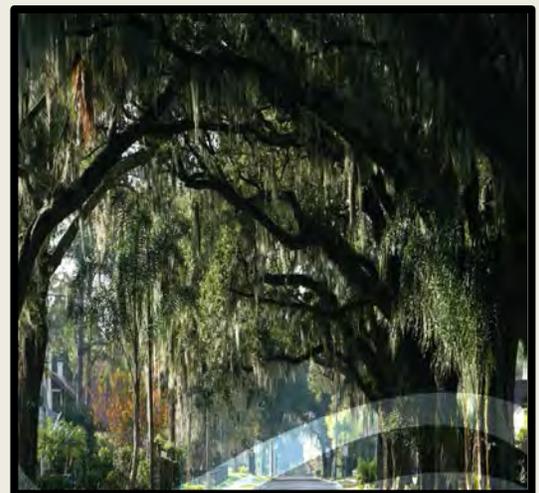
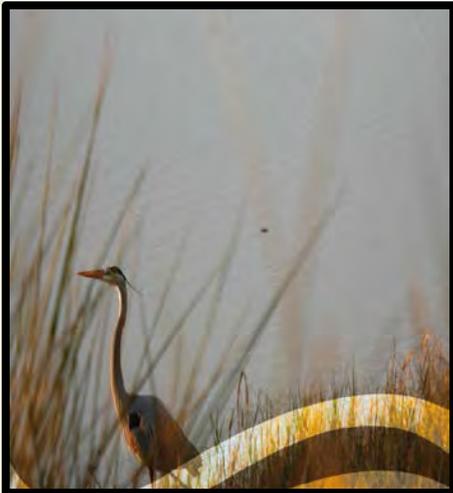




City of Winter Garden

Fiscal Year 2014/2015

Adopted Budget





WINTER GARDEN

CITY OF WINTER GARDEN
Fiscal Year 2014/2015
Adopted Budget

JOHN REES
Mayor

KENT W. MAKIN
Commissioner, District 1

JAMES R. BUCHANAN
Commissioner, District 2
Mayor Pro Tem

ROBERT M. OLSZEWSKI
Commissioner, District 3

COLIN P. SHARMAN
Commissioner, District 4

MICHAEL L. BOLLHOEFER
City Manager

**SUMMARY OF ADOPTED BUDGETS
FISCAL YEAR 2014/2015**

<u>CLASSIFICATION</u>	<u>GENERAL FUND</u>	<u>PERMANENT FUNDS</u>	<u>SPECIAL REVENUE FUNDS</u>	<u>DEBT SERVICE FUND</u>	<u>CAPITAL PROJECTS FUNDS</u>	<u>ENTERPRISE FUNDS</u>	<u>FIDUCIARY FUNDS</u>	<u>TOTAL</u>
CARRYFORWARD FUND BALANCE	4,770,491	-	9,875,318	43,186	-	7,046,299	51,877,046	73,612,340
REVENUES								
Ad Valorem Taxes	8,985,856	-	-	-	-	-	-	8,985,856
Sales, Use, and Fuel Taxes	-	-	1,667,824	-	-	-	-	1,667,824
Utility and Service Taxes	4,547,632	-	-	-	-	-	-	4,547,632
Local Business Taxes	175,860	-	-	-	-	-	-	175,860
Permits, Fees, & Special Assessments	3,568,964	-	1,311,797	-	-	2,666,772	-	7,547,533
Intergovernmental Revenue	7,455,040	-	354,646	-	-	-	456,384	8,266,070
Charges for Services	2,821,923	-	-	-	-	13,845,259	-	16,667,182
Fines and Forfeitures	82,512	-	13,056	-	-	-	-	95,568
Interest and Other Earnings	93,694	-	168,440	-	-	200,135	5,139,696	5,601,965
Miscellaneous Revenues	370,835	-	-	-	-	46,624	2,416,332	2,833,791
Total Revenues	28,102,316	-	3,515,763	-	-	16,758,790	8,012,412	56,389,281
NON-REVENUES								
Interfund Transfers	-	-	335,363	718,438	-	835,575	-	1,889,376
Other Non-Revenues	-	-	-	-	-	-	-	-
TOTAL REVENUE & OTHER FINANCING SOURCES	28,102,316	-	3,851,126	718,438	-	17,594,365	8,012,412	58,278,657
TOTAL ESTIMATED REVENUES & BALANCES	32,872,807	-	13,726,444	761,624	-	24,640,664	59,889,458	131,890,997
EXPENDITURES/EXPENSES								
General Government	4,552,276	-	-	-	-	-	2,548,199	7,100,475
Public Safety	15,356,221	-	790,581	-	-	-	-	16,146,802
Physical Environment	1,502,506	-	-	-	-	15,704,063	-	17,206,569
Transportation	1,411,703	-	2,274,195	-	-	-	-	3,685,898
Economic Environment	367,896	-	66,336	-	-	-	-	434,232
Human Services	148,880	-	-	-	-	-	-	148,880
Culture & Recreation	3,647,606	-	-	-	-	-	-	3,647,606
Total Expenditures/Expenses	26,987,089	-	3,131,112	-	-	15,704,063	2,548,199	48,370,463
NON-EXPENSE DISBURSEMENTS								
Debt Service	-	-	10,430	718,438	-	458,851	-	1,187,719
Interfund Transfers	1,053,801	-	-	-	-	835,575	-	1,889,376
Other Non-Expense Disbursements	-	-	-	-	-	-	-	-
TOTALS EXPENDITURES/EXPENSES	28,040,890	-	3,141,542	718,438	-	16,998,489	2,548,199	51,447,558
Reserves	4,831,917	-	10,584,902	43,186	-	7,642,175	57,341,259	80,443,439
TOTAL APPROPRIATED EXPENDITURES & RESERVES	32,872,807	-	13,726,444	761,624	-	24,640,664	59,889,458	131,890,997

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BUDGET MESSAGE



CITY OF WINTER GARDEN



OFFICE OF THE CITY MANAGER

300 W. PLANT STREET

WINTER GARDEN, FL 34787

TEL: (407) 656-4111 • FAX (407) 656-1073

September 11, 2014

To the Honorable Mayor, Members of the City
Commission, and the Citizens of the
City of Winter Garden, Florida:

In accordance with Article III of the City Charter, I am pleased to present for your consideration the recommended balanced budget for fiscal year 2014/2015. This document presents the recommended expenditures for operations and for capital improvements for the upcoming fiscal year.

As a result of the nationwide economic downturn, the City of Winter Garden has endured several years of diminishing revenues, however the City stands on firm financial footing as a direct result of the choices and decisions that have been, and will continue to be made, by the City's elected leaders. There are signs of economic improvement on a local level. The City of Winter Garden has the largest percent increase in taxable property value in all of Orange County for the 2014-2015 fiscal year. Building permits are being issued at a quicker pace and new developments are picking up. We have funded the budget to ensure robust economic development and strong public safety, and to meet the continued need for infrastructure improvements and high quality services to the residents, businesses and visitors of the City.

The General Fund budget for FY 2014/15 totals \$28,031,713. The budget reflects no change to the millage rate, which remains at 4.250. Ad Valorem property tax revenue will increase by approximately \$823k as a result of the increase in Winter Garden's property values. The Utility Tax and Franchise Fees are estimated to increase by approximately \$324k. Total projected General Fund Revenues for Fiscal Year 2014/15 are projected to increase by 9.3% from FY 2013/14. The General Fund budgeted expenditures include funding to public safety by adding four new police officers, three new dispatchers and 4 new school crossing guards. As a result, the City's proposed revenues balance the proposed expenditures and the City's General Fund reserves will remain flat. The projected unassigned fund balance at the end of fiscal year 2015 is \$4,435,865, bringing unassigned fund balance to 16% of expenditures, which is below the target minimum of 30%.

We continue to maintain a conservative approach to fiscal management by controlling costs without compromising the services that add value and serve the City well. Overall revenues

remain depressed; however our sound budgeting will allow the City to maintain its solid financial condition. The following are brief highlights and changes that are included in the proposed budget.

General Fund Revenues

Ad Valorem [property] taxes, which comprise 31.9% of budgeted General Fund revenues, are projected to increase by \$822,624, or 10.1% as a result of an increase in property values. Local Government Half-Cent Sales Tax and State Revenue Sharing revenues represent 24% of budgeted General Fund revenues, with the Half-Cent Sales Tax Revenue projected to increase \$527,554 or 10.64% and State Shared Revenues projected to increase \$252,976 or 22.32%. Utility Franchise Fees and Taxes have been budgeted at an 11.6% increase, or \$565,210 from last year. These revenues comprise 19% of budgeted general fund revenue. The Communications Service Tax, 4.7% of budgeted General Fund revenue, is projected to decrease by 1.6%.

Citywide Staffing/Salaries and Benefits

On the personnel side, there is a 3% cost-of-living/merit increase budgeted for FY 2015.

Health insurance costs are budgeted to increase by 6% over the FY2014 costs. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2015. Approximately 45% of our employees have some type of dependent coverage. City employees pay between 0-15% of the cost for health insurance dependent upon meeting certain criteria in the City's new Wellness Program. The City provides basic life and long-term disability coverage at no cost to the employee.

On a percent of pay basis, the City's pension contribution rates will increase from 13.47% to 14.91% for the General Employee Plan and increase from 13.98% to 14.35% for the Fire and Police Plan.

General Government

The General Government includes the Legislative, City Clerk, Executive and Economic Development departments. The Legislative budget will decrease 8.7% for fiscal year 2014/15 due to a decrease in budgeted promotional items and dues, while the City Clerk budget will increase 4.4% in fiscal year 2014/15. The Executive and Economic Development budgets will decrease 24% from amended fiscal year 2013/2014 budget due to the purchase of land in FY2014. General Government also includes Administrative Services and Finance Services departments that primarily provide services that support the operations of other City Departments and as such is heavily personnel oriented. The Fiscal Management budget will remain flat for fiscal year 2014/15 with a slight increase of 0.3%. The Administrative Services budget will increase by 6.2% over 2013/2014 budget. This increase is due to the capital expenditures to replace 4 blade servers budgeted at \$102K.

Public Safety

The City continues to provide the best Public Safety services to its citizens and residents. Protecting our residents and visitors are government functions that our citizens depend upon every day. The Public Safety services comprise of 50% of the General Fund Budget. The FY

2014/15 budget proposed to add 4 new Police Officers, 4 new Crossing Guards, and 3 new Telecommunications Dispatchers. The Police Department budget will increase by 7.2% this year to fund the new positions. The Fire Department budget will increase by 6.3% from fiscal year 2013/2014, this is primarily due capital expenditures which include the replacement of 27 SCBA units.

Community Development

The Community Development Department budget increased by 7.6% due to the funding of a new code enforcement officer that was approved in 2014 interim budget and a transfer of residual Building Inspection revenues transfer to restricted building inspection reserves.

Parks and Recreation

The Parks and Recreation budget is increased by 23.2% primarily for capital expenditures. These expenditures include the Tucker Ranch Heritage Park phase I, a sunblock/diffuse for the Little League, Braddock Park Field Renovation and Newton Park Landscape enhancements.

Public Services

The Public Services department budget will increase by 2.81% from the amended FY 2013/2014 budget.

Special Revenue Funds

The CRA Fund is budgeted to decrease by 89% due to the payoff of the CRA SunTrust Revenue Note.

Enterprise Funds

The Utility Department operating budget will remain relatively flat with a 1% increase over 2013/14 budget. The Stormwater Fund budget increased by 125% due to Stormwater Capital Improvement Projects and the Solid Waste budget remains flat at 0.3% increase. Trailer City's budget will also remain flat at a 0.3% variance from fiscal year 2013/2014.

In conclusion, the City is in sound financial condition. We continue to maintain a low debt burden and a responsible level of fund balances. This budget serves the citizens of the community well by providing the funds necessary to maintain and improve the City's infrastructure, ensure qualified and responsive fire and police protection, and provide those amenities that define our community.

Respectfully submitted,

Michael L. Bollhoefer
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Winter Garden
Florida**

For the Fiscal Year Beginning

October 1, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Winter Garden, Florida for its annual budget for the fiscal year beginning October 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

CITY OVERVIEW



City Overview

CITY ORGANIZATIONAL CHART

—

CITY PROFILE

—

CITY STRATEGIC PLAN

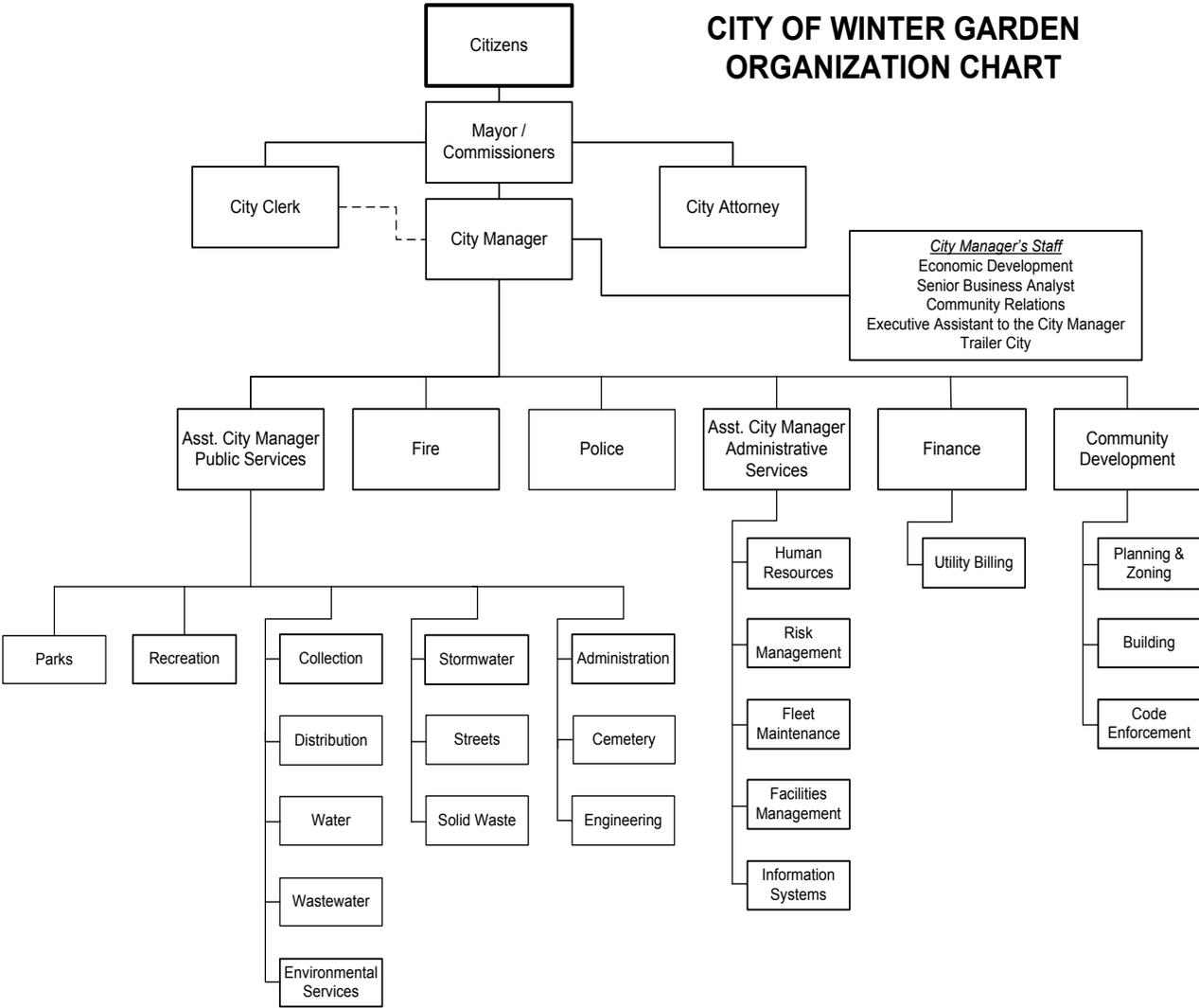
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FY2015 DEPARTMENTAL GOALS OVERVIEW

—

LONG-RANGE PLANNING GOALS

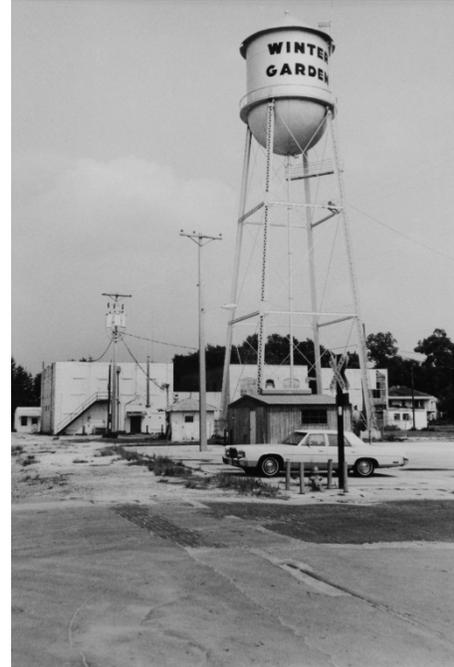
CITY OF WINTER GARDEN ORGANIZATION CHART



8/20/2014

City Profile

The City of Winter Garden, Florida was formed by Charter on November 10, 1903 and is located in Orange County, Florida. As with most communities founded in the early 1900's of rural Florida, Winter Garden's economy relied heavily on agriculture. A year-round growing season and fertile soil enabled the production of fruits and vegetables; rail provided direct transportation routes to northern markets; and local orange groves were Florida's gold.



In the late 1960's, Central Florida's economy changed. A new mouse was on the block and tourism quickly became the new gold. Winter Garden's proximity to Orlando and the Walt Disney properties made it an ideal spot for growth.

The City has a commission/manager form of government with a Mayor and four Commissioners elected as the governing body. The Commission is responsible, among other things, for passing ordinances and resolutions, adopting the budget, authorizing indebtedness, appointing advisory boards, and hiring the City Manager, City Clerk, Attorney, and Auditor. The City Manager is responsible for carrying out the policies and ordinances of the Commission, for overseeing the day-to-day operations of the City, and for appointing the heads of various departments. The Commission is elected on a non-partisan basis. Commission members serve three-year staggered terms, with the Mayor and one Commissioner elected every three years and the other three Commissioners elected the following year. The Commissioners are elected by district, and the Mayor is elected at large.

The City provides a full range of services, including police and fire protection; the construction and maintenance of streets, sidewalks, and other infrastructure; planning, community, and economic development; cemetery management and maintenance; code

enforcement and building inspections; parks maintenance; and recreational activities and cultural events. In addition, the City operates four enterprises: water and sewer service, solid waste collection service, stormwater service, and management of the City owned mobile home park.

The Commission embarked upon an aggressive strategy, in recent years, making Winter Garden an ideal place to grow families as well as businesses. Today, Winter Garden is referred to as a modern-day Mayberry USA by residents, and as a Florida destination. At the same time, it attracts new business and quality development/redevelopment. The community's connection to its roots is felt throughout the year with festivals, museums, theater events, a farmers' market, a historic downtown and the West Orange bicycle trail. The City's downtown historic district provides a vibrant community of art studios and live theatre, bicycle stores and flower shops, and a wide range of restaurants that flank the West Orange Trail.

The City's short term goal is to be the best little city in the state of Florida. Its long term goal is to be the best little City in the United States of America.

Numerous events occur each year in the Winter Garden Historic Downtown District including charitable benefits, art festivals, music festivals, holiday events and more. The annual Spring Fever in the Garden event, sponsored by the Bloom N Grow Society, is one of the most popular annual events. There are also ongoing downtown events such as a weekly Farmers Market, a monthly Cruz-N-Car Show, and on most Fridays, you can catch a local musical performer at the Centennial Gazebo.

Live

From bungalows to art-deco, antebellum to modern, architectural styles are abound in Winter Garden with a place that is sure to feel like home.

Oakland Park is the first certified Green community in Central Florida.

Learn

Orange County Public School District operates four elementary schools, two middle schools, and one high school within municipal boundaries.

Play

For those that consider shopping a form of play, Winter Garden Village at Fowler Groves is a shopper's haven. American Eagle, Chico's and Victoria's Secret are a few of the boutique stores in the 1.15 million square foot open-air mall.

A charming historic downtown district adds to Winter Garden's character and ambiance. Unique shops and restaurants flank brick-paved West Plant Street giving another dimension to the shopping experience.

The City's Recreation Department offers a vast variety of programs for people of all ages.

Much more than just another bedroom community - Winter Garden is a place to live, learn and play.

Incorporated:	1903
Population:	38,579
Land Area:	Approximately 17 square miles
Millage:	4.250
Mayor:	John Rees
City Manager:	Michael Bollhoefer

Local Economy

The City's economic environment is heavily influenced by the economy of Orlando and the Central Florida area. The unemployment rate for Orange County was 6.2 percent in 2013

which is down from 8.4 percent in 2012, and is expected to decrease in the near-term. Major industries located in Central Florida include the tourism industry, as well as digital media, software and hardware, and medical industries.

**City of Winter Garden, Florida
Demographic and Economic Statistics
Last Ten Fiscal Years**

Fiscal Year	Population ¹		Personal Income ²		Labor Force (Countywide) ³			Unemployment Rate ⁴
	City of Winter Garden	Orange County	City of Winter Garden		Civilian Labor Force	Employed	Unemployed	
2013	37,172	1,202,978	\$ 1,351,233,796	\$ 36,351	649,312	608,781	40,531	6.2
2012	36,063	1,172,493	1,304,398,710	36,170	637,823	584,475	53,348	8.4
2011	35,281	1,157,342	1,269,763,190	35,990	609,366	547,964	61,402	10.1
2010	34,568	1,145,956	1,206,976,288	34,916	609,900	537,799	72,101	11.8
2009	30,987	1,108,882	1,036,856,007	33,461	604,165	535,531	68,634	11.4
2008	30,838	1,114,979	1,113,745,208	36,116	612,686	573,838	38,848	6.3
2007	30,065	1,105,603	1,075,244,660	35,764	601,260	578,008	23,252	3.9
2006	28,440	1,079,524	991,560,600	34,865	586,102	568,257	17,845	3.0
2005	24,610	1,043,437	805,411,470	32,727	560,375	540,809	19,566	3.5
2004	22,242	1,013,937	683,474,418	30,729	569,814	544,606	25,208	4.4

¹Source: University of Florida, Bureau of Economic and Business Research

²Source: University of Florida, Bureau of Economic and Business Research (2003-2011), 2012 estimated.

Note: Personal income information is only available for Orange County [not City specific].

³Source: Florida Agency for Workforce Innovation

⁴Countywide

While many residents commute to jobs in Orlando and the major tourist attractions, the City maintains a diverse economy within its boundaries. In addition to an industrial component in the City's northeast area, the City has three main commercial districts:

- The downtown historical district is situated along a stretch of the 19 mile West Orange Trail, which attracts bicyclists, roller-bladers, walkers, and joggers. Its brick-lined streets, decorative fountain, and clock tower give this area a quaint, small town feel. The district boasts a number of specialty shops, restaurants, museums, offices, a historic hotel and a historic theatre.
- The State Road 50 corridor is the major thoroughfare through the City and home to a number of major and specialty retail stores, offices, fast-food and full-service restaurants, and financial institutions.

- Winter Garden Village at Fowler Groves (the “Mall”) is a 1.15 million square foot regional open-air shopping center on 175 acres in the City’s southern area, the largest of its kind in Central Florida. It draws shoppers from all of West Orange County in addition to providing convenient shopping for local residents, and contains a mix of big-box, specialty shops, financial institutions, and more than 20 eateries.

Below is a listing of the City of Winter Garden’s Principal Employers ranked by the percentage of Total City Employment.

**City of Winter Garden, Florida
Principal Employers**

Employer	Location	2013		
		Employees ¹	Rank	Percentage of Total City Employment ²
Orange County Public Schools	Various (9)	812	1	8.15%
Heller Bros Packing Co	9th Street	300	2	3.01%
Target Super Center	Daniels Rd	-	3	0.00%
Health Central Park	N Dillard Street	289	4	2.90%
City of Winter Garden	Plant Street	288	5	2.89%
Publix Super Markets	SR 50/SBW	262	6	2.63%
Ranger Construction	Elboc Way	218	7	2.19%
Encore Construction	Crown Park Circle	173	8	1.74%
Orange County National Golf	Phil Ritson Way	134	9	1.35%
Louis Dreyfus Citrus	9th Street	120	10	<u>1.20%</u>
Total				<u>26.07%</u>

¹Source: Surveys of employers listed.

²Source: Total City employment estimated based on 2010 Economic Census data :: US Census Bureau.

³Source: Target Super Center could not disclose their employee count information. Ranked as third based on past reported counts.

During fiscal year 2014/2015, the Florida Hospital of Winter Garden will begin construction. It is located on a 54 acre property adjacent to the Mall to allow for a hospital and ancillary uses, emergency department, and medically related professional and business offices, clinics, and laboratories. It is anticipated that construction will be done in phases over the next four to seven years. We believe this project will be a significant positive for our local economy through both the construction phase and after completion and will provide for superior healthcare for our citizens into the future.

City Strategic Plan

Strategic Model & Framework

In 2009, the City of Winter Garden engaged in an effort to develop a strategic direction and structure that would offer a more disciplined approach when aligning citizen-driven priorities with business goals and day-to-day service activities. The result was the adoption of a strategic performance management framework that enables effective management decisions that are properly congruent with the targeted desirable outcomes of the community.

With ongoing inputs and feedback from the citizens of Winter Garden, this framework ensures a systematic cycle of accountability and ultimately validates the City’s broader mission and vision propositions in terms of performance benchmarks and operational accomplishments.

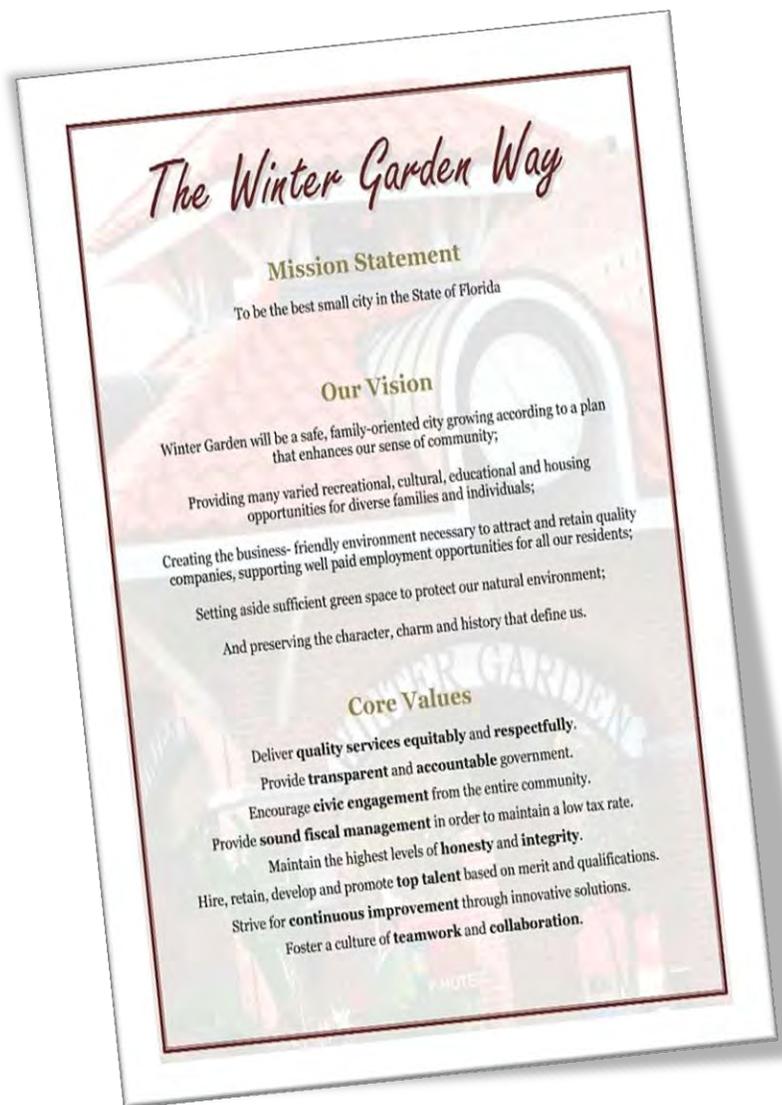
The strategic model is characterized by the pyramid illustrated. It outlines the up and down relationship flow of how the City translates the culmination of mission, vision, core values and strategic priorities into actionable initiatives which result in business plans and operating plans at the department level. Strategic priorities are typically 10-20 years in focus,



business plans are 2-5 years in focus and operating plans are 1-2 years in focus. The annual execution of the broader long-term strategies occurs at the operating level through daily service activities and is validated against stretched performance targets or benchmarks. There are three levels to this model which begins with the long-term directional level, followed by the intermediate business planning level and then the short-term operating planning level. The City's mission and vision propositions should always drive the operational activities and these activities should also in turn relate back to the mission and vision propositions.

Mission, Vision and Core Values

The Winter Garden Way is the City's directional map and foundational philosophy that provides both a narrative and picture of what the desired outcome of success will look like for citizens and residents. It is, therefore, citizen-inspired and fully reflects the expectations of the community based on feedback inputs from the citizen survey, focus groups, stakeholder interviews and town hall meetings. The mission to be *the best small city in the State of Florida* is bold and ambitious, but it sets the tone for leadership, service and performance excellence throughout the City. The vision elements highlight and convey the tangible essence of the City's destination profile and further define



the targeted landmarks of accomplishments. Finally, the City's core values outline the key guiding principles that function as the driving force towards the mission promoting the highest standard for professional and ethical behavior.

City Strategic Priorities

The long-term strategic priorities are the bridges that connect *The Winter Garden Way* to each Department's business and operating plans, such that, the strategic priorities become both a compass and a way of life throughout all service areas. The departmental business plans for the upcoming year are featured in detail in this budget document and can be found in the department operating section.

Along with the *Winter Garden Way*, there are also *nine* primary strategic priorities that were carefully determined from an analysis of various community stakeholders. This included feedback from the citizen survey, resident focus groups, business leader interviews, elected official interviews, a town hall meeting as well as a planning workshop. The goals are not in any particular order since each goal is felt to be equally important to the quality of life in Winter Garden. Accompanying each priority is a list of *target areas* to address as well as the *key initiatives* for achieving them. Below is a list of the City's nine strategic priorities:

- Mobility
- Safe Community
- Thriving Economy
- Sense of Community
- Natural Environment
- Attractive Community
- Recreation, Arts and Culture
- Education and Learning Opportunities
- Quality Services and Infrastructure

In addition to the nine priorities listed above, the City's *eight* core values identified in *The Garden Way* also serve as secondary priority areas for departments, particularly, the internal services areas that have indirect service contact with citizens. Due to the nature of such departments, for instance Finance, that mostly provide support services to other major service areas, some core values were more of a natural fit for the department's core functions, and thus, made the use of the City's core values suitable as a secondary strategic priority. For example, one of the Finance Department's main strategic focuses uses the core value, "Provide sound fiscal management" to help concentrate efforts on more diligent budget controls. It is, therefore, likely to see the City's core values being used as strategic priorities for some department business plans and in some rare instances a combination thereof.

FY2015 Departmental Strategic Priorities & Goals

The City of Winter Garden is committed to offering the best services to its citizens and local businesses. As part of our annual budget process, each department is tasked with setting performance management goals for their respective areas that are aligned with the previously identified City strategic priorities, targets and key initiatives. Below is a summary of the FY 2015 department goals aligned by the City's primary and secondary strategic priorities. The detailed departmental business plans with department goals and objectives, key performance indicators and past year results as well as targets are located in the department operating sections of this budget document.

STRATEGIC PRIORITIES & GOALS

ENSURE A SAFE COMMUNITY

Aim police presence at property and personal crimes to ensure residents feel safe in all parts of Winter Garden, day or night.



FIRE & RESCUE

Protection and preservation of life and property



POLICE

Increase sense of safety throughout downtown and all residential communities

ENCOURAGE A THRIVING COMMUNITY

Encourage a sustainable thriving economy that maintains a prosperous downtown and good jobs for people with different skills.



COMMUNITY DEVELOPMENT

Expedient plan review process that ensures high quality development throughout the City

Speedy and quality turnaround service during plan review, permitting and inspection processes

Annex unincorporated enclaves to ensure efficient, consistent and cost effective services for all residents



ECONOMIC DEVELOPMENT

Provide a business-friendly environment that creates desirable and successful businesses

Foster entrepreneurship and empower business start-ups to bolster commerce

Encourage a vibrant Downtown, which in turn creates a thriving City

PROTECT THE SENSE OF COMMUNITY

Protect the history and small town character of Winter Garden to preserve its sense of community.



COMMUNITY RELATIONS

Provide an improved sense of community inclusion

PROVIDE AN ATTRACTIVE COMMUNITY

Keep the City and its gateway corridors attractive and clean.



COMMUNITY DEVELOPMENT

Improve and preserve the aesthetics throughout the City



PUBLIC SERVICES: Wastewater, Stormwater & Streets

Keep the City corridors attractive and clean



PARKS & LAND

Develop and sustain beautiful park, pedestrian and landscape areas

PROVIDE SOUND FISCAL MANAGEMENT

Preserve the trust of our citizens through smart, accountable and disciplined management of the City's fiscal affairs.



FIRE & RESCUE

Improve control of Fire Department's operating cost



HUMAN RESOURCES

Reduce healthcare costs to the City



FISCAL MANAGEMENT

Submit balanced budget within appropriate parameters to maintain low tax rates



PUBLIC SERVICES: Administration

Provide alternative funding for City capital improvement projects

PRESERVE THE NATURAL ENVIRONMENT

Protect the natural environment and enhance green spaces.



COMMUNITY DEVELOPMENT

Protect natural land areas throughout the City



FACILITIES MANAGEMENT

Improve sustainability program to make the City more green-friendly



PARKS & LAND

Rehab, restore and protect passive green space throughout the City



PUBLIC SERVICES: Administration

More environmentally friendly City focused on reducing ground water withdrawals



PUBLIC SERVICES: Solid Waste

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill



PUBLIC SERVICES: Environmental Services

Protect groundwater resources through water conservation



PUBLIC SERVICES: Wastewater, Stormwater Collection & Streets

Reduce pollution in Lake Apopka through cleaner streets and storm water systems

PROVIDE RECREATION, ARTS & CULTURE

Provide facilities and programs for recreation, arts and culture that help to keep residents and visitors active and healthy.



RECREATION

Provide a variety of quality parks, facilities, recreational and cultural experiences

SUPPORT PUBLIC EDUCATION & LEARNING OPPORTUNITIES

Support elevating the quality of K-12 public education and broaden opportunities for advanced adult learning.



COMMUNITY RELATIONS

Continue partnering with local schools

RECRUIT AND DEVELOP TOP TALENT

Maximize productivity by acquiring and retaining talent that best matches the City's organizational needs.



HUMAN RESOURCES

Recruit and select high quality candidates for all positions

Increase development opportunities for City employees

Improve productivity of workforce

MAINTAIN QUALITY SERVICES & INFRASTRUCTURE

Maintain a network of high quality services and infrastructure for all parts of Winter Garden.



INFORMATION TECHNOLOGY

Support Public Services utilities to ensure proper asset replacement cycles throughout the City



PUBLIC SERVICES: ENGINEERING

Ensure timely and within budget completion of all planned CIP projects annually



PUBLIC SERVICES: Wastewater, Stormwater Collection & Streets

Prolong the service life of the City's infrastructure

Reduce citizen storm water complaints



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Increase water pressure and minimize water service interruptions for residents



PUBLIC SERVICES: Administration

Reduce flooding incidents from adverse weather conditions



PUBLIC SERVICES: Wastewater & Reclaimed Water

Improve odor control at wastewater treatment facility



PUBLIC SERVICES: Water Treatment & Pumping

Raise consumer confidence in the City's drinking water

Compliance with Consumptive Use Permit



PUBLIC SERVICES: Environmental Services

Reduce Fats, Oils and Grease from the wastewater stream through industrial pretreatment public education

IMPROVE AND MAINTAIN MOBILITY

Create and maintain a network of highways, roads, paths and transportation alternatives that make uncongested links to all parts of Winter Garden.



COMMUNITY DEVELOPMENT

Improve and facilitate safe bicycle, pedestrian, and vehicle mobility throughout the City



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Improve pedestrian infrastructure, bicycle and automobile transportation

DELIVER QUALITY SERVICES EQUITABLY & RESPECTFULLY

Ensure the highest level of service excellence in all situations for all stakeholders.



CITY CLERK

Provide requested records in the least amount of time as possible



FACILITIES MANAGEMENT

Provide "best in class" customer service by completing work orders timely & effectively

Ensure high quality janitorial services throughout the City



FISCAL MANAGEMENT

Deliver service excellence to all internal customers



FLEET MANAGEMENT

Ensure longevity of City vehicles to maximize economies of scale



INFORMATION TECHNOLOGY

Enable City staff to be more productive in how services are delivered to the community

Ensure accuracy and usefulness of the City's web content

High performing hardware and software systems that enable productivity and service delivery



COMMUNITY RELATIONS

Deliver excellent customer service to all citizens & residents



HUMAN RESOURCES

Achieve a productive and safe workplace

Deliver service excellence to all internal customers



UTILITY BILLING

Provide a responsive and consistent Utility Billing service experience



COMMUNITY DEVELOPMENT

Provide excellent customer service to all citizens & residents

FOSTER A CULTURE OF TEAMWORK AND COLLABORATION

Cultivate a productive environment that inspires valued and high performing employees.



ALL DEPARTMENTS

Promote a high performing organization

Long Range Planning

The City of Winter Garden continues to monitor community characteristics relating to development, provisions of services, environmental protection and governmental activities to meet the goals and objectives of the City's Comprehensive Plan. Since 1998, the City's area has increased by approximately 3.5 square miles through annexation of surrounding unincorporated areas and has undergone rapid growth in recent decades, increasing from 6,789 in 1980 to 14,251 in 2000. The population for 2013 was 37,172, an increase of approximately 158% in the 13 years.

Economic Outlook and Impact

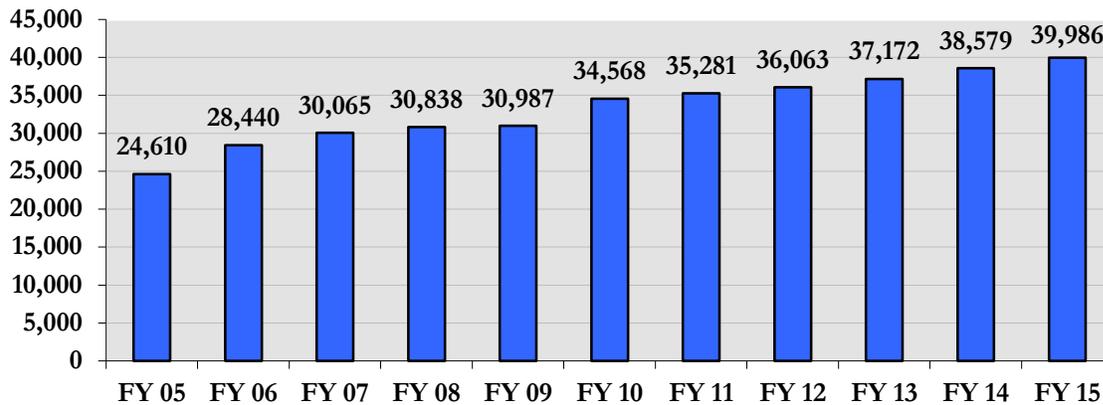
There are positive signs that the national and local economies are on the path of economic recovery. The City of Winter Garden is experiencing annual increases in average residential market values since 2012 and unemployment levels are decreasing. New businesses have set up operations in the City as well. In FY 2014/2015, the new Hospital will open, and the Plant Street Market is underway that will anchor the corner of Plant and Park.

The City continues to strategically invest in the down town historic center to help stimulate the local economy and invest in the city's infrastructure to continue to improve the property values. The City was awarded a CDBG grant in the amount of \$750K to renovate the dilapidated properties within the City.

Housing Trends

The City of Winter Garden is primarily residential which makes housing statistics and forecasts an integral element of municipal revenue estimates and projections. The City continues to carefully monitor the marketplace seeking information from all available resources to make responsible and timely fiscal decisions. Population estimates based on the University of Florida's Bureau of Economic and Business Research place Winter Garden's population at 37,172 in 2013, representing an 8% increase from 2010 and a 67% increase from 2004.

WINTER GARDEN POPULATION



We analyze the trend and growth projections for population, taxable values and utility accounts to help determine governmental and enterprise revenues for both operating revenues and impact fees from new growth. Below is a three year growth projection of population based on actual historical trends and market outlook which have a direct correlation to the ad valorem property taxes and enterprise operating revenues.

THREE YEAR GROWTH PROJECTION

	Actual			Projection		
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Population	36,063	37,172	38,579	39,986	41,393	42,800
Growth Rate	2.2%	3.1%	3.8%	3.6%	3.5%	3.4%
Taxable Value (000's)	1,903,153	1,899,977	1,986,373	2,199,296	2,287,268	2,378,758
Growth in Taxable Value	-6.3%	-0.2%	4.5%	10.7%	4.0%	4.0%
Utility Growth Assumptions						
Annual Irrigation Sales						
Accounts (at year end)	6,321	6,418	6,774	7,004	7,249	7,496
Total Gallons Used (000's)	1,258,310	960,013	818,240	818,241	818,242	818,243
Growth Rate	3.5%	1.5%	5.5%	3.4%	3.5%	3.4%
Annual Water Sales						
Accounts (at year end)	13,013	13,039	13,482	13,940	14,289	14,646
Total Gallons Used (000's)	1,291,348	1,085,204	852,410	852,411	852,412	852,413
Growth Rate	2.0%	0.2%	3.4%	3.4%	2.5%	2.5%
Annual Sewer Sales						
Accounts (at year end)	12,432	12,465	12,907	13,346	13,613	13,885
Total Gallons Used (000's)	1,041,844	887,609	704,810	704,811	704,812	704,813
Growth Rate	2.0%	0.3%	3.5%	3.4%	2.0%	2.0%
Solid Waste Growth Assumptions						
Accounts (at year end)	12,428	12,442	12,818	12,819	12,820	12,821
Account Growth Rate	1.6%	0.1%	3.0%	3.4%	2.0%	2.0%
Stormwater Growth Assumptions						
Accounts (at year end)	12,525	12,549	12,970	12,971	12,972	12,973
Account Growth Rate	1.6%	0.2%	3.4%	3.4%	2.0%	2.0%

Projection Assumptions

The City of Winter Garden continues to monitor community characteristics relating to development, provisions of services, environmental protection and governmental activities to meet the goals and objectives of the City’s Comprehensive Plan. Preparation of the operating budget is one of the City’s most critical undertakings. A superior planning tool year after year is the result of consistent, repeatable, and explainable methods in developing the budget. While most of the attention is given to the appropriations side of the budget, critical policy decisions are influenced by levels of available resources which are the product of annual revenue estimates or projections.

In order to produce consistent and defensible revenue estimates, avoid an unhealthy dependence on a single economic or future growth point of view, and address inevitable pressures to expand near term resource availability through overly aggressive revenue assumptions, the City has adopted the following practices for revenue projections.

1. Develop schedules for each continuing revenue source for the next 10 fiscal years.
2. Calculate both a five and ten year trend that is the basis for the subsequent year estimate.
3. Identify and evaluate known conditions for the trend line period that may lessen or strengthen the predictive nature of both trend calculations, or cause one of the two trend calculations to be more indicative of future short term performance.
4. Gather, document, and evaluate other information that may influence the assumptions used in making the revenue estimate. Other sources might include:
 - a. Revenue estimates or economic forecasts prepared by the state or federal government entity.
 - b. Private sector entities, such as public utilities or communications companies, whose operations might impact revenues estimates.
 - c. Other local governments.
 - d. City of Winter Garden operating departments.
5. Document relative accuracy of historical budget estimates as compared to historical realization, specifically prior year budget estimates as compared to current year revenue realization, and determine if estimation methods need to be modified.

The process above positions the finance department to make its preliminary revenue estimate. The preliminary estimates are then evaluated collectively by the Finance Director and the City Manager. Upon agreement, the recommended revenues are included in the budget package for City Commission consideration.

The accompanying projections of revenues and expenditures demonstrate how current economic trends, coupled with the City's financial policies, may influence future cash balances and tax levies. As with any projection, known quantities, such as actual revenues and expenditures, interact with a set of key assumptions to determine a possible scenario. The number of unknowns in this analysis tends to reduce its validity in the longer term. Additionally, while this financial projection is intended to advise decision makers on the current and potential financial conditions of the City, it does not represent a legal obligation.

PROJECTION ASSUMPTIONS FY 2015 - 2020

	FY 2015 Budget	Five Year Forecast 2016-2020
GOVERNMENTAL REVENUES		
Ad Valorem Taxes	Millage (4.25 mills) on tax base of \$2.199 billion per Tax Appraiser. Assumes 96% collection of gross revenues	Increase in asessed value of 4% annually including new construction
Utility Taxes	3.5% growth	Capped at .5% Annual Growth increase
Franchise Fees	3.5% growth based on population increase	Capped at .5% Annual Growth increase
Communication Service Tax	Estimated by the State Office of Economic and Demographic Research	Contraction through 2017; less than 1% thereafter
Intergovernmental Federal/State/County/Other Grants:	Budget estimate takes into account the project under performance of 2013 versus the prior year State estimate and reduces the current year State estimate by a like amount	1-2% Annual Growth No Projection to be conservative
Fines & Forfeitures	Based on YE 2014 revenue	Population Growth Rate
Permit Fees		
Building Permits	Based on department projection	Building Projections and Trending
Other Permit Fees	Based on YE 2014 revenue	Population Growth Rate
Land Development Fees	Based on YE 2014 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2014 revenue	Population Growth Rate
Licenses		
Business Tax Receipts	Based on YE 2013 revenue and trend and economic forecasts	Population Growth Rate
Charges for Services		
Recreation	Based on detail of revenues by program	Population Growth Rate
Building Leases	Based on YE 2014 revenue	No increase projected to be conservative
Rentals	Based on YE 2014 revenue	No increase projected to be conservative
Miscellaneous	Based on YE 2014 revenue	No change projected
Impact Fees	Based on Bulding projections times rate	Building Projections and Trending
Interest	Based on estimated 1% rate of return	Flat over five years
ENTERPRISE REVENUES		
Water	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Wastewater	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Garbage	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Stormwater	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
EXPENDITURES		
Personnel Expenses	Staffing levels requested and benefit increases based on economic data	3-5% cost of living increases; 10% medical benefits increase
Operating Expenses	Estimated by Department Heads	3-5% growth by type of operating expense
Capital Outlay & Operating Impacts	Assumes only finishing projects currently in progress and those in the five-year CIP	Assumes only finishing projects currently in progress and those in the five-year CIP
Debt Service	Per debt service schedule	Per debt service schedule

BUDGET HIGHLIGHTS



BUDGET POLICY, PROCESS, & PREPARATION

BUDGET CALENDAR

BUDGET ASSUMPTIONS

FUND BALANCES

SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCE

OVERVIEW OF THE BUDGET PROCESS

A. BUDGET GUIDES

The City's budget process is conducted within the framework of the Finance Department's fiscal policies, financial forecasts and financial trends. The budget documents serve four fundamental purposes:

Policy Document:

The budget documents contain information that allows the City Commission an opportunity to review policies and goals that address long-term concerns and issues of the City and evaluate City services.

