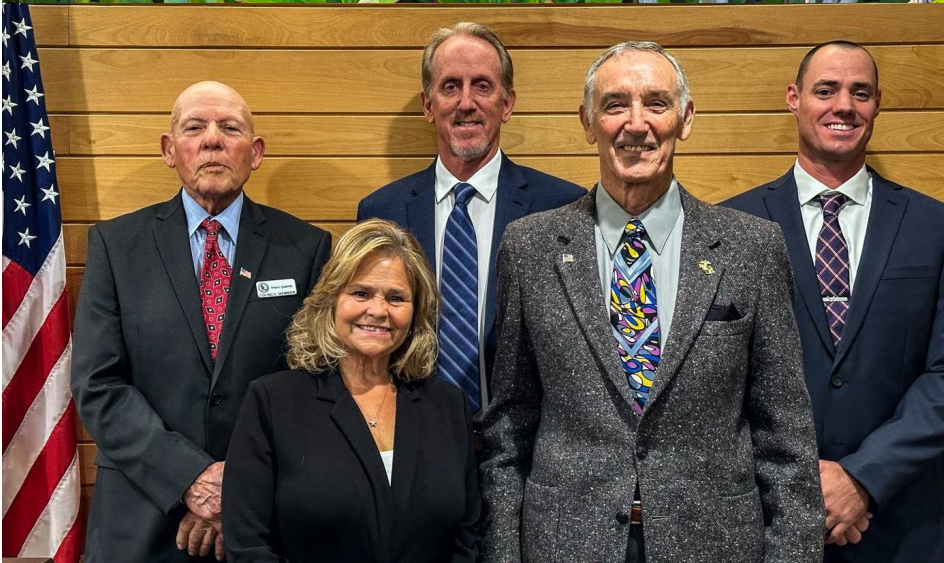


City of Indian Harbour Beach FY25 Approved Budget



Adopted by the City Council on September 23, 2024

City of Indian Harbour Beach

City Council

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Frank A. Guertin, Deputy Mayor

Hamilton Boone, Council Member

Adam Dyer, Council Member

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INDIAN HARBOUR BEACH

Florida

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October 1, 2024

Honorable Mayor, Council Members, and Residents:

It is my professional honor and pleasure to present the Fiscal Year 2024-2025 (FY25) Approved Budget. This document represents the culmination of months of work by the Leadership Team. New for this year is the inclusion of a comprehensive Five-Year Financial Model and Capital Improvement Plan (5yrFM&CIP) plus a vehicle replacement schedule. The former Personnel section is now titled "Resources," which contains the established personnel information and the new fleet replacement schedule.

The FY25 Approved Budget continues the ongoing services residents and visitors expect and value with a focus on the City Council's strategic priorities identified at the February 6, 2024, Budget Kick-off workshop and capital project priorities identified at the City Council's FY25-29 5yrFM&CIP workshop on April 23, 2024. This year, the past practice of "re-budgeting" uncompleted capital projects will be discontinued in lieu of adding the unexpended budget via a budget amendment after the new budget is adopted in September. This approach will eliminate the appearance of duplicate purchases, such as three years of annual budgeting for the entire cost of a new fire truck. The FY25-29 5yrFM&CIP summary table in the later part of this document illustrates the aggregate cost of these "roll-forward" projects not included in the FY25 Approved Budget line items.

The FY25 Approved Budget is not meant to be read cover to cover in one sitting but is designed to be a resource of information available to readers of all interest levels. Staff will use the information contained herein as a policy and control document, while most readers will view the information as a fiscal and communication tool. With that understanding, the reader may notice differences between sections. Fund-level data in the Transmittal Letter is presented in a cash accounting "budget" format and may appear different from corresponding data within the annual financial audit and certain line items contained within the Line-item Summaries section. The differences are due to timing and how revenues and expenditures are recognized, not actual differences in real numbers.

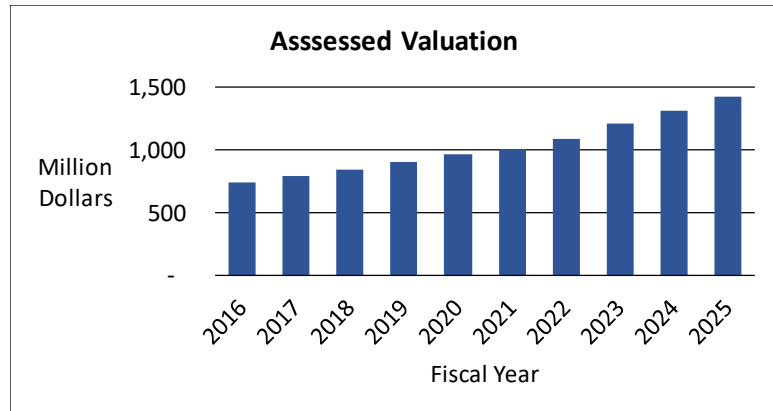
Overall, the City is blessed with experienced leadership on the City Council, dedicated advisory board members, and educated, professional, and caring employees. While the challenges facing the City in 2025 and beyond may seem significant, through diligent planning and sound execution, the City will ultimately emerge more robust and better, just as precious metals coming out of a refiner's fire.

On the positive side, the City continues to be a destination community in which to live and raise a family. Preliminary property valuation numbers obtained from the Brevard County Property Appraiser's Office indicate a 7.44% increase in existing property valuations coupled with \$10,031,059 in new construction

for a total of \$1,422,116,522 in assessed valuation. Illustrated to the right is the combined 8.21% increase in valuations for FY25 and historical information.

Basis of FY25 Budget

The FY25 Approved Budget was developed based on the continuation of the current level of services, recognition of external economic factors (i.e., slowly declining inflation rate, 2020 State minimum wage law, and slowing growth in property valuations), and the City Council's adopted areas of emphasis as guiding principles in determining funding for personnel additions and one-time capital projects. Specific parameters used in the development of this document include:



- Continuation of “pay as you go” funding of capital projects, thereby preserving the City’s debt-free status
- Implementation of an interactive five-year financial model and capital improvement plan
- Creation of a detailed fleet replacement schedule to guide future vehicle purchases and to increase transparency on the size of the City’s fleet
- Discontinuation of past practice of re-budgeting capital projects not completed in the prior year (which resulted in the appearance of duplicative procurements) in lieu of roll-forward unexpended capital project budgets into the new fiscal year via a budget amendment
- Property tax millage rate of 5.5168, a decrease of 0.0281 or 0.51%, resulting in \$538,878 net additional tax receipts due to increased valuations
- \$24 a year increase in the Stormwater Utility Assessment fee to fund pollutant loading reduction projects to improve the health of the Indian River Lagoon and meet state-mandated reduction goals
- \$35,000 in new revenue from increasing 20 Recreation Department fees, primarily paid by non-residents
- \$38,427 in new revenue from a 35% increase in 50 Building Department fees that have not been increased since 2011 (lower than initially projected due to the slowing of building activity)
- Continuation of inter-agency funding for a full-time School Resource Officer at Ocean Breeze Elementary School
- Continuation of the shared Police Department Victim Advocate position with the City of Satellite Beach
- \$370,000 use of Transportation Impact Fee monies for sidewalk projects
- Payroll increases due to
 - 2.00% cost of living adjustment (COLA) for all employees
 - 3.00% progression increase for all employees, which will move them through their respective pay grades
 - Fully funding one-time increases in mid-FY24 to address deficiencies identified by an independent pay and classification plan study
 - \$44,441 to address one-third of identified deficiencies in Department Director’s pay (Council priority to correct senior management pay by FY27)
 - \$30,807 to adjust wages of Fraternal Order of Police members into steps within their existing pay grades as part of the tentative new collective bargaining agreement with the City
- Florida Retirement System employer contribution rates

- Regular class from 16.57% to 16.63%
- Senior Management service class remaining at 37.52%
- Special Risk class from 35.67% to 35.79%
- Deferred Retirement Option Plan remaining at 21.13%
- Increased Police Pension contributions from 27.50% to 31.40%
- Projected 8.00% increase in employee health insurance premiums paid by the City
- Projected 22.00% increase in liability, property, and workers' compensation insurance premiums (mainly due to past under-valuation of city properties and vehicles)
- Addition of 2.50 FTEs
 - Addition of 0.75 FTE for fund nine months of a new full-time Police Lieutenant position
 - Addition of 0.50 FTE part-time Public Works Maintenance Specialist position to address the department's growing workload
 - Addition of 0.25 FTE for fund three months of a new full-time Public Works Maintenance Specialist position for increased common area maintenance needs of the planned expansion of the Algonquin Sports Complex
 - Addition of 0.25 FTE for fund part-time Recreation Department Crossing Guard hours (position opens and closes the gates of Algonquin Sports Complex on weekends and holidays)
 - Addition of 0.25 FTE for fund part-time Recreation Department Camp Counselor positions
 - Addition of 0.25 FTE to fully fund the full-time Fire Chief position that was added in mid-FY24
 - Addition of 0.25 FTE to fully fund the full-time Administrative Assistant position in Public Works that was added in mid-FY24
- Reallocation of ongoing budgeted expenses to isolate departmental responsibilities for fiscal oversight
- Completion of DEP ARPA-funded stormwater projects
- Commencement of construction of the ARPA majority-funded Algonquin Sports Complex project
- Continuation of the DEP-funded Vulnerability Assessment project being conducted by the East Central Florida Regional Planning Council
- Continued aggressive pursuit of grant funding for planned projects

All Funds

The FY25 All Funds Approved Budget is presented balanced at \$12,758,206 (with the use of fund balance in the American Rescue Plan Act Fund), which is \$5,775,578 or 31.09% lower than the FY24 Budget primarily due to one-time grant-funded projects in FY24. The reader should note that the "All Funds" summary table on the next page is presented in a cash accounting format. Hence, a casual review of the table would indicate that the combined funds are not balanced, which is technically incorrect.

FY25 All Funds Summary*

	FY23 Actual	FY24 Adopted Budget	FY24 YE Est	FY25 Approved Budget	FY24-FY25 Budget	
					Dollars	Percent
Beginning Fund Balance	14,753,550	16,195,945	16,195,945	15,174,140	(1,021,805)	-6.31%
Revenues						
General	11,108,767	14,846,741	11,762,252	12,348,851	(2,497,890)	-16.82%
Impound	3	2,327	-	2,196	(131)	N/A
Police Training	782	225	420	450	225	100.00%
Stormwater Utility	220,820	275,941	220,834	332,463	56,522	20.48%
ARPA**	-	-	-	-	-	N/A
Total Revenues	11,330,372	15,125,234	11,983,506	12,683,960	(2,441,274)	-16.14%
Expenditures						
General	9,017,805	14,846,741	10,945,488	12,348,851	(2,497,890)	-16.82%
Impound	1,089	2,327	1,000	2,196	(131)	-5.63%
Police Training	568	225	255	450	225	100.00%
Stormwater Utility	182,988	658,500	515,391	332,463	(326,037)	-49.51%
ARPA**	685,527	2,961,300	1,543,177	74,246	(2,887,054)	-97.49%
Total Expenditures	9,887,977	18,469,093	13,005,311	12,758,206	(5,710,887)	-30.92%
Revenues Over Expenditures	1,442,395	(3,343,859)	(1,021,805)	(74,246)	3,269,613	N/A
G.F. Pre-Paid/Committed	1,207,859	N/A	312,600	N/A	N/A	N/A
G.F. Cash Reserves	2,550,857	3,091,605	2,741,824	3,256,655	165,050	5.34%
G.F. Emerg./Hurricane Reserves	3,892,702	4,914,205	3,612,011	4,075,121	(839,084)	-17.07%
G.F. Building RR&B Reserves	801,227	801,227	801,227	706,227	(95,000)	-11.86%
ARPA Restricted	3,395,391	107,305	1,852,214	-	(107,305)	-100.00%
Undesignated Fund Balance	4,347,909	3,158,862	5,854,264	7,061,892	3,903,029	123.56%
Ending Fund Balance	16,195,945	12,852,086	15,174,140	15,099,894	2,247,808	17.49%

* Data presented in a cash accounting format that differs from the financial audit presentations.

** Use of fund balance is not shown to accurately reflect ending fund balance figures.

Revenues

Budgeted for FY25 All Funds are \$12,683,960 in total revenues (based on cash accounting principles that exclude the use of fund balance in the ARPA Funds), which is \$2,441,274 or 16.14% lower than the FY24 Budget. The primary factors in the revenues include:

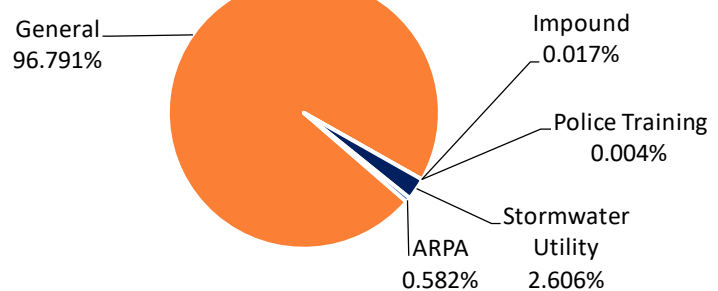
- \$3,555,350 in grant receipts budgeted in FY24
- \$538,878 net additional property tax receipts in FY25 due to increased valuations
- \$113,520 increase in Stormwater Utility assessment receipts in FY25 as a result of an increase in the assessment rate by \$24 a year per equivalent residential unit

The chart to the right illustrates the dominance of General Fund revenues over other funds. Excluding one-time revenue sources from both fiscal years, FY25 total revenues are \$12,313,960, an increase of \$744,076 or 6.43% from the FY24 Budget. Although confusing to the casual reader, the difference is a critical factor in understanding the long-term financial stability of the City versus the skewed perception

one may have from viewing total revenues rather than just recurring revenues. To ensure fiscal sustainability, the City only uses significant one-time revenues to fund capital improvement projects as opposed to funding recurring expenses such as salaries and wages.

A six-year analysis (i.e., FY24 through FY29) of revenue categories with the provision of sub-category revenue stream growth assumptions is provided in the Five-year Financial Model and Capital Improvement section of this document starting page D – 8.

FY25 All Funds Expenditures

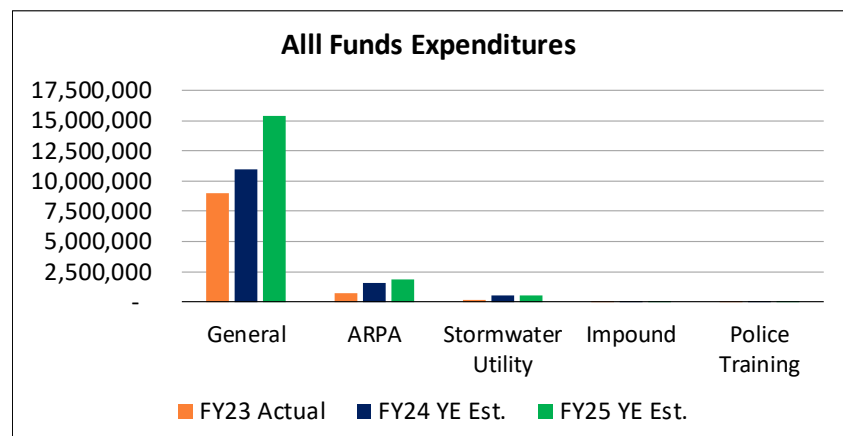


Expenditures

Budgeted for FY25 All Funds are \$12,758,206 in total expenditures, which is \$5,710,887 or 30.92% lower than the FY24 Budget. Additionally, variability in total expenditures per fund exists across time primarily due to the timing of capital projects that are funded by one-time monies. As of the date of the drafting of this document, staff anticipates \$5,016,430 in unexpended FY24

capital projects budgets being rolled into FY25 via a budget amendment in November 2024 and completed by the end of the fiscal year thereby skewing the FY25 year-end estimated total expenditures upward. The anticipated roll-forward amounts per fund are listed below:

- \$3,047,175 General Fund



- \$191,287 Stormwater Utility Fund
- \$1,777,968 ARPA Fund

Another perspective of All Funds expenditures is the distribution and number of one-time capital projects within each fund. The chart to the right illustrates the greatest diversity of projects within the General Fund, which has the least restrictions on usage. Stormwater and ARPA Funds have the most restrictive use of monies, and hence, the reader should not be surprised by the

FY25 All Funds Capital Projects				
Council's areas of emphasis	Fund			Total
	General	Stormwater	ARPA	
Safe and secure community	13	-	-	13
Enhance the quality of life	12	1	1	14
Financial sustainability	2	-	-	2
Improve and Maintain Infrastructure	15	-	-	15
Use of technology for a strategic advantage	2	-	-	2
Total	44	1	1	46

fewer projects approved for each fund. Specific projects are listed starting on page D – 20 in the Five-Year Financial Model and Capital Improvement Plan section of this document.

Changes in Fund Balance

While staff scrutinizes every expenditure and devotes many hours in developing detailed budgetary projections at the line-item level, a sole focus on said line-items can mask multi-year changes in future available resources. Hence, an annual review of changes to fund balances and their combined totals is

also a critical component of the budgetary development and review process. The charts to the right illustrates the actual and projected ending fund balances for the funds detailed in this document.

Changes in Fund Balance				
	FY23	FY24	FY24	FY25
	Actual	Adopted Budget	YE Est	Approved Budget
General	2,090,962	-	816,764	262,379
Impound	(1,086)	-	(1,000)	-
Police Training	214	-	165	-
Stormwater Utility	37,832	(382,559)	(294,557)	(191,287)
ARPA	(685,527)	(2,961,300)	(1,543,177)	(1,852,214)
	1,442,395	(3,343,859)	(1,021,805)	(1,781,122)

The change in the General Fund ending fund balances from FY23 to FY25 estimated year end (as illustrated on the following page) are primarily attributed to the timing of grant receipts versus incurred costs plus personnel savings due to chronic vacancies. Furthermore, the reader should not be alarmed by the declines in the Stormwater Utility and ARPA Funds balances. Specifically, the decline in the Stormwater Utility Fund is due to the planned use of fund balance for local matching monies for state appropriation stormwater project awards. The ARPA Fund decline is planned and required as unspent monies have to be returned in future years (all ARPA funds must be contracted by December 31, 2024 and expended by December 31, 2026). As detailed later in this section, the City is on schedule to meet the contracting and expenditure timing requirements of the ARPA program.

The FY25-29 Five-Year Financial Model and Capital Improvement Plan contains summary five-year financial models that illustrate each fiscal year's starting and ending fund balances. The financial model summary tables can be found on the following pages:

- General Fund: Page D – 6

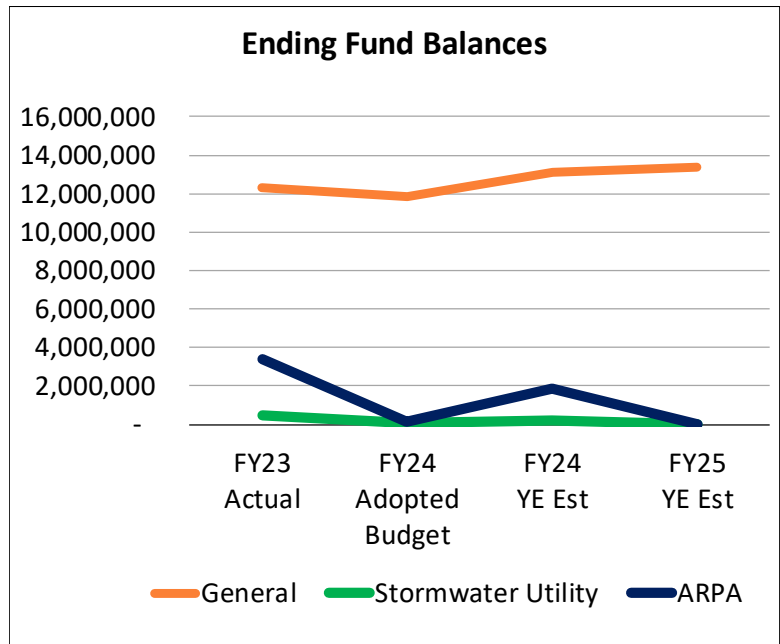
- Stormwater Utility Fund: D – 14
- American Rescue Plan Act (ARPA) Fund: D – 18

The reader should note that only the General Fund has specific reserve fund balance components, while the Stormwater and ARPA Funds do not since all their funds have restrictive uses.

General Fund

The FY25 Approved Budget is presented balanced at \$12,348,851 and is \$2,497.890 or 16.82% lower than the FY24 Budget. When one-time revenues are removed from each fiscal year, the FY25 Approved Budget is \$784,810 or 7.01% higher than the FY24 Budget.

The following page presents a multi-year fund summary with revenues grouped per categories and expenditures by departments.



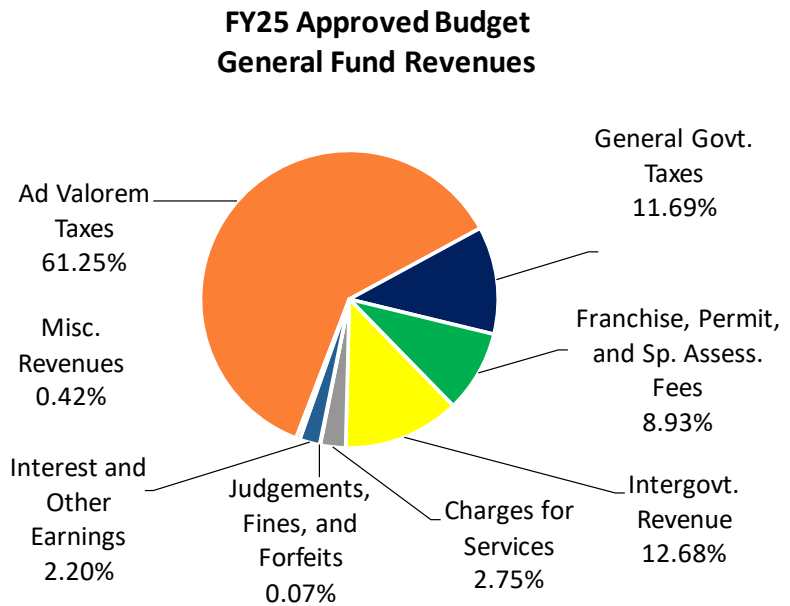
FY25 General Fund Summary*

	FY23 Actual	FY24 Adopted Budget	FY24 YE Est	FY25 Approved Budget	FY24-FY25 Budget	
					Dollars	Percent
Beginning Fund Balance	10,230,615	11,839,213	12,321,577	13,138,341	1,299,128	10.97%
Revenues						
Ad Valorem Taxes	6,478,218	7,024,792	7,016,664	7,563,670	538,878	7.67%
General Government Taxes	1,415,523	1,349,012	1,431,492	1,443,827	94,815	7.03%
Franchise, Permit, and Special Assessment Fees	1,024,151	1,023,040	1,001,518	1,102,892	79,852	7.81%
Intergovernmental Revenue	1,363,002	4,795,921	1,369,833	1,566,350	(3,229,571)	-67.34%
Charges for Services	317,991	305,590	301,072	339,135	33,545	10.98%
Judgements, Fines, and Forfeits	13,039	7,200	9,100	8,750	1,550	21.53%
Interest and Other Earnings	473,691	328,306	302,898	271,850	(56,456)	-17.20%
Miscellaneous Revenues	23,152	12,880	329,675	52,377	39,497	306.65%
Other Sources - Non-Operating	-	-	-	-	-	#DIV/0!
Total Revenue	11,108,767	14,846,741	11,762,252	12,348,851	(2,497,890)	-16.82%
Expenditures						
Legislative	74,903	96,653	90,102	94,750	(1,903)	-1.97%
Executive	449,067	529,571	524,274	594,905	65,334	12.34%
Finance	455,316	295,512	352,686	309,746	14,234	4.82%
Information Technology	-	202,640	193,812	521,749	319,109	157.48%
Legal	71,348	77,900	86,355	81,000	3,100	3.98%
General Government	633,834	1,314,667	824,274	1,101,487	(213,180)	-16.22%
Police	3,134,402	3,545,127	3,273,999	3,716,080	170,953	4.82%
Fire	178,247	281,756	271,298	345,034	63,278	22.46%
Building	360,818	397,462	385,529	402,094	4,632	1.17%
Public Works	1,220,374	1,534,108	1,304,773	1,719,482	185,374	12.08%
Recreation	873,710	1,123,347	1,001,456	982,324	(141,023)	-12.55%
Capital Outlay	1,565,786	5,447,998	2,636,930	2,480,200	(2,967,798)	-54.48%
General Fund Total Expenditures	9,017,805	14,846,741	10,945,488	12,348,851	(2,497,890)	-16.82%
Revenues Over Expenditures	2,090,962	-	816,764	-	N/A	N/A
Pre-Paid/Committed	1,207,859	N/A	312,600	N/A	N/A	N/A
Cash Reserves	2,550,857	3,091,605	2,741,824	3,256,655	165,050	5.34%
Emerg./Hurricane Reserves	3,892,702	4,914,205	3,612,011	4,075,121	(839,084)	-17.07%
Building RR&B Reserves	801,227	801,227	801,227	706,227	(95,000)	-11.86%
Undesignated Fund Balance	3,868,932	3,032,176	5,670,678	5,100,338	2,068,162	68.21%
Ending Fund Balance	12,321,577	11,839,213	13,138,341	13,138,341	816,878	6.63%

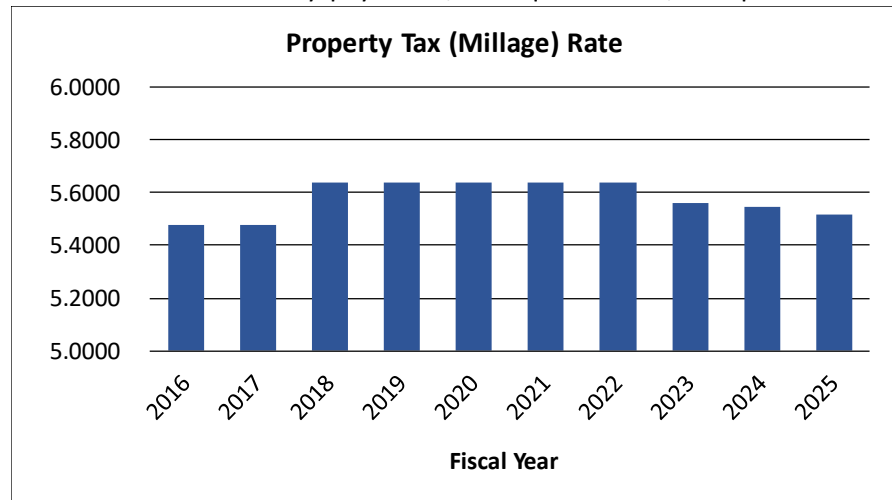
* Data presented in a cash accounting format that differs from the financial audit presentations.

Revenues

Being a small, primarily residential, built-out barrier island community, the City of Indian Harbour Beach is heavily reliant upon property tax revenue as the primary source of General Fund revenues. Historically, property tax receipts typically comprise approximately 65% of all revenues. However, in FY25, the inclusion of one-time transportation impact fee receipts, growth in Franchise Fee receipts, and increased revenue from fee increases (Building and Recreation Departments) lowers property tax receipts to only 61.25% while increasing the proportional percentages of other categories as illustrated to the right. Maintaining diversified revenue streams rather than over-reliance upon property tax receipts is key to the long-term fiscal sustainability of the City.



- The largest increase in revenues is projected for Ad Valorem (property) Taxes. Approved for FY25 is a millage rate for property taxes of **5.5168**, which is 0.0281 less than the FY24 rate of 5.5449. The new rate is 0.3556 or 6.89% higher than the FY25 roll-back revenue neutral rate of 5.1612. This slightly lower-than-maximum rate is based on a recognition that property owners are also dealing with the effects of inflation in their household budgets, and I believe the City should not take for granted the taxpayer's ability to absorb a maximum increase each year. Due to State law, the City may adopt a maximum rate of 5.4549 by a majority vote of the City Council and a rate of 6.0004 by a supermajority vote of the City Council. When discounts for early payments, delinquent taxes, and penalties are considered, a net of \$7,563,670 in receipts is projected, which is \$538,878 or 7.67% higher than the FY24 Budget. The chart to the right illustrates the change in the millage rate over the last ten years.



While virtually no one likes her/his taxes to go up, homesteaded property owners will

only experience a 2.67% increase in their IHB tax bill as a result of the approved millage rate. A homeowner with a taxable valuation of \$515,000 would pay an additional \$68.70 in FY25.

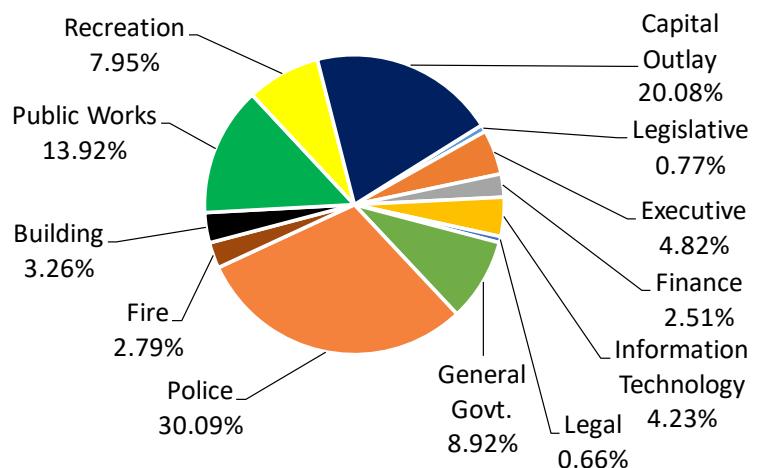
- The second largest increase in revenues is projected for General Government Taxes. The FY25 Approved Budget of \$1,443,827 is \$94,815 or 7.03% higher than the FY24 Budget, primarily due to growth in Utility Services Taxes and a FY24 Budget projection that ended up being less than the FY23 actual receipts.
- The third largest increase in revenues is projected for Franchise, Permit, and Special Assessment Fees. The FY25 Approved Budget of \$1,102,892 is \$79,852 or 7.81% higher than the FY24 Budget, primarily due to growth in Franchise Fees and increased Building Department fees resulting from a planned increase in permit fees in FY25.
- The fourth largest increase in revenues (when one-time receipts are removed) is projected for Intergovernmental Revenues. The FY25 Approved Budget of \$1,566,350 is \$3,229,571 or 67.34% lower than the FY24 Budget. However, when one-time receipts are removed from both years, FY25 is projected to be \$53,129 or 4.44% higher than the FY24 Budget, primarily due to growth in State Shared Revenues.
- The only decrease in revenues is projected for Interest and Other Earnings. The FY25 Approved Budget of \$271,850 is \$56,456 or 17.20% lower than the FY24 Budget primarily due to the declining balance of American Rescue Program Act (ARPA) monies earning interest and the planned expenditure of all remaining ARPA monies in FY25. Interest income should return to historical patterns in FY26.

Expenditures

With the exception of variability in capital and non-capital project expenditures, most years have a relatively constant distribution of General Fund expenditures among departments. Approved for FY25 are three re-alignments that alter the historical distribution of expenditures. First is the reallocation of budgets to departments where the director is responsible for fiscal and operational oversight. Secondly, FY25 will discontinue budgeting non-capital projects within operating departments, which can cause the perception of wild swings in departmental budgets.

Isolating the actual personnel and operating costs of each department will provide better clarity to decision-makers and casual readers of this and future budget documents. Lastly, capital and non-capital project costs will be budgeted in a new Capital Outlay Department as opposed to the past practice of comingling project costs with operating costs in the General Government Department.

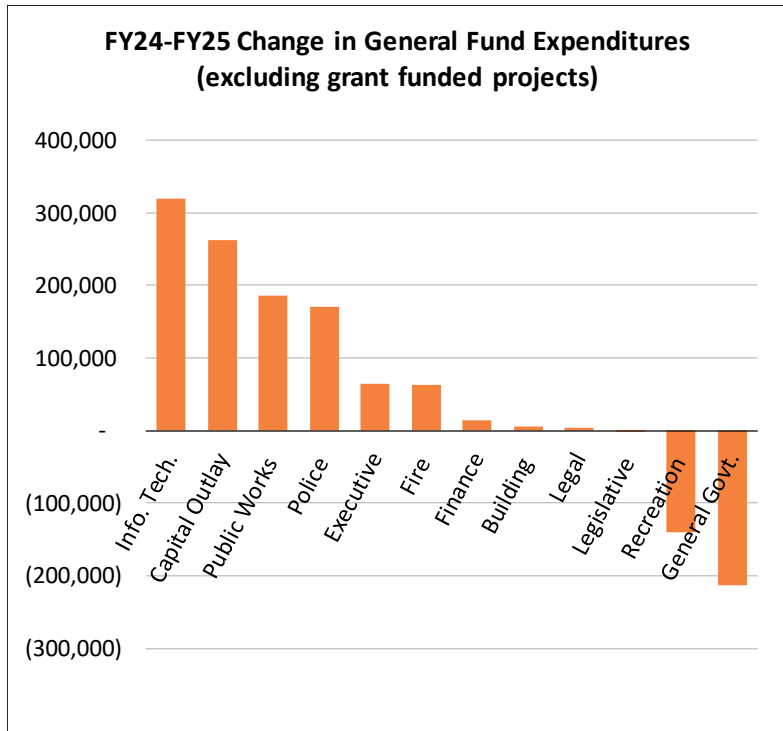
**FY25 Approved Budget
General Fund Expenditures**



- The largest increase in expenditures is budgeted for the Information Technology Department. The FY25 Approved Budget of \$521,749 is \$319,109 or 157.48% higher than the FY24 Budget. The increase is primarily due to the transfer of telephone and internet charges previously budgeted in General

Government and web-based subscriptions previously budgeted throughout the other departments. Additionally, lesser increases are related to growth in salaries and wages, payroll taxes, retirement, employee health insurance premiums, and travel/training expenditures.

- The second largest increase in expenditures, excluding grant-funded projects, is budgeted for the Capital Outlay Department. The FY25 Approved Budget of \$2,480,200 is \$2,967,798 or 54.48% lower than the FY24 Budget, primarily due to \$3.6 Million in grant-funded projects budgeted in FY24. When grant-funded and non-local funded projects are removed, the FY25 Budget is \$262,202 or 14.19% higher than FY24, primarily due to the inclusion of non-capital projects that formerly were budgeted within operating departments.



The past two annual budget documents contained a listing of capital and non-capital projects in this section for transparency purposes and as an accountability mechanism for staff (prior to FY23, staff did not have a single easy-to-use source listing budgeted projects as they were embedded in the detailed budget preparation line-item data). With the inclusion of the FY25-29 Five-Year Financial Model & Capital Improvement Plan in this document, said list is now provided starting page D – 20. The table to the right summarizes the General Fund projects by year and cost.

- The third largest increase in expenditures is budgeted for the Public Works Department. The FY25 Approved Budget of \$1,719,482 is \$185,374 or 12.08% higher than the FY24 Budget. The change is primarily due to the reallocation of \$87,370 in park maintenance expenses that was previously budgeted in the Recreation Department (but was the responsibility of the Public Works Director) and growth in salaries and wages, payroll taxes, health insurance premiums, retirement expenses plus the following personnel additions.
 - 0.50 FTE part-time Maintenance Specialist position to address growing workload of the department
 - 0.25 FTE for fund three months of a new full-time Maintenance Specialist position for the additional common area maintenance work to be created by the expansion of the Algonquin Sports Complex
 - 0.25 FTE Administrative Assistant to fully fund the full-time position added in mid-FY24

General Fund Projects		
Fiscal Year	Number	Cost
25	44	2,480,200
26	37	2,865,320
27	18	2,401,600
28	26	7,452,100
29	19	7,310,200
Total:	144	22,509,420

- The fourth largest increase in expenditures is budgeted for the Police Department. The FY25 Approved Budget of \$3,716,080 is \$170,953 or 4.82% higher than the FY24 Budget. This increase is primarily due to growth in salaries and wages, payroll taxes, health insurance premiums, retirement expenses plus the following personnel addition:
 - Addition of 0.75 FTE for fund nine months of a new full-time Lieutenant position
- The largest decrease in expenditures is budgeted for the General Government Department. The FY25 Approved Budget of \$1,101,487 is \$213,180 or 16.22% lower than the FY24 Budget primarily due to the reallocation of expenses to departments where the directors are responsible for their execution and/or oversight. Specifically, \$181,765 was moved to the Information Technology Department while \$25,516 was moved to the Public Works Department. While the past practice of placing budgets for citywide needs in this department was not incorrect, I believe there is better fiscal accountability and transparency when expenses are budgeted in the responsible department. Staff plans on further winnowing out departmental expenses from this department in future years.
- The second largest decrease in expenditures is budgeted for the Recreation Department. The FY25 Approved Budget of \$982,324 is \$141,023 or 12.55% lower than the FY24 Budget primarily due to the reallocation of expenses to the Public Works Department and discontinuation of budgeting non-capital projects in operating departments. These decreases are offset by growth in salaries and wages, payroll taxes, health insurance premiums, retirement expenses plus the following personnel additions:
 - 0.25 FTE for fund part-time Crossing Guard hours (position opens and closes the gates of Algonquin Sports Complex on weekends and holidays)
 - 0.25 FTE for fund part-time Camp Counselor positions

Change in Fund Balance

FY23 ended (and correspondingly, FY24 began) with a total fund balance of \$12,321,577, of which \$3,868,932 was undesignated. Readers not familiar with the City's fund balance policies should note that the Cash Reserves fund balance is calculated at 33.33% of the operating budget, while the Emergency/Hurricane Reserve fund balance is calculated at 33.33% of the entire budget. Additionally, in FY18, the City Council established a Building Renewal, Replacement, and Betterment (BRRB) fund balance with an initial calculation of 10.00% of the FY18 Budget. Since that time, no additional funds have been added to the BRRB fund balance, with the balance remaining constant at \$801,227. Hence, the combined three reserve fund balances equal \$7,244,786 or 58.80% of the total FY23 ending fund balance.

