



CITY OF NEW SMYRNA BEACH

BUDGET WORKSHOP

MAY 21, 2019



2020 GUIDING PRINCIPLES

- Maintain service levels;
- Maintain the City's basic infrastructure;
- Maintain the public's safety;
- Assure compliance with all federal, state and local laws and codes;
- Retain competitive pay and benefits;



STRATEGIC PLANNING PROCESS

- Included \$50,000 in FY2020 budget for this planning process
- Help establish focus of the City
- Help establish short and long term goals and objectives
- Help establish the framework
 - Objectives
 - Strategies
 - Approaches
 - Performance measures
- Help establish roles and responsibilities



BENCHMARKING IN SIX SIGMA

A highly structured strategy for acquiring, assessing and applying customer, competitor and enterprise intelligence for the purpose of product, system or enterprise innovation and design. Help establish short and long term goals and objectives

- A continuous process.
- A process of investigation that provides valuable information stimulating improvement.
- A process of learning from others; a pragmatic search for ideas – that are successfully working elsewhere.
- A time-consuming, labor-intensive process requiring discipline – the task is not easy!
- A viable tool that provides useful information for improving virtually any business process.



CITY COMMISSION ACTION PLAN

- Community Enrichment
 - Include \$10,000 for promotional programs (non-profits) as approved by the City Commission
- Land acquisition
 - Turnbull Creek
 - Protection and restoration of coastal buffers
- Facility Improvements
 - Brannon Civic Center digital display board
 - City Hall curb appeal
 - City Hall Annex
 - Resurface Pettis Park basketball courts
 - Increase Parking Areas (Historic Westside parking lot)
 - Fire Training Facility
 - AOB improvements



CITY COMMISSION ACTION PLAN

- Policy Enhancement
 - Charter Review
 - Impact Fee Studies (Police, Parks & Fire)
- Stormwater Improvements
 - Duss St. drainage improvements
 - Environmental Stormwater discharge study
 - Septic System Elimination Feasibility study
- Transportation
 - Traffic Control Devices
 - Multi-use Trail and pedestrian facilities
 - Traffic Signals for both of the SR 44 Fire Station intersections



5 YEAR FORECAST ASSUMPTIONS

- **Property Tax Revenues (Seeking Commission Concurrence on below assumptions)**
 - **FY19-20 – 5.0% increase of valuation**
 - **FY20-21 – 5.0% increase of valuation**
 - **FY21-22 – 5.0% increase of valuation**
 - **FY22-23 – 3.0% increase of valuation**
 - **FY23-24 – 3.0% increase of valuation**
- **State revenue projections increased by 2% based on FY2018 actual revenues.**
- **UC 6% Franchise Fee revenue increased by 1.2% based on FY2018 actual revenues.**
- **Property and Casualty Insurance estimated at a 12% increase based upon market trend**



5 YEAR FORECAST ASSUMPTIONS

- Increase in personnel expenditures (To be negotiated with unions)
- Health Care Increase estimates
 - Florida Healthcare Plans 4.5%
 - Blue Cross Plans 9%
 - Dental Insurance 15%
- 3 Additional Firefighter / EMT Positions
- Fire Pension % decreased from 56.9% to 21.4%
- Police Pension % to remain flat at 21.4%



FIVE-YEAR FORECAST AT CURRENT MILLAGE RATE OF 3.8416

Budget Year	Adjusted Taxable Value	Projected AV Revenue	Deduct: CRA	Projected Other Revenue	Net Projected Revenue
2020	\$ 3,968,887,841	\$ 14,484,536	\$ (371,678)	\$ 14,128,337	\$ 28,241,195
2021	\$ 4,167,332,233	\$ 15,208,762	\$ (390,262)	\$ 14,775,637	\$ 29,594,137
2022	\$ 4,375,698,845	\$ 15,969,200	\$ (409,775)	\$ 15,455,301	\$ 31,014,728
2023	\$ 4,506,969,810	\$ 16,448,276	\$ (430,264)	\$ 15,888,891	\$ 31,906,904
2024	\$ 4,642,178,904	\$ 16,941,725	\$ (451,777)	\$ 16,335,758	\$ 32,825,707