Operations Guide:

The budget describes activities, services and functions carried out through departmental goals and objectives and continuation of performance indicators. The document includes departmental business plans and organizational layouts for the City.

Financial Plan:

The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities and contingency planning. The document includes the current and long-term debt obligations, and a 5-Year Capital Improvement Plan.

Communications Device:

The budget seeks to communicate summary information, including an overview of significant budgetary issues and trends, to aid the reader in interpreting the documents. It describes the process for preparing, reviewing and adopting the budget for the fiscal year. The document has

been drafted with the goal of providing information that will be valuable and understandable to the average reader.

The City Commission has adopted a number of policies that are designed to guide the budget preparation. The powers and responsibilities of the Commission and the City staff are listed below.

Powers of Commission

Except as otherwise provided in the Charter, all powers of the City and the determination of all matters of policy are vested in the City Commission.

Without limitation of the foregoing, the City Commission has the power to:

- (1) Be the judge of the election and qualification of its own members;
- (2) Authorize the issuance of bonds; revenue certificates, and other evidence of indebtedness;
- (3) Adopt and modify the official map of the city;
- (4) Provide for an independent audit;
- (5) Pass ordinances and laws for the preservation of the public peace and order, and impose penalties for the violation thereof; provided that the maximum penalty to be imposed shall be a fine of not more than five hundred dollars (\$500.00) or imprisonment for a period of time not longer than sixty (60) days;
- (6) Deal with any property of the city, both real or personal, or mixed in any manner the Commission may see fit to do in accordance with the general powers of the City;
- (7) Provide rules and regulations for all purchases and sales made for and on behalf of the City;
- (8) Appoint, remove, and fix the compensation of the City Manager, City Attorney, City Auditor, City Clerk, and a Certified Public Accountant to perform the annual audit;
- (9) Appoint advisory boards to serve without compensation;

- (10) Establish by ordinance, the conditions upon which subdivisions and other areas may be annexed by the City;
- (11) Exercise any right of authority given or permitted by the Constitution and the laws of the State of Florida to city commissions consistent with or in addition to the provisions of the revised Charter;
- (12) By order of the City Commission, those officers listed in paragraph (8) above who are indicted for a felony will be suspended from office, without pay, until acquitted and the office filled by appointment for the period of suspension. By order of the City Manager, any other municipal officer or employee indicted for a felony will be suspended from office, without pay, until acquitted and the office filled as hereinbefore provided for the period of suspension.

Responsibilities of City Commission

- (1) To be responsive to and represent the wishes of the citizens;
- (2) To establish goals and priorities through approval of objectives, plans, and budgets;
- (3) To consider, evaluate and establish laws, policies, regulations and procedures.

The Role of the Staff to the City Commission

- (1) To implement the goals of the City Commission;
- (2) To suggest objectives, plans, and budgets for approval by the City Commission consistent with approved goals;
- (3) To implement City Commission approved objectives, plans and budgets;
- (4) To provide the City Commission with adequate, competent information and professional recommendations upon which the Commission may rely in making decisions and to refrain from criticism of those decisions once made;
- (5) To manage the day-to-day affairs of City government;
- (6) To suggest to the Commission new laws, regulations, and policies or modifications to existing ones.

Fiscal Policy Statement

The City has an important responsibility to its citizens to correctly account for public funds, to manage municipal finances wisely, and to plan for adequate funding of services desired by the public. With the change in federal policies toward local government and the rate of growth in our area, the City needs to ensure that it is capable of adequately funding and providing local government services needed by the community.

Sound fiscal policies that are realistic and consistent provide useful guidance for the long-term programming of services and facilities. They also provide a set of assumptions under which budget and tax decisions should be made. While established for the best management of governmental resources, generally accepted fiscal policy also helps set the parameters for government's role in the broader economy of the community.

The development of the budget is guided by the following laws and objectives:

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund. (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- The City will not levy ad valorem taxes against real and tangible property in excess of 10 mills with the exception of voted levies. (Section 200.081 of Florida Statutes places this millage limitation on all Florida municipalities).
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes. (Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value.)
- All operating funds are subject to the annual budget process and reflected in the budget document.

- The enterprise operations of the City are to be self-supporting meaning current revenues will cover current expenditures including debt service.
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- The guideline and goal for the General Fund fund balance is to have 30% reserves in case of emergencies.

B. BUDGET ADOPTION AND MODIFICATION

The City Commission annually adopts, by ordinance, a balanced budget for all funds of the City, whereby budgeted revenues equal budgeted appropriations within each fund. Budgetary authority is legally maintained at the fund level. Amendments to the adopted budget can occur at any time during the fiscal year through action of the City Commission or the City Manager in the following manner:

1. Budget Amendments: Fund revenue and expenditure amounts may be increased or decreased by formal action of the City Commission following proper public notice as specified in Chapter 129.03(a) of the Florida Statutes. Amendments to adopted budgets normally result from either: (a) the desire to recognize an unanticipated excess amount of an anticipated revenue; or (b) the unanticipated decrease of an anticipated revenue. The purpose of the amendment process is to adjust fund amounts to reflect the level of revenues reasonably anticipated to be received and to balance expenditures to these revenues in accordance with state law and sound fiscal practices.
2. Budget Transfers: Operating unit budgets may be amended by formal transfer action. Budget transfers, which are intrafund in nature, may be approved by the

City Manager. A record of such intrafund transfers is maintained by the Finance Department. Budget transfers, which are interfund or involve fund reserve distributions, must be reviewed and formally approved by the City Commission prior to execution.

Additions to approved positions during the budget year require City Commission review and approval. As previously delegated by the City Commission, personnel reclassifications may be approved by the City Manager.

During the fiscal year, the Finance Department coordinates an interim budget review process. All departments review revenue and expenditures to-date. A budget amendment is prepared for the City Commission to formally adopt any mid-year amendments. The formal interim budget adjustment has proven to be an effective process for the City in ensuring needs are being continually met and the operational and capital improvement plans are adequate.

C. BUDGET PREPARATION

In May the Finance Department develops a fiscal model to project revenues and expenditures for the next fiscal year. This model provides the City with a clear vision of the level of financial control needed to develop upcoming fiscal year budgets. Based on the model's results, target expense levels for FY 2014/15 were provided to operating divisions. Those divisions were challenged to maximize services while maintaining a budget within the City's fiscal capacity.

During the FY 2014/15 budget cycle, the Finance Department made available to each department a budget manual and access to the financial accounting software so that each department's budget could be entered into the system to compare to last fiscal year actual and current fiscal year-to-date figures. This provided a helpful tool to the departments to determine a realistic budget.

Another effort to streamline the budget process included developing and presenting capital improvement budgets simultaneously with operating budgets. This provided a clear picture of the impact of capital improvements on operating budgets. It also allowed divisions to concentrate on putting a realistic business plan together for the upcoming fiscal year.

Expenditure levels to be recommended to the City Commission are determined in department meetings with the City Manager. These meetings provide each department director with the opportunity to discuss his or her budget and the programs it provides. A Commission workshop in August provides a forum for finalizing spending plans, the proposed millage rate, and policy issues. Copies of the proposed budget are distributed to department directors and made available for inspection by the general public prior to the final budget hearings in September.

Following Commission approval of the final spending plan, Finance Department staff will prepare the approved budget for distribution to departments and other interested parties. The budget for the upcoming year becomes effective October 1st and the spending plan, as authorized by the Commission, will be implemented throughout the fiscal year.

FY 2015 Budget Calendar for Departments

<u>Event</u>	<u>Date</u>
Budget Manual sent to Departments	May 30, 2014
Budget entry access given to Departments	May 30, 2014
Personnel request forms due to HR Department	June 13, 2014
Capital Improvement Project request forms due to Finance	June 27, 2014
Fleet Maintenance Vehicle Inspection forms due to Finance	June 27, 2014
All budget request to be entered into GMBA	June 27, 2014
Receive DR 420 Forms from Property Appraiser	July 1, 2014
CIP Committee Meetings	July 7 – 11, 2014
Finance submits preliminary budget proposal to City Manager	July 14, 2014
Commission Sets Proposed Millage Rate	July 24, 2014
FTE and Organization Charts due to Finance Department	August 1, 2014
Performance Measurements due to Finance Department	August 1, 2014
Send in DR 420 Forms to Property Appraiser	August 1, 2014
Budget Workshop	August 28, 2014
1 st Public Hearing	Sept 11, 2014
2 nd Public Hearing	Sept 25, 2014
Send in Adopted Ordinance to PA, DOR and Tax Collector	Sept 26, 2014
Complete and Deliver Form DR422 and TRIM Package	When received

D. FY 2014/15 Budget Assumptions

Based on available economic data and the City Manager's priorities, the Fiscal Year 2014/15 Revenue and Expenditure/Expense budgets were prepared using the following:

Revenues

- Ad valorem revenues were budgeted at 96%.
- The proposed citywide millage rate remained at 4.2500 mills.
- Interest income projections reflect maintenance of current interest rates.
- The budget for certain revenues funded by the State, including the local government half-cent sales tax, was prepared based on estimates provided by the Florida Office of Economic Development and Research. These revenues may be revised during FY 2014-15 based on updated projections or economic changes. The City has adjusted the State's projected revenues due to the economic conditions we are currently facing. Therefore, balancing a budget with less than State projected revenues to limit the impact of an adjustment in the first or second quarter of the new fiscal year to the City.

Expenditures/Expenses

- Personal Services: Budgeted figures for salaries include a 3.0% cost-of-living/merit increase for all employees. Health insurance is budgeted with a 6.0% increase.
- Operating Expenditures/Expenses: Departments were requested to submit a reduced budget after adjustments for salaries and capital expenditures in an effort to operate within revenues estimated to increase marginally.
- Capital Outlay: Departments were requested to provide thorough justifications for all capital equipment needs. Special attention was given to heavy equipment

by looking at creative alternatives such as leasing, contract services, and equipment sharing.

- Capital Improvements: Projects were budgeted according to prioritized needs and funds availability. The detailed listing of projects by fund is located in the 5-Year Capital Improvement Plan.
- Reserves: Efforts have been made to maintain reserves at a healthy level while continuing to provide excellent services to the citizens.

Capital Budgeting

The City maintains a Capital Improvement Program (CIP), which covers a five-year period and is updated annually. The Finance Department determines the amount of funds available for capital projects. Proposed projects are prioritized and the available funds are allocated accordingly. The Capital Improvement Projects detail is included in the 5-Year Capital Improvement Plan section of this book, but the funding for these projects is included in the budget in each appropriate division.

Fund Balance

Section 166.241 of Florida Statutes requires budgets to be balanced, meaning total revenues must equal total estimated expenditures for each fund. Therefore, if anticipated revenues equal estimated expenditures, it can be assumed that the beginning fund balance will be maintained. Fund balance may be used as a source of revenue if there is an imbalance between revenues and expenditures. Since reserves are created over time, drawing down on reserves should be done in measured amounts and for specific purposes. Structural imbalances (revenue insufficient to support ongoing expenditure requirements) cannot be sustained through the use of reserves and must be appropriately addressed.

A major indicator of the City's fiscal health is the reserve balance maintained in the General Fund. The Government Finance Officers Association (GFOA) recommends

maintaining an unrestricted fund balance in the General Fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures, for all general-purpose governments, regardless of size. The City’s target is 30 percent of expenditures.

The following table contains a list of major governmental City funds and nonmajor governmental funds in the aggregate that have a fund balance, the expected draw on or addition to fund balance in the current year, and the use of or addition to fund balance in the proposed budget. Balances shown represent total fund balance less nonspendable amounts. The amount shown as “Expected Change FY2013/2014” is the budgeted use of fund balance since this fiscal year is still underway at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

Spendable Fund Balance Status

Fund	Fund Balances 09/30/2013	Expected Change FY 13/14	Estimated Balance 09/30/2014	Budgeted Change FY 14/15	Projected Balance 09/30/2015	Percent Change FY 14/15
General Fund	\$ 5,987,213	\$(1,551,348)	\$ 4,435,865	\$ 0	\$ 4,435,865	0.0%
Community Redevelopment Agency	94,595	274,745	369,340	558,738	928,078	151.3%
Impact Fee	16,846,289	(7,165,381)	9,680,908	285,087	9,965,955	2.9%
Nonmajor Governmental	1,046,158	(835,594)	210,564	(134,241)	76,323	(63.8%)
Total Governmental Funds	<u>\$23,974,255</u>	<u>\$(9,277,578)</u>	<u>\$14,696,677</u>	<u>\$701,854</u>	<u>\$15,406,261</u>	<u>4.8%</u>

E. METHOD OF BUDGETING

Budgetary Basis

The City adopts budgets for all Governmental Funds and Fiduciary Funds on a modified accrual basis. The budgets for Proprietary Funds are adopted on an accrual basis. However, depreciation expense is not budgeted, whereas expenditures for capital outlays are budgeted. These outlays are capitalized into fixed assets and eliminated from the results of operations on a Generally Accepted Accounting Principles (GAAP) basis.

Fund balance allocations (residual unappropriated liquid assets resulting from prior years' operations) are budgeted and included as revenue or expenditure/expense on a budgetary basis but are eliminated on a GAAP basis for financial reporting.

Actual expenditures for the past fiscal year, along with the original and amended budget for the current fiscal year, and a proposed budget for the upcoming fiscal year are listed for each department and division of the City. The amended budget column reflects all budget amendments approved by the City Manager or the City Commission through August 2014. The 2014/15 budget column includes recommendations for the upcoming fiscal year. These recommendations reflect expenditures proposed by the various City departments as modified by the City Manager. Detailed information on proposed capital expenditures is illustrated in both the Capital Outlay and the Five-Year Capital Improvement Plan sections of this document.

Fund Structure

To provide proper accountability for the different kinds of resources, “funds” are established. Each fund is isolated with its own resources, liabilities and residual balance. Funds with similar objectives, activities and legal restrictions are, for reporting purposes, placed in one of three groups:

Governmental Funds: Governmental Funds account for general governmental activities, such as law enforcement, which are largely supported by taxes and fees. They are accounted for on a “spending” or financial flow basis.

Governmental Funds include the following five fund types:

- a. The General Fund accounts for all resources not reported in other funds. Most citywide activities are accounted for in this fund.
- b. Permanent Funds account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the government’s programs (i.e., for the benefit of the government or its citizenry).
- c. Special Revenue Funds account for resources received from special sources, dedicated or restricted to specific uses.
- d. Debt Service Funds account for the accumulation of resources for, and the payment of, interest, principal and other costs of long-term debt.
- e. Capital Project Funds account for the accumulation and use of resources for the acquisition of major buildings and other capital facilities where a specific project is designated or required.

Proprietary Funds: Proprietary Funds account for those activities which are provided on a basis consistent with private enterprise. They are accounted for on a cost of service or “capital maintenance” basis.

Proprietary Funds include the following fund type:

Enterprise Funds account for activities, such as water and wastewater services, which are similar to those provided by private enterprise and whose costs are substantially or totally recovered from user charges or from revenue sources other than general governmental revenue.

Fiduciary Funds: Fiduciary Funds account for assets belonging to others which are under City control for administration, but are not available to support the City's own programs.

Fiduciary Funds include the following fund type:

Pension Trust Funds account for resources required to be held in trust for the members and beneficiaries of defined benefit pension plans.

Accounting Structure

The accounting policies of the City of Winter Garden (the "City") conform to accounting principles generally accepted in the United States as applied to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted standard setting board for establishing governmental accounting and financial reporting principles. The more significant of these accounting policies are summarized below.

1. Deposits and investments

The City's cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. The City maintains a cash and investment

pool that is utilized by all funds except those that require separate accounts. Each pooled cash fund is allocated interest on ending monthly cash balances held by the fund throughout the year.

State statutes authorize the City to invest in the State Board of Administration's (SBA) Local Government Surplus Funds Trust Fund (Florida PRIME), United States government securities, United States government agencies, federal instrumentalities, non-negotiable interest bearing time certificates of deposit, repurchase agreements, bankers' acceptances, commercial paper, state and local government taxable and tax-exempt debt, registered investment companies, and intergovernmental investment pools.

The City's investments are reported at fair value. Investments in Florida PRIME, an external 2a7-like investment pool, are stated at share price. Florida PRIME shares are based on amortized cost, which approximates fair market value. The Office of the Auditor General of the State of Florida performs the operational audit of the activities and investments of Florida PRIME.

2. Restricted assets

Certain resources of the Water and Sewer Utility Fund are classified as restricted assets on the statement of net position because their use is limited to the repayment of customer deposits, to capital projects to expand the capacity of the system, and to fund asset renewals and replacements. Certain proceeds of the

Water and Sewer Utility Fund's loan agreements, as well as certain resources set aside for their repayment, are classified as restricted assets on the statement of net position because their use is limited by applicable loan agreement covenants. These resources are set aside to subsidize potential deficiencies from the Fund's operation that could adversely affect debt service payments and to segregate resources accumulated for debt service payments over the next six months.

3. Capital assets

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial, individual cost of more than \$750 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the life of the asset are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed.

Property, plant, and equipment of the City are depreciated using the straight line method over the following estimated useful lives:

Assets	Years
Buildings	50
Building improvements	15-25
Public domain infrastructure	25-50
System infrastructure	15-25
Vehicles	5-10
Office equipment	5
Computer equipment	5

4. Long-term obligations

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net position.

In the fund financial statements, governmental fund types report the face amount of debt issued as other financing sources.

5. Fund balances

Fund balance is divided into five classifications based primarily on the extent to which the City is bound to observe constraints imposed upon the use of the resources in the governmental funds. The classifications are as follows:

Nonspendable The nonspendable fund balance category includes amounts that cannot be spent because they are not in spendable form, or legally or contractually required to be maintained intact. The “not in spendable form” criterion includes items that are not expected to be converted to cash. It also includes the long-term amount of interfund loans.

Restricted Fund balance is reported as restricted when constraints placed on the use of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or is imposed by law through constitutional provisions or enabling legislation. Enabling legislation authorizes the City to assess, levy, charge, or otherwise mandate payment of resources (from external resource providers) and includes a legally enforceable requirement that those resources be used only for the specific purposes stipulated in the legislation. Legal enforceability means that the City can be compelled by an external party such as citizens, public interest groups, or the judiciary to use resources created by enabling legislation only for the purposes specified by the legislation.

Committed The committed fund balance classification includes amounts that can be used only for the specific purposes imposed by formal action (ordinance) of the City Commission. Those committed amounts cannot be used for any other purpose unless the City Commission removes or changes the specified use by taking the same type of action (ordinance) it employed to previously commit those amounts. In contrast to fund balance that is restricted by enabling legislation, the committed fund balance classification may be redeployed for other purposes with appropriate due process. Constraints imposed on the use of committed amounts are imposed by the City Commission, separate from the authorization to raise the underlying revenue; therefore, compliance with these constraints are not considered to be legally enforceable. Committed fund balance also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

Assigned Amounts in the assigned fund balance classification are intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the General Fund, assigned fund balance represents the remaining amount that is not restricted or committed. In the General Fund, assigned amounts represent intended uses established by the City Commission. The City has not adopted a formal policy to delegate this authority.

Unassigned Unassigned fund balance is the residual classification for the General Fund and includes all spendable amounts not contained in the other classifications. In other governmental funds, the unassigned classification is used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

The City applies restricted resources first when expenditures are incurred for purposes for which either restricted or unrestricted (committed, assigned, and unassigned) amounts are available. Similarly, within unrestricted fund balance, committed amounts are reduced first followed by assigned, and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

**SUMMARY OF ADOPTED BUDGETS
FISCAL YEAR 2014/2015**

<u>CLASSIFICATION</u>	<u>GENERAL FUND</u>	<u>PERMANENT FUNDS</u>	<u>SPECIAL REVENUE FUNDS</u>	<u>DEBT SERVICE FUND</u>	<u>CAPITAL PROJECTS FUNDS</u>	<u>ENTERPRISE FUNDS</u>	<u>FIDUCIARY FUNDS</u>	<u>TOTAL</u>
CARRYFORWARD FUND BALANCE	4,770,491	-	9,875,318	43,186	-	7,046,299	51,877,046	73,612,340
REVENUES								
Ad Valorem Taxes	8,985,856	-	-	-	-	-	-	8,985,856
Sales, Use, and Fuel Taxes	-	-	1,667,824	-	-	-	-	1,667,824
Utility and Service Taxes	4,547,632	-	-	-	-	-	-	4,547,632
Local Business Taxes	175,860	-	-	-	-	-	-	175,860
Permits, Fees, & Special Assessments	3,568,964	-	1,311,797	-	-	2,666,772	-	7,547,533
Intergovernmental Revenue	7,455,040	-	354,646	-	-	-	456,384	8,266,070
Charges for Services	2,821,923	-	-	-	-	13,845,259	-	16,667,182
Fines and Forfeitures	82,512	-	13,056	-	-	-	-	95,568
Interest and Other Earnings	93,694	-	168,440	-	-	200,135	5,139,696	5,601,965
Miscellaneous Revenues	370,835	-	-	-	-	46,624	2,416,332	2,833,791
Total Revenues	28,102,316	-	3,515,763	-	-	16,758,790	8,012,412	56,389,281
NON-REVENUES								
Interfund Transfers	-	-	335,363	718,438	-	835,575	-	1,889,376
Other Non-Revenues	-	-	-	-	-	-	-	-
TOTAL REVENUE & OTHER FINANCING SOURCES	28,102,316	-	3,851,126	718,438	-	17,594,365	8,012,412	58,278,657
TOTAL ESTIMATED REVENUES & BALANCES	32,872,807	-	13,726,444	761,624	-	24,640,664	59,889,458	131,890,997
EXPENDITURES/EXPENSES								
General Government	4,552,276	-	-	-	-	-	2,548,199	7,100,475
Public Safety	15,356,221	-	790,581	-	-	-	-	16,146,802
Physical Environment	1,502,506	-	-	-	-	15,704,063	-	17,206,569
Transportation	1,411,703	-	2,274,195	-	-	-	-	3,685,898
Economic Environment	367,896	-	66,336	-	-	-	-	434,232
Human Services	148,880	-	-	-	-	-	-	148,880
Culture & Recreation	3,647,606	-	-	-	-	-	-	3,647,606
Total Expenditures/Expenses	26,987,089	-	3,131,112	-	-	15,704,063	2,548,199	48,370,463
NON-EXPENSE DISBURSEMENTS								
Debt Service	-	-	10,430	718,438	-	458,851	-	1,187,719
Interfund Transfers	1,053,801	-	-	-	-	835,575	-	1,889,376
Other Non-Expense Disbursements	-	-	-	-	-	-	-	-
TOTALS EXPENDITURES/EXPENSES	28,040,890	-	3,141,542	718,438	-	16,998,489	2,548,199	51,447,558
Reserves	4,831,917	-	10,584,902	43,186	-	7,642,175	57,341,259	80,443,439
TOTAL APPROPRIATED EXPENDITURES & RESERVES	32,872,807	-	13,726,444	761,624	-	24,640,664	59,889,458	131,890,997

GOVERNMENTAL FUNDS

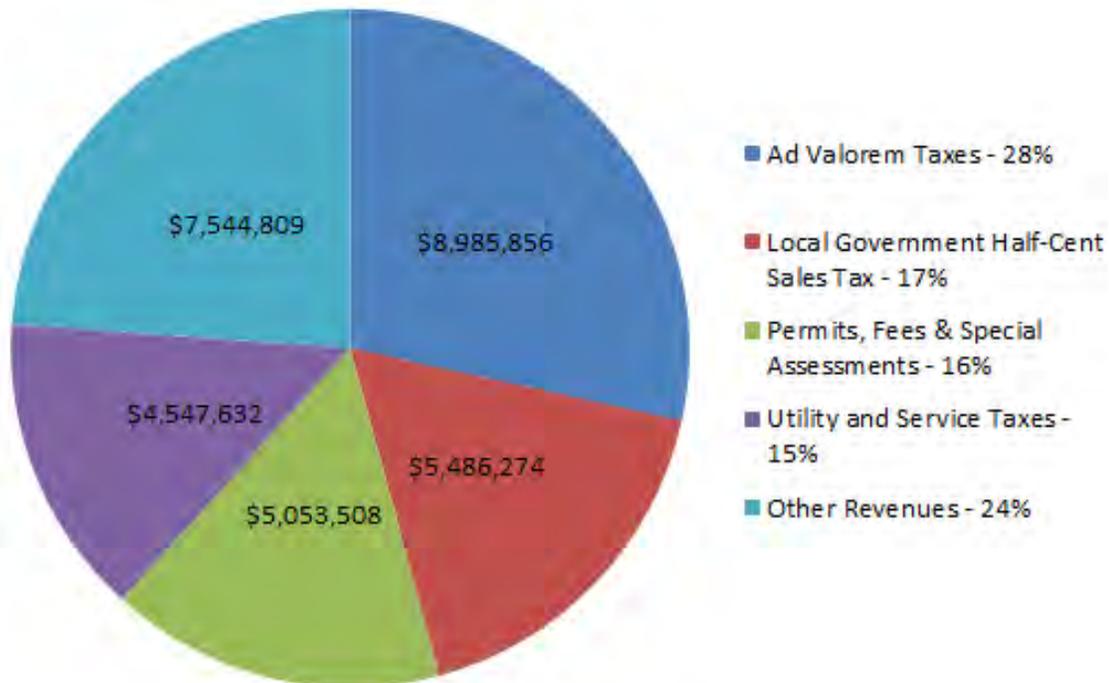
Major Revenue Sources Of Governmental Funds

The City considers a revenue source to be a major revenue source if the budgeted amount represents at least 10% of the total of all budgeted governmental revenues.

The major revenue sources detailed on the following pages total more than 75% of the City's entire governmental fund revenues.

<u>Revenue Description</u>	<u>Actual/ Received 2012</u>	<u>Actual/ Received 2013</u>	<u>Revised Budget 2014</u>	<u>Budget 2015</u>
Ad Valorem Taxes	\$ 7,837,097	\$ 7,790,846	\$ 8,164,646	\$ 8,985,856
Local Government Half-Cent Sales Tax	4,488,577	4,823,757	4,958,720	5,486,274
Permits, Fees & Special Assessments	4,184,628	2,412,752	4,466,231	5,053,508
Utility and Service Taxes	4,294,861	4,407,895	4,452,863	4,547,632
Other Revenues	7,199,398	7,574,205	6,967,424	7,544,809
				<u>\$ 31,618,079</u>

Major Revenue Sources – Governmental Funds - FY 2015 Budget



Major Revenue Sources Of Governmental Funds

Ad Valorem Taxes

Ad Valorem taxes, also known as “property tax”, account for almost 30% of the City’s total governmental fund revenue received each year. Ad Valorem taxes are levied on the taxable value of real and personal property. The State gives municipalities the authority to levy ad valorem taxes to help distribute the cost of providing government services. Ad Valorem means “according to value”. The taxable value, which is determined by the County Property Appraiser, is the assessed value of all property in the City’s jurisdiction less homestead and any other applicable exemptions. The County Property Appraiser, each year before July, provides all municipalities their Certified Taxable Value so that they can forecast ad valorem revenue in preparation for the upcoming fiscal year budget.

The State places a millage limit of 10 mills on the taxing capacity of local municipal governments. The City’s Commission determines the millage rate to be applied to the taxable value of property on an annual basis. The amount of total ad valorem revenue to be received is calculated by applying the taxable value to the millage rate. The amount of Ad Valorem Tax Revenue budgeted for 2015 is based on the millage rate of 4.2500. The City budgets the ad valorem revenue at 96% of the calculated value to factor in the potential for reductions in ad valorem collections caused by valuation adjustments and discounts for early payment. Orange County collects the tax from property owners and then distributes the revenue to the City throughout the year.

The City of Winter Garden’s millage rate has remained at 4.2500 since 2011, and is one of the lowest millage rates in Orange County. Please reference the chart on the next page.

Major Revenue Sources Of Governmental Funds

Orange County Property Taxable Values and Millage Rates

FY 2013/14 Taxable Values Compared to FY 2014/15 Taxable Values

Government Organization	Prior Year Taxable Property Value FY 2013/14	Best Estimate Taxable Property Value FY 2014/15	% Increase / (Decrease) in Property Value FY14 to FY15	FY 2013/14 Millage Rate
Oakland	192,533,563	201,387,491	4.60%	7.7500
Eatonville	179,270,454	184,700,758	3.03%	7.2938
Ocoee	1,676,861,448	1,812,199,925	8.07%	5.9037
Orlando	18,825,801,663	19,887,387,615	5.64%	5.6500
Edgewood	269,828,253	274,057,952	1.57%	5.3000
Maitland	1,981,896,495	2,042,436,036	3.05%	4.5800
Orange County (General)	84,403,451,791	89,631,143,467	6.19%	4.4347
Winter Park	3,924,769,922	4,157,018,027	5.92%	4.4019
Belle Isle	584,568,215	602,102,071	3.00%	4.4018
Winter Garden	1,997,672,363	2,186,466,270	9.45%	4.2500
Windermere	539,036,114	562,033,578	4.27%	3.7896
Apopka	2,002,650,748	2,166,013,325	8.16%	3.4727

Major Revenue Sources Of Governmental Funds

Local Government Half-Cent Sales Tax

The Local Government Half-Cent Sales Tax generates a large amount of revenue for municipalities. This revenue is intergovernmental in nature and is distributed by the State of Florida. A portion of the total sales tax collected by the State is set aside for distribution to local governments on a monthly basis. Florida Statutes provide, "There is created in the State Treasury the Local Government Half-Cent Sales Tax Clearing Trust Fund. Moneys in the fund are hereby appropriated to the Department of Revenue and shall be distributed monthly to participating units of local government....The proportion for each municipal government shall be computed by dividing the population of the municipality by the sum of the total county population plus two-thirds of the incorporated area population." F.S. 218.61/218.62.

The City budgets the Local Government Half-Cent Sales Tax revenue each year based on an estimate provided by the State.

Permits, Fees and Special Assessments

This revenue source derives from fees applied directly to specific properties to recover costs associated with administrative services and special projects. This category includes building permits, franchise fees, impact fees, plan review fees, and special assessments.

Permits and Fees are charged based on a fee schedule. The revenue estimated for permits and fees takes into consideration both the anticipated construction for the budgeted year and the amount collected in the prior year.

Special Assessments are charges assessed against specific parcels for public projects directly associated with those parcels. The City budgets for special assessments based on the incoming revenue schedule for assessments applied.

Major Revenue Sources Of Governmental Funds

Utility and Service Taxes

Utility taxes are levied by the City on the customers of various utilities such as electricity, water, and natural gas.

The Utility tax for electricity and natural gas is collected by the utility companies and submitted to the City on a monthly basis. The Utility tax for water is collected directly by the City via monthly invoices. The average tax rate is 10.0 percent of the sales price of such utility service.

Service tax on telecommunication and cable services, also called the Communication Services Tax, is collected by the State and later distributed to the City on a monthly basis.

The City budgets for Utility tax revenue by applying a 3.5 % growth to the amount collected in the prior year. The City budgets for the Communication Services Tax revenue based on an estimate provided by the State.

GENERAL FUND



REVENUES

—

GENERAL GOVERNMENT

—

PUBLIC SAFETY

—

COMMUNITY DEVELOPMENT

—

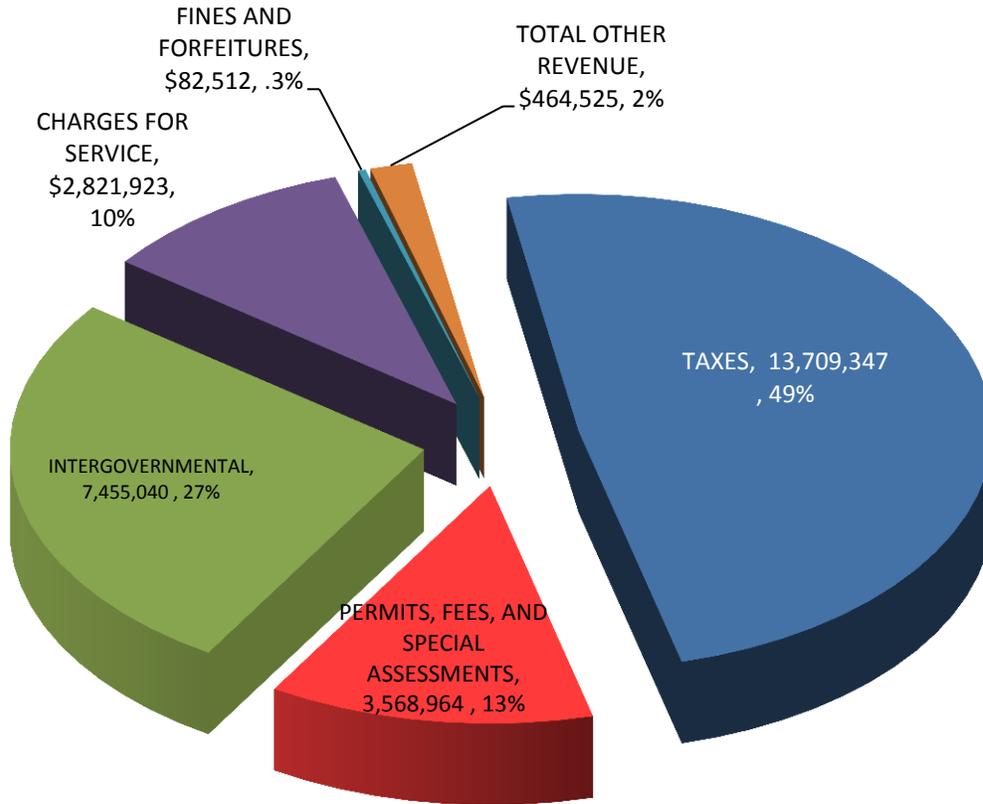
PUBLIC SERVICES

—

PARKS AND RECREATION

- GENERAL FUND REVENUES -

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL FUND
 REVENUES BY SOURCE**



Total Taxes	\$ 13,709,347
Permits, Fees, and Special Assessments	3,568,964
Intergovernmental	7,455,040
Charges for Services	2,821,923
Fines and Forfeitures	82,512
Other Revenues	<u>464,525</u>
Total	\$28,102,316

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND REVENUES
EXECUTIVE DEPARTMENT**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
001-0213-311.10-00	7,780,204	8,150,503	8,150,503	8,973,127
001-0213-311.90-00	10,641	14,143	14,143	12,729
TOTAL AD VALOREM	7,790,846	8,164,646	8,164,646	8,985,856
001-0213-314.10-00	2,550,293	2,343,740	2,518,025	2,692,085
001-0213-314.30-00	391,634	404,370	404,370	375,802
001-0213-314.40-00	106,078	119,303	119,303	121,719
001-0213-314.80-00	45,923	44,609	44,609	46,839
TOTAL UTILITY TAX	3,093,927	2,912,022	3,086,307	3,236,445
001-0213-315-00-00	1,313,968	1,322,965	1,322,965	1,311,187
TOTAL SERVICE TAX	1,313,968	1,322,965	1,322,965	1,311,187
001-0213-323.10-00	1,967,896	1,862,332	1,862,332	2,073,207
001-0213-323.40-00	98,785	92,318	92,318	122,130
001-0213-325.20-00	17,895	18,089	18,089	18,089
001-0213-325.30-00	-	-	-	2,400
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,084,577	1,972,739	1,972,739	2,215,826
001-0213-335-12.00	1,211,321	1,133,191	1,133,191	1,386,167
001-0213-335.14-00	44,287	39,840	39,840	41,824
001-0213-335.15-00	16,900	18,014	18,014	16,014
001-0213-335.18-00	4,823,757	4,958,720	4,958,720	5,486,274
001-0213-338.20-00	46,583	26,866	26,866	45,652
TOTAL INTERGOVERNMENTAL	6,142,848	6,176,631	6,176,631	6,975,931
001-0213-341.30-01	15,720	17,424	17,424	18,940
001-0213-341.90-01	732,135	733,331	733,331	737,986
001-0213-341.90-02	56,008	19,929	19,929	39,858
001-0213-341.91-00	-	600	600	600
TOTAL CHARGES FOR SERVICES	803,863	771,284	771,284	797,384
001-0213-361.10-00	91,386	35,264	35,264	93,153
001-0213-361.13-00	356	541	541	541
001-0213-361.30-00	(9,436)	-	-	-
001-0213-361.40-00	(8,181)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	74,125	35,805	35,805	93,694
001-0213-362.11-00	64,543	41,460	41,460	89,451
001-0213-365.00-00	-	-	-	-
001-0213-366.00-00	-	-	-	-
001-0213-369.90-00	5,751	2,962	2,962	3,132
001-0213-369.93-00	(23)	-	-	-
001-0213-399.99-99	-	-	1,551,348	-

	TOTAL MISCELLANEOUS REVENUES	70,271	44,422	1,595,770	92,583
001-0215-381.00-00	INTERFUND TRANSFER	-	-	125,000	-
	TOTAL OTHER SOURCES	-	-	125,000	-
	TOTAL EXECUTIVE DEPARTMENT	21,374,425	21,400,514	23,251,147	23,708,906

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL FUND REVENUES
 FINANCE DEPARTMENT**

		<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>UTILITY BILLING DIVISION</u>					
001-0223-341.90-01	INTERFUND MANAGEMENT FEES	626,246	571,648	571,648	534,831
	TOTAL CHARGES FOR SERVICES	626,246	571,648	571,648	534,831
TOTAL FINANCE DEPARTMENT		626,246	571,648	571,648	534,831

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND REVENUES
ADMINISTRATIVE SERVICES DEPARTMENT**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
<u>INFORMATION TECHNOLOGY DIVISION</u>				
001-0225-341.90-01 INTERFUND MANAGEMENT FEES	99,323	113,929	113,929	107,341
TOTAL CHARGES FOR SERVICES	99,323	113,929	113,929	107,341
001-0225-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	-	3,761	3,761	3,761
001-0225-369.90-00 OTHER MISCELLANEOUS REVS	-	43	43	43
TOTAL MISCELLANEOUS REVENUES	-	3,804	3,804	3,804
TOTAL INFORMATION TECHNOLOGY DIVISION	99,323	117,733	117,733	111,145
<u>FACILITIES MANAGEMENT DIVISION</u>				
001-0746-341.90-01 INTERFUND MANAGEMENT FEES	84,473	98,240	98,240	118,818
TOTAL CHARGES FOR SERVICE	84,473	98,240	98,240	118,818
001-0746-364.00-00 DISPOSITION OF FIXED ASSETS	-	735	735	735
TOTAL MISCELLANEOUS REVENUES	-	735	735	735
TOTAL FACILITIES MANAGEMENT DIVISION	84,473	98,975	98,975	119,553
<u>FLEET MANAGEMENT DIVISION</u>				
001-0747-341.90-01 INTERFUND MANAGEMENT FEES	205,497	238,627	238,627	206,485
TOTAL CHARGES FOR SERVICE	205,497	238,627	238,627	206,485
001-0747-364.00-00 DISPOSITION OF FIXED ASSETS	-	3,681	3,681	3,681
001-0747-365.00-00 SALE/SURPL MATERIAL/SCRAP	1,366	502	502	502
TOTAL MISCELLANEOUS REVENUES	1,366	4,183	4,183	4,183
TOTAL FLEET MANAGEMENT DIVISION	206,863	242,810	242,810	210,668
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	390,659	459,518	459,518	441,366

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND REVENUES
COMMUNITY DEVELOPMENT DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>PLANNING DIVISION</u>				
001-0315-329.01-00	-	700	700	700
001-0315-329.02-00	9,993	9,500	9,500	9,500
001-0315-329.05-00	21,840	1,000	1,000	1,000
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	31,833	11,200	11,200	11,200
001-0315-369.90-00	29,353	10,000	10,000	10,000
OTHER MISCELLANEOUS REVENUES				
TOTAL PLANNING DIVISION	61,186	21,200	21,200	21,200
<u>BUILDING INSPECTION DIVISION</u>				
001-0324-322.02-00	666,079	885,570	885,570	932,762
001-0324-329.02-00	34,958	44,050	44,050	48,851
001-0324-329.07-00	23,140	20,760	20,760	24,090
001-0324-329.08-00	9,810	14,820	14,820	14,820
001-0324-329.10-00	9,020	11,250	11,250	11,250
001-0324-342.20-02	-	-	-	47,629
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	743,007	976,450	976,450	1,079,402
001-0324-369.90-00	6,379	5,314	5,314	5,597
OTHER MISCELLANEOUS REVENUES				
TOTAL MISCELLANEOUS REVENUES	6,379	5,314	5,314	5,597
001-0324-399.99-99	-	-	-	-
USE OF FUND BALANCE				
TOTAL OTHER SOURCES	-	-	-	-
TOTAL BUILDING INSPECTION DIVISION	749,386	981,764	981,764	1,084,999
<u>BUSINESS TAX</u>				
001-0331-316.00-00	189,172	175,860	175,860	175,860
LOCAL BUSINESS TAX				
TOTAL BUSINESS TAX DIVISION	189,172	175,860	175,860	175,860
<u>CODE ENFORCEMENT DIVISION</u>				
001-0528-354.20-00	5,880	16,500	16,500	16,500
CODE VIOLATIONS				
TOTAL CODE ENFORCEMENT DIVISION	5,880	16,500	16,500	16,500
TOTAL COMMUNITY DEVELOPMENT DEPT	1,005,624	1,195,324	1,195,324	1,298,559

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND REVENUES
POLICE DEPARTMENT**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
001-0521-338.30-00	21,906	21,906	21,906	21,906
911 PSAP REIMBURSEMENT				
TOTAL INTERGOVERNMENTAL REVENUE	21,906	21,906	21,906	21,906
001-0521-342.10-01	194,922	211,932	211,932	211,932
SPECIAL DETAIL				
001-0521-342.10-02	100	-	-	-
FALSE ALARMS				
001-0521-342.10-03	60,500	60,500	60,500	81,332
LIAISON OFFICER				
001-0521-342.10-04	1,579	1,440	1,440	1,440
ACCIDENT REPORTS				
TOTAL CHARGES FOR SERVICES	257,101	273,872	273,872	294,704
001-0521-351.10-00	78,631	74,074	74,074	57,374
COURT FINES				
001-0521-351.30-00	7,878	8,121	8,121	6,398
POLICE TRAINING & EDUCATION FEES				
001-0521-354.20-00	(875)	3,585	3,585	2,240
CODE VIOLATIONS				
TOTAL FINES AND FORFEITS	85,634	85,780	85,780	66,012
001-0521-364.00-00	-	-	-	-
DISPOSITION OF FIXED ASSETS				
001-0521-365.00-00	-	-	-	-
SALE OF SURPLUS MATERIALS/SCRAP				
001-0521-366.00-00	750	1,009	1,009	700
CONTRIBUTIONS				
001-0521-369.90-00	1,533	1,818	1,818	1,600
OTHER MISCELLANEOUS REVENUES				
TOTAL MISCELLANEOUS REVENUES	2,283	2,827	2,827	2,300
001-0521-389.99-99	-	10,379	10,379	11,102
USE OF FUND BALANCE				
TOTAL OTHER SOURCES	-	10,379	10,379	11,102
001-0530-342.10-06	27,000	18,000	18,000	18,000
DISPATCH SERVICES				
TOTAL NONSWORN COMMUNICATIONS	27,000	18,000	18,000	18,000
TOTAL POLICE DEPARTMENT	393,924	412,764	412,764	414,024

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL FUND REVENUES
 FIRE DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0622-335.21-00 FIREFIGHTER SUPPLEMENTAL COMP	11,507	11,376	11,376	11,376
TOTAL INTERGOVERNMENTAL REVENUE	11,507	11,376	11,376	11,376
001-0622-342.20-02 PLAN REVIEW	30,204	37,702	37,702	-
TOTAL CHARGES FOR SERVICES	30,204	37,702	37,702	-
001-0622-366.00-00 CONTRIBUTIONS	1,750	1,350	1,350	1,500
TOTAL MISCELLANEOUS REVENUES	1,750	1,350	1,350	1,500
 TOTAL FIRE DEPARTMENT	 43,461	 50,428	 50,428	 12,876

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
<u>ADMINISTRATION DIVISION</u>				
001-0701-341.90-01 INTERFUND MANAGEMENT FEES	177,900	225,097	225,097	224,242
TOTAL ADMINISTRATION DIVISION	177,900	225,097	225,097	224,242
<u>CEMETERY DIVISION</u>				
001-0739-343.80-01 SERVICE FEES	94,335	78,000	78,000	90,583
001-0739-343.80-02 CEMETERY FOUNDATION CHARGES	4,250	4,088	4,088	3,574
001-0739-343.80-03 COLUMBARIUMS	-	1,000	1,000	-
001-0739-343.80-05 CEMETERY LOTS	122,475	114,000	114,000	73,671
TOTAL CHARGES FOR SERVICE	221,060	197,088	197,088	167,828
001-0739-362.00-00 RENTAL INCOME	58,551	47,676	47,676	60,463
001-0739-369.90-00 OTHER MISCELLANEOUS REV	63,234	-	-	-
TOTAL MISCELLANEOUS REVENUES	121,785	47,676	47,676	60,463
001-0739-381.00-00 INTERFUND TRANSFER	-	-	-	-
TOTAL OTHER SOURCES	-	-	-	-
TOTAL CEMETERY DIVISION	342,845	244,764	244,764	228,291
<u>STREETS DIVISION</u>				
001-0741-335.49-00 OTHER TRANSPORTATION	32,393	23,992	23,992	25,827
TOTAL INTERGOVERNMENTAL REVENUE	32,393	23,992	23,992	25,827
001-0741-364.00-00 DISPOSITION OF FIXED ASSETS	-	2,703	2,703	1,700
001-0741-369.90-00 OTHER MISCELLANEOUS REVENUES	109,202	8,977	8,977	10,970
TOTAL MISCELLANEOUS REVENUES	109,202	11,680	11,680	12,670
001-0741-381.00-00 INTERFUND TRANSFER	-	75,000	75,000	-
TOTAL OTHER SOURCES	-	75,000	75,000	-
TOTAL STREETS DIVISION	141,595	110,672	110,672	38,497