FY24 is projected to end with a total fund balance of \$13,138,341, an increase of \$816,764 or 6.63% from the FY23 ending fund balance. The sizable projected year-end surplus of revenues over expenditures is primarily a result of the following:

Additions

- \$82,480 higher than anticipated General Government Taxes
- \$200,000 donation from the Volunteer Fire Department Corporation to offset the purchase cost of a new pumper truck

Reductions

- \$210,467 personnel savings in the Police Department due to vacancies
- \$203,285 personnel savings in the Public Works Department due to vacancies

- \$62,600 in non-grant funded capital projects being roll-forward into FY25

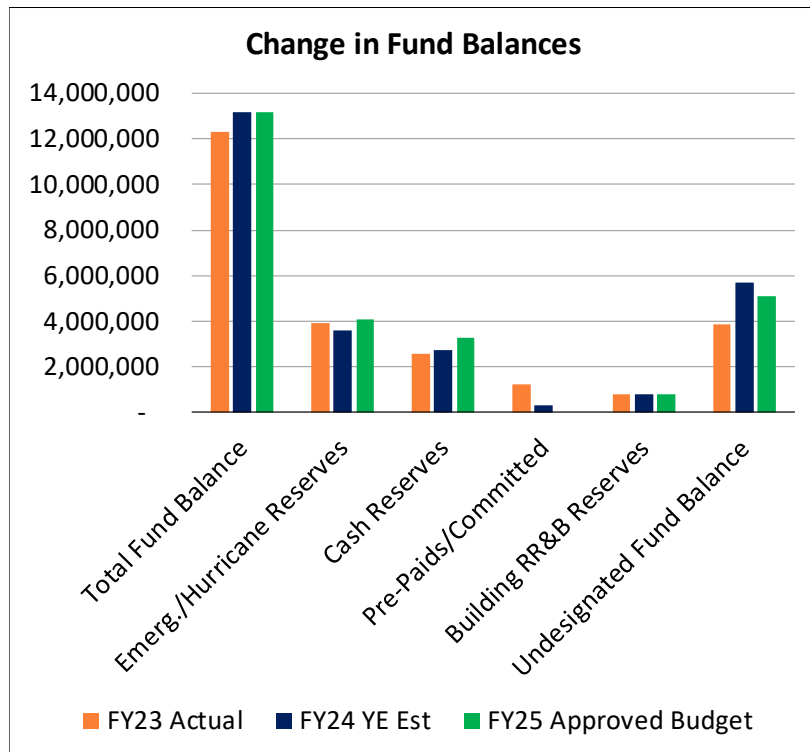
Hence, FY24 is projected to end the year with the following fund balances in the General Fund:

- \$5,670,678 Undesignated
- \$3,612,011 Emergency/Hurricane Reserves
- \$2,741,824 Cash Reserves
- \$312,600 Pre-pays and Committed

As the FY25 Approved Budget is balanced, the FY25 ending fund balance is projected to remain the same as the FY24 estimated ending fund balance. Changes to the ending fund balance levels and major reserve components are illustrated to the right.

Due to the methodology used to calculate the various reserve fund balances and the significant one-time intergovernmental revenues contained within the FY25 Approved Budget, the reader should not be surprised to see the following variation in reserve numbers for FY25 as compared to the FY24 Year-end estimate:

- Cash reserves increase of \$514,831 or 18.78%
- Emergency/Hurricane reserve increase of \$463,110 or 12.82%
- Undesignated fund balance decrease of \$570,341 or 10.06%



Last year, I stated that I believed the City Council should consider revising the methodology to calculate the Emergency/Hurricane reserve number to exclude one-time grant-funded projects, thereby eliminating the large year-to-year swings when significant grant-funded projects are budgeted. While staff and long-term elected officials may understand the reasoning for the large annual changes in the reserve numbers, the casual reader of this document or financial information may be inadvertently misled into assuming something nefarious is happening with the City's finances.

As part of the FY23 Audit, staff was questioned why the requirements of Resolution No. 690 (procedures for allocating surplus cash among various fund balance reserve accounts at the end of each fiscal year) adopted in 2018 but never implemented by staff was not being followed. My response was "I am following the precedent set by my predecessor and Comptroller who were employed in 2018." With the implementation of annually updated Five-Year Financial Model and Capital Improvement Plan, I believe the underlying conditions that spurred the creation and adoption of Resolution No. 690 no longer exists. I will work with Comptroller Toms to prepare a new resolution (to present to the City Council in January

2025) amending Resolution No. 690 to reflect the new enhanced financial planning and monitoring procedures and delete the elements of Resolution No. 690 that were never implemented.

Stormwater Utility Fund

In 1992, the City adopted a municipal Stormwater Utility Code and a non-ad valorem tax program, as authorized by Florida Statutes 403.0893, to fund citywide stormwater improvement projects to reduce or eliminate pollutants entering the Indian River Lagoon. The stormwater utility rates have not increased since 2007. With the gradual erosion of purchasing power due to inflation and state mandate to reduce pollutant loading of the Indian River Lagoon, I do not believe the continuation of the annual \$48 per equivalent residential unit (ERU) calculations is attainable.

Annual increases, illustrated in the table to the right, are recommended for the next five fiscal years. These increases will increase the City's ability to secure state funding for future stormwater projects since local matching funds are a key criterion in gaining state appropriations and grants.

Fiscal Year	ERU		Gross Receipts	Increase from FY24
	Monthly	Annual		
24	4.00	48	227,040	-
25	6.00	72	341,975	114,935
26	7.50	90	425,700	198,660
27	9.00	108	510,840	283,800
28	10.00	120	567,600	340,560
29	11.00	132	624,360	397,320

Revenues

The FY25 Approved Budget contains \$332,463 in total revenues. Major revenues sources include:

- \$341,975 gross assessments (increase of \$114,935 or 50.62% higher than FY24 due to a planned rate increase)
- -\$9,917 discount for early payment

Expenditures

Budgeted for FY25 is \$332,463 in total expenditures, a decrease of \$326,037 or 49.51% from the FY24 Adopted Budget. This decrease is due to the following factors:

- Budgeting of two stormwater projects (grant portion budgeted in the General Fund) in FY24 requiring \$362,500 in local match within the Stormwater Utility Fund
- Use of Fund balance in FY24 to fund the required local match

Of note, \$207,000 is projected to be rolled forward from FY24 into FY25 to fund projects not completed in FY24, thereby bringing the anticipated FY25 year-end estimated expenditures to \$532,750.

The past two annual budget documents contained a listing of capital and non-capital projects in this section for transparency purposes. With the inclusion of the FY25-29 Five-Year Financial Model & Capital Improvement Plan in this document, said list is now provided starting page D – 20.

Change in Fund Balance

The Stormwater Utility Fund ended FY23 with a fund balance of \$463,737. FY24 is projected to end with a fund balance of \$169,190, a decrease of \$294,557 or 63.52%. FY25 is budgeted to end with a fund balance of \$169,190, however when planned roll-forward projects are included the FY25 year-end fund balance is projected at a negative \$22,097. Until the City Hall baffle box project is bid out and contracted, the exact cost of the project will remain unknown and thus the ending fund balance is currently only an educated projection. If FY25 actually appears to be ending with a negative fund balance, staff will consult with the auditors before the end of the fiscal year to determine the best way to cover the shortage with

General Fund monies (i.e., either an inter-fund loan to be re-paid in FY26 or allow the fund to end in a deficit and recognize interest payments to the General Fund).

The reader should note that there is no minimum fund balance policy for the Stormwater Utility Fund.

American Rescue Plan Act (ARPA) Fund

American Rescue Plan Act of 2021 allocated funds to local governments (pass through via the states) to facilitate the recovery from the COVID-19 pandemic. ARPA allocated \$7,105,927,713 to the State of Florida for metropolitan cities, non-entitlement units of local government, and counties. The City received two disbursements (one in FY21 and one in FY22) of \$2,142,893, totaling \$4,285,786. Coronavirus State Local Fiscal Recovery Fund (SLFRF) monies have restricted usages and must be awarded no later than December 31, 2024, and expended no later than December 31, 2026.

Projects either completed or projected to be completed by the end of FY24 include:

- Online permitting software (Building Department)
- Fitness equipment for new Police Headquarters
- Electronic message board sign at the new Police Department
- Gleason Park playground replacement
- Millennium Beach Park playground equipment
- Wide format printer/scanner (Building Department)
- Mobile message board (Police Department)
- Website upgrade
- City Hall & Recreation Center security upgrades Ph. 1
- Sandbagging machine
- Renovation of old Police Headquarters for new Public Works offices and storage

Projects anticipated to be completed by the end of FY25

- Pre-fab concrete restroom and lift station in Gleason Park
- Algonquin Sports Complex expansion, phase one
- City Hall security upgrades, phase two (2nd floor)

Revenues

The following data and analysis differs from financial audit data due to accounting standards requiring disbursements to be booked as unearned income and recognized as revenues only when funds are expended. Hence, information contained herein is based on cash accounting principles that are easier for most readers to understand.

The FY25 Approved Budget has zero new receipts budgeted as all funds were received by the end of FY22. The line-items in the Line-item Summaries section of this document, however, show FY25 revenues of \$74,246 in prior year income as a balancing mechanism to offset planned expenditures. The City does not anticipate any additional revenues to be received in future years.

Expenditures

Budgeted for FY25 are \$74,246 in total expenditures, a decrease of \$2,887,054 or 97.49% from the FY24 Budget. When the planned FY24 roll-forward monies are added, FY25 anticipated total expenditures is \$1,852,214.

Change in Fund Balance

The ARPA Fund ended FY23 with a fund balance of \$3,395,391. FY24 is projected to end with a fund balance of \$1,852,214, a decrease of \$1,543,177 or 45.45% due to the completion of planned projects. The FY25 Approved Budget is budgeted to end with a fund balance of \$1,777,968, however, the planned roll-forward of all remaining monies and the completion of the last three projects will result in a zero fund balance at the end of FY25 effectively closing out the ARPA Fund.

Personnel Summary

Introduction

Beginning in FY23, staff shifted to the use of full-time equivalents (FTEs) to count and describe the number of personnel. One FTE is understood as the number of employees needed to work 40 hours per week. The chart to the right illustrates the recommended staffing levels of the City by departments.

FY25 Approved Budget FTEs

Approved for FY25 are 72.84 FTEs, an increase of 2.50 FTEs (3.55% of total staffing) from the FY24 Budget. This increase is the result of the following:

FY25 FTEs per Department				
<u>Department</u>	<u>Full-time</u>	<u>Part-time/ Seasonal</u>	<u>Total FTEs</u>	<u>Change</u>
Executive	4.00	-	4.00	-
Finance	2.00	-	2.00	-
Inform. Tech.	2.00	-	2.00	-
Police	30.25	0.81	31.06	0.75
Fire	1.00	-	1.00	0.25
Building	3.00	-	3.00	-
Public Works	15.25	1.00	16.25	1.00
Recreation	5.00	8.53	13.53	0.50
Total	62.50	10.34	72.84	2.50

New positions:

- 0.75 FTE full-time Police Lieutenant position (last nine months of FY25)
- Additional of a part-time Public Works Maintenance Specialist position (0.50 FTE)
- 0.25 FTE full-time Public Works Maintenance Specialist position for the additional common area maintenance work to be created by the expansion of the Algonquin Sports Complex (last three months of FY25)
- 0.25 FTE part-time Recreation Department Crossing Guard position (position opens the gates of Algonquin Sports Complex on weekends)
- 0.25 FTE part-time Recreation Department Camp Counselor positions

Previously partially funded positions

- Additional 0.25 FTE funding for a full-time paid Fire Chief position (0.75 FTE funded in FY24)
- Additional 0.25 FTE funding for a full-time Administrative Assistant position (0.75 FTE was funded in FY24)

A concise explanation of the purpose and need of the new positions can be read in the Personnel section of this document under the Resources tab starting on page E – 1.

FY25 Approved Pay Plan

The following actions constitute the major changes in the Employee Pay and Classification Plan from FY24:

1. Grant all employees a combined annual increase of 5.00% split between a 2.00% cost of living adjustment (COLA) and a 3.00% progression/step increase. This approach attempts to accomplish the two goals of keeping minimum pay for each pay grade competitive to other employers' starting pay while moving employees through their pay grades.
2. To meet the requirements of the State minimum wage law, establish the minimum pay grade #1 artificially higher than normal (at the new State minimum wage) with a smaller range between the minimum and maximum. Additionally, in the next two fiscal years, pay grades #2 and #3 will likewise be set artificially higher than normal, cumulating in pay grades #1 through #3, each having the same starting pay but different maximums in FY27.
3. As part of the tentative agreement with the Fraternal Order of Police for a new three-year collective bargaining agreement (CBA), formalizing an 18 step plan within the existing pay ranges for covered employees. An additional wage increase, ranging from 1.43% to 2.77%, will be granted to the covered employees to place each employee into the closest step above their effective October 1, 2024 pay rate (assuming the CBA is ratified).
4. Creating step plans for all non-CBA covered employees in FY26

The Resource section of this document, starting on page E—4, includes a listing of recommended positions per department and the Approved FY25 Employee Pay and Classification Plan. The FY25 Employee Pay and Classification Plan was formally adopted by the City Council on September 10, 2024, for transparency purposes.

Fleet Replacement

Historically, the City tracked vehicles using three methods: a capital asset list, an insurance coverage list, and fleet maintenance logs. All three methods held value but contained different and sometimes conflicting information. Replacement decisions were based on Department Directors' requests, and "replaced vehicles" often were not sold, resulting in hidden increases in the size of the fleet.

Beginning with the FY25-29 Five-Year Financial Model & Capital Improvement Plan (FY25-29 5yrFM&CIP), a detailed replacement schedule was developed to list all cars and trucks, their purchase year, anticipated replacement year, mileage, condition of the body, and condition of mechanical components. A review of the fleet replacement schedule, as found starting on page E – 10, will illustrate that the Departments of Police, Public Works, and Recreation have vehicles beyond their estimated replacement dates. The FY25-29 5yrFM&CIP addresses these deficiencies with increased number of replacement vehicles over the next five-years.

Planned for replacement in FY25 are the following vehicles with their department listed in parentheses

- 2011 Ford Crown Vic Interceptor (Police)
- 2016 Chevrolet Impala (Police)
- 2003 Ford Ranger (Recreation)

Accomplishments

The following is a summary of how the City anticipates making progress toward addressing the City Council's areas of emphasis by September 30, 2024:

Preservation & protection of the Indian River Lagoon

- Received Army Corps of Engineering and Department of Environmental Protection permits for long awaited muck removal project (estimated to start in 2028-2030)

- Completed design for \$3.3 Million state ARPA funding for stormwater projects to decrease pollutant loading into the Indian River Lagoon and alleviate flooding
- Completed design for partially state funded baffle box by City Hall to decrease pollutant loading into the Indian River Lagoon
- Adoption of a Tree Preservation Ordinance with the purpose of encouraging greater use of native plants on public and private property thereby reducing the use of water and fertilizers

Enhance quality of life

- Completed conceptual design for the expansion of the Algonquin Sports Complex with construction projected to begin in 2025
- Construction of a butterfly garden in Gleason Park using native plants which recently received a Keep Brevard Beautiful award
- Expansion of the number of special events conducted by the Recreation Department to provide for family friendly social gatherings
- Applied for membership in the Tree City USA program

Ensure financial sustainability

- Establishment of a City-wide safety committee to identify safety issues to reduce future liability and workers' compensation claims thereby reducing the City's insurance premium costs
- Development of the first interactive five-year financial model and capital improvement plan
- Creation of City's first fleet replacement schedule to ensure vehicles are replaced as needed versus as wanted and fleet does not creep in size without Council's awareness
- Applied for following grants
 - Cyber security improvements via Florida Digital Services' Florida Local Government Cybersecurity Grant program
 - Safety expenditure reimbursement grants via Preferred Government Insurance Trust TIPS program (City's liability and workers compensation insurance company)
 - Partial funding for the City Hall Baffle Box Florida via the Florida Department of Environmental Protection Water Quality Improvements program grant
 - Partial funding for the Algonquin Sports Complex Expansion project via the Florida Recreation Development Assistance Program
 - Gleason Park playground replacements and invasive tree removal via the Florida Recreation Development Assistance Program
 - Pubic tree inventory via the Urban and Community Forestry grant program

Improve and maintain infrastructure

- Completed renovations of the old Police Department office space at City Hall for the Public Works Department using ARPA funds
- Continued road repaving program
- Seal coated and restriped Bicentennial Beach parking lot to add six additional parking spaces
- Design of Indian Harbour Court sidewalk connector project (construction anticipated in early FY25)
- Replacement of six Police vehicles, a Fire pumper truck, and a Public Works 65 feet bucket truck

Provide a safe and secure community

- Continued low crime rate
- Reduced traffic accidents by 14.43%

- Implementation of Vision Zero initiatives to reduce traffic accidents and eliminate vehicular related deaths
- Acquisition of Flock cameras for entrances to the City to aid in Police investigations
- Conversion of all volunteer Fire Department to a Hybrid Fire Department (via the addition of a paid Fire Chief position)
- Began a multi-year plan to expand sidewalk system to increase connectivity
- Began the modernization of the Fire Department through the following actions:
 - Developed and implemented a revised application process for new volunteers in compliance with current human resources regulations and best practices (previous practices were not compliant)
 - Developed a phased approach to new volunteer orientation and training
 - Ensured all volunteers operating in an IDLH environment (Immediately Dangerous to Life and Health) were compliant with state certifications. For those who fell short, Chief Lewis worked with the Bureau of Fire Standards and Training to develop a pathway to becoming compliant. Two of four affected members are moving forward along this path. (previously there was no adherence to state regulations)
 - Developed a long-range capital improvement plan to replace critical apparatus and equipment (previously there was not a replacement plan in place)
 - Developed and implemented a respiratory protection plan compliant with state and national standards (previously there was not a plan in place)
 - Developed and implemented a Fire Department safety program along with a safety committee that is a sub-committee of the City's parent safety committee. (previously there was no safety plan or committee in place as required by the State)
 - Development and implementation of firefighting standard operation guidelines (SOGs) and dispatching protocols that align with national standards and best practices.

Use technology for a strategic advantage

- Implemented livestream and video archiving of City Council meetings and workshops
- Completed migration from multiple software applications to a single enterprise resource planning system
- Enhanced monitoring and registration of short-term rentals. City website will eventually have a map of all short-term rentals so residents know their location.
- Improved residents' ability to communicate with the City through a text based system
- Procurement of a digital marquee sign along South Patrick Drive to promote Recreation Department events and provide emergency messaging when needed (installation is anticipated by the end of 2024)
- Transfer of financial data from local server storage to cloud storage for enhanced data security
- Implementation of multiple cyber security enhancements to decrease the chance of illicit access to the City's computers and data

Additionally, through my commitment to providing the residents and visitors the best possible municipal services, I have added a "City Manager's area of emphasis" as detailed below.

Pursuit of excellence in local government with efficient and effective services

- Continued the Police Department accreditation process
- Adopted federal and state standards and best practices within the Fire Department
- Review of non-salary/wage employee benefits and adoption of enhancements to aid in the recruitment of qualified candidate and to reduce chronic vacancies

- Conducted a review and update to the City's 2021 employee Pay and Classification Plan resulting in adjustments to the FY24 Pay and Classification Plan
- Continued digitalization of old building department records
- Began process to implement Fire computer aided dispatch (CAD) versus the use of the Police CAD system for fire calls
- Scheduled an on-site leadership training event (January 2025) for senior management to continue to grow a culture of public service and teamwork

Initiatives for FY25

While budgetary numbers, tax/fee rate, and number of employees are important factors to consider when reviewing a budget document, these inputs only tell one side of the story. The below initiatives for FY25 summarize the most important initiatives that will involve staff's time behind the scenes.

Expanded communications with residents

IHB currently uses a hybrid system of communications with residents and visitors that includes:

- Bi-monthly *Harbour Highlight* mailed to each home
- An official Facebook page, plus two departmental operated pages
- Marquee signs along South Patrick Drive (one non-electronic, one electronic, and a second electronic to be installed by the end of 2024)
- Mobile electronic sign board
- One-time mailings
- Personal communications (in-person, telephone, and e-mail)

To augment current electronic communications with residents, staff will continue to research new cost-effective means of providing residents with information and means for residents to communicate concerns or questions to staff. One such enhancement planned for FY25 is the conversion of the historic internal weekly newsletter (*Friday Fast Facts*) into a public weekly newsletter emailed to residents (who sign up for the service) with a statistical recap of the prior week and a preview of planned capital projects and events. The title of the newsletter anticipated to be begin publication in the Summer of 2025 is yet to be determined.

Focus on execution of ARPA, grant, and state appropriations funded projects

In FY22 and FY23, the City received \$4,285,786 in Coronavirus State Local Fiscal Relief Funds (SLFRF) as passed through from the federal American Recovery Program Act (ARPA). These monies have broad, yet specific, criteria on eligible uses and must be awarded by December 31, 2024 and totally expended by December 31, 2026. I employ a team oriented project management approach to these projects where specific staff will have weekly recurring tasks and responsibilities while I inspect each site on a daily basis and handle contract administration. The renovation of old Police Headquarters for new Public Works offices and storage was completed in FY24. The Gleason Park restroom project is anticipated to be completed by the end of 2024, while the expansion of Algonquin Sports Complex project will have a construction contract secured by the end of December 2024 and work completed in 2025.

Additionally, design of the three DEP ARPA grant funded stormwater projects and the State appropriations partly funded City Hall baffle box project (along the Big Muddy Canal) will be completed in FY24 with contracts for construction secured by the end of 2024. These projects will be managed on a daily basis by the Public Works Department while I will inspect each site on a daily basis and handle contract administration.

Continued aggressive pursuit of non-local (i.e., grants, state appropriations, etc.) funding for capital projects

In FY23, the City has received grant awards and State appropriations in excess of \$4 Million. Coupled with the current award of \$9.1 Million grant from the Save our Indian River Lagoon Half-Cent Sales Tax Program, the residents of Indian Harbour Beach can rest assured staff is committed to maximizing local resources by continuing to seek grant funding of identified needs. With the planned completion of the grant funded vulnerability assessment in FY25, new grant opportunities will become available to the City to address resilience needs concerning sea level rise and flooding. In FY24, staff applied for six grants as listed on page A – 18.

Additionally, staff plans to apply for grants under the following programs in FY25:

- Florida's Safe Routes to School
- Florida Water Quality Improvement Grants
- Florida Indian River Lagoon Water Quality Improvement Grants
- Safety expenditure reimbursement grants via Preferred Government Insurance Trust TIPS program (City's liability and workers compensation insurance company)
- Public/private tree canopy assessment via the Urban and Community Forestry grant program

Use of transportation impact fees (TIF)

Impact fees paid by developers within the City are held by Brevard County until the City requests the funds for specific transportation capacity improvement projects. The balance of the City's account as of August 13, 2024 is \$459,665.73. I have included the following sidewalk projects within the FY25-29 Five-Year Financial Model and Capital Improvement Plan to use these funds:

- \$ 34,055 Indian Harbour Court sidewalk connection near School Road (FY25 year-end estimate (includes \$17,455 FY24 expenditures and \$16,600 FY24 roll-forward budget)
- \$199,000 Osceola sidewalk replacement and widening (FY25)
- \$171,000 Yuma sidewalk replacement and widening (FY25)
- \$ 30,800 Wimico Drive (City limits) to Crespino sidewalk connection (FY26)

Additionally, the City will apply for Florida's Safe Routes to School grants and any other applicable grants before using the City's impact fees when applicable.

Future Challenges

The following discussion is not intended to comprehensively address all aspects of specific issues, nor does the following imply any specific course of action except to raise awareness of issues that cannot be easily resolved within a single fiscal year.

Inflation and minimum wage Increases

While virtually no one enjoys rising costs, sudden shocks in commodity and labor costs are especially problematic to local governments as said costs are usually buried in general ledger line-items not readily visible to taxpayers while increases in property tax bills are very prominent. Hence, the past two plus years of high inflation and annual sharp increases in the State minimum wage law (through FY27) continue to presents a heightened challenge to the City.

The 2020 voter Approved Florida Constitutional Amendment raising the minimum wage to \$15.00 an hour by September 30, 2026 will present a challenge to staff and the City Council in future years to maintain fiscal responsibility to property owners while ensuring the City has a competitive pay and classification plan. Currently, the City has a workforce with a payroll of \$4.75 Million while four, or 11% of the pay grades are currently below the \$15.00 an hour mark for starting pay. In prior years, all pay grades were set

Fiscal Year	Effective Date	State Min. Non-Tipped Hourly Wage	IHB Min. Wage	Difference IHB to State
22	Sep. 30, 2021	10.00	11.51	1.51
23	Sep. 30, 2022	11.00	12.09	1.09
24	Sep. 30, 2023	12.00	12.39	0.39
25	Sep. 30, 2024	13.00	TBD	TBD
26	Sep. 30, 2025	14.00	TBD	TBD
27	Sep. 30, 2026	15.00	TBD	TBD

based on a competitive worth analysis and recently adjusted by the 2014 pay plan study update findings. However, fiscal limitations do not permit the City to continue to increase the lowest pay grade by \$1.00 an hour and keep the previous 5.00% differences between each pay grade minimums.

FY25 will start the undesirable process of compressing the lowest part of the City's pay and classification plan to meet the minimum wage increases over the next three years. This will be accomplished by setting the FY25 pay grade #1 artificially higher than normal (at the new State minimum wage of \$13.00 an hour) with a smaller range between the minimum and maximum to meet the requirements of the State minimum wage and minimize the distortion to the formerly equitable established pay ranges. In FY26 and FY27. pay grades #2 and #3 will likewise be set artificially higher than normal cumulating in pay grades #1 through #3 each having the same starting pay but different maximums in FY27.

The reader should be aware of three long-term problems facing the City in terms of employee pay:

1. Probable need to reduce future annual increases from a combined 5.00% (split between a COLA and progression/step increase) to the historical 2-3% annual rate. Not only will employees be unhappy about their annual raises decreasing, but the City will no longer be able to move employees through their pay grades and keep pace with stay competitive in hiring rates.
2. The return to the annual State mandated inflationary adjustment in the minimum wage increases that will probably outstrip the cost of living increases in some years further distorting the pay and classification plan.
3. The eventual State or Federal increase of the minimum wage. As of the date of this document, the media is already reporting on advocacy groups calling for a national \$17.00 an hour minimum wage by 2030.

I believe the solutions to these long-term challenges include

- Periodic use of an outside consultant to compare the City's pay and classification plan to other similar and/or local agencies to ensure we remain as competitive as possible
- Annual review of non-wage employee benefits to address the changing workforce
- Continuation of the semi-annual new employee focus group to gain unfiltered feedback about the City's recruitment, hiring, and training methods
- Retain as lean a workforce as possible so to make available personnel dollars go the furthest (I.e., pay fewer people better than more people less)
- Transparency in the annual budget and millage rate establishment process to help property owners understand the need for annual moderate increases in tax receipts

Cyber Security

One of the most visible yet least understood challenges facing the City is malicious actors trying to gain access to our data to either destroy, commit identity theft, or launch ransomware attacks. Only through constant vigilance and continued investments in training and resources can the City safeguard our staff, residents, and data:

- Future cyber security threats:
 - AI-driven attacks: Increased use of artificial intelligence and machine learning could lead to more sophisticated and automated cyber-attacks, including deep fakes and automated phishing campaigns.
 - Ransomware evolution: Ransomware attacks are expected to become more targeted and complex, potentially incorporating exfiltration of data before encryption to increase leverage. (what almost happened to us)
 - 5G network vulnerabilities: The rollout of 5G technology may introduce new security challenges, including risks related to network slicing and increased attack surfaces.
 - Deep fake technology: Advances in deep fake technology could lead to more convincing social engineering attacks and misinformation campaigns.
 - Privacy erosion: Enhanced data collection and surveillance capabilities could lead to increased privacy breaches and misuse of personal information. (as a company closes, their data often gets exposed)
- Hurdles in addressing cyber security threats:
 - Lack of cyber hygiene: Many organizations and individuals still neglect basic cybersecurity practices, creating vulnerabilities that can be exploited by attackers.
 - Complexity of security solutions: The growing complexity of information technology environments and security solutions can make it difficult for organizations to implement and manage effective cybersecurity strategies.
 - Regulatory challenges: Navigating the evolving landscape of cybersecurity regulations and compliance requirements can be burdensome for organizations.
 - Evolving threat landscape: The rapidly changing nature of cyber threats means that security measures must continuously adapt, often outpacing the development of defensive technologies.
 - Legacy systems: Many organizations still rely on outdated or legacy systems that may be difficult to secure and integrate with modern security solutions.
 - Vendor risk management: Ensuring the security of third-party vendors and supply chain partners is challenging, especially given the complexity and interconnectivity of modern supply chains.
 - Public awareness: There is often a lack of awareness and understanding of cybersecurity risks among the general public, leading to increased susceptibility to attacks.

Recruitment and retention of volunteer firefighters

Established in 1965, the IHB Volunteer Fire Department Corporation (IHBVFDC) provided emergency responses and staffing via a contract with the City. On March 18, 2024, the contract with the IHBVFDC ceased and the City assumed operational and financial responsibility for all aspects of the Department under the leadership of paid Fire Chief David Lewis while the IHBVFDC became strictly a charitable fund raising organization comprised of the volunteer firefighters and officers.

However, obstacles remain to long-term continued use of volunteer firefighters. Namely, the decreasing number of individuals who live and work beachside who are interested in serving long-term as volunteers

is diminishing as the cost of beachside housing increases. As of July 30, 2024, the City had 26 volunteers of whom only nine were certified firefighters (14 non-certified [mostly trainees] and three on leave from service).

Recruiting volunteers who live across the bridge and could serve a day or two a week is an option but without safe living quarters such a course of action is not currently plausible. Included in the FY25 Budget is the design of the phase one annex to the Fire Station. An assessment of the building in FY22 concluded that renovating the existing building is cost prohibited and a phased annex complex to be built at the site of the existing tennis courts was conceptualized. I believe construction of the phase one annex (capable of housing up to 3 individuals regularly and more during emergencies) is the key to increasing the number of volunteers. I also believe the \$801,227 in the General Fund's Building Repair, Replacement, and Betterment Reserve account is appropriate to use to fund the majority cost of such an annex in FY26.

In early 2025, Chief Lewis plans to provide a detailed presentation to the City Council regarding current and future staffing needs based on an analysis of call types, volume, days, and time.

Water quality projects

Protecting the physical beauty and health of IHB's local environment is an underpinning motivation to this organization. As a barrier island, water quality is paramount to all aspects of life in and around the City.

Muck removal project

The largest planned water quality project is the muck removal project (estimated to remove 188,000 cubic yards of muck and more than 31,000 pounds of harmful nitrogen per year from canals within the City), which is currently in permitting with the U.S. Army Corp of Engineers. Although the City has obtained a commitment of \$9,115,415 from the Save our Indian River Lagoon (SOIRL) half-cent sales tax revenues and a shared (with the City of Satellite Beach) \$1,000,000 Legislative appropriations for the project, past and future inflation will probably create a significant funding deficit when the project is finally permitted and ready for execution. In 2024, the City learned the project will not commence until FY28 to FY30 due to permitting issues and that Brevard County would be conducting a muck removal project until then that will use the temporary muck management site in Palm Bay. Problematic is the uncertainty of the ultimate costs as the project was designed in 2017 and that Brevard County recently received only one bid that was almost double the budget estimate of the planned Eau Gallie Causeway muck removal project.

The most recent cost estimate for the City's muck removal project is between \$15,000,000 to \$30,000,000 with a funding deficit of \$4,500,00 to \$20,900,000. Due to the evolving cost estimates, there is no simply way to portray the project in any financial model. Hence, the original cost estimate with currently secured funding sources are retained to give the project visibility within the FY25-29 5yrFM&CIP. Staff plans to aggressively pursue multiple avenues of grant funding and state appropriations in future years prior to the bidding phase for the work. Whether the project ultimately happens is currently questionable.

Stormwater project funding and physical limitations

The Stormwater Utility Fund enables the long-term funding of small drainage and water quality projects within the City. However, two major constraints impede implementation of many desirable projects: money and physical space.

While the approximately \$218,000 net annual assessment receipts (FY07 through FY24) may seem like a lot of money to individuals, the previous assessment level (not changed since 2007) limited execution to a few small projects each year. Although grant funding and other sources (SOIRL half-cent sales tax

program, State appropriations, etc.) are available, their award is highly competitive and not something that could be planned with any level of certainty.

The second limitation of space is the most restrictive challenge facing the City. Growing cities have the ability to work with developers to set aside adequate land to address stormwater needs, but built out communities lack this luxury. Adding water quality features within established neighborhoods is extremely challenging unless the City acquires property adjacent to existing right-of-ways/easements from homeowners (which would be a very costly and an unpopular course of action). When redevelopment does occur, staff strives to ensure infill construction does not exacerbate current drainage and water quality issues.

I will continue to seek grant funding and state appropriations to offset the cost of stormwater projects (such as the appropriations award in 2023 for the City Hall baffle box project and the Gleason Park lake bank stabilization project). However, the absent of open land will force the City to pursue costlier less effective projects to address the required pollutant load reductions mandated by the State.

Communications with residents

Whether a private or public organization, getting information out to customers and/or the public is one of the most important tasks that can make or break the success of the organization. If no one knows what the City is doing, achievements will go unrecognized and decision makers will not be aware of the community's positions on future challenges.

Included in the FY24 Budget was a low cost enhancement to the City's communication portfolio: a text to government service that allows residents to text questions or concerns and staff to respond from their computers thereby easily archiving the communication in accordance with public records laws. Staff anticipates this being fully implemented in late 2024. The largest remaining gap in communications is the comparison many residents make to other cities with dedicated public information officials. Barring future Council's adding a dedicated communications person to staff, this unmet desire by some residents will unfortunately continue.

Succession planning

Within the next 4-6 years, the City could see up to half the current Department Directors retire. As a small lean organization, most of the departments do not have depth of management where one or more employees gain management responsibilities enabling smooth transitions when the department director retires. Succession planning is often viewed as a cure all for smaller organizations, however, in my opinion, too early of a commitment to the person "next in line" can often stifle creativity and exclude the importing of new ideas and perspectives when a position is filled from the outside. Likewise, documenting everything a leader does in standard operating procedures works well in theory but often fails to capture the intrigues of multi-faceted responsibilities of a leadership position. One often overlooked option to bridge an unexpected vacancy in a leadership position is the temporary employment of retired or unemployed city management professionals. Hence, the reader should take solace in the many options available to the City when the retirement notices are submitted in the future.

Acknowledgements

The FY25 Approved Budget represents the accumulation of many months of teamwork by staff to provide a document that contains communications, financial and planning information for the City Council and residents to use in reviewing budgetary and policy proposals for the next fiscal year. The City of Indian Harbour Beach does not rise or fall on the work of any one individual but is the result of each employee

working as a team to deliver services to our residents and visitors. The reader is encouraged to remember that the state of the City is not only the result of the efforts of the current Mayor and Council Members, leadership team, and staff, but is built upon the foundation provided by those who served before us. What we have today in the City of Indian Harbour Beach is an inheritance given to us by those who have previously walked the path that we now walk. We have a solemn obligation to continue to be the best possible stewards of our City's financial and natural resources.

