Exhibit A

we make housing affordable™
Florida Housing
Finance Corporation
227 North Bronough Street, Suite 5000 • Tallahassee, Florida 32301
850.488.4197 • Fax 850.488.9809 • www.floridahousing.org

July 30, 2010

Via E-mail

Mr. Ron Paradise
SHIP Administrator
City of Deltona
2345 Providence Boulevard
Deltona, FL 32725

Dear Mr. Paradise

Thank you for submitting the City of Deltona's Local Housing Assistance Plan for fiscal years 2010/2011 through 2012/2013. The Review Committee for the State Housing Initiatives Partnership (SHIP) Program has approved the plan.

The Corporation commends the city's dedication and commitment to providing affordable housing to its citizens. If the Corporation can be of assistance to you in the administration of the SHIP Program, please call SHIP staff or myself at (850) 488-4197.

Sincerely,

Robert Dearduff
SHIP Administrator

/dr

Charlie Crist, Governor
Board of Directors: David E. Oellerich, Chairman • Stuart Scharaga, Vice Chairman • Tom Pelham, Ex Officio
Ken Fairman • Clifford Hardy • Jerry Maygarden • Marilyn L. Seroyer • Lynn Stultz • Leonard Tylka
Stephen P. Auger, Executive Director

Exhibit B

City Commission
City of Deltona, Florida

Financial Reports
December 31, 2010

(Unaudited - Not GAAP Compliant)

City of Deltona Florida
Statement of Revenues and Expenditures
All Governmental Funds
Three Months Ended December 31, 2010

	All Governmental Funds	Annual Budget	%
Revenues			
Property Taxes	$ 9,538,081	$ 11,595,000	82.3%
Franchise Fees	1,176,825	4,272,000	27.5%
Public Service Tax	2,128,403	7,399,000	28.8%
State Revenue Sharing	475,382	2,203,000	21.6%
Intergovernmental	2,393,449	14,803,067	16.2%
Charges for Services	6,338,443	8,755,808	72.4%
Fines and Forfeitures	58,619	257,000	22.8%
Impact Fees	25,626	236,000	10.9%
Interest Income	85,180	187,200	45.5%
Miscellaneous	75,892	430,500	17.6%
Total Revenues	22,295,900	50,138,575	44.5%
Expenditures			
Current:			
City Commission	338,220	539,100	62.7%
Social Services	-	-	0.0%
City Manager	123,388	592,300	20.8%
City Clerk	97,742	434,400	22.5%
City Attorney	102,211	578,900	17.7%
Finance	207,836	1,001,200	20.8%
Network Services	126,459	-	0.0%
Planning Services	156,284	893,400	17.5%
Construction Services	157,725	717,000	22.0%
Human Resources	89,400	401,800	22.2%
Enforcement Services	272,546	1,126,300	24.2%
Public safety:			
Law Enforcement	4,544,465	9,258,300	49.1%
Fire & Rescue	1,988,911	9,034,500	22.0%
Total Law Enforcement	6,533,376	18,292,800	35.7%
Public Works	403,824	1,948,600	20.7%
Parks & Recreation	400,222	2,072,500	19.3%
General Government	380,268	1,205,400	31.5%
Transportation	118,391	833,800	14.2%
Economic Environment	1,011,854	5,569,110	18.2%
Solid Waste	1,037,486	4,205,000	24.7%
Stormwater	439,804	2,123,200	20.7%
Capital Outlay	1,297,762	18,909,707	6.9%
Total Expenditures	13,294,798	61,444,517	21.6%
Excess (Deficiency) of Revenues Over Expenditures - Before Other Financing Sources (Uses)	9,001,102	(11,305,942)	
Other Financing Sources (Uses)			
Transfers from Other Funds	429	25,000	
Debt Proceeds	-	-	
Debt Service	(524,252)	(1,983,530)	
Transfers to Other Funds	(429)	(1,775,000)	
Total Other Financing (Uses) Sources	(524,252)	(3,733,530)	
Excess (Deficiency) of Revenues Over Expenditures	$ 8,476,850	$ (15,039,472)	

For Internal Management Use Only.
Unaudited - Not GAAP Compliant.

Deltona Water
Statement of Revenues and Expenses
Three Months Ended December 31, 2010

	Business-Type Activities Water and Sewer Utility Fund	Annual Budget	%
Operating Revenues			
Charges for Services - Water	$ 2,494,812	$ 9,888,300	25.2%
Charges for Services - Waste Water	1,445,898	5,644,600	25.6%
Connection Fees	61,240	267,000	22.9%
Other Miscellaneous Revenues	197,352	689,100	28.6%
Total Operating Revenues	4,199,302	16,489,000	25.5%
Operating Expenses			
Personal Services	891,472	3,777,600	23.6%
Operating Expenses	790,432	4,546,900	17.4%
Professional Services	14,178	92,000	15.4%
Depreciation	824,135	3,361,600	24.5%
Insurance	17,869	230,000	7.8%
Bad Debts	-	-	0.0%
Total Operating Expenses	(2,538,086)	(12,008,100)	21.1%
Operating Income	1,661,216	4,480,900	37.1%
Nonoperating Revenues (Expenses)			
Interest Earnings	48,671	300,800	16.2%
Impact Fees - Water	2,777	-	0.0%
Impact Fees - Waste Water	3,184	-	0.0%
Debt Proceeds	-	8,580,722	
Federal Grant	-	-	0.0%
State Grant	-	-	0.0%
Interest Expense and Issue Cost Amortization (Paid April 1 & Oct 1)	(957,471)	(3,777,813)	25.3%
Net Nonoperating Revenues (Expenses)	(902,839)	5,103,709	-17.7%
Excess (Deficiency) of Revenues over Expenses Before Operating Transfers	758,377	9,584,609	7.9%
Operating Transfers			
From Other Funds	-	-	
To Other Funds	-	-	
Total Operating Transfers	-	-	
Excess (Deficiency) of Revenues over Expenses	$ 758,377	$ 9,584,609	

Note 1: Depreciation is not formally budgeted but is presented here to aid the analysis of operating results.

