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CHAPTER 8
CAPITAL IMPROVEMENTS
DATA, INVENTORY, AND ANALYSIS

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VIII-1. INTRODUCTION

A. Purpose

The Florida Legislature mandates that all local governments plan for the availability of public facilities and services to support development concurrent with the impacts of such development. The purpose of the Capital Improvements Element (CIE) is to:

- Evaluate the need for public facilities in support of the Future Land Use Element.
- Identify capital projects needed to maintain adopted Level of Service (LOS) standards.
- Estimate the costs of improvements for which the local government has fiscal responsibility.
- Analyze the fiscal capability of the local government to finance and construct improvements.
- Adopt financial policies to guide the funding and construction of improvements.

The CIE differs from a capital improvement program in that it needs to include only those facilities derived from other elements of the comprehensive plan. It focuses on the capital outlay required to meet existing deficiencies and to maintain adopted LOS standards.

DEFINITIONS

The Following definitions pertain to terminology applied within the comprehensive plan.

Capital Improvements. Capital improvements generally represent fixed infrastructure or equipment that has a life expectancy exceeding five years. In most cases, a capital improvement represents a one-time expense to construct or install a facility. Prior to the installation of new capital improvements, land acquisitions may be necessary to accommodate proposed facilities. In addition, to determine what type, design, capacity, and service locations are necessary to meet identified needs within the comprehensive plan elements, preparatory studies or research may also be necessary prior to construction and land acquisitions. Capital improvements which shall qualify for inclusion in the Five-Year Schedule of Capital Improvements will consist of at least one of the following elements:

1. Infrastructure
2. Land acquisitions
3. Service or supporting facilities and equipment
4. Preparatory services including engineering, planning & research

53 All improvements or expenditures which do not qualify for capital improvements represent
54 operating and maintenance activities. Capital projects not qualifying as a capital improvement
55 will be referred to as capital outlay.

56
57 **Five Year Schedule of Capital Improvements:** A schedule that stages or times the
58 commencement of capital improvement projects with a year at which time funds will be
59 available.

60
61 **Operation and Management:** Expenses required to maintain or operate a capital improvement
62 or that are necessary to finance the operation of a staffed program identified within the Capital
63 Improvements Element. Such Expenses include, but are not limited to salaries, repairs, and
64 maintenance.

65
66 **VIII-2. FACILITY NEEDS**

67
68 This subsection identifies the public facility needs as identified in the other comprehensive plan
69 elements in support of the future land use element of the comprehensive plan. Concurrency
70 public facility needs can be classified as either (1) new facilities necessary to meet the demands
71 generated by anticipated growth and development, (2) facilities replacing existing obsolete or
72 worn-out facilities, and (3) facilities to eliminate current deficiencies in infrastructure, service or
73 available facility capacities.

74
75 Table 8-1 identifies capital improvements and associated expenditures needed during the
76 short-range planning period to year 2015-2020.

77
78 Table 8-1. Five-year Schedule of Capital Improvements FY 16-20

LOS Facility Type	Description	Target Dates	Estimated Cost	Source
Stormwater				
Virginia	Stormwater improvements	2017	\$157,000	Stormwater fund & grants
Water				
Triple S Sub	Repipe to front yards	2017	\$265,328	Enterprise fund & grants
Johns St. to Summit	Install 6" water lines	2018	\$156,295	Enterprise fund & grants
E. Ohio Ave.	Install 6" water lines	2020	\$143,443	Enterprise fund & grants
Kicklighter Ave.	Install 6" water lines	2020	\$158,368	Enterprise fund & grants

Roadway Improvements – Not LOS related				
McKenzie	Repaving	2018	\$74,120	General fund & grants
New York	Repaving	2018	\$54,707	General fund & grants
Pleasant St.	Repaving	2019	\$50,581	General fund & grants