Personally, I am humbled every day to be entrusted by the City Council to serve as your City Manager. In summary, I would like to express my personal appreciation to those individuals who have enabled the production of this document. Each employee deserves specific recognition for her/his role played in our organization, although space does not permit me to recognize each employee individually. However, the following individuals merit special recognition:

- Sue Frank, MMC, City Clerk, merits recognition for the tireless proofreading and editing of the individual FY25 Budget documents and all my writings throughout the year. She is exceptionally graceful when pointing out glaringly obviously typos and technical jargon. Additionally, the Florida League of Cities, Inc. honored Ms. Frank as a Home Rule hero for her role in disseminating information during the 2024 Legislative session.
- Orrie Covert, Management Analyst, merits recognition for his willingness to embrace such a multifaceted portfolio of work that enables me to focus on regular management responsibilities, extend the policy influence of the City beyond the corporate limits, and the development of this document. Additionally, absent his work with the Department Directors to update their annual goals and performance measures, the Department Summaries section of this document would not be possible. Most people will never truly understand the diverse portfolio Mr. Covert has and how he is always willing to take on that next unexpected time sensitive assignment.
- Michelle Toms, Comptroller, warrants exceptional recognition for her time devoted to the development and multiple revisions of the line-item budget and in multiple personnel cost projections. Ms. Toms also spearheaded the effort to reallocate line-item budgets to isolate budgetary responsibility to specific Department Directors. Lastly, I am deeply appreciative of Ms. Toms' daily efforts to serve the needs of others and in helping me grow a public servant organizational culture in our City.

Finally, any errors or omissions contained within the FY25 Approved Budget are solely my responsibility.

In public service,



John W. Coffey, ICMA-CM
City of Indian Harbour Beach City Manager

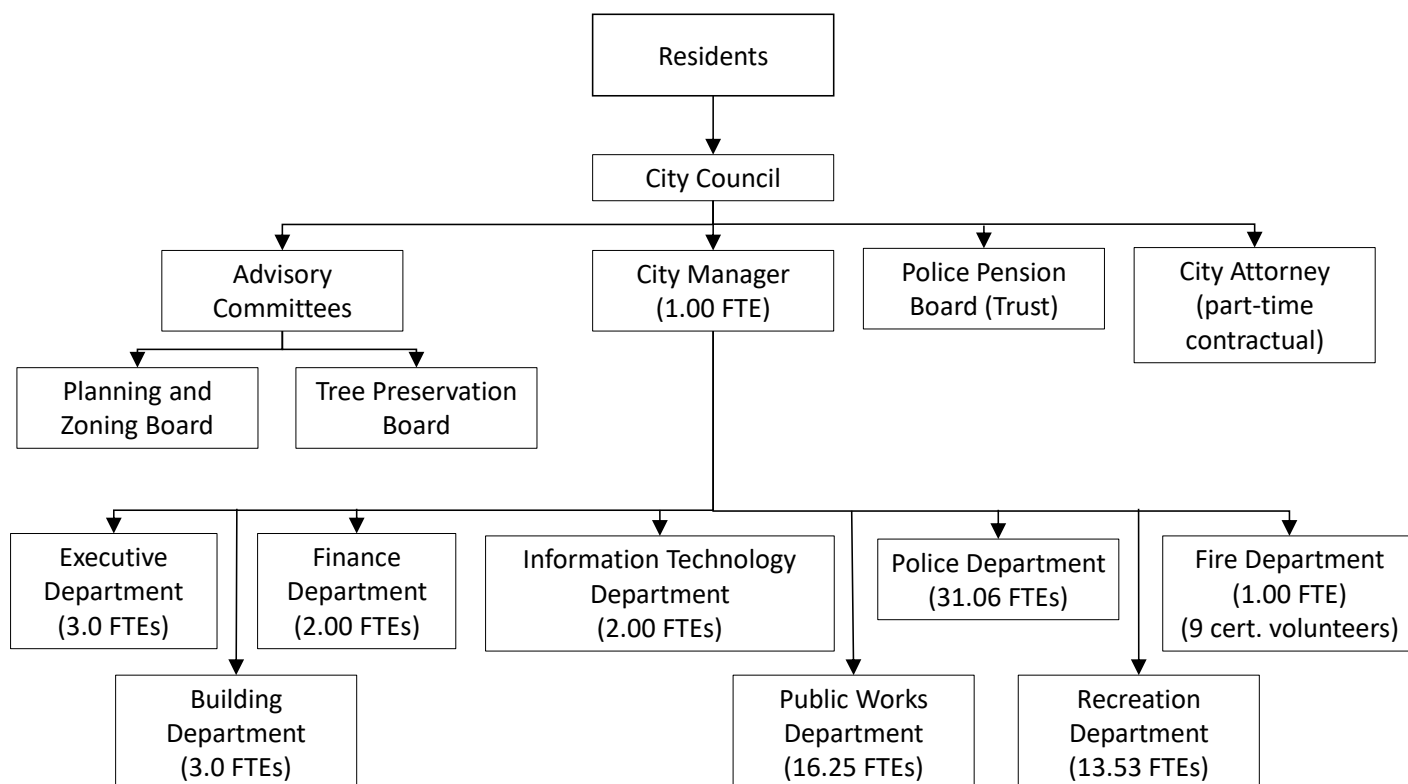
Departmental Summaries

Introduction

Historically, the City's annual budget document contained only a summary of line-item budget data and a concise policy-oriented Transmittal Letter. In FY23, staff added a Personnel section and expanded the Transmittal Letter to include fiscal/personnel/project analyses, project data, and a discussion of significant future challenges facing the City. In FY24, a basic Five-Year Capital Improvement Plan was added to this section to give an overview of what each department does, objectives for the current fiscal year, and performance measures illustrating the results of budgetary inputs. In future years, this section will contain the results of the past year's goals, the status of the immediate past year's goals (as of the date of the proposed budget publication), and the upcoming new year's objectives. New for FY25 is an expanded Five-Year Capital Improvement Plan section that includes a financial model of all revenues and expenditures and the re-titling of the former "Personnel" section, which is now called "Resources" and includes a fleet replacement sub-section.

Organizational Chart

The chart below illustrates reporting relationships and proposed staffing levels for FY25. Of note is that the number of certified Fire Department volunteers is the current number and not the desired number of positions.



Executive Department

Department Description

The Executive Department is comprised of the City Clerk's Office and the City Manager's Office:

- The City Clerk's Office is responsible for records management, assembly of City Council meeting/workshop agendas, preparation of City Council and minutes, custodian of the City seal, codification of new ordinances into the City Code, legal advertising, municipal elections administration, human resources administration, business tax receipts program, special event permitting, short-term rental registration, and insurance programs administration.
- The City Manager's Office is responsible for all City programs and activities, city-wide initiatives, inter-governmental liaison activities, communications, City Council and advisory boards agenda preparation, support of the Tree Preservation Board, collective bargaining, grant administration, major capital project administration, development and monitoring of the annual budget, and emergency management. The City Manager serves at the pleasure of the City Council, and all employees report to him through their respective chain of command.

Goals and Objectives

Goal #1: The City is managed in a professional, impartial, and ethical manner that instills the trust and confidence of residents and visitors in their local government.

FY24 Objectives:

- A. Implement an internal process to ensure all new contracts, agreements, etc., are entered into Laserfiche (the City's records retention system), thereby reducing the amount of paper records by March 31, 2024.

Status: Due to other competing priorities, this task will be accomplished by September 30, 2024.

- B. Implement a short-term rental compliance webpage to disclose locations and increase the registration of eligible properties by January 31, 2024.

Status: Completion is anticipated by August 12, 2024.

- C. Convert the historical 100% volunteer Fire Department to a hybrid Fire Department via the recruitment, selection, and onboarding of a new paid Fire Chief by January 31, 2024.

Status: Completed on January 16, 2024, with Chief Lewis starting work.

- D. Re-institute an internal safety committee to review accidents and conduct periodic safety inspections of workplaces to reduce liability and workers' compensation claims and insurance premiums costs by May 31, 2024.

Status: Completed with the first citywide safety committee meeting held on April 25, 2024.

FY25 Objectives:

- A. Begin a comprehensive review of the City's Personnel Policies Manual by January 31, 2025, with the intent of streamlining the current 148-page document (the goal is to have a completed draft to the City Council by mid-FY26).

- B. Analysis of the cost-benefit of changing the City Code and Charter to allow legal advertising on Brevard County's website in accordance with State Statutes by March 31, 2025.
- C. Implementation of a Management Team comprised of mid-level supervisors (who will meet periodically to share information and develop policy initiatives for the City Manager's consideration) by January 31, 2025. Of note is that the city currently has a leadership team comprised of the city manager, management analyst, and department directors. The new Management Team will complement the Leadership Team's role and not be duplicative.

Goal #2: Elected officials, residents, visitors, and staff can quickly access timely and accurate information while ensuring the integrity of public records and compliance with applicable state and federal laws.

FY24 Objectives:

- A. Develop and submit "Did you know..." articles for every other *Harbour Highlights* summarizing how residents and interested parties can obtain relevant information about the City by September 15, 2024.
Status: Accomplished with the first article included in the January-February 2024 edition of the Harbour Highlights.
- B. Develop a draft Ordinance for consideration by the City Council to allow legal ads to be placed on the County's website instead of the local newspaper, thereby reducing costs by March 31, 2024 (Such an ordinance would require a referendum to be approved by the voters to change the City Charter).
Status: Deferred until FY25 to allow staff time to conduct a cost-benefit analysis of the change.
- C. Implement Phase Two of the three-year development of an interactive five-year financial model and capital improvement plan by July 15, 2024.
Status: Phases two and three were completed, and the document was presented at the April 23, 2024, City Council FY25-29 Five-Year Financial Model and Capital Improvement Plan workshop.
- D. Convert the internal *Friday Fast Facts* newsletter to an external newsletter by September 30, 2024.
Status: Due to other priorities, this objective was deferred to the Summer of 2025.

FY25 Objectives:

- A. Develop an internal process to verify Department Directors are regularly updating their portion of the City's website by March 31, 2025.
- B. Convert the internal *Friday Fast Facts* newsletter to an external newsletter by June 30, 2025.

- C. Implement monthly City Manager *Beachside Chat* videos with individual Department Directors and other persons of interest to be placed on the City's YouTube channel by September 30, 2024.

Goal #3: The administration of human resources services that meet the needs of employees and promote the City as a desirable place to work.

FY24 Objectives:

- A. Draft and implement a comprehensive employee recruitment policy by December 22, 2023.

Status: Completed on March 5, 2024.

- B. Explore the feasibility of a web-based human resources module to aid in the tracking and statistical analysis of job applicants and successful applicants by January 31, 2024.

Status: Due to delays in fully implementing the new enterprise resource planning system, this objective will likely be accomplished in early FY25.

- C. Address the findings of the update to the 2021 employee pay and benefits study by March 31, 2024.

Status: Accomplished on June 11, 2024, with the Council-approved revised Employee Pay and Classification Plan.

- D. Conduct a County-wide survey of employee benefits to ensure the City remains competitive in the local job market by April 30, 2024.

Status: Completed as part of the City's enhanced employee benefits review.

FY25 Objectives:

- A. Develop informational handouts for new employees regarding pay stub codes, retirement options, etc., by June 30, 2025.

- B. Work with the Chief Information Officer to implement a new cyber security training process by December 31, 2024.

Financial and Personnel Summaries

	FY23	FY24	FY24	FY25
	Actuals	Adopted Budget	Year-end Estimate	Approved Budget
Expenditures by Category				
Personnel	432,386	506,248	502,543	540,325
Operating	16,680	23,323	21,731	54,580
Total	449,067	529,571	524,274	594,905
Personnel (FTEs)				
Full-time	3.50	4.00	4.00	4.00
Part-time/Seasonal	-	-	-	-
Total	3.50	4.00	4.00	4.00

Performance Measures

		FY23	FY24	FY24	
		Actuals	Budget	Year-end Estimate	FY25 Budget
<u>Efficiency</u>					
1	Avg. number of job applicants:				
	White collar	N/A	TBD	86	100
	Blue collar	N/A	TBD	45	80
	Professional	N/A	TBD	23	30
2	Average time to fulfil public records	N/A	<1 Day	<2 Day	<1 Day
3	Avg. length of Council Meetings (minutes)	57	50	53	100
<u>Effectiveness</u>					
1	City Manager's aggregate evaluation ranking	99.72%	95.00%	96.10%	95.00%
2	Percent of residents satisfied or highly satisfied with City government*	N/A	97.00%	97.62%	97.00%
3	Full-time position turnover rate**	17.33%	16.10%	13.90%	15.00%
<u>Outputs</u>					
1	Council and advisory board meetings/workshops	46	50	43	60
2	Number of Council agenda items prepared	N/A	185	151	200
3	Public record requests fulfilled	N/A	20	105	50
4	Employees hired/separated	N/A	50/45	48/43	60/35
5	Short-term rentals registered	N/A	70	45	90
4A	Summer Camp employees	N/A	29	27	35

* Indicates to be measured in random surveys conducted at the annual Art Show.

** Excludes seasonal positions.

Finance Department

Department Description

The Finance Department provides professional administrative, operational, and financial support to Department Directors and the City Manager to ensure the goals of the City Council are met. Responsibilities include revenue collection, budget management, investment oversight, cash disbursements, payroll, capital asset management, and financial reporting. The department establishes and maintains adequate internal controls to protect the City's assets and ensure the timely and accurate recording of transactions in accordance with Generally Accepted Accounting Principles (GAAP) for state and local governments. Financial and accounting reporting for all City operations is provided to the City Council and management in a timely manner to assist in financial decision-making.

Goals and Objectives

Goal #1: Provide accurate and transparent financial support to Department Directors and the City Manager.

FY24 Objectives:

- A. Implement new Edmund's GovTech financial software to replace the current FundBalance software that will be sunset by Tyler Tech within the coming year by December 31, 2023.

Status: Completion is anticipated by September 30, 2024. The new software is comprised of multiple modules. The financial and human resources module was implemented in December 2023. The accounts receivable/cash receipt/building permit and recreation modules are anticipated to be implemented by September 30, 2024.

- B. Coordinate and assist with the training of administrative staff and department directors in their respective financial software modules by December 31, 2023.

Status: Completion is anticipated by October 31, 2024.

FY25 Objectives:

- A. Provide robust training materials on the employee self-service website so that employees can have reference guides available by October 31, 2024.

- B. Implement ongoing training opportunities for existing and new employees in areas of interest to the departmental personnel by July 31, 2025.

Goal #2: Ensure financial-related internal controls are up-to-date and relevant.

FY24 Objectives:

- A. Update financial standard operating procedures (SOPs) to reflect Edmunds GovTech procedures and standard formatting (Cash Handling, Journal Entry Process, Purchasing and Accounts Payable, Year-End Close) by September 30, 2024.

Status: Payroll SOP was updated in December 2023. The update to other financial SOPs is anticipated to be completed by December 22, 2024.

- B. Create a schedule to regularly review and update financial standard operating procedures by June 30, 2024.

Status: Completion is anticipated by April 30, 2025.

FY25 Objectives:

- A. Update remaining Financial SOPs to reflect the change to Edmunds GovTech software by November 15, 2024.
- B. Create an accounting training manual by January 31, 2025.

Goal #3: Ensure financial reporting is accurate, transparent, and timely.

FY24 Objectives:

- A. Complete and present the Annual Financial Report to the Council by May 31, 2024.
Status: The audit was presented to the Council on June 11, 2024.
- B. Coordinate and train leaders in new budget processes and reporting related to new financial software by May 31, 2024.
Status: Training was conducted in April 2024.

FY25 Objectives:

- A. Modify and adjust existing internal controls to utilize new software by December 20, 2024, by setting up automated financial reports using cloud software with direct data access for administrative staff and department directors.
- B. Create a schedule of activities and tasks with a calendar of events by February 1, 2025, to ensure timely completion of tasks and deliverables.

Financial and Personnel Summaries

	FY23	FY24	FY24	FY25
	Actuals	Adopted Budget	Year-end Estimate	Approved Budget
Expenditures by Category				
Personnel	415,400	251,432	309,996	260,773
Operating	39,916	44,080	42,690	48,973
Total	455,316	295,512	352,686	309,746
Personnel (FTEs)				
Full-time	4.00	2.00	2.00	2.00
Part-time/Seasonal	-	-	-	-
Total	4.00	2.00	2.00	2.00

Performance Measures

		FY23	FY24	FY24	FY25
		Actuals	Budget	Year-end Estimate	Budget
<u>Efficiency</u>					
1	Percentage of Accounts Payable Non-Paper Checks	12.75%	16.47%	14.00%	15.00%
2	Adjusting Journal Entries	392	475	450	400
3	Receivables: Receipts/ACH	4,225/470	4,230/475	4,000/450	4,500/500
<u>Effectiveness</u>					
1	Audit Presentation to City Council	6/13/2023	5/14/2024	6/11/2024	7/23/2024
2	Audit Comments	0	0	0	0
3	Interest Income	473,691	313,806	302,898	271,850
<u>Outputs</u>					
1	Accounts Payable Weekly Run	64	100	115	75
2	Bank Reconciliations (% completed within 60 days of the end of month)	1	1	1	1
3	Accounts Payable: Paper/Electronic	1749/223	1,775/350	1,775/350	1,600/450
4	Payroll Checks: Paper/Direct Deposit	57/2153	5/2,200	5/2,2000	0/2,200

Information Technology Department

Department Description

The Information Technology Department is responsible for maintaining and constantly improving the technological backbone of City services while ensuring the maximum level of security against malicious cyber-attacks. The Financial and Administrative Department was split into two separate Departments (Finance and Information Technology) in FY24.

Goals and Objectives

Goal #1: Provide secure, modern, and easy-to-use technology to City users.

FY24 Objectives:

- A. Implement “text to gov” services and promote said use by residents through social media and the *Harbour Highlights* by February 29, 2024.
Status: Implementation of Civic Plus's “See-Click-Fix” website feature is anticipated by September 30, 2024, with the promotional article to be included in the next Harbour Highlights.
- B. Transition Fire Station information technology needs from a stand-alone volunteer system to part of the citywide system by March 31, 2024.
Status: Substantially completed in April 2024. However, due to technical difficulties related to the volunteer’s computer vendor, the final detachment is not anticipated until August 30, 2024.
- C. Develop a draft virtualization timeline with costs for consideration in future Five-Year Capital Improvement Planning documents by September 30, 2024.
Status: Objective canceled due to dramatically rising service costs.

FY25 Objectives:

- A. Implement a cloud-based file-sharing system by November 30, 2024.
- B. Enhance Public Safety software integration by June 30, 2025.

Goal #2: Enhance the city’s cyber security infrastructure through on-site systems upgrades and third-party software applications.

FY24 Objectives:

- A. Purchase and Deploy WatchGuard Firewall’s enhanced security suite to all City firewalls by December 22, 2023.
Status: Completed in April 2024.
- B. Acquire the security/backup training portal for user training and certifications on primary cyber security threats (to meet State of Florida legislative training requirements) by June 30, 2024.
Status: Completion is anticipated by August 30, 2024.

- C. Deploy two-factor authentication for mobile users by December 22, 2023.

Status: Police Department two-factor authentication was completed in November 2023. Deployment to all other users is anticipated to be completed by November 30, 2024.

FY25 Objectives:

- A. Partner with the Department of Homeland Security for additional cyber security monitoring by December 22, 2024.
- B. Implement H.B. 7055 and H.B. 7057 cyber security standards by December 22, 2024.

Financial and Personnel Summaries

	FY23	FY24	FY24	FY25
	Actuals	Adopted Budget	Year-end Estimate	Approved Budget
Expenditures by Category				
Personnel	-	199,000	191,447	240,314
Operating	-	3,640	2,365	281,435
Total	-	202,640	193,812	521,749
Personnel (FTEs)				
Full-time	-	2.00	1.83	2.00
Part-time/Seasonal	-	-	-	-
Total	-	2.00	1.83	2.00

Performance Measures

		FY23	FY24	FY24	FY25
		Actuals	Budget	Year-end Estimate	Budget
<u>Efficiency</u>					
1	Avg. completion time of user work orders*	1.5 days	2 Days	3.2 Days	1.8 Days
2	Percent malicious attacks requiring intervention	8.0%	15.0%	10.5%	5.0%
<u>Effectiveness</u>					
1	Percent electronic devices operational:				
	Computers	99.1%	99.1%	95.0%	99.0%
	Smart Phones	100.0%	99.1%	99.9%	99.0%
	Internet	100.0%	99.1%	98.4%	98.0%
<u>Outputs</u>					
1	Computers/servers managed	204	200	203	210
2	Malicious attacks blocked	3,301	30,000	30,252	38,453
3	Work order tickets	411	350	550	650
4	Website visits	80,799	81,000	81,050	98,713
5	Patches and vulnerability maintenance	321	300	571	622

* Indicates the inclusion of weekends.

Police Department

Department Description

The Police Department provides professional, transparent public safety and law enforcement services while incorporating a community policing philosophy and adhering to law enforcement best practices. The Department provides 24-hour response to calls for service, preventive patrol, tactical response to critical incidents, and investigation of crimes including, but not limited to, violent crimes, property crimes, fraud, narcotics offenses, and juvenile crime.

Goals and Objectives

Goal #1: Meet or exceed all state-recognized law enforcement standards and best practices, as set forth by the Commission for Florida Law Enforcement Accreditation (CFA).

FY24 Objectives:

- A. Amend or update all department general orders and practices to meet CFA Standards by September 30, 2024.

Status: Completion is anticipated by September 30, 2024.

- B. Implement the full use of the PowerDMS software to record proof of compliance with CFA standards, track policy revisions, and disseminate and track department training on general orders by May 31, 2024.

Status: Completed on April 30, 2024.

FY25 Objectives:

- A. Complete the required Commission for Florida Law Enforcement Accreditation mock assessment and implement any noted improvement by March 1, 2025.

- B. Complete and pass the three-day Commission for Florida Law Enforcement Accreditation assessment by April 30, 2025.

Goal #2: Provide a well-defined yet balanced traffic enforcement program that works in conjunction with the City of Indian Harbour Beach's adoption of the Vision Zero initiative. The initiative aims to eliminate traffic crashes involving death or severe injury.

FY24 Objectives:

- A. Using existing staffing, create and train a permanent full-time police officer to oversee all traffic-related programs/matters by September 30, 2024.

Status: Completion is anticipated by September 30, 2024.

- B. Implement a traffic and pedestrian safety program (including education awareness, traffic and pedestrian enforcement details, and social media campaigns) to educate residents and guests on vehicle and pedestrian safety guidelines by June 30, 2024.

Status: Completed on February 16, 2024, through a partnership with Bike Walk Central Florida using site-specific safety initiatives.

FY25 Objectives:

- A. Starting on December 30, 2024, using City and Space Coast Transportation Organization data involving traffic accidents, traffic complaints, and officer observation, create a monthly “Hot Spot Program.” Officers will be required to conduct routine and consistent traffic enforcement in these “Hot Spots.” A report documenting this program will be completed by September 30, 2025.
- B. Implement the provision of an enhanced interactive four-hour block of instruction to all sworn department members in the detection, identification, and documentation of impaired driving investigations by September 30, 2025.

Financial and Personnel Summaries:

	FY23	FY24	FY24	FY25
	Actuals	Adopted Budget	Year-end Estimate	Approved Budget
Expenditures by Category				
Personnel	2,803,740	3,188,788	2,978,321	3,402,410
Operating	330,663	356,339	295,678	313,670
Total	3,134,402	3,545,127	3,273,999	3,716,080
Personnel (FTEs)				
Full-time	30.64	30.00	29.50	30.25
Part-time/Seasonal	0.81	0.81	0.81	0.81
Total	31.45	30.81	30.31	31.06

Performance Measures:

	FY23	FY24	FY24	
	Actuals	Budget	Year-end	FY25
			Estimate	Budget
<u>Efficiency</u>				
1 Calls for service*	16,074	16,000	16,100	16,200
Percentage of victims contacted by Victim				
2 Advocate**	N/A	75.0%	80.0%	85.0%
<u>Effectiveness</u>				
Percentage of resident who rate the City as				
1 safe or very safe***	N/A	97.5%	97.8%	95.0%
2 Percentage of policies reviewed/modified	35%	85%	90%	95%
<u>Outputs</u>				
1 Traffic crashes	201	170	170	165
2 Pedestrian fatalities	-	-	-	-
3 Traffic crash fatalities	-	-	1	-
4 Traffic citations issues	458	1,250	1,150	1,200
5 Traffic enforcement details	240	400	325	400

* Indicates all calls for service and not just crime related.

** Indicates FY24 is first year of shared victim advocate program and percentage is expected to increase dramatically in subsequent years.

*** Indicates measured by Arts Show attendees questionnaire results.

Fire Department

Department Description

The historically all-volunteer Fire Department became a hybrid department in FY2024 with the addition of the first paid Fire Chief. The department responds to structure fires, grass/wildland fires, vehicle fires, rescues, entrapments, hazardous materials, critical life-threatening incidents, and disasters.

Goals and Objectives

Goal #1: Provide professional emergency services to ensure the safety of residents and visitors and limit property loss.

FY24 Objectives:

- A. Hire an experienced fire service professional as the department's first fire chief by January 31, 2024.

Status: Chief David Lewis was hired and began working with the City of Indian Harbour Beach Fire Department on January 16, 2024.

- B. Integrate departmental communications and data systems into the City's information technology system by March 31, 2024.

Status: Completed in June 2024.

FY25 Objectives:

- A. Survey the Fire Department's current general operating structure, response system, and standard operating procedures and benchmark against federal and state regulations, along with industry best practices, by December 1, 2024.

- B. Embrace available technology to adequately capture, analyze, and publish various relevant data points by June 30, 2025.

Goal #2: Maintain sufficient volunteers to respond to emergency calls for service.

FY24 Objectives:

- A. Develop a volunteer recruitment strategy to increase the number of recruits by August 31, 2024.

Status: Completion is anticipated by September 30, 2024.

- B. Review conceptual plans for the construction of a hurricane-rated annex and submit an FY25 capital project request for design services by May 31, 2024.

Status: Completed in April 2024.

FY25 Objectives:

- A. Develop a formal written recruitment and retention strategy based on the developed framework by December 31, 2024, with the goal of increasing volunteer members by 20%.

- B. Work with the design team to develop the construction drawing for the Fire Station Annex, phase one project, by September 30, 2025.

Financial and Personnel Summaries

	FY23 Actuals	FY24 Adopted Budget	FY24 Year-end Estimate	FY25 Approved Budget
Expenditures by Category				
Personnel	-	105,246	108,345	168,945
Operating	178,247	176,510	162,953	176,089
Total	178,247	281,756	271,298	345,034
Personnel (FTEs)				
Full-time	-	0.75	0.75	1.00
Part-time/Seasonal	-	-	-	-
Total	-	0.75	0.75	1.00

Performance Measures

	FY23 Actuals	FY24 Budget	FY24 Year-end Estimate	FY25 Budget
<u>Efficiency</u>				
1 Calls for service	120	N/A	120	132
2 Volunteer members	N/A	N/A	26	30
<u>Effectiveness</u>				
1 Average emergency response time (minutes)	N/A	N/A	N/A	7.0
2 Policies reviewed and/or modified	N/A	N/A	100%	33%
<u>Outputs</u>				
1 Training hours	N/A	N/A	N/A	6,000
2 Total fire loss	516,350	N/A	60,000	500,000
3 Total value saved	1,020,000	N/A	1,590,000	2,000,000
4 Non-emergency citizen contacts	N/A	N/A	100	300
5 Hydrant's tested	N/A	N/A	100%	100%

Building Department

Department Description

The Building Department reviews plans, issues permits, and inspects residential and commercial construction for compliance with the Florida Building Code, Florida Fire Prevention Code, and other applicable construction requirements. The Department is also responsible for overseeing regulations such as zoning and land development and providing enforcement of municipal codes.

Goals and Objectives

Goal #1: Ensure the safety of residents and visitors through the enforcement (i.e., plans/permit review and inspections) of Florida's Building, Fire, and Life Safety Codes.

FY24 Objectives:

- A. Transition the current permitting system to new enterprise resource planning modular by September 30, 2024

Status: Completion is anticipated by September 30, 2024.

- B. Digitalize at least 250 old paper construction plans by September 30, 2024, to free up storage space and increase ease of retrieval.

Status: Digitization of a minimum of 500 plans is anticipated by September 30, 2024.

FY25 Objectives:

- A. Develop information concerning Building and Fire permits and requirements for posting on the City's website by February 28, 2025.

- B. Develop 50% of needed inspection checklists for internal database and succession planning purposes by September 30, 2025. This is part one of a two-year objective.

Goal #2: Protect and improve the health, safety, and welfare of the residents through acceptable enforcement of the Code of Ordinances.

FY24 Objectives:

- A. Submit three "did you know" articles for inclusion in the *Harbour Highlights* by September 15, 2024.

Status: Completed with a fourth article scheduled for the September-October edition.

- B. Explore the feasibility of adding an online code violation reporting page to the City's website by June 30, 2024.

Status: Completion is anticipated by September 30, 2024, with the new See-Click-Fix website feature.

FY25 Objectives:

- A. Develop code enforcement informational material for the Building Department's portion of the City's website by June 30, 2025.

- B. Fire Marshall/Code Enforcement Official to become Florida Association of Code Enforcement certified by September 30, 2025.

Financial and Personnel Summaries

	FY23	FY24	FY24	FY25
	Actuals	Adopted Budget	Year-end Estimate	Approved Budget
Expenditures by Category				
Personnel	345,413	357,583	364,070	383,476
Operating	15,406	39,879	21,459	18,618
Total	360,818	397,462	385,529	402,094
Personnel (FTEs)				
Full-time	3.00	3.00	3.00	3.00
Part-time/Seasonal	-	-	-	-
Total	3.00	3.00	3.00	3.00

Performance Measures

	FY23	FY24	FY24	FY25
	Actuals	Budget	Year-end Estimate	Budget
Efficiency				
1 Percentage of expenditures recovered through fees and revenues	56.93%	47.46%	41.12%	48.66%
2 Average number of building permits issued per week*	22.92	22.10	19.12	21.00
3 Average number of fire inspections conducted per week*	13.04	5.92	12.10	9.00
Effectiveness				
1 Percentage of Code enforcement voluntary compliance	100%	95%	100%	98%
Outputs				
1 Building permits issued	1,146	1,105	956	1,095
2 Fire inspections	572	296	824	805
3 Code enforcement cases:				
Courtesy notices	N/A	50	109	105
Notice of violations	N/A	35	20	19
4 Stormwater pamphlets distributed	N/A	651	590	750
5 No. of damaged structures inspected (fire/storm/etc.)	3	3	3	3

* Indicates calculation is based on 50 weeks per year.

Public Works Department

Department Description

The Public Works Department is responsible for daily maintenance of all City facilities and properties. Additionally, staff manages small—to moderate-sized capital projects and liaises with other entities that provide services to City residents and guests.

Goals and Objectives

Goal #1: City facilities and parks are maintained professionally and cost-effectively.

FY24 Objectives:

- A. Develop a proposal for the City Manager's consideration of inclusion in the FY25 Proposed Budget to create a summer internship program to add layers to the City's GIS database for the location, type, and conditions of City infrastructure (stormwater culverts, sidewalks, trees, etc.) by March 31, 2024.

Status: Due to other higher priorities, this task will not be accomplished and will not be programmed for later years.

- A. Develop proposals for the FY25 Proposed Budget implementing findings from a third-party ballfield management study by April 30, 2024.

Status: Due to no responses from multiple solicitations for bids, staff will re-evaluation options to accomplish this objective for inclusion in the FY26 Proposed Budget.

FY25 Objectives:

- A. Implement Phase Two of the Gleason Park invasive tree removal program in a manner that minimizes the time between clearing and final restoration by September 30, 2025.
- B. Develop a departmental schedule for safety inspections of playground equipment and other high-volume public areas by June 30, 2025.

Goal #2: The City is a leader in stormwater management in the restoration of the Indian River Lagoon.

FY24 Objectives:

- A. Execute State appropriations partially funded the Gleason Park Lake Bank stabilization project by September 30, 2024.

Status: The project was completed in December 2023.

- B. Review the design milestones of the Algonquin Sports Complex Expansion project by March 31, 2024, to minimize the stormwater and nutrient loading from the nine acres currently undeveloped, which will be converted into passive and active recreation.

Status: Due to delays in the design process, this objective is anticipated to be completed by September 30, 2024.

FY25 Objectives:

- A. Monitor the construction of the Algonquin Sports Complex expansion project to ensure adequate space is available for the future baffle box planned for the northeast corner of the complex. This objective is anticipated to be substantially completed by September 30, 2025.
- B. Manage the three stormwater projects (Ronnie, Atlantic, and Alhambra) to minimize the negative impact of construction activities upon adjacent property owners. This objective is anticipated to be substantially completed by September 30, 2025.

Financial and Personnel Summaries

	FY23	FY24	FY24	FY25
	Actuals	Adopted Budget	Year-end Estimate	Approved Budget
Expenditures by Category				
Personnel	922,590	1,174,608	971,323	1,280,334
Operating	297,784	359,500	333,450	439,148
Total	1,220,374	1,534,108	1,304,773	1,719,482
Personnel (FTEs)				
Full-time	14.00	14.75	14.50	15.25
Part-time/Seasonal	-	0.50	0.50	1.00
Total	14.00	15.25	15.00	16.25

Performance Measures

		FY23 Actuals	FY24 Budget	FY24 Year-end Estimate	FY25 Budget
<u>Efficiency</u>					
1	Avg. number of days to re-open City facilities following emergency closures	1.00	1.00	1.00	1.00
2	Fleet maintenance preventative maintenance and repairs	237	245	260	225
<u>Effectiveness</u>					
1	Rating (0-10) of passive park grounds*				
	Gleason Park	N/A	8.25	7.90	8.00
	Oars & Paddles	N/A	7.50	7.60	7.70
2	Percentage of resident satisfied or very satisfied with parks*	N/A	90.0%	96.7%	90.0%
<u>Outputs</u>					
1	Lane miles repaved/reconstructed	N/A	TBD	1.25	1.25
2	Fire hydrants tested**	N/A	292	314	314
3	Cubic yards debris swept from streets (and not entering the Indian River Lagoon)***	TBD	360,000	TBD	TBD
4	Pounds of vegetative debris manually removed from waterways (and not entering the Indian River Lagoon)***	TBD	7,100	TBD	TBD
5	Capital projects managed	7	21	11	12

* Indicates measured by random Arts Show attendees questionnaire results.

** Indicates services was performed by Fire Department until FY24.

***Data not provided by Department

Recreation Department

Department Description

The Recreation Department is responsible for the development, management, and operations of the City's recreation programs, parks, and athletic facilities (i.e., Gleason Park, the Recreation Center, Bicentennial and Millennium Beach Parks, Gleason Park pool, Oars and Paddles Park (including the boat house), and the Algonquin Sports Complex). Additionally, the department oversees all the City's rental facilities and develops and implements recreation programs, swim lessons classes, and special events for patrons of all ages.

Goals and Objectives

Goal #1: Provide residents and visitors with premier recreation opportunities in a cost-effective manner.

FY24 Objectives:

- A. Increase resident engagement through social media, *Harbour Highlights*, and local magazine advertisements by 10% by September 30, 2024.

Status: Engagement was met through the Recreation Department's social media page and local magazine advertisements. Engagement is expected to increase with the installation of the digital marquee sign along South Patrick Drive in early FY25.

- B. Explore the feasibility of including alternate youth recreational opportunities in the FY25 Proposed Budget by January 31, 2024.

Status: Implemented new recreational classes offering year-round swim lessons, kids yoga, and baby sign language. Staff will continue to explore additional class opportunities for future budget years.

FY25 Objectives:

- A. Increase the advertising of recreational events by 50% through the use of the new marquee sign by September 30, 2025
- B. Finalize proposal to repurpose Crespino field to create a baseball field and four playable "soccer" fields for inclusion in the FY26 Proposed Budget by January 31, 2025.

Goal #2: Promote community cohesiveness through special events as a means of social and entertaining gatherings.

FY24 Objectives:

- A. Host three additional special events by September 30, 2024.

Status: Completed by holding Movie in the Park (March 1st), Shark in Park 5k (June 22nd), and National Night Out (August 6th).

- B. Develop an informal resident satisfaction survey for use at special events by March 31, 2024.

Status: Completed the development of a survey that was used at the November 2023 Arts & Craft Show and will be updated and utilized annually going forward.

FY25 Objectives:

- A. Expand movie in the park to quarterly events and explore the possibility of including local businesses like food and/or ice cream trucks by September 30, 2025.
- B. Expand resident satisfaction survey activity to include programs like swim lessons and summer camp by August 30, 2025.