Note 2: Capital Outlay	$ (728,451)	$ (15,449,131)
Note 3: Debt Service - Principal (Due Oct 1)	$ -	$ (1,400,000)

Intro to the UCFBIP

Daytona Airport Business Incubator

Gordon Hogan

Director

March, 2011

Welcome from UCFBIP Management Team

Tom O'Neal –

Executive Director

Gordon Hogan –

Director, Point of Contact - Sanford
Business Development Manager
Site Manager - Photonics Incubator

Henriette Schoen

Program Dev. Coordinator

ORC

Carol Ann Dykes

Site Manager,
Research Park

Esther Vargas-Davis

Site Manager,
Winter Springs

Jim Bowie

Site Manager,
St Cloud

Melissa Wasserman

Site Manager,
Orlando

James Spencer

Site Manager,
Leesburg

Rafael Caamano

Site Manager,
Kissimmee

UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

Intro to Incubation

Smart place to start:

- **Increase chances of success**
  - 87 % of incubator graduates still in business 5 years later (NBIA survey)
- **Home grown companies**
  - 84 % of graduates stay in the community they were incubated in (NBIA survey)
- **Good investment for you and your company**
  - Low cost per job
  - generates more tax revenue than it costs

Highlights about UCFBIP

- Opened in December, **1999**, as the UCF Technology Incubator.
- The Incubator Program received in **2004** the National Business Incubation Association Yearly award as best incubator in the USA/world
- Facilities in total cover **+133,650 sq. feet**

Current

- Opening in Volusia County - **Daytona Airport Incubator**

UCFBIP Mission Statement

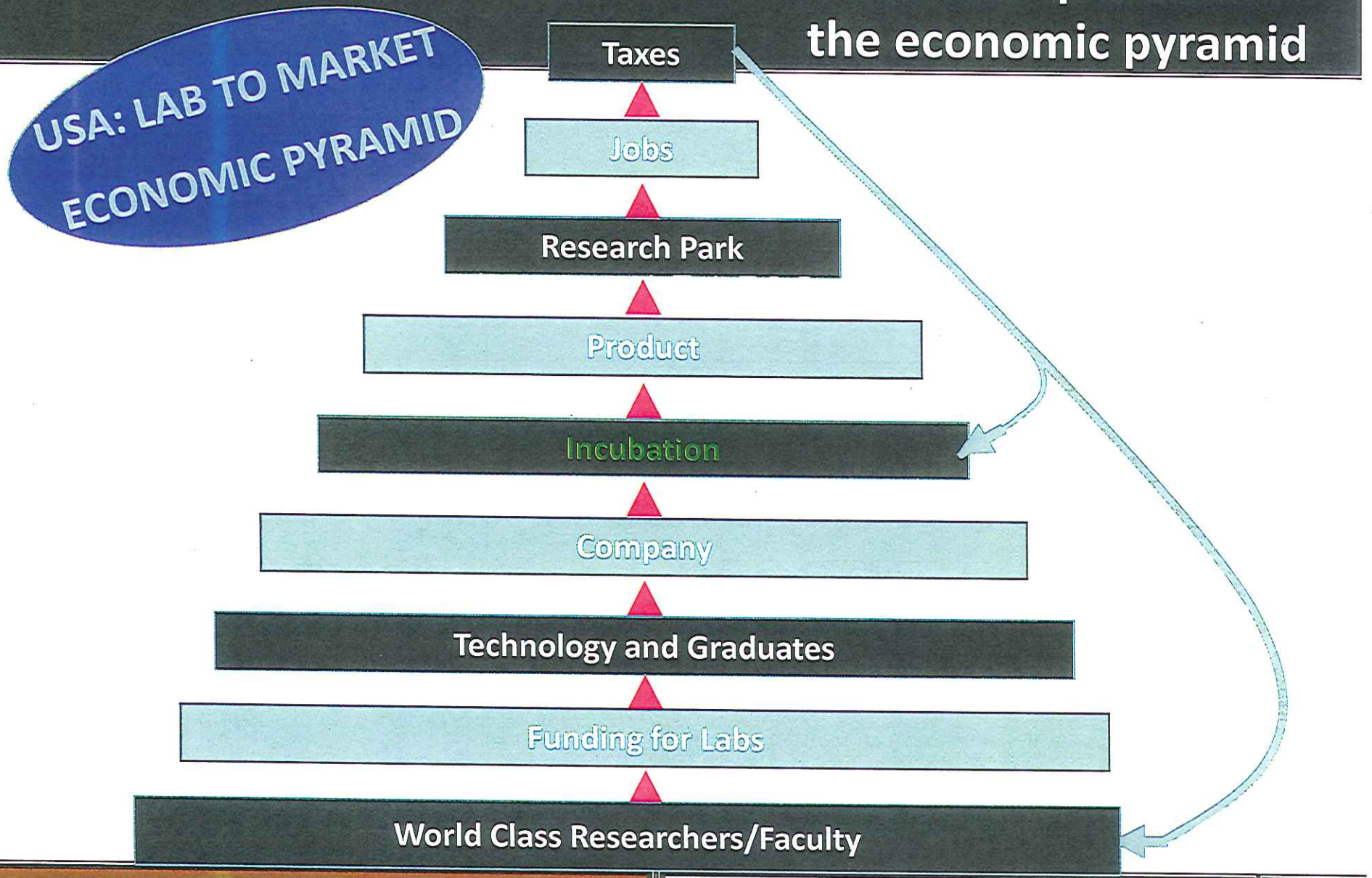
- **UCFBIP - MISSION STATEMENT:**

A University-driven community partnership providing early stage companies with the enabling tools, training and infrastructure to create financially stable high growth enterprises.

Current results from the UCFBIP Clients

Companies currently serving	>96
Companies graduated	50, 46 still in Region
Companies assisted in total	>150
Jobs created	> 1600
Average salary	$60,000
Investment raised	$190 M
Generated revenue	> $500M
Patents held by UCFBIP clients	>286
Copyrights held by UCFBIP clients	>75
Trademarks held by UCFBIP clients	>47
Trade secrets held by UCFBIP clients	>64