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

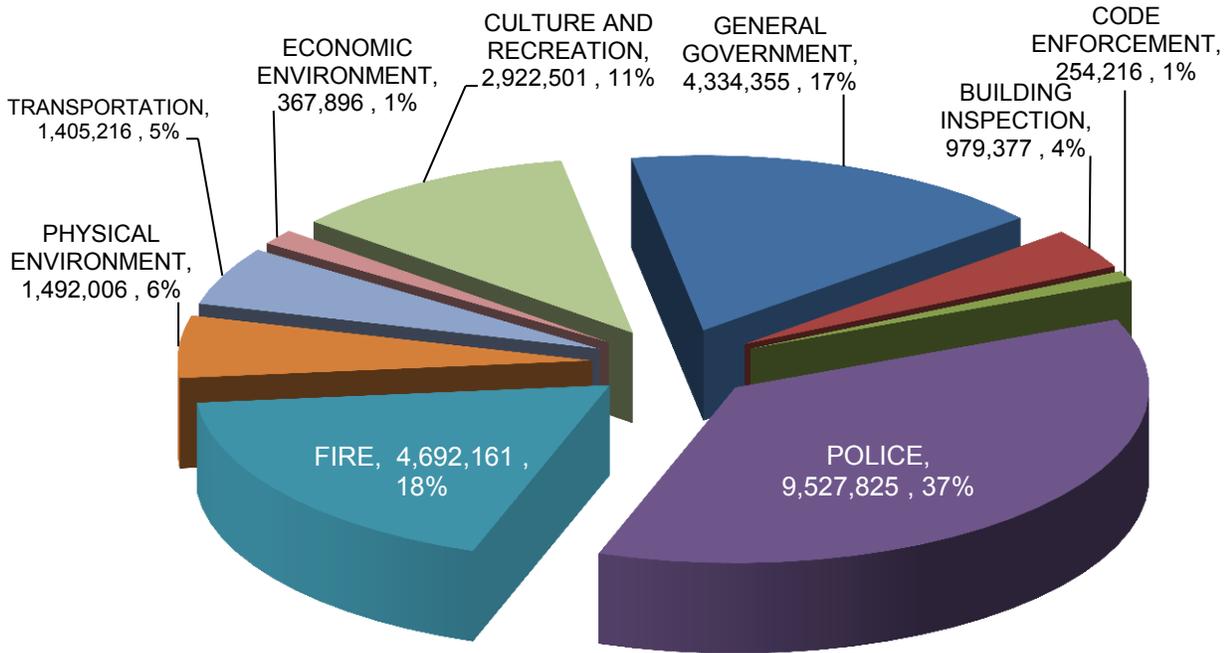
	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
<u>PARKS DIVISION</u>				
001-0775-334.70-00	STATE GRANT-CULTURE & RECREATION	150,651	380,000	380,000
	TOTAL INTERGOVERNMENTAL	150,651	380,000	380,000
001-0775-366.00-00	CONTRIBUTIONS	23,500	-	-
001-0775-369.90-00	OTHER MISCELLANEOUS REV	10,486	-	-
	TOTAL MISCELLANEOUS REVENUES	33,986	-	-
	TOTAL PARKS DIVISION	184,637	380,000	380,000
<u>RECREATION DIVISION</u>				
001-0872-347.21-01	DAY CAMP	101,397	98,000	98,000
001-0872-347.21-02	FIELD RENTAL	12,677	14,000	14,000
001-0872-347.21-03	POOL	8,032	4,500	4,500
001-0872-347.21-04	OTHER AQUATIC	7,970	7,000	7,000
001-0872-347.21-05	SWIMMING LESSONS	21,881	20,500	20,500
001-0872-347.21-06	SOFTBALL LEAGUE	61,300	50,000	50,000
001-0872-347.21-07	OTHER PROGRAMS	51,779	50,290	50,290
001-0872-347.21-10	TENNIS	22,696	16,000	16,000
001-0872-347.21-11	SENIOR TRIPS	7,876	4,000	4,000
001-0872-347.21-12	OTHER SENIOR PROGRAMS	685	1,000	1,000
001-0872-347.21-13	MIDDLE SCHOOL DANCES	-	-	-
001-0872-347.21-14	SOCCER PROGRAM	71,845	48,000	48,000
	TOTAL CHARGES FOR SERVICES	368,137	313,290	313,290
001-0872-362.19-00	RENTAL INCOME-OTHER	1,737	-	-
001-0872-366.01-00	CONTRIBUTIONS AND DONATIONS	5,075	5,000	5,000
001-0872-369.90-00	OTHER MISCELLANEOUS REVENUES	12,249	5,000	5,000
	TOTAL MISCELLANEOUS REVENUES	19,061	10,000	10,000
	TOTAL RECREATION DIVISION	387,198	323,290	323,290
<u>SPECIAL EVENTS DIVISION</u>				
001-0874-362.00-00	RENTAL INCOME	3,024	2,500	2,500
	TOTAL RENTS AND ROYALTIES	3,024	2,500	2,500
	TOTAL SPECIAL EVENTS DIVISION	3,024	2,500	2,500
<u>NEWTON PARK FACILITIES DIVISION</u>				
001-3658-362.01-00	MISCELLANEOUS RENTALS	12,567	8,000	8,000
001-3658-362.02-00	AUDITORIUM FACILITIES RENTALS	137,400	110,000	110,000
001-3658-362.03-00	JESSIE BROCK RENTALS	14,082	12,000	12,000
001-3658-362.04-00	PAVILLION RENTALS	3,568	3,000	3,000
001-3658-369.90-00	OTHER MISCELLANEOUS REVENUES	5,539	4,500	4,500
	TOTAL MISCELLANEOUS REVENUES	173,156	137,500	137,500
	TOTAL NEWTON PARK FACILITIES DIVISION	173,156	137,500	137,500

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL FUND REVENUES
 PUBLIC SERVICES DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-1016-329.03-00 ENGINEER INSPECTION FEES	330,995	140,308	140,308	171,428
001-1016-329.04-00 REVIEW FEES	84,186	53,737	124,940	91,108
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	415,181	194,045	265,248	262,536
001-1016-364.00-00 DISPOSITION OF FIXED ASSETS	-	2,748	2,748	-
001-1016-369.90-00 OTHER MISCELLANEOUS REVENUES	-	198	198	-
TOTAL MISCELLANEOUS REVENUES	-	2,946	2,946	-
TOTAL ENGINEERING DIVISION	415,181	196,991	268,194	262,536
TOTAL PUBLIC SERVICES DEPARTMENT	1,825,537	1,620,814	1,692,017	1,702,856
TOTAL GENERAL FUND REVENUES	25,659,875	25,711,010	27,632,846	28,113,418

- GENERAL FUND EXPENDITURES -

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL FUND
 OPERATING EXPENDITURES BY FUNCTION**



- GENERAL GOVERNMENT -

Legislative

Legal

Executive

Economic Development

City Clerk

Finance Department

Administrative Services

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
LEGISLATIVE DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0111-511.13-00 OTHER SALARIES AND WAGES	40,800	41,616	41,616	41,616
001-0111-511.21-00 FICA TAXES	2,174	3,184	3,184	3,184
001-0111-511.23-00 EMPLOYEE GROUP INSURANCE	35,844	40,793	40,793	46,500
001-0111-511.24-00 WORKERS' COMPENSATION	72	65	65	82
TOTAL PERSONAL SERVICES	78,889	85,658	85,658	91,382
001-0111-511.31-01 MISC PROFESSIONAL SERVICES	-	-	-	600
001-0111-511.31-02 LEGAL	-	500	500	500
001-0111-511.34-03 CODE OF ORDINANCES	5,141	7,550	7,550	7,550
001-0111-511.40-00 TRAVEL AND PER DIEM	4,634	8,300	8,300	7,870
001-0111-511.41-02 TELEPHONE	92	200	200	200
001-0111-511.41-04 INTERNET	780	1,200	1,200	1,200
001-0111-511.47-01 MISC PRINTING AND BINDING	65	120	120	120
001-0111-511.48-01 PROMOTIONAL ACTIVITIES	165	300	300	200
001-0111-511.48-02 PROMOTIONAL-PROMOTIONAL ITEMS	216	12,500	12,500	5,000
001-0111-511.49-01 MISC OTHR CUR CHGS & OBLIGATIONS	-	3,460	3,460	500
001-0111-511.49-03 ELECTION FEES	-	30,000	30,000	30,000
001-0111-511.51-00 OFFICE SUPPLIES	-	2,500	2,500	2,500
001-0111-511.52-01 MISC. OPERATING SUPPLIES	584	800	800	800
001-0111-511.52-04 UNIFORMS AND ACCESSORIES	-	100	100	210
001-0111-511.54-01 DUES AND SUBSCRIPTIONS	7,428	11,107	11,107	1,100
001-0111-511.54-02 SEMINARS AND COURSES	875	3,490	3,490	3,561
TOTAL OPERATING EXPENDITURES	19,980	82,127	82,127	61,911
001-0111-511.81-00 AID TO GOVERNMENT AGENCIES	246	-	-	-
001-0111-511.82-00 AIDS TO PRIVATE ORGANIZATIONS	5,300	1,500	1,500	1,500
001-0111-564.83-00 OTHER GRANTS AND AIDS	68,460	75,600	75,600	68,880
TOTAL GRANTS AND AIDS	74,006	77,100	77,100	70,380
TOTAL LEGISLATIVE DEPARTMENT	172,876	244,885	244,885	223,673

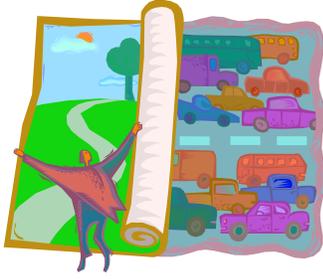
**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL FUND EXPENDITURES
 LEGAL DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0914-514.31-00 LEGAL SERVICES REIMBURSEMENT	(140,337)	(40,297)	(40,297)	(40,297)
001-0914-514.31-02 LEGAL SERVICES	450,173	275,000	275,000	275,000
001-0914-514.41-02 TELEPHONE SERVICES	-	-	-	-
001-0914-514.43-00 UTILITY SERVICES	-	-	-	-
TOTAL LEGAL DEPARTMENT	309,836	234,703	234,703	234,703

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
EXECUTIVE DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0213-512.12-00	REGULAR SALARIES AND WAGES	352,555	352,894	352,894	369,067
001-0213-512.13-00	OTHER SALARIES & WAGES	9,171	26,763	26,763	30,844
001-0213-512.14-00	OVERTIME	54	-	-	-
001-0213-512.21-00	FICA TAXES	24,972	29,044	29,044	31,041
001-0213-512.22-00	RETIREMENT CONTRIBUTIONS	39,971	47,535	47,535	59,048
001-0213-512.23-00	LIFE AND HEALTH INSURANCE	30,189	31,381	32,466	34,414
001-0213-512.24-00	WORKERS' COMPENSATION	631	597	597	755
001-0213-512.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
001-0213-512.26-00	OTHER POST EMPLOYMENT BENEFITS	-	-	-	-
	TOTAL PERSONAL SERVICES	457,543	488,214	489,299	525,169
001-0213-512.31-01	MISC PROFESSIONAL SERVICES	34,594	18,800	58,300	46,800
001-0213-512.31-02	LEGAL SERVICES	-	2,500	2,500	2,500
001-0213-512.31-06	MEDICAL SERVICES	-	15	15	15
001-0213-512.34-01	MISC OTHER CONTRACTUAL SERVICES	26,020	21,880	21,880	21,880
001-0213-512.40-00	TRAVEL AND PER DIEM	623	1,500	1,500	1,500
001-0213-512.41-02	TELEPHONE SERVICES	7,381	5,050	5,050	7,546
001-0213-512.41-03	RADIO SERVICES	-	80	80	-
001-0213-512.41-04	INTERNET SERVICES	716	750	750	750
001-0213-512.41-05	POSTAGE	13,472	14,750	14,750	14,750
001-0213-512.43-00	UTILITY SERVICES	21,286	14,000	14,000	22,110
001-0213-512.44-00	RENTALS AND LEASES	8,315	9,000	9,000	9,000
001-0213-512.45-00	INSURANCE	22,454	22,857	25,205	23,381
001-0213-512.46-01	MISCELLANEOUS	36	-	-	-
001-0213-512.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	400	400	400
001-0213-512.46-03	REPAIR AND MAINT SVCS-VEHICLES	1,927	900	900	900
001-0213-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	12,590	12,000	12,000	12,000
001-0213-512.46-10	REPAIR AND MAINT SVCS-BUILDING	2,571	1,230	1,230	1,230
001-0213-512.47-01	MISC PRINTING AND BINDING	37,564	38,804	38,804	38,804
001-0213-512.48-01	PROMOTIONAL-ADVERTISEMENTS	32	16,500	16,500	16,500
001-0213-512.48-02	PROMOTIONAL ITEMS	4,703	4,800	4,800	4,800
001-0213-512.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	2,677	250	250	250
001-0213-512.49-05	LICENSES/TAXES/CERTIFICATES	-	-	-	-
001-0213-512.49-11	EMPLOYEE SOCIAL EVENTS	2,354	1,000	1,000	1,000
001-0213-512.51-00	OFFICE SUPPLIES	1,355	1,750	1,750	1,750
001-0213-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	5,022	1,500	1,500	4,800
001-0213-512.52-03	GASOLINE AND OIL	1,097	300	300	1,297
001-0213-512.52-04	UNIFORMS AND ACCESSORIES	400	1,400	1,400	1,000
001-0213-512.54-01	DUES AND SUBSCRIPTIONS	(6,662)	11,350	11,350	12,350
001-0213-512.54-02	SEMINARS AND COURSES	3,455	4,822	4,822	2,822
001-0213-512.54-03	EDUCATIONAL ASSISTANCE PROGRAM	2,307	3,000	3,000	3,000
	TOTAL OPERATING EXPENDITURES	206,289	211,188	253,036	253,135

001-0213-512.61-00	LAND	219,078	-	197,216	-
001-0213-512.62-00	BUILDINGS	-	-	-	-
001-0213-512.63-00	IMPROVEMENT OTHER THAN BUILDING	1,701	-	181,298	-
001-0213-512.64-00	MACHINERY AND EQUIPMENT	4,448	-	-	-
	TOTAL CAPITAL OUTLAY	225,227	-	378,514	-
001-0213-512.81-00	AID TO GOVERNMENT AGENCIES	-	-	-	-
001-0213-512.82-00	AID TO PRIVATE ORGANIZATIONS	60,000	80,000	80,000	80,000
	TOTAL GRANTS AND AIDS	60,000	80,000	80,000	80,000
001-0213-581.91-01	CONTINGENT EXPENSE	-	100,000	100,000	100,000
001-0213-599.99-99	TRANSFER TO FUND BALANCE	-	-	-	-
	TOTAL OTHER USES	-	100,000	100,000	100,000
	TOTAL EXECUTIVE DEPARTMENT	949,059	879,402	1,300,849	958,304



Economic Development

Overview

Economic Development, by definition, refers to increases in the standard of living of the population associated with sustained growth from a simple, low-income economy to a modern, high-income economy. Its scope includes the process and policies by which a city improves the economic, political, and social well-being of its people. Understanding the interrelationship between social (live and play) and economic (work and learn) components of a thriving community is vital. Building a balanced economic and social structure is paramount to providing a sustainable, if not high, quality-of-life for residents and the business community, alike.

Economic development is essentially economics on a social level which has evolved into two key roles: policy-making and the administration of policy, programs, and projects. These, in turn, may be categorized into several critical functions: marketing/promotion; investment/incentive programs; policies/procedures; and partnerships/outreach. Each activity performed by the Economic Development Division should enhance the overarching City-wide theme of building a community that is desirable for the corporate and individual citizen, alike. This in turn, creates the correct conditions for economic growth through the retention and recruitment of companies within Winter Garden.

Economic Development has the City's nine strategic priorities in mind

- Mobility
- Safe Community
- Thriving Economy
- Sense of Community
- Natural Environment
- Attractive Community
- Recreation, Arts and Culture
- Education and Learning Opportunities
- Quality Services and Infrastructure



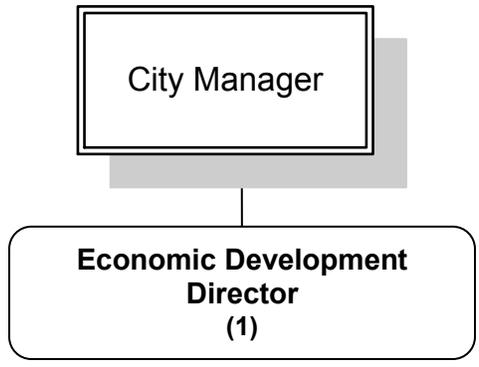
ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Promote a sustainable and thriving economy that maintains a prosperous business community that yields diverse job opportunities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Business Recruitment • Economic Gardening – Business Development, Technical Assistance & Partnerships • Downtown and Redevelopment • Business Marketing & Promotion • Strategic Educational Alliances Formation
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Recovering economic environment, including: <ul style="list-style-type: none"> ○ Tightened capital markets ○ Housing market beginning to rebound ○ Modest business growth ○ Improved consumer confidence ○ Lower unemployment rate (7%) 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Growth expected within small to mid-sized businesses • Growth expected in health and wellness, manufacturing, construction, digital and creative technology, and retail sectors • Increasing tax revenues and job growth (5%)

Organizational Structure

FTE: 1



FY 2014-2015 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1 Encourage a Thriving Economy

Department Goals

*Provide a business-friendly environment that creates desirable and successful businesses
Foster entrepreneurship and empower business start-ups to bolster commerce
Encourage a vibrant Downtown, which in turn creates a thriving City*

Objectives

- Develop programs that encourage successful businesses through business development, technical assistance and networking to improve employment opportunities and a business climate that promotes success.
- Provide local businesses with assistance and create programs that better facilitate and expedite entrepreneurial growth.
- Develop and execute a Downtown strategy to strengthen and enhance the District in order to maintain a downtown occupancy rate of at least **95%** annually.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Employment Opportunity Satisfaction Index	42%	42%	45% ↑
OPERATIONAL INDICATORS			
City-wide Occupancy Rate	92%	TBD	93% ↑
Downtown Occupancy Rate	98.6%	99.5%	100% ↑
Downtown Lease Rates/Square Footage	\$18.00	\$19.00	\$20.00 ↑
Construction \$ Value per Residential Building Permit	\$46,798	\$30,426	\$50,000 ↑
# of Jobs Created	45	TBD	60 ↑
Average Wage of Jobs Created	\$46,638	TBD	\$47,000 ↑
Average Wage of Total Jobs	\$41,479	\$42,336	\$45,000 ↑
Average Purchase Price of a New Home (Single-Family)	\$316,966	\$265,000	\$300,000 ↑

TBD – To be determined and calculated by the end of the fiscal year

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
ECONOMIC DEVELOPMENT DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0215-552.12-00	REGULAR SALARIES AND WAGES	107,073	108,796	108,796	112,060
001-0215-552.14-00	OVERTIME	-	-	-	-
001-0215-552.21-00	FICA TAXES	7,702	8,323	8,323	8,733
001-0215-552.22-00	RETIREMENT CONTRIBUTIONS	12,951	14,655	14,655	16,708
001-0215-552.23-00	LIFE AND HEALTH INSURANCE	12,773	12,763	13,204	13,997
001-0215-552.24-00	WORKERS' COMPENSATION	188	171	171	216
001-0215-552.25-00	UNEMPLOYMENT COMPENSATION	-	5,445	5,445	-
	TOTAL PERSONAL SERVICES	140,688	150,153	150,594	151,714
001-0215-552.31-01	MISC PROFESSIONAL SERVICES	-	-	-	-
001-0215-552.31-06	MEDICAL SERVICES	-	-	-	-
001-0215-552.34-01	MISC OTHER CONTRACTUAL SERVICES	(34,775)	60,000	144,775	192,000
001-0215-552.40-00	TRAVEL AND PER DIEM	-	-	-	-
001-0215-552.41-02	TELEPHONE SERVICES	1,155	1,690	1,690	1,690
001-0215-552.41-05	POSTAGE	157	900	900	900
001-0215-552.43-00	UTILITY SERVICES	1,194	1,100	1,100	1,100
001-0215-552.45-00	GENERAL INSURANCE	1,171	1,192	1,315	1,203
001-0215-552.46-02	REPAIR/MAINT SVC-EQUIPMNT	-	500	500	500
001-0215-552.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	250	250	250
001-0215-552.46-10	REPAIR AND MAINT SVCS-BUILDING	171	124	124	124
001-0215-552.47-01	MISC PRINTING AND BINDING	73	60	60	60
001-0215-552.48-01	PROMOTIONAL-ADVERTISEMENTS	8,949	10,500	10,500	10,500
001-0215-552.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	939	900	900	900
001-0215-552.51-00	OFFICE SUPPLIES	25	750	750	750
001-0215-552.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,156	400	400	400
001-0215-552.52-03	GASOLINE AND OIL	-	200	200	200
001-0215-552.52-04	UNIFORMS AND ACCESSORIES	-	200	200	200
001-0215-552.54-01	DUES AND SUBSCRIPTIONS	366	1,005	1,005	1,005
001-0215-552.54-02	SEMINARS AND COURSES	100	600	600	600
	TOTAL OPERATING EXPENDITURES	(19,319)	80,371	165,269	212,382
001-0215-552.82-01	QTI - QUALIFIED TARGET INDUSTRIES	-	-	-	3,800
	TOTAL GRANTS AND AIDS	-	-	-	3,800
001-0215-554.34-01	CDBG MISC	-	-	125,000	-
	TOTAL CDBG	-	-	125,000	-
	TOTAL ECONOMIC DEVELOPMENT DEPARTMENT	121,369	230,524	440,863	367,896



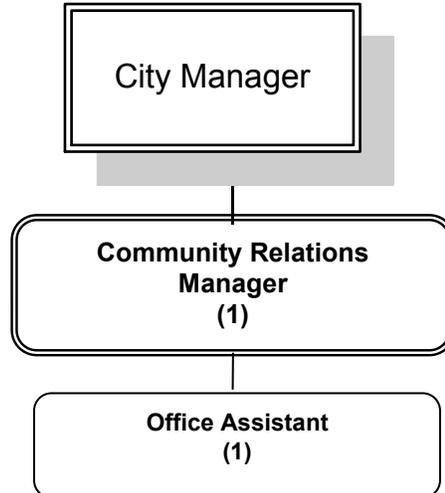
COMMUNITY RELATIONS DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Proactively engage the Winter Garden community to establish relationships between the City and its residents, businesses, governmental entities, and other stakeholders.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Lead publicity initiatives with residents and businesses regarding City functions, services and programs • Direct marketing programs to enhance the public image of the City • City liaison with community groups, residents, governmental agencies, and the media
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Apathy towards local government • Difficulty in communicating effectively to various groups due to language and cultural barriers 	<p>BUSINESS ASSUMPTIONS</p> <ul style="list-style-type: none"> • More information provided to citizens will increase their understanding of City functions • Knowledge of events in the City will lead to increased participation and attendance • Citizens want to experience a sense of community and to be a part of their community

Organizational Structure

FTE: 2



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Protect the Sense of Community

Department Goal

Provide an improved sense of community inclusion

Objective

- Monitor and improve strategies to encourage and better engage Winter Garden citizens to achieve higher levels of inclusion and a stronger sense of community towards City affairs, events and quality of life opportunities.
-

Strategic Priority #2

Support Public Education and Learning Opportunities

Department Goal

Continue partnering with local schools

Objective

- Continue to build and nurture partnerships with local school administration and parent organizations through outreach programs.
-

Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

Department Goal

Deliver excellent customer service to all citizens & residents

Objectives

- Continue to monitor and improve the GovQa service delivery process to achieve timely and satisfactory outcomes when handling all citizen service needs.
 - Actively monitor and improve City Reception's telephone customer service to achieve timely and satisfactory outcomes when handling and responding to the service needs of all citizens or customers.
-

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Opportunities to Participate in Community Matter Satisfaction Index	73%	73%	75%↑
Sense of Community Satisfaction Index	88%	88%	90%↑
Service Process Satisfaction Rating *	94.3%	99%	100%↑
Service Outcome Satisfaction Rating *	91.3%	98%	100%↑
% Satisfied with Resolution Timeframe *	91.2%	97%	100%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time	0:37	0:37	0:40↓
Call Abandonment Rate	8%	8%	5%↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

* GovQA citizen survey on service request experience conducted monthly

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease



Office of the City Clerk

Overview

This office serves as the proceedings management office of the legislative body. As the official Secretary of the elected officials, the City Clerk, is responsible for processing items presented to the City Commission for official action and follow-up. Written summaries (minutes) are prepared by this office of all official proceedings to document all actions taken by the City Commission. In combination with the legislative proceedings, required advertising is prepared and distributed for notifying the public of the proceedings to be considered. The City Clerk is responsible for maintaining the City's Code of Ordinances with distribution of Code supplements. As needed, the City Clerk serves as the liaison between the City Commission and those who need to communicate with the elected officials of the City of Winter Garden.

On a daily basis the City Clerk's office is responsible for records management for the city. The office coordinates and oversees the retention and destruction of all official records. A major part of this program includes providing documentation to other departments, citizens, other governmental agencies, etc. An integrated document management system has been implemented to capture official City documents in electronic format for city-wide access and it facilitates the research of information. This office maintains all records relating to the City owned Cemetery.

The City Clerk's department prepares and records all special assessment liens against property owners for City initiated improvements such as lot clearings and demolitions. Liens are also recorded by this office for fines imposed by the Code Enforcement Board and for significantly overdue utility accounts that include water, sewer and trash services as provided by the City. Additionally, this office processes all inquiries made on properties being sold for outstanding fees that are due to the City.

The Clerk's office is responsible for processing all Senior Utility Assistance Program applications. This requires verification of resident's income status and notification to the Utility Billing Department for those accounts eligible for the monthly subsidy to their account.

The City Clerk is responsible for monitoring all boards and committee memberships relating to resignations, appointments, expiring terms, and financial disclosure filings.

The City Clerk serves as Winter Garden's Supervisor of Municipal Elections that involves establishing the schedule for all municipal elections and coordination of election activities with the Orange County Supervisor of Elections.



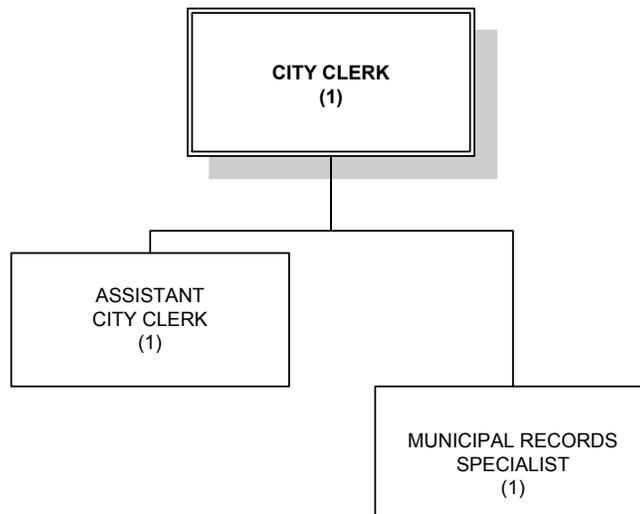
CITY CLERK'S DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Ensure the integrity of the legislative process, municipal elections, administrative support, disseminated information and official public documents.	CORE FUNCTIONS: <ul style="list-style-type: none">• Proceedings management office of the legislative body• Custodian of the city seal, all ordinances, resolutions, and records of general or permanent character pertaining to the affairs of the city• Administer oaths• Administration of municipal elections
CHALLENGES: <ul style="list-style-type: none">• Simultaneously receive multiple records requests• Administrative or city staffing turnover challenges response time to public records requests and completion of records projects	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Monitoring of legislative statutory or administrative law actions related to records• Maintaining good partnerships with departments to reduce records request response times• Prompt notification by the City Attorney of impending litigation to ensure proper maintenance of the related records• Necessary tools available to properly maintain and secure the city's public records, both paper and electronic

Organizational Structure

FTE: 3



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide requested records in the least amount of time as possible

Objective

- Monitor and enhance the City's records management process to ensure that **100%** of all standard requests are fulfilled within **10** business days.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90% ↑
OPERATIONAL INDICATOR			
Percentage of Standard Requests Fulfilled within 10 Business Days	100%	100%	100% ↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
CITY CLERK DEPARTMENT**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0218-512.12-00	REGULAR SALARIES AND WAGES	167,844	168,689	168,689	173,749
001-0218-512.14-00	OVERTIME	90	1,000	1,000	1,000
001-0218-512.21-00	FICA TAXES	12,428	12,981	12,981	13,567
001-0218-512.22-00	RETIREMENT CONTRIBUTIONS	20,420	22,857	22,857	26,055
001-0218-512.23-00	LIFE AND HEALTH INSURANCE	24,304	24,662	25,516	27,046
001-0218-512.24-00	WORKERS' COMPENSATION	295	265	265	335
001-0218-512.25-00	UNEMPLOYMENT COMPENSATION	-	144	144	144
	TOTAL PERSONAL SERVICES	<u>225,381</u>	<u>230,598</u>	<u>231,452</u>	<u>241,896</u>
001-0218-512.31-01	MISC PROFESSIONAL SERVICES	-	250	250	250
001-0218-512.34-01	MISC CONTRACTUAL SERVICES	68	-	-	-
001-0218-512.40-00	TRAVEL AND PER DIEM	1,095	1,980	1,980	2,477
001-0218-512.41-02	TELEPHONE SERVICES	1,357	1,576	1,576	1,576
001-0218-512.41-05	POSTAGE	333	350	350	350
001-0218-512.43-00	UTILITY SERVICES	9,060	8,700	8,700	8,700
001-0218-512.44-00	RENTALS AND LEASES	4,028	4,908	4,908	4,908
001-0218-512.45-00	GENERAL INSURANCE	9,426	9,595	10,581	9,682
001-0218-512.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	300	300	300
001-0218-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	499	500	500	500
001-0218-512.46-10	REPAIR AND MAINT SVCS-BUILDING	1,381	1,000	1,000	1,000
001-0218-512.47-01	MISC PRINTING AND BINDING	35	300	300	100
001-0218-512.47-02	RECORDS MANAGEMENT	300	500	500	550
001-0218-512.48-01	PROMOTIONAL-ADVERTISEMENTS	63	250	250	250
001-0218-512.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	200	200	200
001-0218-512.49-05	LICENSES, TAXES, AND CERTIFICATIONS	121	100	100	100
001-0218-512.51-00	OFFICE SUPPLIES	1,339	1,200	1,200	1,000
001-0218-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,009	1,100	1,100	1,100
001-0218-512.52-03	GASOLINE AND OIL	-	100	100	-
001-0218-512.52-04	UNIFORMS AND ACCESSORIES	800	600	600	600
001-0218-512.54-01	DUES AND SUBSCRIPTIONS	1,007	1,357	1,357	1,369
001-0218-512.54-02	SEMINARS AND COURSES	1,195	1,255	1,255	1,560
	TOTAL OPERATING EXPENDITURES	<u>33,115</u>	<u>36,121</u>	<u>37,107</u>	<u>36,572</u>
	TOTAL CITY CLERK DEPARTMENT	<u>258,496</u>	<u>266,719</u>	<u>268,559</u>	<u>278,468</u>



Finance Division

Overview

The Finance Division consists of the Fiscal Management and the Utility Billing departments which, combined, includes 11 full time positions.

The Fiscal Management department provides oversight of the City's fiscal affairs and is responsible for budgeting, accounts receivable, accounts payable, central accounting, payroll, financial reporting, fixed asset management, internal controls, pension administration and the annual external audit. The department is also responsible for cash, debt and investment management and the collection of municipal revenues. The department's mission is to protect the City's assets. We accomplish this by ensuring compliance with all accounting and municipal laws and regulations, and providing efficient administrative services to the City when facilitating City fiscal operations.

The Utility Billing department maintains all financial data for the Water, Wastewater, Garbage, Stormwater, and Irrigation customer accounts in the city. Utility Billing processes over 17,000 utility bills each month, in addition to collecting and recording the related revenue. The key function of this department is Customer Service and Customer Interface, whether we are processing a utility bill or reading the meters at each residence or commercial site.



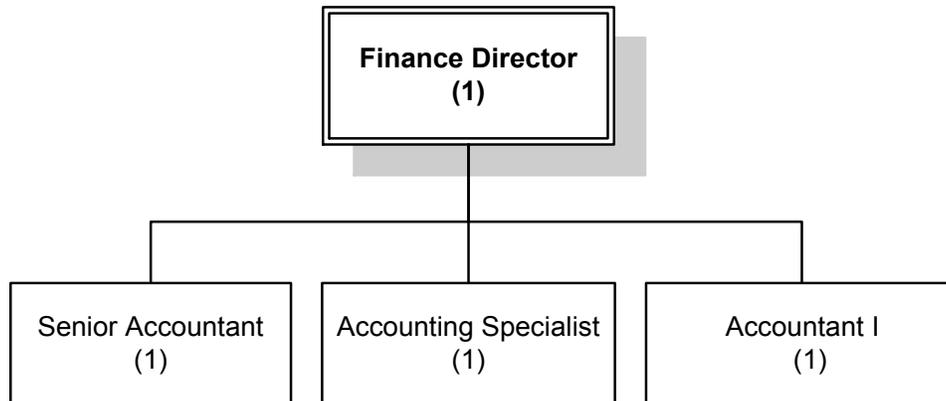
FINANCE DEPARTMENT FISCAL MANAGEMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Preserve financial wellness and the fiscal integrity of the City as well as facilitate accounting and procurement standards.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Financial Management – Treasury, Management & Budgeting, Accounting & Controls Payroll Administration Accounts Payable & Accounts Receivable
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Unfavorable legislative changes Economic instability of the state and nation Declining availability of Federal and State funding 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Favorable audited financial statements Sufficient revenue will be available to maintain current service levels

Organizational Structure

FTE: 4



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Submit balanced budget within appropriate parameters to maintain low tax rates

Objective

- Proactively support departments with fiscal guidance and using periodic department financial reports that provide an early alert on spending trends in an effort to contain and achieve a 'budget to actual' variance of +/- 5% in the City's overall financials.

Strategic Priority #2

Deliver Quality Services Equitably & Respectfully

Department Goal

Deliver service excellence to all internal customers

Objective

- Ensure that all service contact points make every customer feel important and cared for and that the staff takes initiative to always find solutions with a can-do attitude.
-

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Fiscal Management Overall Customer Service Satisfaction Rating *	97.6%	96%	98%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
FINANCIAL INDICATOR			
Budget to Actual Variance Percent (City Overall Financials)	+2%	+5%	≤ +5%↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

FY 13/14 Actual results reflect current values through Q2

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
FISCAL MANAGEMENT DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0222-513.12-00	REGULAR SALARIES AND WAGES	350,739	285,235	285,235	260,873
001-0222-513.14-00	OVERTIME	-	675	675	1,000
001-0222-513.21-00	FICA TAXES	25,631	21,872	21,872	20,202
001-0222-513.22-00	RETIREMENT CONTRIBUTIONS	33,745	38,421	38,421	39,045
001-0222-513.23-00	LIFE AND HEALTH INSURANCE	35,163	40,650	42,056	34,843
001-0222-513.24-00	WORKERS' COMPENSATION	602	463	463	586
001-0222-513.25-00	UNEMPLOYMENT COMPENSATION	-	299	299	4,950
	TOTAL PERSONAL SERVICES	445,880	387,615	389,021	361,499
001-0222-513.31-01	MISC PROFESSIONAL SERVICES	2,625	8,250	8,250	-
001-0222-513.31-03	INVESTMENT COUNSEL	23,542	23,864	23,864	23,864
001-0222-513.31-06	MEDICAL SERVICES	-	-	-	-
001-0222-513.32-00	ACCOUNTING AND AUDITING	28,350	28,500	28,500	29,500
001-0222-513.34-01	MISC OTHER CONTRACTUAL SERVICES	9,863	31,060	31,060	55,490
001-0222-513.34-04	BANKING SERVICES	18,967	32,530	25,530	25,030
001-0222-513.40-00	TRAVEL AND PER DIEM	287	530	530	2,130
001-0222-513.41-02	TELEPHONE SERVICES	2,625	2,650	2,650	2,650
001-0222-513.41-05	POSTAGE	1,582	4,194	4,194	4,194
001-0222-513.43-00	UTILITY SERVICES	8,288	8,611	8,611	8,611
001-0222-513.44-00	RENTALS AND LEASES	5,348	4,857	4,857	5,304
001-0222-513.45-00	INSURANCE	8,962	8,987	9,897	9,067
001-0222-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	280	300	300	300
001-0222-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	19,137	19,349	19,349	19,702
001-0222-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	1,500	2,250	2,250	2,250
001-0222-513.46-10	REPAIR AND MAINT SVCS-BUILDING	1,264	1,006	1,006	1,007
001-0222-513.47-01	MISC PRINTING AND BINDING	1,808	1,615	1,615	1,614
001-0222-513.48-01	PROMOTIONAL-ADVERTISEMENTS	1,528	1,150	1,150	2,150
001-0222-513.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	4	90	90	90
001-0222-513.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	110	110	110
001-0222-513.51-00	OFFICE SUPPLIES	1,721	1,920	1,920	2,345
001-0222-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	647	1,260	1,260	1,260
001-0222-513.52-03	GASOLINE AND OIL	-	134	134	134
001-0222-513.52-04	UNIFORMS AND ACCESSORIES	775	1,000	1,000	800
001-0222-513.54-01	DUES AND SUBSCRIPTIONS	2,092	2,719	2,719	1,936
001-0222-513.54-02	SEMINARS AND COURSES	570	936	936	1,186
001-0222-513.54-03	EDUCATION REIMBURSEMENT	-	-	-	12,000
	TOTAL OPERATING EXPENDITURES	141,765	187,872	181,782	212,724
001-0222-581.91-00	INTRAGOVERNMENT TRANSFERS	1,030,180	1,065,638	1,065,638	1,047,519
	TOTAL OTHER USES	1,030,180	1,065,638	1,065,638	1,047,519
	TOTAL FISCAL MANAGEMENT DIVISION	1,617,825	1,641,125	1,636,441	1,621,742



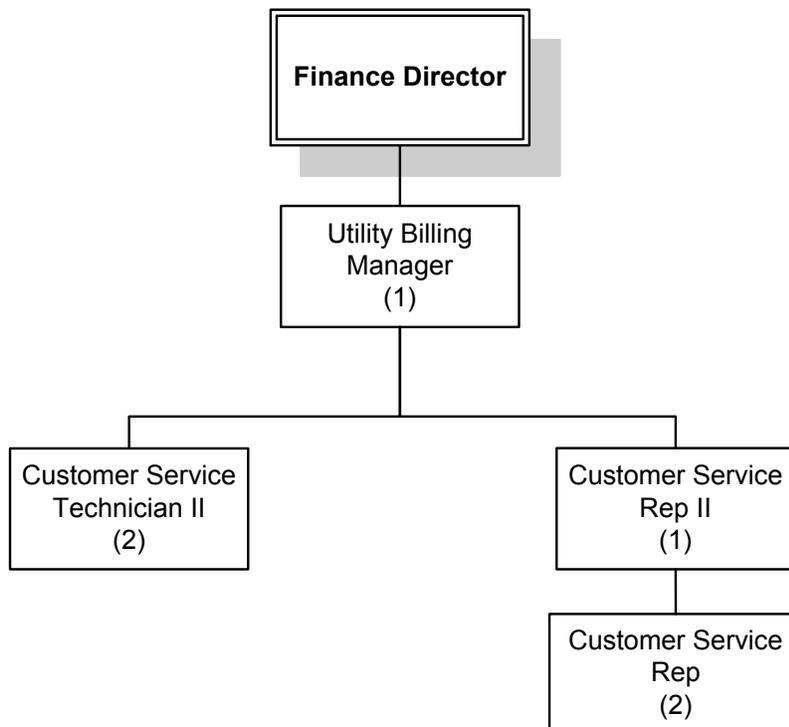
FINANCE DEPARTMENT UTILITY BILLING

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: To provide exceptional customer service experience as well as ensure an efficient and effective billing process.	CORE FUNCTIONS: <ul style="list-style-type: none">• Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation)• Meter Reading management• Account Maintenance including set up, billing, cancellations, collections, and liens
CHALLENGES: <ul style="list-style-type: none">• Economic pressures could adversely affect delinquencies and cut-offs• Perception of quality customer service could decline if current economic pressures continue	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Stable staffing levels to effectively meet service demands

Organizational Structure

FTE: 6



FY 2014-2015 STRATEGIC PRIORITY, GOAL AND OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide a responsive and consistent Utility Billing service experience

Objective

- Improve customer service delivery processes through reinforced phone and counter service training to achieve a citizen service satisfaction rating of **80%** or higher.
- Monitor and improve telephone customer service to achieve timely and satisfactory outcomes when handling all citizen service needs.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index	73%	73%	80%↑
Service Resolution Satisfaction Rating-Customer Svc	93%	98%	95%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time	1:27	1:06	1:00↓
Call Abandonment Rate	17.4%	17.8%	15%↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
UTILITY BILLING DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0223-513.12-00	REGULAR SALARIES AND WAGES	219,631	230,766	230,766	240,241
001-0223-513.14-00	OVERTIME	3,201	2,000	2,000	2,000
001-0223-513.21-00	FICA TAXES	16,605	17,807	17,807	18,812
001-0223-513.22-00	RETIREMENT CONTRIBUTIONS	27,708	31,354	31,354	36,118
001-0223-513.23-00	LIFE AND HEALTH INSURANCE	35,409	43,410	44,911	47,606
001-0223-513.24-00	WORKERS' COMPENSATION	2,167	2,069	2,069	2,617
001-0223-513.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
001-0223-513.26-00	OTHER POSTEMPLOYMENT BENEFITS	500	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	305,222	330,406	331,907	350,394
001-0223-513.31-06	MEDICAL SERVICES	-	-	-	-
001-0223-513.34-01	MISC OTHER CONTRACTUAL SERVICES	32,320	33,008	33,008	33,008
001-0223-513.34-04	BANKING SERVICES	59,086	2,000	2,000	2,000
001-0223-513.40-00	TRAVEL AND PER DIEM	-	1,700	1,700	1,700
001-0223-513.41-02	TELEPHONE SERVICES	5,156	5,000	5,000	6,095
001-0223-513.41-03	RADIO SERVICES	15	-	-	-
001-0223-513.41-04	INTERNET SERVICES	1,368	1,664	1,664	1,664
001-0223-513.41-05	POSTAGE	75,205	74,618	74,618	78,264
001-0223-513.43-00	UTILITY SERVICES	4,964	4,800	4,800	4,800
001-0223-513.44-00	RENTALS AND LEASES	3,426	3,525	3,525	3,525
001-0223-513.45-00	INSURANCE	5,591	5,691	6,276	5,759
001-0223-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	523	459	459	459
001-0223-513.46-03	REPAIR AND MAINT SVC-VEHICLES	983	1,100	1,100	1,100
001-0223-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	22,418	22,950	22,950	22,950
001-0223-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	1,455	1,925	1,925	1,925
001-0223-513.46-10	REPAIR AND MAINT SVCS-BUILDING	786	750	750	750
001-0223-513.47-01	MISC PRINTING AND BINDING	15,592	8,400	8,400	8,400
001-0223-513.48-01	ADVERTISEMENT-LEGAL, OTHER	46	-	-	-
001-0223-513.49-01	MISC OTHER CURRENT CHRGS & OBLG	-	-	-	-
001-0223-513.49-05	LICENSES/TAXES/CERTIFICATIONS	1,922	2,500	2,500	2,500
001-0223-513.51-00	OFFICE SUPPLIES	1,425	1,750	1,750	1,750
001-0223-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,154	1,250	1,250	1,250
001-0223-513.52-03	GASOLINE AND OIL	7,206	9,000	9,000	9,000
001-0223-513.52-04	UNIFORMS AND ACCESSORIES	1,783	1,800	1,800	1,800
001-0223-513.54-02	SEMINARS AND COURSES	25	1,200	1,200	1,200
	TOTAL OPERATING EXPENDITURES	242,449	185,090	185,675	189,899
001-0223-513.64-00	MACHINERY AND EQUIPMENT	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-
	TOTAL UTILITY BILLING DIVISION	547,671	515,496	517,582	540,293
	TOTAL FINANCE DEPARTMENT	2,165,496	2,156,621	2,154,023	2,162,035



Human Resources & Risk Management

Overview

The Human Resources and Risk Management Division is charged with recruiting and retaining highly qualified and diverse organizational teams by providing exceptional benefits and a challenging work environment. In order to support the success of those teams, the Department continually encourages individual training and educational opportunities that will increase career satisfaction and performance.



