amount    | Change from prev. year |
|-------------|-----------|------------------------|
| 2012        | 1,138,409 | 1126.2%                |
| 2013        | 935,250   | -17.8%                 |
| 2014        | 751,097   | -21.7%                 |
| 2015        | 530,145   | -29.4%                 |
| 2016        | 377,219   | -28.8%                 |
| 2017        | 434,934   | 15.3%                  |
| 2018        | 397,809   | -8.5%                  |
| 2019        | 431,544   | 8.5%                   |
| 2020        | 309,439   | -23.0%                 |
| 2021        | 198,341   | -35.9                  |

| Month-Year   | Amount            | Month-Year   | Amount            | Month-Year   | Amount            |
|--------------|-------------------|--------------|-------------------|--------------|-------------------|
| Oct-21       | \$ 13,943         | Oct-19       | \$ 28,324         | Oct-18       | \$ 12,305         |
| Nov-21       | 13,797            | Nov-19       | 34,164            | Nov-18       | 33,945            |
| Dec-21       | 19,637            | Dec-19       | 44,384            | Dec-18       | 32,996            |
| Jan-21       | 13,870            | Jan-20       | 40,507            | Jan-19       | 43,362            |
| Feb-21       | 11,169            | Feb-20       | 34,529            | Feb-19       | 40,588            |
| Mar-21       | 13,966            | Mar-20       | 32,339            | Mar-19       | 31,025            |
| Apr-21       | 16,475            | Apr-20       | 27,521            | Apr-19       | 45,625            |
| May-21       | 20,367            | May-20       | 14,527            | May-19       | 48,545            |
| Jun-21       | 15,184            | Jun-20       | 7,373             | Jun-19       | 37,814            |
| Jul-21       | 19,491            | Jul-20       | 9,563             | Jul-19       | 32,850            |
| Aug-21       | 22,995            | Aug-20       | 8,249             | Aug-19       | 35,040            |
| Sep-21       | 17,447            | Sep-20       | 27,959            | Sep-19       | 37,449            |
| <b>Total</b> | <b>\$ 198,341</b> | <b>Total</b> | <b>\$ 309,439</b> | <b>Total</b> | <b>\$ 431,544</b> |



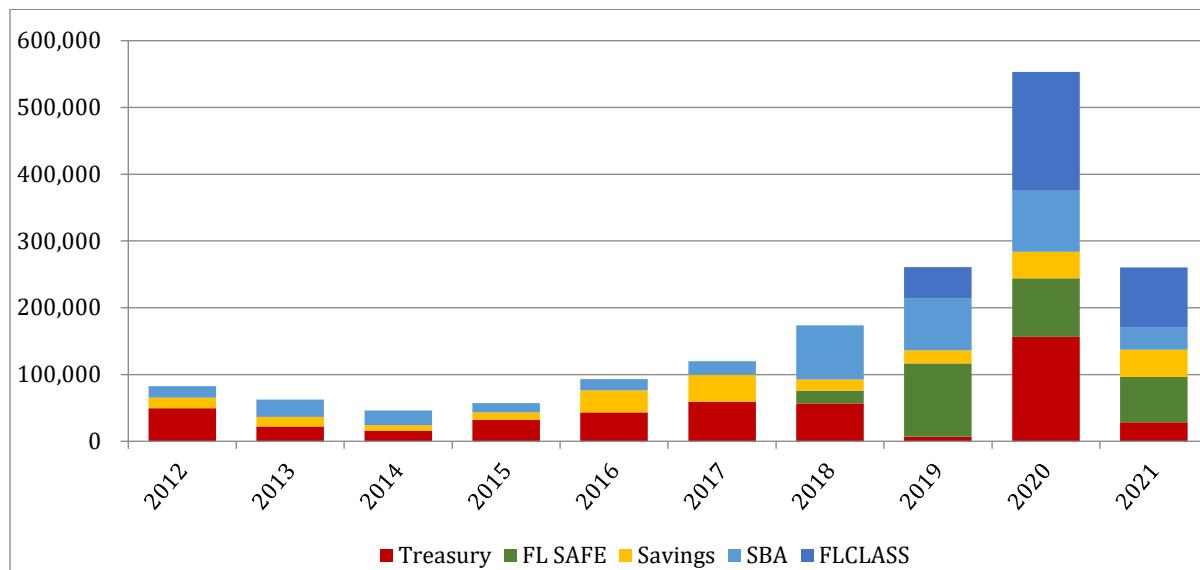
## Revenue Trends

### INTEREST

**FY 2022 Budget** \$ 63,000  
**FY 2021 Budget** \$ 68,295

| Fiscal Year | Amount  | Change from prev. year |
|-------------|---------|------------------------|
| 2012        | 62,496  | -24.5%                 |
| 2013        | 45,995  | -26.4%                 |
| 2014        | 56,989  | 23.9%                  |
| 2015        | 93,135  | 63.4%                  |
| 2016        | 121,911 | 28.7%                  |
| 2017        | 173,468 | 44.7%                  |
| 2018        | 276,795 | 50.4%                  |
| 2019        | 553,223 | 112.1%                 |
| 2020        | 260,404 | -52.9%                 |
| 2021        | 68,602  | -73.7%                 |