Financial and Personnel Summaries

	FY23	FY24	FY24	FY25
	Actuals	Adopted Budget	Year-end Estimate	Approved Budget
Expenditures by Category				
Personnel	605,109	696,823	668,781	753,584
Operating	268,601	426,524	332,676	228,740
Total	873,710	1,123,347	1,001,456	982,324
Personnel (FTEs)				
Full-time	5.00	5.00	5.00	5.00
Part-time/Seasonal	8.03	8.03	8.28	8.53
Total	13.03	13.03	13.28	13.53

Performance Measures

		FY23	FY24	FY24	FY25
		Actuals	Budget	Year-end Estimate	Budget
<u>Efficiency</u>					
1	Weekday/weekend Main Hall Occupancy rate	N/A	30%/90%	45%/85%	60%/85%
2	Labor hours required for planning and execution of special events:				
	Breakfast with the Easter Bunny	250	255	255	300
	Shark in the Park 5K Run	N/A	450	498	550
	Truck or Treat	100	100	108	108
	Art Show	50	50	52	62
	Christmas in the Park	N/A	210	171	200
<u>Effectiveness</u>					
1	Percentage of attendees rating Art & Crafts Show good or excellent*	N/A	96.0%	96.7%	97.0%
2	Percentage of parents satisfied or very satisfied with their child(ren) Summer Camp experience**	N/A	85.0%	80.2%	85.0%
<u>Outputs</u>					
1	Summer camp attendees (families per summer)	65	65	72	65
2	Swim lessons	520	625	625	600
3	Recreational classes	N/A	10,500	11,000	11,500
4	Pool memberships	276	300	275	275
5	Art show vendors (average of 3,000)	117	120	126	120
6	Boat rack space rentals (national teams) at Oars & Paddles Park	155	210	210	200
7	Number of clubs that utilize the Main Hall	3	3	3	3

* Indicates measured by random event participant questionnaire results.

** Indicates measured by responses from end of program email to parents.

Line Item Summaries

All Funds						
	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	Change FY 24 to FY 25
REVENUE SUMMARY						
001 - General Fund	14,846,741	9,636,949	2,125,303	11,762,252	12,348,851	(2,497,890)
100 - Impound Fund	2,327	-	-	2,196	2,196	(131)
110 - Police Training Fund	225	420	-	420	450	225
115 - Stormwater Utility Fund	658,500	205,089	15,745	220,834	332,463	(326,037)
120 - American Rescue Plan Fund	2,961,300	1,023,251	519,926	1,543,177	74,246	(2,887,054)
Total Revenues - All Funds	18,469,093	10,865,709	2,660,974	13,528,879	12,758,206	(5,710,887)
EXPENDITURE SUMMARY						
001 - General Fund	14,846,741	7,196,453	3,749,035	10,945,488	12,348,851	(2,497,890)
100 - Impound Fund	2,327	2,327	-	-	2,196	(131)
110 - Police Training Fund	225	225	-	255	450	225
115 - Stormwater Utility Fund	658,500	220,285	295,106	515,391	332,463	(326,037)
120 - American Rescue Plan Fund	2,961,300	1,023,251	519,926	1,543,177	74,246	(2,887,054)
Total Expenditures - All Funds	18,469,093	8,442,541	4,564,067	13,004,311	12,758,206	(5,710,887)

Revenue Line Item Summary by Source

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	Change FY 24 to FY 25
Ad Valorem Taxes							
311.10	Ad Valorem Taxes	7,286,992	7,181,777	96,223	7,278,000	7,845,532	0.08
311.10	Penalties	2,500	1,294	206	1,500	2,000	(0.20)
311.12	Disc for Early Payment of Tax	(265,000)	(261,853)	(5,283)	(267,136)	(286,362)	0.08
311.20	Delinquent Taxes	300	4,103	197	4,300	2,500	7.33
	Total Ad Valorem Taxes	7,024,792	6,925,321	91,343	7,016,664	7,563,670	0.08
Local Option, Use and Fuel Taxes							
312.41	Local Option Fuel Tax	385,000	256,359	123,641	380,000	380,000	(0.01)
312.52	Casualty Insurance Premium Tax - Police	89,162	-	103,977	103,977	103,977	0.17
	Total Local Option, Use, and Fuel Taxes	474,162	256,359	227,618	483,977	483,977	0.02
Utility Services Taxes							
314.10	Utility Service Tax - Electricity	480,000	336,660	238,340	575,000	592,000	0.23
314.30	Utility Service Tax - Water	85,100	61,463	32,952	94,415	96,000	0.13
314.40	Utility Service Tax - Gas	27,250	22,742	10,258	33,000	34,750	0.28
314.80	Utility Service Tax - Propane	2,100	1,342	758	2,100	2,100	-
	Total Utility Services Taxes	594,450	422,207	282,308	704,515	724,850	0.22
Other General Taxes							
315.20	Communications Services Tax	245,400	137,429	70,571	208,000	200,000	(0.19)
316.00	Local Business Tax	35,000	35,822	(822)	35,000	35,000	-
	Total Other General Taxes	280,400	173,251	69,749	243,000	235,000	(0.16)
Franchise Fees							
323.10	Franchise Fee - Electricity	645,000	385,083	288,117	673,200	698,000	0.08
323.40	Franchise Fee - Gas	42,750	47,200	-	47,200	48,500	0.13
323.70	Franchise Fee - Solid Waste	114,450	-	125,000	125,000	129,000	0.13
	Total Franchise Fees	802,200	432,283	413,117	845,400	875,500	0.09
Permits, Fees and Special Assessments							
322.00	Building Permits	114,600	72,957	24,597	97,554	148,217	0.29
329.00	Other Permits and Fees - Building Dept	53,790	20,655	6,009	26,664	24,775	(0.54)
329.20	Other Permits and Fees - General	52,450	38,790	(6,890)	31,900	54,400	0.04
	Total Other Permits & Fees	220,840	132,402	23,716	156,118	227,392	0.03

Revenue Line Item Summary by Source

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	Change FY 24 to FY 25
Federal and State Grants							
331.20	Federal Grant - Public Safety	8,000	324	676	1,000	5,469	(0.32)
331.62	Federal Grant - Public Assistance	-	-	-	-	-	-
334.00	FL State Grants	3,597,500	-	203,060	203,060	1,320	(1.00)
	Total Federal and State Grants	3,605,500	324	203,736	204,060	6,789	(1.00)
State Shared Revenues							
335.12	State Revenue Sharing	378,590	245,399	85,291	330,690	345,000	(0.09)
335.14	Mobile Home License Tax	650	183	528	711	700	0.08
335.15	Alcoholic Beverage License Tax	4,875	5,483	117	5,600	5,600	0.15
335.18	1/2 Cent Sales Tax Program	640,000	432,066	212,179	644,245	650,000	0.02
335.29	Public Safety	600	607	405	1,012	840	0.40
335.45	Fuel Tax Refunds	3,200	2,908	68,087	70,995	69,970	20.87
	Total State Shared Revenues	1,027,915	686,646	366,607	1,053,253	1,072,110	0.04
Local Shared Revenues							
337.20	Public Safety	107,306	85,802	20,698	106,500	110,531	0.03
338.11	General Government	55,200	1,521	4,499	6,020	376,920	5.83
	Total Local Shared Revenues	162,506	87,323	25,197	112,520	487,451	2.00
Charges for Services							
342.10	Law Enforcement Services	2,235	1,091	694	1,785	2,185	(0.02)
342.20	Fire Protection	19,500	19,285	(433)	18,852	21,650	0.11
343.90	Recycling Fees	11,280	2,986	8,964	11,950	11,600	0.03
344.90	Transportation	16,325	16,325	-	16,325	16,325	-
347.20	Recreation Department	256,250	226,427	25,709	252,136	287,350	0.12
349.00	Other Charges for Services	-	19	5	24	25	-
	Total Charges for Services	305,590	266,133	34,939	301,072	339,135	0.11
Judgements, Fines and Forfeits							
351.90	Court - Police	6,425	6,257	1,543	7,800	7,400	0.15
354.10	Ordinance Violation Fees - Code Enf	350	1	(1)	-	600	0.71
354.10	Ordinance Violation Fees - Police	425	225	1,075	1,300	750	0.76
358.20	Seized Assets - Police	-	-	-	-	-	-
	Total Judgements, Fines and Forfeits	7,200	6,483	2,617	9,100	8,750	0.22
Interest and Other Earnings							
361.10	Interest: Operating	12,735	8,441	5,837	14,278	13,250	0.04
361.11	Interest: Investment	301,071	205,255	65,165	270,420	243,000	(0.19)
361.12	Interest: County Tax Collector	14,500	15,170	3,030	18,200	15,600	0.08
	Total Interest and Other Earnings	328,306	228,866	74,032	302,898	271,850	(0.17)

Revenue Line Item Summary by Source

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	Change FY 24 to FY 25
Miscellaneous Revenues							
362.32	Rents	80	20	30	50	50	(0.38)
364.00	Disposition of Fixed Assets	-	1,925	88,075	90,000	7,500	-
365.00	Sale of Surplus Materials	-	-	2,000	2,000	50	-
366.00	Donations: Private Sources - General	-	200	(200)			-
366.15	Donations: Private Sources - Recreation Dept	500	200	-	200	200	(0.60)
366.20	Donations: Private Sources - Police	-	25	75	100	100	-
369.90	Other Miscellaneous Revenue	12,300	16,981	220,344	237,325	44,477	2.62
	Total Miscellaneous Revenues	12,880	19,351	310,324	329,675	52,377	3.07
Other Sources - Non-Operating							
394.00	Prior Year Income	-	-	-	-	-	-
	Total Other Sources - Non-Operating	-	-	-	-	-	-
	TOTAL 001 - GENERAL FUND REVENUES	14,846,741	9,636,949	2,125,303	11,762,252	12,348,851	(0.17)

1100- Council Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Personnel Services							
511.21	FICA Taxes	2,163	1,322	841	2,163	2,150	(0.01)
511.23	Group Insurances - Life	211	135	76	211	200	(0.05)
	Total Personnel Services	2,374	1,457	917	2,374	2,350	(0.01)
Operating Expenditures							
511.31	Professional Services	24,000	18,000	6,000	24,000	24,000	-
511.40	Travel and Per Diem	22,300	12,600	4,625	17,225	22,300	-
511.41	Communications Services	2,600	728	1,872	2,600	2,600	-
511.47	Printing and Binding	24,420	20,476	4,292	24,768	25,000	0.02
511.48	Promotional Activities	3,500	3,395	105	3,500	7,000	1.00
511.49	Other Current Charges and Obligations	12,959	7,879	3,256	11,135	3,500	(0.73)
511.55	Training	4,500	322	4,178	4,500	8,000	0.78
	Total Operating Expenditures	94,279	63,400	24,328	87,728	92,400	(0.02)
	Total 1100 - Council	96,653	64,857	25,245	90,102	94,750	(0.02)

1200- Executive Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Personnel Services							
512.11	Salaries - Executive	151,114	109,977	40,737	150,714	164,741	0.09
512.12	Salaries and Wages - Regular	199,247	139,675	62,063	201,738	215,693	0.08
512.14	Overtime	600	-	-	-	600	-
512.15	Special Pay	-	-	-	-	-	-
512.16	Compensated Leave	5,195	-	-	-	-	(1.00)
512.21	FICA Taxes	27,246	19,355	7,891	27,246	29,103	0.07
512.22	Retirement Contributions	82,353	45,989	36,364	82,353	86,268	0.05
512.23	Group Insurances - Health/Life/Dental	40,493	26,603	13,889	40,492	43,920	0.08
Total Personnel Services		506,248	341,599	160,944	502,543	540,325	0.07
Operating Expenditures							
512.40	Travel and Per Diem	12,623	11,172	828	12,000	6,000	(0.52)
512.41	Communications Services	1,500	1,250	250	1,500	1,500	-
512.49	Other Current Charges and Obligations	900	112	88	200	250	(0.72)
512.54	Publications, Subscriptions, Memberships	2,510	2,033	223	2,256	34,954	12.93
512.55	Training	5,790	3,033	2,742	5,775	11,876	1.05
Total Operating Expenditures		23,323	17,600	4,131	21,731	54,580	1.34
Total 1200 - Executive		529,571	359,199	165,075	524,274	594,905	0.12

1300- Finance Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Finance Department							
Personnel Services							
513.12	Salaries and Wages - Regular	\$ 175,685	\$ 136,023	\$ 44,934	\$ 180,957	\$ 183,759	0.05
513.14	Overtime	\$ 50	\$ -	\$ 50	\$ 50	\$ -	(1.00)
513.16	Compensated Leave	\$ 6,731	\$ 56,870	\$ -	\$ 56,870	\$ -	(1.00)
513.21	FICA Taxes	\$ 13,994	\$ 10,405	\$ 3,438	\$ 13,843	\$ 16,772	0.20
513.22	Retirement Contributions	\$ 24,754	\$ 17,620	\$ 8,923	\$ 26,543	\$ 25,046	0.01
513.23	Group Insurances - Health/Life/Dental	\$ 30,218	\$ 24,140	\$ 7,593	\$ 31,733	\$ 35,196	0.16
	Total Personnel Services	\$ 251,432	\$ 245,058	\$ 64,938	\$ 309,996	\$ 260,773	0.04
Operating Expenditures							
513.31	Professional Services	\$ 4,650	\$ 4,500	\$ -	\$ 4,500	\$ 4,650	-
513.32	Accounting and Auditing	\$ 35,600	\$ 34,845	\$ 755	\$ 35,600	\$ 37,100	0.04
513.40	Travel and Per Diem	\$ 2,440	\$ 691	\$ 109	\$ 800	\$ 3,308	0.36
513.49	Other Current Charges and Obligations	\$ 145	\$ 450	\$ 275	\$ 725	\$ 1,050	6.24
513.54	Publications, Subscriptions, Memberships	\$ 120	\$ 15	\$ 610	\$ 625	\$ 1,170	8.75
513.55	Training	\$ 1,125	\$ 815	\$ (375)	\$ 440	\$ 1,695	0.51
	Total Operating Expenditures	\$ 44,080	\$ 41,316	\$ 1,374	\$ 42,690	\$ 48,973	0.11
	Total 1300- Finance Department	\$ 295,512	\$ 286,374	\$ 66,312	\$ 352,686	\$ 309,746	0.05

1350- Information Technology Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Information Technology							
Personnel Services							
513.12	Salaries and Wages - Regular	139,911	103,889	37,728	141,617	169,632	0.21
513.14	Overtime	1,000	393	-	393	1,000	-
513.16	Compensated Leave	1,824	-	-	-	-	(1.00)
513.21	FICA Taxes	10,920	7,568	3,039	10,607	13,278	0.22
513.22	Retirement Contributions	20,098	12,788	5,963	18,750	22,849	0.14
513.23	Group Insurances - Health/Life/Dental	25,247	15,160	4,920	20,080	33,555	0.33
	Total Personnel Services	199,000	139,798	51,650	191,447	240,314	0.21
Operating Expenditures							
513.40	Travel and Per Diem	2,000	-	-	-	-	(1.00)
513.41	Communications Services	840	630	210	840	99,270	117.18
513.44	Rentals and Leases	-	-	-	-	7,000	-
513.46	Repair and Maintenance Services	-	-	-	-	152,565	-
513.49	Other Current Charges and Obligations	-	110	40	150	450	-
513.52	Operating Supplies	-	-	-	-	5,000	-
513.54	Publications, Subscriptions, Memberships	400	-	-	-	600	0.50
513.55	Training	400	375	1,000	1,375	4,550	10.38
513.64	Equipment - Non-Fixed Asset	-	-	-	-	12,000	-
	Total Operating Expenditures	3,640	1,115	1,250	2,365	281,435	76.32
Total 1350 - Information Technology Department		202,640	140,914	52,900	193,812	521,749	1.57

1400- Legal Line Item Summany

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Operating Expenditures							
514.31	Professional Services	69,900	66,012	19,048	85,060	73,000	0.04
514.49	Other Current Charges and Obligations	8,000	1,295	-	1,295	8,000	-
	Total Operating Expenditures	77,900	67,307	19,048	86,355	81,000	0.04
	Total 1400 - Legal	77,900	67,307	19,048	86,355	81,000	0.04

1900- General Government Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
519.31	Professional Services	0	24,850	4,290	29,140	86,200	
519.41	Communications Services	26,710	25,115	5,150	30,265	-	(1.00)
519.42	Freight & Postage Services	3,260	5,046	554	5,600	6,000	0.84
519.43	Utility Services	31,513	21,582	7,780	29,362	30,165	(0.04)
519.44	Rentals and Leases	-	-	-	-	-	-
519.45	Insurance	399,567	414,218	54,303	468,521	487,310	0.22
519.46	Repair and Maintenance Services	182,301	190,698	(10,282)	180,416	-	(1.00)
519.47	Printing and Binding	9,200	2,271	529	2,800	9,000	(0.02)
519.48	Promotional Activities	1,500	1,548	-	1,548	1,500	-
519.49	Other Current Charges and Obligations	356,595	63,932	(21,834)	42,098	13,350	(0.96)
519.51	Office Supplies	4,800	2,564	436	3,000	4,000	(0.17)
519.52	Operating Supplies	5,000	4,225	(2,564)	1,661	4,800	(0.04)
519.54	Publications, Subscriptions, Memberships	2,400	2,363	-	2,363	2,400	-
519.55	Training	2,000	-	-	-	-	(1.00)
519.64	Equipment - Non-Fixed Asset	3,300	97,645	(70,145)	27,500	-	(1.00)
584.72	Lease Acquisitions	320	-	-	-	-	(1.00)
594.00	Contingency	123,001	-	-	-	456,762	2.71
	Total Operating Expenditures	1,151,467	856,057	(31,783)	824,274	1,101,487	(0.04)
Capital Outlay							
5XX.62	Buildings & Fixed Equipment	50,000	116,667	159,700	276,367	-	1.38
5XX.63	Infrastructure - General	-	-	7,400	-	-	-
5XX.63	Infrastructure - Parks	66,000	23,925	24,425	48,350	-	0.94
5XX.63	Infrastructure - Algonquin Complex	-	-	-	-	-	-
5XX.63	Infrastructure - Drainage	3,522,500	139,500	490,313	629,813	-	(1.00)
5XX.63	Infrastructure - Paving and Streets	273,500	102,931	148,927	251,858	-	1.24
5XX.63	Infrastructure - Disaster Related Imp.	-	-	-	-	-	-
5XX.63	Infrastructure - Recreation	-	-	-	-	-	-
5XX.64	Equipment and Machinery - General	483,748	-	211,588	211,588	-	(0.20)
5XX.64	Equipment and Machinery - Computers	28,400	21,717	17,000	38,717	-	0.37
5XX.64	Equipment and Machinery - Software	38,261	70,704	-	70,704	-	(1.00)
5XX.64	Equipment and Machinery - Vehicles	985,589	407,899	655,105	1,063,004	-	(0.81)
5XX.65	Construction in Progress	-	46,530	-	46,530	-	-
	Total 1500- Capital Outlay	5,447,998	929,872	1,714,458	2,636,930	-	(0.54)
Total 1900 - General Government		6,599,465	1,785,929	1,682,675	3,461,204	1,101,487	(1)

1500- Capital Outlay Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Capital Outlay							
5XX.62	Buildings & Fixed Equipment	-	-	-	-	119,000	-
5XX.63	Infrastructure - General	-	-	-	-	7,500	-
5XX.63	Infrastructure - Parks	-	-	-	-	128,000	-
5XX.63	Infrastructure - Algonquin Complex	-	-	-	-	1,000,000	-
5XX.63	Infrastructure - Drainage	-	-	-	-	-	-
5XX.63	Infrastructure - Paving and Streets	-	-	-	-	612,700	-
5XX.63	Infrastructure - Disaster Related Imp.	-	-	-	-	-	-
5XX.63	Infrastructure - Recreation	-	-	-	-	-	-
5XX.64	Equipment and Machinery - General	-	-	-	-	386,000	-
5XX.64	Equipment and Machinery - Computers	-	-	-	-	39,000	-
5XX.64	Equipment and Machinery - Software	-	-	-	-	-	-
5XX.64	Equipment and Machinery - Vehicles	-	-	-	-	188,000	-
5XX.65	Construction in Progress	-	-	-	-	-	-
Total 1500- Capital Outlay		5,447,998	929,872	1,714,458	2,636,930	2,480,200	-

2100- Police Department Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Personnel Services							
521.12	Salaries and Wages - Regular	1,953,010	1,244,424	557,355	1,801,779	2,054,319	0.05
521.13	Salaries and Wages - Other	600	-	-	-	-	(1.00)
521.14	Overtime	31,000	59,121	23,277	82,398	56,850	0.83
521.15	Special Pay	62,150	46,144	26,836	72,980	72,980	0.17
521.16	Compensated Leave	13,084	8,500	-	8,500	8,500	(0.35)
521.21	FICA Taxes	159,337	99,357	49,107	148,464	167,737	0.05
521.22	Retirement Contributions	607,276	291,626	267,536	559,162	647,877	0.07
521.23	Group Insurances - Health/Life/Dental	362,331	216,718	88,320	305,038	394,147	0.09
	Total Personnel Services	3,188,788	1,965,890	1,012,431	2,978,321	3,402,410	0.07
Operating Expenditures							
521.31	Professional Services	2,500	3,328	672	4,000	2,500	-
521.34	Other Services	18,300	11,385	6,615	18,000	18,300	-
521.35	Investigations	2,500	1,622	378	2,000	2,500	-
521.40	Travel and Per Diem	8,760	1,492	3,743	5,235	8,460	(0.03)
521.41	Communications Services	44,400	50,548	-	-	-	(1.00)
521.42	Freight & Postage Services	2,500	1,590	910	2,500	2,500	-
521.43	Utility Services	46,245	32,358	13,640	45,998	47,560	0.03
521.46	Repair and Maintenance Services	103,144	70,534	31,249	101,783	102,530	(0.01)
521.47	Printing and Binding	2,500	2,188	612	2,800	2,500	-
521.48	Promotional Activities	3,000	1,362	1,638	3,000	3,000	-
521.49	Other Current Charges and Obligations	7,330	2,732	3,498	6,230	7,780	0.06
521.51	Office Supplies	3,480	1,117	2,363	3,480	3,450	(0.01)
521.52	Operating Supplies	77,475	50,833	24,417	75,250	75,500	(0.03)
521.54	Publications, Subscriptions, Memberships	1,590	580	40	620	1,240	(0.22)
521.55	Training	14,775	10,532	10,413	20,945	26,750	0.81
521.64	Equipment - Non-Fixed Asset	17,425	6,735	(3,313)	3,422	9,100	(0.48)
584.72	Lease Acquisitions	414	252	163	415	-	(1.00)
	Total Operating Expenditures	356,338	249,188	97,038	295,678	313,670	(0.12)
	Total 2100 - Police Department	3,545,127	2,215,078	1,109,469	3,273,999	3,716,080	0.05

2200- Fire Department Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Personnel Services							
522.12	Salaries and Wages - Regular	63,750	46,115	35,248	81,363	119,062	0.87
522.21	FICA Taxes	4,909	3,592	2,592	6,184	9,108	0.86
521.22	Retirement Contributions	21,805	14,800	5,537	20,337	40,218	0.84
521.23	Group Insurances - Health/Life/Dental	14,782	197	264	461	557	(0.96)
	Total Personnel Services	105,246	64,704	43,641	108,345	168,945	0.61
Operating Expenditures							
522.31	Professional Services	28,000	30,750	2,650	33,400	26,000	(0.07)
522.34	Other Services	6,240	3,960	2,280	6,240	6,240	-
522.40	Travel and Per Diem		8	0	8	-	
522.41	Communications Services	5,130	1,778	635	2,413	-	(1.00)
522.42	Freight & Postage Services	25	-	-		25	-
522.43	Utility Services	10,030	7,108	2,051	9,159	12,504	0.25
522.46	Repair and Maintenance Services	73,705	75,759	6,232	81,991	75,350	0.02
522.47	Printing and Binding	-	78	-	78	-	
522.48	Promotional Activities	3,000	-	-		3,000	-
522.49	Other Current Charges and Obligations	1,200	1,663	(0)	1,663	12,100	9.08
522.51	Office Supplies	500	588	(0)	588	500	-
522.52	Operating Supplies	22,350	21,997	(0)	21,997	20,900	(0.06)
522.54	Publications, Subscriptions, Memberships	430	1,426	10	1,436	2,820	5.56
522.55	Training	5,300	295	55	350	8,150	0.54
522.64	Equipment - Non-Fixed Asset	20,600	3,630	(0)	3,630	8,500	(0.59)
	Total Operating Expenditures	176,510	149,040	13,913	162,953	176,089	(0.00)
Total 2200 - Fire Department		281,756	213,744	57,554	271,298	345,034	0.22

2400- Building Department Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Personnel Services							
524.12	Salaries and Wages - Regular	246,890	184,652	66,457	251,109	260,058	0.05
524.14	Overtime	100	139	11	150	200	1.00
524.15	Special Pay	1,458	2,155	-	2,155	4,213	1.89
524.16	Compensated Leave	6,847	6,124	-	6,124	6,900	0.01
524.21	FICA Taxes	19,530	14,103	5,595	19,698	20,217	0.04
524.22	Retirement Contributions	41,802	32,940	8,151	41,091	41,560	(0.01)
524.23	Group Insurances - Health/Life/Dental	40,956	33,622	10,122	43,744	50,328	0.23
Total Personnel Services		357,583	273,735	90,336	364,071	383,476	0.07
Operating Expenditures							
524.31	Professional Services	9,600	6,230	-	6,230	10,100	0.05
524.40	Travel and Per Diem	1,990	-	1,000	1,000	-	(1.00)
524.41	Communications Services	2,545	1,895	585	2,480	-	(1.00)
524.42	Freight & Postage Services	375	123	2	125	375	-
524.46	Repair and Maintenance Services	16,795	5,130	237	5,367	300	(0.98)
524.47	Printing and Binding	1,500	-	500	500	350	(0.77)
524.49	Other Current Charges and Obligations	200	-	-	-	250	0.25
524.51	Office Supplies	-	75	25	100	100	
524.52	Operating Supplies	3,000	2,036	564	2,600	2,950	(0.02)
524.54	Publications, Subscriptions, Memberships	1,900	991	1,000	1,991	950	(0.50)
524.55	Training	974	75	75	150	3,243	2.33
524.64	Equipment - Non-Fixed Asset	1,000	915	-	915	-	(1.00)
Total Operating Expenditures		39,879	17,470	3,988	21,458	18,618	(0.53)
Total 2400 - Building Department		397,462	291,205	94,324	385,529	402,094	0.01

4100- Public Works Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Personnel Services							
541.12	Salaries and Wages - Regular	781,084	459,433	174,633	634,066	857,769	0.10
541.14	Overtime	8,000	636	1,364	2,000	4,500	(0.44)
541.15	Special Pay	5,080	4,341	739	5,080	4,017	(0.21)
541.16	Compensated Leave	9,151	31,795	-	31,795	11,500	0.26
541.21	FICA Taxes	61,622	36,110	16,522	52,632	63,139	0.02
541.22	Retirement Contributions	108,653	66,133	22,373	88,506	121,496	0.12
541.23	Group Insurances - Health/Life/Dental	201,018	97,708	59,536	157,244	217,913	0.08
	Total Personnel Services	1,174,608	696,156	275,167	971,323	1,280,334	0.09
Operating Expenditures							
541.31	Professional Services	14,750	2,800	6,450	9,250	10,500	(0.29)
541.34	Other Services	81,300	57,619	25,581	83,200	84,250	0.04
541.40	Travel and Per Diem	-	-	-	-	-	-
541.41	Communications Services	4,810	4,539	1,647	6,186	-	(1.00)
541.42	Freight & Postage Services	-	5	-	5	15	-
541.43	Utility Services	89,525	58,903	-	58,903	88,188	(0.01)
541.44	Rental and Leases	2,500	-	1,500	1,500	2,000	(0.20)
541.46	Repair and Maintenance Services	84,295	78,953	(6,083)	72,870	134,620	0.60
541.47	Printing and Binding	-	-	-	-	-	-
541.49	Other Current Charges and Obligations	1,000	351	-	351	800	(0.20)
541.51	Office Supplies	500	199	-	199	300	(0.40)
541.52	Operating Supplies	45,650	39,932	-	39,932	49,625	0.09
541.53	Road Materials and Supplies	4,000	6,218	-	6,218	9,000	1.25
541.54	Publications, Subscriptions, Memberships	500	500	-	500	500	-
541.55	Training	420	150	150	300	1,550	2.69
541.63	Infrastructure - Signs/Landscaping	26,000	39,138	898	40,036	48,000	0.85
541.64	Equipment - Non-Fixed Asset	4,250	17,585	(3,585)	14,000	9,800	1.31
	Total Operating Expenditures	359,500	306,892	26,558	333,450	439,148	0.22
	Total 4100 - Public Works	1,534,108	1,003,048	301,725	1,304,773	1,719,482	0.12

7200- Recreation Department Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
Personnel Services							
572.12	Salaries and Wages - Regular	448,571	302,225	122,992	425,217	472,647	0.05
572.13	Salaries and Wages - Other	70,557	50,750	24,511	75,261	87,868	0.25
572.14	Overtime	7,000	4,462	3,154	7,616	7,000	-
572.15	Special Pay	1,619	1,619	-	1,619	3,353	1.07
572.16	Compensated Leave	2,554	2,554	-	2,554	2,700	0.06
572.21	FICA Taxes	40,814	26,836	12,284	39,120	44,078	0.08
572.22	Retirement Contributions	64,973	42,871	20,965	63,836	70,170	0.08
572.23	Group Insurances - Health/Life/Dental	60,735	44,174	9,383	53,557	65,768	0.08
	Total Personnel Services	696,823	475,491	193,289	668,780	753,584	0.08
Operating Expenditures							
572.31	Professional Services	3,000	2,640	760	3,400	3,000	-
572.34	Other Services	16,000	5,544	-	5,544	-	(1.00)
572.40	Travel and Per Diem	2,500	-	2,500	2,500	-	(1.00)
572.41	Communications Services	2,695	976	-	976	-	(1.00)
572.42	Freight & Postage Services	100	15	-	15	50	(0.50)
572.43	Utility Services	95,659	87,159	5,361	92,520	103,580	0.08
572.44	Rental and Leases	-	-	1,500	1,500	1,500	-
572.46	Repair and Maintenance Services	229,720	134,124	7,380	141,504	30,660	(0.87)
572.47	Printing and Binding	1,100	1,286	714	2,000	1,100	-
572.48	Promotional Activities	27,000	28,702	4,210	32,912	36,500	0.35
572.49	Other Current Charges and Obligations	3,700	3,719	81	3,800	4,000	0.08
572.51	Office Supplies	1,500	613	887	1,500	1,500	-
572.52	Operating Supplies	26,900	14,568	5,832	20,400	29,650	0.10
572.54	Publications, Subscriptions, Memberships	1,750	650	1,100	1,750	1,800	0.03
572.55	Training	2,450	1,050	1,400	2,450	6,100	1.49
572.63	Infrastructure - Landscaping	250	22	228	250	300	0.20
572.64	Equipment - Non-Fixed Asset	12,200	19,655	-	19,655	9,000	(0.26)
	Total Operating Expenditures	426,524	300,723	31,953	332,676	228,740	(0.46)
Total 7200 - Recreation Department		1,123,347	776,214	225,242	1,001,456	982,324	(0.13)

101 - Impound Fund Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
REVENUE SUMMARY BY SOURCE							
Judgements, Fines and Forfeits							
358.20	Assets Seized - Police	-	-	-	-	-	-
	Total Judgements, Fines and Forfeits	-	-	-	-	-	-
Miscellaneous Revenues							
369.90	Other Miscellaneous Revenue	-	-	-	-	-	-
	Total Miscellaneous Revenues	-	-	-	-	-	-
Other Sources - Non-Operating							
394.00	Prior Year Income	2,327	-	-	-	2,196	(0.06)
	Total Other Sources - Non-Operating	2,327	-	-	-	2,196	(0.06)
	TOTAL 101 - IMPOUND FUND REVENUES	2,327	-	-	-	2,196	(0.06)
EXPENDITURE SUMMARY BY TYPE							
Personnel Services							
521.14	Overtime	1,000	-	-	-	1,015	0.01
521.21	FICA Taxes	77	-	-	-	83	0.08
	Total Personnel Services	1,077	-	-	-	1,098	0.02
Operating Expenditures							
521.31	Professional Services	-	-	-	-	-	-
521.35	Investigations	250	-	-	-	-	(1.00)
521.48	Promotional Activities	1,000	-	-	1,000	1,098	0.10
521.49	Other Current Charges and Obligations	-	-	-	-	-	-
521.64	Equipment - Non-Fixed Asset	-	-	-	-	-	-
	Total Operating Expenditures	1,250	-	-	1,000	1,098	(0.12)
	Total 101 - Impound Found	2,327	-	-	1,000	2,196	(0.06)

110 - Police Training Fund Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
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REVENUE SUMMARY BY SOURCE

Judgements, Fines and Forfeits

351.91	County Court - Police	225	-	-	420	450	1.00
	Total Judgements, Fines and Forfeits	225	-	-	420	450	1.00

Other Sources - Non-Operating

394.00	Prior Year Income	-	-	-	-	-	-
	Total Other Sources - Non-Operating	-	-	-	-	-	-

TOTAL 110 - POLICE TRAINING FUND REVENUES

225	-	-	420	450	1.00
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EXPENDITURE SUMMARY BY TYPE

Operating Expenditures

521.55	Training	225	-	-	255	450	1.00
	Total Operating Expenditures	225	-	-	255	450	1.00

Total 110 - Police Training Fund

225	-	-	255	450	1.00
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115 - Stormwater Utility Fund Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
REVENUE SUMMARY BY SOURCE							
Special Assessments							
325.10	Special Assessments - Capital Improvement	275,541	204,662	15,772	220,434	332,063	0.21
	Total Special Assessments	275,541	204,662	15,772	220,434	332,063	0.21
Interest and Other Earnings							
361.12	Interest	400	427	-	400	400	-
	Total Interest and Other Earnings	400	427	-	400	400	-
Other Sources - Non-Operating							
394.00	Prior Year Income	382,559	-	-	-	-	(1.00)
	Total Other Sources - Non-Operating	382,559	-	-	-	-	(1.00)
TOTAL 115 - STORMWATER UTILITY FUND REVENUES		658,500	205,089	15,772	220,834	332,463	(0.50)
EXPENDITURE SUMMARY BY TYPE							
Operating Expenditures							
541.31	Professional Services	80,000	-	-	20,000	-	(1.00)
541.46	Repair and Maintenance Services	10,000	15,663	-	17,500	15,000	0.50
541.48	Promotional Activities	6,000	450	-	500	1,750	(0.71)
541.53	Road Materials and Supplies	-	-	-	-	-	-
	Total Operating Expenditures	96,000	16,113	-	38,000	16,750	(0.83)
Capital Outlay							
541.63	Infrastructure - Drainage	562,500	204,171	-	477,391	300,000	(0.47)
	Total Operating Expenditures	562,500	204,171	-	477,391	300,000	(0.47)
594.00	Contingency	-	-	-	-	15,713	-
Total 115 Storm Water Utility Fund		658,500	220,284	-	515,391	332,463	(0.50)

120 - American Rescue Plan Line Item Summary

Account #	Classification	FY 24 Budget	FYTD 06/30/24	07/01 thru 09/30	Est. Year-end FY 24	FY 25 Approved Budget	% Change FY 24 to FY 25
REVENUE SUMMARY BY SOURCE							
Federal Grants							
331.51	Public Assistance	2,961,300	1,023,251	519,926	1,543,177	74,246	(0.97)
	Total Federal Grants	2,961,300	1,023,251	519,926	1,543,177	74,246	(0.97)
Other Sources - Non-Operating							
394.00	Prior Year Income	-	-	-	-	-	-
	Total Other Sources - Non-Operating	-	-	-	-	-	-
	Total 120 - American Rescue Plan Revenue	2,961,300	1,023,251	519,926	1,543,177	74,246	(0.97)
EXPENDITURE SUMMARY BY TYPE							
Operating Expenditures							
5XX.31	Professional Services	300	-	-	-	-	(1.00)
5XX.49	Miscellaneous Expenditures	-	-	-	-	-	-
	Total Operating Expenditures	300	-	-	-	-	-
594.00	Contingency	-	-	-	-	-	-
Capital Outlay							
5XX.62	Buildings & Fixed Equipment	961,000	539,505	1,003,672	1,543,177	-	(1.00)
5XX.63	Infrastructure - General	-	-	-	-	-	-
5XX.63	Infrastructure - Algonquin Complex	2,000,000	-	-	-	74,246	(0.96)
5XX.64	Equipment and Machinery - General	-	-	-	-	-	-
5XX.64	Equipment and Machinery - Software	-	-	-	-	-	-
5XX.65	Construction in Progress	-	-	-	-	-	-
	Total Capital Outlay	2,961,000	539,505	1,003,672	1,543,177	74,246	(0.97)
	Total 120- American Rescue Plan Expenditure	2,961,300	539,505	1,003,672	1,543,177	74,246	(0.97)

FY25-29 Five-Year Financial Model and Capital Improvement Plan

Introduction

The FY25 Approved Budget cumulates a two-year initiative to shift from the City's customary "next year" budgeting methodology to a five-year planning window with a detailed first-year budget and a list of requested capital and non-capital projects for the four subsequent years contained within an interactive capable financial model. The Five-Year Financial Model and Capital Improvement Plan (5yrFM&CIP) is easily manipulated to allow decision-makers to instantly see the impact of proposed changes in projects or revenue assumptions and their corresponding impact on the ending fund balance of each fiscal year (FY25-29). Specific assumptions that can be easily manipulated at Council workshops and/or meetings include:

- Change in Ad Valorem Taxes
- Change in Local Option Fuel Tax
- Change in Utility Services Taxes
- Change in Communications & Local Business Taxes
- Change in Franchise Fees
- Change in Building Department Permit Fees
- Change in State Shared Revenue
- Change in Recreation Charges
- Change in Interest and Other Earnings
- Employee pay increases
- Change in health insurance employer premiums
- Change in dental/vision/life insurance employer premiums
- Operating inflationary increase
- Personnel budget percent expended
- Operating budget percent expended

The interactiveness, however, adds a complexity to the model that is not easily understood and utilized by first-time decision-makers. The 5yrFM&CIP is not a detailed road map of future revenues and expenditures but a planning tool to enable the City Council, residents, staff, and other interested parties (i.e., grant program reviewers, insurance companies, etc.) to understand the planned direction in which IHB will move in the next few years. The reader should note that the presentation of financial data within this section is oriented to a multi-year perspective and includes beginning and ending fund balance figures compared to the line-item summary data contained within the "Line-item Summaries" section of the annual budget.