ADMINISTRATIVE SERVICES

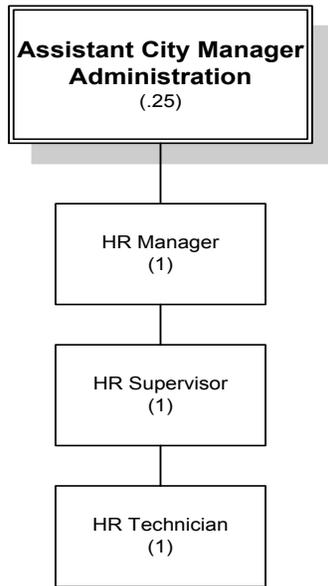
HUMAN RESOURCES

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To recruit, retain, develop and support a skilled, diverse workforce.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Recruitment and Retention • Employee Support Services • Organizational Development • Employee Relations • Risk Management
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Uncertainty of Healthcare Reform Impacts • Loss of key personnel • Employee compliance with safety practices 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Employees will want to continue to learn and improve skills if given the opportunity • Will have the resources to continue employee training

Organizational Structure

FTE: 3.25



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Recruit and Develop Top Talent

Department Goals

Recruit and select high quality candidates for all positions
Increase development opportunities for City employees
Improve productivity of workforce

Objectives

- Monitor and improve the overall recruitment and on-boarding procedures to ensure high employee satisfaction levels.
 - Develop and implement targeted employee training programs to increase the skill set quality for all managers and supervisors.
 - Create and roll-out a career mobility roadmap initiative that will ensure employees are coached and knowledgeable about career paths and development opportunities throughout the organization.
 - Develop and enforce policies including guidelines that minimize the abusive use of employee time-off and encourages more responsible behavior.
-

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Reduce healthcare costs to the City

Objective

- Promote a healthier workforce and negotiate better healthcare contracts with insurers to reduce medical benefits payments.
-

Strategic Priority #3

Deliver Quality Services Equitably & Respectfully

Department Goals

*Achieve a productive and safe workplace
Deliver service excellence to all internal customers*

Objectives

- Continue to expand City-wide safety training efforts to minimize employee injuries and lost work days.
 - Continue to promote and demonstrate professional values at all employee touch points in an effort to uphold the City's service philosophy standards for excellence.
-

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	96.1%	98%	100%↑
Training Experience Satisfaction Rating	94%	TBD	90%↑
HR Overall Customer Service Satisfaction Rating *	95.7%	100%	98%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position	N/A	TBD	150↓
Average Time to Fill Mid-Level Salaried Position	N/A	TBD	120↓
Percentage of Employees Informed on Career Paths	N/A	N/A	50%↑
Citywide Lost Workday Due to Injury Rate per 100 Employees (days)	26.8	TBD	25↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

FY 13/14 Actual results reflect current values through Q2

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0745-513.12-00	REGULAR SALARIES AND WAGES	146,801	165,659	165,659	177,365
001-0745-513.13-00	OTHER SALARIES & WAGES	4,553	-	-	-
001-0745-513.14-00	OVERTIME	200	750	750	750
001-0745-513.21-00	FICA TAXES	11,303	12,730	12,730	13,999
001-0745-513.22-00	RETIREMENT CONTRIBUTIONS	17,753	22,314	22,314	26,557
001-0745-513.23-00	LIFE AND HEALTH INSURANCE	16,983	27,503	28,454	30,161
001-0745-513.24-00	WORKERS' COMPENSATION	272	299	299	378
001-0745-513.25-00	UNEMPLOYMENT COMPENSATION	-	156	156	-
001-0745-513.26-00	OTHER POSTEMPLOYMENT BENEFITS	-	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	197,864	232,411	233,362	252,210
001-0745-513.31-01	MISC PROFESSIONAL SERVICES	-	5,000	5,000	-
001-0745-513.31-02	LEGAL SERVICES	1,048	2,500	2,500	2,500
001-0745-513.31-06	MEDICAL SERVICES	19,002	32,600	32,600	32,600
001-0745-513.34-01	MISC OTHER CONTRACTUAL SERVICES	37,421	48,500	48,500	91,800
001-0745-513.34-08	PERSONNEL SERVICES	10,200	-	-	5,000
001-0745-513.40-00	TRAVEL AND PER DIEM	139	1,000	1,000	500
001-0745-513.41-02	TELEPHONE SERVICES	2,592	2,656	2,656	2,656
001-0745-513.41-04	INTERNET SERVICES	360	954	954	954
001-0745-513.41-05	POSTAGE	592	350	350	350
001-0745-513.43-00	UTILITY SERVICES	7,765	8,450	8,450	8,450
001-0745-513.44-00	RENTALS AND LEASES	4,856	6,000	6,000	6,000
001-0745-513.45-00	GENERAL INSURANCE	8,168	8,315	9,169	8,364
001-0745-513.46-01	MISCELLANEOUS	1,698	-	-	-
001-0745-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	1,874	-	-	-
001-0745-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	350	350	350
001-0745-513.46-10	REPAIR AND MAINT SVCS-BUILDING	1,184	600	600	600
001-0745-513.47-01	MISC PRINTING AND BINDING	43	628	628	200
001-0745-513.48-01	PROMOTIONAL-ADVERTISEMENTS	12,700	12,500	12,500	12,500
001-0745-513.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	982	1,000	1,000	1,000
001-0745-513.51-00	OFFICE SUPPLIES	1,706	2,500	2,500	2,500
001-0745-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,125	10,000	10,000	10,000
001-0745-513.52-03	GASOLINE AND OIL	60	157	157	157
001-0745-513.52-04	UNIFORMS AND ACCESSORIES	600	600	600	800
001-0745-513.54-01	DUES AND SUBSCRIPTIONS	3,365	3,000	3,000	3,000
001-0745-513.54-02	SEMINARS AND COURSES	16,396	20,000	20,000	20,000
001-0745-513.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	1,300	1,300	1,300
	TOTAL OPERATING EXPENDITURES	134,876	168,960	169,814	211,581
001-0745-513.64-00	MACHINERY AND EQUIPMENT	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-
	TOTAL HUMAN RESOURCES DIVISION	332,740	401,371	403,176	463,791



Information Technology

Overview

The Information Technology department is responsible for providing cost effective and innovative information technology leadership and support to City departments and staff by providing installation, maintenance, administration, and management of personal computers, servers, radios, mobile technology, and phone systems. The department runs a help desk for the entire City and is also on call for any needs that may arise regarding the public safety departments. The department recommends and plans for technology changes and also provides or recommends training where needed.

The departmental goal is to implement solutions that allow an employee to do their job easier and to provide excellent customer service to the citizens of Winter Garden. The mission of the Information Technology department is to deliver secure, responsive, high-quality, customer-oriented services and support that foster a productive environment for both City staff and residents of the City of Winter Garden.



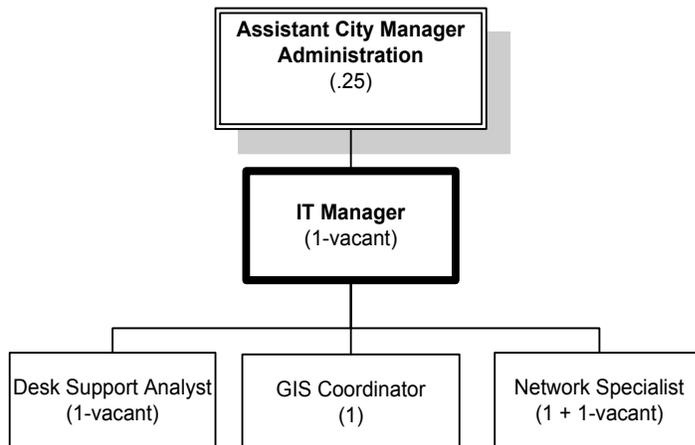
ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Provide timely and effective end-user support to ensure that all information and communication systems are secure, reliable and performing as expected.	CORE FUNCTIONS: <ul style="list-style-type: none"> Integrate and support computer hardware, software, and voice technology Provide quality Geographic Information Services Support internal service requests
CHALLENGES: <ul style="list-style-type: none"> Service demands may exceed staff's ability to fully meet operational needs Failure to receive information or requirements in a timely manner Upfront costs of IT based solutions may not always be affordable 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> Current security setup will adequately guard data and overall network integrity Call volumes will remain at a manageable level Level of staff training will be adequate for any changes in technology

Organizational Structure

FTE: 5.25



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably & Respectfully

Department Goals

Enable City staff to be more productive in how services are delivered to the community

Ensure accuracy and usefulness of the City's web content

High performing hardware and software systems that enable productivity and service delivery

Objectives

- Continue to assess and implement service delivery strategies to improve the speed and manner in which service issues are resolved and followed-up.
- Monitor and maintain the City's website to ensure all expired or obsolete content is up-to-date and relevant for citizen and public usefulness.
- Maintain the City's phone system (infrastructure delivery) by ensuring optimal call flow design and reporting visibility for key service areas to help support overall service excellence.
- Monitor and maintain uninterrupted system uptime to effectively ensure high levels of system performance, access and availability throughout the City

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
IT Overall Service Satisfaction Rating *	66.7%	N/A	80%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
CISCO Phone System Uptime Rate	N/A	TBD	99.9%↑
Involuntary Abandonment Rate	N/A	TBD	0.1%↓
% Uptime and Availability of Systems	N/A	99.98%	99.9%↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

FY 13/14 Actual results reflect current values through Q2

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
INFORMATION TECHNOLOGY DIVISION**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>	
001-0225-513.12-00	REGULAR SALARIES AND WAGES	170,650	269,151	269,151	269,819
001-0225-513.14-00	OVERTIME	4,378	1,000	1,000	1,000
001-0225-513.21-00	FICA TAXES	12,800	20,667	20,667	20,809
001-0225-513.22-00	RETIREMENT CONTRIBUTIONS	18,502	36,389	36,389	40,379
001-0225-513.23-00	LIFE AND HEALTH INSURANCE	17,600	42,363	43,828	39,078
001-0225-513.24-00	WORKERS' COMPENSATION	303	415	415	525
001-0225-513.25-00	UNEMPLOYMENT COMPENSATION	-	284	284	-
	TOTAL PERSONAL SERVICES	224,233	370,269	371,734	371,610
001-0225-513.31-01	MISC PROFESSIONAL SERVICE	179,535	5,000	5,000	5,000
001-0225-513.31-02	LEGAL SERVICES	100	-	-	-
001-0225-513.34-01	MISC OTHER CONTRACTUAL SERVICES	29,696	63,300	63,300	63,300
001-0225-513.34-08	PERSONNEL SERVICES	62,842	5,000	5,000	5,000
001-0225-513.40-00	TRAVEL AND PER DIEM	-	1,750	1,750	1,750
001-0225-513.41-02	TELEPHONE SERVICES	3,645	5,200	5,200	5,200
001-0225-513.41-04	INTERNET SERVICES	34,362	35,100	35,100	42,150
001-0225-513.41-05	POSTAGE	129	50	50	50
001-0225-513.43-00	UTILITY SERVICES	8,623	8,400	8,400	8,400
001-0225-513.45-00	INSURANCE	18,363	18,692	20,613	20,913
001-0225-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	53,404	77,550	77,550	77,550
001-0225-513.46-03	REPAIR AND MAINT SVCS-VEHICLES	-	500	500	500
001-0225-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	75,024	96,800	96,800	96,800
001-0225-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	113,599	56,946	56,946	56,946
001-0225-513.46-10	REPAIR AND MAINT SVCS-BUILDING	1,717	952	952	952
001-0225-513.51-00	OFFICE SUPPLIES	1,130	43,300	43,300	43,300
001-0225-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	62,167	73,650	73,650	77,600
001-0225-513.52-03	GASOLINE AND OIL	-	150	150	150
001-0225-513.52-04	UNIFORMS AND ACCESSORIES	400	1,000	1,000	1,000
001-0225-513.54-01	DUES AND SUBSCRIPTIONS	670	975	975	975
001-0225-513.54-02	SEMINARS AND COURSES	1,010	3,320	3,320	2,470
001-0225-513.54-03	EDUCATION ASSISTANCE PROGRAM	-	4,500	4,500	4,500
	TOTAL OPERATING EXPENDITURES	646,415	502,135	504,056	514,506
001-0225-513.63-00	IMPROV. OTHER THAN BUILDINGS	-	100,000	100,000	-
001-0225-513.64-00	MACHINERY AND EQUIPMENT	212,034	81,000	81,000	117,000
	TOTAL CAPITAL OUTLAY	212,034	181,000	181,000	117,000
	TOTAL INFORMATION TECHNOLOGY DIVISION	1,082,682	1,053,404	1,056,790	1,003,116



Facilities Management

Overview

The Facilities Management Division repairs, alters, and maintains city facilities. This division is accountable for maintaining operational condition of 153 buildings totaling 322,793 square feet.

The department responsibilities includes assistance with certain capital projects, energy management and utilization analysis, the City's Green Initiative program, electrical, plumbing, HVAC systems, fire systems, elevators and overall janitorial cleaning services to these facilities. Our team consists of professional Carpenters, Plumbers, Electricians, Painters and HVAC Technicians.

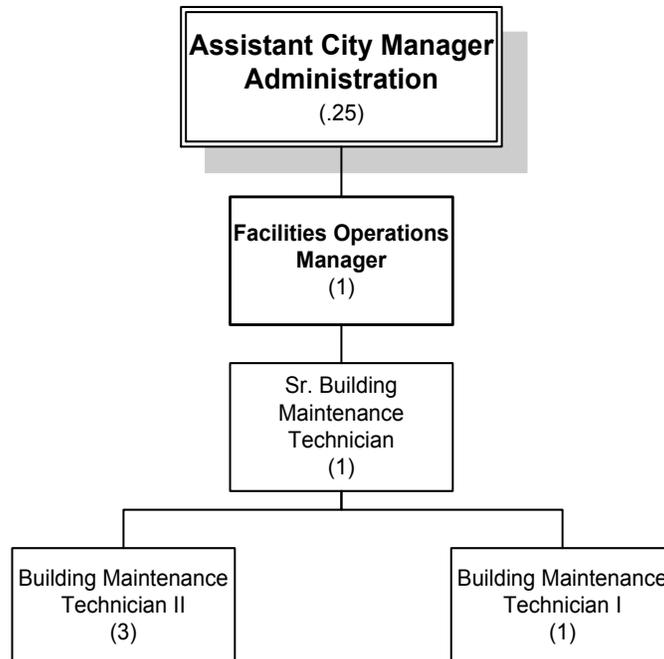


ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.	CORE FUNCTIONS: <ul style="list-style-type: none">• Maintenance of City facilities• Selection and management of products, contracts and vendors• Manage the City's sustainability program (also known as green initiatives)
CHALLENGES: <ul style="list-style-type: none">• Cost of sustainability innovations• Staffing levels to adequately maintain facilities at desired service levels• Realizing higher than expected costs of maintaining facilities	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Sufficient funding will be available for training, education, sustainability and maintenance

Organizational Structure

FTE: 6.25



FY 2014-2015 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goals

*Provide “best in class” customer service by completing work orders timely and effectively
Ensure high quality janitorial services throughout the City*

Objectives

- Proactively review the service delivery process and experience to achieve an overall facilities management satisfaction rating of at least **95%**.
 - Provide janitorial staff with steady feedback on the overall cleaning performance to maintain high janitorial satisfaction levels and increase the percentage of clean or pass inspections.
-

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Improve sustainability program to make the City more green-friendly

Objectives

- Through proactive green maintenance, achieve an energy consumption reduction of **40,000 kWh** or **27.6 CO₂e** (Greenhouse Gases Reduced).
 - Continue to support and deploy innovative electric vehicle (EV) sustainable ideas to achieve a carbon dioxide reduction of at least **4,000 GHG (kg)** through greater EV utilization City-wide.
-

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Facilities Overall Customer Service Satisfaction Rating *	79.5%	93%	95%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
FINANCIAL INDICATOR			
Net Cost Savings from Energy Reductions	\$2671	\$4055	\$4800.00↑
OPERATIONAL INDICATORS			
Energy Consumption Reduction (kWh)	22,260	33,790	40,000↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

FY 13/14 Actual results reflect current values through Q3

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FACILITIES MANAGEMENT DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0746-539.12-00	REGULAR SALARIES AND WAGES	187,505	208,750	217,390	280,458
001-0746-539.14-00	OVERTIME	8,907	5,000	5,000	5,000
001-0746-539.21-00	FICA TAXES	14,333	16,352	17,013	22,102
001-0746-539.22-00	RETIREMENT CONTRIBUTIONS	24,311	28,792	29,994	42,562
001-0746-539.23-00	LIFE AND HEALTH INSURANCE	33,535	45,909	47,497	55,496
001-0746-539.24-00	WORKERS' COMPENSATION	4,107	4,727	4,727	5,980
001-0746-539.25-00	UNEMPLOYMENT COMPENSATION	-	184	184	-
001-0746-539.26-00	OTHER POST EMPLOYMENT BENEFITS	-	-	-	-
	TOTAL PERSONAL SERVICES	272,698	309,714	321,805	411,598
001-0746-539.34-01	MISC OTHER CONTRACTUAL SERVICES	24,044	23,028	23,028	23,928
001-0746-539.34-06	JANITORIAL SERVICES	42,238	51,080	51,080	73,594
001-0746-539.41-02	TELEPHONE SERVICES	3,971	4,245	4,581	4,917
001-0746-539.41-04	INTERNET SERVICES	1,026	2,680	2,860	2,160
001-0746-539.44-00	RENTALS AND LEASES	2,985	2,352	2,352	2,352
001-0746-539.45-00	INSURANCE	1,211	1,233	1,360	1,463
001-0746-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	272	350	350	350
001-0746-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	4,828	2,400	2,400	2,400
001-0746-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,000	1,645	1,645	1,645
001-0746-539.46-10	REPAIR AND MAINT SVCS-BUILDING	76,422	43,693	77,179	56,650
001-0746-539.47-01	MISC PRINTING AND BINDING	-	64	64	64
001-0746-539.48-01	ADVERTISEMENT-LEGAL, OTHER	60	-	-	-
001-0746-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	379	350	350	350
001-0746-539.51-00	OFFICE SUPPLIES	904	360	360	360
001-0746-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	21,715	20,000	20,000	20,000
001-0746-539.52-02	CHEMICALS	2,542	2,500	2,500	2,500
001-0746-539.52-03	GASOLINE AND OIL	4,676	4,000	4,000	5,000
001-0746-539.52-04	UNIFORMS AND ACCESSORIES	3,243	3,452	4,597	3,650
001-0746-539.54-01	DUES AND SUBSCRIPTIONS	1,491	885	885	1,695
001-0746-539.54-02	SEMINARS AND COURSES	2,229	2,300	2,300	2,300
001-0746-539.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	2,365	2,365	-
	TOTAL OPERATING EXPENDITURES	195,236	168,982	204,256	205,378
001-0746-539.62-00	BUILDINGS	6,005	12,000	48,912	6,000
001-0746-539.64-00	MACHINERY AND EQUIPMENT	-	-	-	4,500
	TOTAL CAPITAL OUTLAY	6,005	12,000	48,912	10,500
	TOTAL FACILITIES MANAGEMENT DIVISION	473,939	490,696	574,973	627,476



Fleet Management Division

Overview

The Fleet Management Division provides preventive maintenance, major overhauls and general repairs for over 300 pieces of light, medium and heavy equipment. Ranging from the care of public safety vehicles such as police and fire vehicles to small landscaping equipment, the division has staff on-call 365 days a year.

The division has ASE (National Institute for Automotive Service Excellence) and EVT (Emergency Vehicle Technician Certification Commission) technicians with Master Auto /Truck & Fire Truck certifications. This certification ensures citizen's that City staff will be able to respond to their needs including public safety, street cleaning, garbage pick-up and all other city services.



ADMINISTRATIVE SERVICES

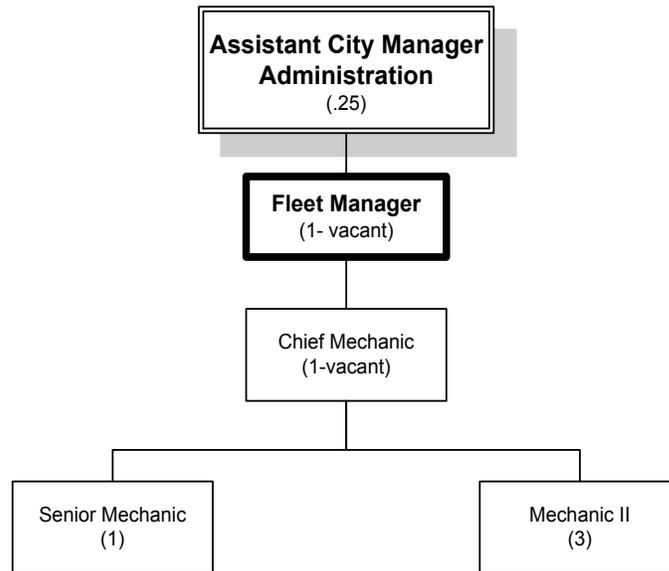
FLEET MANAGEMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To efficiently maintain a safe and reliable fleet of City vehicles.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Preventive maintenance and repairs of vehicles and equipment • Fleet management and replacement • Fuel management & Fuel management systems
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Increasing costs associated with maintaining an aging fleet • Skill level keeping pace with evolving technology 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Vehicle replacement cycles will be increased

Organizational Structure

FTE: 6.25



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Ensure longevity of City vehicles to maximize economies of scale

Objective

- Control maintenance and repair cost and ensure that all fleet vehicles are available, reliable and sufficiently utilized to help achieve a productive workforce.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Overall Fleet Management Satisfaction Rating *	86.1%	79%	90% ↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90% ↑
OPERATIONAL INDICATORS			
Overall Preventative Maintenance Adherence Rate	85%	97%	95% ↑
Average Fleet Availability **	N/A	TBD	97% ↑
Average Fleet Vehicle Productivity (Fleet Utilization) ***	N/A	TBD	75% ↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

FY 13/14 Actual results reflect current values through Q2

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

** Measures the negative or positive effects of vehicle downtime annually

*** Measures percentage of vehicles with high or low utilization annually

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FLEET MANAGEMENT DIVISION**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>	
001-0747-539.12-00	REGULAR SALARIES AND WAGES	246,930	265,333	265,333	262,756
001-0747-539.14-00	OVERTIME	10,354	2,500	2,500	2,500
001-0747-539.21-00	FICA TAXES	19,150	20,489	20,489	20,547
001-0747-539.22-00	RETIREMENT CONTRIBUTIONS	30,949	36,077	36,077	39,550
001-0747-539.23-00	LIFE AND HEALTH INSURANCE	32,898	45,750	47,332	41,594
001-0747-539.24-00	WORKERS' COMPENSATION	4,296	4,458	4,458	5,639
001-0747-539.25-00	UNEMPLOYMENT COMPENSATION	-	264	264	-
001-0747-539.26-00	OTHER POST EMPLOYMENT BENEFITS	6,032	6,125	6,125	9,760
	TOTAL PERSONAL SERVICES	350,608	380,996	382,578	382,346
001-0747-539.34-01	MISC OTHER CONTRACTUAL SERVICES	411	725	725	725
001-0747-539.34-08	PERSONNEL SERVICES	5,015	-	-	-
001-0747-539.41-02	TELEPHONE SERVICES	3,346	2,700	2,700	3,960
001-0747-539.41-03	RADIO SERVICES	76	77	77	77
001-0747-539.41-05	COMMUNICATIONS/FREIGHT-POSTAGE	-	50	50	50
001-0747-539.44-00	RENTALS AND LEASES	5,028	4,378	4,378	4,512
001-0747-539.45-00	INSURANCE	2,734	2,783	3,069	4,199
001-0747-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	5,033	2,100	2,100	2,100
001-0747-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	1,584	2,500	2,500	2,500
001-0747-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,608	5,305	5,305	6,295
001-0747-539.46-10	REPAIR AND MAINT SVCS-BUILDING	5,677	2,000	2,000	2,000
001-0747-539.47-01	MISC PRINTING AND BINDING	32	160	160	160
001-0747-539.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	200	200	200
001-0747-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	50	50	50	50
001-0747-539.51-00	OFFICE SUPPLIES	1,122	500	500	500
001-0747-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	18,566	15,000	15,000	18,500
001-0747-539.52-02	CHEMICALS	1,550	2,580	2,580	2,580
001-0747-539.52-03	GASOLINE AND OIL	12,282	18,458	18,458	18,573
001-0747-539.52-04	UNIFORMS AND ACCESSORIES	6,853	5,671	5,671	6,183
001-0747-539.54-01	DUES AND SUBSCRIPTIONS	-	530	530	530
001-0747-539.54-02	SEMINARS AND COURSES	90	1,250	1,250	1,500
	TOTAL OPERATING EXPENDITURES	71,058	67,017	67,303	75,194
001-0747-539.62-00	BUILDINGS	-	5,600	5,600	-
001-0747-539.64-00	EQUIPMENT	28,231	4,114	17,300	-
	TOTAL CAPITAL OUTLAY	28,231	9,714	22,900	-
	TOTAL FLEET MANAGEMENT DIVISION	449,898	457,727	472,781	457,540
	TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	2,339,258	2,403,198	2,507,720	2,551,923

- PUBLIC SAFETY -

Police – Sworn

Police – Non-sworn

Police – Communications

Fire/Rescue Department



Police Department

Overview

The Police Department is here to protect our citizens and visitors by working with them to prevent, and solve, crime. Visible patrol with marked police vehicles deters crime and allows citizens to readily locate an officer when they are in need. Dispatching services provide a quick and efficient means to summon police assistance through non-emergency and 911 calling.

Officers attend community and business meetings to exchange information concerning crime trends as well as to identify citizens' needs and answer questions. Numerous crime prevention specific events were held this year and the Police Department sponsored Winter Garden's annual National Night Out crime prevention event in cooperation with Target stores and the Winter Garden Village mall. The Police Department's programs are designed for close interaction with our citizens to strengthen partnerships between citizens and their police. Through these close interactions and community focus, the police strive to create a safe community to work, live and play in by policing and problem solving with our citizens and businesses.

Youth programs remain a priority for the Police Department. They continued their partnerships with the Center for Drug Free Living to provide a midnight basketball program at the Magic Gym, and with the First Baptist Church of Winter Garden to provide a summer youth camp for at-risk children.

Traffic enforcement activities maintained safe roadways for citizens and visitors. The Traffic Enforcement Unit allows for improved identification of traffic issues and consistent efforts to address those issues as a team. Their activities also include educational programs related to DUI, pedestrian safety education, and other traffic safety issues. Community meetings were attended by traffic enforcement officers specifically focusing on traffic issues in the communities.

Specially trained officers are assigned to the Criminal Investigations Unit to conduct follow-up work on unsolved reported crimes to identify and apprehend offenders. Hundreds of criminal cases are assigned, each year, to Detectives for follow up investigation in which the majority are cleared either by arrest, charges being filed or prosecution not being desired by the victim.



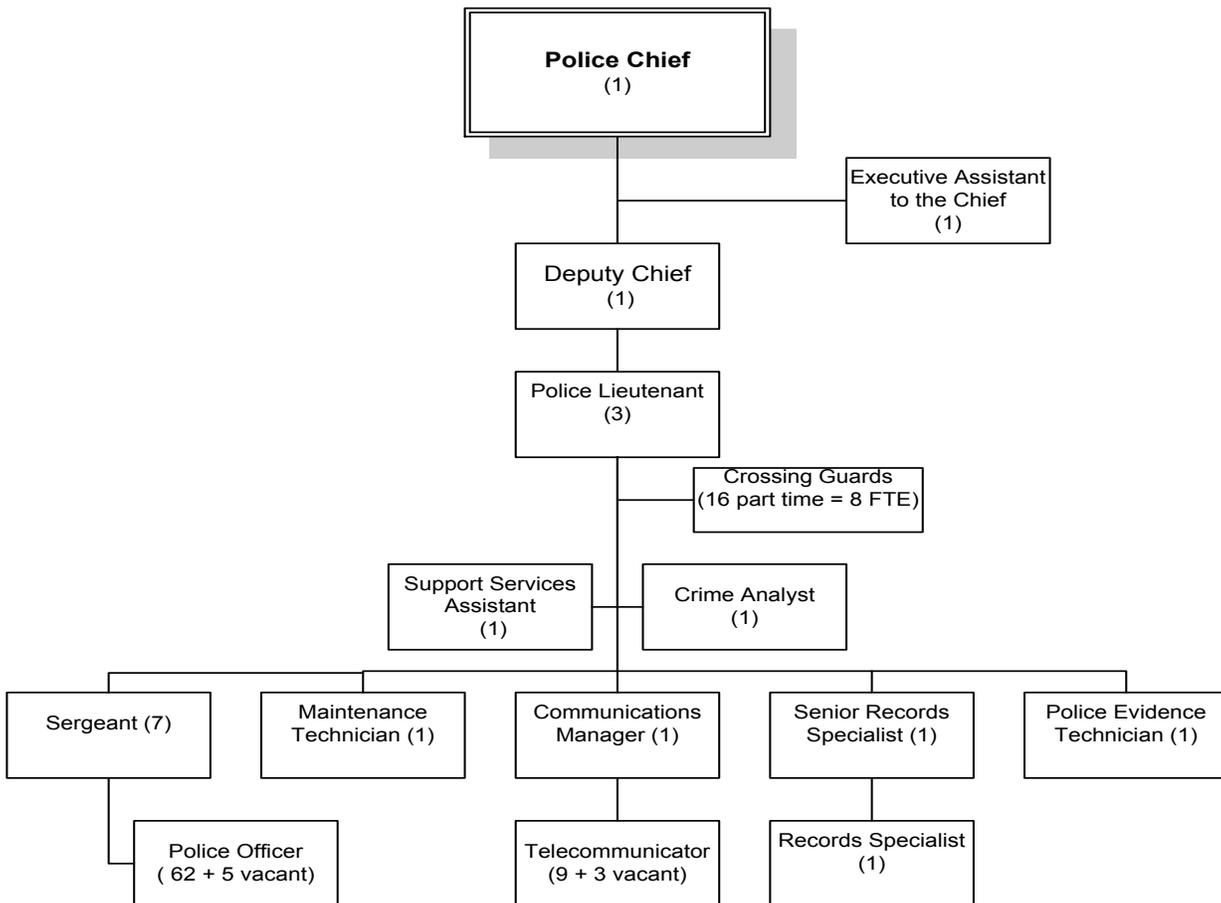
POLICE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Patrol • Criminal Investigations • Community Oriented Policing • Forensics • Dispatch (911 and Non-Emergency Services)
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Prolonged economic pressures could increase crime and negatively affect police resources • Citizen's apathy towards public safety initiatives • Population growth with no staff increases 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Citizens will respond favorably to outreach efforts • Economy will stabilize • Staffing levels will remain • Sufficient forfeiture revenue to support 'at risk youth' programs

Organizational Structure

FTE: 107



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

Increase sense of safety throughout downtown and all residential communities

Objectives

- Identify and address crime trends to improve the perceived sense of 'safety from property crime index'.
 - Analyze trends and improve violent crime prevention initiatives throughout the community to achieve a high sense of safety regarding violent crimes.
 - Expand Crime Prevention initiatives to improve the sense of safety around the 'crime prevention index'.
 - Provide proactive education and community awareness through increased use of technology-based solutions to improve how residents feel about neighborhood safety.
 - Improve patrol presence and activity throughout the downtown district to increase the overall sense of safety throughout Winter Garden's downtown district.
-

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index	69%	69%	72%↑
Safety From Violent Crime Index	81%	81%	83%↑
Sense of Safety Throughout the City Composite Satisfaction Index *	87%	87%	89%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Property Crime Clearance Rate	37.6%	TBD	38%↑
Crime Clearance Rate	39.5%	TBD	39%↑
Code 3 Calls Response Time (high priority emergencies)	6:37	4:57	4:00↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

FY 13/14 Actual results reflect current values through Q2

* Represents an average of four community safety indices from the bi-annual citizen survey: 'Safety in Your Neighborhood during the Day Index', 'Safety in Your Neighborhood after Dark Index', 'Safety in Downtown during the Day Index' and 'Safety in Downtown after Dark Index'.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
SWORN DIVISION**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>	
001-0521-521.12-00	REGULAR SALARIES AND WAGES	3,743,530	4,093,250	4,040,426	4,253,609
001-0521-521.14-00	OVERTIME	58,264	40,000	50,000	40,000
001-0521-521.15-00	SPECIAL PAY	59,340	60,659	60,659	64,740
001-0521-521.16-00	SPECIAL DETAIL	179,683	165,000	165,000	211,932
001-0521-521.21-00	FICA TAXES	290,255	333,457	333,457	349,626
001-0521-521.22-00	RETIREMENT CONTRIBUTIONS	506,322	606,324	606,324	625,423
001-0521-521.23-00	LIFE AND HEALTH INSURANCE	593,714	621,562	643,058	681,641
001-0521-521.24-00	WORKERS' COMPENSATION	109,128	90,745	90,745	114,792
001-0521-521.25-00	UNEMPLOYMENT COMPENSATION	8,222	3,472	3,472	4,447
001-0521-521.26-00	OTHER POST EMPLOYMENT BENEFITS	46,359	51,038	51,038	41,735
	TOTAL PERSONAL SERVICES	5,594,817	6,065,507	6,044,179	6,387,945
001-0521-521.31-01	MISC PROFESSIONAL SERVICES	1,088	2,920	4,120	3,020
001-0521-521.31-02	LEGAL SERVICES	18,858	7,000	15,000	15,000
001-0521-521.31-06	MEDICAL SERVICES	4,100	3,380	3,380	3,400
001-0521-521.34-01	MISC OTHER CONTRACTUAL SERVICES	42,904	46,805	50,710	52,939
001-0521-521.40-00	TRAVEL AND PER DIEM	1,022	1,800	2,600	3,900
001-0521-521.41-01	CABLE SERVICES	606	612	612	780
001-0521-521.41-02	TELEPHONE SERVICES	24,204	24,372	26,372	28,884
001-0521-521.41-03	RADIO SERVICES	4,326	5,184	6,174	5,184
001-0521-521.41-04	INTERNET SERVICES	36,359	35,700	40,189	41,200
001-0521-521.41-05	POSTAGE	1,048	972	972	1,704
001-0521-521.43-00	UTILITY SERVICES	58,223	53,904	53,904	54,012
001-0521-521.44-00	RENTALS AND LEASES	38,602	35,912	35,912	50,048
001-0521-521.45-00	INSURANCE	41,014	41,750	46,040	42,652
001-0521-521.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	18,268	20,372	21,767	22,027
001-0521-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	90,964	84,192	84,192	87,179
001-0521-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	75,206	81,073	81,073	84,114
001-0521-521.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	-	-	250
001-0521-521.46-10	REPAIR AND MAINT SVCS-BUILDING	7,894	5,352	5,352	8,244
001-0521-521.47-01	MISC PRINTING AND BINDING	2,184	5,266	5,266	5,470
001-0521-521.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	-	-	200
001-0521-521.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,556	1,277	1,277	1,100
001-0521-521.51-00	OFFICE SUPPLIES	9,685	10,904	10,904	11,436
001-0521-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	146,625	166,426	182,671	201,766
001-0521-521.52-03	GASOLINE AND OIL	232,454	252,288	252,288	252,000
001-0521-521.52-04	UNIFORMS AND ACCESSORIES	46,501	46,945	46,945	55,033
001-0521-521.54-01	DUES AND SUBSCRIPTIONS	4,999	6,365	6,365	7,205
001-0521-521.54-02	SEMINARS AND COURSES	3,427	3,975	4,275	4,115
001-0521-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	47,015	40,000	40,000	48,000
001-0521-521.54-04	EDUCATION-SECOND DOLLAR FUNDING	15,161	18,500	18,500	17,500
	TOTAL OPERATING EXPENDITURES	974,293	1,003,246	1,046,860	1,108,362

001-0521-521.62-00	BUILDING	-	36,836	40,336	30,000
001-0521-521.64-00	MACHINERY AND EQUIPMENT	<u>264,557</u>	<u>229,860</u>	<u>229,860</u>	<u>271,780</u>
	TOTAL CAPITAL OUTLAY	264,557	266,696	270,196	301,780
001-0521-581.91-02	GRANTS-CITY MATCH	<u>7,530</u>	<u>1,478</u>	<u>1,478</u>	<u>6,282</u>
	TOTAL OTHER USES	7,530	1,478	1,478	6,282
	TOTAL SWORN DIVISION	<u>6,841,197</u>	<u>7,336,927</u>	<u>7,362,713</u>	<u>7,804,369</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-MISCELLANEOUS DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0520-521.12-00	REGULAR SALARIES AND WAGES	275,185	274,476	274,476	282,710
001-0520-521.13-00	OTHER SALARIES AND WAGES	100,452	104,126	104,126	130,375
001-0520-521.14-00	OVERTIME	3,577	6,000	6,000	6,000
001-0520-521.21-00	FICA TAXES	27,697	29,422	29,422	32,060
001-0520-521.22-00	RETIREMENT CONTRIBUTIONS	32,630	36,972	36,972	43,047
001-0520-521.23-00	LIFE AND HEALTH INSURANCE	47,472	53,941	55,806	59,155
001-0520-521.24-00	WORKERS' COMPENSATION	4,476	5,300	5,300	6,705
001-0520-521.25-00	UNEMPLOYMENT COMPENSATION	-	343	343	343
001-0520-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	-	3,000	3,000	6,000
	TOTAL PERSONAL SERVICES	<u>491,488</u>	<u>513,580</u>	<u>515,445</u>	<u>566,395</u>
001-0520-521.31-01	MISC PROFESSIONAL SERVICES	-	115	115	230
001-0520-521.31-02	LEGAL SERVICES	-	-	-	-
001-0520-521.31-06	MEDICAL	-	250	250	-
001-0520-521.34-01	MISC CONTRACTUAL SERVICES	-	100	100	-
001-0520-521.40-00	TRAVEL AND PER DIEM	1,698	2,068	2,068	2,625
001-0520-521.41-02	TELEPHONE SERVICES	1,266	1,452	1,452	1,440
001-0520-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,474	1,475	1,475	1,475
001-0520-521.47-01	MISC PRINTING AND BINDING	-	-	-	-
001-0520-521.48-01	PROMOTIONAL-ADVERTISEMENTS	-	-	-	-
001-0520-521.49-05	LICNSES/TAXES/CERTIFICTNS	-	145	145	294
001-0520-521.51-00	OFFICE SUPPLIES	-	-	-	1,480
001-0520-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	24	250	250	450
001-0520-521.52-04	UNIFORMS AND ACCESSORIES	1,533	1,968	1,968	1,794
001-0520-521.54-01	DUES AND SUBSCRIPTIONS	245	345	345	345
001-0520-521.54-02	SEMINARS AND COURSES	914	750	750	1,050
001-0520-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	5,626	6,000	6,000	10,000
	TOTAL OPERATING EXPENDITURES	<u>12,780</u>	<u>14,918</u>	<u>14,918</u>	<u>21,183</u>
	TOTAL NONSWORN-MISCELLANEOUS DIVISION	<u>504,269</u>	<u>528,498</u>	<u>530,363</u>	<u>587,578</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-COMMUNICATIONS DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0530-521.12-00	REGULAR SALARIES AND WAGES	383,307	398,386	388,442	517,765
001-0530-521.14-00	OVERTIME	35,764	25,000	30,000	25,000
001-0530-521.21-00	FICA TAXES	30,240	32,389	32,389	41,549
001-0530-521.22-00	RETIREMENT CONTRIBUTIONS	50,701	58,893	58,893	80,306
001-0530-521.23-00	LIFE AND HEALTH INSURANCE	71,146	78,879	81,607	117,387
001-0530-521.24-00	WORKERS' COMPENSATION	721	614	614	877
001-0530-521.25-00	UNEMPLOYMENT COMPENSATION	-	355	355	-
001-0530-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	574,879	597,516	595,300	785,884
001-0530-521.31-01	MISC PROFESSIONAL SERVICES	365	230	230	1,725
001-0530-521.31-06	MEDICAL SERVICES	185	200	200	-
001-0530-521.34-01	MISC CONTRACTUAL SERVICES	-	-	-	-
001-0530-521.40-00	TRAVEL AND PER DIEM	-	515	2,515	2,504
001-0530-521.41-02	TELEPHONE SERVICES	1,501	1,320	1,770	2,220
001-0530-521.43-00	UTILITY SERVICES	3,038	3,604	3,604	1,980
001-0530-521.44-00	RENTALS AND LEASES	2,953	2,952	2,952	2,988
001-0530-521.45-00	INSURANCE	10	10	10	10
001-0530-521.46-02	REPAIR AND MAINT SVCS-EQUIPMNT	13,181	13,068	13,562	13,800
001-0530-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	12,010	10,000	10,000	10,000
001-0530-521.46-10	REPAIR AND MAINT SVCS-BUILDING	1,543	4,025	4,025	8,209
001-0530-521.47-01	MISC PRINTING AND BINDING	-	50	50	100
001-0530-521.49-05	LICNSES/TAXES/CERTIFICTNS	-	1,900	1,900	150
001-0530-521.51-00	OFFICE SUPPLIES	1,073	1,290	1,290	3,030
001-0530-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	253	4,331	8,831	3,520
001-0530-521.52-04	UNIFORMS AND ACCESSORIES	563	1,750	1,750	3,250
001-0530-521.54-01	DUES AND SUBSCRIPTIONS	231	230	230	270
001-0530-521.54-02	SEMINARS AND COURSES	229	450	2,450	2,300
001-0530-521.54-03	EDUC ASSIST PROG REIMBURS	1,517	3,000	3,000	2,000
	TOTAL OPERATING EXPENDITURES	38,651	48,925	58,369	58,056
001-0530-521.62-00	BUILDINGS	-	-	20,895	-
001-0530-521.64-00	MACHINERY AND EQUIPMENT	-	100,000	215,086	-
	TOTAL CAPITAL OUTLAY	-	100,000	235,981	-
	TOTAL NONSWORN-COMMUNICATIONS DIVISION	613,530	746,441	889,650	843,940
	TOTAL POLICE DEPARTMENT	7,958,995	8,611,866	8,782,726	9,235,887



Fire Rescue Department

Overview

The Winter Garden Fire Rescue Department operates out of three fire stations, outfitted with state of the art vehicles and equipment strategically located throughout the City to provide an exceptional level of service. The department consists of 46 personnel. All of Winter Garden's Firefighters are certified to meet the professional Firefighter qualifications for the State of Florida and are medically trained as either Emergency Medical Technicians or Paramedics.

Fire/Rescue personnel respond to emergencies with two ALS (Basic Life Support) engines, one ALS tower (aerial) truck, and an ALS (Advanced Life Support) Medic unit. The department has two reserve engines, a reserve medic unit, and a woods truck. Each year, these units respond to over 3,900 alarms which generally include fires, medical calls, hazardous material calls, vehicle accidents, and other calls for assistance.

The Fire/Rescue Department provides joint response services with the Orange County Fire Rescue Division and the City of Ocoee Fire Department. The department utilizes a 2-tier rescue system, in which medical patients are treated by the fire department until the arrival of an ambulance from Health Central Paramedic Service, at which time the Winter Garden Fire/Rescue Department transfers patient care to Health Central. Health Central then transports the patients to the hospital.



