

CITY OF INVERNESS 2017 BUDGET OVERVIEW



BUDGET 101



ASSESS FUNCTIONS, PROJECTS & SERVICES

DEFINE PROGRAMS, EVENTS & FUNCTIONS

**REVIEW OPERATIONS & MAINTENANCE,
PROJECTS, WORKSHOPS AND ADOPTION**

ANALYZE SERVICE LEVELS, FEES & TAX RATE

***LEAVE
INVERNESS
BETTER THAN
WE FOUND IT***



THE ROAD TO
SUCCESS
IS ALWAYS
UNDER CONSTRUCTION



KEY IMPACTS

- Operational Impacts - CIP Projects
- **CRA Project Design/Construction**
- Increased Personnel Needs
- **Professional Project Management**
- Infrastructure
- **Planning: Concept to Construction**
- **Marketing/Branding**
- **City Beautiful**

LEGISLATIVE – UNFUNDED MANDATES

LOCATION OF UTILITIES

Requires local governments to bear the cost of relocating a utility's equipment if such equipment is located within a public utility easement.



PUBLIC RECORDS

Change Shifts Burden to Public Entity for compliance for private contractors.



BUILDING CODES

Eliminates contractor registration fee... Mandates permit applications are online, and we must provide an electronic means for permit application process





GENERAL GOVERNMENT

Impacts:

- Project Planning and Development Costs
- **County Generated Issues Consume Time & Money**

HIGHLIGHTS

- Modernize City Charter
- **Redesign Website Platform: Form, Function & Social Media**
- Re-evaluate Sidewalk Café Program
- **YouTube Instructional Videos: Leak Detection & Meter Read**
- Updates – Personnel Policy & Purchasing Policy



GENERAL GOVERNMENT-SECURITY

Security Camera Installations

- **Inverness Government Center:**
 - Parking Lot, All Entry/Exit Doors, 1st & 2nd Floor Hallways & Elevator
 - Finance Department Service Counter
 - Community Development Public Service Counter
- **Valerie Theatre Cultural Center**
 - Ticket Booth, 1st & 2nd Level Concessions
 - Plaza Area West & South
 - Fountain





INVERNESS COMMUNITY REDEVELOPMENT AGENCY (ICRA)

IMPACTS

- Revenue Stream/Project Funding Mechanism
 - County Challenges & Delinquent Payments
 - Bond Validation
 - Secure Revenue Stream for Debt Issuance
- Project Development
- Bond/Borrowing Issue



ICRA - EXPANDED TIF

City
\$465,974



County
\$465,974

Total
\$931,948



2016
Collections



ICRA - PROJECTS

Initiatives

- Medical District Plan
- **White Lakes Master Plan**
- Depot Property Concept
- **Downtown Parking**
- Visitor Center Building
- **Tree Illumination**
- Lake Access & Design
- Soldier Memorial
- **Bicycle Trail Development**
- Bicycle Friendly Designation
- **Property Procurement**
- Whispering Pines Park
 - Re-Name
 - Entrance/Exit Points
 - Marketing
 - Facility Enhancement



ICRA



CRA Funding

What Might It Be - - -

- Bank Loan or Bond Issue





COMMUNITY DEVELOPMENT

Initiatives

- Land Development Code (Must Commence)
- **Backflow Preventer Inspection Program**
- Grease Trap Maintenance / Inspection Program
- **Code Enforcement Program**

GROWTH MANAGEMENT

Law Enforcement

2016 Contract = \$764,409
(1.72 Mills)

Inter-Local Agreement
CCSO & City

Costs Stable

General Policing
Parking Enforcement
Event Support
Confiscated Property

Law Enforcement
\$764,409



School Crossing
\$16,426

2015 –
General Fund
Budget -
\$780,835





LAW ENFORCEMENT

Citrus County Sheriff's Department

- Events & Parking Enforcement
- **Costs Contained**
- City Contract - \$103.69/capita cost
- **Sheriff's FY 2016 County Levy General Operating Budget- \$184.70/capita cost in City**
- City Residents - \$288.39/capita
- **What's affordable that meets the needs of Inverness?**

Law Enforcement Cost in City

\$2,079,292





FIRE SERVICES



IMPACTS

- Fire House Facility
- **\$200,000 Transition Costs to Sheriff for October – January (\$50,000/month)**
 - Budget Pressure
- Personnel



FIRE SERVICES



LOCAL COORDINATION OF SERVICES

- Revenues
- **Dispatch (Medical Calls/Fire Calls)**
- Inter-agency Backup
- **Mutual Aid Response**
- Commercial Inspection Program

LOCAL CONTROL



FIRE SERVICES



PUBLIC OUTREACH

- Public Education – Fire Prevention and Safety
- Public School – Student Demonstrations
- Interaction with Resident Groups

Community Oriented



FIRE SERVICES

VOLUNTEER FIREFIGHTERS

- Training Aspects
- **Costs to Certify**
- Community Oriented Program

INVESTMENT





FIRE SERVICES



IMMEDIATE NEEDS

- Personnel
- Building Upgrades - Equipment
- Full Analysis
 - Conceptualization Plan (grounds, elevations, façade, interior and etc.)