Additionally, the FY25 Budget shifts how prior non-completed budgeted projects are listed in the new fiscal year (FY25). Historically, staff re-budgeted funding for a project year after year until the project was completed. While not technically incorrect, the past practice of re-budgeting the same project could cause a reader of the annual documents to inadvertently believe the same item is being purchased several years in a row. For example, in FY22, the City budgeted \$619,092 for a replacement Fire Department pumper truck and then re-budgeted the project in FY23 and again in FY24. Beginning in FY25, staff will list the cost of existing non-completed projects in the 5yrFM&CIP "FY25 year-end estimate" column and will amend the FY25 Budget early in the new fiscal year to "roll forward" the budget from FY24 to an amended FY25 Budget. The City Manager believes this new methodology will more clearly represent how FY25 revenues will be expended.

One of the ironies of financial planning, analyses, and presentations is the more detailed something is, the easier a reader can take something out of context. The biggest example of this phenomenon is the number of capital projects contained within this document. If the reader adds up unique projects over the five-year window, the total is 93 projects. However, if the reader adds up the number of projects listed per year, multi-year projects are counted more than once, and the total number of projects contained in this document is 153. The tables to the right and below illustrate this phenomenon.

Five-Year Capital Improvement Projects	
Fund	Number
General	87
Stormwater Utility	5
ARPA	1
Total:	93

FY25-29 Capital Projects	Safe and	Enhance the	Financial	Improve and	Use of	Total
	Secure Community	Quality of Life	Sustainability	Maintain Infrastructure	Technology for a Strategic Advantage	
General	40	36	6	56	6	144
Stormwater Utility	-	4	-	4	-	8
ARPA	-	1	-	-	-	1
Total	40	41	6	60	6	153

Economic forecast and factors impacting the FY25-29 5yrFM&CIP

- Declining inflation rate***
 Beginning in early 2021 and continuing through to the present, nationwide inflation continues to be above historical averages. Economists are split between two camps regarding whether the future holds continued high inflation or whether the rate will return to the recent historical pattern of 1-3% annually. The impact of inflation upon IHB can be seen in the cost of goods and services, project costs, a rapidly rising local low-skilled wage market, and the upward wage pressure for semi-skilled and skilled jobs. All of these factors will likely continue to impact future budgets significantly.
- Continuing impact of the State Constitutional Amendment to increase the minimum wages to \$12.98 (tipped) and \$15.00 (non-tipped) by FY27 and changing national employment preferences***
 In November 2020, Florida voters approved a constitutional amendment that will raise the minimum wage each year until FY27, when future increases will revert back to CPI. In the past two years, the City provided a combined 5.00% increase to employees split evenly between a COLA and a progression increase designed to move employees through their respective pay grades. A salary survey update report was conducted in FY24, with positions with the most under-market rates being partially addressed mid-FY24. At the May 11, 2024 City Council meeting, staff was tasked with addressing department directors' pay deficiencies over the next three years. The FY25 Approved Budget contains funding to close these deficiencies by a third.

The FY25 Approved Budget begins the undesirable yet fiscally responsible short-term compression of the lowest pay grades. Specifically, pay grade one has an artificially higher minimum rate than the normal maximum rate, thereby having only a 61% minimum to maximum spread, while all other pay grades have a 65% spread. FY26 and FY27, we will see this issue spread upward, with the lowest pay grades spread further and reduced. Since the majority of the lowest pay grades are part-time and seasonal positions, staff does not believe the City will see a negative impact on recruitment as these

employees typically do not work long enough to be concerned with progressing through their respective pay grades.

- *Fleet replacement*

The FY25 Approved Budget includes the first comprehensive fleet replacement plan in recent history. Data compilation and the resulting analysis indicate that while the fleet is overall in good shape, the Police, Public Works, and Recreation departmental fleets are behind schedule. Increasing the number of replacement vehicles and not retaining the old vehicles going forward will correct these deficiencies.

Due to continued delays in the planned muck removal project, the replacement of the 2000 Fire Department 75 feet aerial ladder truck is now a “funded” project within the 5yrFM&CIP with the budgeted expenditures spread over two years (FY26 & FY27) as opposed to the previous “unfunded” status as listed in the April 23, 2024, City Council FY25-29 5yrFM&CIP workshop material.

Additionally, the uncertainty of the Biden/Harris Administration’s planned phase-out of gasoline-powered vehicles in the early 2030s (i.e., the mandate may be reversed if there is a change in control of the White House in 2025) coupled with current difficulties in purchasing police vehicles and trucks will require the City to maintain the fleet in as new as condition as possible in case circumstances in future years hinder the purchase of needed vehicles.

- *Unfunded and underfunded projects*

The major difference between a five-year financial model and capital improvement plan (5yrFM&CIP) versus a traditional five-year capital improvement plan is the 5yrFM&CIP lists anticipated revenues and identifies which projects are “funded” and which projects lack funding. Unfunded projects are indicated by gray shading of the rows. Significant projects not projected or underfunded for funding and the rationale are listed below:

- Estimated \$15,000,000 to \$30,000,000 Muck Removal project

The muck removal project is listed as an FY28 and FY29 project at a cost of \$12,650,000, with \$9,100,000 in Save our Indian River Lagoon Sales tax grant funding. Problematic right now is the uncertainty of the ultimate costs, as the project was designed in 2017, and Brevard County recently received only one bid that was almost double the budget estimate of the planned Eau Gallie Causeway muck removal project.

The most recent cost estimate for the project is between \$15,000,000 and \$30,000,000, with a funding deficit of \$4,500,00 to \$20,900,000. Due to the evolving cost estimates, there is no simple way to portray the project in the five-year format. Hence, the original cost estimate with currently secured funding sources are retained to give the project visibility within the FY25-29 5yrFM&CIP. Staff plans to aggressively pursue multiple avenues of grant funding and state appropriations in future years prior to the bidding phase for the work. Whether the project ultimately happens is currently questionable.

Stormwater projects

- \$7,167,400 combined for 15 stormwater master plan projects

Even with annual increases over the next five years in the stormwater utility rate, the need to start pre-designing stormwater projects to secure grant funding and/or state appropriations, coupled with the need to begin a preventative maintenance program, limits the ability of the City

to design and execute multiple stormwater projects at the same time. Currently, the City is short of the 2025 State-mandated nutrient loading reductions. Meeting the reduction goals for 2030 will be difficult while meeting the 2035 reduction level will require an increased effort by staff to pursue non-local funding, execute projects, and cost-effectively maintain the current system. Staff is currently exploring the possibility of securing the services of a consulting firm to identify cost-effective nutrient reduction projects more proactively and to assist in the pursuit of non-local funding for capital projects.

- Use of non-recurring revenue sources

One way to maximize the number of capital projects the City can execute in a given fiscal year is to maximize non-local revenue sources. Three approved for use in the FY25-29 5yrFM&CIP include the following:

- General Fund Building Repair, Replacement, & Betterment Reserves

Established in 2018, the reserves have remained static, with a balance of \$801,227. While Resolution 690 required staff to add to the reserves each year, said additions were never executed (and the current City Manager and Comptroller continue the practices of their predecessors). Funding that would have been added to this designated reserve is currently part of the undesignated fund balance, which is projected to be slightly over \$5 Million at the start of FY25. Staff recommends the City Council use this reserve in FY26 to fund the construction of the Fire Station Annex Phase One project.

As part of the FY23 Audit, staff was questioned why the requirements of Resolution No. 690 (procedures for allocating surplus cash among various fund balance reserve accounts at the end of each fiscal year adopted in 2018 but never implemented by staff) were not being followed. With the implementation of an annually updated five-year financial model and capital improvement plan, the City Manager believes the underlying conditions that spurred the creation and adoption of Resolution No. 690 no longer exist. Staff will prepare a new resolution (to present to the City Council in January 2025) amending Resolution No. 690 to reflect the new enhanced financial planning and monitoring procedures and delete the elements of Resolution No. 690 that were never implemented.

- Transportation Impact Fees

The City's transportation impact fees are collected and held by Brevard County until the City requests their release for eligible transportation enhancement projects. As of August 13, 2024, the City had \$459,665.73 in transportation impact fees held by Brevard County. While the City plans to use approximately \$33,000 in FY24 for the Cheyenne Boulevard sidewalk extension project, the FY25-29 5yrFM&CIP contains the following projects recommended to be funded by this source:

\$199,000 Osceola sidewalk replacement and widening (FY25)

\$171,000 Yuma sidewalk replacement and widening (FY25)

\$30,800 Wimico Drive (City limits) to Crespino sidewalk connection (FY26)

- Grants and State Appropriations

General Fund

The FY25-29 General Fund 5yrFM&CIP only identifies projected grant and appropriations receipts for awarded projects. While staff continues to pursue non-local revenues whenever possible,

listing hypothetical grants and appropriations would significantly distort the financial forecast to the casual reader. An example of this methodology is that the City currently has a \$500,000 State appropriation for the Muck Removal project that is not shown as the appropriations expire before the project is forecasted to commence. If the City can get the appropriations extended, then said funding would be included.

Included in the FY25-29 5yrFMCIP are grant funding and state appropriations for the following projects:

- Atlantic Exfiltration (SW Masterplan - annual reduction 86 lbs. Nitrogen and 14 lbs. Phosphorus) (State ARPA grant)
- Alhambra Exfiltration (SW Masterplan - annual reduction of 5 lbs. Nitrogen and 1 lbs. Phosphorus) (State ARPA grant)
- City Hall Baffle Box (SW Masterplan - annual reduction TBD lbs. Nitrogen and TBD lbs. Phosphorus)
- Ronnie Exfiltration (SW Masterplan - annual reduction of 7 lbs. Nitrogen and 2 lbs. Phosphorus) (State ARPA grant)
- DEP grant-funded vulnerability assessment

As of the date of this document, staff has applied or is planning to apply for the following grants:

- Safety expenditure reimbursement grants via Preferred Government Insurance Trust TIPS program (City's liability and workers compensation insurance company)
- Partial funding for the City Hall Baffle Box Florida via the Florida DEP Water Quality Improvements program grant
- Partial funding for the Algonquin Sports Complex Expansion project via the Florida Recreation Development Assistance Program
- Oars and Paddles playground replacements via the Florida Recreation Development Assistance Program
- Public tree inventory via Urban and Community Forestry grant programs

Stormwater Utility Fund

Due to the single purpose of the Stormwater Utility Fund and single revenue source (i.e., assessment fee), projected grants and/or state appropriations are shown to illustrate the possibility of project execution if said grants/appropriations are received. The reader should note, due to accounting standards, the inclusion of non-local monies in the Stormwater Utility Fund FY25-29 5yrFM&CIP is only for planning purposes as actual grant awards and corresponding expenditures are required to be budgeted and accounted for in the General Fund.

General Fund

The five-year financial model summary (beginning fund balance, major revenues/sources, expenditures/uses, and ending fund balances) is presented on the following pages.

			FY24
<u>General Fund</u>	FY23 Actual	FY24 Budget	Year-end Estimate
Beginning Fund Balance	10,230,615	11,839,213	12,321,577
Revenues			
Ad Valorem Taxes	6,478,218	7,024,792	7,016,664
General Government Taxes	1,415,523	1,349,012	1,431,492
Franchise, Permit, and Special Assessment Fees	1,024,151	1,023,040	1,001,518
Intergovernmental Revenue	1,363,002	4,795,921	1,369,833
Charges for Services	317,990	305,590	301,072
Judgements, Fines, and Forfeits	13,040	7,200	9,100
Interest and Other Earnings	473,691	328,306	302,898
Miscellaneous Revenues	23,152	12,880	329,675
Total Revenues	11,108,767	14,846,741	11,762,252
(Dollar change from previous year)	1,481,709	3,650,657	653,485
(Percent change from previous year)	15.39%	32.61%	5.88%
Total Resources	21,339,382	26,685,954	24,083,829
Expenditures			
Personnel	5,526,269	6,482,102	6,097,199
Operating	1,925,751	2,604,771	2,211,359
Capital Outlay	1,565,786	5,447,998	2,636,930
Contingency	-	311,870	-
(Year-end Rev. over Exp.)	N/A	N/A	N/A
Total Expenditures	9,017,805	14,846,741	10,945,488
(Dollar change from previous year)	3,250,021	6,263,695	1,927,683
(Percent change from previous year)	56.35%	72.98%	21.38%
Revenues minus Expenditures	2,090,962	-	816,764
<i>Revenues minus Expenditures</i>			
<i>(with planned use of Fund Balance)</i>	2,090,962	-	816,764
Ending Fund Balance			
Pre-Paid/Committed	1,207,859	N/A	312,600
Cash Reserves	2,550,857	3,091,605	2,741,824
Emerg./Hurricane Reserves	3,892,702	4,914,205	3,612,011
Building RR&B Reserves	801,227	801,227	801,227
Undesignated Fund Balance	3,868,932	3,032,176	5,670,678
Total Ending Fund Balance	12,321,577	11,839,213	13,138,341
Fund Balance			
(Percent of subsequent year's personnel and operating budgets. FY29 is based on FY29 Budget numbers.)	135.60%	125.79%	139.59%

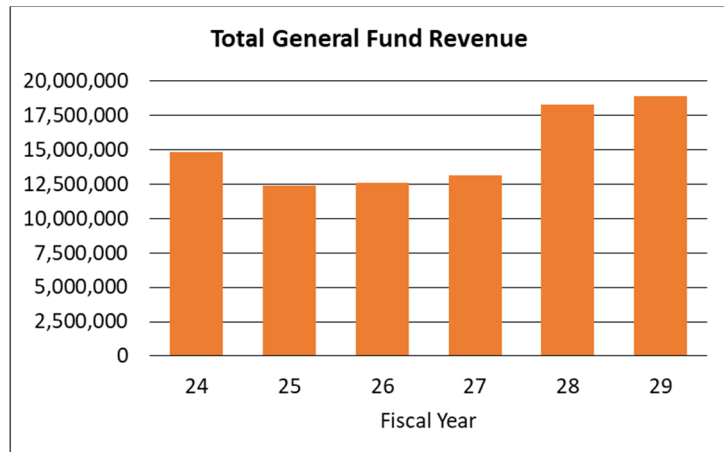
FY25 Approved Budget	FY25 Year-end Estimate	FY26 Proj. Budget	FY27 Proj. Budget	FY28 Proj. Budget	FY29 Proj. Budget
13,138,341	13,138,341	13,400,720	13,015,783	13,101,034	12,801,140
7,563,670	7,563,670	8,100,904	8,586,958	9,102,176	9,648,306
1,443,827	1,443,827	1,460,323	1,477,335	1,494,873	1,512,947
1,102,892	1,102,892	1,127,500	1,152,790	1,178,785	1,205,504
1,566,350	4,876,355	1,260,463	1,259,560	5,847,975	5,879,439
339,135	339,135	339,135	339,135	347,756	347,756
8,750	8,750	8,750	8,750	8,750	8,750
271,850	271,850	244,665	244,665	244,665	244,665
52,377	52,377	52,377	52,377	52,377	52,377
12,348,851	15,658,856	12,594,117	13,121,570	18,277,356	18,899,744
(2,497,890)	3,896,604	245,266	527,453	5,155,786	622,388
-16.82%	33.13%	1.99%	4.19%	39.29%	3.41%
25,487,192	28,797,197	25,994,836	26,137,353	31,378,389	31,700,884
7,032,511	6,981,756	7,648,665	8,139,425	8,598,085	9,083,760
2,379,378	2,430,584	2,415,069	2,451,295	2,488,064	2,525,385
2,480,200	5,527,375	2,865,320	2,401,600	7,452,100	7,310,200
456,762	456,762	150,000	150,000	150,000	150,000
N/A	N/A	(100,000)	(106,000)	(111,000)	(116,000)
12,348,851	15,396,477	12,979,053	13,036,319	18,577,249	18,953,345
(2,497,890)	4,450,989	630,202	57,266	5,540,930	376,096
-16.82%	40.67%	5.10%	0.44%	42.50%	2.02%
-	262,379	(384,937)	85,251	(299,893)	(53,601)
-	262,379	416,290	85,251	(299,893)	(53,601)
N/A	N/A	N/A	N/A	N/A	N/A
3,256,655	3,256,655	3,370,532	3,544,437	3,707,929	3,880,518
4,075,121	4,075,121	4,283,088	4,301,985	6,130,492	6,254,604
801,227	801,227	-	-	-	-
5,005,338	5,267,717	5,362,163	5,254,612	2,962,719	2,612,417
13,138,341	13,400,720	13,015,783	13,101,034	12,801,140	12,747,539
130.55%	133.16%	122.90%	118.17%	110.27%	109.81%

Introduction

Historically, as a built-out community, IHB experienced slow but steady growth in General Fund total revenues/sources unless the City received one-time grant money or experienced adverse economic shocks (i.e., recessions, pandemics, etc.).

The five-year growth of \$4,053,003 or 27.30% in revenues/sources is projected from the low of \$12,348,851 in FY25 to \$18,899,744 in FY29 (with spikes in FY24, FY28, and FY29 due to grants and appropriations) as illustrated to the right (chart includes one-time monies). Absent one-time grant receipts, the five-year growth in revenue changes to \$3,092,795 or 27.49% over the FY24 Budget.

Listed below are changes in significant revenue streams and future growth assumptions:



Revenues

- Ad Valorem Taxes

FY25 budgeted net receipts of \$7,563,670 are \$538,878 or 7.67% higher than the FY24 Budget. The approved FY25 property tax rate of 5.5168 mills is 0.0281 lower than the FY24 millage rate.

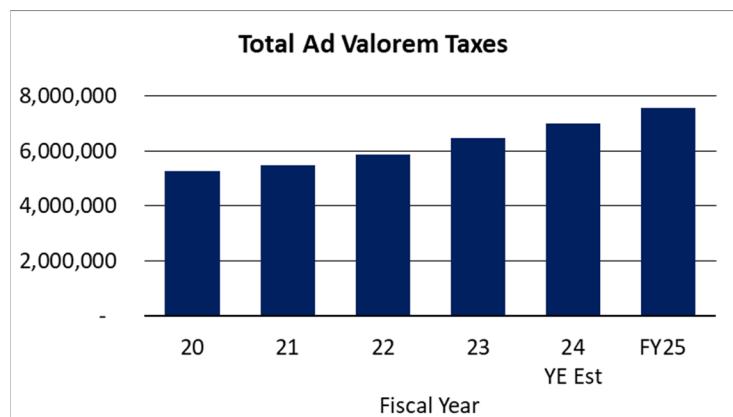
Projected annual increases in receipts (assuming decreasing tax rates) are as follows:

FY26: 7.00%

FY27: 6.00%

FY28: 6.00%

FY29: 6.00%



Staff anticipates voter approval of the Constitutional amendment (CS/HJR 7017), which will increase the second \$25,000 homestead exemption per CPI when the index is positive. This will reduce the normal growth rate in receipts starting in FY26. Additionally, staff forecasts a slight reduction in annual valuation growth beginning in FY27.

- General Government Taxes

FY25 budgeted receipts of \$1,443,827 are \$8,649, or 0.60%, lower than FY24 budgeted receipts, primarily due to decreased Communication Services receipts and slowing growth in other categories, as illustrated in the chart on the following page.

Projected FY29 receipts of \$1,512,947 are \$60,471 or 4.16% higher than the FY24 Budget. Listed below are projected annual increases in componential revenue streams receipts:

Local Option Fuel Tax

- FY26-29: 0.50% each year

Utility Services Taxes

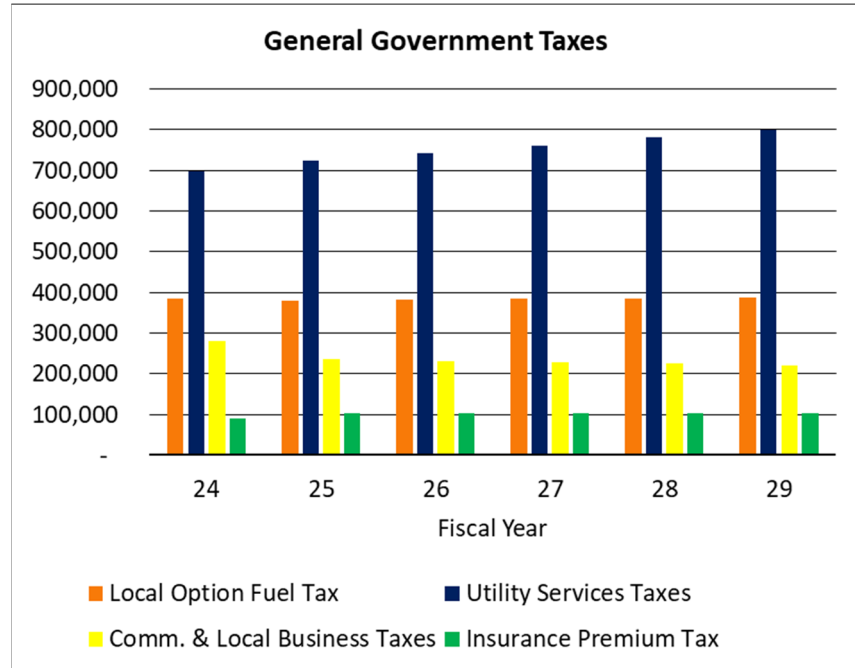
- FY26-29: 2.50% each year

Communications & Local Business Taxes

- FY26-29: -1.50% each year

Insurance Premium Tax:

- FY26-29: 0.00% each year



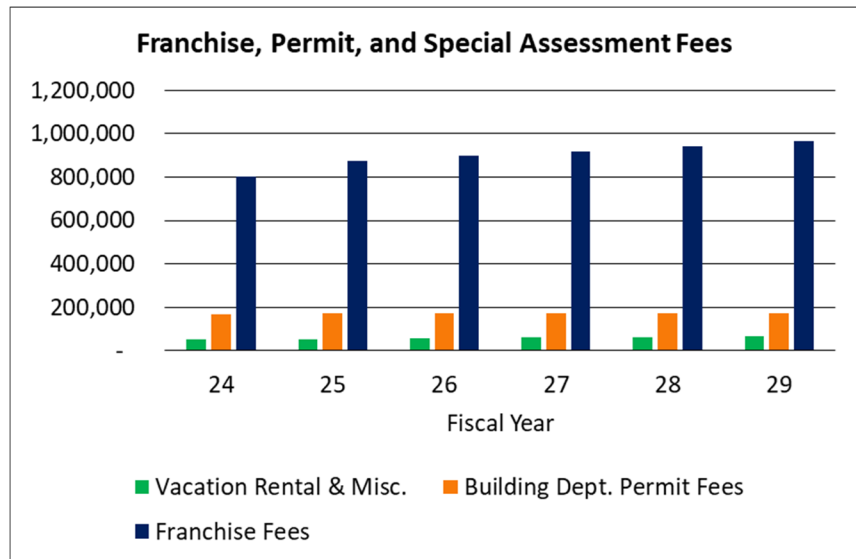
- **Franchise, Permit, and Special Assessment Fees**

FY25 budgeted receipts of \$1,102,892 are \$79,852 or 7.81% higher than FY24 budgeted receipts primarily due to increased Building Department permit fees (as a result of a planned increase in building permit fee rates) and growth in Franchise Fee receipts as illustrated in the chart to the right.

Projected FY29 receipts of \$1,205,504 are \$182,464 or 17.84% higher than FY24 budgeted receipts. Listed below are projected changes in componential revenue streams:

Franchise Fees

- FY26-29: 2.50% annual growth



Vacation Rental & Miscellaneous Fees

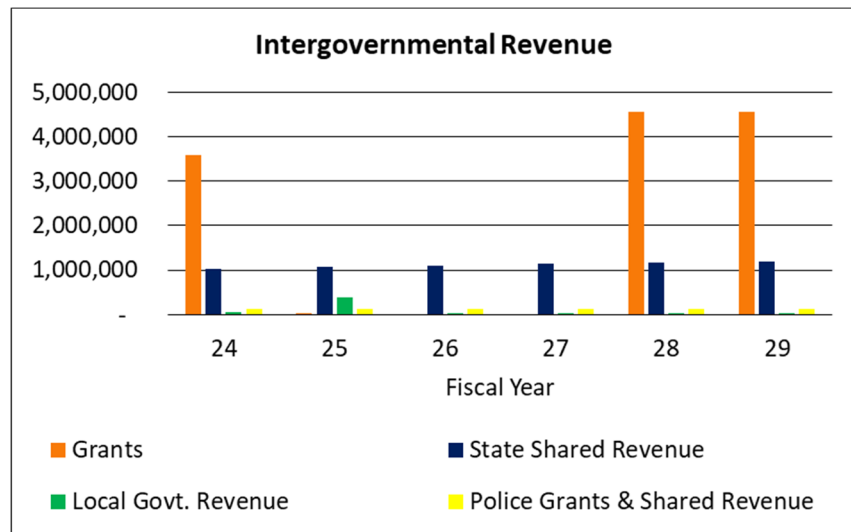
- FY26-29: 5.00% annual growth primarily due to anticipated growth in vacation rental registration fees

Building Dept. Permit Fees

- FY26-29: 0.00% annual change

- Intergovernmental Revenue

FY25 budgeted receipts of \$1,566,350 are \$3,229,571 or 67.34% lower than FY24 Budgets, primarily due to one-time grants in FY24 offset by one-time Transportation Impact Fee revenues in FY25. When one-time monies are removed, FY25 total receipts are proposed to increase by \$53,129 or 4.65%, primarily due to growth in state-shared revenues.



When one-time receipts are removed, projected FY29 receipts of \$1,321,732 are \$178,511 or 15.61% higher than the FY24 Budget, primarily due to projected growth in state shared revenues and shared revenues. Listed below are projected changes in componential revenue streams:

Grants

- One time receipts anticipated in FY25 (roll forward from FY24), FY28, and FY29

State Shared Revenue

- FY26: 3.00% annual increases
- FY27-29: 2.50% annual increases

Local Governmental Revenue

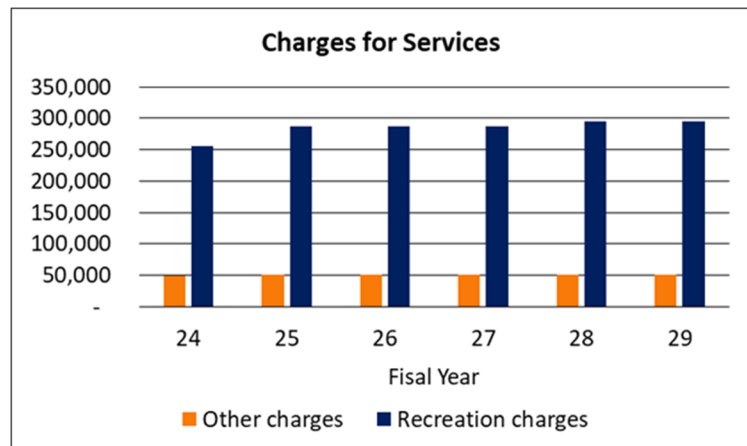
- FY26-29: 0.00% increase except for one-time receipts (transportation impact fees) in FY25 and FY26

Police Grants & Shared Revenue

- FY25-29: 2.00% annual increases

- Charges for Services

FY25 budgeted receipts of \$339,135 are \$33,545 or 10.98% higher than the FY24 Budget, primarily due to



recommended increases in specific recreation fees. Projected FY29 receipts of \$347,756 are \$42,166 or 13.80% higher than the FY24 Budget, primarily due to a recommended 3.00% increase in Recreation fees in FY28 to offset the impacts of inflation and to fund State mandated minimum wage increases. Listed below are projected changes in componential revenue streams:

Recreation Charges

- FY26&27: 0.00% increase
- FY28: 3.00% increase (assumes an increase in fee schedule)
- FY29: 0.00% increase

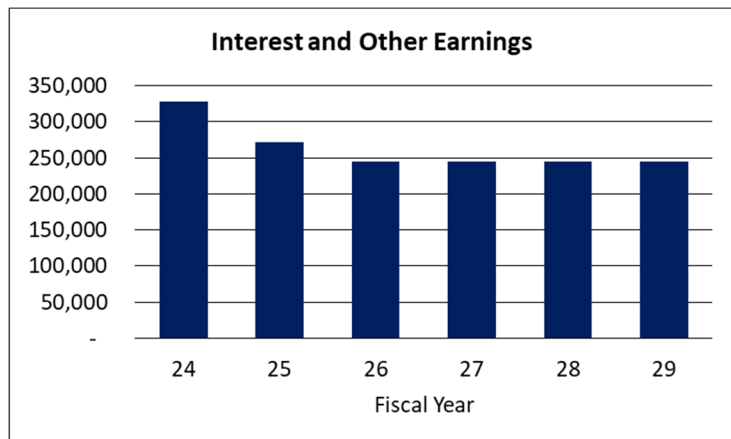
Other Charges

- FY26-29: 0.00% increase

- Interest and Other Earnings

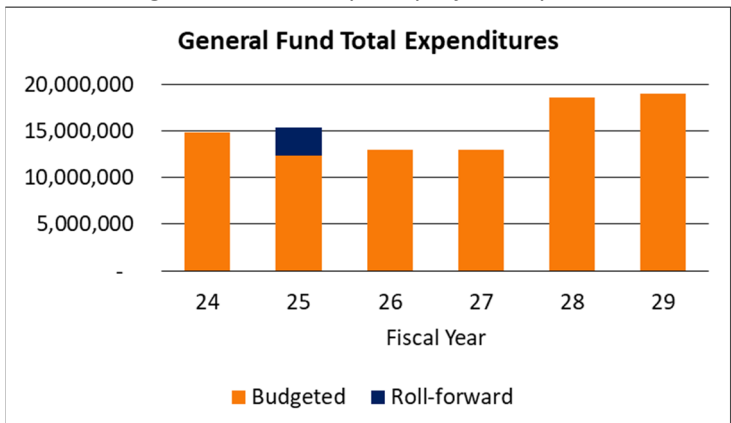
FY25 budgeted receipts of \$271,850 are \$56,456, or 17.20% lower than the FY24 Budget, primarily due to the decline in interest income earned on the ARPA funds received in FY23 and the corresponding spending down of said monies.

Projected FY29 receipts of \$244,665 are \$86,641, or 25.48% lower than the FY24 Budget due to a portion of the ARPA funds remaining unspent in FY24 but being totally exhausted by the end of FY29.

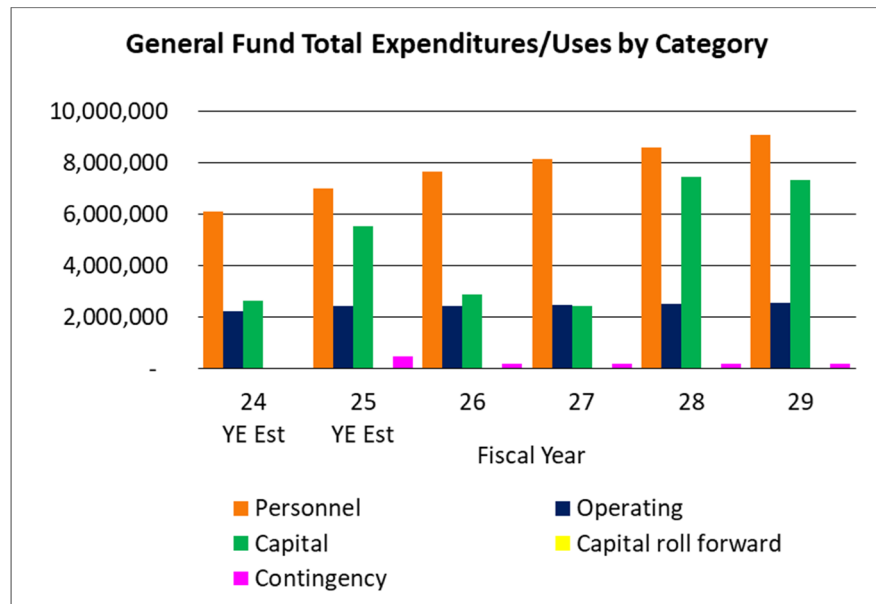


Expenditures

While most residents think of IHB as a full-service city, the provision of water and wastewater services by the City of Melbourne and Brevard County distorts the normal distribution of expenditures among the largest categories of personnel, operating, and capital outlays. FY25 General Fund budgeted expenditures/uses of \$12,348,851 are \$2,497,890 or 16.82% lower than the FY24 Budget. When one-time grants in FY24 are removed, the FY25 Budget is \$1,099,610 or 9.77% higher primarily due to inflationary pressures, modest growth in staffing, increased non-grant funded capital project expenditures, and increased contingency funding for project overages and/or unforeseen needs. New to FY25 is the discontinuation of the past custom of re-budgeted unexpended portions of capital budgets each year. Beginning in FY25, incomplete capital projects will be “rolled-forward” into FY25 via a budget amendment in November of each year. The chart to right illustrates \$3,047,175 in roll-forward projects anticipated in FY25.



Personnel costs for FY25 are budgeted to be 56.95% of total expenditures, with capital and operating categorical costs being 20.08% and 19.27%, respectively. External forces (i.e., wage inflation associated with the State minimum wage law increases, decreasing number of qualified applicants for skilled and professional positions, and the retirement of the baby boomer generation) are projected to continue to place higher than normal pressures on the City to increase wages above the historic 2-3% a year through FY29.



When one-time non-local funded expenditures/uses are removed, the five-year growth of \$2,2875,472 or 24.96% (4.99% annual average) in total expenditures/uses is projected from a low of \$12,348,851 in FY25 to a high of \$14,395,638 in FY29. Specific elements of projected expenditures/uses include:

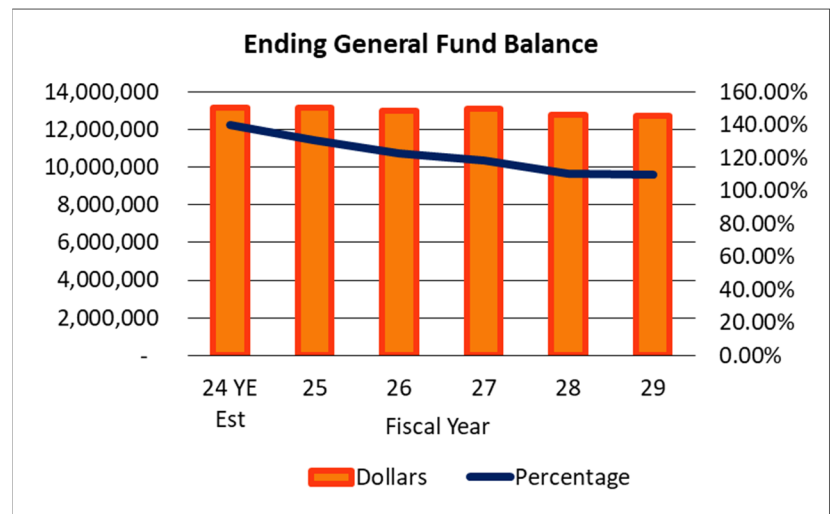
- 5% annual growth in employee salaries/wages
- 8% annual growth in employee health insurance premiums paid by the City
- Additional 2.50 Full-time equivalent (FTE) positions in FY25
 - New positions:
 - 0.75 FTE full-time Police Lieutenant position (last nine months of FY25)
 - 0.50 FTE part-time Public Works Maintenance Specialist position
 - 0.25 FTE full-time Public Works Maintenance Specialist position for maintenance of the expanded Algonquin Sports Complex (common area)
 - 0.25 FTE part-time Recreation Department Crossing Guard position (employees open and close the gates of Algonquin Sports Complex on weekends and holidays)
 - 0.25 FTE part-time Recreation Department Camp Counselor positions
 - Previously partially funded positions
 - Additional 0.25 FTE funding for a full-time paid Fire Chief position (0.75 FTE was funded in FY24)
 - Additional 0.25 FTE funding for a full-time Administrative Assistant position (0.75 FTE was funded in FY24)
- 93 funded capital projects (when multi-year projects are counted as a single project. 153 fund projects when they are counted per fiscal year)
 - 39.22% of projects are infrastructure related
 - 26.80% of projects are quality of life related
 - 26.14% of projects are public safety related
 - An increase in the number of replacement Police vehicles listed each year starting in FY27 to address a backlog in replacement vehicles as identified in the FY25 fleet replacement schedule

- \$1,000,000 reserved in FY25 to fully fund the Algonquin Sports Complex Phase One project (staff plans on applying for a \$200,000 state grant, which if awarded, would allow a corresponding reduction in General Fund expenditures)
- Use of Building Repair, Replacement, & Betterment Reserves to fund the construction of the Fire Department Annex Phase One project in FY26
- Use of transportation impact fees to fund sidewalk capacity improvement projects in FY25 and FY26

Financial Outlook

FY24 began the year with a fund balance of \$12,321,577 (audited number) and is projected to end with \$13,138,341 that equates to a 139.59% fund balance. The percentage of fund balance is calculated as total fund balance percentage of the subsequent year's budget (personnel & operating). FY29's minimum fund balance is calculated based on FY29 Budget numbers.

