It is amazing that two years have elapsed since the District Team began implementing our enhancements and cost-saving measures. This dynamic team has responded to stimulus and change as well as the unprecedented COVID-19 Pandemic. The District Team has remained focused as we navigated unchartered waters all while keeping the District business operational and on course. Our strategic initiatives are focused upon the organizational structure, efficiency measures, transparency, succession planning, and a desire to further enhance customer service while addressing the needs of the residents.

In regard to the organizational structure, as reflected on the new org chart that was approved in May 2020 by the Village Center Community Development District, you will note the realignment of several important functional areas of our District Government. With so much talent within the organization, promoting within allows the District to remain fiscally responsible all while maintaining our investment in our employees’ skills and knowledge as well as delivering value to our customers.

As you know, Kenny Blocker has been promoted to Deputy District Manager. Mr. Blocker will continue to provide strategic management of the major Financial Portfolio elements such as Finance, Purchasing, and Budget. Now he will also take on Utilities and Sanitation as these are major budget drivers as we face our upcoming growth period and consider our capital investments. Continuous review of finance and span of control is on-going and ever-present. As BS&A is fully implemented more efficiency will be captured which required restructuring of talent within finance. In concert with reviewing the span of control and succession planning, the former Accounting Manager, Jennifer Liunoras was reclassified to Assistant Director of Finance.
An area that has seen major reorganization and change is under Mrs. Carrie Duckett. She has been promoted to Assistant District Manager and within her portfolio; you will note that she has taken on Community Watch and Risk Management in addition to Community Standards and Customer Service. Her communication skills and continued enhancement of our customer service makes these two new areas an appropriate fit.

Technology and Board Support Services, HR/Strategic Planning will remain the same but I have made some changes within the Recreation and Parks Department under Director John Rohan. In order to have a succession plan for this large (and growing department), I have appointed from within the department two Assistant Directors. Matt Armstrong was appointed as an Assistant Director, Recreation and Parks for Operations. With Matt’s vast knowledge of operations and his talent for organizing, directing, and supervising personnel he will transition seamlessly into the Assistant Director position. Kacie Linton was appointed as an Assistant Director, Recreation and Parks for Finance. Kacie’s expertise in managing major finance functions including budget development and procurement as well as working collaboratively with internal and external customers makes for a smooth transition in this growing department. These two appointments of these long-standing team members will ensure excellent customer service to our residents, succession planning, and accountability as the District grows.

Within the Department of Property Management, I was very fortunate to be able to promote an in-house candidate, Blair Bean, to Director to replace long-time Director Sam Wartinbee who retired. As you know, Blair Bean was formerly the Assistant Director of the Department of Property Management. Mr. Bean will continue the strong management style which has been a hallmark of this department.

Under Mr. Blocker’s purview, the District has taken a major step forward in minimizing the continued shortfall in revenue that we face within our recycling program. Like many jurisdictions, the District addressed the monetary impacts of a shrinking global secondary market for our recycled goods and the environmental impacts of long hauling our municipal solid waste to a GA landfill. North Sumter County Dependent District (NSCUDD) approved a long-term solid waste plan to address solid waste disposal. NSCUDD entered into a long term contract for waste disposal with Covanta Energy from Waste facility. NSCUDD also purchased Central Sumter Utilities and refunded the bonds issued for North Sumter Utilities for a net present value savings of approximately $43.5MM.

Additionally, District 8 Phase II and III bonds were refunded for approximately $8MM net present value savings. District 13 issued Phase I bonds for approximately $90MM and Village Center Community Development District/Amenity Authority Committee purchased 300 amenities and associated Recreation facilities in Phillips and Soulierre. Lastly, a new three-year
contract was negotiated with The Villages IAFF Local 4770 representing the firefighters and supervisors of Villages Public Safety.

Under John Rohan’s purview, The Villages Community Development Districts’ Recreation and Parks Department increased the Digital Billboard (TV monitors) program that is currently available at Rohan and Everglades Regional Recreation Centers. The goal is to have Digital Billboards in a majority of the Regional Recreation Centers by the end of the next Fiscal Year. These HD Digital Billboards will provide an additional communication platform to share District and Recreation and Parks information to the community. Due to the growth in The Villages, Mr. Rohan has also increased ease of customer service for residents by providing Recreation Center Hub’s, located at La Hacienda, Sea Breeze, and Fenney. These hub locations have benefited our residents by providing direct customer service support relating to Resident Lifestyle Groups, Room Reservations, Club Formation, Guest ID’s, payment of Trail Fees, and recreation support services within close proximity of their homes. These locations throughout our community have strengthened the commitment of customer service and allowed Recreation & Parks staff to form relationships with the residents in regard to their specific needs. Mr. Rohan had oversight of opening four new Recreation Centers Everglades Regional Recreation Center, Water Lily Village Recreation Center, Chitty Chatty Neighborhood Recreation Center, and Trillium Village Recreation Center. The much anticipated First Responders Recreation Center is currently in the construction review stage. Later this next Fiscal Year, staff will be further discussing the Master Plan for Communication of Recreation and Parks.