| Month-Year   | Amount           | Month-Year   | Amount            | Month-Year   | Amount            |
|--------------|------------------|--------------|-------------------|--------------|-------------------|
| Oct-21       | \$ 2,968         | Oct-19       | \$ 34,378         | Oct-18       | \$ 26,138         |
| Nov-21       | 4,332            | Nov-19       | 25,217            | Nov-18       | 39,574            |
| Dec-21       | 9,699            | Dec-19       | 29,926            | Dec-18       | 59,023            |
| Jan-21       | 6,605            | Jan-20       | 36,830            | Jan-19       | 44,278            |
| Feb-21       | 482              | Feb-20       | 29,623            | Feb-19       | 32,802            |
| Mar-21       | 4,405            | Mar-20       | 21,639            | Mar-19       | 60,075            |
| Apr-21       | 6,677            | Apr-20       | 23,449            | Apr-19       | 34,221            |
| May-21       | 6,492            | May-20       | 21,265            | May-19       | 69,591            |
| Jun-21       | 3,200            | Jun-20       | 14,493            | Jun-19       | 41,244            |
| Jul-21       | 10,600           | Jul-20       | 13,283            | Jul-19       | 58,217            |
| Aug-21       | 5,184            | Aug-20       | 7,213             | Aug-19       | 57,816            |
| Sep-21       | 7,958            | Sep-20       | 5,113             | Sep-19       | 30,266            |
| <b>Total</b> | <b>\$ 68,602</b> | <b>Total</b> | <b>\$ 260,409</b> | <b>Total</b> | <b>\$ 553,223</b> |



|  | Actual 2020       | Estimated 2021    | 2022 Budget       | 2023 Plan         | 2024 Plan         |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Taxes</b>   |                   |                   |                   |                   |                   |
| 01311000 311100 Curr Ad Valorem Taxes                | 11,829,445        | 12,527,200        | <b>13,640,059</b> | 13,596,000        | 14,176,000        |
| 01311000 311200 Delinquent Ad Valorem                | 23,995            | 0                 | <b>0</b>          | 0                 | 0                 |
| 01312000 312410 Local Option Gas Tax                 | 580,352           | 638,000           | <b>675,000</b>    | 710,000           | 730,000           |
| 01314000 314100 Utility Tax Electric                 | 2,674,062         | 2,674,000         | <b>2,650,000</b>  | 2,705,000         | 2,757,000         |
| 01314000 314400 Utility Tax Natural Gas              | 9,414             | 11,000            | <b>10,000</b>     | 10,000            | 12,000            |
| 01314000 314700 Utility Tax Fuel Oil                 | 115               | 1,000             | <b>91</b>         | 100               | 100               |
| 01314000 314800 Utility Tax Propane                  | 42,679            | 43,000            | <b>45,000</b>     | 45,000            | 45,000            |
| 01315000 315100 Communications Services Tax          | 1,139,568         | 998,000           | <b>1,000,000</b>  | 990,000           | 990,000           |
| 01316000 316000 Business & Prof Tax                  | 326,884           | 314,000           | <b>336,000</b>    | 352,000           | 352,000           |
| 01316000 316100 Business Tax Application Fee         | 4,154             | 4,000             | <b>5,000</b>      | 5,000             | 5,000             |
| 01316000 316200 Business Tax Transfer Fee            | 690               | 700               | <b>700</b>        | 700               | 700               |
| 01316000 316300 Business Tax Licenses Prior Yr       | 945               | 1,300             | <b>0</b>          | 0                 | 0                 |
| 01316000 316400 Business Tax Receipt Penalty         | 6,147             | 4,000             | <b>3,500</b>      | 3,500             | 3,500             |
| <b>Category Totals</b>                               | <b>16,638,450</b> | <b>17,216,200</b> | <b>18,365,350</b> | <b>18,417,300</b> | <b>19,071,300</b> |
| <b>Licenses And Permits</b>                          |                   |                   |                   |                   |                   |
| 01322000 322100 Building Permits                     | 566,856           | 557,126           | <b>450,000</b>    | 450,000           | 350,000           |
| 01322000 322200 Bldg Permit Plan Review              | 142,565           | 359,600           | <b>120,000</b>    | 120,000           | 120,000           |
| 01323000 323100 Franchise Electrical                 | 2,111,895         | 2,118,000         | <b>2,200,000</b>  | 2,300,000         | 2,400,000         |
| 01323000 323400 Franchise Tax Gas                    | 11,809            | 13,000            | <b>13,500</b>     | 13,500            | 13,500            |
| 01323000 323710 Franchise Construction Rolloff       | 85,622            | 58,000            | <b>80,000</b>     | 80,000            | 80,000            |
| 01329000 329500 Garage Sale Permits                  | 41                | 100               | <b>100</b>        | 100               | 100               |
| 01329000 329530 Site Improvements Permit             | 23,127            | 39,000            | <b>40,000</b>     | 65,000            | 65,000            |
| 01329000 329540 Vegetation Removal Permit            | 2,606             | 2,500             | <b>2,500</b>      | 2,500             | 2,500             |
| 01329000 329570 Pass Through Planning Fees           | 39,650            | 53,000            | <b>0</b>          | 0                 | 0                 |
| 01329000 329580 Radon Gas Surcharge                  | 2,122             | 1,400             | <b>1,200</b>      | 1,200             | 1,200             |
| 01329000 329590 R.O.W. Utilization Permit            | 560               | 1,000             | <b>2,000</b>      | 2,000             | 2,000             |
| <b>Category Totals</b>                               | <b>2,986,853</b>  | <b>3,202,726</b>  | <b>2,909,300</b>  | <b>3,034,300</b>  | <b>3,034,300</b>  |
| <b>Intergovernmental</b>                             |                   |                   |                   |                   |                   |
| 01331000 331200 Federal Grants - Public Safety       | 0                 | 27,068            | <b>0</b>          | 0                 | 0                 |
| 01331000 331200 Federal Grants - COVID19 COV19       | 135,400           | 101,167           | <b>0</b>          | 0                 | 0                 |
| 01331000 331200 Federal Grants - Pub Safe Fire FD004 | 19,319            | 673               | <b>0</b>          | 0                 | 0                 |
| 01331000 331200 Federal Grants - Public Safety PD004 | 3,839             | 41,336            | <b>0</b>          | 0                 | 0                 |
| 01335000 335125 State Revenue Sharing                | 818,933           | 1,023,000         | <b>875,000</b>    | 875,000           | 875,000           |
| 01335000 335150 Alcoholic Beverage                   | 10,888            | 10,000            | <b>10,000</b>     | 11,000            | 11,000            |
| 01335000 335180 State Sales Tax                      | 2,589,818         | 3,081,000         | <b>3,050,000</b>  | 3,155,000         | 3,218,100         |
| 01335000 335210 F/Fighters Suppl Comp                | 22,713            | 21,000            | <b>24,000</b>     | 24,000            | 24,000            |
| 01335000 335450 State Of Fla Fuel Tax Refund         | 15,999            | 15,000            | <b>15,000</b>     | 15,000            | 15,000            |
| 01338000 338201 Orange Cnty Business Tax Recpt       | 23,275            | 22,000            | <b>21,000</b>     | 21,000            | 21,000            |
| <b>Category Totals</b>                               | <b>3,640,184</b>  | <b>4,342,244</b>  | <b>3,995,000</b>  | <b>4,101,000</b>  | <b>4,164,100</b>  |
| <b>Charges For Service</b>                           |                   |                   |                   |                   |                   |
| 01341000 341300 Sale Of Maps/Publications            | 2                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01341000 341310 Open Permit / Lien Search Fee        | 18,985            | 24,800            | <b>21,500</b>     | 21,500            | 21,500            |
| 01341000 341320 Convenience Fee                      | 8,702             | 20,000            | <b>0</b>          | 0                 | 0                 |
| 01341000 341330 Zoning Fees                          | 9,784             | 10,700            | <b>15,000</b>     | 15,000            | 15,000            |
| 01341000 341340 Certification/Copy/PublicRecor       | 3,726             | 5,200             | <b>4,500</b>      | 4,500             | 4,500             |
| 01341000 341350 Recording Fee - Building             | 750               | 0                 | <b>0</b>          | 0                 | 0                 |
| 01341000 341370 School Impact Fees Commissions       | 392               | 300               | <b>1,000</b>      | 1,000             | 1,000             |
| 01342000 342100 Security Services                    | 46,604            | 30,760            | <b>0</b>          | 0                 | 0                 |
| 01342000 342101 Security Services Outside City       | 68,759            | 37,840            | <b>0</b>          | 0                 | 0                 |
| 01342000 342110 Police Liaison OranCtyPubScho        | 196,000           | 189,500           | <b>198,000</b>    | 198,000           | 198,000           |
| 01342000 342120 VIN Verification/Fingerprints        | 570               | 1,800             | <b>1,500</b>      | 2,000             | 2,500             |
| 01342000 342190 Alarm Services                       | 3,475             | 2,300             | <b>15,000</b>     | 15,000            | 15,000            |