FIVE-YEAR FORECAST – REVENUE VS. EXPENSES

	FY 2020 Forecast	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
GENERAL FUND					
Millage Rate	3.8416	3.8416	3.8416	3.8416	3.8416
<u>Revenues</u>					
Ad Valorem Taxes	\$ 14,112,858	\$ 14,818,500	\$ 15,559,426	\$ 16,018,013	\$ 16,489,948
Other Tax Revenue	4,531,489	4,758,064	4,995,967	5,145,846	5,300,221
Licenses & Permits	244,929	257,176	270,035	283,536	297,713
Intergovernmental Revenue	6,533,210	6,859,870	7,202,864	7,418,950	7,641,518
Charges for Services	1,302,674	1,367,808	1,436,198	1,479,284	1,523,663
Fines and Forfeitures	152,250	159,863	167,856	172,891	178,078
Miscellaneous Revenues	181,438	190,510	200,035	206,036	212,217
Transfer from Other Funds	1,182,347	1,182,347	1,182,347	1,182,347	1,182,347
Total Revenues	\$ 28,241,195	\$ 29,594,137	\$ 31,014,727	\$ 31,906,904	\$ 32,825,706
<u>Expenditures:</u>					
Personal Services	\$ 17,651,140	\$ 18,180,674	\$ 18,726,094	\$ 19,287,877	\$ 19,866,514
Operating Expenses	7,000,000	7,105,000	7,211,575	7,319,749	7,429,545
Capital Outlay/Improvements	2,019,569	-	-	-	-
Interfund Transfers	-	-	-	-	-
Debt Service	1,395,390	1,391,555	1,396,029	1,395,722	1,398,622
Total Expenditures	\$ 28,066,099	\$ 26,677,229	\$ 27,333,698	\$ 28,003,348	\$ 28,694,680
Revenues Less Expenditures	\$ 175,096	\$ 2,916,908	\$ 3,681,029	\$ 3,903,556	\$ 4,131,025



FIRE TRANSPORT

Transport placed into service late FY2016

Since inception

• Revenues	\$ 515,857
• Operating cost	
• Unit Cost	\$ 152,758
• Maintenance & Fuel	21,750
• Staffing of 6 (Avg)	<u>1,972,196</u>
	\$2,146,704



ADDITIONAL POSITIONS

Position Requested	Estimated FY2020 Cost
General Fund	
Firefighters (3)	\$229,829
Airport Fund	
Assistant Airport Manager	\$ 73,842
Parking Fund	
PT Parking attendant	\$ 18,708



CAPITAL PROJECTS FOR FY2020

GENERAL FUND (001)

Fire Department (52201)

Phase I Driveway Repairs #52	Repair and replace breakage	\$	90,000	1
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Phase II Driveway Repairs #51	Repair and replace breakage		90,000	1
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Leisure Services (57201)

Old Fort Park Repairs	Repairs to wall - Total estimated cost is \$180,000; City will apply for Echo Grant to finance 50% of the cost.		180,000	1
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Women's Club Renovations	Major Repairs and Renovations as needed; this is a historical building. Total anticipated cost is \$1.5 million and is a multi-year project. This is Phase II which totals to \$460,000; City will apply for ECHO Grant to cover 50%.		460,000	1
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	GENERAL FUND CAPITAL		\$	820,000
	PROJECT REQUESTS (001)			



CAPITAL PROJECTS FOR FY2020

STORMWATER FUND (101)

Corbin Park S/W Master Plan	Develop S/W plan to include design of sidewalks, underground utilities, landscaping, street lighting and stormwater improvements in the Corbin Park area	\$	250,000
Historic Westside S/W Master Plan	Develop S/W plan to include design of sidewalks, underground utilities, landscaping, street lighting and stormwater improvements in the Historic Westside area		<u>250,000</u>
	STORMWATER FUND (101)	\$	500,000

AIRPORT FUND (104)