Under Blair Bean’s purview, District Property Management has begun the task of preparing staff for the implementation of the GIS-based asset management system Cityworks. A part of this effort is the use of the Sightlines consultant reports to establish baseline data for District-owned building assets such as recreational facilities and fire stations. Moving into the future, the information from the Sightlines reports will be used to forecast a 10 year budget for recreational amenities. This will allow the recreation amenity divisions to better identify and forecast funding needs over a longer period of time as well as manage overall costs and review of specific amenity assets. Programs will be developed to review the performance of like assets across the entire District.

Mr. Bean has begun to develop and implement the current organizational structure that focuses DPM staff into operationally hinged Divisions to meet the needs of the organization. The Department Divisions created based on the focused operations approach are Road/Infrastructure, Facilities, Town Centers, Construction, Water Resources/Environmental, and Landscaping. DPM recognizes and is implementing plans to develop staff with a focus on succession planning and building strong teams. The Department over the last year has created three “trainee” level positions to create opportunities for new employees to enter and grow within the organization. In addition, two employees were reclassified to Assistant Manager to directly support the Division
managers and provide opportunities for employee growth and advancement within the organization.

In an effort to plan for operational efficiency based on asset growth and expanded service areas, the DPM Department utilizes a new Annex Office South of SR 44. This location is servicing the growth areas in Districts 12 and 13. The new Annex Office has allowed staff to reduce travel times and vehicle-related costs traveling to their assigned areas of responsibility. You can find more efficiencies and savings on the DPM Scorecard.

Under Anne Hochsprung’s purview, the Finance Team completed a very successful and on-time implementation of BS&A for all modules (Accounts Payable, General Ledger, Miscellaneous Receipts, Cash Receipts, Special Assessments, and Fixed Assets). A significant amount of planning and man-hours took place before and during this year-long implementation with the Finance team, other team leadership throughout the district, and the BS&A implementation team to assure we set ourselves up to utilize the software in a much more efficient and effective way as compared to how we conducted business previously.

Just to highlight a few of the changes made, they include the approval of Purchase orders and vendor invoices. These are now approved electronically across all District teams using a standardized approval process resulting in documented controls over the authorization of payments and more timely payments. Utility Billing is interfaced with Accounts Payable, eliminating duplicate data entry of approximately 2,200 District-owned monthly invoices and, on average, 500 refund checks monthly. All vendor checks are paid out of one “pooled” cash account, reducing the number of check/ACH payment cycles from 72 to 2 weekly. Current and historical financial information is more readily available to allow for more informed decision making by District team leadership. We have seen a significant reduction in the number of inter-district cash transfers and journal entries. The Fixed Asset sub-ledger is now interfaced with Accounts Payable, eliminating the need for duplicate data entry. Finance now has information on resident’s bond and maintenance assessments more readily available as we interface with the resident. And lastly, individual team financial statements are now being distributed to the leadership monthly. Finance will continue to evaluate the new software and modules. Efficiencies gained through this implementation can be found on the Finance Scorecard.

Under Barbara Kays’ purview, The Office of Management and Budget (OMB) worked with the entire District team to successfully convert to the new BS&A Financial Software/Budget Module which required numerous hours to learn, test, develop, and implement. OMB developed reports in the new software, such as the negative balances report, to assist departments to improve the management of their budgets which benefits not only staff but also the Board Supervisors and residents. Other budget management improvements include an electronic fund transfer process that provides for the preparation, tracking, review/approvals, and posting all electronically which expedites fund availability for requisitions and payment of invoices. We are continuing to work on improving the capital budget processes, monitoring, and reports as well as continuing with in-
depth analyses of the cost allocation methodologies to simplify the allocation process with fair and reasonable methodologies as The Villages continues to grow.

A team including the District Manager, Assistant District Manager, Property Management, and Office of Management and Budget reviewed the Project Wide Fund for any possible cost savings and efficiency methods. Through this process, DPM was able to identify cost savings with creating new standards established for basin maintenance and turf mowing which will provide on-going savings as The Villages continue to grow. These savings allowed, for most of the participating districts, for a reduction of approximately .2% in the FY20-21 allocation as compared to the FY19-20 allocation amount.