|  | Actual 2020      | Estimated 2021   | 2022 Budget      | 2023 Plan        | 2024 Plan        |
|--|------------------|------------------|------------------|------------------|------------------|
| 01342000 342200 Fire Prot Services - O/S City        | 0                | 0                | 0                | 0                | 0                |
| 01342000 342210 Fire Alarm Violation                 | 650              | 400              | 500              | 500              | 500              |
| 01342000 342600 PEMT Supplement                      | 53,770           | 45,300           | 48,000           | 48,000           | 48,000           |
| 01342000 342610 EMS Transport                        | 391,939          | 425,500          | 400,000          | 400,000          | 400,000          |
| 01342000 342900 Special Fire / Health Op Svc         | 1,806            | 2,000            | 2,000            | 2,000            | 2,000            |
| 01342000 342901 Fire Street Addressing Charge        | 130              | 100              | 500              | 500              | 500              |
| 01342000 342910 Flu Vaccine Revenue                  | 974              | 500              | 600              | 600              | 600              |
| 01344000 344900 Traffic Signal/Lighting Maint        | 73,079           | 75,000           | 75,000           | 76,700           | 78,200           |
| 01347000 347210 Rec Activity Functions               | 6,206            | 9,920            | 1,500            | 6,000            | 6,000            |
| 01347000 347218 Open Gym Basketball BB004            | 1,363            | 0                | 0                | 0                | 0                |
| 01347000 347221 Adult Tennis Lessons TN001           | 5,775            | 9,510            | 7,000            | 7,000            | 7,000            |
| 01347000 347223 Youth Tennis Prog - Yth Lessns TN002 | 22,305           | 36,070           | 20,000           | 20,000           | 20,000           |
| 01347000 347224 5 Man Basketball BB002               | 4,765            | 0                | 8,000            | 14,000           | 14,000           |
| 01347000 347260 Tennis Annual Passes TN007           | 17,009           | 19,370           | 9,000            | 9,000            | 9,000            |
| 01347000 347261 Tennis Lessons (Private) TN004       | 34,505           | 44,230           | 27,000           | 30,000           | 30,000           |
| 01347000 347263 Youth Basketball Camps BB003         | 25,660           | 25,820           | 22,000           | 22,500           | 22,500           |
| 01347000 347263 Youth Basketball League BB001        | 9,000            | 0                | 16,000           | 24,000           | 24,000           |
| 01347000 347263 Youth Basketball Other BB005         | 0                | 3,310            | 2,000            | 2,000            | 2,000            |
| 01347000 347266 Racquetball Fee                      | 2,007            | 1,350            | 2,000            | 2,500            | 2,500            |
| 01347000 347268 Tennis Fees (Hourly) TN006           | 9,443            | 6,910            | 3,500            | 3,500            | 3,500            |
| 01347000 347270 Fitness Programs - MCP FIT01         | 0                | 10,240           | 12,000           | 12,000           | 12,000           |
| 01347000 347270 Fitness Programs MSC MSC01           | 494              | 0                | 0                | 0                | 0                |
| 01347000 347275 Tennis Ball Machine TN008            | 900              | 0                | 0                | 0                | 0                |
| 01347000 347280 Concessions - MCP CS001              | 2,961            | 7,190            | 6,000            | 6,000            | 6,000            |
| 01347000 347290 Field Rental                         | 480              | 0                | 2,000            | 2,000            | 2,000            |
| 01347000 347290 Field Rental - Destiny Soccer FL003  | 1,314            | 0                | 0                | 0                | 0                |
| 01347000 347290 Field Rental - Keller Field FL001    | 0                | 3,400            | 2,500            | 2,500            | 2,500            |
| 01347000 347410 Event Vendor Space Rental            | 4,351            | 1,390            | 14,000           | 6,000            | 6,000            |
| 01347000 347490 Senior Craft Events                  | 109              | 0                | 0                | 0                | 0                |
| 01347000 347491 Senior Center Membership Fee         | 2,573            | -70              | 1,500            | 3,000            | 3,000            |
| 01347000 347590 Special Facility Fees                | 1,609            | 650              | 2,000            | 4,000            | 4,000            |
| 01347000 347590 Special Facility Fees - CP Con MCP02 | 1,385            | 1,390            | 2,000            | 4,500            | 4,000            |
| 01347000 347590 Special Facility Fees - CP Pav MCP01 | 8,645            | 24,890           | 17,000           | 18,000           | 17,000           |
| 01347000 347590 Special Facility Fees - Sr Ctr MSC02 | 6,427            | 0                | 5,000            | 16,000           | 15,000           |
| 01347000 347590 Special Facility Fees FM001          | 16,021           | 22,990           | 18,000           | 18,000           | 18,000           |
| 01347000 347901 Boat Waterway User Fee               | 37,241           | 29,890           | 20,000           | 35,000           | 35,000           |
| 01347000 347910 Non-Resident Fees - Soccer NR003     | 8,600            | 7,870            | 9,000            | 9,000            | 9,000            |
| <b>Category Totals</b>                               | <b>1,111,245</b> | <b>1,138,320</b> | <b>1,012,100</b> | <b>1,061,800</b> | <b>1,061,300</b> |
| <b>Fines And Forfeits</b>                            |                  |                  |                  |                  |                  |
| 01351000 351100 Court Fines                          | 112,891          | 101,000          | 100,000          | 100,000          | 100,000          |
| 01351000 351500 Police Education                     | 15,878           | 9,000            | 9,000            | 10,000           | 10,000           |
| 01354000 354100 Code Enforcement Fines               | 1,590            | 9,300            | 2,000            | 2,000            | 2,000            |
| 01354000 354200 Red Light Camera Violation           | 309,439          | 198,200          | 200,000          | 250,000          | 250,000          |
| 01354000 354300 RL Camera Training Funds             | 8,478            | 5,400            | 5,500            | 5,500            | 5,500            |
| 01354000 354400 Red Light Camera Court Fines         | 2,133            | 700              | 1,000            | 1,000            | 1,000            |
| 01354000 354500 Police Parking Tickets               | 4,205            | 13,400           | 10,000           | 10,000           | 10,000           |
| 01359000 359100 Restitution                          | 38,154           | 36,400           | 30,000           | 30,000           | 30,000           |
| 01359000 359300 Interest Liens                       | 0                | 0                | 0                | 0                | 0                |
| 01359000 359800 IRS Task Force                       | 12,985           | 0                | 0                | 0                | 0                |
| 01359000 359900 Other Fines And/Or Forfeits          | 3,750            | 3,600            | 2,000            | 2,000            | 2,000            |
| <b>Category Totals</b>                               | <b>509,503</b>   | <b>377,000</b>   | <b>359,500</b>   | <b>410,500</b>   | <b>410,500</b>   |
| <b>Miscellaneous Revenue</b>                         |                  |                  |                  |                  |                  |
| 01361000 361100 Interest Income FL SAFE              | 27,297           | 800              | 1,000            | 1,000            | 2,000            |
| 01361000 361101 Interest Investments                 | 28,276           | 0                | 0                | 0                | 0                |