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A. Infrastructure

I. Transportation.

Current traffic circulation does not indicate any major deficiencies within the roadway system. Available average daily traffic counts for points located in the City of Lake Helen show that all streets and roads meet the current Level of Service standards with the exception of West Main Street; however, this roadway is under the jurisdiction of Volusia County and is currently an artificially constrained roadway. Capital improvements needed are primarily paving and resurfacing of local streets and development of a multi-use trail system to meet multi-modal transportation goals. The City of Lake Helen has initiated a plan to improve its traffic network. Funds earmarked for street and road improvement include all intergovernmental transfers that are specifically identified for that purpose; local option gasoline taxes; and general fund revenues. The main source of funds for the development of a multi-use trail system would be from grants. There are various non-city streets and roads that tend to alleviate traffic in the area. Interstate 4 bisects the city along its western section. There is an exit and entrance ramp at Main Street which is the primary east-west thoroughfare within the city. This facilitates a rapid flow of traffic from this point. County Road 4139 enters the city at its northwest boundary and exits at the southeast boundary and this county arterial is the primary north-south route through the city. Prevatt Avenue, which is located in the eastern section of the city is a county collector thoroughfare designed to accommodate traffic from the Deltona area to State Road 44 near its intersection with I-4.

Given that traffic circulation is not a problem, and that other roads exist so that traffic will be expedited through or around the city, the focus of capital improvements to the road system will be to improve local streets to support anticipated non-residential growth as depicted in the Future Land Use Plan. That plan is designed to optimize the existing infrastructure. What is required by the Future Land Use Plan is an adequate road network to facilitate traffic circulation, firefighting and other normal services. This will require maintenance of local streets through resurfacing.

2. Drainage facilities.

114
115 Drainage is a recognized problem within the City of Lake Helen. The lack of an adequate
116 stormwater management program threatens the existing lakes and natural resources and may
117 cause flooding in the rainy season.

118 In 1987 the City of Lake Helen authorized a study of the stormwater practices within the city.
119 After considering the findings and recommendations of that study the city has opted to
120 implement a program of drainage facility improvement as specified in the report That
121 recommendation is a comprehensive plan which addresses the drainage in a positive manner.
122 It does not waste short resources on projects that do not result in alleviating the drainage
123 problem or does not improve water quality of the water bodies. The plan consist of the
124 construction of stormwater storage facilities The City has adopted a stormwater utility fee and
125 fees collected have been utilized to implement the stormwater plan.

126
127 B. Public Education and Public Health Care Systems

128
129 There are two school facilities located within the city, Volusia Pines Elementary and Ivy Hawm
130 Charter School. Review of the 2011-2025 Long Range Planned Public School Facilities indicates
131 that no new schools are planned within or adjacent to the City of Lake Helen. Review of the
132 2014-2015 Work Plan indicates that Volusia Pines Elementary School will be operating at 85%
133 capacity in the future.

134 All public health care systems are operated by Volusia County. Available facilities are located in
135 Deland which is only five miles away. These facilities are designed to accommodate the citizens
136 of Lake Helen.

137
138 C. Inventory of Existing Revenue Sources and Funding Mechanisms.

139
140 Existing revenue sources and funding mechanisms of Lake Helen are somewhat limited and
141 inflexible. Funding mechanisms are even more restricted due to the small size of the city and
142 the relative difficulty in marketing long-term financial agreements. Each of these are to be
143 discussed in the following inventory.

144
145 1. Existing Revenue Sources

146
147 (a) Ad Valorem taxes. Revenues from this source is dependent upon two separate factors-
148 assessed value and millage rate. The assessed value is determined by the Volusia County
149 Property Appraiser. The city has the option of applying a millage rate against this certified
150 assessed value so long as the provisions of the Truth in Millage Act (Project Trim) are not
151 violated. Nearly all ad valorem revenues are used to finance local government operation and
152 management. Available revenues may be applied to capital expenditures or to finance general
153 obligation bonds.

154

155 Current status: This source provides approximately 23 percent of the General Fund
156 revenues for the City of Lake Helen. The current millage rate of 9.80 is above the county
157 millage of 6.87090. During FY2014, the City collected \$ 407,894 in Ad Valorem Taxes and with
158 the new mill rate for 2015-2016 is it estimated that revenue from property taxes will increase
159 by \$273,668.

160

161 **Table 8-1: Historical Ad Valorem Tax Collected**

FY 2010-2011	\$427,943
FY 2011-2012	\$425,308
FY 2012-2013	\$424,796
FY 2013-2014	\$407,894

162

163 (b) Intergovernmental Transfers. This source of revenue includes all forms of taxes which
164 are collected at the state level and redistributed to recipient local governments in a manner
165 specified by state statutes.