By working closely with departments, Board Supervisors, AAC, PWAC, and residents, we finalized the FY20-21 Budget process with the total of all 53 fund budgets being over $358M!!! These implementations have resulted in efficiency improvements that are also listed on the OMB Scorecard.

Under Brittany Wilson’s purview, the District began the BS&A implementation process in January 2019. This phase included finance, budget, and purchasing modules. The teams spent nearly 1000 hours with BS&A representatives in internal meetings to develop the electronic process and procedures for this new program. The Go-Live date was March 2, 2020, and in the midst of COVID-19, the system was up and running! Laserfiche is a document management system that was implemented to support the BS&A Financial Management and Asset Management software. The benefits of Laserfiche include intelligent scanning capabilities, a customizable workflow to automate manual processes and reduce paper, and a web-based interface for access. This software also provides numerous opportunities for District departments to expand electronic workflow automation and the efficient management and retrieval of documents.

Ms. Wilson has been working on Asset Management-GIS development and this is a multi-year, multi-phase project. The initial focus is on water and wastewater utility infrastructure and data collection methods. Once this is completed the District will seek other GIS data to include recreational assets. You can find other efficiencies listed on the Technology & Board Support Services Scorecard.

Under Carrie Duckett’s purview, Customer Service partnered with Executive Golf, Recreation, and Finance to offer new cashless trail fees and the Guest Golf Play Card. Customer Service is working with Community Watch and registering residents for Community Watch programs.

Under Community Standards, The Architectural Review Committee (ARC) attended a Trolley Tour of District 12 in January 2020. The tour provided an opportunity to introduce new products and color schemes that are being utilized in new construction areas of the community. Ms. Duckett has implemented changes in regard to public hearings on deed restrictions, as well as monthly staff training and cross-training in order to enhance knowledge of deed compliance and
architectural review. In order to address Board and resident concerns, Community Standards presented District 4 with a historical overview of signage enforcement per the Declaration of Restrictions. In response to Board inquiry pertaining to District 4 road rights-of-ways, we provided input and recommendation as to mitigate the risk to District 4 regarding unauthorized improvements. As a result of the resident and Board inquiries, District 4 is now enforcing signage restrictions and will begin enforcing unauthorized improvements in the rights-of-ways in October 2021. You can find other efficiencies and improvements listed on the Customer Service/Community Standards/Risk Management Scorecard.

Under Chief Wolfe’s purview, Community Watch welcomed reconstruction of the Community Watch Office located on Bonita Blvd. The Gate Operations workstations were completed in July 2020 and now allows for viewing of 55 camera monitors and 208 gates at one time. Additional growth of The Villages was taken into consideration during this reconstruction. You can find more efficiencies and improvements listed on the Community Watch Scorecard.

Under Mark LaRock’s purview, the Purchasing Department has been quite active in FY19/20. Purchasing transitioned to E-bidding, implemented BS&A financial software, and had a Purchasing Card changeover to J.P. Morgan Chase. Mr. LaRock negotiated numerous contracts with huge savings for the District. The Purchasing Department wrote guidelines for the new P-Card as well as guidelines for writing requisitions in the new BS&A software. While all scorecard items are important achievements, I would like to focus on a few as they relate to savings and efficiencies.

The implementation of the BS&A Software has and will continue to create both savings and efficiencies in time and accountability. With the elimination of the paper requisition process the turnaround time to process a Purchase Order has been reduced to a fourth of the time all while accurately encumbering funds from the proper accounts and assigning appropriate contracts from the system database (not to mention the savings in copy paper).

Staff continues to work closely with our District Departments to identify consolidation of services by combining and issuing single solicitations where possible which greatly reduces the total number of contracts managed by Purchasing. We also research other agencies’ contracts to Piggyback or utilize Consortiums to gain an economy of scale advantage for goods or services formally solicited by another governmental agency.