|  | Actual 2020       | Estimated 2021    | 2022 Budget       | 2023 Plan         | 2024 Plan         |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| 01361000 361110 Interest-Now Account           | 40,706            | 43,800            | <b>47,000</b>     | 47,000            | 50,000            |
| 01361000 361120 Interest - SBA                 | 33,315            | 1,400             | <b>1,000</b>      | 1,000             | 2,000             |
| 01361000 361150 Interest - FL CLASS            | 90,041            | 9,500             | <b>10,000</b>     | 10,000            | 12,000            |
| 01361000 361190 Interest - Tax Coll Ad Valorem | 32,370            | 13,295            | <b>3,000</b>      | 3,000             | 4,000             |
| 01361000 361200 FL SAFE NAV Dividends          | 40,774            | -500              | <b>1,000</b>      | 1,000             | 1,000             |
| 01361000 361300 Net Inc/Decr Mkt Value In      | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01361000 361350 Net Inc Decr FMV Invest SAFE   | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01361000 361400 Int - Utilities Iron Bridge    | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01361000 361401 Util Cap Loan Interest Revenue | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01361000 361601 Interest Income CRA Loan       | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01362000 362100 Rent & Royalties               | 1,801,435         | 61,335            | <b>50,000</b>     | 50,000            | 50,000            |
| 01363000 363100 Spec Asses. QNP                | 0                 | 0                 | <b>0</b>          | 8,000             | 8,000             |
| 01364000 364100 Cemetery Lots Sale             | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01364000 364410 Disposd Fixed Asset Gain/Loss  | 15,500            | 102,600           | <b>30,000</b>     | 30,000            | 30,000            |
| 01365000 365100 Sale-Scrap                     | 4,119             | 900               | <b>2,000</b>      | 2,000             | 2,000             |
| 01366000 366600 Reforestation Offset           | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01366000 366601 Lakes Mgmt Revegetation        | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01366000 366700 Celebrate Trees                | 47                | 0                 | <b>0</b>          | 0                 | 0                 |
| 01366000 366710 Interim Imprv Contribution     | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01366000 366800 Commemorative Brick Contrib.   | 375               | 100               | <b>0</b>          | 0                 | 0                 |
| 01366000 366900 Contributions Private          | 206,340           | 2,600             | <b>0</b>          | 0                 | 0                 |
| 01366000 366902 Land Contributions             | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01366000 366920 Adopt A Median Contribution    | 24,850            | 25,000            | <b>25,000</b>     | 25,000            | 25,000            |
| 01366000 366930 Contributions-Community Events | 1,250             | 600               | <b>0</b>          | 0                 | 0                 |
| 01366000 366940 Street Lighting Contributions  | 12,142            | 16,246            | <b>6,000</b>      | 6,000             | 6,000             |
| 01369000 369900 Misc. Revenue                  | 3,809             | 1,436             | <b>3,000</b>      | 3,000             | 3,000             |
| 01369000 369901 Admin. Revenue Utilities       | 1,254,000         | 1,279,000         | <b>1,300,000</b>  | 1,326,000         | 1,350,000         |
| 01369000 369902 Admin. Revenue Solid Waste     | 247,200           | 252,000           | <b>256,000</b>    | 261,000           | 266,000           |
| 01369000 369903 Admin. Revenue Stormwater      | 90,000            | 90,000            | <b>90,000</b>     | 90,000            | 90,000            |
| 01369000 369910 Reimb. Workman Comp.           | 249               | 0                 | <b>0</b>          | 0                 | 0                 |
| 01369000 369911 Reimb. Ins. Rep Fleet534613    | 43,741            | 40,580            | <b>50,000</b>     | 50,000            | 50,000            |
| 01369000 369912 Insurance-Reimburs Facilities  | 68,191            | 146,038           | <b>50,000</b>     | 50,000            | 50,000            |
| 01369000 369913 Reimb- Employee Purchases      | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01369000 369914 Expense Reimb- Non-Employees   | 0                 | 0                 | <b>0</b>          | 0                 | 0                 |
| 01369000 369915 Insurance Proc - Hurricane     | 1,254             | 0                 | <b>0</b>          | 0                 | 0                 |
| 01369000 369950 Maintenance Agreement Reimb    | 1,196             | 1,100             | <b>2,000</b>      | 2,000             | 2,000             |
| 01369000 369990 Refund Prior Yr Expense        | 23,583            | 44,700            | <b>15,000</b>     | 15,000            | 15,000            |
| 01369000 369995 Prior Year Revenue             | 2,120             | 0                 | <b>500</b>        | 500               | 500               |
| <b>Category Totals</b>                         | <b>4,094,180</b>  | <b>2,132,530</b>  | <b>1,942,500</b>  | <b>1,981,500</b>  | <b>2,018,500</b>  |
| <b>Other Sources</b>                           |                   |                   |                   |                   |                   |
| 01382000 382100 Contributions-Solid Waste Fund | 417,000           | 420,300           | <b>427,000</b>    | 430,000           | 433,000           |
| 01381000 381061 Interfund Transfer CRA Trust   | 1,295,810         | 1,539,900         | <b>1,105,830</b>  | 482,412           | 1,986,740         |
| <b>Category Totals</b>                         | <b>1,712,810</b>  | <b>1,960,200</b>  | <b>1,532,830</b>  | <b>912,412</b>    | <b>2,419,740</b>  |
| <b>Total Revenues</b>                          | <b>30,693,225</b> | <b>30,369,220</b> | <b>30,116,580</b> | <b>29,918,812</b> | <b>32,179,740</b> |