Incubators position in the economic pyramid



UCFBIP's Incubation Process

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BUSINESS INCUBATION PROGRAM

Economic & Community Benefits

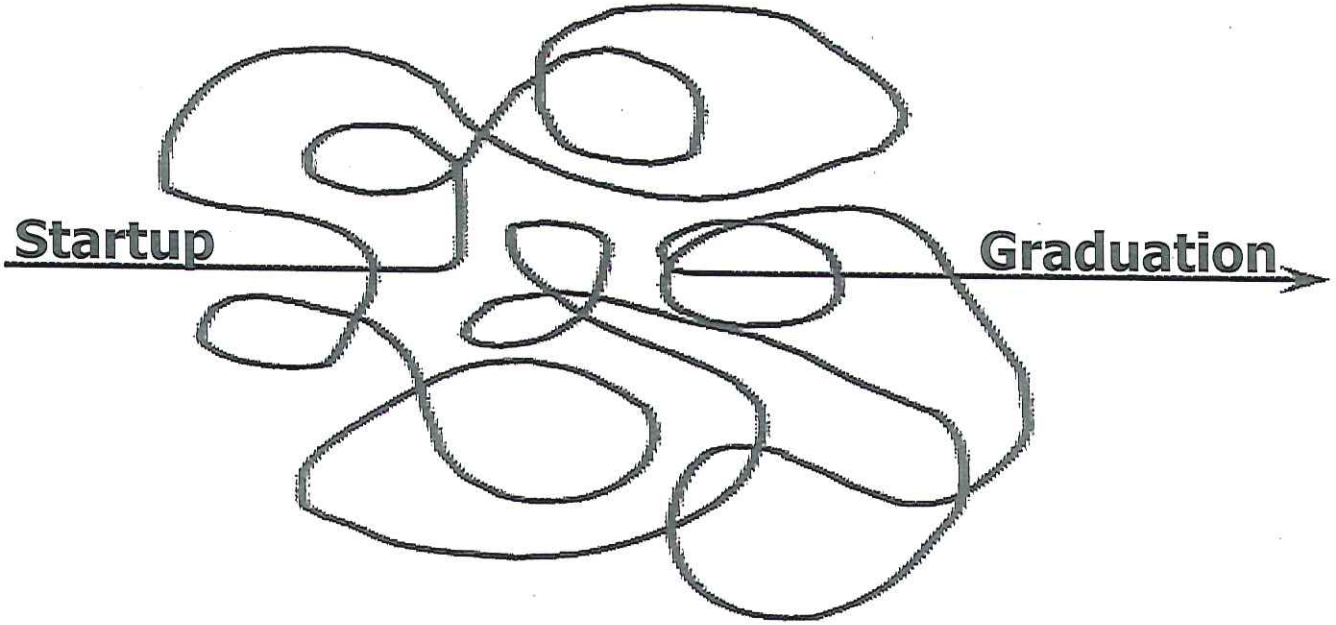
Return on Investment studies:

- In total, UCFBIP has facilitated the **creation of over 1,600 jobs** in the region (based upon the multiplier assumptions embodied within RIMS II).
  - These 1,653 jobs are responsible for more than **$70,012,000 in earnings** and nearly **$200,000,000 in total annual economic output**

- For 2009, the UCFBIP will **generate > $4.5 million in public revenues** within Orange and Seminole counties, representing ***a return of $5.25 for every $1.00 invested*** by local governments

Source: REAL ESTATE RESEARCH CONSULTANTS, INC. report, Sept. 2009

An Unknown Path to Success



- The direction the company is headed is more important than how it'll get there.
- It's a messy business

How to join the UCFBIP

- The UCFBIP requires the following:
  - Application
  - Interview
  - Require a business plan
  - Usually require full time commitment
- Participation and satisfactory passing of UCFBIP's Certificate in Entrepreneurship called "Excellence in Entrepreneurship" (This course)
- **When accepted to the program – to be considered an active client in our program, it is required that the client attend 6 educational sessions/workshops pr. year**

Incubation Programs webpage - www.incubator.ucf.edu

Clients get visibility here on frontpage

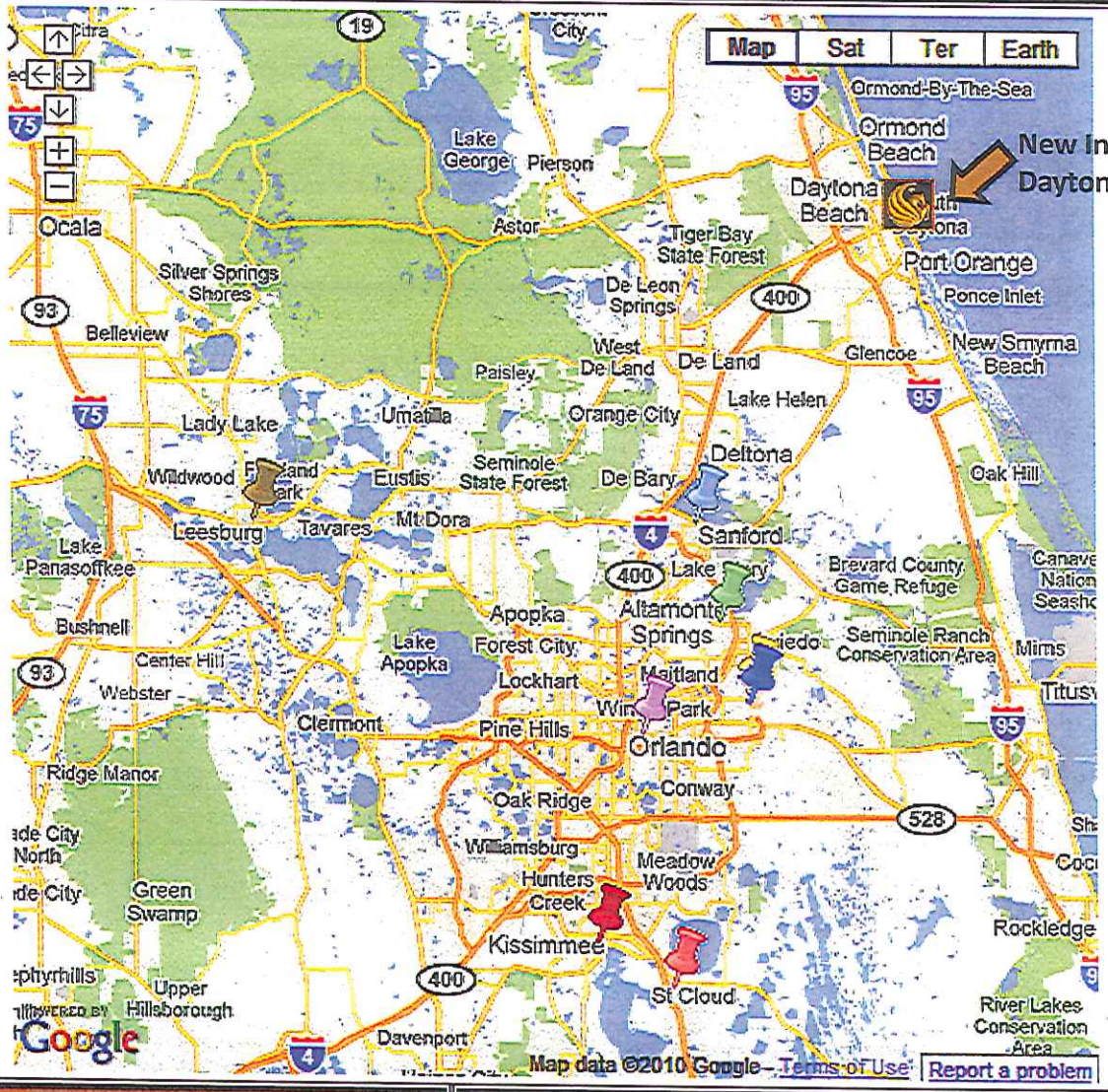
Application for the UCFBIP here

Events listed:
- UCFBIP,
- Community
- UCF

UCFBIP facilities

Incubators
162 views - Public
Created on Jul 29 - Updated Aug 4
By CECC IT Group
Rate this map - Write a comment