In the process of good Stewardship to the District, the Purchasing Department, in many cases, has also negotiated renewals of existing contracts with “no price increases”. Additional savings to the District are achieved by meeting with our End Users and Contractors to negotiate savings or value engineering on Formal Solicitations, when applicable. The sought-after goal which we have generated is to increase our pool of Contractors and promote healthy competition and competitive pricing all of which promote savings for the District. All of these savings and
Under the purview of Chief Edmund Cain, the Villages Public Safety Department (VPSD) has seen the benefits of the Interlocal Fleet Maintenance contract with Sumter County, as it has produced significant savings in repair costs. This maintenance contract also covers 971 District vehicles as well as maintenance and repair of small/engine power equipment. On July 7, 2020, Chief Robert Ramage received the Chief Training Officer (CTO) designation. Division Chief Ramage becomes one of only 144 CTO designees worldwide. The designation program recognizes individuals who demonstrate their excellence in seven measured components including experience, education, professional development, professional contributions, association membership, community involvement, and technical competence. The professional designation is valid for three years. Maintaining the designation requires the recipient to show continued growth, development, and adhere to a strict code of professional conduct.

In September 2019, The Villages Public Safety Department became certified as a Type I Technical Rescue Team (Florida TRT-424). This certification not only allows VPSD to serve the residents of The Villages but to serve the citizens of Florida when needed through the statewide emergency response plan (SERP). The Technical Rescue Team is comprised of 45 team members who are all Firefighter/Paramedics and Firefighter EMT’s. In addition to these certifications, team members must attend an additional 420 hours of specialized training in Vehicle Machinery Rescue, Confined Space Rescue, Trench Rescue, High/Low Angle Rope Rescue, Structural Collapse Rescue, and Wide Area Search training. The Villages Technical Rescue Team has responded to several calls for service in The Villages including the vehicle versus building accident in April 2020, at Southern Trace Shopping Center on Wedgewood Lane.

The VPSD has been working towards Accreditation. There is an Accreditation site visit in May 2021 and an Accreditation Board meeting in July 2021 for the hearing to approve our request for Accreditation. Still further, six members of VPSD have become certified in Car Seat Safety and have been able to assist the community with car seat installations. You can find more efficiencies and improvements listed on The Villages Public Safety Department Scorecard.

These are just a few of the accomplishments and projects we have completed or are currently in the midst of implementing. I have provided the attached 2019/20 “Scorecard” with a breakdown of facts and figures for your review. Every decision that is made by The District is carefully reviewed by management, staff, and the Board Supervisors of which they pertain and is made to enhance the quality of life for the residents in The Villages.

It has been another successful year with an amazing team who made it all happen while dealing with the COVID-19 pandemic. As we continue the momentum, I look forward to a productive FY 2020/2021.
The Villages
Community Development Districts

Hospitality ● Stewardship ● Innovation & Creativity ● Hard Work

Updated 5/13/20
Balanced Scorecard FY 2019/2020
Administration
Richard Baier & Kenny Blocker

The Villages IAFF Local 4770
VPSD
Successfully negotiated a new three year contract with The Villages IAFF 4770 representing both rank and file and Supervisor members of The Villages Public Safety Department.

Finance
Issued -$90MM in Bonds for District 13
Saved -$8MM Net Present Value (NPV) in refunding Phase II & III bonds for District 8

VCCDD/AAC
VCCDD/AAC purchased 300 Amenities and the corresponding Recreation buildings/facilities in Phillips and Soulierre.

Sanitation
NSCUDD completed a long term solid waste plan to include utilizing Covanta Energy from Waste.

Utilities
NSCUDD purchased Central Sumter Utilities (CSU)
Saved -$43.5MM Net Present Value (NPV) in refunding North Sumter Utility (NSU) bonds

Total Annual Savings
$51,500,000
### District Clerk / Board Support

#### Civil Discourse –
Addition of civil discourse statement on agendas so all interested parties understand the expectations of decorum at a public meeting.

#### Visual Aids-
Addition of a new drop down projection screen at the Savannah Center to improve the audience’s view of the agenda and support documentation.

#### Public Records –
Implementation of a District-wide Public Records Administrative Policy to improve the notification, tracking and response to a public records request.

#### Old Business Tracking Method –
Updated the Old Business Tracking list to include a department assigned for follow-up and additional detail to enhance the information available to the Boards, Committees and residents.

#### Meeting Locations –
Regionalized meeting locations to promote resident attendance and transparency at District and Committee Meetings.

### Technology

#### Remote Access Services –
The implementation of ScreenConnect for remote network access. The ScreenConnect licenses also ensured a seamless transition to remote work settings due to the pandemic. **Annual Savings of $8,200**

**Community Watch Dispatch Cell Phones**
Community Watch was provided with a Verizon cell phone for each dispatch station. In the event the network phones are unavailable, this serves as a form of communication redundancy. The phones were provided at no cost and are only billed based on minutes used.

#### Training
Human Resources facilitated various computer training courses utilizing ScreenConnect licensing for remote computer access. The use of existing technology allowed attendees to learn on their work computer, and eliminated the need for additional Microsoft Office Licensing.