Airport Administration Building	567201 New office and maintenance facility	\$	950,000
T Hangar Building B & C	567201 Demo T Hangar Building B & C; once removed, area will be rehabilitated for use as an apron area		325,000
Environmental Study	567201 Study for extension of Runway 11/29		160,000
Hangar Improvements	567764 Maintain hangar condition		<u>50,000</u>
	AIRPORT FUND (104)	\$	1,485,000

PARKING FUND (115)

Esther Street Extension	Various Projects		<u>65,000</u>
	PARKING FUND (115)	\$	65,000



CAPITAL PROJECTS FOR FY2020

CRA (125)

Capital Outlay

Various Projects

CRA FUND (125)

-
\$ -

MARINA (408)

Mooring Fields

Develop mooring field for managed and responsible waterway

456,000

Marina Rest Room Facilities

Design only of updated restroom facilities needed

20,000

MARINA FUND (408)

\$ 476,000



HURRICANE MATTHEW & IRMA EXPENSE ANALYSIS

Project Title	Storm	Proj Category	Proj #	Fed Amt	F Voucher	State Amt
Sports Complex - Unrepaired	Irma	E	4900	\$2,977.41	V004896	\$496.24
Airport - Completed Work	Irma	E	4705	\$10,897.73	V004362	\$1,816.29
Citywide Debris 10/18/2017 - 12/16/2017	Irma	A	1735	\$204,452.39	V004362	\$25,556.55
Citywide Debris 9/18 -10/17/17	Irma	A	973	\$611,432.51	V003780	\$33,968.48
Flagler Boardwalk Restrooms	Irma	G	3865	\$2,400.00	V003024	\$400.00
Sports Complex - Elevator	Irma	E	2110	\$2,959.50	V002102	\$493.25
Citywide Debris 9/18 -10/17/17	Irma	A	973	\$34,303.04	V001625	\$1,905.72
Citywide Emergency Protective Measures 9/4-10/	Irma	B	817	\$2,066.68	V001432	\$0.00
				\$871,489.26	V004048	\$64,636.53
Airport Hangars	Matthew	E	507	45,337.50		7,556.25
				\$916,826.76		\$72,192.78
Total Received in FY2019	\$	989,019.54				
Total Received in FY2018	\$	<u>3,268,744.70</u>				
Total	\$	4,257,764.24				

Project Title	Storm	Proj Category	Proj #	Fed Amt	F Voucher	State Amt
Floating Pier N. Causeway	Irma	G	1947	\$3,432.25		\$572.04
Indian River Lagoon Pier	Irma	G	1101	\$3,432.25		\$572.04
Citywide Debris Private Rds 9/18-10/17	Irma	A	1910	\$26,375.07		\$1,465.28
Citywide Debris Private Rds 10/18- 12/16	Irma	A	1959	\$5,430.32		\$678.79
City Gym	Irma	E	4680	\$65,245.50		\$10,874.25
Citywide Roads	Irma	C	4013	\$15,023.27		\$2,503.88
Sports Complex Misc	Irma	G	4921	\$13,996.27		\$2,332.71
Public Works/Garage/Streets	Irma	E	5578	\$12,000.00		\$2,000.00
Various Parks Infrastructure	Irma	G	5204	\$11,355.14		\$1,892.52
North Causeway Trees	Irma	B	4668	\$4,342.04		\$0.00
Airport Commercial hangar	Irma	E	33813	\$4,378.50		\$729.75
				\$165,010.61		\$23,621.26
Citywide Debris Removal Private	Matthew	A	662	\$96,379.89		\$16,063.32
Docks/Piers	Matthew	G	1039	\$219,581.25		\$36,596.88
				\$480,971.75		\$76,281.46
Total still Outstanding	\$	557,253.21				



HALF-CENT SALES SURTAX

Status of Election??



NEXT STEPS

- May 31st – Department FY2019/2020 Budget Submittals
- June 25th - City Manager presents FY 2019/2020 Proposed Budget
- July 23rd - City Commission to set proposed millage rate
- August ?? – Does the Commission wish to add a workshop(s)
- September 11 & 24, 2019 – Two Public Hearings on the budget