|  | Actual<br>2020     | Estimated<br>2021  | 2022<br>Budget     | 2023 Plan          | 2024 Plan          |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Taxes</b>                                   |                    |                    |                    |                    |                    |
| 61311000 311500 Ad Valorem - City CRA Portion  | 1,076,277          | 1,399,608          | <b>1,465,706</b>   | 1,502,464          | 1,539,957          |
| <b>Total Taxes</b>                             | <b>1,076,277</b>   | <b>1,399,608</b>   | <b>1,465,706</b>   | <b>1,502,464</b>   | <b>1,539,957</b>   |
| <b>Intergovernmental</b>                       |                    |                    |                    |                    |                    |
| 61311000 311400 Ad Valorem Taxes - County Port | 1,068,894          | 1,299,882          | <b>1,347,103</b>   | 1,373,363          | 1,400,148          |
| <b>Total Intergovernmental</b>                 | <b>1,068,894</b>   | <b>1,299,882</b>   | <b>1,347,103</b>   | <b>1,373,363</b>   | <b>1,400,148</b>   |
| <b>Charges for Service</b>                     |                    |                    |                    |                    |                    |
| 61347000 347411 Event Concession Sales         | 0                  | 0                  | <b>0</b>           | 0                  | 0                  |
| <b>Total Charges for Service</b>               | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           |
| <b>Miscellaneous/Other</b>                     |                    |                    |                    |                    |                    |
| 61361000 361120 Interest - SBA                 | 19,142             | 3,000              | <b>2,201</b>       | 3,000              | 5,000              |
| 61381000 381120 Trans From General Fund        | 5,507              | 315                | <b>0</b>           | 0                  | 0                  |
| <b>Total Miscellaneous/Other</b>               | <b>24,649</b>      | <b>3,315</b>       | <b>2,201</b>       | <b>3,000</b>       | <b>5,000</b>       |
| <b>Total Revenues</b>                          | <b>\$2,169,820</b> | <b>\$2,702,805</b> | <b>\$2,815,010</b> | <b>\$2,878,827</b> | <b>\$2,945,105</b> |

