

CITY MANAGER  
DERIC C. FEACHER

FIRST  
100 DAYS  
UPDATE

CITY HALL  
DAYTONA BEACH



# FIRST 100 DAYS

Deric C. Feacher



City Manager Feacher at the Chamber's Eggs & Issues meeting in August.



## City Manager's Message

Daytona Beach is more than just a beach is a message people will continue to hear in the future.



## Staff Retreat

City Manager Feacher brought together more than 30 senior-level teammates for a team building retreat and developed a SWOT analysis.



## Organizational Changes

Personnel assignment and organizational changes were announced at the staff retreat.



## City Budget

In September, City Manager Feacher presented a \$312.4 million budget, which is a responsible spending plan, providing residents with the same high level of service as in previous years.

## ◆ Recovery Funds

Plans are being developed to strategically expend an allocation of \$7.5 million in Coronavirus Local Fiscal Recovery Funds.

## ◆ Efficiency Committee

City Manager Feacher plans to create an Efficiency Committee comprised of volunteer citizens.

## ◆ City Walking Tours

Starting in November, City Manager Feacher will host walking tours in select neighborhoods to identify ways to improve these areas.

# City Manager's Message



Daytona Beach is more than just a beach!

We are world famous and renowned for many things including our beach. NASCAR and the World Center of Racing call Daytona Beach their home. We are the home of Brown & Brown, the fifth largest insurance company in the world.

German pharmaceutical manufacturing giant B. Braun's U.S. operations are headquartered in Daytona Beach. We are the home of barrier-breaking Jackie Robinson Ballpark and the Daytona Tortugas.

Daytona Beach is home to the legacy of Dr. Mary McLeod Bethune, who will represent Florida in National Statuary Hall in Washington, D.C. We have six colleges and universities, great restaurants and so much more. You can go from Pre-K to earning a Ph.D., having a great job and raising a family in Daytona Beach.

With a vision to "Accelerate," I have spent my first 100 days balancing more than 175 community speaking engagements and meetings while getting to know my teammates.

From June to September, initiatives were approved in the city's core to encourage private investment including expanding the facade grant program in the Midtown Redevelopment Area and initiating a two-year moratorium on building permit fees.



The first 100 days also presented significant challenges that we navigated including the Truck Meet, which was my first weekend on the job and garnered public concern over the attendees' behavior, the shooting and death of Officer Jason Raynor and COVID-19 and its impact on the organization including the death of Police Officer Adam Webb.

From top to bottom, I am working with departments to identify ways they can be more flexible, adaptable and innovative while keeping an eye on the end user – the residents, business owners, other municipalities and government organizations and visitors to the city.

Future initiatives include walking tours with staff to identify ways to improve areas of the city and quarterly community listening sessions with staff beginning in January to discuss with citizens their interest to develop quality of life, redevelopment, economic development and resources that will help in creating the city's strategic plan.

At the end of January, a strategic planning session will take place with commissioners to further formulate short- and long-term priorities. In 2022, a new mobile City Hall will also hit the streets, bringing key government services into the community and closer to residents and businesses.

Deric C. Feacher  
Daytona Beach City Manager/CAO



City Manager Feacher and Fire Department personnel at the July 1 opening of the new WaWa at Mason Avenue and Nova Road.

# STAFF RETREAT

Donning a bright yellow traffic vest, City Manager Feacher brought together senior-level teammates for a working retreat in August. Using humor and specific exercises to build listening and leadership skills, he reminded participants to stay in their own lane when working with others and “know when to lead and when to follow.”

The manager told participants his overall mission is to remove bureaucratic barriers and find ways to get to “yes.” Staff discussed core values, developed a SWOT analysis and drafted internal mission and vision statements and lists of practices and processes the city should stop doing and what initiatives should begin.