FY25 is budgeted to end with a fund balance of \$13,138,341 that equates to 130.55% of fund balance. When anticipated roll forward projects from FY24 are added into FY25, the year-end estimated fund balance becomes \$13,400,720 that equates to 133.16%. The increase in the FY25 estimated year-end fund balance is the result of anticipated timing of grant funded expenditures and reimbursements between FY 24 and FY25.



The decrease in fund balance percentages in FY26 and FY28 is a result of planned use of fund balance for major capital projects, growing total budgets while fund balances are projected to remain relatively stable. FY29 ending fund balance is projected to be a robust \$12,747,539 or 109.81% of the annual budget (excluding capital and contingency).

Stormwater Utility Fund

In 1992, the City adopted a municipal Stormwater Utility Code and a non-ad valorem tax program, as authorized by Florida Statutes 403.0893, to fund citywide stormwater improvement projects to reduce or eliminate pollutants entering the Indian River Lagoon. The stormwater utility rates have not increased since 2007. To compensate for the erosion of purchasing power due to inflation and state mandate to reduce pollutant loading of the Indian River Lagoon, staff recommends annual increases in the assessment rate over the next five years.

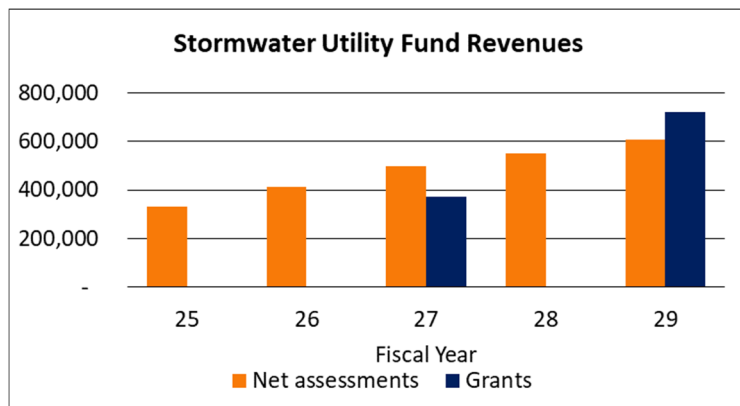
The five-year financial model summary (beginning fund balance, major revenues/sources, expenditures/uses, and ending fund balances) is presented on the following pages.

	FY23	FY24	FY24
Stormwater Utility Fund	Actual	Budget	Year-end Estimate
Beginning Fund Balance	425,915	419,108	463,747
Revenues			
Assessments	228,428	283,800	227,040
Discount for early payment	(8,299)	(8,264)	(6,611)
Grants (shown in future years for planning purposes)	-	-	-
Misc.	691	405	405
Total Revenues	220,820	275,941	220,834
(Dollar change from previous year)	1,523	57,548	14
(Percent change from previous year)	0.69%	26.35%	0.01%
Total Resources	646,735	695,049	684,581
Expenditures			
Operating	8,605	16,000	18,000
New Non-Capital Proposals	-	80,000	20,000
Capital Outlay	174,383	562,500	477,391
Reserves	-	-	-
Total Expenditures	182,988	658,500	515,391
(Dollar change from previous year)	(488)	404,000	332,403
(Percent change from previous year)	-0.27%	158.74%	181.65%
Revenues minus Expenditures	37,832	(382,559)	(294,557)
Ending Fund Balance			
Pre-Paid/Committed	-	-	60,000
Undesignated Fund Balance	463,747	36,549	109,190
Total Ending Fund Balance	463,747	36,549	169,190
Monthly assessment rate	4.00	4.00	4.00
Annual rate	48	48	48
Annual change in assessment rate	-	-	-

FY25 Approved Budget	FY25 Year-end Estimate	FY26 Proj. Budget	FY27 Proj. Budget	FY28 Proj. Budget	FY29 Proj. Budget
169,190	169,190	(22,097)	199,913	128,593	138,888
341,975	341,975	425,700	510,840	567,600	624,360
(9,917)	(9,917)	(12,345)	(14,814)	(16,460)	(18,106)
-	-	-	371,000	-	719,050
405	405	405	405	405	405
332,463	332,463	413,760	867,431	551,545	1,325,709
56,522	111,629	81,297	453,671	(315,886)	774,164
20.48%	50.55%	24.45%	109.65%	-36.42%	140.36%
501,653	501,653	391,663	1,067,343	680,138	1,464,597
16,750	16,750	16,750	16,750	16,750	16,750
-	60,000	25,000	30,000	185,000	40,000
300,000	447,000	150,000	892,000	339,500	1,538,100
15,713	-	-	-	-	-
332,463	523,750	191,750	938,750	541,250	1,594,850
(326,037)	8,359	(140,713)	747,000	(397,500)	1,053,600
-49.51%	1.62%	-42.32%	389.57%	-42.34%	194.66%
-	(191,287)	222,010	(71,319)	10,295	(269,141)
-	-	-	-	-	-
169,190	(22,097)	199,913	128,593	138,888	(130,254)
169,190	(22,097)	199,913	128,593	138,888	(130,254)
6.00	6.00	7.50	9.00	10.00	11.00
72	72	90	108	120	132
24	24	18	18	12	12

Revenues

The five-year growth of \$385,420, or 174.53% in net assessments, is projected from the low of \$220,834 in the FY24 year-end estimate to the high of \$385,420 in FY29. The chart to the right illustrates the recommended growth in net assessments (resulting from planned annual increases in the assessment rate) plus one-time grant monies that will actually be recognized in the General Fund but shown here for simplicity of analysis.



Although no one likes her/his taxes/fees to go up, the need to implement increasingly costly nutrient reduction projects along with a recommended preventive maintenance program will not be possible without revenue enhancements. The table to the right illustrates the planned increase presented to the City Council on April 23, 2024, at the FY25-29 5yrFM&CIP workshop and contained within this document.

Fiscal Year	ERU		Gross Receipts	Increase from FY24
	Monthly	Annual		
24	4.00	48	227,040	-
25	6.00	72	340,560	113,520
26	7.50	90	425,700	198,660
27	9.00	108	510,840	283,800
28	10.00	120	567,600	340,560
29	11.00	132	624,360	397,320

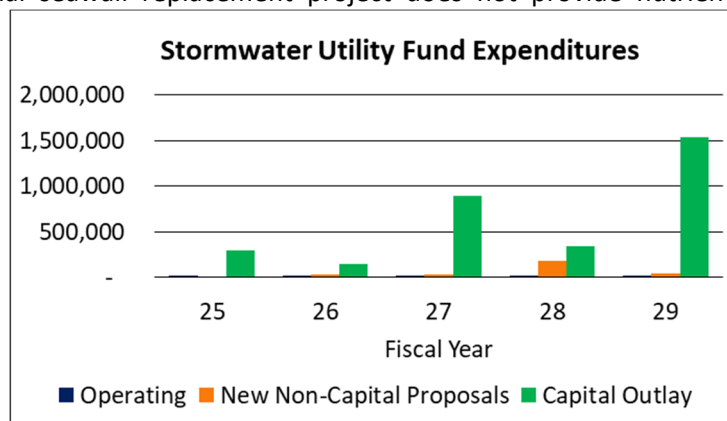
Included in the FY25-29 5yrFM&CIP are two projected grant awards for stormwater projects:

- \$371,000 in FY27 for 50% funding of the Algonquin Baffle Box (SW Masterplan- annual reduction 93 lbs. Nitrogen and 16 lbs. Phosphorus)
- \$719,050 in FY29 for 50% funding of the Gleason Park Lake Outfall (SW Masterplan - annual reduction of 397 lbs. nitrogen and 96 lbs. phosphorus).

Expenditures

Over the last several years, the primary use of expenditures was the multi-year phased Big Muddy Canal seawall replacement project, small emergency projects, and routine maintenance. Although a needed replacement project, the Big Muddy Canal seawall replacement project does not provide nutrient reduction and aid the City in meeting the 2025, 2030, and 2035 state-mandated pollutant loading reduction targets.

The five-year growth of \$1,079,459 or 209.44% in total expenditures is projected from the low of \$515,391 in FY24 to the high of \$1,594,850 in FY29 as illustrated to the right (chart includes one-time grant monies that will actually be recognized in the General Fund but shown here for



simplicity of analysis). The increases from FY24 to FY29 for specific expenditures include:

- **New-non capital proposals**
Increase of \$40,000 in recurring expenditures (when one-time expenditures for project design are excluded) to fund preventive maintenance of stormwater pipes through video inspections and slip lining.
- **Capital outlay**
Increase of \$1,060,709 or 222.19% due to a large one-time project planned for FY29. When the grant-funded portion of the FY29 project is removed, the actual increase is only \$341,659 or 71.57% from the FY24 estimated expenditures.

Financial Outlook

FY24 began the year with a fund balance of \$463,747 (audited number) and is projected to end with a \$169,190 fund balance, of which \$60,000 is anticipated to be committed to a design project. The reader should note that due to the nature of a special revenue fund (limited funding source with restricted expenditures), there is no minimum fund balance policy.

FY25 is budgeted to end with a fund balance of \$169,190, but when roll-forward projects are included, the projected ending fund balance is a negative \$22,097. While not ideal, until the City Hall baffle box project is contracted, total expenditures for FY25 are more approximations than firm projections. Additionally, staff applied for a grant in mid-FY24 to further reduce the local share of the project costs. If FY25 appears to be ending with a negative fund balance, staff will consult with the auditors before the end of the fiscal year to determine the best way to cover the shortage with General Fund monies (i.e., either an inter-fund loan to be re-paid in FY26 or allow the fund to end in a deficit and recognize interest payments to the General Fund in the audit. Municipalities used both options during the Great Recession to cover short-term deficits in special revenue funds).

Additionally, FY29 shows a negative fund balance. Due to the variability of costs and inflation in the fifth year of a five-year forecast and the possibility of securing additional grant funding for the project, staff believes this deficit is largely immaterial. As FY29 draws closer, refinement of projections, grant receipts, and/or project timing should largely resolve the issue.

American Rescue Plan Act (ARPA) Fund

American Rescue Plan Act of 2021 allocated funds to local governments (pass through via the states) to facilitate the recovery from the COVID-19 pandemic. ARPA allocated \$7,105,927,713 to the State of Florida for metropolitan cities, non-entitlement units of local government, and counties. The City received two disbursements (one in FY21 and one in FY22) of \$2,142,893, totaling \$4,285,786. ARPA monies have restricted usages and must be awarded no later than December 31, 2024, and expended no later than December 31, 2026.

The five-year financial model summary (beginning fund balance, major revenues/sources, expenditures/uses, and ending fund balances) is presented on the following page.

ARPA Fund	FY23 Actual	FY24 Budget	FY24 Year-end Estimate	FY25 Approved Budget	FY25 Year-end Estimate
Beginning Fund Balance	4,080,918	3,068,605	3,395,391	1,852,214	1,852,214
Revenues					
Grant proceeds	-	-	-	-	-
Total Revenues	-	-	-	-	-
Total Resources	4,080,918	3,068,605	3,395,391	1,852,214	1,852,214
Expenditures					
Capital Outlay	685,527	2,961,300	1,543,177	74,246	1,852,214
Reserves	-	-	-	-	-
Total Expenditures	685,527	2,961,300	1,543,177	74,246	1,852,214
(Dollar change from previous year)	493,580	(3,700)	857,650	(2,887,054)	309,037
(Percent change from previous year)	157.14%	-0.12%	125.11%	-97.49%	20.03%
Revenues minus Expenditures	(685,527)	(2,961,300)	(1,543,177)	(74,246)	(1,852,214)
Ending Fund Balance					
Pre-Paids/Committed	-	-	-	-	-
Undesignated Fund Balance	3,395,391	107,305	1,852,214	1,777,968	-
Total Ending Fund Balance	3,395,391	107,305	1,852,214	1,777,968	-

Revenues

Due to the nature of the Fund (i.e., one-time monies received from the federal government through the State of Florida for specific uses), no additional revenues will be received in FY25 and beyond.

Expenditures

FY24 year-end estimated expenditures of \$1,543,177 represent a cumulative expenditure of \$2,433,572 or 56.78% of all funds received by the City. Approved FY25 Budget expenditures of \$74,246 and \$1,777,968 roll forward from FY14 into FY25 (to be added to the FY25 Adopted budget via a budget amendment in November 2024) will exhaust all available funding. FY25 expenditures will be used for the Algonquin Sports Complex expansion, phase one project.

ARPA Fund Expenditures		
Fiscal Year	Expenditures	Cumulative Percent Expended
21	12,940	0.30%
22	191,928	4.78%
23	685,527	20.78%
24	1,543,177	56.78%
25	1,852,214	100.00%
Total	4,285,786	

Financial Outlook

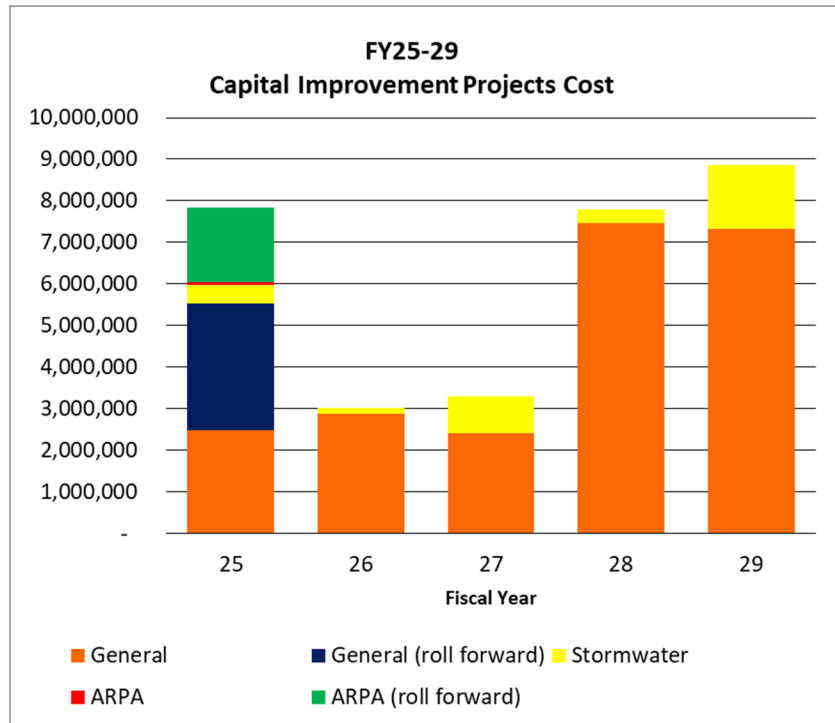
FY24 began the year with a fund balance of \$3,395,391 (audited number) and is projected to end with \$1,852,214. FY25 should end with a zero fund balance, and the ARPA fund will be closed (all funds must be contracted by December 31, 2024, and expended by December 31, 2026, or they have to be returned).

Summary of Projects

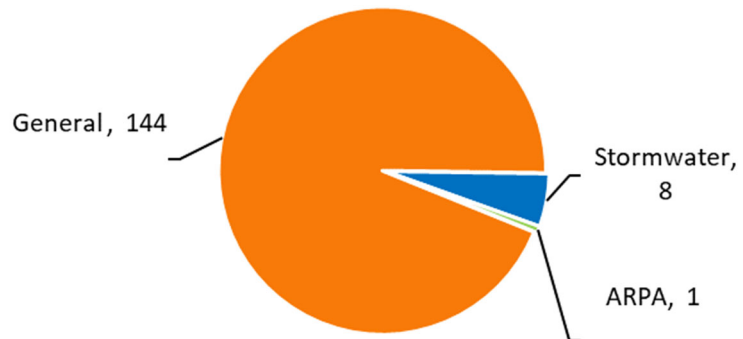
The Citywide (combined General Fund, Stormwater Utility Fund, and ARPA Fund) FY25-29 5yrFM&CIP contains 93 unique requested projects over the five-year period costing \$30,775,409. Of this amount, \$12,650,000 or 44.83% of total costs is for the one-time muck removal project in FY28 and FY29 of which approximately \$9.1 Million is grant funded.

However, when the funded projects are counted per year, multi-year or recurring projects skew the numbers upwards as indicated in the pie chart below. Neither summation method is wrong, they each are correct from specific perspectives.

The following pages list the funded projects per fiscal year in an easy to read format and a concise justification of each project. The reader should note the projects are listed in order of cost per year and not their appearance on the detailed FY25-29 5yrFM&CIP as found starting on page D – 35.



**Distribution of FY25-29 "funded"
Capital Improvement Projects**



FY25 Project Detail

General Fund Projects

Algonquin Sports Complex expansion phase 1 (contingency)

FY25 approved \$750,000 reserve funding if the project exceeds the available ARPA funding.

Algonquin Sports Complex expansion phase 1 (grant funded: two tennis courts, two basketball courts, playground with shade structure, and minor landscaping)

FY25 approved \$250,000 funding to pursue a state recreational development grant to build two tennis courts, two basketball courts, a playground including a shade structure, and landscaping.

Road milling/repaving

FY25 approved \$232,200 project to continue the City's road milling and paving program.

Osceola sidewalk replacement (8 FT wide) (TIF funded) (revised SOW)

FY25 approved \$199,000 project to replace the current 4 feet wide sidewalk with an 8 feet wide sidewalk using transportation impact fee receipts to increase capacity of the sidewalk as requested by the City Council.

Yuma sidewalk replacement (8 ft. wide) (TIF funded)

FY25 approved a \$171,000 project to replace the current 4-foot wide sidewalk with an 8-foot wide sidewalk using transportation impact fee receipts to increase the capacity of the sidewalk as requested by the City Council.

Replacement Police vehicles (two)

FY25 approved \$114,300 project to replace vehicles purchased in 2011 and 2016 per the FY25 fleet replacement schedule. This project is not an addition to the fleet.

Fire Station Annex (approx. 1,800 s.f.)

FY25 approved a \$95,000 project to design the construction of an approximately 1,800 square feet addition to Fire Station #56 to house personnel in emergencies safely and to provide ADA-compliant restrooms. Construction is planned for FY26 using Building Reserve, Replacement, and Betterment General Fund reserves (in addition to one-time FY26 revenues).

Replacement Oars & Paddles playground unit (new)

FY25 approved a \$60,000 project to replace the Oars & Paddles playground units, as the current units are nearing the end of their useful economic life.

Replacement of parts of the "big" playground south part of Gleason Park lake (new)

FY25 approved a \$75,000 project to replace portions of the playground that are at the end of the useful economic life.

Replacement firefighter gear (new)

FY25 approved \$57,700 project to fund the on-going replacement of the current firefighter gear with gear that meets Federal and State fire equipment standards.

Resurfacing of the pool deck (new)

FY25 approved a \$50,000 project to resurface the current pool deck, which is at the end of the useful economic life.

Replacement fencing at Algonquin Sports Complex (new)

FY25 approved \$39,000 project to replace the fencing at the Algonquin Sports Complex to make better use of space and properly maintain the park.

Replacement of a 2003 Recreation Department truck (new)

FY25 approved \$38,000 project to replace the Recreation Department's truck per the FY25 fleet replacement schedule. This project is not an addition to the fleet.

Replacement fire hose (new)

FY25 approved \$36,700 project to fund the on-going hose replacement that meets fire equipment standards.

Replacement Police vehicle equipment

FY25 approved \$35,700 project to equip new vehicles with radars, lights, tints, prisoner seats, etc. (excludes radio and in-car camera).

Replacement Millennium pavilions (new)

FY25 approved \$35,000 project to replace the current structures that are at the end of the useful economic life.

Replacement Gleason Park gazebos (new)

FY25 approved \$30,000 project to replace the structures that are at the end of the useful economic life.

Replacement Police radios

FY25 approved \$28,000 project of an ongoing radio replacement plan to replace police car radios and pack sets.

City computer replacement program

FY25 approved \$25,000 project to replace staff computers as needed. The project ensures that staff use devices that are secure, useable, and manageable.

Firearm replacement plan (new)

FY25 approved \$20,000 project to replace firearms that have reached or exceeded the useful economic life of 10 years.

Replacement Fire Department self-contained breathing apparatus (SCBA) bottles

FY25 approved \$16,600 project to fund the on-going replacement of SCBA bottles that meets fire equipment standards.

Park improvements: fencing and picnic tables

FY25 approved \$14,000 project that is part of an ongoing initiative to replace park fencing and tables with more durable and appealing units made from sustainable materials.

Paving and sidewalk miscellaneous improvements

FY25 approved \$10,500 ongoing project to pave and address transit problem areas within the City.

City Hall emergency lighting (fire safety) (new)

FY25 approved \$10,000 project to add emergency lighting in two rooms and two stairwells as required by fire safety code.

Gleason Park invasive tree removal, phase 2

FY25 approved \$10,000 project to continue to remove invasive trees in Gleason Park due to their harmful impact on the park's ecosystem and safety concerns.

Replacement server

FY25 approved \$9,000 project to replace a server with a larger model more suited for the City's security and functional needs.

Mobile data terminals (3) for fire engine/trucks

FY25 approved \$9,000 project to equip the Fire Departments emergency response vehicles with mobile data terminals that allow responders to more effectively and efficiently respond.

Repl. Fire Station A/C (new)

FY25 approved a \$8,000 project to replace the current A/C unit in use at the Fire Station.

Replacement Pool chlorking

FY25 approved \$8,000 project to replace the existing chlorking mechanism that is required to create the chlorine needed for the pool.

Replacement Pool cell stack

FY25 approved \$8,000 project to replace the cell stack that is required to create the chlorine needed for the pool.

Vision Zero pedestrian safety improvements (TBD)

FY25 approved a \$7,500 project to contribute to pedestrian safety projects within the City.

Fire Department phone system (new)

FY25 approved \$7,000 project to add a phone system at Fire Station 56 that is compatible with the rest of the City.

Replacement Recreation Center floor (new)

FY25 approved \$6,000 project to replace the current flooring in the Recreation Center installed in 1989.

Replacement network switch

FY25 approved \$5,000 of a \$10,000 two-year project to replace the City's network switch that provides internet to City electronic devices.

Replacement Pool pump

FY25 approved \$5,000 project to replace the pump that circulates water throughout the pool. The entire project will cost a total of \$10,000 and be completed in FY27.

Replacement Pool vacuum

FY25 approved \$5,000 project to replace the pool's vacuum system, which removes debris and keeps the pool clean.

General Fund Roll-Forward (from FY24) Projects

Atlantic exfiltration

\$2,082,444 unexpended budget from FY24 to complete the stormwater masterplan project that was designed to annually reduce 86 lbs. nitrogen and 14 lbs. phosphorus loading of the Indian River Lagoon. This project is State ARPA grant funded.

Alhambra exfiltration

\$435,926 unexpended budget from FY24 to complete the stormwater masterplan project that was designed to annually reduce 5 lbs. nitrogen and 1 lbs. phosphorus loading of the Indian River Lagoon. This project is State ARPA grant funded.

City Hall baffle box

\$250,000 unexpended budget from FY24 to complete the stormwater masterplan project to reduce nitrogen and phosphorus loading of the Indian River Lagoon. This project is partly funded by a State appropriation with the local match budgeted in the Stormwater Fund.

Ronnie exfiltration

\$216,205 unexpended budget from FY24 to complete the stormwater masterplan project that was designed to annually reduce 7 lbs. nitrogen and 2 lbs. phosphorus loading of the Indian River Lagoon. This project is State ARPA grant funded.

Replacement Milo system

\$20,000 unexpended budget from FY24 to replace the Police Department's firearm simulator training system.

Indian Harbour Court sidewalk connection near School Road (TIF funded)

\$16,600 unexpended budget from FY24 to connect sidewalks near School Road and improve pedestrian safety.

Intoxilyzer 9000

\$15,000 unexpended budget from FY24 to pay for improved and more accurate breathalyzing tool for the Police Department.

Replace Beach parks individual picnic area

\$11,000 unexpended budget from FY24 to replace the picnic areas in City parks.

Stormwater Utility Fund Projects

City Hall baffle box

FY25 approved \$300,000 funding to complete the stormwater masterplan project to reduce nitrogen and phosphorus loading of the Indian River Lagoon. This project is partly funded by a State appropriation which is budgeted in the General Fund per accounting standards.

Stormwater Utility Fund Roll-Forward (from FY24) Projects

City Hall baffle box

\$147,000 unexpended budget from FY24 for the stormwater masterplan project to reduce nitrogen and phosphorus loading of the Indian River Lagoon.

ARPA Fund Projects

Algonquin Sports Complex expansion, phase 1

FY25 approved \$74,246 funding (balance of ARPA Fund monies) proposed for the construction of recreational amenities on the undeveloped eastern portion of the complex.

ARPA Fund Roll-Forward (from FY24) Projects

Algonquin Sports Complex expansion, phase 1

\$1,777,968 unexpended budget from FY24 for the construction of recreational amenities on the undeveloped eastern portion of the complex.

FY26 Project Details

General Fund Projects

Fire Station Annex (approx. 1,800 square feet)

FY26 proposed \$810,000 project to fund the construction of a hurricane rated annex at Fire Station 56. Funding is recommended as follows:

- \$801,227 Building Reserve, Replacement, and Betterment General Fund reserves
- \$8,773 from FY26 operating revenues

Road milling/repaving

FY26 proposed \$248,500 project to continue the ongoing local road paving and milling project.

Repaving Gleason Park pathway & additional pathways

FY26 proposed \$150,000 project to repave the asphalt walking path at Gleason Park and possibly add additional walking areas.

Replacement Police vehicles (two)

FY26 proposed \$118,900 project to replace vehicles purchased in 2015 and 2017 per the FY25 fleet replacement schedule. This project is not an addition to the fleet.

Replacement in-car axon cameras (new)

FY26 proposed \$95,000 project to replace the cameras that are mounted in police vehicles.

Replacement body worn cameras (new)

FY26 proposed an \$85,000 project to replace the body-worn cameras.

Replacement & Upgrade softball field lights at Algonquin Sports Complex, phase 1

FY26 proposed \$80,000 project to replace the lights at Algonquin Sports Complex to make them more manageable and provide improved visibility.

Replacement 2010 Ford F350 truck with lift-bed

FY26 proposed \$68,000 project to replace a 2010 Public Works truck. This project is not an addition to the fleet. The 2010 was originally scheduled for replacement in FY24 but staff recommends retaining the old truck due to additional staff planned for FY25.

Repurpose large ballfield and fence replacement at Algonquin Sports Complex (new)

FY26 proposed a \$65,500 project reorganizing/repurposing the plot of land where Crespino Field is located.

Replacement Playground Unit in northeast Gleason Park

FY26 proposed \$63,000 project to replace a unit that is at the end of the useful economic life.

Replacement firefighter gear (new)

FY26 proposed a \$60,000 project to fund the ongoing replacement of the current firefighter gear with gear that meets Federal and State fire equipment standards.

Convert City Hall first floor restrooms to ADA accessible (new)

FY26 proposed a \$40,000 project to convert the two double-stall restrooms on the first floor of City Hall to single-stall ADA-compliant restrooms. The front of City Hall currently does not have any wheelchair-accessible restrooms.

Replacement Police vehicle equipment

FY26 proposed \$37,100 project to equip new vehicles with radars, lights, tints, prisoner seats, etc. (excludes radio and in-car camera).

Replacement 75' ladder truck

FY26 proposed \$500,000 of a \$2,060,000 project to replace the Fire Department's ladder truck that has reached the end of its useful lifecycle.

Replacement Millennium pavilions (new)

FY26 proposed \$36,400 project to replace the current structures that are at the end of the useful economic life.

Replacement restroom roof at Oars & Paddles Park

FY26 proposed \$32,800 project to replace the roof that is at the end of the useful economic life.

Replacement Gleason Park gazebos (new)

FY26 proposed \$31,200 project to replace the structures that are at the end of the useful economic life.

Wimico Drive (City limits) to Crespino sidewalk connection (TIF funded)

FY26 proposed \$30,800 project to connect the northern city limits to Crespino Court to allow pedestrians to safely travel from the northern end of Wimico Drive through Algonquin Sports Complex and down Osceola Drive to go to school or other areas with sidewalks (i.e., to Gleason Park). This project will be 100% funded from transportation impact fee receipts.

Fire Station renovations (new)

FY26 proposed \$30,000 project to continue the renovations to Fire Station 56 began in FY24.

Renovate Recreation Center back room for meeting space (new)

FY26 proposed \$30,000 project to repurpose the back room in the Recreation Center that was formerly used for Police training.

Replacement Police radios

FY26 proposed \$29,120 project of an ongoing radio replacement plan to replace police car radios and pack sets.

Replacement Recreation Center storm shutters

FY26 proposed \$26,000 project to replace the current aged storm shutters.

Replacement (3) 48' mowers

FY26 proposed \$25,700 project to replace commercial lawn mowers used by the Public Works Department.

City computer replacement program

FY26 proposed \$25,000 project to replace staff computers as needed. The project ensures that staff use devices that are secure, useable, and manageable.

Rebuild mower storage bays (new)

FY26 proposed \$25,000 project to rebuild storage facilities used to house lawnmowers and other Public Works Department equipment.

Replacement Beach parks individual picnic areas

FY26 proposed \$21,200 project to improve the awnings and bases that provide coverage to the individual picnic areas.

Replacement Pool awnings

FY26 proposed \$16,000 project to replace the current shade canopies in the pool area.

Park improvements: fencing and picnic tables

FY26 proposed \$14,000 project that is part of an ongoing initiative to replace park fencing and tables with more durable and appealing units made from sustainable materials.

Paving and sidewalk miscellaneous improvements

FY26 proposed \$10,900 ongoing project to pave and address transit problem areas within the City.

License plate reader (recurring costs)

FY26 proposed \$10,000 project to continue further expansion of the Police Department license plate reader program. The cameras are accessed only during investigations.

Replacement playground awnings

FY26 proposed \$10,000 project to replace units that are at the end of the useful economic life.

Replacement Bath House A/C

FY26 proposed a \$10,000 project to replace the current A/C unit in use at the Recreation Department's bathhouse.

Vision Zero pedestrian safety improvements (TBD)

FY26 proposed a \$7,700 project to contribute to pedestrian safety projects within the City.

Beachside shared aerial drone (new)

FY26 proposed \$7,500 project for an aerial drone which multiple beachside agencies would share procurement and operating costs. The unit would only be used during investigations.

Replacement network switch

FY26 proposed \$5,000 project to complete a two-year initiative to replace the City's network switch that provides internet to City electronic devices.

Gleason Park invasive tree removal, phase 3

FY26 proposed \$5,000 project to continue to remove invasive trees in Gleason Park due to their harmful impact on the park's ecosystem and safety concerns.

Replacement Recreation Center freezer

FY26 proposed \$5,000 project to replace the commercial freezer at the Recreation Center that is at the end of useful economic life.

Stormwater Utility Fund Projects

Big Muddy seawall replacement

FY26 proposed \$150,000 project to continue the multi-year phased replacement of the seawall on City property.

FY27 Project Details

General Fund Projects

Replacement 75' ladder truck

FY27 proposed \$1,560,000 of a \$2,060,000 project to replace the Fire Department's ladder truck that has reached the end of the useful lifecycle.

Road milling/repaving

FY27 proposed \$264,700 project to continue the ongoing local road paving and milling project.

Replacement Police vehicles (three)

FY27 proposed \$184,600 project to replace vehicles purchased in 2018, 2019, and 2020 per the FY25 fleet replacement schedule. This project is not an addition to the fleet.

Replacement 2011 Ford F350 truck with lift-bed

FY27 proposed \$70,400 project to replace a 2011 Public Works truck. This project is not an addition to the fleet.

Replacement firefighter gear (new)

FY27 proposed \$65,200 project to fund the on-going replacement of the current firefighter gear with gear that meets Federal and State fire equipment standards.

Replacement Police vehicle equipment

FY27 proposed \$57,600 project to equip new vehicles with radars, lights, tints, prisoner seats, etc. (excludes radio and in-car camera).

Replacement Millennium pavilions (new)

FY27 proposed \$37,700 project to replace the current structures that are at the end of the useful economic life.

Replacement Gleason Park gazebos (new)

FY27 proposed \$32,300 project to replace the structures that are at the end of the useful economic life.

Fire Station renovations (new)

FY27 proposed \$30,000 project to continue the renovations to Fire Station 56 began in FY24.

Replacement Beach parks individual picnic area

FY27 proposed \$21,600 project to improve the awnings and bases that provide coverage to the individual picnic areas.

City computer replacement program

FY27 proposed \$20,000 project to replace staff computers as needed. The project ensures that staff use devices that are secure, useable, and manageable.

Paving and sidewalk miscellaneous improvements

FY27 proposed \$11,300 ongoing project to pave and address transit problem areas within the City.

Replacement playground awnings

FY27 proposed \$10,000 project to replace units that are at the end of the useful economic life.

Replacement ADA pool assist chair

FY27 proposed \$8,300 project to replace the mechanical chair that enables persons with mobility impairments to enter and exit the pool.

Replacement Recreation Center meeting room A/C

FY27 proposed \$8,000 project to replace the designated space with a new functional A/C unit.

Vision Zero pedestrian safety improvements (TBD)

FY27 proposed a \$7,900 project to contribute to pedestrian safety projects within the City.

Park improvements: fencing and picnic tables

FY27 proposed \$7,000 project that is part of an ongoing initiative to replace park fencing and tables with more durable and appealing units made from sustainable materials.

Replacement Pool pump

FY27 proposed \$5,000 project to replace the pump that circulates water throughout the pool. This project is the second of a two-phase project.

Stormwater Utility Fund Projects

Big Muddy seawall replacement

FY27 proposed \$150,000 project to continue the multi-year phased replacement of the seawall on City property.

Algonquin baffle box

FY27 proposed \$742,000 stormwater master plan project to reduce annually 93 lbs. nitrogen and 16 lbs. phosphorus loading of the Indian River Lagoon. Staff anticipated 50% non-local funding from either a grant or State appropriations.

FY28 Project Details

General Fund Projects

Muck removal (Est. \$12.6M costs, \$9.1M in grants as of July 2024)

FY28 proposed \$6,325,000 (first year funding of a two-year project) to remove muck from specific waterways to reduce nutrient loading of the Indian River lagoon.

Road milling/repaving

FY28 proposed \$281,900 project to continue the ongoing local road paving and milling project.

Replacement Police vehicles (three)

FY28 proposed \$191,100 project to replace vehicles purchased in 2019 and 2021 per the FY25 fleet replacement schedule. This project is not an addition to the fleet.

Resurface Pool

FY28 proposed \$175,000 project to resurface the pool at the Recreation Center.

Replacement 2015 Ford F350 truck with lift-bed

FY28 proposed \$72,900 project to replace a 2015 Public Works truck. This project is not an addition to the fleet.

Replacement Police vehicle equipment

FY28 proposed \$59,600 project to equip new vehicles with radars, lights, tints, prisoner seats, etc. (excludes radio and in-car camera).

Replacement Building Official truck

FY28 proposed \$42,100 project to replace a 2018 truck. This project is not an addition to the fleet.

Replacement Millennium pavilions (new)

FY28 proposed \$39,000 project to replace the current structures that are at the end of the useful economic life.

Replacement Gleason Park gazebos (new)

FY28 proposed \$33,400 project to replace the structures that are at the end of the useful economic life.

Towable top dresser for ballfield maintenance

FY28 proposed \$32,100 project to purchase a top dresser that is used to spread sand after aerations in Bermuda turf fields.