### Total Annual Savings
**$116,800**

### Internet Use Agreement-
The new Commercial Internet Use Agreement provides a bulk amount of bandwidth and achieved an annual savings of $54,000.

### Consolidated Copier Lease –
The consolidation of more than fifty (50) copiers on a five-year lease agreement achieved a **savings of $30,900**.

### Cisco Flex Plan for Hardware Support –
A three-year Cisco Flex Plan resulted in a **cost reduction of $6,000**. This supports software upgrades throughout the year as well as rapid response in the event there is a hardware failure that effects the entire system.

### Computer Upgrades –
- **$500 savings** by repurposing RAM from obsolete computers
- **$3,600 savings** from repurposing older, but still well-performing computers in place of obsolete computers
- **$10,000 savings** by performing in place upgrades of existing computers to Windows 10, utilizing the downgrade license they were originally acquired with.

### Verizon Plan for Public Safety
Consolidation of public safety Verizon Mobile to Mobile (M2M) services into one bulk account results in a **$300 per month savings, or $3600 annually.**
## Balanced Scorecard FY 2019/2020
### Villages Public Safety – Chief Cain

<table>
<thead>
<tr>
<th>Interlocal Agreement With Sumter County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Equipment Maintenance through Interlocal Agreement with Sumter County.</td>
</tr>
<tr>
<td><strong>Annual Savings $16,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fleet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasing fuel efficient vehicles District wide has resulted in fuel savings of $44,625.00</td>
</tr>
<tr>
<td>Interlocal Fleet Maintenance Contract with Sumter County Saved $179,434.49 in repair and service costs for 971 District vehicles.</td>
</tr>
<tr>
<td>Piggybacking off of a Sarasota Fire Dept. contract, VPSD saved on the purchase of a Rescue Truck and Aerial Truck. Saving $40,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six VPSD staff received grants to attend a two year car seat certification class. These staff members will utilize their skills in assisting the community on car seat installation.</td>
</tr>
<tr>
<td><strong>Savings $570.00</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Villages Public Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two VPSD Public Education Technicians were trained on disinfecting Fire Stations and equipment during COVID-19. This saved on not having to hire an outside company.</td>
</tr>
<tr>
<td><strong>Annual Savings $38,500</strong></td>
</tr>
<tr>
<td>Two firefighters were certified for MSA repair and inspection of air packs</td>
</tr>
<tr>
<td><strong>Annual Savings $14,800</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purchasing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coffee Service was removed from all stations.</td>
</tr>
<tr>
<td><strong>Annual Savings $16,000</strong></td>
</tr>
<tr>
<td>VPSD used consortium pricing to purchase MSA Safety Equipment Saving $9,946.41</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Annual Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$359,875.90</strong></td>
</tr>
</tbody>
</table>
Reconstruction – After reconstruction of CW was completed in July 2020 of the Gate Operations Workstations, it now allows for viewing of 55 camera monitors and 208 gates at a time. Additional growth of the community was taken into consideration and the new Gate Operations Workstations will allow Community Watch the ability to monitor additional gates as they are added to the community. The new workstation also provides a training station, allowing Community Watch Staff the ability to complete job specific training within the department.

Gate House Cameras - Twenty-three (23) Gate House Cameras were added to various staffed gates throughout the community. Gate Operations monitors the cameras to ensure the safety and security of the attendants, as well as District Gate House infrastructure. This provides an attendant perspective and view of the cars passing the gate house, which is an invaluable tool when preparing Gate Hit Incident Reports. They also provide an observation of any security or safety needs of the attendant. For additional safety measures, two phone calls are made to the Gate Attendant per shift.

Dispatch/Patrol Drivers

Five Community Watch Dispatchers received Florida 911 Public Safety Telecommunicator Certification in 2019. An additional four Dispatchers will complete the certification August 30, 2020. This increases productivity and a better understanding of government agency operations.

Patrol Drivers attended Carfit Training which increases better understanding of equipment operation. CW involved traffic crashes have been reduced by 50% since implementation of this training.

Total mileage patrolled by CW Patrol Drivers from October 1, 2019 to September 1, 2020, was 1,093,953 miles.

Total Annual Savings $123,574.32

Operations/Fleet

An extensive review of the cost of uniforms was conducted over the previous year. The review included an analysis of the cost, the internal procedures followed to replace existing uniforms and an inventory of current inventory. The review resulted in a 54.57% reduction in annual costs, a Savings of $27,334.