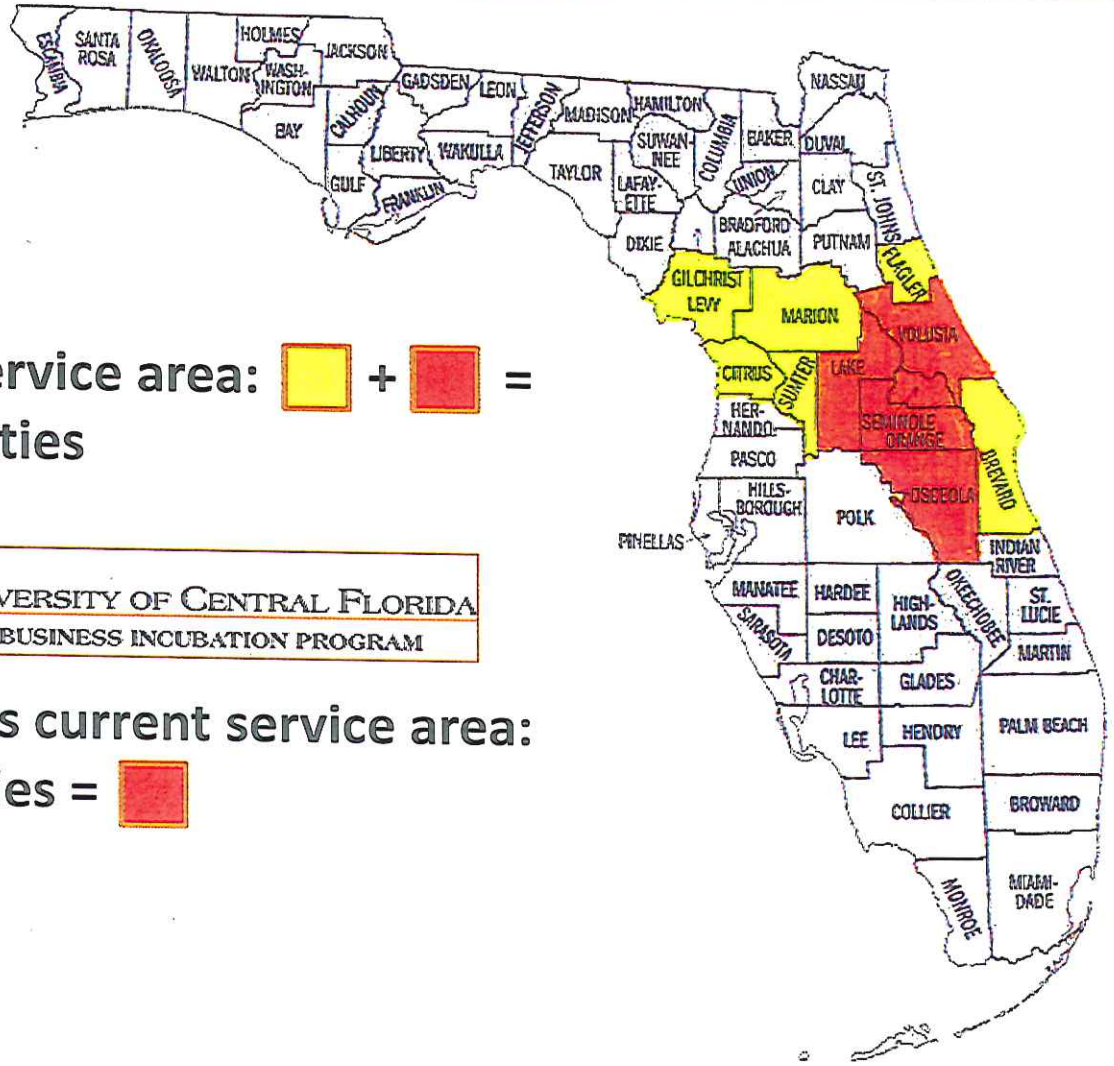
- **University Tech Center**
  Address: 12565 Research Parkway, Suite 300 Orlando, FL 32826 Phone: 407-382-0202 tel 407-737-2512 fax The UCF Business Incubator – Central Florida Research Park (the former UCF Technology Incubator) w...
- **Bennet Complex**
  Address: 3251, 3259 & 3267 Progress Drive Orlando, FL 32826 Phone: 407-384-2122 tel 407-384-2123 fax This 43,000 square foot facility is located on Progress Drive in the Central Florida Research Park ...
- **UCF Business Incubator - Kissimmee**
  Address: 111 East Monument Ave. Kissimmee, FL 34741 UCF Business Incubator - Kissimmee is currently under construction and will be opening in September 2010. The finished incubator will be 8,000 sq. f...
- **UCF Business Incubator - Leesburg**
  Address: 600 Market Street Leesburg, Florida 34749 Phone: 352-315-1846 tel 352-323-6156 fax This incubator is a partnership between UCF, Lake County Government, the City of Leesburg and the Florida Hi...
- **UCF Business Incubator - Orlando**
  Address: 3218 E. Colonial Drive, Suite G Orlando, FL 32803 Phone: 321-281-6383 tel 321-281-6386 fax The UCF Business Incubator - Orlando opened in December, 2007. This site was created in a partnershi...
- **UCF Business Incubator - Photonics UCF Campus**
  Address: College of Optics and Photonics University of Central Florida 4000 Central Florida Blvd, Orlando, FL 32816 Phone: 407-882-1577 The UCF Business Incubator – Photonics UCF Campus is housed in t...
- **UCF Business Incubator - Sanford**
  Address: 110 W 1st Street Sanford, FL 32771 Phone: 407-408-4297 tel 407-302-3897 fax September 2009, the UCF Business Incubator - Sanford opened it doors. The 3800 sq. feet incubator is positioned in ...
- **UCF Business Incubator - St. Cloud**
  Address: 3201 Budinger Ave. St. Cloud, FL 34769 Phone: 407-498-6432 UCF Business Incubator - St. Cloud had its open house celebration in the end of April 2010. The 14,200 sq. ft. incubator is a state ...
- **UCF Business Incubator - Winter Springs**
  Address: 1511 E. State Road 434, Suite 2001 Winter Springs, FL 32708 Phone: 407-278-4380 tel 407-264-6333 fax UCF Business Incubator - Winter Springs opened its doors in 2008 to serve high growth star...



UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

UCFBIP facilities in following counties



UCF's service area: ■ + ■ =
11 counties

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

UCFBIP's current service area:
5 counties = ■

UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

UCFBIP Total Sq. Feet Covered

Site Name	Sq. Feet
Research Park	56,000
Leesburg	4,000
Orlando	6,000
Photonics	21,000
Sanford	5,850
St. Cloud	14,000
Winter Springs	10,800
Kissimmee	8,000
Daytona Airport	8,000
Total	**133,650**

Central Florida Research Park

Rene Ayala

Administrative Assistant

Roy McCaw

Facilities Manager

Jessey Schmidt

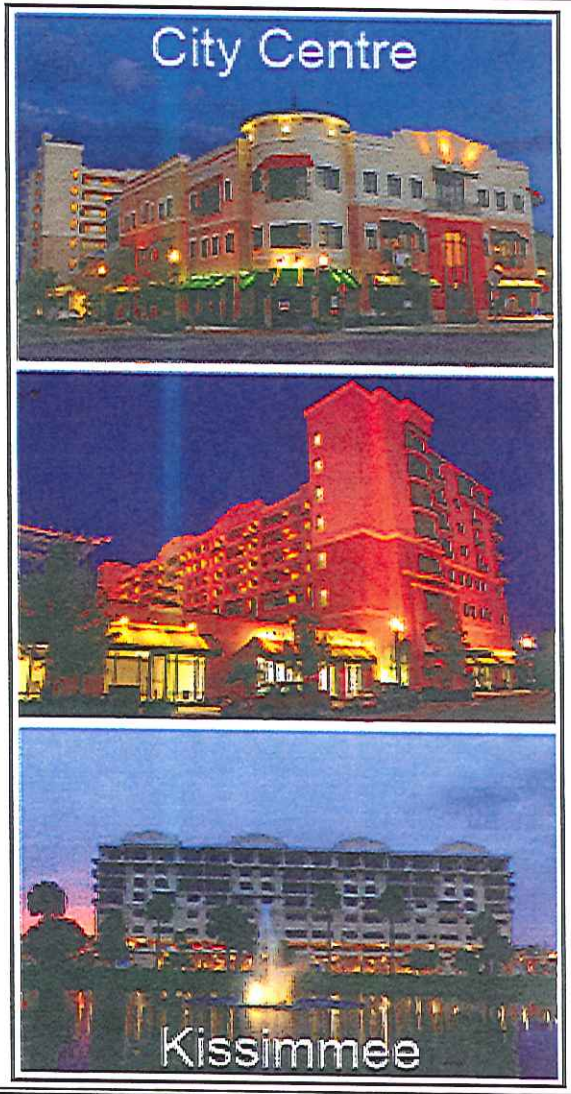
Client Administrator

Site Manager – Carol Ann Dykes

UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

Kissimmee



UCF Business Incubator – Kissimmee

Site Manager –
Rafael Caamano

Program Assistant –
Pamela Turlington

UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

Leesburg

UCF Business Incubator – Leesburg

Site Manager – James Spencer

Program Assistant-
Theresa Davis

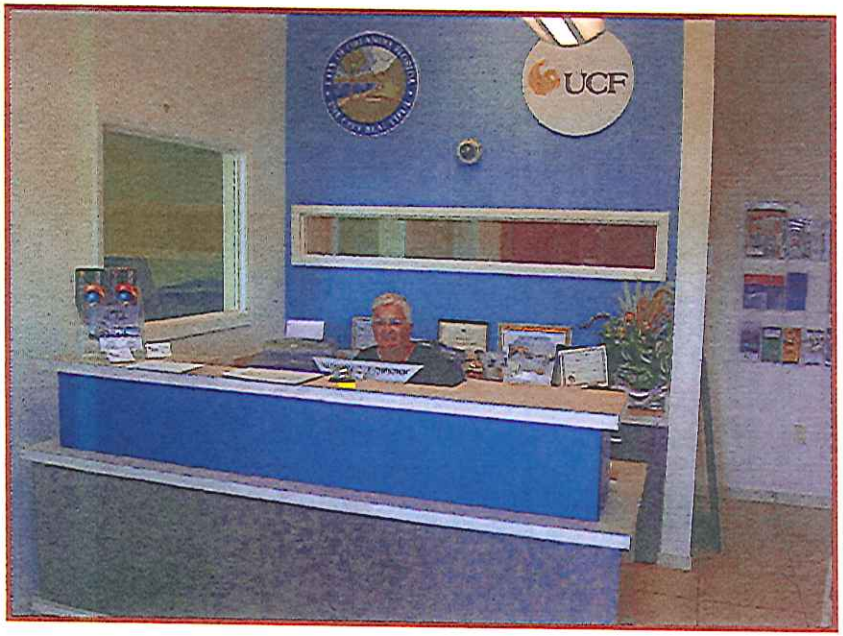
UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