Replacement Beach parks individual picnic area

FY28 proposed \$22,000 project to improve the awnings and bases that provide coverage to the individual picnic areas.

City computer replacement program

FY28 proposed \$20,000 project to replace staff computers as needed. The project ensures that staff use devices that are secure, useable, and manageable.

Replacement Police special operations vehicle (beach ATV)

FY28 proposed \$20,000 project to replace the current vehicle at the end of 10-year useful economic life.

Fire Station renovations (new)

FY28 proposed \$20,000 project to complete renovations to Fire Station 56 began in FY24.

Replacement firefighter gear (new)

FY28 proposed \$16,100 project to fund the on-going replacement of the existing firefighter gear with gear that meets Federal and State fire equipment standards.

Replacement server backup appliance

FY28 proposed \$15,000 project to replace the City's server backups that are a part of the IT department's critical infrastructure and cyber security plan.

Paving and sidewalk miscellaneous improvements

FY28 proposed \$11,700 ongoing project to pave and address transit problem areas within the City.

Replacement fire hose (new)

FY28 proposed \$11,100 project to fund the on-going hose replacement that meets fire equipment standards.

Replacement server

FY28 proposed \$10,000 project to replace a server with a larger model more suited for the City's security and functional needs.

Replacement playground awnings

FY28 proposed \$10,000 project to replace units that are at the end of the useful economic life.

Vision Zero pedestrian safety improvements (TBD)

FY28 proposed a \$8,100 project to contribute to pedestrian safety projects within the City.

Firewall upgrades

FY28 proposed \$8,000 project that enhances the City's network firewall, further protecting resident information and staff documents from external threats.

Replacement Police Department sally port A/C unit

FY28 proposed \$8,000 project to replace current unit that will be at the end of the useful economic life.

Replacement server room A/C unit

FY28 proposed \$8,000 project to replace current unit that will be at the end of the useful economic life.

Park improvements: fencing and picnic tables

FY28 proposed \$7,000 project that is part of an ongoing initiative to replace park fencing and tables with more durable and appealing units made from sustainable materials.

Replacement Pool lane lines

FY28 proposed \$5,000 project to replace the pool lane lines that will be at the end of the useful economic life.

Stormwater Utility Fund Projects

Big Muddy seawall replacement

FY28 proposed \$100,000 project to continue the multi-year phased replacement of the seawall on City property.

Cassia Blvd. seawall

FY28 proposed \$239,500 project to install a seawall along Cassia Blvd where the canal bank is eroding.

FY29 Project Details

General Fund Projects

Muck removal (Est. \$12.6M costs, \$9.1M in grants as of July 2024)

FY28 proposed \$6,325,000 (second year funding of a two-year project) to remove muck from specific waterways to reduce nutrient loading of the Indian River lagoon.

Road milling/repaving

FY29 proposed \$300,200 project to continue the ongoing local road paving and milling project.

Replacement Police vehicles (three)

FY29 proposed \$197,800 project to replace vehicles purchased in 2024 per the FY25 fleet replacement schedule. This project is not an addition to the fleet.

Replacement pool heater

FY29 proposed \$63,000 project to replace the current system, which will be at the end of the useful economic life.

Replacement Police vehicle equipment

FY29 proposed \$61,700 project to equip new vehicles with radars, lights, tints, prisoner seats, etc. (excludes radio and in-car camera).

Replacement Recreation Center main hall A/C

FY29 proposed \$51,900 project to replace the Recreation Center's main hall A/C unit.

Replacement Fire Chief vehicle

FY29 proposed \$45,400 project to replace the vehicle purchased in 2018 per the FY25 fleet replacement schedule. This project is not an addition to the fleet.

Replacement Public Works 2018 F-150 truck

FY29 proposed \$43,600 project to replace a 2018 truck. This project is not an addition to the fleet.

Replacement Millennium pavilions (new)

FY29 proposed \$40,400 to replace the current structures that are at the end of the useful economic life.

Replacement Gleason Park gazebos (new)

FY29 proposed \$34,600 project to replace the structures that are at the end of the useful economic life.

Replacement (3) 48' mowers

FY29 proposed \$28,500 project to replace commercial lawn mowers used by the Public Works Department.

Replacement Beach parks individual picnic area

FY29 proposed \$22,800 project to improve the awnings and bases that provide coverage to the individual picnic areas.

Level and sprig soccer field at Algonquin Sports Complex

FY29 proposed \$21,900 project to remove the current turf, level the field, and sprig with Bermuda turf.

City computer replacement program

FY29 proposed \$20,000 project to replace staff computers as needed. The project ensures that staff use devices that are secure, useable, and manageable.

Replacement firefighter gear (new)

FY29 proposed \$16,600 project to fund the on-going replacement of the existing firefighter gear with gear that meets Federal and State fire equipment standards.

Paving and sidewalk miscellaneous improvements

FY29 proposed \$12,100 ongoing project to pave and address transit problem areas within the City.

Replacement Pool cell stack

FY29 proposed \$9,200 project to replace the cell stack that is required to create the chlorine needed for the pool.

Vision Zero pedestrian safety improvements (TBD)

FY29 proposed a \$8,300 project to contribute to pedestrian safety projects within the City.

Replacement (Fire) self-contained breathing apparatus (SCBA) bottles

FY29 proposed \$7,200 project to fund the on-going replacement of SCBA bottles that meets fire equipment standards.

Stormwater Utility Fund Projects

Big Muddy seawall replacement

FY29 proposed \$100,000 project to complete the multi-year phased replacement of the seawall on City property.

Gleason Park Lake outfall

FY29 proposed \$1,438,100 funding to execute the stormwater masterplan project that will reduce annually 397 lbs. nitrogen and 96 lbs. phosphorus loading into the Indian River Lagoon. Staff anticipated 50% non-local funding from either a grant or State appropriations.

Unfunded Projects

The following list of projects are a compilation of previously requested projects that are not currently identified as funded through the FY25-29 5yrFM&CIP. The list is provided to allow the City Council to select one or more projects for inclusion in the FY25-29 5yrFM&CIP as they warrant. The “unfunded” status of specific projects is not an indication of unworthiness, but only the lack of needed funding and/or low priority compared to projects recommended for funding.

General Fund

4,630,101	Banana River/Pine Tree Drive improvements
517,500	Replacement boardwalk at Gleason Park
345,900	Renovate Recreation Center main hall
321,400	Repl. walking trail lights at Gleason Park
299,800	Recreation Center emergency generator
170,400	Solar parking lot lights at Oars & Paddles Park (proposed partial grant funding)
167,600	Walking trail (1,864 feet long) at Oars & Paddles Park (proposed partial grant funding)
107,100	Repl. & Upgrade softball field lights at Algonquin Sports Complex, phase 2
87,700	CCTV System at Gleason Park, phase 1
68,200	Additional playground unit (for ages 2-5 years old) and shade structure at Oars & Paddles (proposed partial grant funded)
6,715,701	General Fund unfunded projects sub-total

Stormwater Utility Fund

278,300	Ocean Breeze Elementary Exfiltration (SW Masterplan - annual reduction 79 lbs. Nitrogen and 17 lbs. Phosphorus) (\$2,899/lb. reduction)
483,000	Pine Tree Streetscaping Bioretention/Raingarden (SW Masterplan - annual reduction 135 lbs. Nitrogen and 20 lbs. Phosphorus) (\$3,116/lb. reduction)
573,300	Lyme Bay Exfiltration (SW Masterplan - annual reduction 148 lbs. Nitrogen and 33 lbs. Phosphorus) (\$3,167/lb. reduction)
568,300	Wimico Drive Bioretention/Raingarden (SW Masterplan - annual reduction 90 lbs. Nitrogen and 14 lbs. Phosphorus) (\$5,464/lb. reduction)
971,100	Yacht Club Blvd. Bioswales (SW Masterplan - annual reduction 121 lbs. Nitrogen and 19 lbs. Phosphorus) (\$6,936/lb. reduction)
423,700	Marion St./Eutaw Dr. Bioswales (SW Masterplan - annual reduction 51 lbs. Nitrogen and 8 lbs. Phosphorus) (\$7,181/lb. reduction)
657,300	Kristi Drive/Pine Tree Drive Bioswale Ph. 2 (SW Masterplan- annual reduction 76 lbs. Nitrogen and 12 lbs. Phosphorus) (\$7,469/lb. reduction)
338,500	Seminole Dr. Bioswales (SW Masterplan - annual reduction 35 lbs. Nitrogen and 5 lbs. Phosphorus) (\$8,463/lb. reduction)
505,300	Banana River Drive Bioswales (SW Masterplan - annual reduction 54 lbs. Nitrogen and 2 lbs. Phosphorus) (\$9,023/lb. reduction)
364,400	Marion St./Yuma Dr. Bioswales (SW Masterplan - annual reduction 34 lbs. Nitrogen and 6 lbs. Phosphorus) (\$9,110/lb. reduction)
1,063,800	Cheyenne Drive Bioretention/Raingarden (SW Masterplan- annual reduction 71 lbs. Nitrogen and 11 lbs. Phosphorus) (\$12,973/lb. reduction)
194,000	City Hall Bioretention/Raingarden (SW Masterplan - annual reduction 2.5 lbs. Nitrogen and 0.5 lbs. Phosphorus) (\$64,667/lb. reduction)
418,900	Big Muddy Baseflow Canal Treatment (SW Masterplan - annual reduction TBD lbs. Nitrogen and TBD lbs. Phosphorus)
280,500	Resiliency Tidal Gates

47,000	Cheyenne Drive Resiliency (SW Masterplan)
7,167,400	Stormwater Utility Fund unfunded projects sub-total
13,883,101	All Funds unfunded projects total

The following pages contain the detailed five-year financial models and capital improvement plans for the General Fund, Stormwater Utility Fund, and ARPA Fund.



FY25 Approved Budget FY25-29 General Fund 5-Year Interactive Financial Model and Capital Improvement Plan

	FY23	FY24	FY24	FY25	FY25	FY25	FY26	FY27	FY28	FY29
General Fund	Actual	Budget	Year-end Estimate	Approved Budget	Year-end Estimate	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget
Beginning Fund Balance	10,230,615	11,839,213	12,321,577	13,138,341	13,138,341	13,400,720	13,015,783	13,101,034	12,801,140	
Revenues										
Gross receipts	6,711,489	7,286,992	7,278,000	7,845,532	7,845,532	8,394,719	8,898,402	9,432,307	9,998,245	
Discount and misc.	(233,271)	(262,200)	(261,336)	(281,862)	(281,862)	(293,815)	(311,444)	(330,131)	(349,939)	
Ad Valorem Taxes	6,478,218	7,024,792	7,016,664	7,563,670	7,563,670	8,100,904	8,586,958	9,102,176	9,648,306	
Local Option Fuel Tax	379,981	385,000	380,000	380,000	380,000	381,900	383,810	385,729	387,657	
Utility Services Taxes	651,723	594,450	704,515	724,850	724,850	742,971	761,546	780,584	800,099	
Communications & Local Business Taxes	279,842	280,400	243,000	235,000	235,000	231,475	228,003	224,583	221,214	
Insurance Premium Tax	103,977	89,162	103,977	103,977	103,977	103,977	103,977	103,977	103,977	
General Government Taxes	1,415,523	1,349,012	1,431,492	1,443,827	1,443,827	1,460,323	1,477,335	1,494,873	1,512,947	
Franchise Fees	812,723	802,200	845,400	875,500	875,500	897,388	919,822	942,818	966,388	
Vacation Rental & Misc.	28,990	52,450	31,900	54,400	54,400	57,120	59,976	62,975	66,124	
Building Dept. Permit Fees	182,438	168,390	124,218	172,992	172,992	172,992	172,992	172,992	172,992	
Franchise, Permit, and Special Assessment Fees	1,024,151	1,023,040	1,001,518	1,102,892	1,102,892	1,127,500	1,152,790	1,178,785	1,205,504	
Grants	194,410	3,597,500	203,060	1,320	3,277,270	-	-	4,557,708	4,557,708	
State Shared Revenue	1,034,979	1,027,715	1,052,634	1,071,660	1,071,660	1,103,810	1,131,405	1,159,690	1,188,682	
Local Govt. Revenue	6,866	55,200	6,020	376,920	410,975	37,874	7,000	7,000	7,000	
Police Grants & Shared Revenue	126,747	115,506	108,119	116,450	116,450	118,779	121,155	123,578	126,049	
Intergovernmental Revenue	1,363,002	4,795,921	1,369,833	1,566,350	4,876,355	1,260,463	1,259,560	5,847,975	5,879,439	
Recreation charges	267,181	256,250	252,136	287,350	287,350	287,350	287,350	295,971	295,971	
Other charges	50,809	49,340	48,936	51,785	51,785	51,785	51,785	51,785	51,785	
Charges for Services	317,990	305,590	301,072	339,135	339,135	339,135	339,135	347,756	347,756	
Judgements, Fines, and Forfeits	13,040	7,200	9,100	8,750	8,750	8,750	8,750	8,750	8,750	
Interest and Other Earnings	473,691	328,306	302,898	271,850	271,850	244,665	244,665	244,665	244,665	
Miscellaneous Revenues	23,152	12,880	329,675	52,377	52,377	52,377	52,377	52,377	52,377	
Total Revenues	11,108,767	14,846,741	11,762,252	12,348,851	15,658,856	12,594,117	13,121,570	18,277,356	18,899,744	
(Dollar change from previous year)	1,481,709	3,650,657	653,485	(2,497,890)	3,896,604	245,266	527,453	5,155,786	622,388	
(Percent change from previous year)	15.39%	32.61%	5.88%	-16.82%	33.13%	1.99%	4.19%	39.29%	3.41%	
Total Resources	21,339,382	26,685,954	24,083,829	25,487,192	28,797,197	25,994,836	26,137,353	31,378,389	31,700,884	
Expenditures										
Personnel										
Salaries/wages	3,697,222	4,270,949	4,142,699	4,710,018	4,662,918	4,733,568	5,040,323	5,364,026	5,660,388	
Employee pay increase	-	-	-	-	-	281,678	297,016	268,201	283,019	
Payroll taxes	286,868	340,535	320,107	365,513	361,858	393,896	418,638	441,197	465,002	
Health Insurance	528,389	689,747	580,241	744,242	744,242	803,781	868,084	937,531	1,012,533	
Dental/life/vision Insurance	71,431	86,033	73,779	97,391	97,391	98,365	99,349	100,342	101,345	
Retirement	845,582	971,925	828,815	982,954	982,954	1,203,659	1,280,961	1,351,734	1,426,418	
Other	96,777	122,913	151,559	132,393	132,393	133,717	135,054	135,054	135,054	
Personnel	5,526,269	6,482,102	6,097,199	7,032,511	6,981,756	7,648,665	8,139,425	8,598,085	9,083,760	
Operating										
Legislative	73,273	94,279	87,728	92,400	91,476	93,786	95,193	96,621	98,070	
Executive	16,680	23,323	21,731	54,580	54,034	55,399	56,230	57,073	57,929	
Finance	39,916	44,080	42,690	48,973	48,483	49,708	50,453	51,210	51,978	
Information Technology	-	3,640	2,365	281,435	278,621	285,657	289,941	294,290	298,705	
Legal	71,348	77,900	86,355	81,000	80,190	82,215	83,448	84,700	85,970	
Other General	633,834	1,002,797	824,274	644,725	713,278	654,396	664,212	674,175	684,288	
Police	330,663	356,339	295,678	313,670	310,533	318,375	323,151	327,998	332,918	
Fire	178,247	176,510	162,953	176,089	174,328	178,730	181,411	184,132	186,894	
Building	15,406	39,879	21,459	18,618	18,432	18,897	19,181	19,468	19,760	
Public Works	297,784	359,500	333,450	439,148	434,757	445,735	452,421	459,208	466,096	
Recreation	268,601	426,524	332,676	228,740	226,453	232,171	235,654	239,188	242,776	
Operating	1,925,751	2,604,771	2,211,359	2,379,378	2,430,584	2,415,069	2,451,295	2,488,064	2,525,385	
Capital Outlay	1,565,786	5,447,998	2,636,930	2,480,200	5,527,375	2,865,320	2,401,600	7,452,100	7,310,200	
Contingency	-	311,870	-	456,762	456,762	150,000	150,000	150,000	150,000	
(Year-end Rev. over Exp.)	N/A	N/A	N/A	N/A	N/A	(100,000)	(106,000)	(111,000)	(116,000)	
Total Expenditures	9,017,805	14,846,741	10,945,488	12,348,851	15,396,477	12,979,053	13,036,319	18,577,249	18,953,345	
(Dollar change from previous year)	3,250,021	6,263,695	1,927,683	(2,497,890)	4,450,989	630,202	57,266	5,540,930	376,096	
(Percent change from previous year)	56.35%	72.98%	21.38%	-16.82%	40.67%	5.10%	0.44%	42.50%	2.02%	
Revenues minus Expenditures	2,090,962	-	816,764	-	262,379	(384,937)	85,251	(299,893)	(53,601)	
Revenues minus Expenditures (with planned use of Fund Balance)	2,090,962	-	816,764	-	262,379	416,290	85,251	(299,893)	(53,601)	
Ending Fund Balance										
Pre-Paid/Committed	1,207,859	N/A	312,600	N/A	N/A	N/A	N/A	N/A	N/A	
Cash Reserves	2,550,857	3,091,605	2,741,824	3,256,655	3,256,655	3,370,532	3,544,437	3,707,929	3,880,518	
Emerg./Hurricane Reserves	3,892,702	4,914,205	3,612,011	4,075,121	4,075,121	4,283,088	4,301,985	6,130,492	6,254,604	
Building RR&B Reserves	801,227	801,227	801,227	801,227	801,227	-	-	-	-	
Undesignated Fund Balance	3,868,932	3,032,176	5,670,678	5,005,338	5,267,717	5,362,163	5,254,612	2,962,719	2,612,417	
Total Ending Fund Balance	12,321,577	11,839,213	13,138,341	13,138,341	13,400,720	13,015,783	13,101,034	12,801,140	12,747,539	
Fund Balance										
(Percent of subsequent year's personnel and operating budgets. FY29 is based on FY29 Budget numbers.)	135.60%	125.79%	139.59%	130.55%	133.16%	122.90%	118.17%	110.27%	109.81%	
Change in Ad Valorem Taxes	N/A	N/A	N/A	N/A	N/A	7.00%	6.00%	6.00%	6.00%	
Change in Local Option Fuel Tax	N/A	N/A	N/A	N/A	N/A	0.50%	0.50%	0.50%	0.50%	
Change in Utility Services Taxes	N/A	N/A	N/A	N/A	N/A	2.50%	2.50%	2.50%	2.50%	
Change in Communications & Local Business Taxes	N/A	N/A	N/A	N/A	N/A	-1.50%	-1.50%	-1.50%	-1.50%	
Change in Franchise Fees	N/A	N/A	N/A	N/A	N/A	2.50%	2.50%	2.50%	2.50%	
Change in Building Dept. Permit Fees	N/A	N/A	N/A	N/A	N/A	0.00%	0.00%	0.00%	0.00%	
Change in State Shared Revenue	N/A	N/A	N/A	N/A	N/A	3.00%	2.50%	2.50%	2.50%	
Changes in Recreation charges	N/A	N/A	N/A	N/A	N/A	0.00%	0.00%	3.00%	0.00%	
Change in Interest and Other Earnings	N/A	N/A	N/A	N/A	N/A	-10.00%	0.00%	0.00%	0.00%	
Employee pay increases	N/A	N/A	N/A	N/A	N/A	5.00%	5.00%	5.00%	5.00%	
Change in health insurance premiums	N/A	N/A	N/A	N/A	N/A	8.00%	8.00%	8.00%	8.00%	
Change in dental/vision/life insurance premiums	N/A	N/A	N/A	N/A	N/A	1.00%	1.00%	1.00%	1.00%	
Operating inflationary increase	N/A	N/A	N/A	N/A	N/A	1.50%	1.50%	1.50%	1.50%	
Personnel % expended	N/A	N/A	N/A	N/A	99.0%	99.0%	99.0%	99.0%	99.0%	
Operating % expended	N/A	N/A	N/A	N/A	99.0%	99.0%	99.0%	99.0%	99.0%	

FY25 Approved Budget FY25-29 General Fund 5-Year Interactive Financial Model and Capital Improvement Plan

			FY23	FY24	FY24	FY25	FY25	FY26	FY27	FY28	FY29
			Actual	Budget	Year-end Estimate	Approved Budget	Year-end Estimate	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget
General Fund											
Non-Capital Projects (Projects shown here for transparency but included in personnel and operating lines above)											
("X" indicates project is funded)											
(Shaded rows indicate project is not funded)											
		DEP grant funded vulnerability									
X	EX	assessment	-	75,000	-	-	75,000	-	-	-	-
		Review of land development regulations to implement low impact									
X	EX	development incentives	-	40,000	18,000	-	-	-	-	-	-
		Short-term rentals surveillance and									
X	EX	compliance web-based service	-	32,073	32,073	-	-	-	-	-	-
		Employee pay and benefits study									
X	EX	update	-	13,000	13,000	-	-	-	-	-	-
X	EX	Council Chamber dais security upgrade	-	9,000	-	-	-	-	-	-	-
X	EX	Text to government web-based service	-	4,800	5,000	-	-	-	-	-	-
X	PD	0.75 FTE F/T Police Lieutenant position	-	-	-	111,438	111,438	140,438	-	-	-
		0.25 FTE F/T Public Works									
		Maintenance Specialist position for									
		Algonquin Sports Complex									
X	PW	maintenance	-	-	-	13,674	13,674	57,400	-	-	-
X	PW	0.50 FTE P/T PW Maint. Specialist	-	-	-	18,965	18,965	19,900	-	-	-
		0.25 FTE P/T Recreation Dept. Crossing									
		Guard position (opens ASC on									
X	Rec	weekends)	-	-	-	1,791	1,791	-	-	-	-
		0.25 FTE P/T Recreation Dept. Camp									
X	Rec	Counselor positions	-	-	-	1,120	1,120	-	-	-	-
		0.25 FTE F/T Administrative Assistant									
X	PW	position				17,088	17,088				
X	FD	0.25 FTE F/T Fire Chief position				44,153	44,153				
X	EX	Senior Management salary				44,441	44,441	45,000	45,000		
Total Non-Capital Proposals:			-	173,873	68,073	208,517	283,517	262,738	45,000	-	-
Capital Projects (FY24 Budget column does not equal summary above due to inclusion of some projects in operating departments)											
("X" indicates project is funded)											
(Shaded rows indicate project is not funded)											
X	EX	Hurricane Nicole Beach access repairs	176,000	-	-	-	-	-	-	-	-
X	EX	Council Chamber metal detector	3,766	-	-	-	-	-	-	-	-
		ERP (enterprise resource planning)									
X	EX	modular for Recreation Department	-	10,500	7,750	-	-	-	-	-	-
X	EX	Long-term records storage needs	-	7,500	7,500	-	-	-	-	-	-
		Countywide P-25 radio upgrade (cost									
		prorated among Brevard County and									
X	EX	municipalities)	-	28,973	28,973	-	-	-	-	-	-
		Council Chamber video									
		livestreaming/recording									
X	EX	hardware/software (added mid-year)	-	-	15,000	-	-	-	-	-	-
		City Hall interior door locks									
		replacement and upgrade to a									
X	EX	hierarchical access system	-	5,300	5,502	-	-	-	-	-	-
		Vision Zero pedestrian safety									
X	EX	improvements (TBD)	-	6,500	7,400	7,500	7,500	7,700	7,900	8,100	8,300
		City Hall emergency lighting (fire									
X	EX	safety) (new)	-	-	-	10,000	10,000	-	-	-	-
		Algonquin Sports Complex expansion									
		Ph. 1 (grant funded: 2 tennis courts, 2									
		basketball courts, playground with									
		shade structure, and minor									
X	EX	landscaping)	-	-	-	250,000	250,000	-	-	-	-
		Algonquin Sports Complex expansion									
X	EX	Ph. 1 (contingency)	-	-	-	750,000	750,000	-	-	-	-
		Convert City Hall first floor restrooms									
X	EX	to ADA accessible (new)	-	-	-	-	-	40,000	-	-	-
		Muck Removal (Est. \$12.6M costs,									
X	EX	\$9.1M in grants)	-	-	-	-	-	-	-	6,325,000	6,325,000
		Recreation Center emergency									
	EX	generator	-	-	-	-	-	-	-	-	299,800
		Level and sprig soccer field at									
X	EX	Algonquin Sports Complex	-	-	-	-	-	-	-	-	21,900
		Banana River/Pine Tree Drive									
	EX	improvements	-	-	-	-	-	-	-	-	4,630,100
		ADA push to open buttons for City Hall									
X	CC	and Rec. Center front doors	-	-	12,990	-	-	-	-	-	-
		New ERP software (existing finance									
		system being phased out by the									
X	FIN	vendor)	79,674	15,611	23,861	-	-	-	-	-	-
		Repl. (PD) (4) laptop computers and (3)									
X	IT	desktop computers	15,599	-	-	-	-	-	-	-	-
		Server and replacement desktop									
		computer for Fin. & Admin.									
X	IT	Department	7,649	-	-	-	-	-	-	-	-
		Barracuda (IT back-up system) for									
X	IT	Police Department	11,902	-	-	-	-	-	-	-	-
		Laptop computer for Police									
		Department's Traffic Homicide									
X	IT	Investigations use	2,855	-	-	-	-	-	-	-	-
		MS Office upgrades for executive &									
X	IT	support staff (8 persons)	3,145	-	-	-	-	-	-	-	-
X	IT	Aquatic Supervisor laptop computer	1,374	-	-	-	-	-	-	-	-
X	IT	Repl. Council l-pads	-	4,900	2,495	-	-	-	-	-	-
X	IT	City computer replacement program	5,362	15,000	24,686	25,000	25,000	25,000	20,000	20,000	20,000
X	IT	Repl. server	-	6,500	6,500	9,000	9,000	-	-	10,000	-
X	IT	Inventory management system	-	12,150	6,400	-	-	-	-	-	-
		Fiber optics cabling between City Hall									
X	IT	and Public Works (added mid-year)	-	-	5,000	-	-	-	-	-	-
X	IT	Fire Department phone system (new)	-	-	-	7,000	7,000	-	-	-	-
X	IT	Repl. network switch	-	-	-	5,000	5,000	5,000	-	-	-
X	IT	Firewall upgrades	-	-	-	-	-	-	-	8,000	-
X	IT	Repl. server backup appliance	-	-	-	-	-	-	-	15,000	-
X	BLD	Repl. Fire Marshall truck	-	35,000	36,014	-	-	-	-	-	-
X	BLD	Repl. Building Official truck	-	-	-	-	-	-	-	42,100	-

FY25 Approved Budget FY25-29 General Fund 5-Year Interactive Financial Model and Capital Improvement Plan

			FY23	FY24	FY24	FY25	FY25	FY25	FY26	FY27	FY28	FY29
General Fund			Actual	Budget	Year-end Estimate	Approved Budget	Year-end Estimate	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget	
		Repl. Police dispatch battery backup system	23,897	-	-	-	-	-	-	-	-	-
X	PD	Repl. PD LiveScan	8,469	-	-	-	-	-	-	-	-	-
X	PD	Repl. AED at the Police Department	1,499	-	-	-	-	-	-	-	-	-
		Repl. PD computerized voice stress analyzer (CVSA)	-	12,500	10,500	-	-	-	-	-	-	-
		Repl. Police vehicles (two ordered in FY23)	-	93,182	98,096	-	-	-	-	-	-	-
X	PD	Repl. Police vehicles (two)	45,784	96,000	98,096	114,300	114,300	118,900	-	-	-	-
X	PD	Repl. Police vehicles (two)	-	-	98,096	-	-	-	-	-	-	-
X	PD	Repl. Police vehicles (three)	-	-	-	-	-	-	184,600	191,100	197,800	-
X	PD	Repl. Police vehicle equipment	6,443	20,600	63,033	35,700	35,700	37,100	57,600	59,600	61,700	-
X	PD	Repl. Police radios	18,273	25,750	37,500	28,000	28,000	29,120	-	-	-	-
		Repl. Police vehicle (two ordered in FY23) equipment	-	25,750	31,517	-	-	-	-	-	-	-
X	PD	Intoxilyzer 9000	-	15,000	-	-	15,000	-	-	-	-	-
X	PD	Firearm replacement plan (new)	-	-	-	20,000	20,000	-	-	-	-	-
		Repl. Milo (firearm simulator training) system	-	20,000	-	-	20,000	-	-	-	-	-
X	PD	Beachside shared aerial drone (new)	-	-	-	-	-	7,500	-	-	-	-
X	PD	Repl. body worn cameras (new)	-	-	-	-	-	85,000	-	-	-	-
X	PD	Repl. in-car axon cameras (new)	-	-	-	-	-	95,000	-	-	-	-
X	PD	License plate reader (recurring costs)	-	10,000	10,900	-	-	10,000	-	-	-	-
		Repl. special operations vehicle (beach ATV)	-	-	-	-	-	-	-	20,000	-	-
X	PD	Repl. PD sally port A/C unit	-	-	-	-	-	-	-	8,000	-	-
X	PD	Repl. server room A/C unit	-	-	-	-	-	-	-	8,000	-	-
X	FD	Fire rescue extraction tool	15,103	-	-	-	-	-	-	-	-	-
X	FD	Fire hose nozzle replacements	10,129	-	-	-	-	-	-	-	-	-
X	FD	Repl. SCBA bottles	7,930	-	-	16,600	16,600	-	-	-	-	7,200
X	FD	Fire paging system (added mid-year)	-	-	5,000	-	-	-	-	-	-	-
		Emergency siren upgrade (added mid-year)	-	-	10,000	-	-	-	-	-	-	-
X	FD	Fire engine replacement (contract awarded in FY22)	-	619,092	619,092	-	-	-	-	-	-	-
X	FD	Equipment for new fire engine	-	98,000	70,000	-	-	-	-	-	-	-
X	FD	Repl. exercise equipment	-	8,900	8,950	-	-	-	-	-	-	-
X	FD	Repl. Fire Station roof (new)	-	-	31,500	-	-	-	-	-	-	-
X	FD	Fire Station renovations (new)	-	-	18,500	-	-	30,000	30,000	20,000	-	-
X	FD	Repl. Fire Station A/C (new)	-	-	8,000	-	-	-	-	-	-	-
X	FD	Repl. Fire Station A/C (new)	-	-	-	8,000	8,000	-	-	-	-	-
		Mobile Data Terminals (3) for fire engine/trucks (new)	-	-	-	9,000	9,000	-	-	-	-	-
X	FD	Fire Station Annex (approx. 1,800 s.f.)	-	-	-	95,000	95,000	810,000	-	-	-	-
X	FD	Repl. 75' ladder truck	-	-	-	-	-	500,000	1,560,000	-	-	-
X	FD	Repl. firefighter gear (new)	-	-	-	57,700	57,700	60,000	65,200	16,100	16,600	-
X	FD	Repl. Fire hose (new)	-	-	-	36,700	36,700	-	-	11,100	-	-
X	FD	Repl. 2018 Fire Chief vehicle	-	-	-	-	-	-	-	-	-	45,400
		Millennium Park boardwalk replacement project (FY22 project)	468,097	-	-	-	-	-	-	-	-	-
		Repl. Serena Shores crossing (FY22 project)	92,000	-	-	-	-	-	-	-	-	-
X	PW	ATV for Public Work's beach use	23,753	-	-	-	-	-	-	-	-	-
X	PW	Repl. PW Tire mounter/balancer	18,267	-	-	-	-	-	-	-	-	-
X	PW	Repl. PW time & attendance clock	899	-	-	-	-	-	-	-	-	-
X	PW	Repl. Mowers	15,993	-	-	-	-	-	-	-	-	-
		Algonquin Sports Complex bulletin boards	3,020	-	-	-	-	-	-	-	-	-
		Recreation Center, Bath House, and Storage Building roof replacements	85,050	-	-	-	-	-	-	-	-	-
		Misc. irrigation/well repairs/replacements	20,038	-	-	-	-	-	-	-	-	-
X	PW	Repl. Picnic tables and grills at parks	19,996	-	-	-	-	-	-	-	-	-
		School Road sidewalk connection (one side) (TIF funded)	-	32,700	-	-	-	-	-	-	-	-
		Exotic tree removal and cut fire breaks at Gleason Park, Ph. 1	-	21,500	5,000	-	-	-	-	-	-	-
		Gleason Park invasive tree removal, Ph. 2	-	-	-	10,000	10,000	-	-	-	-	-
		Gleason Park invasive tree removal, Ph. 3	-	-	-	-	-	5,000	-	-	-	-
X	PW	Commercial wood chipper (used)	-	30,000	35,499	-	-	-	-	-	-	-
		Furniture for new Public Works offices (in renovated old Police Headquarters)	-	-	-	-	-	-	-	-	-	-
X	PW	(FY23 project)	-	25,000	25,000	-	-	-	-	-	-	-
X	PW	Repl. City Hall A/C (FY23 project)	-	20,000	22,379	-	-	-	-	-	-	-
X	PW	Repl. City Hall A/C (added mid-year)	-	-	4,125	-	-	-	-	-	-	-
		Desktop computer for PW Administrative Assistant (new position)	-	-	-	-	-	-	-	-	-	-
X	PW	(FY23 project)	-	2,000	1,950	-	-	-	-	-	-	-
X	PW	Road milling/repaving	176,151	215,000	223,294	232,200	232,200	248,500	264,700	281,900	300,200	-
		Seal coat and re-stripe Bicentennial Beach parking lot to increase the number of parking spots	-	6,120	6,952	-	-	-	-	-	-	-
		Atlantic Exfiltration (SW Masterplan - annual reduction 86 lbs. Nitrogen and 14 lbs. Phosphorus) (State ARPA grant)	23,000	2,499,875	261,300	-	2,082,444	-	-	-	-	-
		Alhambra Exfiltration (SW Masterplan - annual reduction 5 lbs. Nitrogen and 1 lbs. Phosphorus) (State ARPA grant)	8,530	470,000	51,130	-	435,926	-	-	-	-	-
		Ronnie Exfiltration (SW Masterplan - annual reduction 7 lbs. Nitrogen and 2 lbs. Phosphorus) (State ARPA grant)	2,500	190,000	31,295	-	216,205	-	-	-	-	-
		City Hall Baffle Box (SW Masterplan- annual reduction TBD lbs. Nitrogen and TBD lbs. Phosphorus) (state appropriations portion, balance budgeted in Stormwater Fund)	-	250,000	-	-	250,000	-	-	-	-	-