|   | Estimated        |                   |                   |                  |                  |
|---|------------------|-------------------|-------------------|------------------|------------------|
|   | Actual 2020      | 2021              | 2022 Budget       | 2023 Plan        | 2024 Plan        |
| 41343000 343310 Water Commercial                    | 499,215          | 496,300           | 504,000           | 525,000          | 550,000          |
| 41343000 343311 Water Residential                   | 908,663          | 919,600           | 934,000           | 969,000          | 1,017,000        |
| 41343000 343312 Water Multi-Family                  | 483,087          | 462,900           | 503,000           | 482,000          | 506,000          |
| 41343000 343320 Irrigation Water Commercial         | 797,689          | 757,864           | 754,000           | 759,000          | 797,000          |
| 41343000 343321 Irrigation Water Residential        | 1,214,267        | 1,242,200         | 1,266,000         | 1,294,000        | 1,359,000        |
| 41343000 343350 Penalties/City                      | 99,114           | 84,400            | 80,000            | 80,000           | 80,000           |
| 41343000 343352 Meter Charge                        | 31,340           | 19,500            | 9,000             | 9,000            | 9,000            |
| 41343000 343353 Broken Meter Boxes                  | -18              | 0                 | 0                 | 0                | 0                |
| 41343000 343359 Meter Reconnect Fee                 | 2,340            | 4,200             | 4,000             | 4,000            | 4,000            |
| 41343000 343361 Backflow Device Testing             | 53,480           | 54,600            | 60,000            | 57,000           | 57,000           |
| 41343000 343362 Backflow Repair                     | 0                | 0                 | 0                 | 0                | 0                |
| 41343000 343363 Service Charge                      | 450              | 200               | 1,000             | 1,000            | 1,000            |
| 41343000 343510 Sewer Commercial                    | 960,132          | 961,900           | 951,000           | 987,000          | 1,036,000        |
| 41343000 343511 Sewer Residential                   | 1,930,925        | 1,942,800         | 1,988,000         | 2,114,000        | 2,241,000        |
| 41343000 343512 Sewer Multi-Family                  | 1,128,747        | 1,242,800         | 1,241,000         | 1,300,000        | 1,365,000        |
| 41343000 343560 Sewer Standby                       | 556              | 300               | 0                 | 0                | 0                |
| <b>Category Totals</b>                              | <b>8,109,987</b> | <b>8,189,564</b>  | <b>8,295,000</b>  | <b>8,581,000</b> | <b>9,022,000</b> |
| 41361000 361100 Interest Income FL SAFE             | 7,819            | 1,900             | 2,000             | 2,000            | 4,000            |
| 41361000 361101 Interest Investments                | 0                | 0                 | 0                 | 0                | 0                |
| 41361000 361110 Interest-Now Account                | 1,246            | 18,600            | 21,000            | 21,000           | 24,000           |
| 41361000 361120 Interest - SBA                      | 17,195           | 700               | 1,000             | 1,000            | 1,000            |
| 41361000 361160 Interest Income FL SAFE             | 36,494           | 0                 | 0                 | 0                | 0                |
| 41361000 361201 Interest Bond Invest                | 0                | 0                 | 0                 | 0                | 0                |
| <b>Category Totals</b>                              | <b>62,754</b>    | <b>21,200</b>     | <b>24,000</b>     | <b>24,000</b>    | <b>29,000</b>    |
| 41334000 334500 State Grant - Hurricane IRMA EOC05  | 1                | 0                 | 0                 | 0                | 0                |
| 41334000 334310 State Grant - Water Supply Sys      | 31,240           | 0                 | 0                 | 0                | 0                |
| 41331000 331510 Federal Grants-Hurricane IRMA EOC05 | 44,157           | 0                 | 0                 | 0                | 0                |
| 41331000 331510 Federal Disaster Relief Monies      | 0                | 0                 | 0                 | 0                | 0                |
| 41324000 324210 Connection Fees-Water 201           | 119,005          | 11,470            | 50,000            | 114,000          | 117,000          |
| 41324000 324211 Sewer Connection-Transmission 201   | 161,373          | 8,355             | 254,000           | 59,000           | 0                |
| 41324000 324212 Sewer Connection-Treatment 201      | 308,405          | 5,740             | 621,000           | 144,000          | 0                |
| 41364000 364410 Disposd Fixed Asset Gain/Loss       | 0                | 47,600            | 15,000            | 5,000            | 5,000            |
| 41369000 369990 Refund Prior Yr Expense             | 0                | 0                 | 0                 | 0                | 0                |
| 41369000 369900 Misc. Revenue                       | 7,295            | 7,700             | 5,000             | 5,000            | 5,000            |
| 41369000 369912 Insurance-Outside Reimburs          | 0                | 0                 | 0                 | 0                | 0                |
| 41247000 397100 Budget Acct - Undesig Fd Eqty       | 0                | 10,262,102        | 6,600,000         | 6,740,000        | 0                |
| <b>Category Totals</b>                              | <b>671,476</b>   | <b>10,342,967</b> | <b>7,545,000</b>  | <b>7,067,000</b> | <b>127,000</b>   |
| <b>TOTAL Utility Fund</b>                           | <b>8,906,971</b> | <b>8,312,829</b>  | <b>15,888,000</b> | <b>8,956,000</b> | <b>9,207,000</b> |