Orlando

Formerly the Orlando Business Development Center/District 2 –

Now named the UCF Business Incubator - Orlando

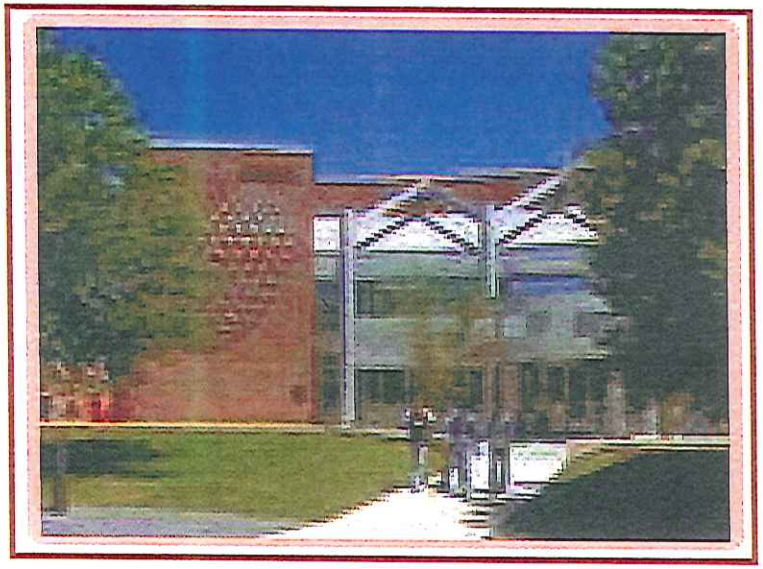


Maria Rodriguez-
Facilities Scheduler

Site Manager –
Melissa Wasserman

Photonics UCF Campus

UCF Business Incubator - Photonics



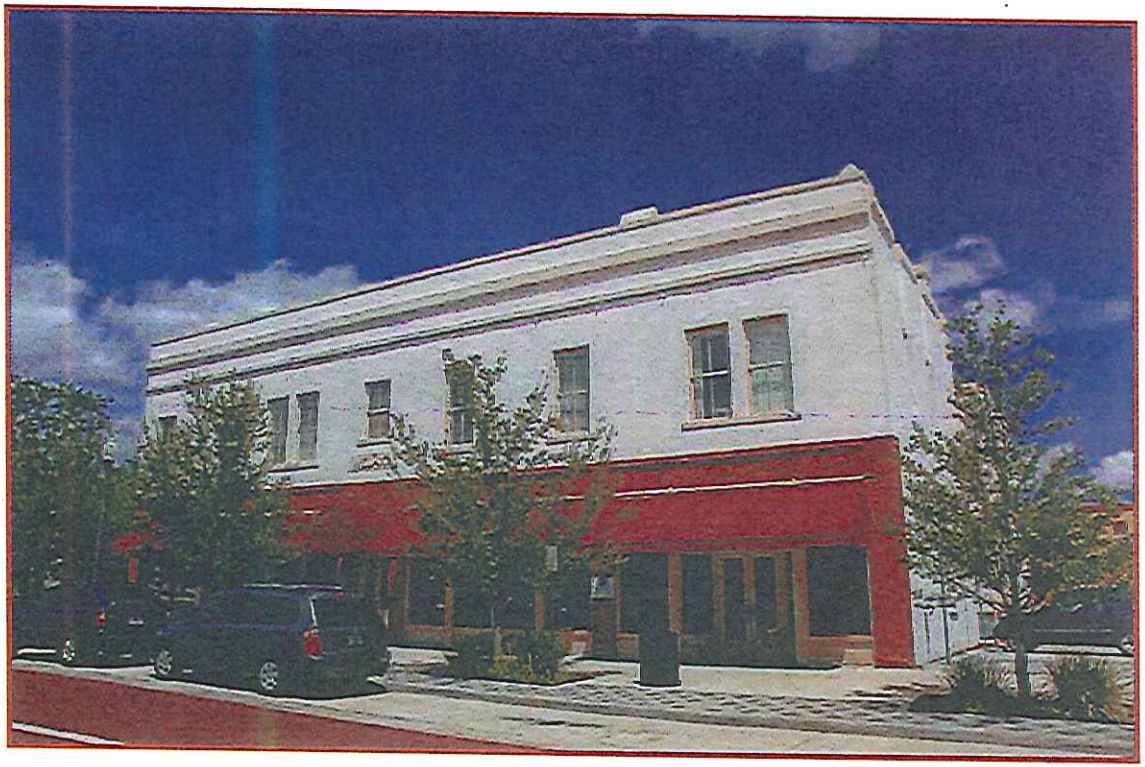
Site Manager – Gordon Hogan

UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

Sanford

UCF Business Incubator - Sanford



Point of Contact – Gordon Hogan

Program Assistant – Peggy Allen

UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

St. Cloud

UCF Business Incubator – St. Cloud

Site Manager

Jim Bowie

Program Assistant

Jessica Filter

UCFBIP's Incubation Process

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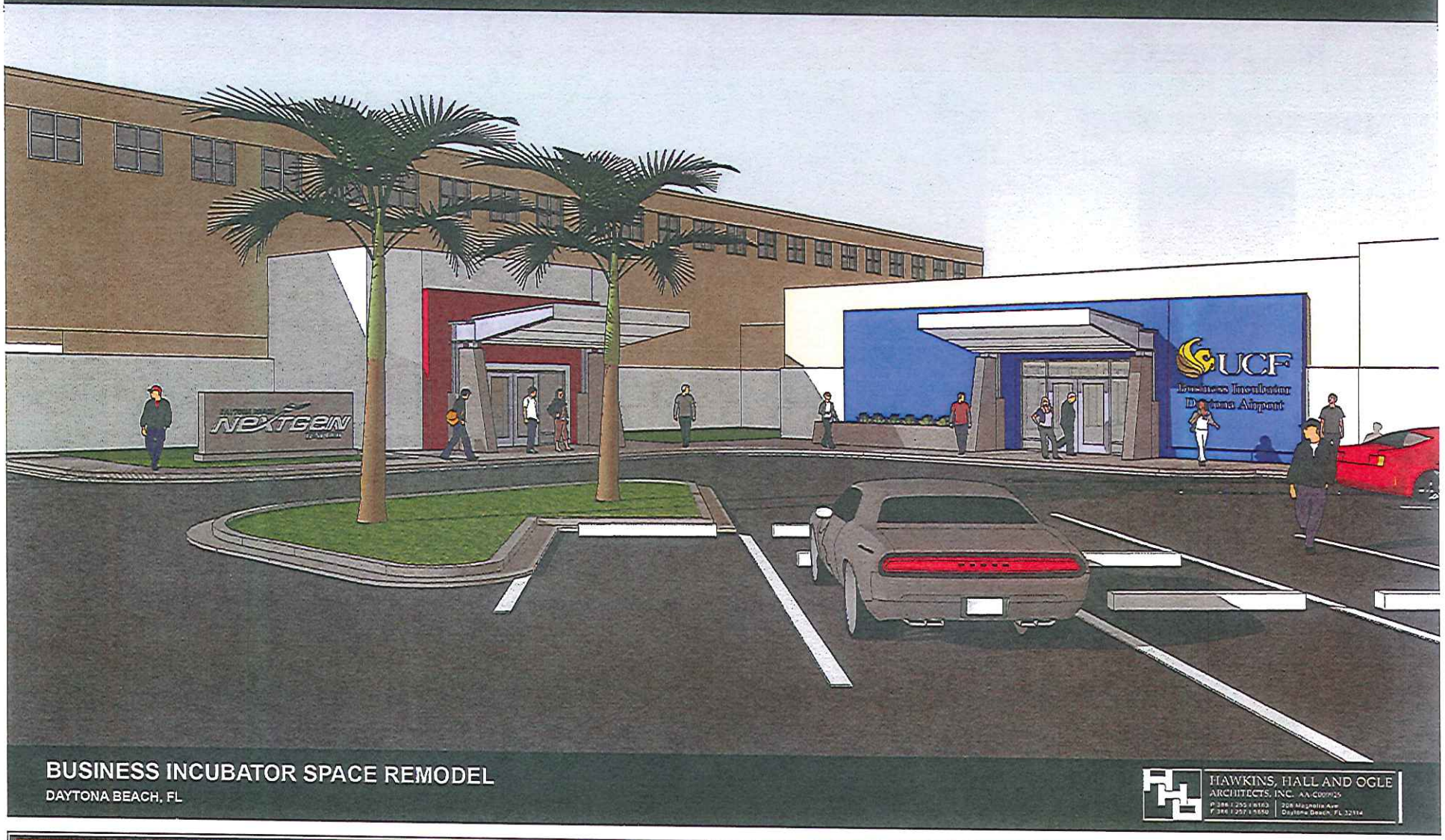
BUSINESS INCUBATION PROGRAM

Daytona Airport



BUSINESS INCUBATOR SPACE REMODEL
DAYTONA BEACH, FL

HAWKINS, HALL AND OGLE
ARCHITECTS, INC.