166

167 Current Status: These revenues account for approximately 34 per cent of the total revenues
168 available to the city.

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(c) Local option taxes. These revenues include all receipts from county-approved local
option taxes which are redistributed to the city.

Current Status: In the past these revenues have accounted for approximately three percent of
the revenues available to the city. It is assumed that these revenues will continue at about the
same rate, adjusted for growth and inflation.

(d) Other taxes and sources. These revenues include monies received from franchisees,
permits, licenses and miscellaneous sources.

Current status: These sources account for approximately 39 percent of the total revenues
available to the general fund and represents the one area where the city has some degree of
control over the generation of revenues. The current ratio of revenues from this source to the

195 total general fund is good; there is room for some increase should the need occur. As the rate
196 of growth increases revenues from this source will increase correspondingly.

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198
199
200

201 2. Special Use Funds

202

203 (a) Development fees. The City of Lake Helen instituted a development fee system in 1986.
204 These development fees are assessed on a per-unit-constructed basis and are intended to cover
205 a proportional share of costs attributable to new growth. Areas to which fees are applicable
206 and their respective amounts are depicted at Table8-2.

207

208 Current Status: This development fee is working well..

209

210 (b) County Transportation fee. This fee is applied to construction of all types on a county-
211 wide basis but accumulated and utilized on a sector basis. Thus construction within Lake Helen
212 is assessed a fee of \$2,173.88 per residential unit and the collected revenues are utilized to
213 improve the road network for Sector 4 which includes the City of Lake Helen. The benefitting
214 roads are essentially county roads and collectors to these roads.

215

216 Current Status: It is anticipated that the revenues from this source will be used to improve
217 the existing county road system within the city..

218

219 Table 8-2
220 DEVELOPMENT FEES (1)
221 City of Lake Helen

222

223 Area of Service	224	225 Fee Amount
226 Utilities (Water)		227 \$ 1,000
228 Roads and Streets	229 550	
230 Administrative Services		231 200
232 Parks and Recreation		233 200
234 Police Services		235 200
236 Total Development Fee		237 \$ 2,150

238

239 (1) Per single family housing unit or equivalent as defined within implementing ordinance.

240

241 Source: City of Lake Helen (2015)

242 **VIII-3. CAPITAL IMPROVEMENTS ANALYSIS**

243
244 This section presents an analysis of the fiscal implications of the identified capital
245 improvements needs within the City of Lake Helen.

246
247 In order for the Capital Improvement Element to be an effective tool in implementing the
248 comprehensive plan, there is a need for local practices and policies to guide the timing and
249 location of public facilities. The CIE's effectiveness will also be influenced by state, regional and
250 county agencies which have jurisdiction over the City. A number of policies and practices can
251 contribute towards the implementation of the comprehensive plan. Some of these are
252 currently utilized by the City. Others may become relevant or necessary for adoption in the
253 future and should be considered in the annual revisions of this CIE.

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256

257 **Capital Improvements Program**

258 A capital improvements program is a five year plan for capital expenditures. Included in a CIP
259 are major one-time expenses for facilities or equipment with a life expectancy of five years or
260 more. The CIP usually contains the costs for construction and renovation of public buildings
261 and facilities, public works projects such as storm drainage, street paving and resurfacing, and
262 water, and purchase of major equipment such as fire trucks and automobiles.

263
264 The process of preparing a CIP includes identifying and listing capital items, scheduling them,
265 estimating costs, and anticipating revenue sources or other means or financing. The CIP should
266 be part of the local planning process and consistent with the adopted comprehensive plan.
267 Often the first year of the CIP is the capital budget for the current year.

268
269 Current local practices that guide capital improvements are categorized as either existing or
270 available practices. These practices are examined as follows:

- 271
- 272 1. Existing Practices that Guide Capital Improvements
 - 273
 - 274 A. Engineering Master Plan/Studies.
275 Major investments in such public facilities by the City of Lake Helen typically involve the
276 preparation of a master plan or study by an engineering/planning consulting firm.
277
 - 278 B. Annual Budget
279 The City's department heads identify their respective departments' capital expenditure
280 needs which are considered for inclusion in the annual budget.
281
 - 282 C. Comprehensive Plan

283 The City of Lake Helen will revise its comprehensive plan at least once every five years.
284 Capital improvements needs are identified within each element of the Comprehensive
285 Plan. The Plan also accounts for the costs of the identified capital improvements and
286 establishes the feasibility of implementing a capital budget plan to build the identified
287 improvements.