FIRE SERVICES-GRANT



FEMA – ASSISTANCE TO FIREFIGHTERS

- **\$210,419 – Grant Submittals**
 - **Washer/Extractor/Dryer - \$7K**
 - **Thermal Camera - \$6K**
 - **RIT Pack/Cylinder - \$6K**
 - **Source Capture Exhaust System- \$49.49K**
 - **Personal Protective Gear -\$142,551**



THE BEST OF THE BEST



WHISPERING PINES PARK



IMPACTS

- YMCA Increasing Costs
- Citrus School Board Moving Swim Programs to YMCA
 - Revenue Loss
- **New Aquatic Programming to be Developed**
 - **Ameliorate Revenue Loss and Increase Facility Use**
- **Aging Buildings & Infrastructure**
 - **Funding Doesn't Support Usage and R&R**
- **New Pool, Diving Well, Deck, Splash Park**
 - **(Pool Depth Non-Compliant for competitive Swimming & Diving)**



VALERIE THEATRE

- CRA Funding Support (\$150K)
- **Sellout Crowds – Well Received**
- Top Quality Entertainment
 - **Downtown Economic Dynamic**
- **Expand Programming**
 - **1 Live Performance/Month – 2018-2019**
 - **2 Live Performances/Month Starting in 2019**
- Add Classic Movie Feature on Weekends

VALERIE THEATRE



VALERIE THEATRE



- 2017-Sell Subscriptions & Extend Box Office
- **Rental Offerings (Public Venues)**
- Engage Youth Theatre Component
- **Develop Outreach With Schools**
- Create Individual Support Program 2016-17
- **Create Corporate Support Program 2016-17**



EVENT & VISITORS BUREAU

- Increase Sponsorships by \$60K to \$100K
- **Expand Vendor Experience**
 - **Quality of Vendor**
 - **Alignment by Event**
 - **Vendor Fee Restructure by Type/Event**
- **Expand Concession Opportunities**
 - **Beverage Concession**
 - **Carnival Concession**





IEVB (EVENT & VISITORS BUREAU)

MERCHANDISING

- **Marketing of Merchandise Sales**
 - **Revenue is Subordinate**
 - **No Profit or Loss**
- **Merchandise to be Theme Driven**
 - **Turtle**
 - **Bass Fishing**
 - **Grand Prix**
 - **St. Paddy's Day**





IEVB



- **Seek Grants**
 - **Visit Florida**
 - **Citrus County TDC**
 - **Historical**
- **Add Fee Based Micro Events**
 - **Wine Over Water**
 - **Culinary Crawl**
 - **For Pay VIP Parking & Special Section at Event**



IEVB



- **Marketing Program**
 - **Broaden Reach to “Grow” the City**
 - **Expand Media Platforms**
 - **Social Media, Travel Bloggers & Travel Writers**



IEVB



- **Visitors/Welcome Center**
 - **Tied to Concept of Depot Property**
 - **Open a Center 6 Days per Week**
 - **Visible Downtown Location**
 - **Near Trail & Parks – Gateway to Inverness**



UTILITIES



- **Utility Revenues**
 - **Utility Rate Increase**
 - Based on FL Public Service Commission Index
 - Current Year (2016) – 1.57%
 - Next Year (2017) – 1.29%

LOW IMPACT



WOODARD & CURRAN



- Price Point Stability
- **Transitioning Customer Service Field Functions in 2017**
- Billing/Collection/Account Services Remain with City
- **Added Scope May Increase Personnel Count**



UTILITY COMPLIANCE PRESSURES

- **Improve Existing Well Field**
- **Identify Second Well Field**
 - **Increase Capacity**
 - **Improve Flow & Quality**



DEPARTMENT OF ENVIRONMENTAL PROTECTION



UTILITY IMPACTS



- Infrastructure Needs
 - **Water Loss Ratio Decreasing**
- Wastewater Permit Renewal August 2017
 - **Sewer Lateral Failure R&R**
- Water Service Expansion
 - **Rosemont/Rolling Green**
 - **Sweetwater Point (possible)**