In the 2019 – 2020 budget, CW leased hybrid vehicles, resulting in a cost Savings of $71,217.32. Fuel attributes $46,194.32 of the savings.

The remaining $25,023 savings is attributed to lease savings. The cost of leasing the hybrids for one is $455.25 per month x 7 (vehicles) x 12 months = $38,241. The Ford Rangers which were leased at the same time $753.14 per month x 7 (vehicles) x 12 - $63,263.76 for a cost Savings of $25,023.
Customer Service

Customer Service partnered with Executive Golf, Recreation, and Finance to offer new cashless trail fees and the Guest Golf Play Card. In the first 2 weeks of offering the new 1 Month Trail Fee option, Customer Service processed over 1,800 trail fee transactions.

Customer Service /CW

Since working with Community Watch and registering residents for the Community Watch Programs, over 900 residents have been registered (Adult Watch 53, House Check 637, and Resident Out of Area 219). Aligning Community Watch program enrollment with Customer Service allows the District to utilize existing staff resources to provide optimal customer service to residents on behalf of multiple departments in one location.

Community Standards/ARC

The Community Standards Manager or Assistant District Manager is now meeting with all individuals that are scheduled for a Public Hearing pertaining to deed compliance. The goal of the meeting is to explain the public hearing process, discuss expectations and answer questions, resulting in better understanding for the resident and a more efficient meeting.

Cross training of Community Standards Office Staff and the Deed Compliance Officers was completed to enhance the excellent customer service that is provided to residents and contractors.

Community Standards developed a brochure to assist Deed Compliance Officers when out in the field to educate residents in regard to lawn ornaments. The brochure is also provided at various speaking engagements for new and current homeowners.

Adoption of policies and procedures in District 4 for resident modifications in the right-of-ways and easements.

Communication

To increase communication, an additional bulletin board was installed at numerous postal stations throughout The Villages. This allowed the District to post 5,931 flyers from January –July 2020, as opposed to only 3,089 for the same time period in 2019.

E-Notifications are one of the predominate methods of communication used by the District. In September 2019, there were 84,807 subscribers registered for over 50 different categories, including Precautionary Boil Water Notices, Recreation Center Closures and more. As of August 2020, there are 111,377 subscribers receiving e-Notifications, an increase of 30%.

Customer Service received and answered 1,817 Incident Reports in FY 2019/2020.

From August 2019 to August 2020 there were 1,445,848 hits on the Districtgov.org website.

Risk Management

The Preferred TIPS program is a reimbursement program with matching training/safety incentives that can be applied for by any current member of the Preferred Governmental Insurance Trust (PGIT). Each entity is eligible to apply for a matching incentive of 50% of the cost up to a maximum of $5,000 per coverage year. For FY 2019/2020, Risk Management applied for the following:

- Sumter Landing Community Development District - $5,000 for installation of aquatic access chairlifts
- Brownwood Community Development District - $5,000 for a grout project
- Village Center Community Development District – Approximately $3,000-$4,000 for installation of GeoTab on leased vehicles
DPM Projects

McLawren Terrace (Unit 56) Drainage Project Mgmt. - **One Time Savings of $143,630**

Callahan Villas & Belle Glade Villas design concept and stormwater conveyance – **One Time Savings of $15,000**

Fire Station #40 constructed new station to accommodate ladder truck – **One Time Savings of $40,000**

DPM Staff Optimization

Reclassification of Manager-Special Projects position to Assistant Manager – Facilities - **Annual Savings $12,000**

Reclassification of Manager-Environmental position to Assistant Manager – Infrastructure - **Annual Savings $12,000**

Implementation of Supervisor Trainee position – **Annual Savings $12,000**

Landscape/Water Resources

Turf Mowing- established maintenance standards for turf mowing for project wide and District owned basins, common areas, and roadways in District 12 & 13 – **Savings $1,000,000**

Rain Bird Services – Maxicom dollar program where District acquires dollars to be used towards replacement parts- **Savings $17,500**

Project Wide Basin Beds – negotiated lower contract pricing – D-10 **Savings $36,083**, D-12 **Savings $50,653**, Brownwood **Savings $23,552**

Littoral Shelf Maintenance – Negotiated monthly maintenance costs due to water fluctuation and maintainable area – **Savings $13,721**

Purchasing

Recycled Cameras and camera inventory program – **Savings $13,020**

Conduit for Villa sign wall lighting D-12 – **Savings $7,000**

Sanibel & Pinellas gate Houses epoxy flooring – **Savings $800**

Portable reusable Dam for pipe repairs – **Savings $15,200**

Pipe Plugs purchase for stormwater repairs – **Savings $21,360**

Reusable Landscaping Tree Bags – **Savings $3,375**

Pilot Program for 3 ponds – Alternative Basin Algae Control (Blue Dye) Program – **Savings $1,096**