FY25 Approved Budget FY25-29 General Fund 5-Year Interactive Financial Model and Capital Improvement Plan										
General Fund		FY23 Actual	FY24 Budget	FY24 Year-end Estimate	FY25 Approved Budget	FY25 Year-end Estimate	FY26 Proj. Budget	FY27 Proj. Budget	FY28 Proj. Budget	FY29 Proj. Budget
X	PW	Repl. restroom roof at Oars & Paddles park	-	30,000	-	-	32,800	-	-	-
X	PW	City Hall elevator upgrade	18,300	-	9,150	-	-	-	-	-
X	PW	Repl. (3) 48' mowers	-	25,000	23,500	-	25,700	-	-	28,500
X	PW	Paving and sidewalk miscellaneous improvements	18,663	10,000	10,000	10,500	10,500	11,300	11,700	12,100
X	PW	Park improvements: fencing & picnic tables	-	14,000	14,000	14,000	14,000	7,000	7,000	-
X	PW	Gleason Park Lakebank Stabilization (state appropriations, local match is budgeted in the Stormwater Utility Fund)	-	112,500	93,000	-	-	-	-	-
X	PW	Repl. 1994 Bucket truck (with a used 60' model)	-	80,000	49,850	-	-	-	-	-
X	PW	Repl. Ford F350 truck with lift-bed (ordered in FY22)	61,815	-	-	-	-	-	-	-
X	PW	Repl. Ford F350 truck with lift-bed (ordered in FY23)	-	62,315	62,315	-	-	-	-	-
X	PW	Indian Harbour Court sidewalk connection near School Road (TIF funded)	-	15,800	17,455	-	16,600	-	-	-
X	PW	Repl. Oars & Paddles playground unit (new)	-	-	-	60,000	60,000	-	-	-
X	PW	Osceola sidewalk replacement (8 FT wide) (TIF funded) (revised SOW)	-	-	-	199,000	199,000	-	-	-
X	PW	Yuma sidewalk replacement (8 ft. wide) (TIF funded) (new)	-	-	-	171,000	171,000	-	-	-
X	PW	Repl. Fencing at Algonquin Sports Complex (new)	-	-	-	39,000	39,000	-	-	-
X	PW	Repl. 2010 Ford F350 truck with lift-bed	-	-	-	-	68,000	-	-	-
X	PW	Repl. 2011 Ford F350 truck with lift-bed	-	-	-	-	-	70,400	-	-
X	PW	Repl. 2015 Ford F350 truck with lift-bed	-	-	-	-	-	-	72,900	-
X	PW	Repl. 2018 F-150 truck	-	-	-	-	-	-	-	43,600
X	PW	Repave Gleason Park pathway & additional pathways	-	-	-	-	150,000	-	-	-
X	PW	Wimico Drive (City limits) to Crespino sidewalk connection (TIF funded)	-	-	-	-	30,800	-	-	-
X	PW	Rebuild mower storage bays (new)	-	-	-	-	25,000	-	-	-
X	PW	Repl. Millennium pavilions (new)	-	-	-	35,000	35,000	37,700	39,000	40,400
X	PW	Repl. Gleason Park gazebos (new)	-	-	-	30,000	30,000	31,200	32,300	33,400
X	PW	Towable top dresser for ballfield maintenance	-	-	-	-	-	-	32,100	-
	PW	Solar parking lot lights at Oars & Paddles Park (proposed partial grant funding)	-	-	-	-	-	-	-	170,400
	PW	Walking trail (1,864 feet long) at Oars & Paddles Park (proposed partial grant funding)	-	-	-	-	-	-	-	167,600
	PW	Additional playground unit (for ages 2-5 years old) and shade structure at Oars & Paddles (proposed partial grant funded)	-	-	-	-	-	-	-	68,200
X	REC	Repl. pool chiller (FY22)	36,359	-	-	-	-	-	-	-
X	REC	Repl. pool heater	28,502	-	-	-	-	-	-	63,000
X	REC	Renovate Recreation Center bath house restroom	-	80,000	80,000	-	-	-	-	-
X	REC	Exterior painting of Recreation Center buildings	-	28,000	22,470	-	-	-	-	-
X	REC	Replacement Recreation Center main hall window blinds	-	15,000	5,317	-	-	-	-	-
X	REC	Repl. Playground Unit in NE Gleason Park (budget transferred to Oars & Paddle project and reprogramed into FY26)	-	80,000	-	-	63,000	-	-	-
X	REC	Repl. Playground unit at Oars & Paddles Park (added mid-year)	-	-	56,935	-	-	-	-	-
X	REC	Digital marquee sign at Gleason Park	-	43,000	40,425	-	-	-	-	-
X	REC	Repl. Pool equipment shelter	-	23,000	23,000	-	-	-	-	-
X	REC	Repl. Beach parks individual picnic area	-	20,000	9,000	-	11,000	21,200	21,600	22,800
X	REC	Repl. pool chemical controller	-	10,000	9,838	-	-	-	-	-
X	REC	Repl. Rec Ctr. ice machine	-	6,900	6,900	-	-	-	-	-
X	REC	Repl. Pool sand filter sand (added mid-year)	-	-	21,600	-	-	-	-	-
X	REC	Repl. 2003 truck (new)	-	-	-	38,000	38,000	-	-	-
X	REC	Replace parts of "big" playground south of Gleason Park lake (new)	-	-	-	75,000	75,000	-	-	-
X	REC	Resurface pool deck (new)	-	-	-	50,000	50,000	-	-	-
X	REC	Repl. Pool chlorking	-	-	-	8,000	8,000	-	-	-
X	REC	Repl. Pool cell stack	-	-	5,400	8,000	8,000	-	-	9,200
X	REC	Repl. Rec Center floor (new)	-	-	-	6,000	6,000	-	-	-
X	REC	Repl. Pool pump	-	-	-	5,000	5,000	5,000	-	-
X	REC	Repl. Pool vacuum	-	-	-	5,000	5,000	-	-	-
X	REC	Repl. & Upgrade softball field lights at Algonquin Sports Complex, Ph. 1	-	-	-	-	80,000	-	-	-
X	REC	Repurpose large ballfield and fence replacement at ASC (new)	-	-	-	-	65,500	-	-	-
X	REC	Renovate Rec. Center back room for meeting space (new)	-	-	-	-	30,000	-	-	-
X	REC	Replace. Rec. Ctr. storm shutters	-	-	-	-	26,000	-	-	-
X	REC	Repl. Pool awnings	-	-	-	-	16,000	-	-	-
X	REC	Repl. playground awnings	-	-	-	-	10,000	10,000	10,000	-
X	REC	Repl. Bath House A/C	-	-	-	-	10,000	-	-	-
X	REC	Repl. Rec. Ctr. freezer	-	-	-	-	5,000	-	-	-
X	REC	Repl. ADA pool assist chair	-	-	-	-	-	8,300	-	-
X	REC	Repl. Rec. Ctr. meeting room A/C	-	-	-	-	-	8,000	-	-
X	REC	Resurface Pool	-	-	-	-	-	-	175,000	-

FY25 Approved Budget FY25-29 General Fund 5-Year Interactive Financial Model and Capital Improvement Plan

			FY23	FY24	FY24	FY25	FY25	FY26	FY27	FY28	FY29
			Actual	Budget	Year-end	Approved	Year-end	Proj.	Proj.	Proj.	Proj.
General Fund					Estimate	Budget	Estimate	Budget	Budget	Budget	Budget
X	REC	Repl. Pool lane lines	-	-	-	-	-	-	-	5,000	-
X	REC	Repl. Rec. Ctr. main hall A/C	-	-	-	-	-	-	-	-	51,900
	REC	CCTV System at Gleason Park, Ph. 1	-	-	-	-	-	-	-	87,700	-
		Replacement boardwalk at Gleason									
	REC	Park	-	-	-	-	-	-	-	-	517,500
	REC	Renovate Rec. Ctr. main hall	-	-	-	-	-	-	-	-	345,900
		Repl. walking trail lights at Gleason									
	REC	Park	-	-	-	-	-	-	-	-	321,400
		Repl. & Upgrade softball field lights at									
	REC	Algonquin Sports Complex, ph. 2	-	-	-	-	-	-	-	-	107,100

FY25 Approved Budget FY25-29 Stormwater Utility Fund 5-Year Interactive Financial Model and Capital Improvement Plan

	FY23	FY24	FY24	FY25	FY25	FY26	FY27	FY28	FY29
Stormwater Utility Fund	Actual	Budget	Year-end Estimate	Approved Budget	Year-end Estimate	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget
Beginning Fund Balance	425,915	419,108	463,747	169,190	169,190	(22,097)	199,913	128,593	138,888
Revenues									
Assessments	228,428	283,800	227,040	341,975	341,975	425,700	510,840	567,600	624,360
Discount for early payment	(8,299)	(8,264)	(6,611)	(9,917)	(9,917)	(12,345)	(14,814)	(16,460)	(18,106)
Grants (shown in future years for planning purposes)	-	-	-	-	-	-	371,000	-	719,050
Misc.	691	405	405	405	405	405	405	405	405
Total Revenues	220,820	275,941	220,834	332,463	332,463	413,760	867,431	551,545	1,325,709
(Dollar change from previous year)	1,523	57,548	14	56,522	111,629	81,297	453,671	(315,886)	774,164
(Percent change from previous year)	0.69%	26.35%	0.01%	20.48%	50.55%	24.45%	109.65%	-36.42%	140.36%
Total Resources	646,735	695,049	684,581	501,653	501,653	391,663	1,067,343	680,138	1,464,597
Expenditures									
Operating	8,605	16,000	18,000	16,750	16,750	16,750	16,750	16,750	16,750
New Non-Capital Proposals	-	80,000	20,000	-	60,000	25,000	30,000	185,000	40,000
Capital Outlay	174,383	562,500	477,391	300,000	447,000	150,000	892,000	339,500	1,538,100
Reserves	-	-	-	15,713	-	-	-	-	-
Total Expenditures	182,988	658,500	515,391	332,463	523,750	191,750	938,750	541,250	1,594,850
(Dollar change from previous year)	(488)	404,000	332,403	(326,037)	8,359	(140,713)	747,000	(397,500)	1,053,600
(Percent change from previous year)	-0.27%	158.74%	181.65%	-49.51%	1.62%	-42.32%	389.57%	-42.34%	194.66%
Revenues minus Expenditures	37,832	(382,559)	(294,557)	-	(191,287)	222,010	(71,319)	10,295	(269,141)
Ending Fund Balance									
Pre-Paid/Committed	-	-	60,000	-	-	-	-	-	-
Undesignated Fund Balance	463,747	36,549	109,190	169,190	(22,097)	199,913	128,593	138,888	(130,254)
Total Ending Fund Balance	463,747	36,549	169,190	169,190	(22,097)	199,913	128,593	138,888	(130,254)

Monthly assessment rate	4.00	4.00	4.00	6.00	6.00	7.50	9.00	10.00	11.00
Annual rate	48	48	48	72	72	90	108	120	132
Annual change in assessment rate	-	-	-	24	24	18	18	12	12

Non-Capital Projects									
("X" indicates project is funded)									
(Shaded rows indicate project is not funded)									
X	EX	baffle box	-	80,000	20,000	-	60,000	-	-
		CCTV Inspection of pipes/slip lining of							
X	EX	pipes	-	-	-	-	25,000	30,000	35,000
X	EX	Design of Gleason Park lake outfall	-	-	-	-	-	150,000	-
Total Non-Capital Proposals:			-	80,000	20,000	-	60,000	25,000	30,000
								185,000	40,000

Capital Projects									
("X" indicates project is funded)									
(Shaded rows indicate project is not funded)									
X	PW	Big Muddy Seawall replacement	174,383	200,000	162,000	-	-	150,000	150,000
		City Hall Baffle Box (SW Masterplan- annual reduction TBD lbs. Nitrogen and							
X	EX	TBD lbs. Phosphorus) (local match)	-	250,000	103,000	300,000	447,000	-	-
		Gleason Park Lakebank Stabilization							
X	EX	(local match)	-	112,500	93,000	-	-	-	-
		Pine Tree Swale project, Phase 2 (FY22							
X	PW	Project)	-	-	35,970	-	-	-	-
X	PW	DeSoto culvert replacement	-	-	33,888	-	-	-	-
X	PW	School Road Culvert weir removal	-	-	12,833	-	-	-	-
X	PW	Cleaning of DeSoto Canal	-	-	36,700	-	-	-	-
		Algonquin Baffle Box (SW Masterplan- annual reduction 93 lbs. Nitrogen and							
X	EX	16 lbs. Phosphorus)	-	-	-	-	-	742,000	-
X	PW	Cassia Blvd. seawall	-	-	-	-	-	-	239,500
		Gleason Park Lake Outfall (SW							
		Masterplan- annual reduction 397 lbs. Nitrogen and 96 lbs. Phosphorus)							
X	EX	(\$2,917/lb. reduction)	-	-	-	-	-	-	1,438,100
		Ocean Breeze Elementary Exfiltration							
		(SW Masterplan - annual reduction 79 lbs. Nitrogen and 17 lbs. Phosphorus)							
	EX	(\$2,899/lb. reduction)	-	-	-	-	-	-	278,300
		Pine Tree Streetscaping							
		Bioretention/Raingarden (SW							
		Masterplan - annual reduction 135 lbs. Nitrogen and 20 lbs. Phosphorus)							
	EX	(\$3,116/lb. reduction)	-	-	-	-	-	-	483,000
		Lyme Bay Exfiltration (SW Masterplan - annual reduction 148 lbs. Nitrogen and							
		33 lbs. Phosphorus) (\$3,167/lb. reduction)	-	-	-	-	-	-	573,300
	EX		-	-	-	-	-	-	
		Wimico Drive Bioretention/Raingarden							
		(SW Masterplan - annual reduction 90 lbs. Nitrogen and 14 lbs. Phosphorus)							
	EX	(\$5,464/lb. reduction)	-	-	-	-	-	-	568,300
		Yacht Club Blvd. Bioswales (SW							
		Masterplan - annual reduction 121 lbs. Nitrogen and 19 lbs. Phosphorus)							
	EX	(\$6,936/lb. reduction)	-	-	-	-	-	-	971,100
		Marion St./Eutau Dr. Bioswales (SW							
		Masterplan - annual reduction 51 lbs. Nitrogen and 8 lbs. Phosphorus)							
	EX	(\$7,181/lb. reduction)	-	-	-	-	-	-	423,700
		Kristi Drive/Pine Tree Drive Bioswale							
		Ph. 2 (SW Masterplan- annual reduction 76 lbs. Nitrogen and 12 lbs. Phosphorus)							
	EX	(\$7,469/lb. reduction)	-	-	-	-	-	-	657,300

FY25 Approved Budget FY25-29 Stormwater Utility Fund 5-Year Interactive Financial Model and Capital Improvement Plan

		FY23	FY24	FY24	FY25	FY25	FY26	FY27	FY28	FY29
		Actual	Budget	Year-end	Approved	Year-end	Proj.	Proj.	Proj.	Proj.
Stormwater Utility Fund				Estimate	Budget	Estimate	Budget	Budget	Budget	Budget
EX	Seminole Dr. Bioswales (SW Masterplan - annual reduction 35 lbs. Nitrogen and 5 lbs. Phosphorus)									
	(\$8,463/lb. reduction)	-	-	-	-	-	-	-	-	338,500
EX	Banana River Drive Bioswales (SW Masterplan - annual reduction 54 lbs. Nitrogen and 2 lbs. Phosphorus)									
	(\$9,023/lb. reduction)	-	-	-	-	-	-	-	-	505,300
EX	Marion St./Yuma Dr. Bioswales (SW Masterplan - annual reduction 34 lbs. Nitrogen and 6 lbs. Phosphorus)									
	(\$9,110/lb. reduction)	-	-	-	-	-	-	-	-	364,400
EX	Cheyenne Drive Bioretention/Raingarden (SW Masterplan- annual reduction 71 lbs. Nitrogen and 11 lbs. Phosphorus)									
	(\$12,973/lb. reduction)	-	-	-	-	-	-	-	-	1,063,800
EX	City Hall Bioretention/Raingarden (SW Masterplan - annual reduction 2.5 lbs. Nitrogen and 0.5 lbs. Phosphorus)									
	(\$64,667/lb. reduction)	-	-	-	-	-	-	-	-	194,000
EX	Big Muddy Baseflow Canal Treatment (SW Masterplan - annual reduction TBD lbs. Nitrogen and TBD lbs. Phosphorus)									
		-	-	-	-	-	-	-	-	418,900
EX	Resiliency Tidal Gates	-	-	-	-	-	-	-	-	280,500
EX	Cheyenne Drive Resiliency (SW Masterplan)	-	-	-	-	-	-	-	-	47,000

FY25 Approved Budget FY25-29 ARPA Fund 5-Year Interactive Financial Model and Capital Improvement Plan

	FY23	FY24	FY24	FY25	FY25	FY26	FY27	FY28	FY29
ARPA Fund	Actual	Budget	Year-end Estimate	Approved Budget	Year-end Estimate	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget
Beginning Fund Balance	4,080,918	3,068,605	3,395,391	1,852,214	1,852,214	-	-	-	-
Revenues									
Grant proceeds	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-
Total Resources	4,080,918	3,068,605	3,395,391	1,852,214	1,852,214	-	-	-	-
Expenditures									
Capital Outlay	685,527	2,961,300	1,543,177	74,246	1,852,214	-	-	-	-
Reserves	-	-	-	-	-	-	-	-	-
Total Expenditures	685,527	2,961,300	1,543,177	74,246	1,852,214	-	-	-	-
(Dollar change from previous year)	493,580	(3,700)	857,650	(2,887,054)	309,037	-	-	-	-
(Percent change from previous year)	157.14%	-0.12%	125.11%	-97.49%	20.03%	-	-	N/A	N/A
Revenues minus Expenditures	(685,527)	(2,961,300)	(1,543,177)	(74,246)	(1,852,214)	-	-	-	-
Ending Fund Balance									
Pre-Paid/Committed	-	-	-	-	-	-	-	-	-
Undesignated Fund Balance	3,395,391	107,305	1,852,214	1,777,968	-	-	-	-	-
Total Ending Fund Balance	3,395,391	107,305	1,852,214	1,777,968	-	-	-	-	-

Capital Projects

("X" indicates project is funded)

(Shaded rows indicate project is not funded)

New website service and enhanced									
X	EX	digital presence	18,031	-	-	-	-	-	-
X	PW	Sandbagging machine (2 chutes)	11,906	-	-	-	-	-	-
X	REC	Gleason Park playground replacement	81,897	-	-	-	-	-	-
Millennium Beach playground									
X	REC	equipment replacement	43,800	-	-	-	-	-	-
Gleason Park pre-fabricated restroom									
X	PW	and lift station	201,890	-	288,584	-	-	-	-
Renovation of old Police Headquarters									
X	PW	for new Public Works offices and storage	119,850	912,000	926,060	-	-	-	-
City Hall & Rec. Ctr. security upgrades									
X	EX	Ph. 1	76,390	-	32,701	-	-	-	-
City Hall security upgrades Ph. 2 (2nd									
X	EX	floor)	-	49,000	73,800	-	-	-	-
Algonquin Sports Complex expansion Ph.									
X	EX	1	104,552	2,000,000	222,032	74,246	1,852,214	-	-

Resources

Personnel

Introduction

Historically, the City counted personnel the old-fashioned way: by headcount. Although technically correct as far as the number of employees, the use of headcount for a personnel summary or talking points is vague in terms of actual staff hours worked as the reader is left to her/his imagination to figure out the average number of hours worked by part-time staff. Beginning FY23, the City now uses full-time equivalents (FTEs) to count and describe the number of personnel. One FTE is understood as the number of employees needed to work 40 hours per week. Hence, 1.0 FTE can either be one of the following*:

- One full-time employee scheduled to work 40 hours per week
- Two part-time employees, each scheduled to work 20 hours per week
- Four part-time employees, each scheduled to work 10 hours per week
- Three part-time employees, one scheduled to work 20 hours per week while the other two each work 10 hours per week
- Any combination of part-time employees scheduled to work a combined 40 hours per week

* Indicates all full-time employees are assumed to be 1.0 FTE since the City's *Personnel Policies Manual* allows an employee to work a minimum of 30 hours per week and be classified as full-time.

FY25 full-time equivalents (FTEs)

Approved for FY25 are 72.84 FTEs, an increase of 2.50 FTEs (3.55% of total staffing) from the FY24 Approved Budget. This increase is the result of the following recommended additions:

New positions:

- *0.75 FTE full-time Police Lieutenant position (last nine months of FY25)*

The addition of a Lieutenant position will assume administrative and command duties that include managing and overseeing training, recruiting, background investigations, special projects, logistics, and inventory control, plus a watch commander role, community relations, and activities to enhance quality control operations. The balance of the annual costs will be included in the FY26 Budget.

- *0.50 FTE part-time Public Works Maintenance Specialist position*
The addition of a part-time position will cost-effectively help Public Works address the incremental growth in daily responsibilities.
- *0.25 FTE F/T Public Works Maintenance Specialist position for Algonquin Sports Complex maintenance (last three months of FY25)*

FY25 FTEs per Department				
Department	Full-time	Part-time/ Seasonal	Total FTEs	Change
Executive	4.00	-	4.00	-
Finance	2.00	-	2.00	-
Inform. Tech.	2.00	-	2.00	-
Police	30.25	0.81	31.06	0.75
Fire	1.00	-	1.00	0.25
Building	3.00	-	3.00	-
Public Works	15.25	1.00	16.25	1.00
Recreation	5.00	8.53	13.53	0.50
Total	62.50	10.34	72.84	2.50

The addition of a full-time position is needed to maintain the common areas of the expanded portion of Algonquin Sports Complex once the project is completed in late FY25. The balance of the annual costs for the position will be added in FY26.

- *0.25 FTE part-time Recreation Department Crossing Guard position (position opens and closes the gates of Algonquin Sports Complex on weekends and holidays)*

The additional hours for School Crossing Guards (employees who usually work within the Police Department) are needed to open the Algonquin Sports Complex gates cost-effectively on weekend and holiday mornings when Recreation staff are not working. Staff will reevaluate the need for these hours as the expansion project nears completion, as an additional maintenance specialist position will be required to perform daily and periodic work on the new amenities at the complex.

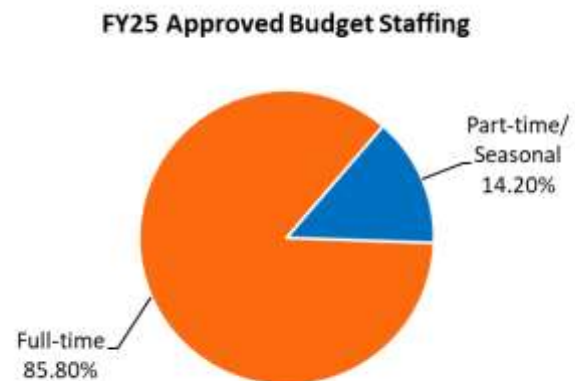
- *0.25 FTE part-time Recreation Department Camp Counselor positions*

The additional hours for part-time Camp Counselors will ensure the continued safe and effective administration of the City's summer youth camp program.

Previously partially funded positions

- *Additional 0.25 FTE funding for a full-time paid Fire Chief position (0.75 FTE was funded in FY24)*
- *Additional 0.25 FTE funding for a full-time Administrative Assistant position (0.75 FTE was funded in FY24)*

As illustrated in the chart to the right, 85.80% of FY25 Approved Budget FTEs are full-time employees. The following pages list the specific positions per department, adding granularity to the chart on the previous page, showing how the Police Department contains 31.06 FTEs or 42.64% of all FTEs approved for FY25. While most departments operate with a majority of full-time positions, the Recreation Department is the sole department with a majority of part-time positions (63.05%). The listing of FTEs per department and position are provided starting on page E – 4.



Employee Pay and Classification Plan

Prior to FY23, the City did not have a formal Employee Pay and Classification Plan. While all elements were present in documents maintained by the Finance Department, there was not one transparent place residents or employees could go to see authorized job titles, pay grades, minimum starting pay, and maximum pay rates. The FY24 Plan was adopted by the City Council on September 12, 2023, and amended on June 11, 2024 (to implement the recommendations of the pay plan study update).

In response to City Council's direction to address identified deficiencies in senior management pay, the pay grades of department directors and City Manager are recommended to be adjusted upward to meet the average starting pay rates (of the recent pay plan study findings). Additionally, \$44,441 is included in the FY24 Approved Budget City Manager's Contingency account for the first of three-year adjustments to department director pay rates as directed by the City Council on June 11, 2024. No other substantive changes are included in the FY25 Approved Employee Pay and Classification Plan, which the City Council

adopted on September 12, 2023. The reader should note that the Employee Pay and Classification Plan contains all authorized titles, and some listed titles are currently not used by the City but are listed to allow management flexibility in addressing staffing needs in the future. The FY25 Approved Employee Pay and Classification Plan is presented later in this section, starting on page E – 7.

Budgeted for FY25 is a combined 5.00% increase for all employees, split between a 2.00% cost of living allowance (COLA) increase and a 3.00% progression increase that moves current employees through their pay grades. Of note, long-term employees who reach the maximum of their pay range will only receive the COLA increase, which increases the minimum and maximum of each pay grade. Per the City's *Personnel Policies Manual*, these employees will receive one-time lump sum payments equal to the annualized progression increase.

In FY25, the City will begin a two-year process to implement a formalized step plan for all pay grades. Positions covered under the Fraternal Order of Police collective bargaining agreement will have 18 steps inserted into their existing pay grades, and each employee will receive an additional wage increase on October 1, 2024, to increase her/his pay to the next step. In FY26, all other City employees, except the City Manager, will have similar steps inserted into their pay ranges and receive an increase to the next step. While the City has used an informal step plan for the past two years, the codification of the steps within the existing pay plan is strongly desired by many employees and does not have a significant fiscal impact on the City.

Due to a refinement in the calculations of the various pay ranges (the prior year's pay and classification plan did not have uniform ranges between minimum and maximum rates), the differences between FY24 and FY25 maximum rates may not be exactly 2.00%. In the future, all pay ranges will have a uniform range, with slight variances due to rounding.

Full-time Equivalent Listing

Dept./Position Title	FY23 Actuals	FY24 YE Est.	FY25 Approved Budget
Executive			
City Manager	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Management Analyst	0.50	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Full-time positions:	3.50	4.00	4.00
Part-time positions:	-	-	-
Total Executive positions:	3.50	4.00	4.00
Finance (Financial and Administrative in FY23)			
Comptroller	1.00	1.00	1.00
Assistant Comptroller	1.00	1.00	1.00
Information Technology Director	1.00	-	-
Information Technology Specialist	1.00	-	-
Full-time positions:	4.00	2.00	2.00
Part-time positions:	-	-	-
Total Finance positions:	4.00	2.00	2.00
Information Technology			
Chief information Officer (FKA Information Technology Director)	-	1.00	1.00
Information Technology Specialist	-	0.83	1.00
Full-time positions:	-	1.83	2.00
Part-time positions:	-	-	-
Total Information Technology positions:	-	1.83	2.00
Police			
Police Chief	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Police Lieutenant	-	-	0.75
Police Sergeant	5.00	5.00	5.00
Police Officer	14.00	14.00	14.00
Accreditation Manager / Assistant to Chief of Police	1.00	1.00	1.00
Communications Supervisor	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00
Communications Officer	5.64	5.00	5.00

Full-time Equivalent Listing

Dept./Position Title	FY23 Actuals	FY24 YE Est.	FY25 Approved Budget
Police			
Victim Advocate*	1.00	0.50	0.50
Crossing Guard	0.81	0.81	0.81
Full-time positions:	30.64	29.50	30.25
Part-time positions:	0.81	0.81	0.81
Total Police positions:	31.45	30.31	31.06
* Indicates a shared full-time position with the City of Satellite Beach starting in FY24			
Fire			
Fire Chief	-	0.75	1.00
Full-time positions:	-	0.75	1.00
Part-time positions:	-	-	-
Total Fire positions:	-	0.75	1.00
Building			
Building Official	1.00	1.00	1.00
Fire Marshal/Code Enforcement Official	1.00	1.00	1.00
Deputy City Clerk	0.50	-	-
Administrative Assistant	0.50	1.00	1.00
Full-time positions:	3.00	3.00	3.00
Part-time positions:	-	-	-
Total Building positions:	3.00	3.00	3.00
Public Works			
Public Works Director	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00
Head Mechanic	1.00	1.00	1.00
Administrative Assistant	-	0.50	1.00
Mechanic I	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Maintenance Specialist II	-	2.00	2.00
Maintenance Specialist	9.00	7.50	8.25
Full-time positions:	14.00	14.50	15.25
Part-time positions:	-	0.50	1.00
Total Public Works positions:	14.00	15.00	16.25

Full-time Equivalent Listing

		FY23	FY24	FY25
Dept./Position Title		Actuals	YE Est.	Approved Budget
Recreation				
Recreation Director		1.00	1.00	1.00
Aquatics Superintendent		1.00	1.00	1.00
Crew Leader		1.00	1.00	1.00
Senior Staff Assistant		1.00	-	-
Special Projects Coordinator		-	1.00	1.00
Maintenance Specialist II		-	1.00	1.00
Maintenance Specialist		1.00	-	-
Camp Supervisor		1.00	1.00	1.00
Camp Coordinator		-	0.29	0.29
Water Safety Instructor		0.70	0.70	0.70
Complex on weekend mornings)		-	0.25	0.25
Camp Leader		0.92	0.63	0.63
Lifeguard		3.93	3.93	3.93
Camp Counselor		1.48	1.48	1.73
Full-time positions:		5.00	5.00	5.00
Part-time positions:		8.03	8.28	8.53
Total Parks positions:		13.03	13.28	13.53
Full-time positions:		60.14	60.58	62.50
Part-time positions:		8.84	9.59	10.34
Total City positions:		68.98	70.17	72.84

FY25 Employee Pay and Classification Plan

Title	Pay Grade	Annual			Hourly		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
City Manager (exempt)	35	138,125	183,706	228,292	66.41	88.32	109.76
	34	131,547	174,958	217,421	63.24	84.11	104.53
	33	125,283	166,627	207,068	60.23	80.11	99.55
	32	119,317	158,692	197,208	57.36	76.29	94.81
	31	113,635	151,135	187,817	54.63	72.66	90.30
Chief Information Officer (FKA Information Technology Director) (exempt)	30	108,224	143,938	178,873	52.03	69.20	86.00
Fire Chief (exempt)							
Police Chief (exempt)							
	29	103,071	137,084	170,355	49.55	65.91	81.90
Comptroller (exempt)	28	98,163	130,556	162,243	46.27	62.77	75.97
Public Works Director (exempt)							
	27	93,488	124,339	154,517	44.95	59.78	74.29
Building Official (exempt)	26	89,036	118,418	147,159	42.81	56.93	68.96
Recreation Director (exempt)							
Deputy Police Chief (exempt)	25	84,797	112,779	140,152	40.77	54.22	67.38
City Clerk (exempt)	24	80,759	107,409	133,478	38.83	51.64	64.17
Police Commander (exempt)							
	23	76,913	102,294	127,122	36.98	49.18	59.66
Police Lieutenant	22	73,250	97,423	121,068	35.22	46.84	58.21
	21	69,762	92,784	115,303	33.54	44.61	55.43
Police Sergeant	20	66,440	88,366	109,813	31.94	42.48	51.62
Public Information Officer							
Assistant to the City Manager (exempt)	19	63,276	84,158	104,583	29.83	40.46	49.19
	18	60,263	80,150	99,603	28.40	38.53	47.89
Assistant Comptroller	17	57,394	76,334	94,860	27.59	36.70	45.61
Management Analyst (exempt)							
Accreditation Manager / Assistant to Chief of Police	16	54,661	72,699	90,343	26.28	34.95	43.43
Executive Assistant							
Special Projects Coordinator							

FY25 Employee Pay and Classification Plan

Title	Pay Grade	Annual			Hourly		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Assistant Public Works Director	15	52,058	69,237	86,041	25.03	33.29	41.37
Head Mechanic							
Police Officer							
Communications Supervisor	14	49,579	65,940	81,944	23.84	31.70	39.40
Fire Marshal / Code Enforcement Official							
Accountant	13	47,218	62,800	78,042	22.70	30.19	37.52
Grounds Supervisor							
Information Technology Specialist							
Records/Evidence Supervisor							
Deputy City Clerk	12	44,969	59,809	74,325	21.20	28.75	35.73
Mechanic II							
Administrative Assistant	11	42,828	56,961	70,786	20.59	27.39	34.03
Aquatics Supervisor							
Code Enforcement Officer							
Communications Officer							
Management Intern (seasonal)							
Crew Leader	10	40,789	54,249	67,415	19.61	26.08	32.41
Mechanic I							
Shared Victim Advocate							
Victim Advocate							
	9	38,846	51,666	64,205	18.31	24.84	30.87
Maintenance Specialist II	8	36,996	49,205	61,148	17.79	23.66	29.40
Senior Staff Assistant							
Maintenance Specialist	7	35,235	46,862	58,236	16.94	22.53	28.00
Staff Assistant	6	33,557	44,631	55,463	16.13	21.46	26.66
Camp Coordinator	5	31,959	42,505	52,822	15.06	20.44	25.40
Head Lifeguard							
Water Safety Instructor							
Crossing Guard	4	30,437	40,481	50,306	14.63	19.46	24.19

FY25 Employee Pay and Classification Plan

Title	Pay Grade	Annual			Hourly		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Camp Supervisor	3	28,988	38,554	47,911	13.94	18.54	23.03
Community Services Officer							
Camp Leader	2	27,607	36,718	45,629	13.27	17.65	21.94
Lifeguard							
Camp Counselor	1	27,040	35,866	44,692	13.00	16.97	20.93

All title are non-exempt positions unless otherwise noted.

Effective: 09/30/2024

Fleet Replacement Schedule

Introduction

Historically, the City tracked vehicles using three methods: a capital asset list, an insurance coverage list, and fleet maintenance logs. All three methods held value but contained different and sometimes conflicting information. Replacement decisions were based on department directors' requests, and "replaced vehicles" often were not sold, resulting in a hidden increase in the size of the fleet.

Beginning with the FY25-29 Five-year Financial Model & Capital Improvement Plan (FY25-29 5yrFM&CIP), a detailed replacement schedule was developed to list all cars and trucks, their purchase year, anticipated replacement year, mileage, condition of the body, and condition of mechanical components. A review of the fleet replacement schedule on the following pages will illustrate that the Departments of Police, Public Works, and Recreation have vehicles beyond their estimated replacement dates. The FY25-29 5yrFM&CIP addresses these deficiencies with an increased number of replacement vehicles over the next five years. Of note, due to the initial use of long-term planning for vehicle replacements, the reader should not be surprised if there are substantive changes to the fleet replacement schedule next year.

FY25 Fleet Replacement Schedule

Year	Make	Model	Department	Vehicle #	Mileage	Est. Useful Economic Life	Condition (poor, fair, average, good, excellent, new)		Est. Repl. Year
						(years)	Mechanical	Body	
2008	Ford	F-150	Building	S-56	88,154	10	Average	Fair	2024
2018	Ford	F-150	Building	BD-1	18,648	10	Good	Good	2028
2024	Ford	F-150	Building	TBD	-	8	New	New	3032
	Am.	Ceremonial							
1960	LaFrance	Pumper	Fire	P-56	194	N/A	Good	Good	N/A
		75' Aerial							
2000	E-One	Ladder	Fire	T-56	2,630	25	Good	Good	2027
2007	E-One	Pumper	Fire	E-256	17,312	25	Good	Good	2032
2014	Ford	F-550	Fire	U-56	6,359	20	Excellent	Excellent	2036
2018	Ford	Explorer	Fire	D-56	25,895	16	Good	Good	2029
		Typhoon							
2024	E-One	Pumper	Fire	E-56	-	25	New	New	2044
		Crown Vic							
2011	Ford	Interceptor	Police	PD-10	92,818	10	Good	Good	2025
2015	Chevrolet	Caprice	Police	PD-15	70,747	11	Good	Fair	2026
2016	Chevrolet	Impala	Police	PD-12	63,963	9	Good	Good	2025
		Explorer (Old							
2017	Ford	K-9)	Police	PD-19	71,108	9	Good	Fair	2026
2018	Ford	Explorer	Police	PD-05	94,486	9	Good	Good	2027
2019	Ford	Explorer	Police	PD-16	33,089	9	Good	Good	2028
		Police							
2019	Ford	Interceptor	Police	PD-06	75,904	6	Good	Fair	2027
		Police							
2020	Ford	Interceptor	Police	PD-04	46,607	6	Good	Good	2027
2021	Ford	Explorer	Police	PD-14	57,265	6	Good	Good	2028
2021	Ford	Explorer	Police	PD-08	41,691	6	Good	Good	2028
		Police							
2023	Ford	Interceptor	Police	PD-09	5,064	6	Excellent	Excellent	2029
		Police							
2023	Ford	Interceptor	Police	PD-01	4,818	6	New	New	2029
		Police							
2023	Ford	Interceptor	Police	PD-02	4,817	6	New	New	2029
		Police							
2023	Ford	Interceptor	Police	PD-03	4,822	6	New	New	2030
		Police							
2023	Ford	Interceptor	Police	PD-07	4,820	6	New	New	2030
		Police							
2023	Ford	Interceptor	Police	PD-11	4,821	6	New	New	2030
		Police							
2023	Ford	Interceptor	Police	PD-17	4,819	6	New	New	2030

FY25 Fleet Replacement Schedule

Year	Make	Model	Department	Vehicle #	Mileage	Est. Useful Economic Life (years)	Condition (poor, fair, average, good, excellent, new) Mechanical	Body	Est. Repl. Year
1998	Ford	E-150 Cargo Van	Public Works	Van-1	51,047	conditions based	Good	Fair	2028
2003	Ford	Expedition	Public Works	Exp-1	44,173	conditions based	Good	Good	2029
2010	Ford	F-350	Public Works	PW-10	59,856	12	Good	Fair	2026
2011	Ford	F-350	Public Works	PW-12	55,689	12	Good	Fair	2027
2015	Ford	F-350	Public Works	PW-15	43,989	12	Good	Good	2028
2018	Ford	F-150	Public Works	PW-S	68,081	10	Good	Good	2029
2019	Ford	F-150	Public Works	PW-D	12,321	10	Good	Fair	2030
2020	Ford	F-350	Public Works	PW-20	12,933	12	Good	Good	2032
2022	Ford	F-350	Public Works	PW-22	2,582	12	Excellent	Excellent	2034
2023	Ford	F-350	Public Works	PW-23	219	12	New	New	2035
2010	Freight-liner	65 Ft. Bucket truck	Public Works	PW-B2	105,781	12	Good	Good	2036
2003	Ford	Ranger	Recreation	BGR	72,654	conditions based	Fair	Fair	2025
2009	Ford	F-250	Recreation	R-09	48,709	conditions based	Fair	Poor	2028

Light green indicates new vehicle ordered but not yet received and placed into service.

Pink indicates replacement year is behind schedule.

Gray indicates vehicle to be sold when replacement arrives.



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