CEMETERY

EXISTING & NEW

- **Modernize Program**
 - **Revisit Design of New Section**
 - **Ordinance Modifications**
- **Hire Expert/Experienced Firm Oversight**
 - **Manage Facility & Sales**
 - **Gain Control - Protect Investment**
 - **Improve Perpetual Care Fund**





3P-PARTNERS IN PROGRESS

- Waste Management – Sanitation
- **Woodard & Curran – Utility Plant Operations**
- USA Services – Street Sweeping
- **Mannicure - Landscaping**





GOVERNMENTAL RELATIONS

- Interactions with County Consume Time & Resources
 - CRA Payment & Urban Planning
 - Urban Planning
 - Whispering Pines Park
 - Utility Service Area
 - Business Park at Airport
 - Road Maintenance Agreement
 - TDC Support
 - Fire Services





PERSONNEL



- **Continual Functional Analysis to Improve Outcomes**
- **Addition of Valerie Theatre, CRA, Fire Services, Expanded Marketing & Event Schedule; Project Planning & Development, Permitting and Development... Requires support that exceeds current payroll allocation**
- **Aquatics**
 - **Cost Increase Driven by YMCA is Mandatory**



PERSONNEL



- **IEVB**
 - Reception Desk Staffing (FT)-30 hr/week
 - **PT Event Staff Member – (Not Minimum Wage)**
 - (2) Business Development Members – Paid by Commission
 - **Seasonal Position**
 - **August – December & January – June**
 - Farmers Market Manager (Contractual)



PERSONNEL



- **Public Works**
 - **Addition of (2) FT Field Positions**
- **Whispering Pines Park**
 - **Addition of (2) FT Maintenance Positions**
 - **Addition of (2) PT Positions**

MILL LEVY – PROPERTY VALUES



Mill currently equals \$445,550



Values Projected to Increase 2-4%



Worse Case Expectation (Tax) Revenue Gain \$60,000



2015 mill levy rate of 7.0729





REVENUES

- **Financial Stability**
 - **Reliable Non-Tax Revenue Streams**
 - **Guarded (General) Daily Spending**
 - **Long Term Fiscal Stability**
- **Continue Reserve Replenishment**
- **\$600,000 Added to Ad-Valorem Revenues**
 - **Addition of Hospital to Tax Rolls**
 - **\$466,000 Committed to CRA**
 - **Net Increase \$134,000**





REVENUES



- **HCA Contesting Hospital Valuation**
- **Status with Value Adjustment Board**
 - **Unknown Impact**
 - **Unknown Duration**
- **Sales Tax Revenue**
 - **Increased \$55,000 since 2013**
 - **Moderate Growth Expected in 2017**



REVENUES



- **Building Permit Revenue**
 - **2016 Revenue Already Surpassed 2015**
 - **2016 Revenue to Date - \$109,138**
 - **2015 Revenue for Year - \$101,214**
 - **Surge Based on Hospital Permits**



PROJECT ACCOMPLISHMENTS

ADMINISTRATIVE/FACILITIES

- Update Personnel Policy
- Transition of Charter Officer Positions
- Year End Close out and Audit
- Valerie Theatre Grant Close-out
- Citizen Transparency Initiative
- Purchase Policy Revisions
- IGC Building Exterior Maintenance
- IGC Parking Lot Signs
- IGC Decorative Fencing

TECHNOLOGY

- Document Imaging & Records Mgmt.
- Security Camera Installations
- Fire Station Network Build-out

ECONOMIC DEVELOPMENT

- Online Business License Processes
- Online Building Permit Processes
- Storm Water Master Plan
- Comp Plan Amendments
- Sidewalk Café Program
- Modernize the LDC
- Expand City Website to CRA
- Inverness Parking Code Review

ICRA

- Conceptual Plan for Depot, Lumber Building, House and Property to Promote Trail, Lakes, Farmers Market, Retail, Tourism and Investment
- Medical District Master Plan
- Industrial District Master Plan

PROJECT ACCOMPLISHMENTS

PUBLIC SAFETY

Fire Services

- Inaugural Year/Transition
- Volunteer Firefighter Program
- Inter-Agency Co-Op
- Fire Service Call Reporting System
- Fire Equipment
 - Trucks
 - Firefighting Gear
 - Safety Equipment
 - Furnishings

STREETS

- Zephyr Street Improvements
- Highway 41/44 Landscape Project
- Highland Blvd – Design Stage
- New Holiday Decorating Scheme
- Swale Reclamation
 - Tuttle St/Heights Ave
 - Highland/Morse/Blanche St
 - Cabot/Desoto
 - Magnolia
 - Highlands & Camellia
 - Edgewater
 - Champlain
- Sidewalk Improvements – July, 2016
- Repair of Tompkins St. Storm Water Inlets