Contracts/Purchasing

Negotiated Termite Inspection and Treatment for Facilities – **Savings $17,468**

Sea Breeze Lobby Floor Replacement – **Savings $146,376**

Savannah Lobby/Entrances Floor Replacement – **Savings $163,803**

Eisenhower Restroom Floor Replacement – **Savings $10,000**

Renovation of Community Watch/Gate Operations/Dispatch Bonita Blvd. Offices – **Savings $20,000**

Rio Grande Air Gun Range New Facility – **Savings $20,000**

Total Annual Savings **$1,815,637**
Balanced Scorecard – Finance
FY 2019/2020 – Anne Hochsprung

Utility Team
Created interface with Accounts payable and Utility Billing to eliminate manual entry of 2000 utility bills for District-owned accounts. Reduction of colored print stock used in Utility Billing Saving $7,500
Moved billing from a shared function of several to a full-time function of two staff members Saving $60,502

Efficiencies
Eliminated GL Manager to obtain more consistent application of processes across all four GL teams Saving $110,000
With efficiencies gained from BS&A implementation, elimination of one AP staff position through natural attrition Saving $38,600
With efficiencies gained from BS&A implementation, elimination of the Fixed Asset accountant position through natural attrition by absorbing this in the GL team Saving $74,892

Cash Room
Modified cash receipts process for all Rec Centers and Executive Golf to minimize the number of staff counting while maintaining proper control of cash handling. Elimination of one staff position through attrition Saving $48,752

Financial Statements
Revision of 16 District Audited Financial Statements, including Management Discussion Analysis, Financial Statements and Footnotes to create a standardized, more transparent, concise and streamlined report; a report that is easier for the non-financial reader to understand.
Savings $10,000

Banking
Streamlined and implemented pooled operating accounts for VCCDD, SLCDD, and NSCUDD thus eliminating 20 accounts, reducing wire transfers and costs associated. Set up one account to process all vendor payments for all Districts reducing the amount of weekly checks from 72 to 2.
Successful implementation of J.P. Morgan/Chase purchasing card estimated annual income $43,000

Total Annual Savings $393,246
**Office/Fleet Mgmt.**

Canceled office janitorial service and opted to provide in-house service which produced a cost savings and better service.

Fleet vehicles washing/cleaning in-house.  
**Annual Savings $2,544**

**Efficiencies**

Implemented Quarterly Inspection Program for contractor accountability on golf/golf course maintenance and equipment buildings.

District Executive Golf asset inventory cataloging, mapping, management and inspections.

BS&A section coding of each Executive Golf course detailing history and planning budgetary needs.

**Purchasing**

Direct purchasing and re-furbishing of golf irrigation parts for cost savings.

Planning and consolidating agronomic services in conjunction with Championship Golf for cost savings.

**Property Management**

Small repairs and improvements to starter shacks and on-course bathrooms completed in-house for cost savings.  
**Annual Savings $ 1,200**

**Water Conservation**

Audubon Sanctuary Programs and Certifications for Executive Courses

Planning golf course watering programs and allocations with Arnett Environmental and Championship Golf

**Total Annual Savings**

$27,084
Succession Planning
The promotion of Matt Armstrong and Kacie Linton to Assistant Directors of Recreation and Parks, will help assist the Director with the growth and oversight of Recreation and Parks as The Villages expands. This also prepares and grooms both of these individuals for future succession planning.

Technology
Thirty-eight (38) Recreation Center locations received new upgraded microphones.
Digital Billboards for all Regional Recreation Centers are being installed by the end of the Fiscal Year.

Resident Lifestyle
Bradenton Recreation Center added (2) Horseshoe Courts.

Recreation Centers
New Recreation Centers
Everglades Regional Recreation Center – Nov 2019
Water Lily Village Recreation Center – June 2020
Chitty Chatty Neighborhood Recreation Center – June 2020
Trillium Village Recreation Center – August 2020
COVID 19 – For the safety of residents, guests, staff, and visitors in The Villages, Plexiglass partitions have been placed at all Fitness Clubs and Regional Recreation Center kiosks. Hand Sanitizer stations have been placed at all Recreation Centers.
All Recreation Centers are following CDC and local Health Department guidelines.