288

289 D. Fees and User Charges

290 The City of Lake Helen has the power to impose fees and user charges for public
291 provision of goods and services for the public health, safety, and welfare. This "police
292 power" allows the City of Lake Helen to provide for certain capital costs associated with
293 expenditures for public health, safety, and welfare from revenues obtained from fees
294 and user charges. User fees are currently levied on water services provided by the City.

295

296 E. Levels of Service Standards

297 Levels of Service for the City of Lake Helen have been established to provide indicators
298 of the extent or degree of service provided by, or proposed to be provided by, a
299 concurrency facility based on the operational characteristics of the facility, and upon the
300 capacity per unit of demand for each public facility.

301

302 Within the other elements of this Comprehensive Plan, the City has adopted LOS
303 standards for water, solid waste, stormwater management, and transportation.

304

305 F. Adequate Facilities Ordinance.

306 Although the City of Lake Helen does not have a specific "Adequate Facilities
307 Ordinance", the Comprehensive Plan contains policies which required adequate
308 facilities to be available to serve new development.

309

310 G. Concurrency Management System

311 The City of Lake Helen will continue to maintain Land Use Regulations that assure that
312 development orders and permits are not issued unless the necessary facilities and
313 services are available concurrent with the impacts of development.

314

315 H. Mandatory Dedication or Fees in Lieu Of

316 As a condition to plat approval, the City may require subdivision developers to dedicate
317 a portion of the land in the development to be used for public purposes such as roads
318 and parks. Such dedications may be extended to the City of Lake Helen or to a private
319 group such as a homeowners association.

320

321 I. Moratoria

322 The City may choose to halt or delay development for a temporary period of time on an
323 emergency basis to allow time to provide facilities required to eliminate an identified
324 level of service deficiency. This action, referred to as a moratorium, may be imposed on

325 building permits, development approvals, or governmental services. Moratorium may
326 generally be imposed for a "reasonable time" to allow for necessary planning activities
327 pending comprehensive plan preparation, adoption, or amendments.

328

329 J. Urban Service Area

330 The designation of an urban service area boundary can be used to designate areas
331 where the municipality will provide public facilities and services. This approach can
332 guide the timing and location of public facilities within those areas where development
333 is desired.

334

335 K. Tax Increment Financing (TIF)

336 This is a tool which is used for redevelopment and community improvement projects
337 within a designated area. With federal and state sources for redevelopment generally
338 less available, TIF has become an often-used financing mechanism for municipalities.

339

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343

344 2. Potable Water. There are two aspects to the provision of adequate potable water
345 supply to accommodate anticipated growth. First, there must be an adequate supply. The
346 City of Lake Helen has initiated a program that will ensure an adequate supply of potable water
347 through the planning period. Potable water supply will be adequate to meet projected
348 demand through the year 2035. Second is the municipal water supply distribution system.
349 Here again the City of Lake Helen has initiated a program to upgrade the existing system. The
350 entire system is a "loop" system so that each pumping facility can be utilized to provide a
351 source of potable water to all residents along that loop. The system has been subjected to
352 computer-aided hydraulic analysis to determine flow and pressure.

353 There are land areas within the city that are not included within the aforementioned loop
354 which delineates the existing water distribution system. These land areas are heavily impacted
355 by soil conditions which are not conducive to the use of septic tanks and drainfields. The
356 Future Land Use Plan therefore places restrictions upon their use until such time as a central
357 wastewater collection transmission and treatment facility is available to the area. In
358 consonance with this policy the city does not anticipate providing potable water to any
359 development within these areas unless such development includes a packaged wastewater
360 collection, transmission and treatment capability.

361

362 The intended effect of the above policies is to encourage "in fill" within land use districts that
363 are serviced by the existing municipal water supply and distribution systems. Significantly;
364 there is an adequate supply of land area that meets this criteria and the anticipated needs
365 through the planning period can be accommodated. The policies do not preclude construction

366 within these areas which are not serviced by the existing infrastructure but does require
367 facilities to be constructed so that the natural resources of the area will not be endangered.