PROJECT ACCOMPLISHMENTS

SATELLITE PARKS

- Rentals –Weddings at Fountain
- Cooter Pond Theme Lighting
- Aquatic Harvesting
- Gate Added to Cooter Pond Boat Ramp
- Security Cameras

CEMETERY

- Complete RFP for Overall Management
- Contract for Revitalization of the Cemetery

WHISPERING PINES PARK

Programming

- Increased Facility Reservations

Aquatics

- Cement Sidewalks around Splash Pad
- Purchased Pool Motor/Pump

Facilities

- Dog Waste Stations in WPP, Liberty &WBP
- Rotary Trail Sign Project
- Traffic Calming
- Restroom Renovations (2)
- BBQ Structure
- Joe Silvestro Concession Stand Sign

PROJECT ACCOMPLISHMENTS

EVENT & VISITORS BUREAU

- Tourism Campaign – “Small Town Down Right”
- Advertising Campaign – Beyond Citrus
- Travel Bloggers used for Marketing
- Community Profile Video Campaign For Website
- Regional Tourism “Phosphate Trail”
- Rebranded Great American Cooter Festival

VALERIE THEATRE

- Introduced Live Performances
- Classical Movie Series on Weekends

PROJECT ACCOMPLISHMENTS

UTILITIES

Administration/Billing

- New Billing System Implemented
- E-Bill Solution

Water

- Sweetwater Point Assessment Program
- SCADA System
- 3P-Backflow Testing and Tracking Services
- Reduced Water Loss to 8%
- Rosemont Rolling Green Addition (136 Customers)
- Water Distribution System Burn
- Removed & Repaired (2) Wells at 581 Water Plant
- Valve Replacements

Water-(cont'd)

- Citrus Booster Plant Renovations
- Valve Exercising Program
- GIS Mapping Capability to Mobile Devices
- Fire Hydrant Replacements
- Citrus Booster Motor Control Center Upgrade

Wastewater

- SCADA System – Phase I
- MLS Isolation Valve
- Lift Station Fencing
- Completed 8 Lift Station Renovations



PROJECTS 2016 AND BEYOND

ADMINISTRATIVE

- Walking Historic Tours
- Remedy the ½ In – ½ Out Lot Parcels
- Vehicle Replacement – Hybrid
- Boys & Girls Club – Space Needs
- Community Center Downtown
- Land Acquisition Program
- IGC Resurface Parking

TECHNOLOGY

- Automate Asset Management
- Research/Plan Cloud Migrations
- Inventory Tracking/Bar Code
- Mobile App Deployment
- Online Vendor Registrations/Bid Mgmt.
- Fire Department Website

ECONOMIC DEVELOPMENT

- Bicycle Master Plan with Way-Finding
- Bike Friendly Designation
- E-Plan/Permit /Review System
- CDBG Phase IV
- Neighborhood Centers
- Vehicle Replacement

PUBLIC SAFETY

- Renovate-Rebuild Fire House
- Jaws of Life
- AED Units
- Truck – Class A Pumper
- Thermal Camera
- Cascade Compressor

PROJECTS 2016 AND BEYOND

ICRA

- Store Front Facades
- Master Plan the CRA
- Light Inverness Year Round – approach to Light Trees
- Depot Property Development
- Highland Boulevard Project
- Lakefront Parks Redevelopment
- Expand Downtown Parking
- Soldier Military Memorial
- Visitors Center – Downtown
- New Bike Trail Connector
- Whispering Pines Upgrade Master Plan
- Downtown Business Way-Find Signs
- Decorative Street Light Replacement

STORM WATER

- Storm Water Master Plan
- Storm Water Improvements

ROADS & STREETS

- Zephyr Street Project
- MLK Streetscape – Dampier to Depot
- BMP – Share the Road
- Traffic Calming
- Trail Flashers
- Pine Street Streetscape
- PWD Barn – Paving
- Equipment
 - Bucket Truck
 - (2) P/U Trucks
 - Dump Trailer

PROJECTS 2016 AND BEYOND

ROADS & STREETS – (CONT'D)

SATELLITE PARKS

- Kayak Launch, Skull Activity, Canoe
- Community Garden (Airport Property)
- Cooter Pond Nature Preserve
- Cooter Pond Boardwalk
- Wayside Park
- Mossy Oak Park
- WBP Redesign & Playground Apparatus

CEMETERY

- Cemetery Management Plan
- Revitalization of Sales and funds
- Redesign of Grounds and Regulations