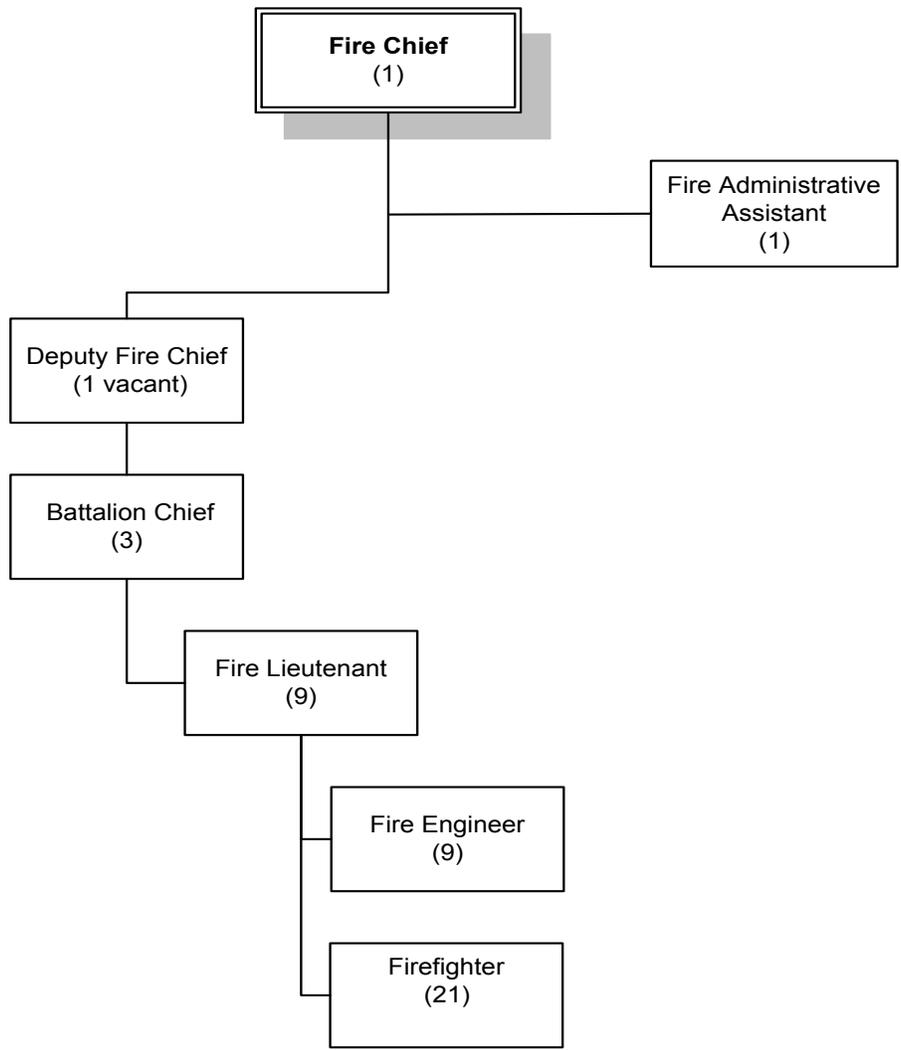
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.	CORE FUNCTIONS: <ul style="list-style-type: none">• Fire, medical, and other incident responses• Fire inspections• Emergency Preparedness
CHALLENGES: <ul style="list-style-type: none">• Insufficient funding to maintain service levels in a weak poor economy	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Reliable dispatching/communication services• Citizens will respond well to outreach efforts

Organizational Structure

FTE: 45



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

Protection and preservation of life and property

Objectives

- Prepare community for natural disasters and other emergency situations by rolling out an emergency awareness campaign/program and distributing resource kits to improve the 'emergency preparedness satisfaction index'.
 - Improve the 'fire prevention & education satisfaction index' through continued fire prevention outreach campaign to conduct smoke detector inspections in all manufactured homes.
 - Ensure efficient and timely responsiveness to fire emergency calls and the overall delivery of fire services to the community.
 - Ensure efficient and timely responsiveness to medical emergency calls and the overall delivery of ambulance and EMS services to the community.
 - Continue to provide the Citizen CPR training program to improve the 'CPR certified per 1,000 residents ratio' from **12.24** to **17.65** (where for every 1,000 residents there are 18 individuals in the community trained to use CPR).
-

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Improve control of Fire Department's operating cost

Objective

- Continue to monitor as well as control usage of firefighter overtime and ensure policies and management practices are adhered to by all supervisors.
-

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Fire Services Satisfaction Index	92%	92%	94%↑
Emergency Medical Services Satisfaction Index	90%	90%	92%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Fire Average Response Time	7:09	5:31	6:00↓
EMS Average Response Time	5:57	5:08	5:45↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
FIRE DEPARTMENT**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>	
001-062X-522.12-00	REGULAR SALARIES & WAGES	2,358,536	2,354,798	2,354,798	2,509,917
001-062X-522.14-00	OVERTIME	206,011	182,300	182,300	182,300
001-062X-522.15-00	SPECIAL PAY	181,926	180,260	180,260	35,180
001-062X-522.21-00	FICA TAXES	200,450	207,878	207,878	212,764
001-062X-522.22-00	RETIREMENT CONTRIBUTIONS	359,858	377,985	377,985	391,382
001-062X-522.23-00	LIFE AND HEALTH INSURANCE	382,839	414,919	429,268	450,691
001-062X-522.24-00	WORKERS' COMPENSATION	84,837	71,808	71,808	90,837
001-062X-522.25-00	UNEMPLOYMENT COMPENSATION	-	2,190	2,190	2,190
001-062X-522.26-00	OTHER POST EMPLOYMENT BENEFITS	11,500	12,500	12,500	7,500
	TOTAL PERSONAL SERVICES	3,785,957	3,804,638	3,818,987	3,882,761
001-062X-522.31-02	LEGAL	8,358	5,000	5,000	7,500
001-062X-522.31-06	MEDICAL SERVICES	13,410	14,880	14,880	16,472
001-062X-522.34-01	MISC CONTRACTUAL SERVICES	179,236	185,090	185,090	188,444
001-062X-522.40-00	TRAVEL AND PER DIEM	89	3,025	3,025	1,300
001-062X-522.41-01	MISC COMMUNICTN/FRGHT SVC	1,553	1,485	1,485	1,825
001-062X-522.41-02	TELEPHONE SERVICES	13,083	12,900	12,900	14,900
001-062X-522.41-03	RADIO SERVICES	656	750	750	750
001-062X-522.41-04	INTERNET SERVICES	26,718	27,950	27,950	31,725
001-062X-522.41-05	POSTAGE	631	1,000	1,000	1,000
001-062X-522.43-00	UTILITY SERVICES	64,968	57,980	57,980	61,860
001-062X-522.44-00	RENTALS AND LEASES	9,022	8,900	8,900	8,900
001-062X-522.45-00	INSURANCE	43,311	44,087	48,617	47,544
001-062X-522.46-01	REPAIR/MAINT SVC-MISC	267	450	450	450
001-062X-522.46-02	REPAIR/MAINT SVC-EQUIPMNT	22,176	27,940	27,940	25,350
001-062X-522.46-03	REPAIR/MAINT SVC-VEHICLES	55,210	55,000	55,000	73,520
001-062X-522.46-05	REPAIR/MAINT SVC-SOFTWARE	-	1,000	1,000	1,000
001-062X-522.46-06	REPAIR/MAINT SVC-HARDWARE	-	1,500	1,500	1,625
001-062X-522.46-10	REPAIR/MAINT SVC-BUILDING	20,152	17,000	17,000	18,750
001-062X-522.47-01	MISC PRINTING AND BINDING	980	3,375	3,375	2,000
001-062X-522.48-01	ADVERTISEMENT-LEGAL,OTHER	-	200	200	400
001-062X-522.48-02	PROMOTIONAL ITEMS	4,274	5,000	5,000	6,000
001-062X-522.49-05	LICNSSES/TAXES/CERTIFICTNS	2,626	5,300	5,300	3,255
001-062X-522.51-00	OFFICE SUPPLIES	4,540	6,050	6,050	4,650
001-062X-522.52-01	MISC OPERATING SUPPLIES	108,653	97,423	97,423	100,850
001-062X-522.52-03	GASOLINE AND OIL	56,024	57,000	57,000	65,000
001-062X-522.52-04	UNIFORMS AND ACCESSORIES	53,212	49,942	49,942	62,400
001-062X-522.54-01	DUES AND SUBSCRIPTIONS	9,028	9,232	9,232	8,605
001-062X-522.54-02	SEMINARS AND COURSES	2,075	5,020	5,020	3,925
001-062X-522.54-03	EDUC ASSIST PROG REIMBURS	23,644	49,000	49,000	49,400
	TOTAL OPERATING EXPENDITURES	723,895	753,479	758,009	809,400

001-062X-522.62-00	BUILDINGS	44,102	22,143	22,143	17,650
001-062X-522.64-00	MACHINERY AND EQUIPMENT	<u>51,948</u>	<u>24,328</u>	<u>472,683</u>	<u>183,212</u>
	TOTAL CAPITAL OUTLAY	96,050	46,471	494,826	200,862
	TOTAL FIRE DEPARTMENT	<u>4,605,901</u>	<u>4,604,588</u>	<u>5,071,822</u>	<u>4,893,023</u>

- COMMUNITY DEVELOPMENT -

Planning

Building Inspection

Business Tax

Code Enforcement



Community Development

Overview

The Community Development Department consists of the Planning and Zoning Division, Building Division, Code Enforcement Division, and Business Tax Services. The department provides for one-stop permitting and a variety of community development services related to use of private property in the City.

The department essential functions are:

Planning and Zoning: Includes zoning, comprehensive planning, development review, impact fee calculations, downtown architectural reviews, transportation planning, addressing, Census, and general planning services

Building (Permitting and Inspection Services) including all building permits reviews along with other trade permits, building inspections and architectural plan review.

Business Tax: Includes processing new business locating in the City as well as annual renewals and business location transfers, processing temporary sale and vendor permits and residential garage sales.

Code Enforcement: Includes zoning compliance for residential and non-residential areas of the City, process violations for compliance and take cases to the Code Enforcement Board.

Boards: Provides staff or support to the following City Boards and Committees: Development Review Committee, Planning and Zoning Board, Code Enforcement Board, Architectural Review and Historic Preservation Board, Community Redevelopment Area and Brownfield Advisory Board (in conjunction with the City Manager and Community Relations office).



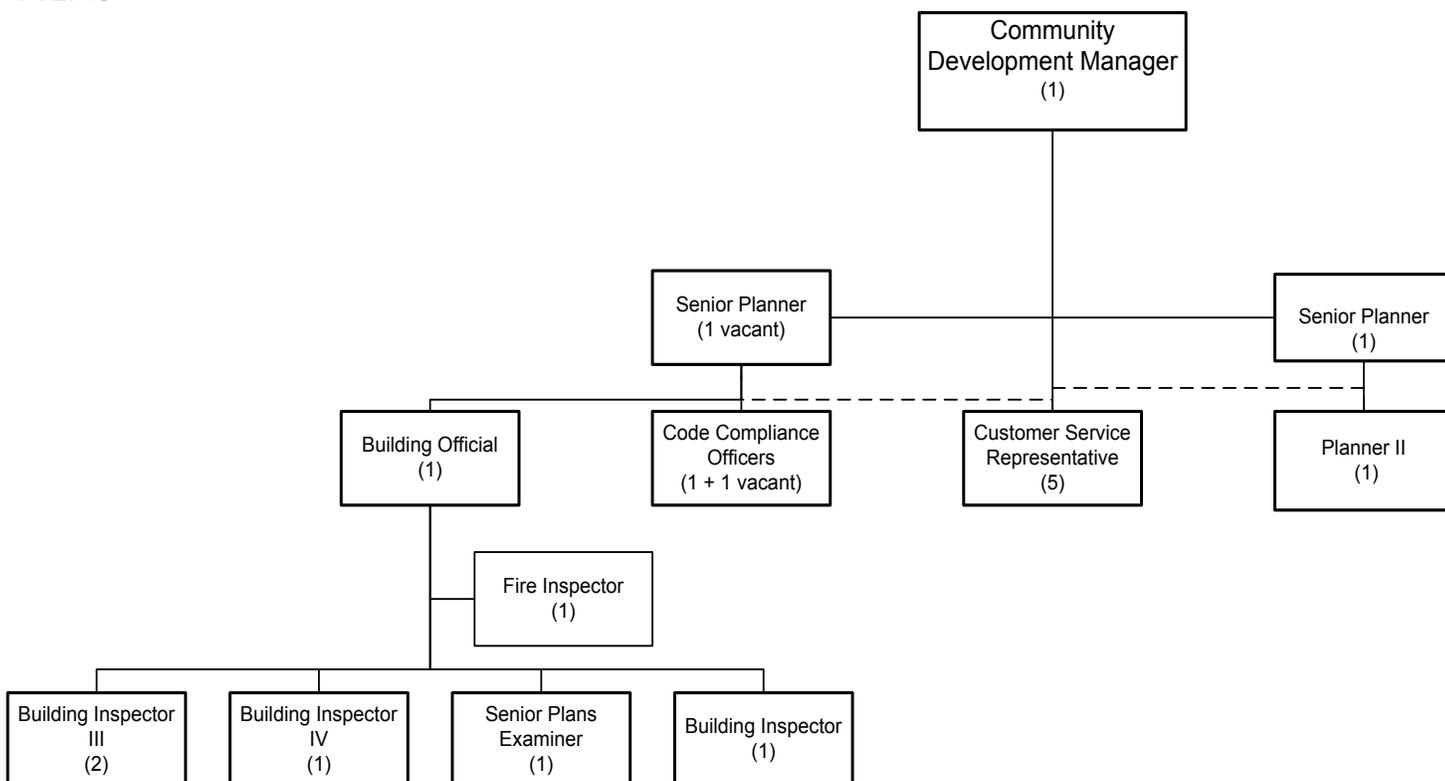
COMMUNITY DEVELOPMENT DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Oversee Development Review of Land Development Projects • Maintain City's Comprehensive Plan • Maintain and update City's development codes • Review building plans • Issue building permits • Conduct building inspections • Enforce City codes • Collect business taxes
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Legislative growth management changes and mandates • Effect of the state of the economy on land/property maintenance, development and re-development. • Impact of concurrency requirements and standards • Coordination of state and regional agencies with municipal goals 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Political support in place to grow community in a responsible manner • Necessary tools will be available to enable an effective and efficient Development Review Process

Organizational Structure

FTE: 18



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve and facilitate safe bicycle, pedestrian, and vehicle mobility throughout the City

Objective

- Partner with developers and community stakeholders to redesign as well as improve bicycle and pedestrian connectivity and access to the Downtown district.
-

Strategic Priority #2

Encourage a Thriving Economy

Department Goals

*Expedient plan review process that ensures high quality development throughout the City
Speedy and quality turnaround service during plan review, permitting and inspection processes
Annex unincorporated enclaves to ensure efficient, consistent and cost effective services for all residents*

Objectives

- Establish and uphold design quality standards that effectively support the plan review process for all commercial and residential development projects.
 - Review and streamline Planning's project plan review processes to achieve average review cycle times of **90** days for sub-division projects and **60** days for commercial projects.
 - Continue to evaluate and improve Building process for plan review and permitting to reduce average overall permitting turnaround time by 12.5% from **16** days to **14** days.
 - Monitor and streamline service delivery procedures for all construction and building alterations project inspections.
 - Evaluate and target unincorporated segments of Winter Garden for annexation opportunities to expand the overall incorporated service area footprint.
-

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Protect natural land areas throughout the City

Objective

- Ensure sufficient green space is allotted by new developers to continue improving the 'preservation of natural land areas satisfaction index'.
-

Strategic Priority #4
Provide an Attractive Community

Department Goal

Improve and preserve the aesthetics throughout the City

Objective

- Continue to proactively educate and engage citizens on enforcement standards and process to achieve and maintain high levels of voluntary citizen compliance.
-

Strategic Priority #5
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

Strategic Priority #6
Deliver Quality Services Equitably and Respectfully

Department Goal

Provide excellent customer service to all citizens and residents

Objective

- Monitor and quality control Building and Planning's telephone customer service operations to achieve timely and satisfactory outcomes when handling or responding to the service needs of the business community and all citizens.
-

KEY PERFORMANCE INDICATORS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Amount of Public Parking Satisfaction Index	66%	66%	70%↑
Availability of Paths and Walking Trails Satisfaction Index	84%	84%	85%↑
Ease of Car Travel Satisfaction Index	80%	80%	82%↑
Ease of Bicycle Travel Satisfaction Index	82%	82%	84%↑
Traffic Flow on Major Streets Satisfaction Index	72%	72%	74%↑
Code Enforcement Satisfaction Index	56%	56%	60%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	N/A	TBD	90↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	N/A	TBD	60↓
Avg. Overall Permitting Turnaround Time (days)	15.7	19.03	14↓
% of Total Inspections Performed by Requested Date	98%	99%	100%↑
Ratio of Unincorporated Winter Garden	26.1%	25.5%	25.5%↓
Average Days Taken to Close a Code Case	25	25	24↓
% of Complaints/Cases Brought into Compliance without Official Action	91%	97%	100%↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0315-515.12-00	REGULAR SALARIES AND WAGES	155,774	158,212	158,212	140,570
001-0315-515.14-00	OVERTIME	522	1,200	1,200	-
001-0315-515.21-00	FICA TAXES	10,857	12,195	12,195	10,754
001-0315-515.22-00	RETIREMENT CONTRIBUTIONS	19,208	21,473	21,473	20,959
001-0315-515.23-00	LIFE AND HEALTH INSURANCE	28,232	35,553	36,783	38,990
001-0315-515.24-00	WORKERS' COMPENSATION	277	282	282	357
001-0315-515.25-00	UNEMPLOYMENT COMPENSATION	-	11,043	11,043	11,043
	TOTAL PERSONAL SERVICES	214,871	239,958	241,188	222,673
001-0315-515.31-01	MISC PROFESSIONAL SERVICES	118,888	85,000	85,000	85,000
001-0315-515.31-02	LEGAL	-	-	-	-
001-0315-515.31-04	ENGINEERING	1,722	15,000	15,000	15,000
001-0315-515.31-06	MEDICAL SERVICES	-	-	-	-
001-0315-515.34-01	MISC OTHER CONTRACTUAL SERVICES	282	500	500	500
001-0315-515.34-08	PERSONNEL SERVICES	8,001	-	-	-
001-0315-515.40-00	TRAVEL AND PER DIEM	-	375	375	375
001-0315-515.41-02	TELEPHONE SERVICES	2,502	4,078	4,078	4,078
001-0315-515.41-05	POSTAGE	1,638	2,500	2,500	2,500
001-0315-515.43-00	UTILITY SERVICES	9,647	10,400	10,400	10,400
001-0315-515.44-00	RENTALS AND LEASES	7,850	8,500	8,500	8,500
001-0315-515.45-00	INSURANCE	8,994	9,155	10,096	9,225
001-0315-515.46-05	REPAIR AND MAINT SVCS-SOFTWARE	9,743	10,702	10,702	10,702
001-0315-515.46-10	REPAIR AND MAINT SVCS-BUILDING	1,272	1,138	1,138	1,138
001-0315-515.47-01	MISC PRINTING AND BINDING	137	1,200	1,200	1,200
001-0315-515.48-01	PROMOTIONAL-ADVERTISEMENTS	11,628	5,000	5,000	5,000
001-0315-515.49-05	LICENSES/TAXES/CERTIFICATIONS	559	-	-	-
001-0315-515.51-00	OFFICE SUPPLIES	2,684	3,000	3,000	3,000
001-0315-515.52-01	MISCELLANEOUS OPERATING SUPPLIES	805	1,000	1,000	1,000
001-0315-515.52-03	GASOLINE AND OIL	-	100	100	100
001-0315-515.52-04	UNIFORMS AND ACCESSORIES	400	1,000	1,000	1,000
001-0315-515.54-01	DUES AND SUBSCRIPTIONS	-	1,250	1,250	1,250
001-0315-515.54-02	SEMINARS AND COURSES	-	350	350	350
001-0315-515.54-03	EDUCATIONAL ASSISTANCE PROGRAM	2,356	8,000	8,000	8,500
	TOTAL OPERATING EXPENDITURES	189,108	168,248	169,189	168,818
001-0315-515.64-00	MACHINERY AND EQUIPMENT	-	-	-	-
001-0315-554.43-00	UTILITY SERVICES	72	-	-	-
001-0315-554.61-00	LAND	271	-	-	-
	TOTAL CAPITAL OUTLAY	343	-	-	-
	TOTAL PLANNING DIVISION	404,322	408,206	410,377	391,491

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING INSPECTION DIVISION**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
001-0324-524.12-00	382,600	511,399	530,708	570,338
001-0324-524.14-00	-	1,000	1,000	1,000
001-0324-524.21-00	27,570	39,198	40,675	44,038
001-0324-524.22-00	43,158	69,020	71,621	85,186
001-0324-524.23-00	49,161	67,153	69,595	90,361
001-0324-524.24-00	5,797	6,084	6,084	7,696
001-0324-524.25-00	-	619	619	-
001-0324-524.26-00	-	4,750	4,750	3,000
TOTAL PERSONAL SERVICES	508,286	699,223	725,052	801,619
001-0324-524.31-06	-	-	-	-
001-0324-524.34-01	125	5,000	5,000	67,600
001-0324-524.34-08	13,225	-	-	-
001-0324-524.40-00	337	1,350	1,350	1,500
001-0324-524.41-02	10,056	8,832	9,102	10,001
001-0324-524.41-04	1,680	1,545	1,760	2,060
001-0324-524.41-05	37	100	100	100
001-0324-524.43-00	14,255	15,700	15,700	15,700
001-0324-524.44-00	5,421	5,050	5,050	5,050
001-0324-524.45-00	18,568	18,901	20,843	18,926
001-0324-524.46-03	2,084	2,050	2,050	2,050
001-0324-524.46-05	19,527	19,548	19,548	23,555
001-0324-524.46-06	-	500	500	500
001-0324-524.46-10	2,013	1,872	1,872	1,872
001-0324-524.47-01	310	650	650	650
001-0324-524.47-02	360	1,250	1,250	500
001-0324-524.48-01	412	-	-	-
001-0324-524.49-05	169	-	-	250
001-0324-524.51-00	1,432	1,200	1,200	1,450
001-0324-524.52-01	1,219	1,820	1,820	1,920
001-0324-524.52-03	3,944	4,200	4,200	5,450
001-0324-524.52-04	977	1,720	2,000	2,000
001-0324-524.54-01	106	535	535	5,200
001-0324-524.54-02	-	1,175	1,175	1,325
001-0324-524.54-03	3,552	5,328	3,386	10,099
TOTAL OPERATING EXPENDITURES	99,808	98,326	99,091	177,758
001-0324-599.99-99	118,758	152,034	127,762	72,528
TOTAL BUILDING INSPECTION DIVISION	608,094	949,583	951,905	1,051,905

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUSINESS TAX DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0331-513.12-00 REGULAR SALARIES AND WAGES	13,323	20,488	20,488	20,898
001-0331-513.21-00 FICA TAXES	957	1,567	1,567	1,599
001-0331-513.22-00 RETIREMENT CONTRIBUTIONS	1,681	2,760	2,760	2,907
001-0331-513.23-00 LIFE AND HEALTH INSURANCE	2,557	3,008	3,112	3,299
001-0331-513.24-00 WORKERS' COMPENSATION	24	130	130	164
TOTAL PERSONAL SERVICES	18,542	27,953	28,057	28,867
001-0331-513.31-06 MEDICAL SERVICES	-	-	-	-
001-0331-513.41-02 TELEPHONE SERVICES	269	373	373	372
001-0331-513.41-05 POSTAGE	211	1,050	1,050	1,050
001-0331-513.45-00 INSURANCE	8	8	8	8
001-0331-513.46-05 REPAIR AND MAINT SVCS-SOFTWARE	1,618	1,597	1,597	1,597
001-0331-513.47-01 MISC PRINTING AND BINDING	879	700	700	700
001-0331-513.51-00 OFFICE SUPPLIES	-	250	250	250
001-0331-513.52-01 MISC OPERATING SUPPLIES	-	150	150	150
001-0331-513.52-04 UNIFORMS AND ACCESSORIES	120	100	100	100
001-0331-513.54-03 EDUCATION ASSISTANCE	888	-	-	-
TOTAL OPERATING EXPENDITURES	3,993	4,228	4,228	4,227
TOTAL OCCUPATIONAL LICENSING DIVISION	22,535	32,181	32,285	33,094

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
CODE ENFORCEMENT DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0528-521.12-00	69,065	101,593	113,380	139,288
001-0528-521.21-00	5,018	7,772	8,674	10,656
001-0528-521.22-00	8,987	13,685	15,273	20,768
001-0528-521.23-00	14,959	36,869	38,863	27,356
001-0528-521.24-00	525	1,524	1,524	1,928
001-0528-521.25-00	-	2,951	2,951	-
TOTAL PERSONAL SERVICES	98,554	164,394	180,665	199,996
001-0528-521.31-02	-	1,000	1,000	1,000
001-0528-521.31-06	-	-	-	-
001-0528-521.34-01	1,655	35,000	28,000	35,000
001-0528-521.40-00	-	1,200	1,200	1,200
001-0528-521.41-02	1,636	1,966	2,236	1,966
001-0528-521.41-04	624	1,272	1,487	1,272
001-0528-521.41-05	498	1,000	1,000	1,000
001-0528-521.45-00	382	389	429	392
001-0528-521.46-03	146	600	600	600
001-0528-521.46-05	2,247	3,430	3,430	3,430
001-0528-521.47-01	72	750	750	750
001-0528-521.48-01	-	500	500	500
001-0528-521.49-05	496	1,250	1,250	1,250
001-0528-521.51-00	-	250	250	250
001-0528-521.52-01	-	200	200	200
001-0528-521.52-03	4,889	3,750	3,750	3,750
001-0528-521.52-04	113	840	1,120	840
001-0528-521.54-01	105	145	145	145
001-0528-521.54-02	565	675	675	675
TOTAL OPERATING EXPENDITURES	13,428	54,217	48,022	54,220
TOTAL CODE ENFORCEMENT DIVISION	111,982	218,611	228,687	254,216
TOTAL COMMUNITY DEVELOPMENT DEPT	1,146,932	1,608,581	1,623,254	1,730,706

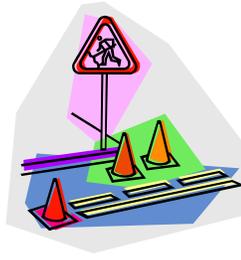
- PUBLIC SERVICES -

Administration

Cemetery

Streets

Engineering



Public Services

Overview

The Public Services Department is made up of several Operations and Maintenance Divisions providing a variety of services to the citizens of Winter Garden as well as the business community. These divisions are: Water Treatment, Wastewater Treatment, Water/Reclaimed Water Distribution, Wastewater/Stormwater Collection, Streets Maintenance, Solid Waste, Environmental Services, Engineering, Cemetery and Administration of these divisions.

The Department's activities include day-to-day maintenance and operations related to city services, as well as short and long range planning of capital improvements to the City's infrastructure, consisting of roadways, drainage systems, water and sewer systems and water supplies.

The Public Services staff works closely with citizens, business owners, developers and contractors to address their concerns in a timely and efficient manner.

The Public Services Management acts as the City's liaison to State and Federal Environmental Regulatory Agencies.



PUBLIC SERVICES DEPARTMENT

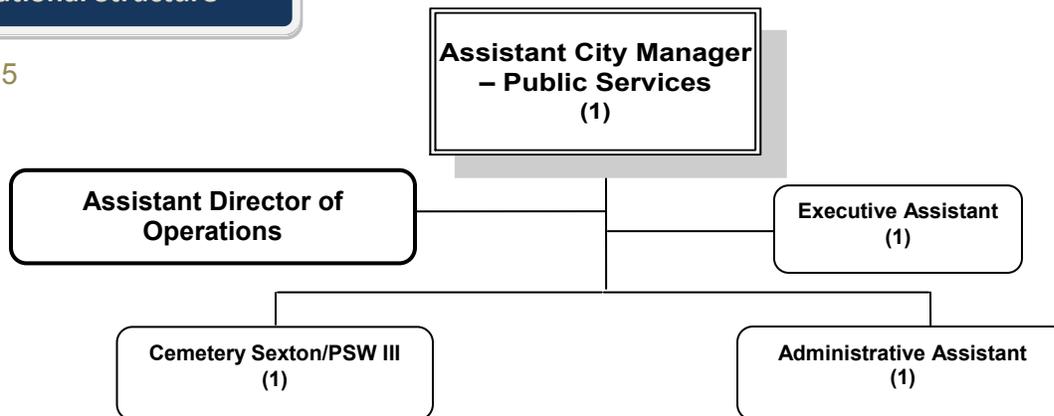
ADMINISTRATION/CEMETERY DIVISIONS

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT:</p> <p>Administration: To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p>Cemetery: To compassionately assist family members with the planning of cemetery needs of our customers.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Management of Public Services Divisions • Liaison to State & Federal Regulatory Agencies • Assist with cemetery needs and maintain attractive cemetery grounds
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Unforeseen roadblocks while partnering with Orange County • Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements) • Impact Fee funding slowing on the rise for roadway and utility projects 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Few changes if any will be made to the Utility Rates. • Permitting of the new drinking water well at Woodlark Water Plant by SJRWMD.

Organizational Structure

FTE: 5



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

More environmentally friendly City focused on reducing ground water withdrawals

Objective

- Enhance wastewater and reclaimed water infrastructure to ensure NPDES/DEP compliance and expand system for future growth to reduce the volume of ground water withdrawals.

Strategic Priority #2
Provide Sound Fiscal Management

Department Goal

Provide alternative funding for City capital improvement projects

Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least 5%.
-

Strategic Priority #3
Maintain Quality Services and Infrastructure

Department Goal

Reduce flooding incidents from adverse weather conditions

Objective

- Identify and correct problem areas in the storm water system to minimize flooding incidents.
-

Strategic Priority #4
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate *	0%	0%	20%↑
Capital Improvements External Funding Received *	\$0	\$479,000	\$500,000↑
OPERATIONAL INDICATORS			
Volume of Ground Water Withdrawals (in million gallons)	1835.2	871.8	1,700↓
Total Number of Flooding Incidents	1	0	0↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

FY 13/14 Actual results reflect current values through Q2

* Represents grant funding received or anticipated from state and/or federal programs (based on availability) that helps to offset the City's CIP budget

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ADMINISTRATION DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0701-539.12-00	REGULAR SALARIES AND WAGES	126,837	156,724	156,724	163,392
001-0701-539.14-00	OVERTIME	-	-	-	-
001-0701-539.21-00	FICA TAXES	9,279	11,989	11,989	12,955
001-0701-539.22-00	RETIREMENT CONTRIBUTIONS	14,510	21,111	21,111	24,362
001-0701-539.23-00	LIFE AND HEALTH INSURANCE	15,815	15,369	15,901	19,589
001-0701-539.24-00	WORKERS' COMPENSATION	482	187	187	237
001-0701-539.25-00	UNEMPLOYMENT COMPENSATION	-	163	163	-
001-0701-539.26-00	OTHER POSTEMPLOYMENT BENEFITS	-	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	166,923	208,543	209,075	223,535
001-0701-539.31-01	MISC PROFESSIONAL SERVICES	3,250	500	500	300
001-0701-539.31-02	LEGAL	-	-	-	-
001-0701-539.31-04	ENGINEERING	-	-	-	-
001-0701-539.31-06	MEDICAL SERVICES	-	-	-	-
001-0701-539.34-01	MISC OTHER CONTRACTUAL SERVICES	1,089	2,084	2,084	2,084
001-0701-539.40-00	TRAVEL AND PER DIEM	7	500	500	500
001-0701-539.41-02	TELEPHONE SERVICES	2,464	2,350	2,350	2,950
001-0701-539.41-03	RADIO SERVICES	15	-	-	-
001-0701-539.41-04	INTERNET	-	-	-	-
001-0701-539.41-05	POSTAGE	263	300	300	300
001-0701-539.43-00	UTILITY SERVICES	33,639	25,500	25,500	25,500
001-0701-539.44-00	RENTALS AND LEASES	4,724	3,200	3,200	3,200
001-0701-539.45-00	INSURANCE	8,058	8,203	9,046	8,307
001-0701-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	68	100	100	100
001-0701-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	1,110	200	200	100
001-0701-539.46-10	REPAIR AND MAINT SVCS-BUILDING	1,395	1,100	1,100	2,100
001-0701-539.47-01	PRINTING AND BINDING	-	-	-	100
001-0701-539.48-01	PROMOTIONAL-ADVERTISEMENTS	659	-	-	-
001-0701-539.51-00	OFFICE SUPPLIES	200	300	300	200
001-0701-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	679	650	650	1,500
001-0701-539.52-03	GASOLINE AND OIL	(117)	1,500	1,500	1,500
001-0701-539.52-04	UNIFORMS AND ACCESSORIES	346	692	692	692
001-0701-539.54-01	DUES AND SUBSCRIPTIONS	724	475	475	300
001-0701-539.54-02	SEMINARS AND COURSES	345	500	500	300
001-0701-539.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	-	-	-
	TOTAL OPERATING EXPENDITURES	58,918	48,154	48,997	50,033
	TOTAL ADMINISTRATION DIVISION	225,841	256,697	258,072	273,568

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
CEMETERY DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0739-539.12-00	REGULAR SALARIES AND WAGES	38,477	37,251	37,251	38,264
001-0739-539.14-00	OVERTIME	2,541	1,500	1,500	1,500
001-0739-539.16-00	SPECIAL DETAIL	4,877	2,000	2,000	2,953
001-0739-539.21-00	FICA TAXES	2,934	3,117	3,117	3,268
001-0739-539.22-00	RETIREMENT CONTRIBUTIONS	5,376	5,018	5,018	5,929
001-0739-539.23-00	LIFE AND HEALTH INSURANCE	11,720	10,870	11,246	14,731
001-0739-539.24-00	WORKERS' COMPENSATION	2,130	1,740	1,740	2,201
001-0739-539.25-00	UNEMPLOYMENT COMPENSATION	-	33	33	-
	TOTAL PERSONAL SERVICES	68,056	61,529	61,905	68,846
001-0739-539.31-06	MEDICAL SERVICES	-	100	100	100
001-0739-539.41-02	TELEPHONE SERVICES	1,233	1,144	1,144	1,144
001-0739-539.41-04	INTERNET	419	300	300	300
001-0739-539.43-00	UTILITY SERVICES	5,150	4,518	4,518	4,518
001-0739-539.44-00	RENTALS AND LEASES	1,459	1,500	1,500	1,000
001-0739-539.45-00	INSURANCE	1,084	1,103	1,216	2,099
001-0739-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	500	500	200
001-0739-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	388	300	300	300
001-0739-539.46-10	REPAIR AND MAINT SVCS-BUILDING	-	-	-	1,000
001-0739-539.47-01	PRINTING AND BINDING	32	400	400	150
001-0739-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	792	1,300	1,300	1,300
001-0739-539.49-07	VAULT OPENINGS	65,665	56,158	56,158	56,158
001-0739-539.51-00	OFFICE SUPPLIES	96	100	100	100
001-0739-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,305	2,560	2,560	3,910
001-0739-539.52-02	CHEMICALS	132	50	50	50
001-0739-539.52-03	GASOLINE AND OIL	1,403	1,407	1,407	1,407
001-0739-539.52-04	UNIFORMS AND ACCESSORIES	601	521	521	690
001-0739-539.54-01	DUES AND SUBSCRIPTIONS	-	300	300	300
001-0739-539.54-02	SEMINARS AND COURSES	-	350	350	350
	TOTAL OPERATING EXPENDITURES	80,759	72,611	72,724	75,076
001-0213-512.62-00	BUILDINGS	-	-	-	-
001-0213-512.63-00	IMPROVEMENT OTHER THAN BUILDING	157,355	-	-	-
	TOTAL CAPITAL OUTLAY	157,355	-	-	-
	TOTAL CEMETERY DIVISION	306,170	134,140	134,629	143,922

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
STREETS DIVISION**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>	
001-0741-541.12-00	REGULAR SALARIES AND WAGES	93,882	90,911	90,911	77,375
001-0741-541.14-00	OVERTIME	5,397	6,200	6,200	6,200
001-0741-541.21-00	FICA TAXES	7,318	7,429	7,429	6,429
001-0741-541.22-00	RETIREMENT CONTRIBUTIONS	12,310	13,081	13,081	12,461
001-0741-541.23-00	LIFE AND HEALTH INSURANCE	22,253	31,888	32,991	33,702
001-0741-541.24-00	WORKERS' COMPENSATION	5,921	4,417	4,417	5,588
001-0741-541.25-00	UNEMPLOYMENT COMPENSATION	550	3,713	3,713	3,713
001-0741-541.26-00	OTHER POST EMPLOYMENT BENEFITS	3,000	3,000	3,000	5,750
	TOTAL PERSONAL SERVICES	150,630	160,639	161,742	151,218
001-0741-541.31-01	MISC PROFESSIONAL SERVICES	-	500	500	300
001-0741-541.31-06	MEDICAL SERVICES	-	200	200	200
001-0741-541.34-01	MISC OTHER CONTRACTUAL SERVICES	66,279	73,475	73,475	73,475
001-0741-541.34-08	PERSONNEL SERVICES	22,057	-	-	21,948
001-0741-541.40-00	TRAVEL AND PER DIEM	-	-	-	-
001-0741-541.41-02	TELEPHONE SERVICES	862	1,260	1,260	1,260
001-0741-541.41-03	RADIO SERVICES	214	350	350	350
001-0741-541.41-05	POSTAGE	32	-	-	-
001-0741-541.43-00	UTILITY SERVICES	6,974	6,051	6,051	6,930
001-0741-541.44-00	RENTALS AND LEASES	18,928	14,820	14,820	18,500
001-0741-541.45-00	INSURANCE	20,044	20,404	22,500	28,355
001-0741-541.46-01	REPAIR AND MAINT SVCS-MISC	-	400	400	400
001-0741-541.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	25,687	26,008	26,008	26,500
001-0741-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	8,393	23,548	23,548	23,548
001-0741-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	1,711	1,711	1,710
001-0741-541.46-09	REPAIR AND MAINT SVCS-SIDEWALKS	32,204	30,000	30,000	14,565
001-0741-541.46-10	REPAIR AND MAINT SVCS-BUILDING	653	5,000	5,000	500
001-0741-541.48-01	ADVERTISEMENT-LEGAL, OTHER	-	-	-	-
001-0741-541.49-04	TRAFFIC SIGNALS AND SIGNS	23,316	28,465	28,465	28,465
001-0741-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	2,138	2,800	2,800	2,800
001-0741-541.49-08	STREET LIGHTS	121,385	200,000	200,000	495,500
001-0741-541.49-09	MEDIANS	18,000	18,000	18,000	18,000
001-0741-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	17,657	15,650	15,650	15,650
001-0741-541.52-02	CHEMICALS	450	500	500	300
001-0741-541.52-03	GASOLINE AND OIL	(2,483)	56,054	41,375	56,054
001-0741-541.52-04	UNIFORMS AND ACCESSORIES	1,920	1,474	1,474	1,779
001-0741-541.53-00	ROAD MATERIALS AND SUPPLIES	13,093	25,500	25,500	13,093
001-0741-541.54-01	DUES AND SUBSCRIPTIONS	140	186	186	186
	TOTAL OPERATING EXPENDITURES	397,942	552,356	539,773	850,368
001-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	52,998	75,000	314,150	-
001-0741-541.64-00	MACHINERY AND EQUIPMENT	22,650	13,000	13,000	-
	TOTAL CAPITAL OUTLAY	75,648	88,000	327,150	-
	TOTAL STREETS DIVISION	624,221	800,995	1,028,665	1,001,586



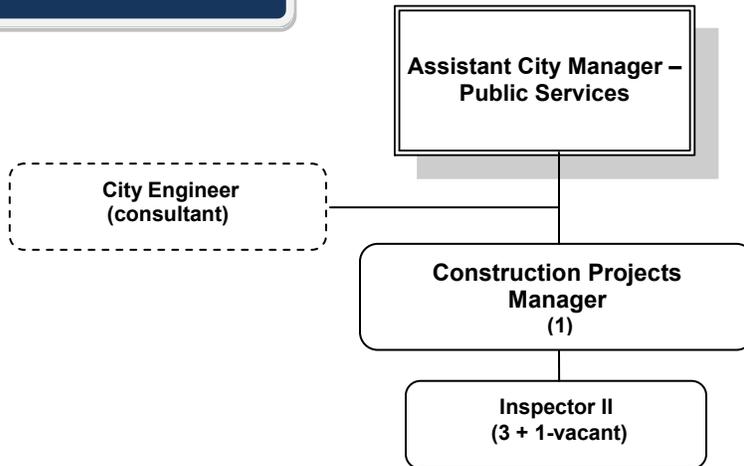
ENGINEERING DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Provide professional engineering services, technical support, and problem resolution for the City as well as private entities through long-term infrastructure planning while ensuring sound project design and quality construction management.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Stormwater Management/Planning • Monitor, Report and ensure FDEP National Pollutant Discharge Elimination System (NPDES) Compliance • Capital improvement project management • Construction inspections (public and private development) • Public & private plan reviews and consultation • GIS support for City Assets and Infrastructure
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Additional unexpected mandates from NPDES and FEMA State and Federal regulatory agencies • Train new Projects Manager on the Winter Garden Way and the more citizen focused approach of doing business 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Minimal change orders and schedule delays on construction projects • Sufficient funding for CIP Projects

Organizational Structure

FTE: 5



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Ensure timely and within budget completion of all planned CIP projects annually

Objective

- Evaluate, improve and diligently monitor Engineering's capital improvement projects process to ensure on-time starts, on-time completions, quality design and controlled costs.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
FINANCIAL INDICATORS			
CIP Bid to Budget Cost Variance %	-125.9%	TBD	≤ 2% ↓
CIP Bid to Actual Cost Variance %	16.6%	TBD	≤ 2% ↓
OPERATIONAL INDICATORS			
% of On-Time CIP Starts (Design Phase)	N/A	TBD	95% ↑
CIPs Completed and/or on Schedule	82%	TBD	95% ↑
% of CIPs Completed within Bid Amount	50%	TBD	95% ↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ENGINEERING DIVISION**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>	
001-1016-541.12-00	REGULAR SALARIES AND WAGES	187,440	128,991	128,991	192,444
001-1016-541.14-00	OVERTIME	3,540	2,000	6,500	2,000
001-1016-541.21-00	FICA TAXES	13,947	10,021	10,021	15,093
001-1016-541.22-00	RETIREMENT CONTRIBUTIONS	21,997	17,375	17,375	28,992
001-1016-541.23-00	LIFE AND HEALTH INSURANCE	21,380	24,181	25,017	34,570
001-1016-541.24-00	WORKERS' COMPENSATION	1,826	1,935	1,935	2,448
001-1016-541.25-00	UNEMPLOYMENT COMPENSATION	-	2,050	2,050	-
	TOTAL PERSONAL SERVICES	250,130	186,553	191,889	275,547
001-1016-541.31-04	ENGINEERING SERVICES	98,964	50,000	116,703	81,514
001-1016-541.31-06	MEDICAL SERVICES	180	-	-	-
001-1016-541.34-01	MISC CONTRACTUAL SERVICES	2,041	3,000	3,000	3,000
001-1016-541.40-00	TRAVEL AND PER DIEM	46	600	600	600
001-1016-541.41-02	TELEPHONE SERVICES	4,702	6,618	6,618	4,800
001-1016-541.41-04	INTERNET SERVICES	415	450	450	1,450
001-1016-541.41-05	POSTAGE	6	100	100	100
001-1016-541.45-00	INSURANCE	5,374	5,470	6,032	5,501
001-1016-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	2,926	3,100	3,100	3,100
001-1016-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	837	-	-	-
001-1016-541.47-01	MISC PRINTING AND BINDING	-	200	200	200
001-1016-541.48-01	ADVERTISEMENT-LEGAL, OTHER	58	-	-	-
001-1016-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	177	350	350	350
001-1016-541.51-00	OFFICE SUPPLIES	463	400	400	400
001-1016-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	878	500	500	500
001-1016-541.52-03	GASOLINE AND OIL	11,305	10,100	10,100	8,700
001-1016-541.52-04	UNIFORMS AND ACCESSORIES	1,585	2,044	2,044	2,044
001-1016-541.54-01	DUES AND SUBSCRIPTIONS	-	200	200	299
001-1016-541.54-02	SEMINARS AND COURSES	978	2,550	2,550	2,550
001-1016-541.54-03	EDUCATIONAL ASSISTANCE	-	-	5,465	12,975
	TOTAL OPERATING EXPENDITURES	130,935	85,682	158,412	128,083
001-0872-572.64-00	MACHINERY AND EQUIPMENT	-	-	-	6,487
	TOTAL CAPITAL OUTLAY	-	-	-	6,487
	TOTAL ENGINEERING DIVISION	381,065	272,235	350,301	410,117
	TOTAL PUBLIC SERVICES DEPARTMENT	4,758,098	4,469,923	5,003,442	5,476,799

- PARKS & RECREATION -

Parks

Recreation

Heritage Depot Museum

Special Events

Newton Park



Parks and Recreation

Overview

The Parks and Recreation Department consists of four unique divisions that serve the community in a variety of roles and functions.

The Parks Division consists of 10 staff members that take care of over 126 acres of landscaping, athletic courts, playgrounds, athletic fields and other recreation facilities and equipment.

The Recreation Division consists of 7 full time employees and over 60 part-time and contractual staff that program and lead a wide variety of recreational programs including youth camps, aquatics programs, instructional classes, athletic leagues, and senior citizen programs.

The Special Event Division budget does not have personnel dedicated to this function, but it provides the funding necessary to host six major community events as well as the Friday night concert series and other smaller functions.

The Facilities Division includes 1 ½ positions that rent and maintain the various rental properties owned and operated by the city.