UCFBIP's Incubation Process

UNIVERSITY OF CENTRAL FLORIDA
BUSINESS INCUBATION PROGRAM

Excellence in Entrepreneurship, EIE

- **21 hour course** about the realities of starting and growing a company
  - **7 modules of 3 hours each**
- Focus on the foundational issues
- Taught by volunteer practitioners, UCF Faculty, Dr. Tom O'Neal (UCFBIP's founder) and you
- Offered in partnership with the UCF Center for Entrepreneurship & Innovation www.cei.ucf.edu

What does the UCFBIP do?

New Client → **Identify and strengthen the weak spots** → **Add Value** → **Graduate companies poised for success**

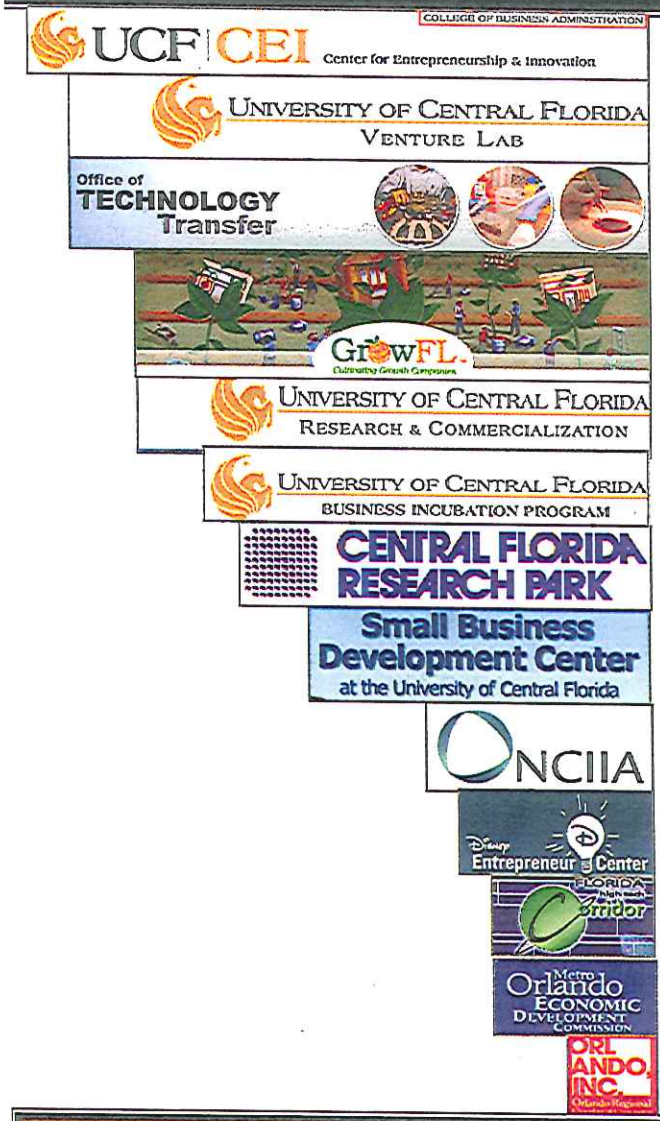
- Marketing
- Sales
- Distribution
- Financial
- **Technical**
- **IP**
- Cash
- Management
- Manufacturing
- Contacts

- Incubator staff
- Community political support
- Technical expertise
- Business expertise
- Networking
- Regional professional service providers
- University resources

- Focus
- Tactics
- Strategy
- Connectivity

- **Marketing**
- **Sales**
- Distribution
- **Financial**
- **Technical**
- **IP**
- Cash
- Management
- Manufacturing
- **Contacts**