VALERIE THEATRE

- Automate Heating/Air Control
- Ticket Subscription Series
- Marketing Program
- Expanded Programming
- Sustainability Reserve
- Corporate Sponsors/Public Members

EVENT & VISITORS BUREAU

- New City Event Web Portal
- Wine on the Water Event
- Projector & Screen
- Podium with Sound
- Portable Reader Boards
- Visitors/Welcome Center Building

PROJECTS 2016 AND BEYOND

WHISPERING PINES PARK

Aquatics

- Convert Kiddie Pool to Splash Pad
- Pool Facility Wall & Fencing
- Tile Upgrades in Bathrooms & Bldg.
- Diving Well Modification
- R&R Sand Filtration
- Re-Marcite Pool
- Pool Heater Replacements
- Shade Structures – Pool & Splash Park
- Increase Depth of Pool – Competitions
- Splash Pad Apparatus
- Evaluate & Consider a New Pool vs. investment into a non compliant 30+ Yr Old Pool

Facilities

- Way Find Signage
- ATV
- Dethatch Equipment
- Vacuum
- Zero Turn Mower
- Restroom Overhaul-Rec Bldg.
- Maintenance Shop – Remove and Replace with New Bldg.
- Restrooms – Camping Area
- Courts – Racquetball and Basketball Resurfacing
- A-Field Conversion
- Road Illumination

PROJECTS 2016 AND BEYOND

UTILITIES

Utility Administration

- Automated Voice Response System
- Customer Service Video Productions

Water

- Water Use Permit Renewal
- New Water Well Field
- Future Capacity Modeling & Analysis
- Infrastructure Analysis
- Well #3 Rehab or Abandon & Replace
- Upgrade Citrus Booster Station
- Main System Pump Replacements
- Citrus Plant Generator
- 581 Plant Generator
- 581 Water Plant Driveway & Parking Paving
- End of Water Line Auto Flushers

Water – (Cont'd)

- 2nd Disinfection Skid - Water Plant
- Service Vehicle Replacements (2)
- “Mini” Backhoe and Trailer

Wastewater

- Water Reclamation Facility Permit
- Portable Lighting Equipment
- Equipment Storage Facility @ WRF
- Upgrade Lift Station Power Source
- Master List Station Pump & Piping
- Master Lift Station Replacement
- Sidewalk and Parking Upgrades WWTP
- Lift Station Safety Fence Program
- Sewer System Infiltration Repairs

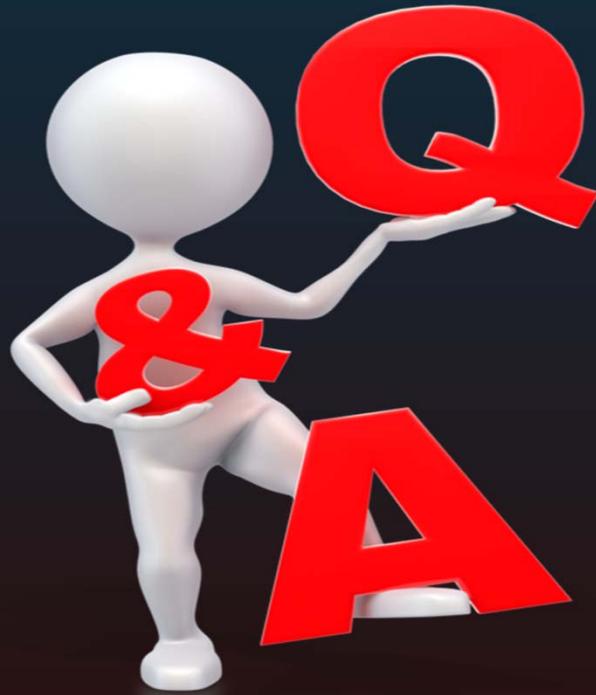
PROJECTS 2016 AND BEYOND

Wastewater System

- WWTP Fence & Security
- WRF Spray-field Fencing
- Off Road Vehicle

Utility System Lines Division

- Fire Hydrant Replacement Program
- Sewer Extension Project – Hwy 41
- Service Vehicle Replacement



COMMENTS

PURPOSE & FUNCTION

What Should be Added?

What Should Increase?

What Should Change?

COMMENTS
SERVICES
DELIVERY & LEVELS

COMMENTS

FEES & CHARGES

Who Foots the Bill & Who Gets Charged?

COMMENTS

RESERVES

- STATUS
- PROTECTION
- ALLOCATION

COMMENTS

TAXES

MILLAGE RATE = TRIM

What's the Goal?