|   | <b>Actual<br/>2020</b> | <b>Estimated<br/>2021</b> | <b>2022<br/>Budget</b> | <b>2023 Plan</b> | <b>2024 Plan</b> |
|---|------------------------|---------------------------|------------------------|------------------|------------------|
| 42343000 343410 Commercial Cart Refuse        | 39,755                 | 43,300                    | <b>41,000</b>          | 50,000           | 50,000           |
| 42343000 343411 Residential Service Charge    | 1,041,447              | 1,047,000                 | <b>1,050,000</b>       | 1,060,000        | 1,070,000        |
| 42343000 343412 Commercial Box Service        | 1,246,694              | 1,176,900                 | <b>1,200,000</b>       | 1,220,000        | 1,220,000        |
| 42343000 343413 Special Pick-Up               | 32,918                 | 32,900                    | <b>30,000</b>          | 30,000           | 30,000           |
| 42343000 343415 Cart Delivery Fee             | 21,213                 | 24,000                    | <b>22,000</b>          | 22,000           | 22,000           |
| 42343000 343417 Commercial Recycling          | 38,734                 | 38,500                    | <b>38,000</b>          | 38,000           | 38,000           |
| 42343000 343418 Special Yard Waste Pick Up    | 1,047                  | 500                       | <b>0</b>               | 0                | 0                |
| 42343000 343419 Bulk Items Pick-Up            | 3,074                  | 3,400                     | <b>3,000</b>           | 3,000            | 3,000            |
| 42343000 343422 Environmental Rebate Sem Co   | 42,014                 | 40,400                    | <b>40,000</b>          | 40,000           | 40,000           |
| 42343000 343430 Compactor Pull Charge         | 157,496                | 180,600                   | <b>200,000</b>         | 220,000          | 240,000          |
| 42343000 343431 Compactor Tonnage Charge      | 116,624                | 135,100                   | <b>140,000</b>         | 160,000          | 180,000          |
| 42343000 343432 Compactor Rental Charge       | 45,500                 | 51,000                    | <b>52,000</b>          | 54,000           | 56,000           |
| <b>Category Totals</b>                        | <b>2,786,516</b>       | <b>2,773,600</b>          | <b>2,816,000</b>       | <b>2,897,000</b> | <b>2,949,000</b> |
| 42361000 361100 Interest Income FL SAFE       | 1,118                  | 12,200                    | <b>0</b>               | 0                | 0                |
| 42361000 361110 Interest-Now Account          | 449                    | 6,000                     | <b>7,000</b>           | 7,000            | 9,000            |
| 42361000 361120 Interest - SBA                | 11,021                 | 1,000                     | <b>1,000</b>           | 1,000            | 2,000            |
| 42361000 361160 Interest Income FL SAFE       | 11,176                 | 0                         | <b>1,000</b>           | 1,000            | 1,000            |
| 42364000 364410 Disposd Fixed Asset Gain/Loss | 0                      | 0                         | <b>0</b>               | 0                | 0                |
| 42364000 364490 Sale-Garbage Carts            | 0                      | 0                         | <b>0</b>               | 0                | 0                |
| 42366000 366900 Contributions Private         | 10,000                 | 10,000                    | <b>10,000</b>          | 10,000           | 10,000           |
| 42381000 381120 Trans From General Fund       | 236,800                | 236,800                   | <b>219,900</b>         | 0                | 0                |
| <b>Category Totals</b>                        | <b>270,564</b>         | <b>266,000</b>            | <b>238,900</b>         | <b>19,000</b>    | <b>22,000</b>    |
| <b>TOTAL Solid Waste Fun</b>                  | <b>3,057,080</b>       | <b>3,039,600</b>          | <b>3,054,900</b>       | <b>2,916,000</b> | <b>2,971,000</b> |