S

## STRENGTHS

- Diverse community and workforce
- Diversity of staff
- Opportunities to utilize a wide range of experience
- Leadership
- Strong, diverse team of creative employees
- City staff offers a family environment of comradery, encouragement and support
- Strong leadership at the helm of each department
- Progressive City Commission
- Resources
- Intuitional demeanor
- Adaptive/seeks better solutions
- Experience, skills, knowledge

W

## WEAKNESSES

- Communication
- Inconsistent and antiquated processes and procedures that impact productivity
- Lack of staff and financial resources
- Not fully utilizing employee strengths
- Lack of empowerment
- Customer service
- Facilities, geographic distribution
- Lack of professional development and succession planning
- Institutional numbness
- Not seeing the big picture

*world famous*  
DB

## OPPORTUNITIES

- Professional development
- Collaboration
- Build on diversity
- Clear goals from Commission
- Responsible growth development and redevelopment
- Developing a dynamic brand

## THREATS

- Communication
- Lack of revenue and resources
- Lack of cooperation
- Losing mission focus
- Egocentric behavior

O

T

# ORGANIZATIONAL CHANGES

As part of the staff retreat, City Manager Feacher discussed personnel assignment and organizational changes including:

- Hiring an Economic and Redevelopment Director, who will report to the City Manager and provide oversight to the Redevelopment and Community Development divisions.
- Leisure Services will report to the Assistant City Manager with the purpose of creating new programming, expanding offerings and highlighting the great work being done. In addition, the city will take advantage of the Florida Recreation and Parks Association's programs as we work to create intergenerational programs and facilities.
- Deputy City Manager/Fire Chief Dru Driscoll will oversee the city's legislative affairs, working with Hardy Smith and our grants consultant, special assignments and continue to lead the Fire Department.
- Deputy City Manager Jim Morris will continue to oversee Development Services, which consists of the Planning and Permits and Licensing divisions; however, he will work in connection with the City Manager to develop a program to recruit additional concerts, performances and events to our signature facilities – the Peabody Auditorium, Bandshell and Daytona Stadium. This change is an effort to recruit major events and work with colleges, universities and the school board to recruit their conference championships and state competitions for football, soccer and similar events and tournaments.
- An Inside Daytona Beach Tour will be developed for employees to learn more about the overall mission and operations of our municipality.

At the retreat, teams used available resources, institutional knowledge and teamwork to build model cities, complete with creative names, mission statements, roads, schools, landmarks, recreational spaces, utilities and more.



City of Daytona Beach

# BUDGET 2021/2022



**BUDGET: \$312,435,850**

**GENERAL FUND:  
\$113,030,514**



**\$57.3 MILLION  
INVESTMENT IN  
PUBLIC SAFETY**

**\$4 MILLION FOR  
ROAD AND  
SIDEWALK  
IMPROVEMENTS**



**\$31.5 MILLION IN  
PUBLIC WORKS**

**\$8.6 MILLION IN  
LEISURE AND  
CULTURAL SERVICES**



# CITY BUDGET

The City Commission adopted the Fiscal Year 2021-22 budget at their Sept. 22 meeting. The budget serves as a financial and policy plan that guides decisions made during each fiscal year. The \$312,435,850 budget is a responsible spending plan which provides citizens with the same level of essential service as in previous years.

## BUDGET OVERVIEW

The city is experiencing an unprecedented amount of new residential and commercial construction. More than 7,700 single-family residential and apartment rental units have recently been built or are currently under construction with an additional 7,000 units being planned. This overall growth opportunity will result in a surge in population and puts the city in a position to improve its financial position and that of its residents and business community.

The adopted budget reflects short-term increases in property values.

Consistent with the city's growth, two of the city's Community Redevelopment Agency areas—Downtown and Midtown – have also experienced growth in property values.

Like most of the country, the City of Daytona Beach's economy was negatively impacted by the pandemic. The long-term impacts the pandemic will have on property values and state shared revenues, such as sales tax, will depend on the length of time the pandemic-induced economy lingers, as costs related to the pandemic continue to grow and are not fully known at this time.

## MILLAGE RATE AND PROPERTY VALUES

The adopted millage rate of 5.5300 is the same rate levied in the previous fiscal year.

Based on the property values reported by the Property Appraiser, one mill produces approximately \$5.9 million of budgeted property taxes.

The total operating property taxes included in the budget is \$32.8 million of which nearly \$1.5 million was generated by more than \$284.3 million in new construction.

Daytona Beach's per capita property tax revenue are in line with other municipalities, based on information from the Property Appraiser as of July 1, 2021.

Taxable property values increased by \$429.8 million for an average of 7.4%.