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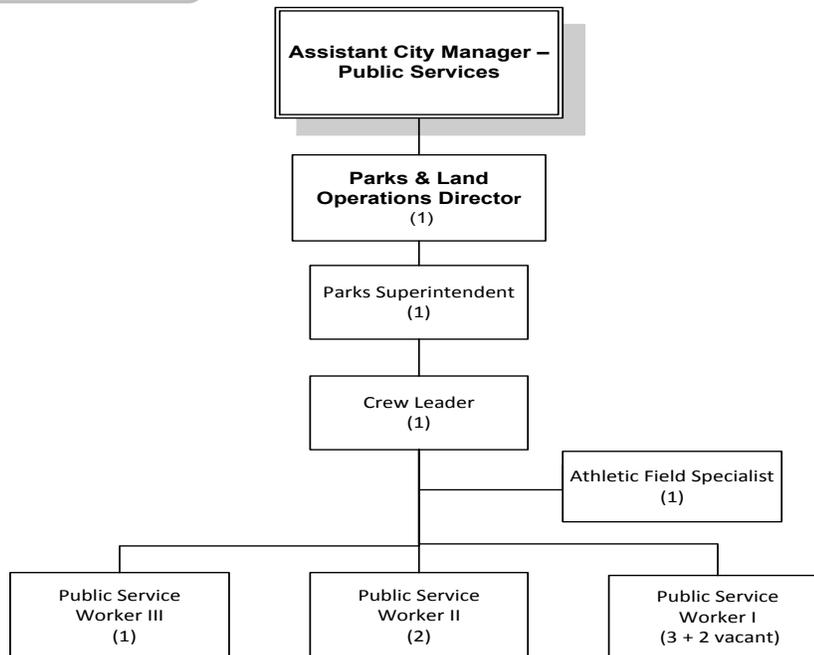
PUBLIC SERVICES DEPARTMENT PARKS AND LAND DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To provide desirable and high quality outdoor spaces, recreation, parks, and facilities to ensure exceptional experiences for all residents and visitors to Winter Garden.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide active and passive recreational facilities for individuals, families and local athletic groups and organizations • Provide quality outdoor spaces to enhance the downtown and city-wide experience
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Lack of funding would result in the inability to maintain outdoor green space and facilities at proper functional and aesthetic levels of expectation • Poor administration of Recreation programs and scheduling could result in field overuse and failure • Deferred maintenance of green/growing assets could result in plant/tree failure, poor community aesthetics and increased future costs. • Possible lack of taxpayer support for increased athletic field space 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • There will be a growing demand from residents and visitors to participate in recreational and athletic activities • Availability of appropriate funding to expand/improve and sustain outdoor assets and associated facilities

Organizational Structure

FTE: 12



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide an Attractive Community

Department Goal

Develop and sustain beautiful park, pedestrian and landscape areas

Objective

- Continuously evaluate and improve hardscape, landscape and park maintenance throughout the City and the downtown district to ensure the highest aesthetic and satisfaction levels.
 - Facilitate the landscape design, implementation and construction of the multi-year roadway and highway median improvement initiative specifically targeting SR. 50, Stoneybrook Pkwy, Dillard Street and Plant Street.
-

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Rehab, restore and protect passive green space throughout the City

Objective

- Continue development and implementation of the multi-year, phased site and amenity improvements to the Tucker Ranch property.
-

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index	77%	77%	80%↑
Quality of City Parks Satisfaction Index	88%	88%	90%↑
Downtown Pedestrian and Landscape Areas Satisfaction Rating	N/A	0%	80%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
Quality of the Overall Natural Environment Satisfaction Index	86%	86%	88%↑
Preservation of Natural Land Areas Satisfaction Index	66%	68%	70%↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
PARKS DIVISION**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>	
001-0775-572.12-00	REGULAR SALARIES AND WAGES	286,193	305,005	372,989	446,326
001-0775-572.14-00	OVERTIME	37,049	34,500	34,500	34,500
001-0775-572.21-00	FICA TAXES	23,999	25,972	32,703	37,072
001-0775-572.22-00	RETIREMENT CONTRIBUTIONS	38,911	45,731	57,582	71,691
001-0775-572.23-00	LIFE AND HEALTH INSURANCE	57,870	71,954	83,742	98,687
001-0775-572.24-00	WORKERS' COMPENSATION	8,122	8,030	8,030	10,158
001-0775-572.25-00	UNEMPLOYMENT COMPENSATION	-	299	299	299
	TOTAL PERSONAL SERVICES	452,144	491,491	589,845	698,733
001-0775-572.34-01	MISC OTHER CONTRACTUAL SERVICES	86,389	141,000	141,000	223,000
001-0775-572.34-02	LAWN MAINTENANCE	181,660	163,500	138,500	168,000
001-0775-572.34-08	PERSONNEL SERVICES	49,716	45,000	65,000	55,000
001-0775-572.40-00	TRAVEL AND PER DIEM	-	400	400	400
001-0775-572.41-02	TELEPHONE SERVICES	5,441	5,200	5,200	5,200
001-0775-572.41-03	RADIO SERVICES	168	200	200	200
001-0775-572.43-00	UTILITY SERVICES	154,859	145,000	145,000	145,000
001-0775-572.44-00	RENTALS AND LEASES	5,950	5,750	5,750	5,750
001-0775-572.45-00	INSURANCE	29,992	30,530	33,667	34,133
001-0775-572.46-01	REPAIR AND MAINT SVCS-MISC	17,554	16,500	16,500	16,500
001-0775-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	25,282	15,500	15,500	15,500
001-0775-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	7,912	6,500	6,500	6,500
001-0775-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	1,710	1,710	1,710
001-0775-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	77	100	100	100
001-0775-572.46-10	REPAIR AND MAINT SVCS-BUILDING	12,077	33,200	33,200	33,200
001-0775-572.48-01	ADVERTISEMENT-LEGAL,OTHER	395	200	200	200
001-0775-572.49-05	LICENSES/TAXES/CERTIFICATIONS	1,748	2,200	2,200	2,200
001-0775-572.51-00	OFFICE SUPPLIES	-	1,500	1,500	1,500
001-0775-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	193,875	146,000	146,000	146,000
001-0775-572.52-02	CHEMICALS	31,388	32,000	32,000	32,000
001-0775-572.52-03	GASOLINE AND OIL	18,048	16,000	16,000	16,000
001-0775-572.52-04	UNIFORMS AND ACCESSORIES	8,196	7,900	7,900	7,900
001-0775-572.54-01	DUES AND SUBSCRIPTIONS	-	100	100	100
001-0775-572.54-02	SEMINARS AND COURSES	1,802	1,050	1,050	1,050
	TOTAL OPERATING EXPENDITURES	832,529	817,040	815,177	917,143
001-0775-572.62-00	BUILDINGS	34,906	-	-	-
001-0775-572.63-00	IMPROVEMENT OTHER THAN BUILDINGS	244,346	380,000	518,518	725,000
001-0775-572.64-00	MACHINERY AND EQUIPMENT	77,295	16,400	16,400	-
	TOTAL CAPITAL OUTLAY	356,547	396,400	534,918	725,000
001-0775-581.91-00	INTERFUND TRANSFER	400,000	-	50,000	-
	TOTAL OTHER USES	400,000	-	50,000	-
	TOTAL PARKS DIVISION	2,041,220	1,704,931	1,989,940	2,340,876

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
RECREATION DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0872-572.12-00	REGULAR SALARIES AND WAGES	239,802	308,438	257,520	277,264
001-0872-572.13-00	OTHER SALARIES AND WAGES	156,201	152,410	152,410	152,410
001-0872-572.14-00	OVERTIME	10,220	7,000	7,000	4,000
001-0872-572.21-00	FICA TAXES	30,602	35,790	31,895	33,176
001-0872-572.22-00	RETIREMENT CONTRIBUTIONS	30,435	41,547	34,688	41,340
001-0872-572.23-00	LIFE AND HEALTH INSURANCE	35,462	65,260	53,217	51,970
001-0872-572.24-00	WORKERS' COMPENSATION	9,866	6,802	6,802	8,605
001-0872-572.25-00	UNEMPLOYMENT COMPENSATION	-	6,007	6,007	-
001-0872-572.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	3,000	3,000	2,500
	TOTAL PERSONAL SERVICES	515,589	626,254	552,539	571,265
001-0872-572.34-01	MISC OTHER CONTRACTUAL SERVICES	35,238	51,150	51,150	54,200
001-0872-572.34-04	BANKING FEES	6,525	-	-	5,000
001-0872-572.34-06	JANITORIAL SERVICES	15,989	16,000	16,000	12,000
001-0872-572.34-08	PERSONNEL SERVICES	94,612	80,040	80,040	82,020
001-0872-572.40-00	TRAVEL AND PER DIEM	1,118	2,832	2,832	4,200
001-0872-572.41-02	TELEPHONE SERVICES	8,143	9,000	9,000	9,000
001-0872-572.41-04	INTERNET SERVICES	9,119	9,500	9,500	9,500
001-0872-572.41-05	POSTAGE	271	750	750	400
001-0872-572.43-00	UTILITY SERVICES	41,017	38,000	38,000	44,000
001-0872-572.44-00	RENTALS AND LEASES	10,835	10,000	10,000	9,100
001-0872-572.45-00	INSURANCE	35,658	36,217	39,476	59,004
001-0872-572.46-01	REPAIR AND MAINT SVCS-MISC	1,891	1,000	1,000	1,000
001-0872-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	8,627	10,000	10,000	12,000
001-0872-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	635	2,000	2,000	1,500
001-0872-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	5,177	5,400	5,400	5,400
001-0872-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	500	500	500
001-0872-572.46-10	REPAIR AND MAINT SVCS-BUILDING	12,455	10,000	10,000	14,000
001-0872-572.47-01	MISC PRINTING AND BINDING	1,547	1,900	1,900	1,500
001-0872-572.48-01	PROMOTIONAL-ADVERTISEMENTS	50	500	500	200
001-0872-572.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	950	1,000	1,000	-
001-0872-572.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	16,827	16,150	16,150	18,360
001-0872-572.49-05	LICENSES, TAXES, AND CERTIFICATIONS	3,811	6,195	6,195	4,745
001-0872-572.49-11	EMPLOYEE SOCIAL EVENTS	108	500	500	500
001-0872-572.51-00	OFFICE SUPPLIES	3,810	3,500	3,500	3,500
001-0872-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	54,946	58,500	58,500	69,050
001-0872-572.52-02	CHEMICALS	26,798	22,000	22,000	25,000
001-0872-572.52-03	GASOLINE AND OIL	2,229	2,500	2,500	2,500
001-0872-572.52-04	UNIFORMS AND ACCESSORIES	4,350	4,650	4,650	5,400
001-0872-572.54-01	DUES AND SUBSCRIPTIONS	4,116	4,405	4,405	4,285
001-0872-572.54-02	SEMINARS AND COURSES	4,156	4,080	4,080	5,230
001-0872-572.54-03	EDUC ASSIST PROG REIMBURS	3,766	4,200	4,200	4,200
	TOTAL OPERATING EXPENDITURES	414,774	412,469	415,728	467,294
001-0872-572.62-00	BUILDINGS	-	-	-	-
001-0872-572.63-00	IMPROVEMENTS OTHER THAN BUILDING	8,268	-	5,130	-
001-0872-572.64-00	MACHINERY AND EQUIPMENT	7,032	-	-	-
	TOTAL CAPITAL OUTLAY	15,300	-	5,130	-
TOTAL RECREATION DIVISION	945,663	1,038,723	973,397	1,038,559	

CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
HERITAGE DEPOT MUSEUM DIVISION

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0873-573.45-00 INSURANCE	2,699	2,747	3,029	2,824
001-0873-573.46-10 REPAIRS & MAINT. - BUILDING	1,745	2,500	2,500	2,500
TOTAL OPERATING EXPENDITURES	4,444	5,247	5,529	5,324
001-0873-573.62-00 BUILDINGS	-	2,700	2,700	-
TOTAL CAPITAL OUTLAY	-	2,700	2,700	-
TOTAL HERITAGE DEPOT MUSEUM DIVISION	4,444	7,947	8,229	5,324

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL FUND EXPENDITURES
 PUBLIC SERVICES DEPARTMENT
 SPECIAL EVENTS DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0874-574.34-01 MISC OTHER CONTRACTUAL SERVICES	68,053	76,850	81,850	67,850
001-0874-574.34-08 PERSONNEL SERVICES	150	300	300	300
001-0874-574.44-00 RENTALS AND LEASES	7,781	5,400	5,400	6,800
001-0874-574.47-01 MISC PRINTING AND BINDING	-	750	750	-
001-0874-574.48-01 PROMOTIONAL-ADVERTISEMENTS	1,215	7,400	7,400	2,400
001-0874-574.49-01 MISC OTHER CUR CHGS & OBLIGATIONS	425	500	500	500
001-0874-574.52-01 MISCELLANEOUS OPERATING SUPPLIES	7,483	13,500	13,500	13,750
TOTAL OPERATING EXPENDITURES	85,107	104,700	109,700	91,600
TOTAL SPECIAL EVENTS DIVISION	85,107	104,700	109,700	91,600

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
NEWTON PARK FACILITIES DIVISION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-3658-575.12-00	REGULAR SALARIES AND WAGES	51,001	51,738	51,738	34,571
001-3658-575.13-00	OTHER SALARIES	14,995	15,000	15,000	32,000
001-3658-575.14-00	OVERTIME	2,056	2,500	2,500	2,500
001-3658-575.21-00	FICA TAXES	4,873	5,297	5,297	5,284
001-3658-575.22-00	RETIREMENT CONTRIBUTIONS	6,360	6,969	6,969	5,154
001-3658-575.23-00	LIFE AND HEALTH INSURANCE	13,029	14,678	15,186	9,749
001-3658-575.24-00	WORKERS' COMPENSATION	1,016	530	530	670
001-3658-575.25-00	UNEMPLOYMENT COMPENSATION	-	1,182	1,182	-
	TOTAL PERSONAL SERVICES	<u>93,329</u>	<u>97,894</u>	<u>98,402</u>	<u>89,928</u>
001-3658-575.31-06	MEDICAL	-	160	160	160
001-3658-575.34-01	MISC CONTRACTUAL SERVICES	580	1,000	1,000	3,260
001-3658-575.34-06	JANITORIAL SERVICES	2,682	3,000	3,000	4,800
001-3658-575.40-00	TRAVEL AND PER DIEM	-	100	100	100
001-3658-575.41-02	TELEPHONE SERVICES	1,402	1,500	1,500	1,500
001-3658-575.41-04	INTERNET SERVICES	550	720	720	720
001-3658-575.41-05	POSTAGE	-	50	50	50
001-3658-575.43-00	UTILITY SERVICES	9,558	9,500	9,500	10,000
001-3658-575.45-00	INSURANCE	12,443	12,341	12,787	12,880
001-3658-575.46-10	REPAIR AND MAINT SVCS-BUILDING	7,935	8,140	8,140	29,250
001-3658-575.47-01	MISC PRINTING AND BINDING	-	300	300	100
001-3658-575.51-00	OFFICE SUPPLIES	57	1,200	1,200	300
001-3658-575.52-01	MISCELLANEOUS OPERATING SUPPLIES	15,736	13,300	13,300	17,850
001-3658-575.52-04	UNIFORMS AND ACCESSORIES	96	350	350	350
	TOTAL OPERATING EXPENDITURES	<u>51,038</u>	<u>51,661</u>	<u>52,107</u>	<u>81,320</u>
001-3658-575.62-00	BUILDINGS	-	-	-	-
	TOTAL CAPITAL OUTLAY	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	TOTAL NEWTON PARK FACILITIES DIVISION	<u>144,368</u>	<u>149,555</u>	<u>150,509</u>	<u>171,248</u>

SPECIAL REVENUE FUNDS



- DOWNTOWN PARKING DISTRICT**
-
- COMMUNITY REDEVELOPMENT AGENCY**
-
- LAW ENFORCEMENT TRUST**
-
- LAW ENFORCEMENT GRANTS**
-
- LOCAL OPTION GAS TAX**
-
- GENERAL IMPACT FEES**
-
- POLICE AND FIRE PREMIUM TAX TRUST**

SPECIAL REVENUE FUNDS

Special Revenue Funds are funds that have a specific revenue source that are legally restricted for specific purposes. Following is a list of the City of Winter Garden Special Revenue Funds:

**Downtown Parking District Fund
Community Redevelopment Agency Fund
Law Enforcement Trust Fund
Law Enforcement Grants Fund
Local Option Gas Tax Fund
General Impact Fee Fund
Police and Fire Premium Tax Trust Fund**

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 DOWNTOWN PARKING DISTRICT FUND REVENUES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0000-325.10-00 CAPITAL IMPROVEMENT	42,500	46,750	46,750	-
110-0000-361.10-00 INTEREST	2,143	1,433	1,433	1,433
TOTAL INTEREST AND OTHER EARNINGS	44,643	48,183	48,183	1,433
110-0741-399.99-99 USE OF FUND BALANCE	-	-	-	4,167
TOTAL DOWNTOWN PARKING DISTRICT FUND	44,643	48,183	48,183	5,600

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
DOWNTOWN PARKING DISTRICT FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0741-545.43-00 UTILITY SERVICES	5,514	5,000	5,000	5,600
TOTAL OPERATING EXPENDITURES	5,514	5,000	5,000	5,600
110-0741-541.63-00 IMPROV OTHER THAN BUILDING	-	-	-	-
TOTAL CAPITAL OUTLAY	-	-	-	-
110-0741-581.91-00 INTRAGOVERNMENTAL TRANSFERS	-	43,183	43,183	-
110-0741-599.99-99 CARRYFORWARD FUND BALANCE	39,129	-	-	-
TOTAL OTHER USES	39,129	43,183	43,183	-
TOTAL DOWNTOWN PARKING DISTRICT FUND	44,643	48,183	48,183	5,600

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
120-0213-338.00-00 SHARED REVENUES - OTHER LOCAL	319,576	342,370	342,370	324,507
120-0213-361.10-00 INTEREST	1	5	5	5
120-0213-381.00-00 INTER-FUND TRANSFER IN	305,342	328,111	328,111	310,992
120-0213-384.00-00 DEBT PROCEEDS	-	-	7,174,710	-
120-0213-399.99-99 USE OF FUND BALANCE	-	-	125,000	-
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	<u>624,919</u>	<u>670,486</u>	<u>7,970,196</u>	<u>635,504</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
120-0213-552.31-02	LEGAL SERVICES	-	1,500	1,500
120-0213-552.46-10	REPAIRS AND MAINTENANCE-BUILDINGS	19,392	16,092	-
120-0213-552.48-01	PROMOTIONAL-ADVERTISEMENTS	58	200	200
120-0213-552.49-02	INTERFUND MANAGEMENT FEES	17,564	17,564	14,436
120-0213-552.54-01	DUES AND SUBSCRIPTIONS	-	200	200
	TOTAL OPERATING EXPENDITURES	<u>37,014</u>	<u>35,556</u>	<u>16,336</u>
120-0213-552.61-00	LAND	288	-	-
120-0213-552.63-00	IMPROVEMENT OTHER THAN BUILDINGS	-	-	-
	TOTAL CAPITAL OUTLAY	<u>288</u>	<u>-</u>	<u>-</u>
120-0213-552.72-00	INTEREST	<u>12,541</u>	<u>14,521</u>	<u>10,430</u>
	TOTAL DEBT SERVICE	<u>12,541</u>	<u>14,521</u>	<u>10,430</u>
120-0213-552.82-00	AIDS TO PRIVATE ORGANIZATIONS	<u>15,400</u>	<u>50,000</u>	<u>50,000</u>
	TOTAL GRANTS AND AIDS	<u>15,400</u>	<u>50,000</u>	<u>50,000</u>
120-0213-581.91-00	INTERFUND TRANSFER	450,016	570,409	-
120-0213-599.99-99	TRANSFER TO FUND BALANCE	<u>109,660</u>	<u>-</u>	<u>558,738</u>
	TOTAL OTHER USES	<u>559,676</u>	<u>570,409</u>	<u>558,738</u>
	TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	<u>624,919</u>	<u>670,486</u>	<u>7,970,196</u>

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 LAW ENFORCEMENT TRUST FUND REVENUES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
121-1121-359.00-00 FORFEITURES	107,986	13,056	13,056	13,056
121-1121-361.10-00 INTEREST	-	-	-	-
121-1121-399.99-99 USE OF FUND BALANCE-STATE	-	10,853	21,070	41,008
121-1321-399.99-99 USE OF FUND BALANCE-FEDERAL	-	-	800	-
TOTAL LAW ENFORCEMENT TRUST FUND	<u>107,986</u>	<u>23,909</u>	<u>34,926</u>	<u>54,064</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
LAW ENFORCEMENT TRUST FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>STATE-DESIGNATED</u>				
121-1221-521.31-01 MISC CONTRACTUAL SERVICES	1,036	-	-	-
121-1221-521.34-01 MISC CONTRACTUAL SERVICES	5,000	5,000	5,000	10,000
121-1221-521.46-05 REPAIR/MAINT SVC-SOFTWARE	3,500	-	-	-
121-1221-521.52-01 MISC OPERATING SUPPLIES	31,662	7,759	10,348	5,064
121-1221-521.62-00 BUILDINGS	2,654	-	-	-
121-1221-521.64-00 MACHINERY AND EQUIPMENT	27,364	1,800	9,428	-
121-1221-521.82-00 AIDS TO PRIVATE ORGANIZAT	2,500	8,000	8,000	4,000
121-1221-599.99-99 CARRYFORWARD TO FUND BALANCE	34,270	-	-	-
TOTAL STATE-DESIGNATED	107,986	22,559	32,776	19,064
<u>FEDERAL-DESIGNATED</u>				
121-1421-521.52-01 MISCELLANEOUS OPERATING SUPPLIES	-	1,350	2,150	35,000
121-1421-521.64-00 MACHINERY AND EQUIPMENT	-	-	-	-
	-	1,350	2,150	35,000
TOTAL LAW ENFORCEMENT TRUST FUND	107,986	23,909	34,926	54,064

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 LAW ENFORCEMENT GRANTS FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
122-0521-331.21-00 LOCAL LAW ENFORCEMENT GRANT	32,692	23,512	23,512	30,139
TOTAL INTERGOVERNMENTAL	32,692	23,512	23,512	30,139
122-0521-361.10-00 INTEREST	-	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	-	-	-	-
122-0521-381.00-00 INTER-FUND TRANSFER IN	7,530	1,478	1,478	6,282
122-0521-399.99-99 USE OF FUND BALANCE	-	-	3,363	-
TOTAL OTHER SOURCES	7,530	1,478	4,841	6,282
TOTAL LAW ENFORCEMENT GRANTS FUND	40,222	24,990	28,353	36,421

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
LAW ENFORCEMENT GRANTS FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
122-0521-521.12-00	3,628	-	-	-
122-0521-521.21-00	259	-	-	-
122-0521-521.22-00	475	-	-	-
122-0521-521.23-00	987	-	-	-
122-0521-521.24-00	95	-	-	-
122-0521-521.46-06	-	-	-	13,514
122-0521-521.52-01	14,804	1,062	3,192	10,343
122-0521-521.52-04	7,390	2,956	2,956	12,564
122-0521-521.54-03	-	-	-	-
TOTAL OPERATING EXPENDITURES	27,638	4,018	6,148	36,421
122-0521-521.64-00	5,980	20,972	22,205	-
TOTAL CAPITAL OUTLAY	5,980	20,972	22,205	-
122-0521-599.99-99	6,604	-	-	-
TOTAL OTHER USES	6,604	-	-	-
 TOTAL LAW ENFORCEMENT GRANTS FUND	 40,222	 24,990	 28,353	 36,421

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 LOCAL OPTION GAS TAX FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
160-0741-312.41-00 LOCAL OPTION GAS TAX	1,130,741	1,129,858	1,221,768	1,211,440
TOTAL TAXES	1,130,741	1,129,858	1,221,768	1,211,440
160-0741-361.10-00 INTEREST	1,350	-	-	-
160-0741-366.00-00 CONTRIBUTIONS	-	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	1,350	-	-	-
160-0741-381.91-00 INTRAFUND TRANSFER IN	-	18,089	18,089	18,089
160-0741-399.99-99 USE OF FUND BALANCE	725,676	-	775,780	89,066
TOTAL OTHER SOURCES	725,676	18,089	793,869	107,155
TOTAL LOCAL OPTION GAS TAX FUND	1,857,767	1,147,947	2,015,637	1,318,595

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
LOCAL OPTION GAS TAX FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
160-0741-541.34-01	2,136	5,000	5,000	6,500
160-0741-541.46-02	-	-	-	6,500
160-0741-541.46-03	2,201	-	-	-
160-0741-541.49-04	61,785	61,662	61,662	61,662
160-0741-541.49-08	272,195	295,500	295,500	-
160-0741-541.52-01	-	3,000	3,000	1,500
160-0741-541.52-03	-	-	-	-
160-0741-541.53-00	6,175	-	-	-
TOTAL OPERATING EXPENDITURES	344,492	365,162	365,162	76,162
160-0741-541.61-00	-	-	-	-
160-0741-541.63-00	1,513,275	782,785	1,650,475	1,242,433
160-0741-541.64-00	-	-	-	-
TOTAL CAPITAL OUTLAY	1,513,275	782,785	1,650,475	1,242,433
160-0741-599.99-99	-	-	-	-
TOTAL OTHER USES	-	-	-	-
TOTAL LOCAL OPTION GAS TAX FUND	1,857,767	1,147,947	2,015,637	1,318,595

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL IMPACT FEE FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
<u>ADMINISTRATION DIVISION</u>				
170-0213-361.10-00	-	-	-	-
170-0213-361.30-00	-	-	-	-
170-0213-361.40-00	-	-	-	-
TOTAL ADMINISTRATION DIVISION	-	-	-	-
<u>POLICE-SWORN DIVISION</u>				
170-0521-324.11-00	84,760	55,770	55,770	55,770
170-0521-324.12-00	13,529	15,195	15,195	15,195
170-0521-399.99-99	-	127,999	153,183	172,747
TOTAL POLICE-SWORN DIVISION	98,289	198,964	224,148	243,712
<u>FIRE DEPARTMENT</u>				
170-0622-324.11-00	110,840	72,930	72,930	72,930
170-0622-324.12-00	16,505	18,753	18,753	18,753
170-0622-369.90-00	-	-	-	-
TOTAL FIRE DEPARTMENT	127,345	91,683	91,683	91,683
<u>STREETS DIVISION</u>				
170-0741-399.99-99	-	-	-	-
TOTAL STREETS DIVISION	-	-	-	-
<u>RECREATION DIVISION</u>				
170-0872-324.61-00	200,629	157,618	157,618	157,618
170-0872-331.70-00	-	-	-	-
170-0872-334.70-00	838,377	-	-	-
170-0872-381.00-00	400,000	-	-	-
TOTAL RECREATION DIVISION	1,439,006	157,618	157,618	157,618
TOTAL GENERAL IMPACT FEES FUND	1,664,640	448,265	473,449	493,013

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
<u>POLICE-SWORN DIVISION</u>				
170-0521-521.62-00	-	-	-	-
170-0521-521.64-00	5,888	198,964	224,148	243,712
	5,888	198,964	224,148	243,712
170-0521-599.99-99	-	-	-	-
	-	-	-	-
	5,888	198,964	224,148	243,712
<u>FIRE DEPARTMENT</u>				
170-0622-522.62-00	-	-	-	-
	-	-	-	-
170-0622-599.99-99	-	91,683	91,683	91,683
	-	91,683	91,683	91,683
	-	91,683	91,683	91,683
<u>STREETS DIVISION</u>				
170-0741-541.61-00	-	-	-	-
170-0741-541.63-00	-	-	-	-
	-	-	-	-
170-0741-581.91-00	-	-	-	-
170-0741-599.99-99	-	-	-	-
	-	-	-	-
	-	-	-	-
<u>RECREATION DIVISION</u>				
170-0872-572.61-00	-	-	-	-
170-0872-572.63-00	-	-	-	-
	-	-	-	-
170-0872-599.99-99	1,658,752	157,618	157,618	157,618
	1,658,752	157,618	157,618	157,618
	1,658,752	157,618	157,618	157,618
TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND	1,664,640	448,265	473,449	493,013

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
174-0213-361.10-00 INTEREST	176,325	66,063	66,063	167,002
174-0213-361.30-00 INCR (DECR) IN FV OF INVST	(99,904)	-	-	-
174-0213-361.40-00 GAIN ON SALE OF INVESTMENTS	(13,055)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	63,366	66,063	66,063	167,002
174-0741-324.31-00 RESIDENTIAL-TRANSPORTATIO	30,062	813,572	813,572	813,572
174-0741-324.32-00 COMMERCIAL-TRANSPORTATION	(1,318,171)	177,959	177,959	177,959
174-0741-363.24-00 TRANSPORTATION IMPACT FEE	-	-	-	-
174-0741-366.00-00 CONTRIBUTIONS	(392,030)	-	-	-
174-0741-381.00-00 INTER-FUND TRANSFER IN	-	-	-	-
174-0741-399.99-99 USE OF FUND BALANCE	4,051,954	-	7,420,782	-
TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES	<u>2,435,181</u>	<u>1,057,594</u>	<u>8,478,376</u>	<u>1,158,533</u>

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0741-541.61-00 LAND	34,759	-	172,873	-
174-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS	2,400,422	675,000	8,305,503	950,000
TOTAL CAPITAL OUTLAY	<u>2,435,181</u>	<u>675,000</u>	<u>8,478,376</u>	<u>950,000</u>
174-0741-590.91-00 INTERGOVERNMENTAL TRANSFERS				
174-0741-599.90-99 CARRYFORWARD FUND BALANCE	-	382,594	-	208,533
TOTAL OTHER USES	-	382,594	-	208,533
TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES	<u>2,435,181</u>	<u>1,057,594</u>	<u>8,478,376</u>	<u>1,158,533</u>

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-312.51-00 FIRE INSURANCE PREMIUM	213,806	236,483	236,483	233,806
190-0000-312.52-00 CASUALTY INSURANCE PREMIUM TAX	222,578	212,926	212,926	222,578
TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES	436,384	449,409	449,409	456,384

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-521.91-00 TRANSFERS	213,806	236,483	236,483	233,806
190-0000-522.91-00 TRANSFERS	222,578	212,926	212,926	222,578
TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES	436,384	449,409	449,409	456,384

DEBT SERVICE FUND



Debt Service Fund

DEBT SERVICE FUND

The Debt Service Fund is used for the accumulation of resources for the payment of the principal and interest on the following debt issues:

**2001 Community Redevelopment Agency Revenue Note
Sales Tax Revenue Bonds, Series 2006
Proposed Debt for Downtown Parking Garage**

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
DEBT SERVICE FUND REVENUES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-361.10-00 INTEREST	-	1	1	-
TOTAL INTEREST AND OTHER EARNINGS	-	1	1	-
230-0000-381.00-00 INTER-FUND TRANSFER IN	724,838	762,621	762,621	718,438
230-0000-381.12-00 INTER-FUND TRANSFER IN	450,016	495,409	495,409	-
TOTAL OTHER SOURCES	1,174,854	1,258,030	1,258,030	718,438
TOTAL DEBT SERVICE FUND	1,174,854	1,258,031	1,258,031	718,438

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
DEBT SERVICE FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-517.71-00 PRINCIPAL	690,917	690,916	690,916	280,000
230-0000-517.72-00 INTEREST	483,937	523,929	523,929	438,438
TOTAL DEBT SERVICE	1,174,854	1,214,845	1,214,845	718,438
230-0000-599.99-99 CARRYFORWARD FUND BALANCE	-	43,186	43,186	-
TOTAL OTHER USES	-	43,186	43,186	-
TOTAL DEBT SERVICE FUND	1,174,854	1,258,031	1,258,031	718,438

ENTERPRISE FUNDS



UTILITIES
—
STORMWATER
—
SOLID WASTE
—
TRAILER CITY

ENTERPRISE FUNDS

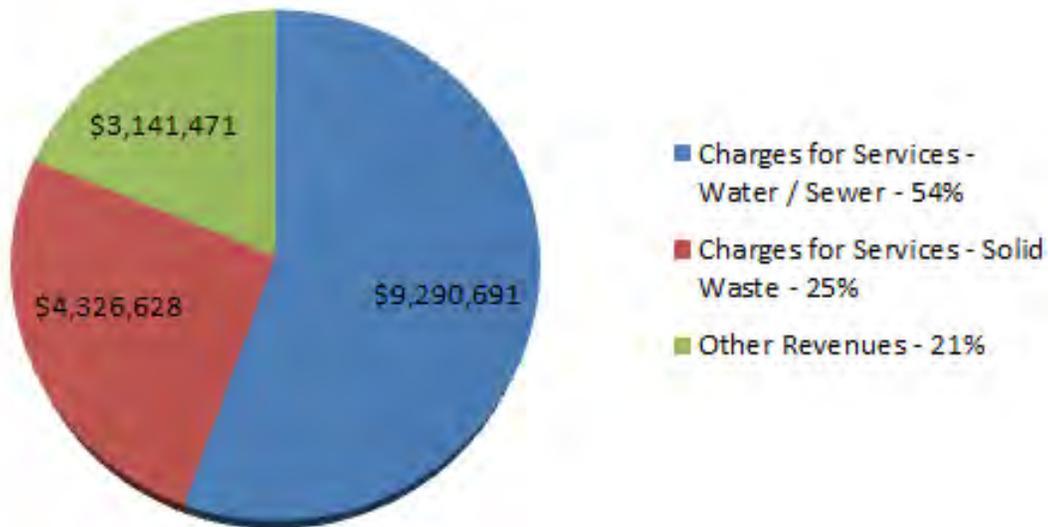
Enterprise Funds are types of funds used for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the cost of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges; or operations where the governing body has decided that income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. Following is a list of the City of Winter Garden’s Enterprise Funds:

**Utilities Fund
Stormwater Fund
Solid Waste Fund
Trailer City Fund**

Major Revenue Sources Of Enterprise Funds

	Budget 2015
Charges for Services - Water / Sewer	\$ 9,290,691
Charges for Services - Solid Waste	4,326,628
Other Revenues	3,141,471
	\$ 16,758,790

Major Revenue Sources –Enterprise Funds - FY 2015 Budget



Charges for Services

Enterprise Fund services include, but are not limited to, services for water distribution, wastewater collection and solid waste collection. Charges for Services make up the majority of the City’s enterprise fund annual revenue income. This income is used to recover costs associated with providing the City services.

The estimate for this revenue takes into consideration projected customer growth along with an anticipated rate increase of 3% from the prior year.

- UTILITIES -

Administration

Water

Distribution

Wastewater

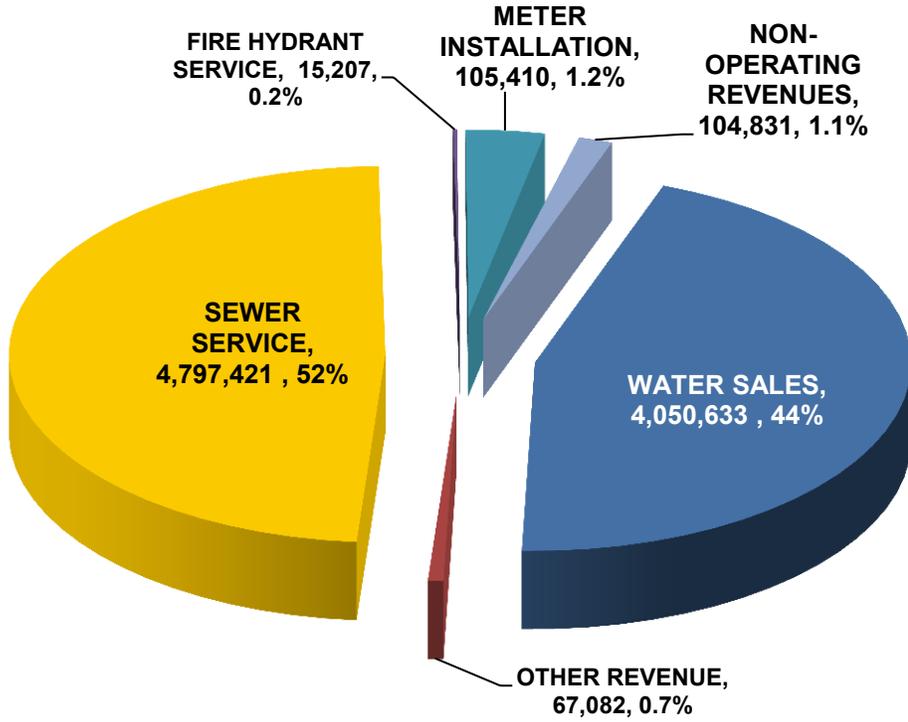
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 UTILITIES OPERATING FUND
 REVENUES BY SOURCE**

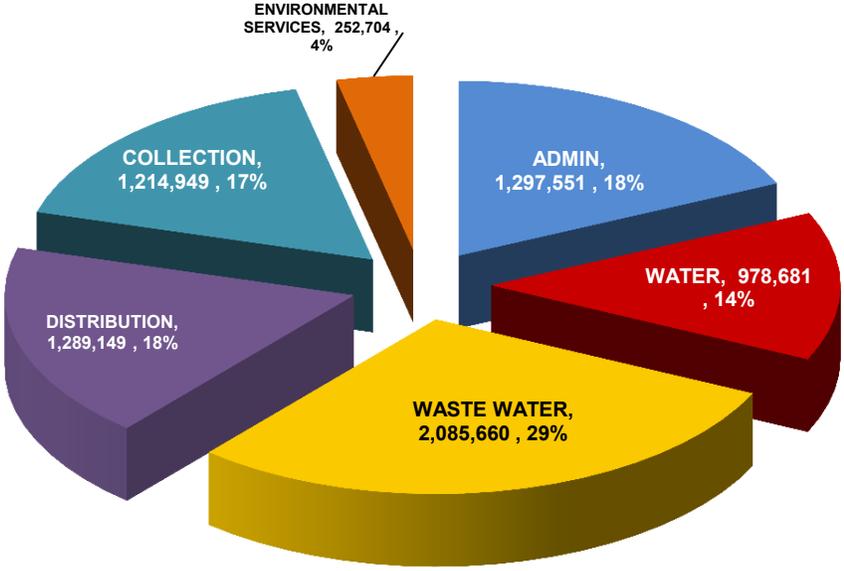


Water Sales	\$4,050,633
Meter Installations	105,410
Sewer Service	4,797,421
Fire Hydrant Service	15,207
Other Revenue	67,082
Non-operating Revenues	<u>104,831</u>
Total	\$9,410,584

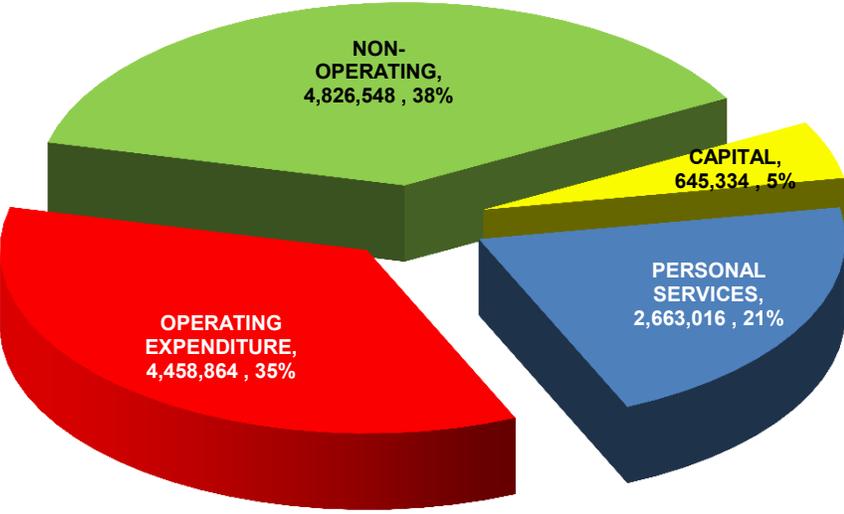
**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES OPERATING FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
410-2116-329.09-00	7,375	6,177	6,177	8,571
IRRIGATION & WELLS				
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	7,375	6,177	6,177	8,571
410-2116-334.31-00	-	-	-	-
GRANT - WATER SUPPLY				
TOTAL INTERGOVERNMENTAL	-	-	-	-
410-2116-343.30-00	4,167,878	4,187,125	4,187,125	4,050,633
WATER SERVICE				
410-2116-343.30-01	33,470	31,033	31,033	33,668
INITIATION FEE				
410-2116-343.30-02	1,450	6,107	6,107	1,872
WATER TAP-IN CHARGE				
410-2116-343.31-00	108,850	92,362	92,362	105,410
METER INSTALLATIONS				
410-2116-343.32-00	40,310	15,207	15,207	15,207
FIRE HYDRANT SERVICE				
410-2116-343.33-00	221,051	223,474	223,474	225,852
SERVICE CHARGES				
410-2116-343.50-00	4,763,652	4,780,441	4,780,441	4,797,421
SEWER SERVICE				
410-2116-343.50-01	-	118	118	118
SEWER CONNECTION FEE				
410-2116-343.68-00	66,245	64,609	64,609	60,510
PENALTIES				
TOTAL CHARGES FOR SERVICES	9,402,907	9,400,476	9,400,476	9,290,691
410-2116-361.10-00	157,299	135,156	135,156	104,831
INTEREST				
410-2116-361.30-00	(101,135)	-	-	-
INCR (DECR) IN FV OF INVST				
410-2116-361.40-00	2,120	-	-	-
GAIN ON SALE OF INVESTMENT				
TOTAL INTEREST AND OTHER EARNINGS	58,285	135,156	135,156	104,831
410-2116-362.00-00	30,245	57,744	57,744	-
RENTAL INCOME				
410-2116-364.00-00	-	-	-	-
DISPOSITION OF FIXED ASSETS				
410-2116-369.90-00	-	706	706	706
OTHER				
410-2116-369.92-00	-	-	-	-
UNABLE TO DETERMINE CUST				
410-2116-369.93-00	146	-	-	-
CASH OVER OR SHORT				
410-2116-389.40-00	2,350	-	-	-
OTHER GRANTS & DONATIONS				
410-2117-364.00-00	-	915	915	915
DISPOSITION OF FIXED ASSETS				
410-2117-365.00-00	(1,667)	531	531	531
SALE/SURPLUS MATERIAL/SCRAP				
410-2126-369.90-00	-	-	-	-
OTHER MISCELLANEOUS REVS				
410-2127-343.50-02	8,637	3,790	3,790	3,789
TV UTILITY LINES				
410-2127-365.00-00	-	-	-	-
SALE/SURPLUS MATERIAL/SCRAP				
410-2127-369.90-00	569	550	550	550
OTHER MISCELLANEOUS REVS				
TOTAL MISCELLANEOUS REVENUES	40,280	64,236	64,236	6,491
410-2116-399.99-99	2,274,219	-	2,409,503	-
USE OF FUND BALANCE				
TOTAL OTHER SOURCES	2,274,219	-	2,409,503	-
TOTAL UTILITIES OPERATING FUND	11,783,066	9,606,045	12,015,548	9,410,584

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 UTILITIES OPERATING FUND
 OPERATING USES BY DIVISION**



USES BY CATEGORY



**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES OPERATING FUND
ADMINISTRATIVE DIVISION EXPENDITURES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
410-2113-536.12-00 SALARIES	96,631	126,561	126,561	130,358
410-2113-536.14-00 OVERTIME	-	-	-	-
410-2113-536.21-00 FICA TAXES	6,929	9,682	9,682	9,972
410-2113-536.22-00 RETIREMENT CONTRIBUTION	11,724	17,048	17,048	19,436
410-2113-536.23-00 EMPLOYEE GROUP INSURANCE	10,412	9,970	9,970	10,568
410-2113-536.24-00 WORKERS COMP INSURANCE	429	177	177	224
410-2113-536.25-00 UNEMPLOYMENT COMPENSATION	-	163	163	163
TOTAL PERSONAL SERVICES	126,125	163,601	163,601	170,721
410-2113-536.31-01 PROFESSIONAL SERVICE MISC	8,150	5,800	48,610	5,800
410-2113-536.31-02 LEGAL	10,688	7,200	7,200	7,200
410-2113-536.31-03 INVESTMENT COUNSEL	27,152	27,304	27,304	27,304
410-2113-536.31-04 ENGINEERING	-	5,500	5,500	5,500
410-2113-536.32-00 ACCOUNTING AND AUDIT	15,000	16,000	16,000	16,000
410-2113-536.34-01 CONTRACTUAL SVCS MISC	13,065	-	-	-
410-2113-536.40-00 TRAVEL	-	400	400	300
410-2113-536.41-02 TELEPHONE	2,154	1,650	1,650	1,650
410-2113-536.41-04 INTERNET	-	500	500	500
410-2113-536.41-05 POSTAGE	3	100	100	100
410-2113-536.43-00 UTILITY SERVICES	244	2,628	2,628	2,628
410-2113-536.44-00 RENTALS AND LEASE	-	3,573	3,573	3,573
410-2113-536.45-00 GENERAL INSURANCE	3,225	32,797	23,018	33,505
410-2113-536.46-03 REPAIRS/MAINT-VEHICLES	4,293	4,495	4,495	4,495
410-2113-536.46-05 REPAIRS/MAINT-SOFTWARE	1,000	1,000	1,000	1,000
410-2113-536.46-06 REPAIRS/MAINT-HARDWARE	33,471	38,193	38,193	38,193
410-2113-536.46-10 REPAIRS/MAINT-BUILDING	4,224	4,912	4,912	4,912
410-2113-536.47-01 MISC PRINTING AND BINDING	100	150	150	150
410-2113-536.48-01 PROMOTIONAL-ADVERTISEMENTS	833	925	925	500
410-2113-536.49-01 MISCELLANEOUS	-	-	390	-
410-2113-536.49-02 MANAGEMENT FEES	954,983	950,875	950,875	966,030
410-2113-536.49-05 LICENSES & TAXES	6,203	1,638	1,638	1,638
410-2113-536.49-10 BAD DEBT EXPENSE	(123,517)	-	-	-
410-2113-536.51-00 OFFICE SUPPLIES	374	850	850	750
410-2113-536.52-01 OPERATING SUPPLIES MISC	59	500	500	200
410-2113-536.52-03 GASOLINE & OIL	1,624	1,321	1,321	1,100
410-2113-536.52-04 UNIFORMS & ACCESSORIES	187	800	800	800
410-2113-536.54-01 DUES & SUBSCRIPTIONS	2,622	2,100	2,100	3,100
410-2113-536.54-02 SEMINARS & COURSES	85	950	950	500
TOTAL OPERATING EXPENDITURES	966,221	1,112,161	1,145,582	1,127,428

410-2113-536.62-00	BUILDING	-	-	-	-
410-2113-536.63-00	IMPROVEMENTS OTHER THAN BLDG	-	-	-	-
410-2113-536.64-00	MACHINERY AND EQUIPMENT	-	-	-	21,861
	TOTAL CAPITAL OUTLAY	-	-	-	21,861
410-2113-536.91-01	CONTINGENT EXPENSE	-	150,000	150,000	150,000
410-2113-581.91-00	INTRAFUND TRANSFERS	2,600,000	1,033,445	2,854,673	835,575
410-2113-590.90-00	CARRYFORWARD FUND BALANCE	-	915,450	-	618,454
	TOTAL OTHER USES	2,600,000	2,098,895	3,004,673	1,604,029
	TOTAL ADMINISTRATIVE DIVISION	3,692,346	3,374,657	4,313,856	2,924,039



PUBLIC SERVICES DEPARTMENT

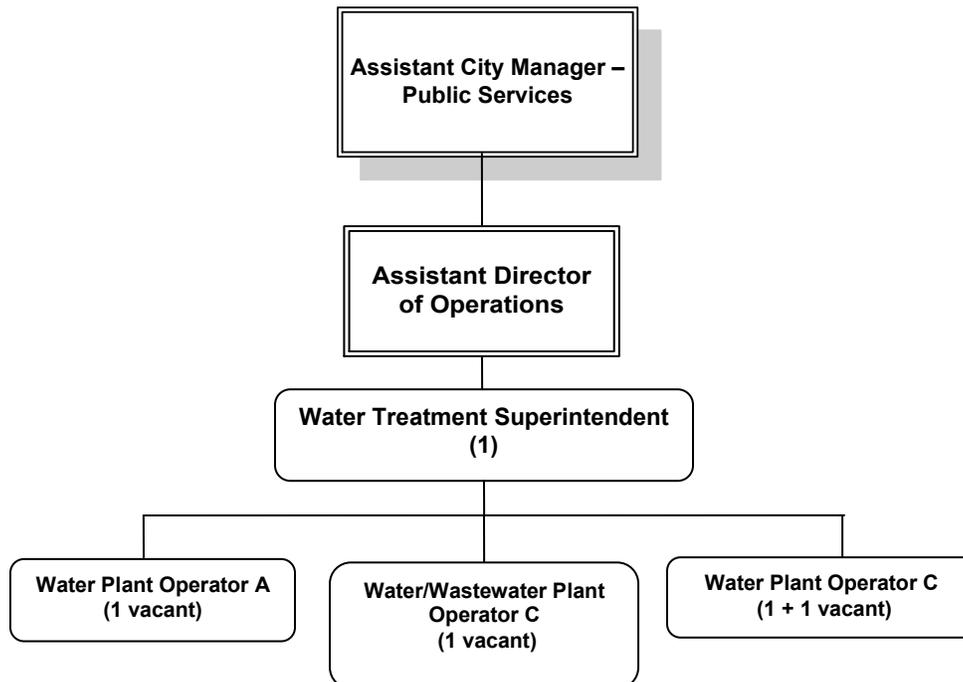
WATER TREATMENT & PUMPING DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Provide quality and safe drinking water.	CORE FUNCTIONS: <ul style="list-style-type: none">• Provide safe drinking water• Maintain water system pressures and flows
CHALLENGES: <ul style="list-style-type: none">• St. John River Water Management District requirements for Alternative Water Supply Projects, using the expansion of the City's Reclaimed Water System as our Alternative Water Supply Project.	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Continue to meet compliance with the City's CUP as mandated by the SJRWMD. The City accomplished this through the connection to the Conserv II Reclaimed Water main this past year for irrigation water in the southwest neighborhoods.• Continue reduction in water use through water conservation, according to the recent Water and Sewer Rate Study the City achieved a 9% reduction in water consumption through water conservation.