Customer Service
Recreation Customer Service Hubs:
La Hacienda, Sea Breeze, and Fenney are now providing the same recreation customer service support as the District Office. These three locations can now assist you with Resident Lifestyle Groups and Room Reservations.
New training guidelines developed and written for
(1) Purchasing Card Users
(2) Instructions for Allocating and Uploading J.P. Morgan Chase
(3) Guidelines for writing Requisitions in BS&A

Total Annual Savings $332,565.27

SLAD
Contract Consolidations for HVAC Services, Pest Control Services and Irrigation Supplies

Savings of $187,472.26

Negotiated Savings
- TB 20B-004; Avenida Central Maxicom Conversion (Cepra) $13,125.00
- RFP 20P-006; VOSS Landscape and Irrigation (Cepra) $11,333.76
- RFP 17P-032; Water Tower Maintenance (from TMI to Tank Rehab) $140,400.00 over 8 year period
- RFP 19P-021 Soaring Eagle Landscape and Irrigation (DTE) $7,013.50
- Pool Control SLAD removal of additional Chair services $15,600.00

Total Savings $332,565.27

Purchasing Department
- Transitioned to E-Bidding
- Implementation of BS&A Financial Software
- P-Card Changeover to J.P. Morgan Chase
- Consolidation of Contracts
- Continued Monthly Meetings with DPM & Recreation

Surplus Property
Revenue Generating Contracts for FY2018/19
Sale of Surplus Property through Auction – Received $5,453.00

Coffee Services
- Changed from Foam Cups and Plastic Stirrers to Eco Friendly Products to protect the Environment
- Standardized and reduced on Products to be ordered
- Eliminated Coffee Services for all District Offices (Excluding Recreation Centers) for an estimated savings of $15,000.00 per year.

Purchasing Card Program
Calendar Year 2019 Total Spend $9,001,662.61
*Rebate Amount $124,640.01

Balanced Scorecard – Purchasing FY 2019-2020 – Mark LaRock

Purchasing Department

Negotiated Savings

SLAD
Contract Consolidations for HVAC Services, Pest Control Services and Irrigation Supplies

Savings of $187,472.26
Budget Conversion (BS&A)

Working with entire District team to successfully convert to a new Financial Software/new Budget Module which required numerous hours to learn, test, develop and implement.

Revision of the Budget Preparation Process and Budget Instructions to maximize utilization of new Budget module to implement efficiency improvements such as:
- Consolidation of forms
- Electronic footnote entry directly into new Budget module.
- Reduction of printing costs

OMB staff, working with the BS&A team, provided multiple hours of training on the new software, forms and processes for budget preparation.

Budget Instruction packets:
- Eliminated hard copies of Budget Instructions reducing printing costs.
- Improved electronic version to be more efficient and better assist the departments in their budget preparation process.

Assisted Departments with transitioning their current year budget and FY20-21 Budget in conformance to the new chart of accounts format/software requirements.

Analysis & Reporting

OMB Developed numerous custom reports/step-by-step instructions to assist and provide the department users with additional tools for improved budget preparation and budget management of their departmental budgets. (Reports with 3-5 year history, list of negative amounts, dollar and percentage increases etc.)

Provided new budget report formats to District Boards during May Budget Workshops and budget review process.

Developed additional detailed analysis reports and utilized them during the FY20-21 Budget review process. Able to more easily identify trending, prepare projects/forecasts and flag possible duplication/input errors during the budget review process.

Capital Projects/ Improvement

Working with Utilities management team, created new format for Five year Capital / Major Maintenance Work plan for each Utility fund.


Created a new capital summary and updated monthly. Shared with Finance Department/others to reduce duplication of work across our departments.

Budget Adjustments Process

Fund Transfer Process:
- Fully electronic process
- Ability for OMB/Departments to track fund transfer online
- Reduces time to process and provide funds for departments to utilize for requisitions/payments etc.
- Revised Budget Adjustment policy
Strategic Planning: continue to align with the District Manager to prepare the organization for transparency in communications, initiatives, and project management.

Recruitment
Recruited 63 new staff members from March-August 2020, during COVID-19. We strive to recruit and maintain the best of the best employees and work with department managers to address future staffing needs in regard to the growth with the District.

Payroll /HRIS
PayChex – Saved $10,000 off Paychex benefits administration fees due to offset of premium by The Standard Insurance Company.

Training / Onboarding

Benefits
Successfully negotiated health care renewal with Florida Blue. The District will continue with Blue Cross Blue Shield of Florida allowing us to maintain our current in-network providers and optimally use the same two grandfathered health plans we have had since 2010, and a new HMO option has been added as well.
Thank YOU