|   | Actual<br>2020     | Estimated<br>2021  | 2022<br>Budget     | 2023 Plan          | 2024 Plan          |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Licenses and Permits</b>                         |                    |                    |                    |                    |                    |
| 32329000 329200 Stormwater Fee                      | 1,364,551          | 1,364,300          | <b>1,422,000</b>   | 1,465,000          | 1,508,000          |
| 32329000 329550 Shoreline Alteration Permit         | 600                | 700                | <b>500</b>         | 500                | 500                |
| <b>Total Licenses and Permits</b>                   | <b>1,365,151</b>   | <b>1,365,000</b>   | <b>1,422,500</b>   | <b>1,465,500</b>   | <b>1,508,500</b>   |
| <b>Intergovernmental</b>                            |                    |                    |                    |                    |                    |
| 32331000 331510 Federal Grants-Hurricane IRMA EOC05 | 0                  | 0                  | <b>0</b>           | 0                  | 0                  |
| 32334000 334390 State Grant Stormwater              | 0                  | 0                  | <b>0</b>           | 0                  | 0                  |
| 32334000 334500 State Grant - Hurricane IRMA EOC05  | 0                  | 0                  | <b>0</b>           | 0                  | 0                  |
| <b>Total Intergovernmental</b>                      | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           |
| <b>Miscellaneous/Other</b>                          |                    |                    |                    |                    |                    |
| 32361000 361100 Interest Income FL SAFE             | 3,282              | 200                | <b>0</b>           | 0                  | 0                  |
| 32361000 361110 Interest-Now Account                | 458                | 6,500              | <b>7,000</b>       | 7,000              | 8,000              |
| 32361000 361120 Interest - SBA                      | 24,419             | 1,100              | <b>1,000</b>       | 1,000              | 2,000              |
| 32364000 364410 Disposd Fixed Asset Gain/Loss       | 0                  | 6,200              | <b>0</b>           | 0                  | 0                  |
| 32369000 369900 Misc. Revenue                       | 3,832              | 3,000              | <b>1,500</b>       | 1,500              | 1,500              |
| <b>Total Miscellaneous/Other</b>                    | <b>31,991</b>      | <b>17,000</b>      | <b>9,500</b>       | <b>9,500</b>       | <b>11,500</b>      |
| <b>Total Revenues</b>                               | <b>\$1,397,142</b> | <b>\$1,382,000</b> | <b>\$1,432,000</b> | <b>\$1,475,000</b> | <b>\$1,520,000</b> |

## Debt Service Fund Revenue by Category and Source

|  | Actual<br>2020   | Estimated<br>2021 | 2022<br>Budget   | 2023 Plan        | 2024 Plan        |
|--|------------------|-------------------|------------------|------------------|------------------|
| <b>Taxes</b>                                   |                  |                   |                  |                  |                  |
| 22311000 311800 Ad Valorem Debt Millage        | 824,587          | 810,866           | <b>799,326</b>   | 820,022          | 821,019          |
| <b>Total Taxes</b>                             | <b>824,587</b>   | <b>810,866</b>    | <b>799,326</b>   | <b>820,022</b>   | <b>821,019</b>   |
| <b>Miscellaneous/Other</b>                     |                  |                   |                  |                  |                  |
| 22361000 361120 Interest - SBA                 | 4,286            | 2,200             | <b>586</b>       | 600              | 600              |
| 22361000 361190 Interest - Tax Coll Ad Valorem | 2,063            | 0                 | <b>0</b>         | 0                | 0                |
| 22361000 361200 Dividends                      | 0                | 0                 | <b>0</b>         | 0                | 0                |
| 22381000 381001 Transfer From General Fund     | 0                | 0                 | <b>0</b>         | 0                | 0                |
| 22381000 381120 Trans From General Fund        | 0                | 0                 | <b>0</b>         | 0                | 0                |
| 22384000 384300 Debt Proceeds - Bank Loans     | 0                | 0                 | <b>0</b>         | 0                | 0                |
| <b>Total Miscellaneous/Other</b>               | <b>6,349</b>     | <b>2,200</b>      | <b>586</b>       | <b>600</b>       | <b>600</b>       |
| <b>Total Revenues</b>                          | <b>\$830,936</b> | <b>\$813,066</b>  | <b>\$799,912</b> | <b>\$820,622</b> | <b>\$821,619</b> |

# 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

|      |   |
|------|---|
| ACFR | Annual Comprehensive 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                 |