Organizational Structure

FTE: 5



FY 2014-2015 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goals

*Raise consumer confidence in the City's drinking water
Compliance with Consumptive Use Permit*

Objectives

- Continue to sustain and improve the drinking water public education program in an effort to elevate the 'drinking water quality satisfaction index'.
- Ensure quality delivery of water services to City neighborhoods by maintaining a water pressure level of **50** psi or higher at least **90%** of the time.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index	61%	61%	63% ↑
OPERATIONAL INDICATORS			
Percentage of time Water Pressure ≥ 50 PSI During Hydrant Static Testing *	75%	100%	95% ↑
# of Water Pressure Interruptions that Resulted in < 50 PSI	7	0	5 ↓

FY 13/14 Actual results reflect current values through Q2

* Water pressure flow and static tests conducted on a sample of neighborhood fire hydrants

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES OPERATING FUND
WATER DIVISION EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2116-533.12-00 SALARIES REGULAR	136,615	203,382	203,382	216,629
410-2116-533.13-00 OTHER SALARIES AND WAGES	1,529	4,457	4,457	4,457
410-2116-533.14-00 OVERTIME	2,568	3,100	3,100	3,100
410-2116-533.21-00 FICA TAXES	11,061	16,137	16,137	17,281
410-2116-533.22-00 RETIREMENT CONTRIBUTION	18,545	27,396	27,396	33,426
410-2116-533.23-00 EMPLOYEE GROUP INSURANCE	24,689	48,568	48,568	48,740
410-2116-533.24-00 WORKERS COMP INSURANCE	3,994	5,925	5,925	7,495
410-2116-533.25-00 UNEMPLOYMENT COMPENSATION	1,989	196	196	196
410-2116-533.26-00 OTHER POST EMPLOYMENT BENEFITS	16,187	14,942	14,942	15,000
TOTAL PERSONAL SERVICES	217,177	324,103	324,103	346,324
410-2116-533.31-01 MISC PROFESSIONAL SVCS	18,345	6,500	6,500	6,500
410-2116-533.31-04 ENGINEERING	16,319	15,500	15,500	15,500
410-2116-533.31-06 MEDICAL	100	-	-	-
410-2116-533.34-01 CONTRACTUAL SVCS MISC.	37,637	64,200	79,200	37,526
410-2116-533.40-00 TRAVEL EXPENSE	567	2,160	2,160	1,440
410-2116-533.41-02 TELEPHONE	3,667	3,240	3,240	3,676
410-2116-533.41-03 RADIO	92	250	250	250
410-2116-533.41-04 INTERNET SERVICES	885	500	500	500
410-2116-533.41-05 POSTAGE	302	1,825	1,825	1,825
410-2116-533.43-00 UTILITY SERVICES	309,455	336,237	331,237	336,237
410-2116-533.44-00 RENTALS AND LEASES	4,656	3,000	3,000	9,288
410-2116-533.45-00 GENERAL INSURANCE	52,975	53,925	59,466	54,525
410-2116-533.46-01 REPAIRS & MAINTENANCE MISC.	1,854	1,625	1,625	1,854
410-2116-533.46-02 REPAIRS/MAINT-EQUIPMENT	8,738	29,994	29,994	29,994
410-2116-533.46-03 REPAIRS/MAINT-VEHICLES	5,832	3,030	3,030	4,648
410-2116-533.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	1,000	1,000	1,000	1,000
410-2116-533.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	12,552	14,323	14,323	14,323
410-2116-533.46-10 BUILDING	39,478	44,208	44,208	44,208
410-2116.533.47-01 PRINTING AND BINDING MISC.	1,839	1,800	1,800	1,800
410-2116.533.48-01 ADVERTISEMENT-LEGAL, OTHER	294	-	-	-
410-2116.533.48-02 PROMOTIONAL ITEMS	-	-	-	-
410-2116-533.49-05 LICENSES & TAXES	250	1,050	1,050	1,050
410-2116-533.51-00 OFFICE SUPPLIES	56	200	200	200
410-2116-533.52-01 OPERATING SUPPLIES MISC.	3,088	2,200	2,200	2,200
410-2116-533.52-02 CHEMICALS	49,078	39,450	39,450	50,365
410-2116-533.52-03 GASOLINE & OIL	13,187	15,100	15,100	9,500
410-2116-533.52-04 UNIFORMS & ACCESSORIES	2,130	3,481	3,481	2,100
410-2116-533.54-01 DUES AND SUBSCRIPTIONS	294	500	500	500
410-2116-533.54-02 SEMINARS AND COURSES	443	750	750	750
TOTAL OPERATING EXPENDITURES	585,113	646,048	661,589	631,759
410-2116-533.62-00 BUILDINGS	-	-	-	-
410-2116-533.63-00 IMPROVEMENTS O/T BUILDING	-	150,000	608,394	100,000
410-2116-533.64-00 MACHINERY & EQUIPMENT	-	-	-	66,120
TOTAL CAPITAL OUTLAY	-	150,000	608,394	166,120
410-2116-591.93-00 SERVICE DEPOSIT INTEREST	40,153	39,340	39,341	39,341
TOTAL OTHER USES	40,153	39,340	39,341	39,341
TOTAL WATER DIVISION	842,444	1,159,491	1,633,427	1,183,544



PUBLIC SERVICES DEPARTMENT

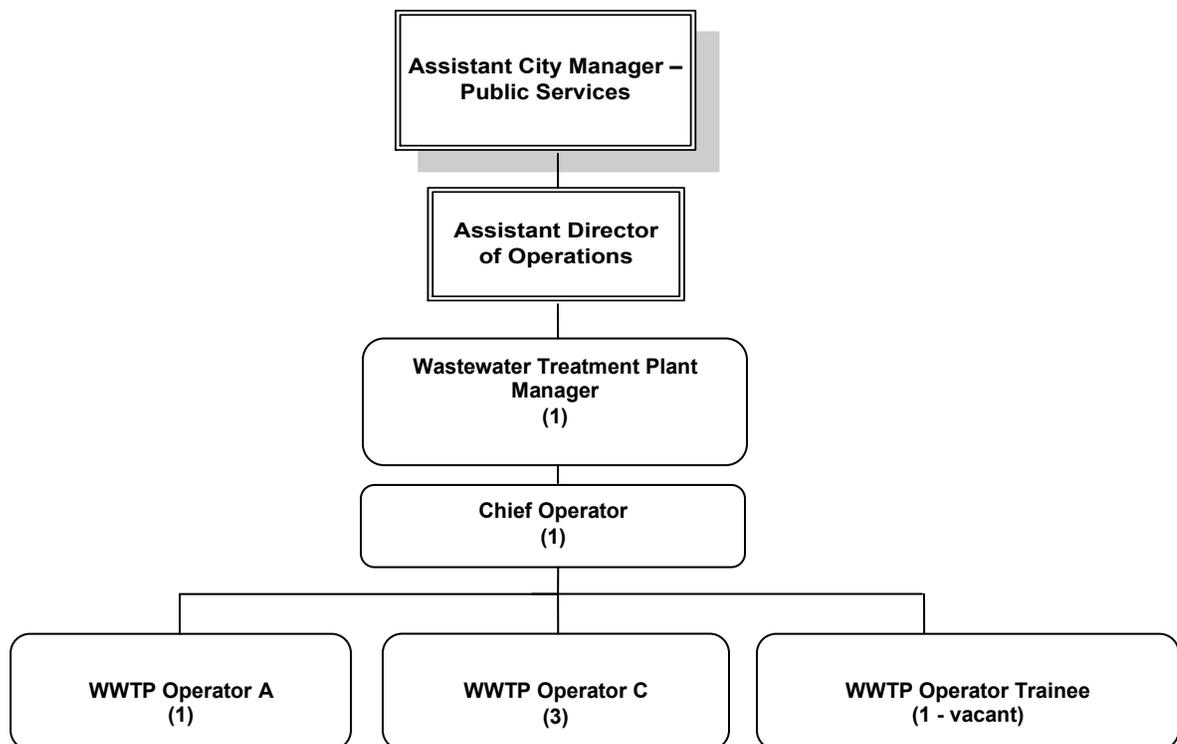
WASTEWATER & RECLAIMED WATER DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.	CORE FUNCTIONS: <ul style="list-style-type: none">• Treatment of sewage to FDEP Permit levels• Production of reclaimed water
CHALLENGES: <ul style="list-style-type: none">• Excessive rainfall leading to higher infiltration to the collection system• Reliance on third party for sludge removal	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• City will be able to continue to dispose of the sludge produced by the treatment plant• Phase three of the reclaimed water system will be operational in 2015.• Design and Installation of the new headworks and odor control unit in 2015.

Organizational Structure

FTE: 7



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Improve odor control at wastewater treatment facility

Objective

- Continue to evaluate and implement odor control solutions to reduce odors effects from the wastewater treatment facility and decrease the number of odor complaints.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
OPERATIONAL INDICATORS			
Number of Odor Complaints (Wastewater Treatment Plant)	1	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES OPERATING FUND
WASTEWATER DIVISION EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2117-535.12-00 SALARIES REGULAR	207,907	304,773	304,773	322,319
410-2117-535.13-00 OTHER SALARIES AND WAGES	1,529	4,457	4,457	4,457
410-2117-535.14-00 SALARIES OVERTIME 1.5	18,281	13,200	13,200	13,200
410-2117-535.21-00 FICA TAXES	16,333	24,666	24,666	26,251
410-2117-535.22-00 RETIREMENT CONTRIBUTION	27,171	41,653	41,653	50,690
410-2117-535.23-00 EMPLOYEE GROUP INSURANCE	39,798	67,655	67,655	69,642
410-2117-535.24-00 WORKERS COMP INSURANCE	4,444	4,985	4,985	6,306
410-2117-535.25-00 UNEMPLOYMENT COMPENSATION	-	262	262	262
410-2117-535.26-00 OTHER POST EMPLOYMENT BENEFITS	16,562	15,519	15,519	15,000
TOTAL PERSONAL SERVICES	332,025	477,170	477,170	508,127
410-2117-535.31-01 MISC PROFESSIONAL SERVICES	7,560	8,500	8,500	9,366
410-2117-535.31-04 ENGINEERING	1,921	9,500	9,500	4,802
410-2117-535.34-01 CONTRACTUAL SVCS MISC.	493,731	423,400	438,400	500,326
410-2117-535.34-02 LAWN MAINTENANCE	-	16,200	11,200	4,355
410-2117-535.34-06 JANITORIAL	-	500	500	1,469
410-2117-535.40-00 TRAVEL EXPENSES	1,825	1,440	1,440	2,160
410-2117-535.41-02 TELEPHONE	5,315	3,900	3,900	6,349
410-2117-535.41-03 RADIO	61	150	150	150
410-2117-535.41-05 POSTAGE	214	200	200	200
410-2117-535.43-00 UTILITY SERVICES	471,833	419,633	419,633	444,434
410-2117-535.44-00 RENTALS & LEASES	2,944	3,000	3,000	4,113
410-2117-535.45-00 GENERAL INSURANCE	128,006	130,303	143,691	132,778
410-2117-535.46-01 REPAIRS & MAINTENANCE MISC.	44,947	33,237	33,237	44,394
410-2117-535.46-02 REPAIRS/MAINT-EQUIPMENT	74,068	65,200	75,200	90,385
410-2117-535.46-03 REPAIRS/MAINT-VEHICLES	6,622	2,493	2,493	4,493
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	1,000	21,500	21,500	19,526
410-2117-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	9,127	9,634	9,634	10,493
410-2117-535.46-10 BUILDING	57,518	64,384	64,384	67,710
410-2117-535.48-01 ADVERTISEMENT	1,747	-	-	-
410-2117-535.49-05 LICENSES & TAXES	3,750	5,100	5,100	5,100
410-2117-535.51-00 OFFICE SUPPLIES	1,005	1,150	1,150	1,075
410-2117-535.52-01 OPERATING SUPPLIES MISC.	10,104	8,500	8,500	9,932
410-2117-535.52-02 CHEMICALS	196,090	194,800	194,800	196,429
410-2117-535.52-03 GASOLINE & OIL	3,606	4,558	4,558	4,558
410-2117-535.52-04 UNIFORMS & ACCESSORIES	3,653	4,250	4,250	4,615
410-2117-535.52-05 LABORATORY SUPPLIES	6,416	5,500	5,500	6,415
410-2117-535.54-01 DUES & SUBSCRIPTIONS	120	550	550	550
410-2117-535.54-02 SEMINARS & COURSES	788	1,357	1,357	1,356
TOTAL OPERATING EXPENDITURES	1,533,972	1,438,939	1,472,327	1,577,533
410-2117-535.63-00 IMPROV OTHER THAN BUILDING	-	-	482,318	79,000
410-2117-535.64-00 MACHINERY & EQUIPMENT	-	94,000	94,000	52,184
TOTAL CAPITAL OUTLAY	-	94,000	576,318	131,184
TOTAL WASTEWATER	1,865,997	2,010,109	2,525,815	2,216,844



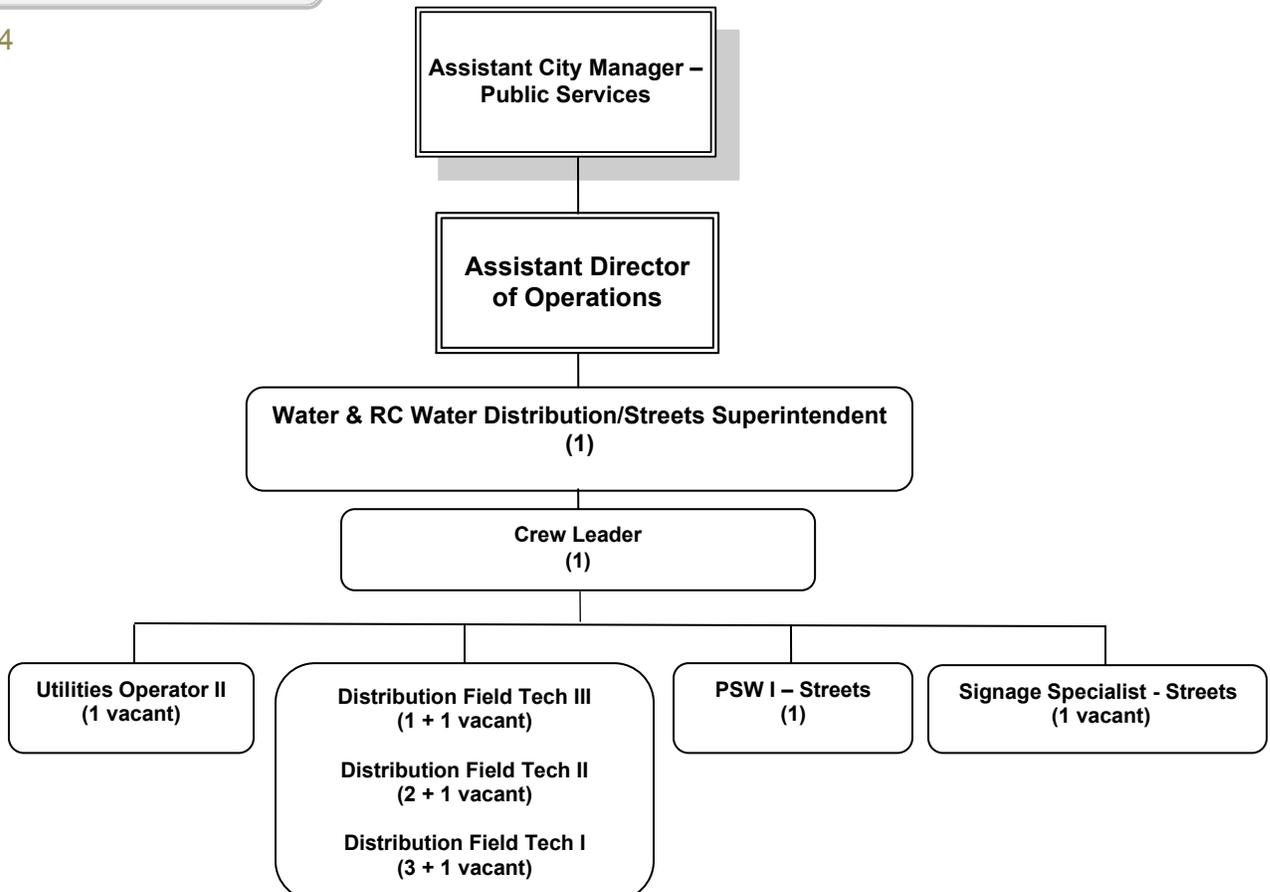
PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: <u>Water Distribution:</u> Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week.</p> <p><u>Streets:</u> Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide reliable water services • Provide and maintain roadways and sidewalks • Maintain traffic signs, traffic lights and street lights
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Adverse and abnormal weather patterns and conditions 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Completion of Phase II installation of the new FlexNet water meters, which allows water meter consumption to be read remotely

Organizational Structure

FTE: 14



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve pedestrian infrastructure, bicycle and automobile transportation

Objectives

- Execute and perpetually evaluate City street maintenance program, including bicycle lanes, to increase the 'street repair/maintenance satisfaction index'.
- Execute and perpetually evaluate City sidewalk maintenance plan, including bicycle trails, to improve the 'sidewalk maintenance satisfaction index'.
- Deploy a traffic communication plan during maintenance work and activities to increase the 'ease of car travel in Winter Garden satisfaction index'.

Strategic Priority #2

Maintain Quality Services and Infrastructure

Department Goal

Increase water pressure and minimize water service interruptions for residents

Objective

- Timely execute water main capital improvements and provide enhanced fire training information to reduce water main breaks that occur annually.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index	64%	64%	66%↑
Sidewalk Maintenance Satisfaction Index	72%	72%	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index	80%	80%	82%↑
OPERATIONAL INDICATORS			
% Street Repairs Resolved Within Timeframe Standard	100%	96%	100%↑
% of Sidewalk Repairs Resolved Within Timeframe Standard	100%	100%	100%↑

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES OPERATING FUND
DISTRIBUTION DIVISION EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2126-533.12-00 SALARIES REGULAR	326,293	411,378	411,378	405,775
410-2126-533.14-00 SALARIES OVERTIME 1.5	19,952	17,540	17,540	17,540
410-2126-533.21-00 FICA TAXES	23,611	32,812	32,812	32,509
410-2126-533.22-00 RETIREMENT CONTRIBUTION	40,957	57,775	57,775	63,116
410-2126-533.23-00 EMPLOYEE GROUP INSURANCE	81,944	119,739	119,739	133,754
410-2126-533.24-00 WORKERS COMP INSURANCE	11,140	10,284	10,284	13,009
410-2126-533.25-00 UNEMPLOYMENT COMPENSATION	-	277	277	277
410-2126-533.26-00 OTHER POST EMPLOYMENT BENEFITS	20,437	14,808	14,808	14,308
TOTAL PERSONAL SERVICES	<u>524,334</u>	<u>664,613</u>	<u>664,613</u>	<u>680,288</u>
410-2126-533.31-04 ENGINEERING	-	5,000	5,000	5,000
410-2126-533.31-06 MEDICAL	-	200	200	200
410-2126-533.34-01 CONTRACTUAL SVCS MISC.	10,668	12,945	12,945	12,945
410-2126-533.40-00 TRAVEL EXPENSE	565	1,872	1,872	1,872
410-2126-533.41-02 TELEPHONE	1,708	6,000	6,000	2,319
410-2126-533.41-03 RADIO	137	150	150	150
410-2126-533.41-04 INTERNET	507	200	200	507
410-2126-533.41-05 POSTAGE	-	-	-	-
410-2126-533.44-00 RENTALS AND LEASES	1,645	2,500	2,500	2,500
410-2126-533.45-00 GENERAL INSURANCE	12,952	13,184	14,539	18,035
410-2126-533.46-01 REPAIRS & MAINTENANCE MISC.	-	5,000	5,000	500
410-2126-533.46-02 REPAIRS/MAINT-EQUIPMENT	3,769	5,600	5,600	5,600
410-2126-533.46-03 REPAIRS/MAINT-VEHICLES	10,145	7,464	7,464	11,761
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	1,000	3,710	3,710	3,710
410-2126-533.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	12,552	14,323	14,323	14,323
410-2126-533.46-07 UTILITY LINE	37,677	85,018	85,018	85,017
410-2126-533.47-01 MISC PRINTING AND BINDING	107	-	-	-
410-2126-533.48-01 ADVERTISEMENT-LEGAL, OTHER	72	-	-	-
410-2126-533.49-05 LICNSES/TAXES/CERTIFICTNS	1,283	1,602	1,602	1,602
410-2126-533.51-00 OFFICE SUPPLIES	71	250	250	250
410-2126-533.52-01 OPERATING SUPPLIES MISC.	393,109	400,950	400,950	400,950
410-2126-533.52-03 GASOLINE & OIL	33,950	30,000	30,000	30,000
410-2126-533.52-04 UNIFORMS & ACCESSORIES	6,178	10,950	10,950	10,950
410-2126-533.54-01 DUES & SUBSCRIPTIONS	804	2,500	2,500	2,500
410-2126-533.54-02 SEMINARS & COURSES	250	1,356	1,356	1,356
TOTAL OPERATING EXPENDITURES	<u>529,149</u>	<u>610,774</u>	<u>612,129</u>	<u>612,047</u>
410-2126-533.63-00 IMPROVEMENTS O/T BUILDING	-	8,395	70,556	100,000
410-2126-533.64-00 MACHINERY & EQUIPMENT	-	168,830	168,830	69,980
TOTAL CAPITAL OUTLAY	<u>-</u>	<u>177,225</u>	<u>239,386</u>	<u>169,980</u>
TOTAL DISTRIBUTION DIVISION	<u>1,053,483</u>	<u>1,452,612</u>	<u>1,516,128</u>	<u>1,462,315</u>



PUBLIC SERVICES DEPARTMENT WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:

Wastewater/Stormwater Collection: Provide citizens with efficient and responsive collection services for wastewater/stormwater.

Streets: To keep the City and its gateway corridors attractive, clean and safe for all modes of travel.

CORE FUNCTIONS:

- Maintain wastewater and stormwater collection systems
- Monitoring lift stations
- Mowing and maintenance of street right-of-ways, sidewalks and stormwater ponds

CHALLENGES:

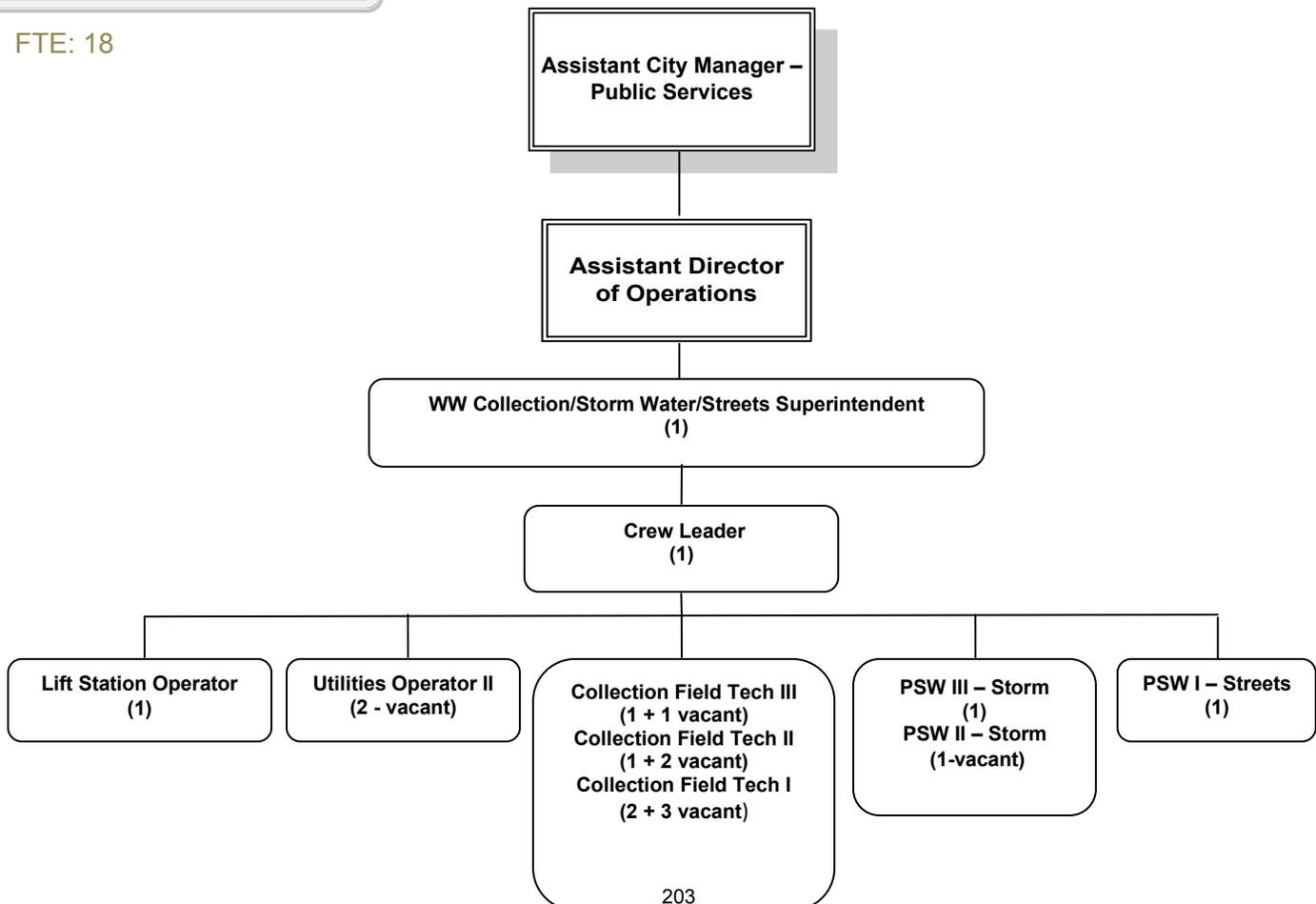
- Adverse weather conditions and tropical storms
- State and Federal Environmental Mandates
- Lack of cooperation from Federal, State and Regional agencies
- Lack of funding for Storm Water Action Team (SWAT)

BUSINESS ASSUMPTIONS:

- Use of computerized Maintenance Management Work Order System will improve operational efficiency and effectiveness

Organizational Structure

FTE: 18



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

Reduce pollution in Lake Apopka through cleaner streets and storm water systems

Objective

- Improve level of service with street cleaning and storm water system maintenance to increase the volume of pollutants removed from storm water drain.
-

Strategic Priority #2

Provide an Attractive Community

Department Goal

Keep the City corridors attractive and clean

Objective

- Evaluate and improve procedures for street cleaning and right of way maintenance to increase the 'street cleaning satisfaction index'.
-

Strategic Priority #3

Maintain Quality Services and Infrastructure

Department Goals

*Prolong the service life of the City's infrastructure
Reduce citizen storm water complaints*

Objectives

- Improve sewer preventative maintenance to increase the 'sewer satisfaction index'.
 - Ensure timely assessment and resolution of citizen storm water complaints or requests by providing professional drainage assistance services through the City's Storm Water Action Team (SWAT).
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index	77%	77%	78%↑
Sewer Service Satisfaction Index	86%	86%	87%↑
Storm Water Drainage Satisfaction Index	81%	81%	82%↑
OPERATIONAL INDICATORS			
% of Sewer Calls Responded to Within 45 Minutes	100%	100%	100%↑
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES OPERATING FUND
COLLECTION DIVISION EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2127-535.12-00	281,805	449,822	449,822	465,816
410-2127-535.14-00	21,598	25,350	25,350	25,350
410-2127-535.21-00	22,010	36,351	36,351	37,895
410-2127-535.22-00	37,530	64,006	64,006	73,233
410-2127-535.23-00	59,537	125,587	125,587	128,394
410-2127-535.24-00	8,021	11,246	11,246	14,226
410-2127-535.25-00	-	301	301	301
410-2127-535.26-00	23,249	17,885	17,885	17,885
TOTAL PERSONAL SERVICES	453,750	730,548	730,548	763,100
410-2127-535.31-01	10,030	-	-	-
410-2127-535.31-04	5,625	3,000	3,000	3,000
410-2127-535.31-06	200	200	200	200
410-2127-535.34-01	19,933	18,000	13,000	10,000
410-2127-535.34-08	13,466	4,000	4,000	4,000
410-2127-535.40-00	565	1,260	1,260	1,260
410-2127-535.41-02	13,314	17,000	17,000	12,500
410-2127-535.41-03	122	300	300	300
410-2127-535.41-04	912	1,200	1,200	1,200
410-2127-535.41-05	71	100	100	100
410-2127-535.43-00	81,815	92,500	92,500	92,500
410-2127-535.44-00	1,825	2,200	2,200	2,200
410-2127-535.45-00	42,795	43,563	48,038	46,649
410-2127-535.46-01	260	1,500	1,500	1,000
410-2127-535.46-02	7,116	10,000	10,000	10,588
410-2127-535.46-03	50,485	57,547	57,547	69,578
410-2127-535.46-04	64,903	62,475	62,475	80,443
410-2117-535.46-05	1,000	2,710	2,710	2,710
410-2127-535.46-06	8,368	9,685	9,685	9,685
410-2127-535.46-07	22,353	11,025	11,025	16,243
410-2127-535.46-10	8,447	14,824	14,824	9,824
410-2127-535.47-01	316	450	450	450
410-2127-535.48-01	417	100	100	100
410-2127-535.49-05	133	450	450	450
410-2127-535.51-00	839	550	550	550
410-2127-535.52-01	24,895	25,288	25,288	25,288
410-2127-535.52-02	1,635	5,500	5,500	3,000
410-2127-535.52-03	33,097	23,799	23,799	33,718
410-2127-535.52-04	6,936	11,450	11,450	11,450
410-2127-535.54-01	864	1,000	1,000	1,000
410-2127-535.54-02	225	1,423	1,423	1,863
TOTAL OPERATING EXPENDITURES	422,962	423,099	422,574	451,849
410-2127-535.63-00	-	-	417,651	-
410-2127-535.64-00	-	208,020	208,020	156,189
TOTAL CAPITAL OUTLAY	-	208,020	625,671	156,189
TOTAL COLLECTION DIVISION	876,712	1,361,667	1,778,793	1,371,138

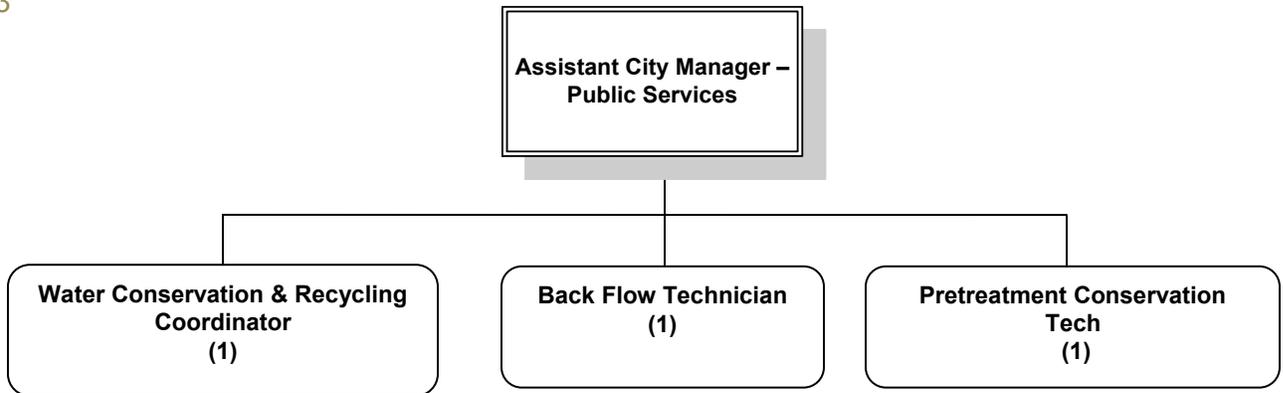


**PUBLIC SERVICES DEPARTMENT
ENVIRONMENTAL SERVICES DIVISION
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY**

<p>MISSION STATEMENT: Provide environmentally sound solutions for industrial wastewater pretreatment and water conservation practices.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Administer Water Conservation Program • Administer Industrial Wastewater Pretreatment Program
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Meeting St. Johns River Water Management District's requirements for reduction in water consumption through water conservation • Unfunded FDEP's requirements for reductions in oils, fats and grease that enter the City's wastewater system 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Enforcement of the new water conservation irrigation rules will reduce water consumption • Water conservation public education will reduce water consumption • Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses

Organizational Structure

FTE: 3



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Reduce Fats, Oils and Grease (F.O.G.) from the wastewater stream through industrial pretreatment public education

Objective

- Reduce grease in wastewater by educating restaurant owners on grease trap maintenance.

Strategic Priority #2
Preserve the Natural Environment

Department Goal

Protect groundwater resources through water conservation

Objective

- Ensure compliance with St John's Water allocation through proactive conservation awareness efforts not to exceed allowable groundwater withdrawal restrictions.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Water Conservation Participation Index	78%	78%	80%↑
OPERATIONAL INDICATORS			
Restaurant Site Inspection Compliance Rate *	100%	TBD	100%↑
Million Gallons / Day in Groundwater Withdrawals **	5.09	TBD	4.85↓

FY 13/14 Actual results reflect current values through Q2

TBD – To be determined and calculated by the end of the fiscal year

* Annual grease trap inspections of over 80 local restaurants to reduce grease contaminants in the waste water system

** Minimize volume of underground water withdrawals from the aquifer that supplement City water supply. The City also adheres to the SJWMD and FDEP compliance standards. The target shown in FY 13/14 is well below the annual withdrawal allowance of 5.8 million gallons

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES OPERATING FUND
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2132-537.12-00 SALARIES REGULAR	83,743	118,487	118,487	121,094
410-2132-537.14-00 SALARIES OVERTIME 1.5	45	358	358	358
410-2132-537.21-00 FICA TAXES	5,898	9,064	9,064	9,310
410-2132-537.22-00 RETIREMENT CONTRIBUTION	10,231	15,960	15,960	18,055
410-2132-537.23-00 EMPLOYEE GROUP INSURANCE	18,705	32,554	32,554	33,309
410-2132-537.24-00 WORKERS COMP INSURANCE	2,384	3,134	3,134	3,965
410-2132-537.25-00 UNEMPLOYMENT COMPENSATION	-	130	130	-
410-2132-537.26-00 OTHER POST EMPLOYMENT BENEFITS	8,812	8,365	8,365	8,365
TOTAL PERSONAL SERVICES	129,818	188,052	188,052	194,456
410-2132-537.34-01 CONTRACTUAL SVCS MISC.	52	-	-	-
410-2132-537.40-00 TRAVEL EXPENSES	-	900	900	900
410-2132-537.41-02 COMMUNICATIONS/FREIGHT-PHONE	854	500	500	800
410-2132-537.41-03 RADIO	15	-	-	-
410-2132-537.41-04 INTERNET	456	-	-	-
410-2132-537.41-05 POSTAGE	4,100	5,230	5,230	4,950
410-2132-537.45-00 GENERAL INSURANCE	180	183	202	85
410-2132-537.46-02 REPAIRS/MAINT-EQUIPMENT	234	500	500	500
410-2132-537.46-03 VEHICLES	1,263	890	890	890
410-2132-537.46-05 COMPUTER SOFTWARE	1,530	1,750	1,750	1,750
410-2132-537.46-06 COMPUTER HARDWARE	12,552	14,323	14,323	14,323
410-2132-537.47-01 PRINTING & BINDING	4,302	2,350	2,350	3,530
410-2132-537.48-01 PROMOTIONAL-ADVERTISEMENTS	405	11,500	11,500	12,100
410-2132-537.48-02 PROMOTIONAL-PROMOTIONAL ITEMS	17,237	7,190	7,190	7,130
410-2132-537.49-05 LICENSES & TAXES	-	200	200	200
410-2132-537.51-00 OFFICE SUPPLIES	175	200	200	300
410-2132-537.52-01 OPERATING SUPPLIES-MISCELLANEOUS	1,735	1,500	1,500	1,500
410-2132-537.52-03 GASOLINE & OIL	2,923	3,500	3,500	3,500
410-2132-537.52-04 UNIFORMS & ACCESSORIES	734	750	750	750
410-2132-537.54-01 DUES AND SUBSCRIPTIONS	629	150	150	700
410-2132-537.54-02 SEMINARS & COURSES	504	840	840	840
410-2132-537.54-03 OTHER EDUCATIONAL SERVICE	3,328	7,000	7,000	3,500
TOTAL OPERATING EXPENDITURES	53,208	59,456	59,475	58,248
TOTAL ENVIRONMENTAL SERVICES DIVISION	183,026	247,508	247,527	252,704

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 UTILITIES OPERATING FUND EXPENDITURES
 DEPRECIATION**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2190-536.59-01 DEPRECIATION BUILDING	128,454	-	-	-
410-2190-536.59-02 DEPRECIATION IMPROVEMENTS	2,915,412	-	-	-
410-2190-536.59-03 DEPRECIATION EQUIPMENT	225,192	-	-	-
TOTAL OPERATING EXPENDITURES	3,269,058	-	-	-
TOTAL DEPRECIATION	<u>3,269,058</u>	-	-	-
TOTAL UTILITIES OPERATING FUND	<u>11,783,066</u>	<u>9,606,045</u>	<u>12,015,547</u>	<u>9,410,584</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES IMPACT FEES FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
411-2116-324.21-00 RESIDENTIAL-PHYSICAL ENVR	1,114,701	841,987	841,987	786,947
411-2116-324.22-00 COMMERCIAL-PHYSICAL ENVIR	15,094	8,713	8,713	17,447
411-2117-324.21-00 RESIDENTIAL-PHYSICAL ENVR	961,373	458,738	458,738	452,793
411-2117-324.22-00 COMMERCIAL-PHYSICAL ENVIR	<u>13,192</u>	<u>14,464</u>	<u>14,464</u>	<u>6,058</u>
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,104,360	1,323,902	1,323,902	1,263,245
411-2117-334.35-00 STATE GRANTS	-	-	-	-
TOTAL INTERGOVERNMENTAL	-	-	-	-
411-2116-361.10-00 INTEREST	96,882	84,645	84,645	95,304
411-2116-361.30-00 INCR(DECR) IN FV OF INVST	(64,129)	-	-	-
411-2116-361.40-00 GAIN ON SALE OF INVESTMNT	<u>2,280</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL INVESTMENTS	35,033	84,645	84,645	95,304
411-2116-363.23-01 IMPACT FEES WATER SRVC	15,295	-	-	25,612
411-2116-363.23-02 IMPACT FEES SEWER SRVC	2,853	-	-	6,647
411-2116-366.00-00 CONTRIBUTIONS	-	-	-	-
411-2117-366.00-00 CONTRIBUTIONS	-	-	-	-
411-2117-369.90-00 OTHER MISCELLANEOUS REVENUES				
411-2117-389.40-00 OTHER GRANTS & DONATIONS	<u>263,575</u>	<u>479,040</u>	<u>479,040</u>	<u>-</u>
TOTAL MISCELLANEOUS REVENUES	281,723	479,040	479,040	32,259
411-2116-399.99-99 USE OF FUND BALANCE-WATER	-	2,729,146	6,575,784	-
411-2117-399.99-99 USE OF FUND BALANCE-WASTEWATER	-	-	3,423,309	-
TOTAL NON-OPERATING REVENUES	-	2,729,146	9,999,093	-
TOTAL UTILITIES IMPACT FEES FUND	<u>2,421,116</u>	<u>4,616,733</u>	<u>11,886,680</u>	<u>1,390,808</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES IMPACT FEE FUND EXPENDITURES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
<u>WATER DIVISION</u>				
411-2116-517.72-00 INTEREST	36,267	33,601	33,601	33,601
TOTAL DEBT SERVICE	36,267	33,601	33,601	33,601
411-2116-599.99-99 CARRYFORWARD FUND BALANCE	1,146,709	-	-	838,881
TOTAL DEBT SERVICE	1,146,709	-	-	838,881
TOTAL WATER DIVISION	1,182,976	33,601	33,601	872,482
<u>WASTEWATER DIVISION</u>				
411-2117-535.49-10 BAD DEBT EXPENSE	(5,919)	-	-	-
411-2117-535.63-00 IMPROV OTHER THAN BUILDING	-	-	2,889,232	-
TOTAL CAPITAL OUTLAY	(5,919)	-	2,889,232	-
411-2117-517.72-00 INTEREST	202,274	213,027	213,027	213,027
411-2117-599.99-99 CARRYFORWARD FUND BALANCE	1,041,785	-	-	245,824
TOTAL DEBT SERVICE	1,244,059	213,027	213,027	458,851
TOTAL WASTEWATER DIVISION	1,238,140	213,027	3,102,259	458,851
<u>DISTRIBUTION DIVISION</u>				
411-2126-533.63-00 IMPROV OTHER THAN BUILDING	-	4,292,655	8,147,573	59,475
TOTAL CAPITAL OUTLAY	-	4,292,655	8,147,573	59,475
TOTAL DISTRIBUTION DIVISION	-	4,292,655	8,147,573	59,475
<u>COLLECTION DIVISION</u>				
411-2127-535.63-00 IMPROV OTHER THAN BUILDING	-	77,450	603,247	-
TOTAL CAPITAL OUTLAY	-	77,450	603,247	-
TOTAL COLLECTION DIVISION	-	77,450	603,247	-
TOTAL UTILITIES IMPACT FEES FUND	2,421,116	4,616,733	11,886,680	1,390,808

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES**

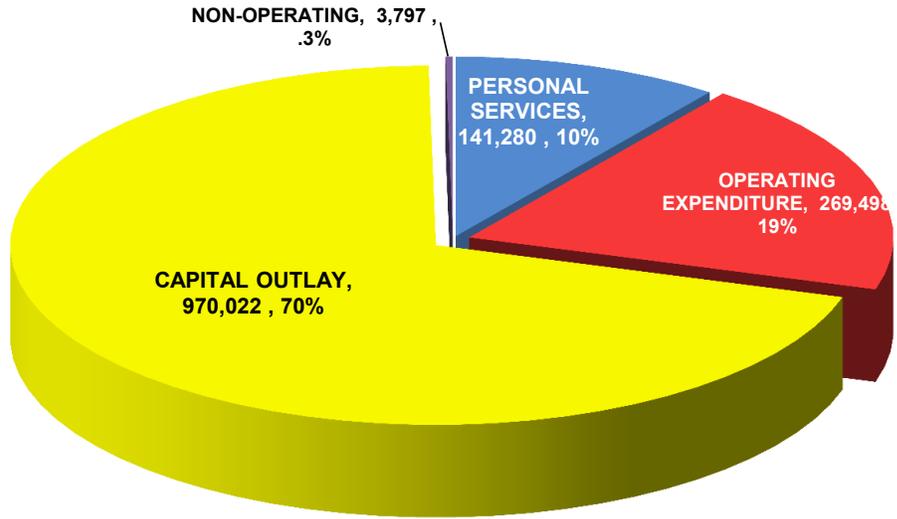
	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
412-2116-361.10-00 INTEREST	-	-	-	-
TOTAL INVESTMENTS	-	-	-	-
412-2116-381.41-00 INTERFUND TRANSFER	2,600,000	1,033,445	2,854,673	835,575
TOTAL NON-OPERATING REVENUES	2,600,000	1,033,445	2,854,673	835,575
TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND	2,600,000	1,033,445	2,854,673	835,575

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES**

		<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>WATER DIVISION</u>					
412-2116-599.99-99	FUND BALANCE	2,600,000	-	-	-
	TOTAL OTHER USES	<u>2,600,000</u>	-	-	-
<u>DISTRIBUTION DIVISION</u>					
412-2126-533.63-00	IMPROV OTHER THAN BUILDING	-	550,000	1,040,000	200,000
	TOTAL CAPITAL OUTLAY	-	550,000	1,040,000	200,000
	TOTAL DISTRIBUTION DIVISION	-	<u>550,000</u>	<u>1,040,000</u>	<u>200,000</u>
<u>COLLECTION DIVISION</u>					
412-2127-535.49-10	BAD DEBT EXPENSE	-	-	-	-
	TOTAL OPERATING EXPENDITURES	-	-	-	-
412-2127-535.63-00	IMPROV OTHER THAN BUILDING	-	483,445	1,814,673	635,575
	TOTAL CAPITAL OUTLAY	-	483,445	1,814,673	635,575
	TOTAL COLLECTION DIVISION	-	<u>483,445</u>	<u>1,814,673</u>	<u>635,575</u>
	TOTAL UTILITIES RENEWAL & REPLACEMENT FUND	<u>2,600,000</u>	<u>1,033,445</u>	<u>2,854,673</u>	<u>835,575</u>

- STORMWATER -

CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
STORMWATER FUND
USES BY CATEGORY



**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
STORMWATER OPERATING FUND REVENUES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
420-2618-329.00-00 STORMWATER	1,379,039	1,374,888	1,374,888	1,394,956
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	1,379,039	1,374,888	1,374,888	1,394,956
420-2618-364.00-00 DISPOSITION/FIXED ASSETS	1,716	1,487	1,487	1,487
TOTAL MISCELLANEOUS REVENUES	1,716	1,487	1,487	1,487
420-2618-381.00-00 INTERFUND TRANSFER	-	-	25,000	-
TOTAL NON-OPERATING REVENUES	-	-	25,000	-
420-2618-399.99-99 USE OF FUND BALANCE	-	-	61,781	-
TOTAL OTHER SOURCES	-	-	61,781	-
TOTAL STORMWATER OPERATING FUND	1,380,755	1,376,375	1,463,156	1,396,443