368
369 3. Streets and Roads. Current policy dictates that maximum effort be devoted to a street
370 maintenance program and that new streets be opened as development occurs within a given
371 area. All applicable state and county funds received by the city are expended for implementing
372 this policy. These funds are supplemented from general revenue funds. Those funds
373 accumulated as part of the development fee are utilized to offset the cost of providing streets
374 and roads to benefit new development

375
376
377 The Future Land Use Element attempts to optimize the existing street and road
378 network. Development is restricted to areas that are readily accessible by firefighting
379 equipment, or areas which will be accessible at occupancy. This policy is designed to encourage
380 "in fill" within that portion of the city where the current street and road network plus planned
381 improvements thereto is adequate to support existing and anticipated traffic
382 circulation. It does not preclude development in other areas but does require that plans for
383 the provision of adequate facilities be in place prior to occupancy within the development.

384
385
386 4. Administrative Facilities. The current administration facilities are adequate and are
387 located within the historical school facility. There are no current plans for new facilities within
388 the short or long range planning period.

389
390 5. Sanitary Sewer. The City of Lake Helen does not have a sanitary sewer facility. The City
391 of Lake Helen has considered the construction of a local wastewater collection, transmission
392 and treatment facility and has consistently rejected the idea. The use of septic tanks is
393 considered to be adequate.

394
395 6. Solid Waste. The City of Lake Helen has opted to franchise the collection and transfer of
396 its solid waste. Disposal is accommodated at the Volusia County Landfill site.

397
398 7. Drainage facilities. This plan provides for improvements which will alleviate the
399 deficiencies that exist in the drainage system. This did require the establishment of a
400 Stormwater Utility to manage the stormwater program and the construction of improvements
401 specified by the adopted recommendation. The Stormwater Utility has been provided an
402 assured source of revenue to accomplish the specified tasks.

403
404 8. Firefighting. The primary source of fire protection for the community is the Volusia
405 County Fire Department. That service is under the administrative control of the Volusia
406 County Fire Services. This county-wide service is funded by a special assessment against those
407 properties which are not protected by a municipal fire service. The revenues from this

408 assessment are expended within the quadrant of the county from which the funds were
409 generated. All fire services within this area participate in a mutual support arrangement. Thus
410 the City of Lake Helen is relieved of its firefighting responsibility except for the provision of
411 water.

412
413 B. Fiscal Implications

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415
416
417 There are assumptions that must be applied to a discussion of fiscal implications. In sum, these
418 are:

419
420 a. Existing levels of revenues are anticipated to be analyzed to address the fiscal
421 requirements ;

422
423 b. Present tax structure was recently increased to 9.80 mills;

424
425 c. Inflation or deflation will not be a consideration so that all calculation can be made in
426 terms of current dollars.

427
428 Given acceptance of the above assumption the discussion which follows reflect fiscal
429 implication incident to deficiencies noted in existing infrastructure and for future needs for
430 infrastructure facilities. All requirements identified within applicable elements of the
431 comprehensive land use plan have been reviewed as to their capacity to support the Future
432 Land Use Plan and a priority established. Deficiencies and needs are discussed in order of
433 relative priority.

434
435 1. Potable Water. The City will include projects where the existing water lines will need to
436 be upgraded. These projects have been identified and are included in the 5 year schedule of
437 capital improvements.

438 2. Streets and Roads. There are no LOS deficiencies for the roadway system under the
439 control of the City. Projects included within the 5 year capital improvement schedule are for
440 maintenance. Funds are anticipated from the general fund and grants.

441 3. Sidewalks. Funds for sidewalks are anticipated from the general fund and grants.

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454 4. Drainage facilities. . The source of revenue will be a Stormwater Utility fee and
455 grants.

456

457 C. Costs

458

459 I. Potable Water. Cost estimates for water line upgrades are anticipated for the next 5
460 year period are \$723,343.

461

462 2. Streets and Roads. Cost estimates for street maintenance for the next 5 year period are
463 \$410,816.

464

465 (a

466

467 3. Sidewalks. Cost estimates for the installation and/or replacement of sidewalks for the
468 next 5 years is anticipated to be \$61,350.