# ACCELERATE DAYTONA BEACH

## CITY PLANS FOR \$7.5 MILLION IN RECOVERY FUNDS

The city received more than \$7.5 million of Coronavirus Local Fiscal Recovery Funds (CLFRF) as a part of the federal American Rescue Plan Act. Following two city commission workshops and three community listening sessions, a programing plan was developed and approved by the City Commission in August.

The plan takes a holistic approach to offering programs which provide positive impacts to foster our city's recovery from the pandemic.

Programs outlined in the 2021 CLFRF Programing Plan provide direct and indirect assistance across a large swath of our community through incentivizing the development of new affordable housing, home rehabilitation grants to preserve our inventory of affordable housing, a small-business educational resource program, business beautification grants, and educational enrichment programs which are intended to help elevate our youth impacted by the pandemic.

Once implemented, programs will undergo continuous performance review to allow for data-based decision making when determining future programs for our federal allocations under the American Rescue Plan Act. City staff is currently finalizing development of the 2021 programs with the intention of launching most programs in the first quarter of the new fiscal year.

### Affordable Housing Development

- Low-Income Tax Credit Lottery Fund \$460,000\*
- Single-Family Affordable Housing Development Fund \$520,000\*
- Developer Affordable Apartment Unit Fund \$1,040,000\*

### Affordable Housing - Rehabilitation

- Affordable Housing Roofing Grant \$1,000,000\*
- Affordable Housing Exterior Paint Grant \$250,000\*
- Affordable Housing Mold Remediation Grant \$250,000\*
- Building Stronger Communities through Outdoor Art
- Outdoor Art Economic Recovery Grant \$300,000

### Addressing Education Disparities

- Educational Enrichment Coordinator \$180,000
- Reading and Math Literacy Program \$50,000
- Technology Literacy Program \$70,000
- Mentorship/Intervention Program \$20,000\*
- Community Youth Council \$40,000\*
- Student Government Advisory Council \$20,000\*

### Zone Specific Recovery Needs for a Diverse Community

- Zone Specific Recovery Fund Program (\$250,000 per zone) \$1,500,000\*
- Mayoral Recovery Fund Program \$350,000\*

### Small Business Recovery and Rehabilitation Grants

- Small Business Façade Grant Program \$1,000,000\*
- Small Business Landscape Grant Program \$152,202

### Small Business Recovery, Growth and Resilience Initiative

- Small Business Equity, Diversity, and Inclusion Resource Center \$300,000\*



## CITY MANAGER TO ESTABLISH EFFICIENCY COMMITTEE

In the new year, an Efficiency Committee will be created with volunteer citizens at the request of City Manager Feacher. The goal of the committee will be to evaluate and explore new revenue streams, analyze the overall efficiency of city departments and create better opportunities for transparency. To do this, the group of selected community members will serve on one of four different subcommittees. These subcommittees will spend several months observing city departments and operations, asking questions and making conclusions based on their findings.

The subcommittees will be:

1. Budgeting and Finance
2. New Revenue Streams
3. Operations Efficiency
4. Organization Transparency

During the yearlong process, subcommittee members will review each department's purpose and functions; how it operates as a unit and as an internal partner; and collect input from department and division directors, front-line staff and citizens (when possible). The City Manager's goal is to receive a final report from the Efficiency Committee culminating with a presentation to City Commission.

# CITY WALKING TOURS



## Hosted by City Manager Deric C. Feacher

Residents and commercial property owners encouraged to be a part of tours to seek solutions.

Let's identify areas where:

- **Businesses can grow**
- **Zoning needs to be updated**
- **Code Enforcement is needed**
- **We can create positive change**

### Thursday, Nov. 4 9 a.m. to 3 p.m.

Midtown streets including  
Dr. Mary McLeod Bethune Blvd.  
Dr. Martin Luther King Jr. Blvd.  
George W. Engram Blvd.  
Mason Avenue  
International Speedway Blvd.

### Wednesday, Nov. 10 9 a.m. to 3 p.m.

Downtown and Beachside  
Beach Street  
Main Street  
Seabreeze Blvd.  
Atlantic Ave.  
Area around the Ocean Center

### Thursday, Nov. 18 9 a.m. to 3 p.m.

Citywide tour of key areas for transportation, infrastructures, parks, code concerns, commercial and residential growth

For more information, visit [www.CODB.us](http://www.CODB.us)