Innovation Support Infrastructure Offered

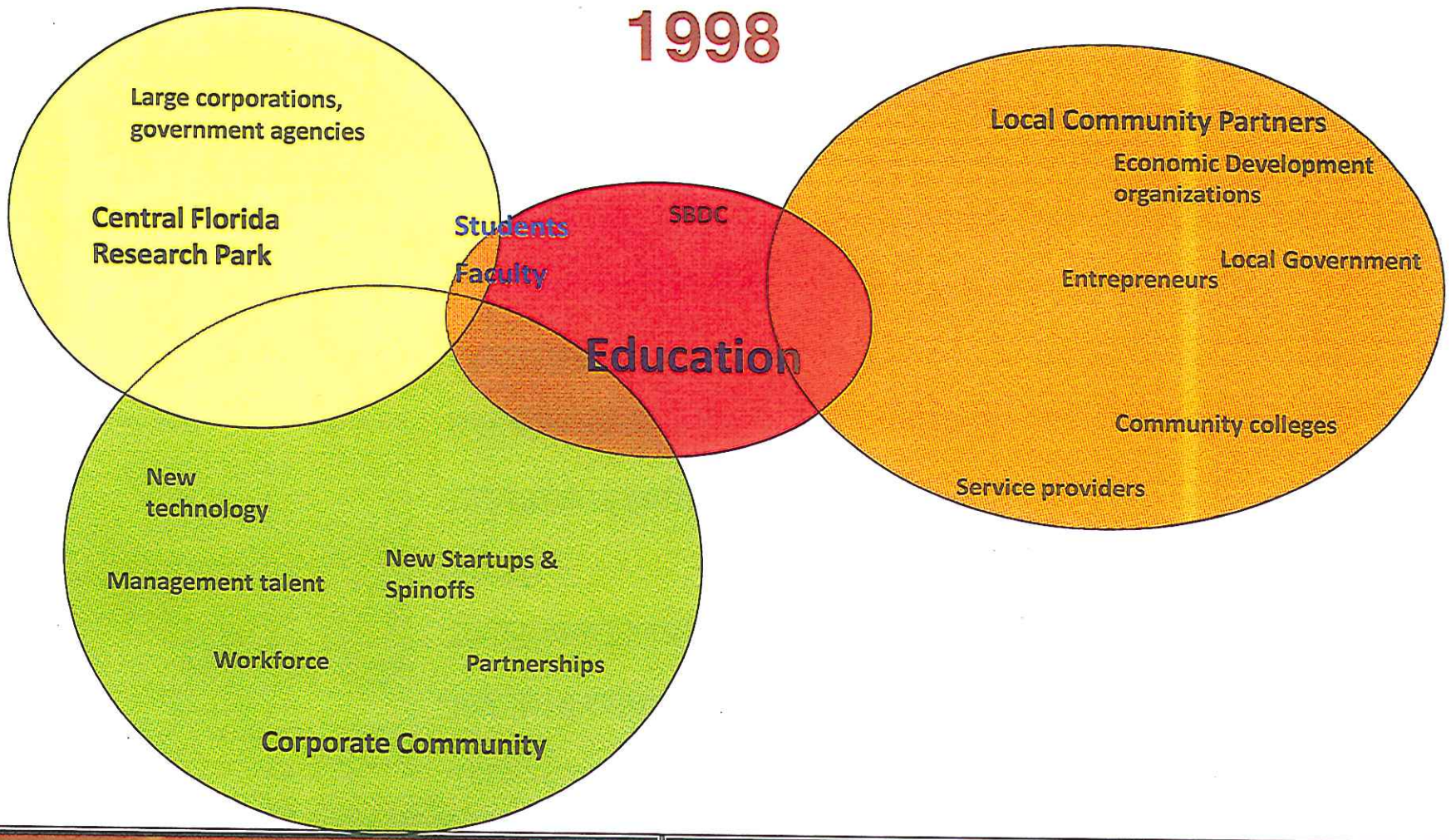


- Center for Entrepreneurship & Innovation (CEI)
- UCF Venture Lab (VL)
- Technology Transfer office (TTO)
- GrowFL
- UCF Office of Research & Commercialization (ORC)
- UCF Business Incubation Program (UCFBIP)
- Central Florida Research Park (CFRP)
- Small Business Development Center (SBDC)
- National Collegiate Inventors & Innovators Alliance (NCIIA)
- Disney Entrepreneur Center (DEC)
- Florida High Tech Corridor Council (FHTCC)
- Metro Orlando Economic Development Commission (Metro EDC)
- Orlando Inc.

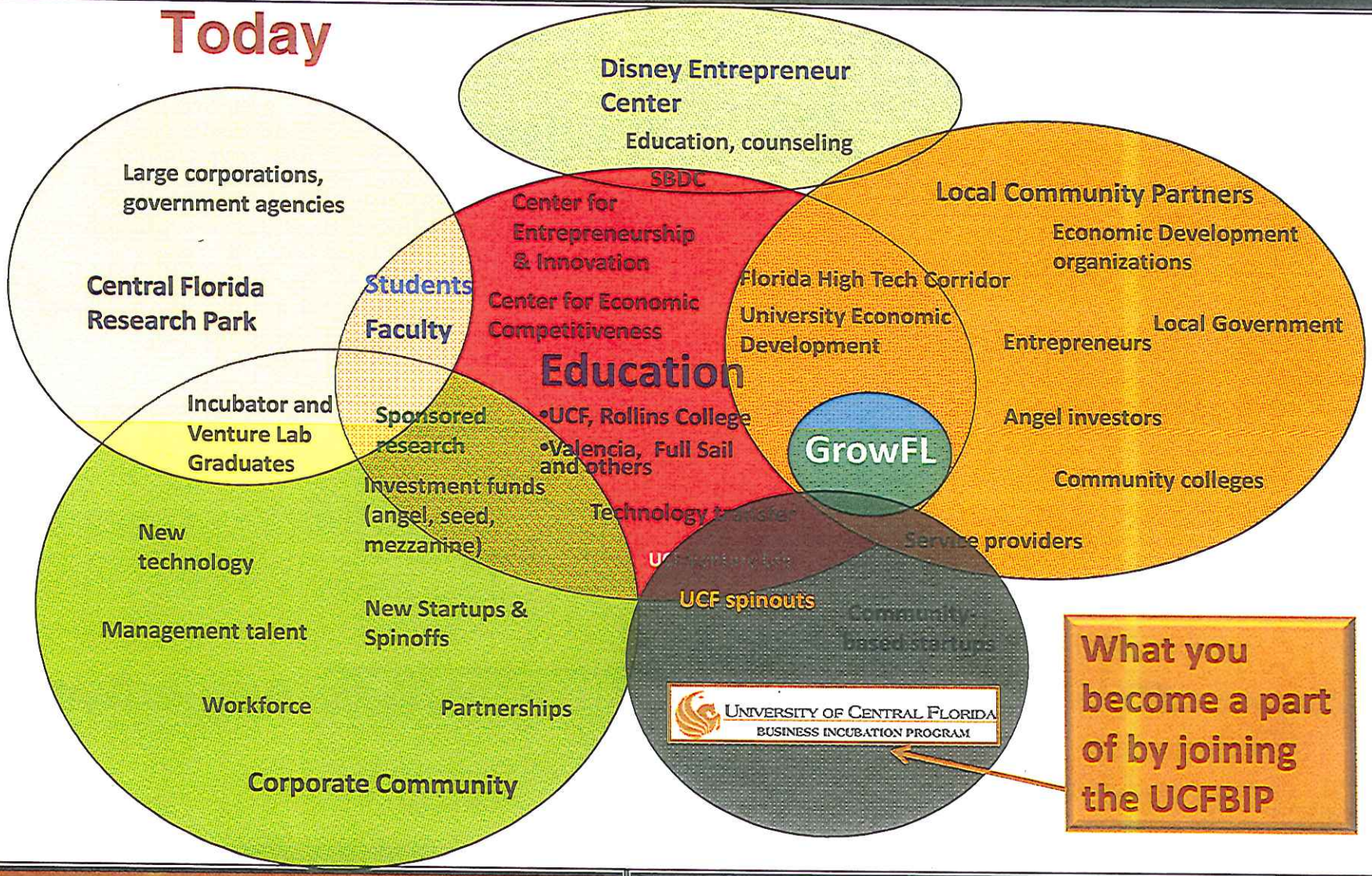
UCFBIP's Incubation Process

University of Central Florida
Business Incubation Program

Central Florida Entrepreneurial Environment



Central Florida Entrepreneurial Ecosystem



UCFBIP's Incubation Process

University of Central Florida
Business Incubation Program

Questions? /Contact info:

More info: www.incubator.ucf.edu or

the Director:

Gordon Hogan
UCF Business Incubation Program

ghogan@mail.ucf.edu 407 882-1577