469

470 4. Drainage facilities. The plan to be implemented has an estimated cost of \$ 197,000 for
471 construction of the required facilities.

472

473

474 E. Timing and Location of Capital Improvements

475

476 Location and timing of capital improvements projects are determined according to the
477 following growth management and development control activities:

478

479 1. Five-Year Schedule of Capital Improvements

480 Capital improvements will be timed according to the availability of revenue or bonds to
481 finance their implementation. Projects are programmed for implementation according to a
482 five-year schedule which identifies the year in which financing will be available.

483

484 2. Coordination of Projects with Improvement Plans of State Agencies

485 No major projects are proposed by any other State agency for the Lake Helen area during
486 the next five years. The City should coordinate any projects scheduled in the future with
487 any projects scheduled by State agencies for the Lake Helen area.

488

489 3. Levels of Service

490 Levels of service shall be established for these public facilities concurrently with the
491 adoption of this Capital Improvement Element. These levels of service, in conjunction with
492 the City's Concurrency Management System, shall determine the time frame in which
493 capital improvements shall be implemented.

494

495 4. Service Areas

496 The determination of service areas for potable water supply, parks, and extensions of the
497 existing road network shall establish the location of Capital Improvements in support of the
498 Future Land Use Element. The current service area for the water system includes most of
499 the City and unincorporated Cassadaga. Development in the east part of town is not within
500 the current water system.

501

502 5. Land Use Controls

503 The City of Lake Helen's Land Development Regulations require design standards and a
504 schedule of required utility and street improvements applicable to any development that
505 has been divided as described in the Code. For lands not considered subdivisions, the City
506 has adequately timed the development of such lands by using normal permitting and
507 inspection procedures stipulated within City development codes. Future development
508 approval shall be consistent with the adopted Comprehensive Plan including the Future
509 Land Use elements Goals, Objectives and Policies and the 2035 Future Land Use Map.
510 Requests for annexation shall be reviewed for compatibility with existing land uses and to
511 ensure that expansion of public facilities does not result in urban sprawl. Such development
512 shall meet the requirements of the revised Land Development Regulations.

513

514 6. Subdivision Regulations

515 The City of Lake Helen has relied on subdivision regulations as outlined in the land
516 development regulations and normal permitting and inspection procedures to guide the
517 timing and location of capital improvements to public facilities. These guides have proven to
518 be effective. The City also uses mandatory connection of new construction to the
519 municipality's potable water supply as additional means to time and locate additional
520 capital improvements to the existing potable water supply. Connections to new
521 development shall proceed consistent with the Comprehensive Plan's goals, objectives and
522 policies and revised Land Development Regulations.

523

524 Future development will occur as infill as well as from areas annexed into the City's limits.
525 This development will be subject to guidance through levels of service requirements,
526 mandatory hookup, and normal permitting and inspection requirements. The majority of
527 land within the City's incorporated limits has already been platted. Unplatted land within
528 the City is subject to the City's Subdivision regulations, as noted above.

529

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531

532

533 F. Assessment of Lake Helen's Capacity to Finance Capital Improvements

534

535 This section examines the ability of the City to fund the capital improvements identified in the
536 other elements of the comprehensive plan. The purpose of the section is to determine the
537 impact of the facilities in relation to revenues, and whether sufficient funding will be available

538 from FY 2016 through FY 2021 to finance the required improvements. It is important to note
539 that the revenue to expenditure analysis is based upon only those needs identified by other
540 comprehensive plan elements.

541
542 Forecasts of revenues were performed by applying projection methods most applicable to
543 various State and local funding sources contributing to the City's General and Enterprise Funds.
544 A conservative approach was utilized to forecast revenues and expenditures. Based on this
545 approach, most sales taxes collected by the State and distributed to municipalities and counties
546 were extended into the future five years at a constant rate equivalent to the 2014 fiscal year
547 appropriations.

548
549 The 2014 fiscal year was used as a base year from which revenue and expenditure projections
550 were forecasted for the following five fiscal years. This base year reflects a typical fiscal year
551 for revenues and expenditures. An average 2% increase in used in most categories in
552 forecasting future estimated revenue.

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561 **Ad Valorem Tax**

562 The ad valorem tax value represents 100% of proceeds collected by imposing a mill rate of 9.80
563 on the projected tax base. Property in the City is appraised at 100% value by the Volusia
564 County Property Appraiser's Office, depending on the circumstances of the evaluation.

565
566 Declining property values have significantly impacted tax rates over the past six (6) years.
567 However, it is anticipated that this will be offset by the recent increase in mill rates. The
568 projections in Table 8-3 therefore assume a cautious growth rate of 2% per year.

569

570 **Table 8-3: Five Year Projection of Ad Valorem Tax**

FY 2015-2016	\$704,196
FY 2016-2017	\$718,280
FY 2017-2018	\$732,646
FY 2019-2020	\$747,299
FY 2020-2021	\$762,245
FY 2021-2022	\$777,490

571

572

573 **Projection of Other Tax Bases and Revenue Sources**

574 The past 5 years have seen fluctuations in the percentage of income growth from the various
575 sales, fuel and communications taxes and municipal revenue sharing. However, due to a

576 decline in income from some of these sources since 2010 a cautious 2% annual growth rate is
577 assumed over the period from 2016-2021.
578

579 **Table 8-4: Projection of Intergovernmental Income**

FY 2015-2016	\$ 358,257
FY 2016-2017	\$ 365,422
FY 2017-2018	\$ 372,730
FY 2018-2019	\$ 380,185
FY 2019-2020	\$ 387,788
FY 2020-2021	\$ 395,543
FY 2021-2022	\$ 403,453

580
581 License and permit fee revenues are calculated using an estimated 2% annual growth rate.
582

583 **Table 8-5: Projection of License and Permit Fee Revenues**

FY 2015-2016	\$ 199,258
FY 2016-2017	\$ 203,243
FY 2017-2018	\$ 207,308
FY 2018-2019	\$ 211,454
FY 2019-2020	\$ 215,684
FY 2020-2021	\$ 219,998
FY 2021-2022	\$ 224,398

584
585 **Enterprise Fund Revenues**

586 Table 8-6 lists revenues forecasted for the short-range planning period. This Fund includes
587 proceeds collected from water and stormwater fund. Revenues in this Fund are either
588 designated to support operating cost or to finance capital improvements. Revenues are also
589 transferred to the General Fund.

590
591 Enterprise fund revenues are based on an estimated 2% annual increase in service fees.
592

593 **Table 8-6: Enterprise Fund Revenues**

FY 2015-2016	\$ 678,006
FY 2016-2017	\$ 691,566
FY 2017-2018	\$ 705,397
FY 2018-2019	\$ 719,505
FY 2019-2020	\$ 733,895
FY 2020-2021	\$ 748,573
FY 2021-2022	\$ 763,544

594
595
596 **GENERAL FUND OPERATING EXPENDITURES**

597
598 Table 8-8 provides a forecast of City operating expenditures. The expenditures were projected
599 by establishing typical expense estimates for FY 2014/2015, the base year from which
600 projections were derived. The purpose of projecting General Fund expenditures is to
601 determine if revenues will be available to pay for capital projects or for new services.

602
603 Expenditures were projected using a 2% annual increase.

604
605 **Table 8-7: Previous Expenditures**

	Population	Total Expenditures	Expenditures Per Capita
FY 2014-2015	2,624	\$ 1,805,570	\$ 688.10

606
607 **Table 8-8: Projected Expenditures Per Capita (excludes contingency & reserves)**

	Population	Projected Expenditures	Expenditures Per Capita
FY 2015-2016	2,619	\$ 1,841,681	\$ 703.20
FY 2016-2017	2,616	\$ 1,878,515	\$ 718.09
FY 2017-2018	2,613	\$ 1,916,085	\$ 733.29
FY 2018-2019	2,610	\$ 1,954,407	\$ 748.81
FY 2019-2020	2,600	\$ 1,983,495	\$ 766.73
FY 2020/2021	2,594	\$ 2,023,165	\$ 779.94
FY 2021/2022	2,588	\$ 2,063,628	\$ 797.38

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609 **Table 8-8: Previous Budget Balance**

	Total Revenues	Total Expenditures	Transfers
FY 2014/2015	\$ 1,783,218	\$ 1,805,570	\$ 9,780

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