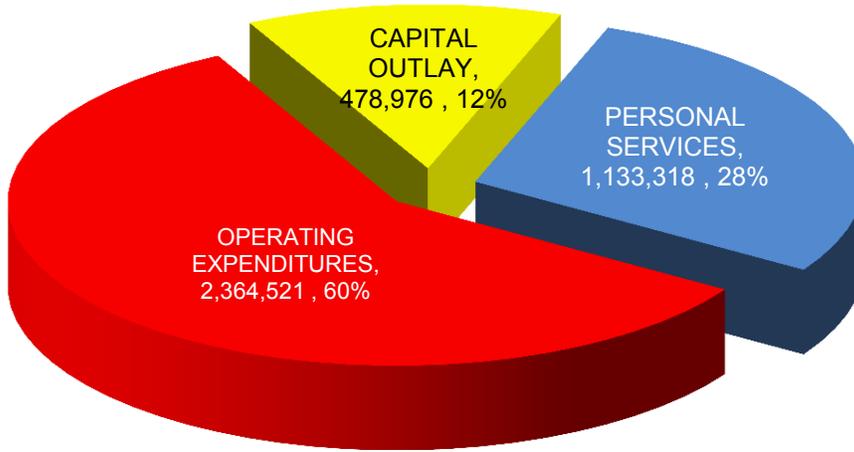
**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
STORMWATER OPERATING FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
STORMWATER OPERATING DIVISION					
420-2618-538.12-00	SALARIES REGULAR	79,145	95,543	95,543	80,128
420-2618-538.13-00	OTHER SALARIES AND WAGES	1,529	4,457	4,457	4,457
420-2618-538.14-00	OVERTIME	3,830	5,000	5,000	6,765
420-2618-538.21-00	FICA TAXES	5,661	8,033	8,033	7,075
420-2618-538.22-00	RETIREMENT CONTRIBUTION	7,952	14,143	14,144	13,701
420-2618-538.23-00	EMPLOYEE GROUP INSURANCE	13,721	24,484	24,484	18,184
420-2618-538.24-00	WORKERS COMP INSURANCE	2,870	3,369	3,369	4,262
420-2618-538.25-00	UNEMPLOYMENT COMPENSATION	-	131	131	131
420-2618-538.26-00	OTHER POST EMPLOYMENT BENEFITS	6,875	9,577	9,577	6,577
	TOTAL PERSONAL SERVICES	121,582	164,737	164,738	141,280
420-2618-538.31-01	MISCELLANEOUS PROFESSIONAL SVCS	11,015	-	-	-
420-2618-538.31-04	ENGINEERING	16,521	2,000	46,329	6,000
420-2618-538.31-06	MEDICAL	-	147	147	147
420-2618-538.32-00	ACCOUNTING AND AUDIT	2,200	2,500	2,500	2,500
420-2618-538.34-01	CONTRACTUAL SVCS MISC.	32,229	23,625	23,625	23,625
420-2618-538.34-08	PERSONNEL SERVICES	2,892	-	-	-
420-2618-538.34-12	TIPPING FEES	21,222	17,913	17,913	17,913
420-2618-538.40-00	TRAVEL AND PER DIEM	565	-	-	934
420-2618-538.41-02	TELEPHONE SERVICES	173	300	300	300
420-2618-538.41-03	RADIO	46	100	100	100
420-2618-538.41-05	POSTAGE	-	-	-	-
420-2618-538.43-00	WATER/SEWER UTILITIES	-	500	500	200
420-2618-538.44-00	RENTALS AND LEASES	-	1,000	1,000	1,657
420-2618-538.45-00	GENERAL INSURANCE	4,246	4,322	4,322	4,785
420-2618-538.46-01	REPAIRS & MAINTENANCE MISC.	424	5,500	5,500	500
420-2618-538.46-02	REPAIRS/MAINT-EQUIPMENT	12,686	4,200	4,200	13,314
420-2618-538.46-03	REPAIRS/MAINT-VEHICLES	23,526	36,553	36,553	31,553
420-2618-538.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	1,180	1,000	1,000	1,000
420-2618-538.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	-	-	-	-
420-2618-538.46-07	REPAIRS/MAINT-UTILITY LINES	591	2,500	2,500	2,500
420-2618-538.48-02	PROMOTIONAL ITEMS	-	500	500	500
420-2618-538.49-02	MANAGEMENT FEES	126,290	122,731	122,731	121,235
420-2618-538.49-05	LICENSES & TAXES	1,005	3,000	3,000	3,000
420-2618-538.49-10	BAD DEBT EXPENSE	(1,369)	-	-	-
420-2618-538.51-00	OFFICE SUPPLIES	-	100	100	100
420-2618-538.52-01	OPERATING SUPPLIES MISC.	5,138	3,689	3,689	3,689
420-2618-538.52-02	CHEMICALS	1,019	2,000	2,000	2,000
420-2618-538.52-03	GASOLINE & OIL	20,586	20,000	20,000	28,549
420-2618-538.52-04	UNIFORMS	797	1,300	1,300	1,300
420-2618-538.54-01	MEMBERSHIP DUES	30	200	200	741
420-2618-538.54-02	SEMINARS AND COURSES	291	1,356	1,355	1,356
	TOTAL OPERATING EXPENDITURES	283,303	257,036	301,364	269,498

420-2618-538.63-00	CAPITAL IMPROVEMENTS	-	181,390	974,257	730,305
420-2618-538.64-00	CAPITAL EQUIPMENT	-	19,000	19,000	239,717
	TOTAL CAPITAL OUTLAY	-	200,390	993,257	970,022
420-2618-517.72-00	INTEREST	2,375	3,797	3,797	3,797
	TOTAL DEBT SERVICE	2,375	3,797	3,797	3,797
420-2618-599.99-99	CARRYFORWARD FUND BALANCE	647,638	750,415	-	11,846
	TOTAL OTHER USES	647,638	750,415	-	11,846
	TOTAL STORMWATER OPERATING	1,054,898	1,376,375	1,463,156	1,396,443
	<u>STORMWATER DEPRECIATION</u>				
420-2690-538.59-02	DEPRECIATION IMPROVEMENTS	284,837	-	-	-
420-2690-538.59-03	DEPRECIATION EQUIPMENT	41,020	-	-	-
	TOTAL OPERATING EXPENDITURES	325,857	-	-	-
	TOTAL STORMWATER DEPRECIATION	325,857	-	-	-
	TOTAL STORMWATER OPERATING FUND	1,380,755	1,376,375	1,463,156	1,396,443

- SOLID WASTE -

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
SOLID WASTE FUND
USES BY CATEGORY**



**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
SOLID WASTE OPERATING FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
430-3134-343.41-01 RESIDENTIAL	2,805,383	2,790,168	2,790,168	2,836,803
430-3134-343.41-02 COMMERCIAL	1,418,660	1,419,036	1,419,036	1,449,300
430-3134-343.41-03 COMMERCIAL RECYCLING	32,790	32,400	32,400	17,500
430-3134-343.41-04 EXTRA CHARGES	5,486	4,979	4,979	5,500
430-3134-343.42-01 RESIDENTIAL	1	25	25	25
430-3134-343.42-03 RECYCLE BINS FEE	33,707	28,800	28,800	17,500
TOTAL CHARGES FOR SERVICES	4,296,027	4,275,408	4,275,408	4,326,628
430-3134-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	4,655	3,662	3,662	1,500
TOTAL MISCELLANEOUS REVENUES	4,655	3,662	3,662	1,500
TOTAL SOLID WASTE OPERATING FUND REVENUES	4,300,683	4,279,070	4,279,070	4,328,128



PUBLIC SERVICES DEPARTMENT

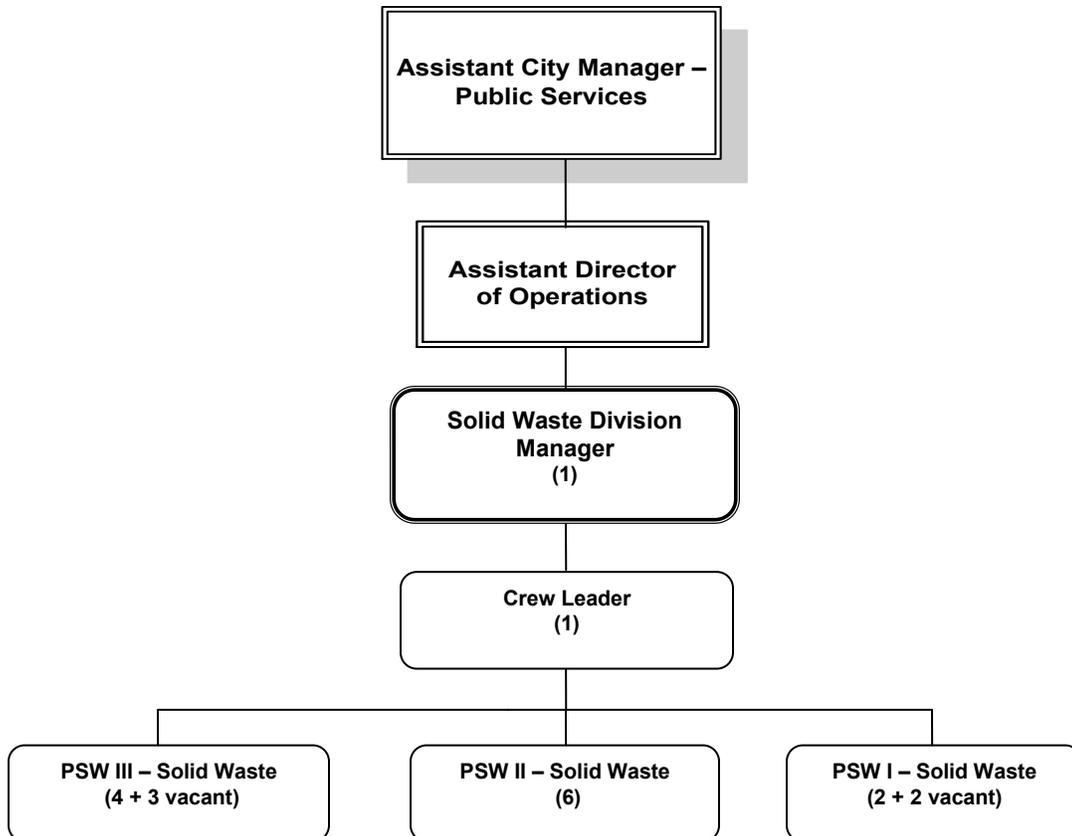
SOLID WASTE DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Provide responsive as well as efficient collection and disposal of solid waste.	CORE FUNCTIONS: <ul style="list-style-type: none">• Collection and removal of solid waste materials<ul style="list-style-type: none">○ Residential/Commercial garbage○ Recyclables○ Yard Waste
CHALLENGES: <ul style="list-style-type: none">• Excessive employee turnover• Public apathy towards recycling	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• The Orange County Landfill will continue to accept solid waste from the City of Winter Garden• There will be a continued market or demand for recycled materials• Vehicles and equipment will be properly maintained in a timely manner• Public will comply with disposal requirements

Organizational Structure

FTE: 19



FY 2014-2015 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Departmental Goals

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill

Objective

- Continue to improve the recycling awareness outreach effort and the overall effectiveness of Solid Waste operation in order to reduce non-recyclable tonnage and increase recyclable tonnage to the landfill facility.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	\$125.81	\$135.01	\$131.65↓
OPERATIONAL INDICATORS			
% of Commercial Accounts Recycling	6.7%	6.7%	7.1%↑
Recycled Waste as a % of Total Waste	6.9%	6.3%	7%↑

FY 13/14 Actual results reflect current values through Q2

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
SOLID WASTE OPERATING FUND**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
SOLID WASTE OPERATING DIVISION					
430-3134-534.12-00	SALARIES REGULAR	636,316	735,849	735,849	665,851
430-3134-534.13-00	OTHER SALARIES AND WAGES	1,527	4,457	4,457	4,457
430-3134-534.14-00	OVERTIME	65,709	53,500	53,500	53,500
430-3134-534.21-00	FICA TAXES	51,370	60,726	60,726	55,723
430-3134-534.22-00	RETIREMENT CONTRIBUTION	79,585	106,927	106,927	107,920
430-3134-534.23-00	EMPLOYEE GROUP INSURANCE	117,965	149,562	149,562	157,653
430-3134-534.24-00	WORKERS COMP INSURANCE	46,151	42,311	42,311	53,523
430-3134-534.25-00	UNEMPLOYMENT COMPENSATION	4,125	710	710	710
430-3134-534.26-00	OTHER POST EMPLOYMENT BENEFITS	39,811	36,981	36,981	33,981
	TOTAL PERSONAL SERVICES	1,042,559	1,191,023	1,191,023	1,133,318
430-3134-534.31-01	PROFESSIONAL SERVICE MISC.	11,344	5,000	5,000	5,000
430-3134-534.31-02	LEGAL	632	10,000	7,051	10,000
430-3134-534.31-06	MEDICAL	70	500	500	500
430-3134-534.32-00	ACCOUNTING AND AUDIT	2,500	2,750	2,750	2,750
430-3134-534.34-01	CONTRACTUAL SVCS MISC.	1,075	500	500	500
430-3134-534.34-08	PERSONNEL	158,856	160,000	160,000	150,775
430-3134-534.34-12	TIPPING FEES	992,094	880,176	880,176	924,176
430-3134-534.41-02	TELEPHONE	4,117	2,100	2,100	4,000
430-3134-534.41-03	RADIO	214	3,000	3,000	-
430-3134-534.41-05	POSTAGE	30	-	-	-
430-3134-534.44-00	RENTALS & LEASES	4,042	5,310	5,310	5,150
430-3134-534.45-00	GENERAL INSURANCE	28,195	28,701	31,650	30,311
430-3134-534.46-01	REPAIRS & MAINTENANCE MISC.	173	-	-	-
430-3134-534.46-02	REPAIRS/MAINT-EQUIPMENT	7,404	5,000	5,000	5,000
430-3134-534.46-03	REPAIRS/MAINT-VEHICLES	297,415	319,709	319,709	316,834
430-3134-534.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	1,316	1,000	1,000	1,000
430-3134-534.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	7,640	9,114	9,114	9,114
430-3134-534.46-10	BUILDING	6,106	9,912	9,912	4,912
430-3134-534.47-01	PRINTING & BINDING MISC.	2,537	3,100	3,100	2,550
430-3134-534.48-01	PROMOTIONAL-ADVERTISEMENTS	25	600	600	600
430-3134-534.48-02	PROMOTIONAL ITEMS	390	1,900	1,900	1,900
430-3134-534.49-02	MANAGEMENT FEES	427,005	430,184	430,184	423,127
430-3134-534.49-05	LICENSES & TAXES	269	400	400	400
430-3134-534.49-10	BAD DEBT EXPENSE	6,705	-	-	-
430-3134-534.51-00	OFFICE SUPPLIES	204	500	500	500
430-3134-534.52-01	OPERATING SUPPLIES MISC.	184,157	185,475	185,475	198,420
430-3134-534.52-02	CHEMICALS	2,066	3,000	3,000	3,000
430-3134-534.52-03	GAS & OIL	233,079	215,000	215,000	247,707
430-3134-534.52-04	UNIFORMS AND ACCESSORIES	11,917	16,000	16,000	15,500
430-3134-534.54-01	DUES & SUBSCRIPTIONS	35	-	-	795
430-3134-534.54-02	SEMINARS AND COURSES	189	-	-	-
	TOTAL OPERATING EXPENDITURES	2,391,799	2,298,931	2,298,931	2,364,521
430-3134-534.64-00	MACHINERY & EQUIPMENT	-	475,768	475,768	478,976

	TOTAL CAPITAL OUTLAY	-	475,768	475,768	478,976
430-3134-599.99-99	CARRYFORWARD FUND BALANCE	454,020	313,348	313,348	351,313
	TOTAL OTHER USES	454,020	313,348	313,348	351,313
	TOTAL SOLID WASTE OPERATING	3,888,378	4,279,070	4,279,070	4,328,128
	<u>SOLID WASTE DEPRECIATION</u>				
430-3190-534.59-91	DEPRECIATION BUILDING	24,977	-	-	-
430-3190-534.59-92	DEPRECIATION IMPROVEMENTS	15,042	-	-	-
430-3190-534.59-93	DEPRECIATION EQUIPMENT	372,286	-	-	-
	TOTAL OPERATING EXPENDITURES	412,305	-	-	-
	TOTAL SOLID WASTE DEPRECIATION	412,305	-	-	-
	TOTAL SOLID WASTE OPERATING FUND	4,300,683	4,279,070	4,279,070	4,328,128

- TRAILER CITY -

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
TRAILER CITY FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
450-3657-361.10-00 INTEREST	-	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	-	-	-	-
450-3657-362.45-00 RENTALS	225,713	227,640	227,640	227,940
TOTAL CHARGES FOR SERVICES	225,713	227,640	227,640	227,940
450-3657-364.00-00 DISPOSITION OF FIXED ASSETS	4,083	-	-	-
450-3657-369.90-00 OTHER MISC REVENUES	400	270	270	270
450-3657-369.91-00 COIN LAUNDRY SERVICE	3,950	4,617	4,617	4,617
TOTAL MISCELLANEOUS REVENUES	8,433	4,887	4,887	4,887
450-3657-399.99-99 USE OF FUND BALANCE	-	22,147	22,147	22,578
TOTAL OTHER SOURCES	-	22,147	22,147	22,578
TOTAL TRAILER CITY FUND	234,146	254,674	254,674	255,405

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
TRAILER CITY FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>	
<u>TRAILER CITY OPERATING</u>					
450-3657-539.12-00	SALARIES REGULAR	78,584	79,883	79,883	81,073
450-3657-539.14-00	OVERTIME	-	1,000	1,000	1,000
450-3657-539.21-00	FICA TAXES	5,862	6,188	6,188	6,394
450-3657-539.22-00	RETIREMENT CONTRIBUTION	9,686	10,760	10,760	12,237
450-3657-539.23-00	EMPLOYEE GROUP INSURANCE	15,773	17,952	17,952	20,622
450-3657-539.24-00	WORKERS COMP INSURANCE	2,217	2,039	2,039	2,579
450-3657-539.25-00	UNEMPLOYMENT COMPENSATION	-	65	65	65
450-3657-539.26-00	OTHER POST EMPLOYMENT BENEFITS	3,875	3,577	3,577	3,577
	TOTAL PERSONAL SERVICES	115,996	121,464	121,464	127,547
450-3657-539.31-02	LEGAL	19,869	2,000	2,000	2,000
450-3657-539.32-00	ACCOUNTING AND AUDIT	1,700	2,000	2,000	2,000
450-3657-539.34-01	CONTRACTUAL SVCS MISC.	3,589	10,000	10,000	16,000
450-3657-539.34-06	JANITORIAL SERVICES	3,000	3,000	3,000	3,000
450-3657-539.41-02	TELEPHONE	1,493	1,500	1,500	1,500
450-3657-539.41-05	POSTAGE	37	100	100	100
450-3657-539.43-00	UTILITY SERVICES	5,728	7,100	7,100	7,100
450-3657-539.45-00	GENERAL INSURANCE	1,755	1,786	1,786	2,194
450-3657-539.46-02	REPAIRS/MAINT-EQUIPMENT	1,896	2,000	2,000	2,000
450-3657-539.46-03	REPAIRS/MAINT-VEHICLES	922	694	694	1,000
450-3657-539.46-06	REPAIRS/MAINT-HARDWARE	3,820	4,557	4,557	4,557
450-3657-539.46-10	REPAIRS/MAINT-BUILDING	1,418	5,000	5,000	5,000
450-3657-539.49-01	MISCELLANEOUS OTHER CHARGES	33	375	375	375
450-3657-539.49-02	MANAGEMENT FEES	10,439	10,538	10,538	10,672
450-3657-539.49-05	LICENSES & TAXES	31,146	31,140	31,140	31,140
450-3657-539.51-00	OFFICE SUPPLIES	341	500	500	500
450-3657-539.52-01	OPERATING SUPPLIES MISC.	1,890	2,000	2,000	2,000
450-3657-539.52-03	GASOLINE & OIL	1,204	1,600	1,600	1,600
450-3657-539.52-04	UNIFORMS & ACCESSORIES	763	675	675	675
450-3657-539.54-02	SEMINARS AND COURSES	-	-	-	-
	TOTAL OPERATING EXPENDITURES	91,043	86,565	86,565	93,413
450-3657-539.62-00	BUILDINGS	-	-	-	-
450-3657-539.63-00	IMPROV OTHER THAN BUILDING	-	38,445	38,445	34,445
450-3657-539.64-00	MACHINERY & EQUIP	-	8,200	8,200	-
	TOTAL CAPITAL OUTLAY	-	46,645	46,645	34,445
450-3657-599.99-99	CARRYFORWARD FUND BALANCE	8,236	-	-	-
	TOTAL OTHER USES	8,236	-	-	-
	TOTAL TRAILER CITY OPERATING	215,275	254,674	254,674	255,405
<u>TRAILER CITY DEPRECIATION</u>					
450-3690-539.59-91	DEPRECIATION BUILDING	4,623	-	-	-
450-3690-539.59-92	DEPRECIATION IMPROVEMENTS	12,826	-	-	-
450-3690-539.59-93	DEPRECIATION EQUIPMENT	1,422	-	-	-
	TOTAL OPERATING EXPENDITURES	18,871	-	-	-
	TOTAL TRAILER CITY DEPRECIATION	18,871	-	-	-
	TOTAL TRAILER CITY FUND	234,146	254,674	254,674	255,405

FIDUCIARY FUNDS



GENERAL EMPLOYEE PENSION FUND

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POLICE OFFICERS' AND FIREFIGHTERS' PENSION FUND

FIDUCIARY FUNDS

Fiduciary Funds are types of funds that the government acts as a trustee or agent on behalf of another party. Following is a list of the City of Winter Garden Fiduciary Funds:

**General Employee Pension Fund
Firefighter and Police Officer Pension Fund**

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL EMPLOYEE PENSION FUND REVENUES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-361.10-00 INTEREST	121,987	127,093	127,093	127,093
610-0000-361.20-00 DIVIDENDS	333,782	334,249	334,249	334,249
610-0000-361.30-00 INCREASE IN FAIR VALUE OF INVEST	2,225,142	915,724	915,724	2,003,321
610-0000-367.00-00 GAIN ON THE SALE OF INVESTMENTS	(19,686)	(13,745)	(13,745)	(9,428)
TOTAL INTEREST AND OTHER EARNINGS	2,661,225	1,363,320	1,363,320	2,455,235
610-0000-368.00-00 EMPLOYER CONTRIBUTIONS	694,026	964,770	964,770	981,674
610-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	153,410	179,059	179,059	164,600
610-0000-369.90-00 OTHER MISCELLANEOUS REVENUES	3,294	3,316	3,316	3,315
TOTAL MISCELLANEOUS REVENUES	850,730	1,147,145	1,147,145	1,149,589
TOTAL GENERAL EMPLOYEE PENSION FUND	3,511,955	2,510,465	2,510,465	3,604,824

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL EMPLOYEE PENSION FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-513.31-01 PROF SVCS MISC.	13,542	24,084	24,084	14,184
610-0000-513.31-02 LEGAL	5,751	11,949	11,949	6,749
610-0000-513.31-03 INVESTMENT COUNSEL	106,246	102,565	102,565	108,371
610-0000-513.34-01 CONTRACT SVCS MISC	9,067	12,919	12,919	10,819
610-0000-513.40-00 TRAVEL AND PER DIEM	-	597	597	200
610-0000-513.45-00 INSURANCE	5,007	5,007	5,007	5,007
610-0000-513.49-06 RETIREMENT CONTRB REFUNDED	2,870	5,383	5,383	6,370
610-0000-513.54-01 DUES AND SUBSCRIPTIONS	-	799	799	100
610-0000-513.54-02 SEMINARS AND COURSES	-	292	292	200
610-0000-518.36-00 PENSION BENEFITS	1,006,184	933,907	933,907	1,026,307
TOTAL OPERATING EXPENDITURES	1,148,666	1,097,502	1,097,502	1,178,307
610-0000-599.99-99 CARRYFORWARD FUND BALANCE	2,363,289	1,412,963	1,412,963	2,426,517
TOTAL OTHER USES	2,363,289	1,412,963	1,412,963	2,426,517
TOTAL GENERAL EMPLOYEE PENSION FUND	<u>3,511,955</u>	<u>2,510,465</u>	<u>2,510,465</u>	<u>3,604,824</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES**

	<u>2013 ACTUAL</u>	<u>2014 ORIGINAL BUDGET</u>	<u>2014 AMENDED BUDGET</u>	<u>2015 ADOPTED BUDGET</u>
620-0000-312.51-00 FIRE INSURANCE PREMIUM	213,806	236,483	236,483	233,806
620-0000-312.52-00 CASUALTY INS PREMIUM TAX	<u>222,578</u>	<u>212,926</u>	<u>212,926</u>	<u>222,578</u>
TOTAL INTERGOVERNMENTAL	436,384	449,409	449,409	456,384
620-0000-361.10-00 INTEREST	172,814	185,696	185,696	185,696
620-0000-361.20-00 DIVIDENDS	342,685	357,584	357,584	357,584
620-0000-361.30-00 INCR ON FV OF INV	2,741,211	1,199,250	1,199,250	2,087,756
620-0000-367.00-00 GAIN ON SALE OF INVESTMENTS	<u>4,994</u>	<u>53,425</u>	<u>53,425</u>	<u>53,425</u>
TOTAL INTEREST AND OTHER EARNINGS	3,261,704	1,795,955	1,795,955	2,684,461
620-0000-368.01-00 EMPLOYER CONTRIBUTIONS	836,241	984,308	984,308	1,016,805
620-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	228,959	247,670	247,670	248,001
620-0000-369.90-00 OTHER	<u>207</u>	<u>1,937</u>	<u>1,937</u>	<u>1,937</u>
TOTAL MISCELLANEOUS REVENUES	<u>1,065,407</u>	<u>1,233,915</u>	<u>1,233,915</u>	<u>1,266,743</u>
TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND	<u>4,763,495</u>	<u>3,479,279</u>	<u>3,479,279</u>	<u>4,407,588</u>

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES**

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2014</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2015</u> <u>ADOPTED</u> <u>BUDGET</u>
620-0000-513.31-01 PROF SVCS MISC.	14,439	14,046	14,046	14,046
620-0000-513.31-02 LEGAL	14,033	17,271	17,271	17,271
620-0000-513.31-03 INVESTMENT COUNSEL	113,291	106,341	106,341	113,291
620-0000-513.34-01 CONTRACT SVCS MISC	31,966	15,547	15,547	31,966
620-0000-513.40-00 TRAVEL AND PER DIEM	83	85	85	85
620-0000-513.45-00 GENERAL INSURANCE	4,433	5,121	5,121	5,121
620-0000-513.49-06 RTRMT CONTRB REFUNDED	22,419	9,401	9,401	9,401
620-0000-513.51-00 OFFICE SUPPLIES	-	158	158	158
620-0000-518.36-00 PENSION BENEFITS	1,155,444	1,107,215	1,107,215	1,178,553
TOTAL OPERATING EXPENDITURES	1,356,108	1,275,185	1,275,185	1,369,892
620-0000-599.99-99 CARRYFORWARD FUND BALANCE	3,407,387	2,204,094	2,204,094	3,037,696
TOTAL OTHER USES	3,407,387	2,204,094	2,204,094	3,037,696
TOTAL FIREFIGHTER'S & POLICE OFFICER'S PENSION FUND	4,763,495	3,479,279	3,479,279	4,407,588

CAPITAL IMPROVEMENTS AND DEBT



CAPITAL EXPENDITURES

—

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

—

DEBT OUTSTANDING

**FY 2014/15 BUDGET
ADOPTED CAPITAL EXPENDITURES**

		CATEGORY			
		LAND 61	BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64
GENERAL FUND					
Information Systems	Switches (4)	-	-	-	15,000
	Blade Servers (4)	-	-	-	102,000
Police - Sworn	HVAC - 251 W Plant St	-	30,000	-	-
	Laptops (13)	-	-	-	38,610
	Marked Vehicles (7)	-	-	-	233,170
Fire	Station Remodel - Station 24	-	17,650	-	-
	Roof Cover - CART 24	-	-	-	1,750
	LifePak 15 Upgrade	-	-	-	4,671
	LifePak AEDs (6)	-	-	-	8,622
	Exhaust Removal System	-	-	-	9,042
	SCBA Units (27)	-	-	-	159,127
Facilities Maint.	Theatre - Exterior Paint	-	6,000	-	-
	Carpet Cleaner	-	-	-	4,500
Parks	Newton Park Landscape Enhancement	-	-	25,000	-
	Little League Sunblock/Diffuse	-	-	30,000	-
	Braddock Park Field Renovation	-	-	50,000	-
	Newton Park Fishing Pier	-	-	220,000	-
	Tucker Ranch Heritage Park	-	-	400,000	-
Engineering	Sport Utility Truck (Cost share-Utilities)	-	-	-	6,487
TOTAL - GENERAL FUND		-	53,650	725,000	582,979

**FY 2014/15 BUDGET
ADOPTED CAPITAL EXPENDITURES**

	CATEGORY			
	LAND 61	BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64
LOCAL OPTION GAS TAX FUND				
Highland Av - Smith to Tremaine (Design)	-	-	21,163	-
Main St - Plant to Newell (Design)	-	-	22,250	-
Park Av Stormwater Rehabilitation	-	-	110,500	-
Dillard St - Surprise to Division	-	-	239,315	-
Tremaine - Main to Dillard	-	-	249,205	-
Stoneybrook Py - Avalon to CR 535	-	-	600,000	-
TOTAL - LOCAL OPTION GAS TAX FUND	-	-	1,242,433	-
GENERAL IMPACT FEE FUND				
Police CSI 360 degree Camera Kit	-	-	-	12,932
Vehicles & Equipment for 4 New Officers	-	-	-	230,780
TOTAL - GENERAL IMPACT FEE FUND	-	-	-	243,712
GENERALTRANSPORTATION IMPACT FEE FUND				
E Plant St Median Landscaping	-	-	100,000	-
Sunridge Blvd Four-laning	-	-	850,000	-
TOTAL - GENERALTRANSPORTATION IMPACT FEE FUND	-	-	950,000	-

**FY 2014/15 BUDGET
ADOPTED CAPITAL EXPENDITURES**

		CATEGORY			
		LAND 61	BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64
UTILITIES FUND					
Administration	Utility Locators (3)	-	-	-	2,400
	Sport Utility Truck (Cost share-Engineering)	-	-	-	19,461
Water	Marsh Rd Potable and Reuse Tanks (Design)	-	-	100,000	-
	Pump Motors (5)	-	-	-	30,495
	Pump Assemblies (5)	-	-	-	35,625
Wastewater	WWTP Shop Roof Repair	-	29,000	-	-
	WWTP Disc Filter (Design)	-	-	50,000	-
	Chlorine Analyzers (2)	-	-	-	7,584
	Waste Pumps (2)	-	-	-	10,500
	Effluent Pump	-	-	-	16,500
	RAS Pumps (2)	-	-	-	17,600
Distribution	Southwest Reuse Expansion Ph 3 (Design)	-	-	100,000	-
	Dual Wheel Drive Truck	-	-	-	69,980
Collection	Flygt Pump 5 hp	-	-	-	5,088
	Flygt Pumps 10 hp (4)	-	-	-	29,757
	Flygt Pumps 20 hp (4)	-	-	-	54,016
	Flygt Pump 30 hp	-	-	-	19,435
	Generator 100 kW - Towable	-	-	-	47,892
TOTAL - UTILITIES FUND		-	29,000	250,000	366,333
UTILITIES IMPACT FEE FUND					
Distribution	Main St - Plant to Newell (Design)	-	-	3,000	-
	Highland Av - Smith to Tremaine (Design)	-	-	4,500	-
	Tremaine - Main to Dillard	-	-	10,000	-
	Dillard St - Surprise to Division	-	-	41,975	-
TOTAL - UTILITIES IMPACT FEE FUND		-	-	59,475	-

**FY 2014/15 BUDGET
ADOPTED CAPITAL EXPENDITURES**

		CATEGORY			
		LAND	BUILDING	IMPROVEMENTS OTHER THAN BUILDING	CAPITAL EQUIPMENT
		61	62	63	64
UTILITIES RENEWAL & REPLACEMENT FUND					
Distribution	2" Water Main Upgrades (city-wide)	-	-	200,000	-
Collection	Highland Av - Smith to Tremaine (Design)	-	-	4,500	-
	Main St - Plant to Newell (Design)	-	-	6,100	-
	Tremaine St - Main to Dillard	-	-	10,000	-
	Dillard St - Surprise to Division	-	-	64,975	-
	Gravity Sewer Rehabilitation	-	-	200,000	-
	Lift Station #16 Rehabilitation	-	-	350,000	-
TOTAL - UTILITIES RENEWAL & REPLACEMENT FUND		-	-	835,575	-
STORMWATER FUND					
	Main St - Plant to Newell (Design)	-	-	3,400	-
	Highland Av - Smith to Tremaine (Design)	-	-	10,300	-
	Stormwater R&R Improvements	-	-	30,000	-
	Tremaine St - Main to Dillard	-	-	47,035	-
	Dillard St - Surprise to Division	-	-	59,570	-
	Bradford Park Erosion Control	-	-	141,000	-
	9th Street Canal Repair	-	-	149,500	-
	Park Av Stormwater Rehabilitation	-	-	289,500	-
	Mechanical Broom Sweeper	-	-	-	239,717
TOTAL - STORMWATER FUND		-	-	730,305	239,717
SOLID WASTE FUND					
	Automated Front-load Truck	-	-	-	234,106
	Automated Side-load Truck	-	-	-	244,870
TOTAL - SOLID WASTE FUND		-	-	-	478,976
TRAILER CITY FUND					
	Trailer City Electrical Upgrades	-	-	34,445	-
TOTAL - TRAILER CITY FUND		-	-	34,445	-
TOTAL PROPOSED CAPITAL EXPENDITURES		-	82,650	4,827,233	1,911,717

FY 2015 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Server Switches - Qty. 4	Information Systems	\$ 15,000
<u>Description:</u> Purchase of server switches to improve data traffic efficiency. Impact on operating budgets: Minor		
Blade Servers - Qty. 4	Information Systems	\$ 102,000
<u>Description:</u> Additional purchase of blade servers to decrease server downtime. Impact on operating budgets: Minor		
HVAC - 251 W Plant St	Police Department	\$ 30,000
<u>Description:</u> Replace the existing unit on the Police Administration building to improve efficiency. Impact on operating budgets: Minor		
Laptops - Qty. 13	Police Department	\$ 38,610
<u>Description:</u> Thirteen replacement portable laptop computers for officers to use in the field to write police reports, traffic crash reports and citations. Impact on operating budgets: No Additional Impact		
Marked Vehicles - Qty. 7	Police Department	\$ 233,170
<u>Description:</u> Seven replacement marked and fully equipped police vehicles used for police patrol and emergency response. Impact on operating budgets: Minor		
Station Remodel - Station 24	Fire Department	\$ 17,650
<u>Description:</u> Replacement of all garage doors, resurfacing of bay floor, and painting of apparatus bay walls. Impact on operating budgets: None		
CART 24 Roof Cover	Fire Department	\$ 1,750
<u>Description:</u> Placement of roof over rear stretcher area of Cart 24 to provide protection from various weather conditions. Impact on operating budgets: Minor		
LifePak 15 Updgrade	Fire Department	\$ 4,671
<u>Description:</u> Upgrade current LifePak to include carbon monoxide detection in blood. Impact on operating budgets: No Additional Impact		
LifePak Defibrillators - Qty. 6	Fire Department	\$ 8,622
<u>Description:</u> Six replacement automatic electronic defibrillators at various locations. Impact on operating budgets: No Additional Impact		

FY 2015 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Exhaust Removal System	Fire Department	\$ 9,042
<u>Description:</u> System will filter out carbon monoxide from exhaust outlet of Engine 23 at Station 23. Impact on operating budgets: Minor		
SCBA 45 min - Qty. 27	Fire Department	\$ 159,127
<u>Description:</u> Twenty seven replacement self contained breathing apparatuses at various locations. Impact on operating budgets: No Additional Impact		
Theatre - Exterior Paint	Facilities Division	\$ 6,000
<u>Description:</u> Recoat and paint outside of Garden Theatre located at 160 W. Plant Street. Impact on operating budgets: None		
Carpet Cleaner	Facilities Division	\$ 4,500
<u>Description:</u> Machinery to clean carpet at various City buildings. Impact on operating budgets: Minor		
Newton Park Landscape	Parks	\$ 25,000
<u>Description:</u> Enhancement of landscaping near and around event gazebo at Newton Park. Impact on operating budgets: Minor		
Little League Screen	Parks	\$ 30,000
<u>Description:</u> Screening of little league field to block and diffuse the sun rays for sport participants. Impact on operating budgets: Minor		
Braddock Park Field Renovation	Parks	\$ 50,000
<u>Description:</u> New sod and top-dress of sport field one at Braddock Park. Impact on operating budgets: None		
Newton Park Fishing Pier	Parks	\$ 220,000
<u>Description:</u> Replacement of decking and frame-work of fishing pier at Newton Park. Impact on operating budgets: None		
Tucker Ranch Heritage Park	Parks	\$ 400,000
<u>Description:</u> Extend road, prune trees, remove overgrown plant material, and install water / utilities for primitive campground site. Impact on operating budgets: Minor		
Vehicle (Cost share-Utilities)	Engineering	\$ 6,487
<u>Description:</u> Replacement vehicle for use by Engineering and Utility field employees. Impact on operating budgets: No Additional Impact		

FY 2015 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Highland Avenue (Design) - Smith St to Tremaine St	Local Option Gas Tax Fund	\$ 21,163
	Utility Impact Fees	4,500
	Utility Renewal/Replace	4,500
	Stormwater	10,300
<u>Description:</u> Design costs for improvements to Highland Avenue to include brick paving, drainage, water line upgrades and sanitary sewer upgrades. Impact on operating budgets: No Additional Impact		
Main Street (Design) - Plant St to Newell St	Local Option Gas Tax Fund	\$ 22,250
	Utility Impact Fees	3,000
	Utility Renewal/Replace	6,100
	Stormwater	3,400
<u>Description:</u> Design costs for improvements to Main Street to include brick paving, drainage, water line upgrades and sanitary sewer upgrades. Impact on operating budgets: No Additional Impact		
Park Av Stormwater Rehabilitation	Local Option Gas Tax Fund	\$ 110,500
	Stormwater	289,500
<u>Description:</u> Replacement of the HDPE stormwater pipe and resurfacing of Park Avenue between Jackson Street and Plant Street. Impact on operating budgets: No Additional Impact		
N Dillard St - Surprise to Division	Local Option Gas Tax Fund	\$ 239,315
	Utility Impact Fees	41,975
	Utility Renewal/Replace	64,975
	Stormwater	59,570
<u>Description:</u> Improvements to include asphalt paving of Dillard Street from Surprise to Division, drainage, water line upgrades and sanitary sewer upgrades. Impact on operating budgets: No Additional Impact		
Tremaine St - Main St to Dillard St	Local Option Gas Tax Fund	\$ 249,205
	Utility Impact Fees	10,000
	Utility Renewal/Replace	10,000
	Stormwater	47,035
<u>Description:</u> Improvements to Tremaine Street from Main to Dillard, to include brick paving, drainage, water line upgrades and sanitary sewer upgrades. Impact on operating budgets: No Additional Impact		

FY 2015 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Stoneybrook West Parkway	Local Option Gas Tax Fund	\$ 600,000
<u>Description:</u> Resurface Stoneybrook West Parkway from Avalon Rd to CR 535. Impact on operating budgets: No Additional Impact		
East Plant Street Median and Landscape Improvements	Trans. Impact Fees	\$ 100,000
<u>Description:</u> Landscape enhancements and irrigation installation to medians and portions of the right-of-way on East Plant Street. Impact on operating budgets: Minor		
SunRidge Blvd Four laning	Trans. Impact Fees	\$ 850,000
<u>Description:</u> Addition of two lanes on SunRidge Blvd (aka Sessions Rd). Impact on operating budgets: Minor		
CSI 360 degree Camera Kit	Police - Impact Fees	\$ 12,932
<u>Description:</u> Advanced technology camera to be used for the mapping of crime scenes. Impact on operating budgets: None		
New Officer Vehicles / Equipment	Police - Impact Fees	\$ 230,780
<u>Description:</u> Police vehicles and equipment for four (4) new officers. Impact on operating budgets: Minor		
Utility Locators - Qty. 3	Utilities Fund	\$ 2,400
<u>Description:</u> Equipment used by engineering inspectors to locate underground utilities prior to excavation in areas of construction or other work being performed. Impact on operating budgets: Minor		
Vehicle (Cost share-Engineering)	Utilities Fund	\$ 19,461
<u>Description:</u> Replacement vehicle for use by Engineering and Utility field employees. Impact on operating budgets: No Additional Impact		
Marsh Rd Water Tanks (Design)	Utilities Fund	\$ 100,000
<u>Description:</u> Design costs to provide potable and reuse water storage along Marsh Road. Impact on operating budgets: None		
Pump Motors and Assemblies - Qty. 5 each	Utilities Fund	\$ 66,120
<u>Description:</u> Spare pump motors and impeller assemblies to minimize down time of water flow and distribution in the event of a pump mechanical failure. Impact on operating budgets: Minor		

FY 2015 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
WWTP Shop Roof Repair	Utilities Fund	\$ 29,000
<u>Description:</u> Replacement of roof over the shop to protect the equipment within. Impact on operating budgets: None		
WWTP Disc Filter (Design)	Utilities Fund	\$ 50,000
<u>Description:</u> Design costs for upcoming filter enhancements to improve the wastewater filtration process in regards to capacity and quality. Impact on operating budgets: None		
Chlorine Analyzers - Qty. 2	Utilities Fund	\$ 7,584
<u>Description:</u> Two replacement in-line chlorine analyzers for wastewater. Impact on operating budgets: No Additional Impact		
Waste Pumps - Qty. 2	Utilities Fund	\$ 10,500
<u>Description:</u> Replacement waste pump equipment to provide the optimal treatment of incoming wastewater flows. Impact on operating budgets: No Additional Impact		
Effluent Pump VFD	Utilities Fund	\$ 16,500
<u>Description:</u> Purchase and installation of a variable frequency drive to extend the life of the effluent pump and motor that treats wastewater provided as reclaimed irrigation water. Impact on operating budgets: Minor		
RAS Pumps - Qty. 2	Utilities Fund	\$ 17,600
<u>Description:</u> Replacement pump equipment to provide the optimal treatment of wastewater. Impact on operating budgets: No Additional Impact		
Southwest Reuse Expansion Ph 3 (Design)	Utilities Fund	\$ 100,000
<u>Description:</u> Design cost for Phase 3 of the reuse retrofit project for reclaimed water. This phase includes areas within the Stoneybrook West subdivision. Impact on operating budgets: No Additional Impact		
Dual Wheel Drive Truck	Utilities Fund	\$ 69,980
<u>Description:</u> Purchase of a dual wheel drive truck to haul heavy equipment to work areas. Impact on operating budgets: Minor		
Generator 100 kW - Towable	Utilities Fund	\$ 47,892
<u>Description:</u> Towable generator used to keep lift stations operating during power outages. Impact on operating budgets: Minor		

FY 2015 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Flygt Pumps	Utilities Fund	\$ 108,296
<u>Description:</u> Equipment to pump multiple lift stations city-wide. Impact on operating budgets: Minor		
2" Water Main Upgrades	Utility Renewal/Replace	\$ 200,000
<u>Description:</u> Replacement of aged water mains with improved water mains that are sized for fire protection use. This project spans multiple fiscal years. Impact on operating budgets: No Additional Impact		
Gravity Sewer Rehabilitation	Utility Renewal/Replace	\$ 200,000
<u>Description:</u> Rehabilitation of aging sewer infrastructure. This will be a re-occurring project. Specific location sites to be determined. Impact on operating budgets: No Additional Impact		
Lift Station #16 Rehabilitation	Utility Renewal/Replace	\$ 350,000
<u>Description:</u> Rehabilitation costs to include engineering services, recoating of lift station interior walls, and new wiring and piping. Location: Garden Heights Subdivision entrance Impact on operating budgets: No Additional Impact		
Stormwater Renewal/Replacment	Stormwater Fund	\$ 30,000
<u>Description:</u> Repair or replacement of stormwater piping and inlets, as needed. Impact on operating budgets: No Additional Impact		
Bradford Park Erosion Control	Stormwater Fund	\$ 141,000
<u>Description:</u> Repair of erosion around discharge pipes and prevent further erosion at canal. Impact on operating budgets: No Additional Impact		
9th Street Canal Repair	Stormwater Fund	\$ 149,500
<u>Description:</u> Repair of voids behind canal lining and prevent further erosion at canal. Impact on operating budgets: No Additional Impact		
Park Av Stormwater Rehabilitation	Stormwater Fund	\$ 289,500
<u>Description:</u> Rehabilitation of aging stormwater infrastructure on Park Avenue. Impact on operating budgets: No Additional Impact		
Mechanical Broom Sweeper	Stormwater Fund	\$ 239,717
<u>Description:</u> Mechanical broom sweeper will sweep bricked roads without causing damage. Impact on operating budgets: Minor		

FY 2015 Capital Request
 Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Front Load Truck	Solid Waste	\$ 234,106
<u>Description:</u> This front load truck will improve collection services for commercial customers. Impact on operating budgets: Minor		
Side Load Truck	Solid Waste	\$ 244,870
<u>Description:</u> Replacement side load truck to improve collection services for residential customers. Impact on operating budgets: Minor		
Trailer City Electrical Upgrades	Trailer City	\$ 34,445
<u>Description:</u> Repair and replace electrical service in mobile home lots. This project spans multiple fiscal years. Impact on operating budgets: None		

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
RECOMMENDED MAJOR CAPITAL EXPENDITURES**

PROJECT NAME	SOURCE FUND	2015	2016	2017	2018	2019	Totals	
Blade Servers	GF	INFO SYS	102,000	-	-	-	-	102,000
Police Department HVAC	GF	POLICE	30,000	-	-	-	-	30,000
Fire Station 24 Remodel	GF	FIRE	17,650	22,339	-	-	-	39,989
Fire Station 23 - Hennis Rd	GF	FIRE	-	150,000	1,200,000	-	-	1,350,000
Fire Engine - Station 24 (Palmetto)	GF	FIRE	-	517,500	-	-	-	517,500
Dillard St Improvements - SR 50 to Plant St	GF	STREETS	-	150,000	1,050,000	-	-	1,200,000
Newton Park Landscape Enhancement	GF	PARKS AND LAND	25,000	-	-	-	-	25,000
Little League Sunblock/Diffuse	GF	PARKS AND LAND	30,000	-	-	-	-	30,000
Braddock Park Field Renovation	GF	PARKS AND LAND	50,000	50,000	-	-	-	100,000
Newton Park Fishing Pier Replacement	GF	PARKS AND LAND	220,000	-	-	-	-	220,000
Daniels Rd Median Enhancement	GF	PARKS AND LAND	-	110,000	-	-	-	110,000
Stoneybrook Median Enhancement	GF	PARKS AND LAND	-	200,000	-	-	-	200,000
Tucker Ranch Heritage Park	GF	PARKS AND LAND	400,000	550,000	250,000	1,000,000	-	2,200,000
General Fund Total			874,650	1,749,839	2,500,000	1,000,000	-	6,124,489
Dillard St Improvements - SR 50 to Plant St	CRA	CRA	-	400,000	-	-	-	400,000
CRA Fund Total			-	400,000	-	-	-	400,000
Fire Station - Southwest	GIF	FIRE	-	-	2,000,000	-	-	2,000,000
Fire Engine - Southwest Station	GIF	FIRE	-	-	460,000	-	-	460,000
Vehicles and New Equipment for New Officers	GIF	POLICE	230,780	-	-	-	-	230,780
E Plant St Median Landscaping	GIF	PARKS AND LAND	100,000	-	-	-	-	100,000
SunRidge Blvd Four-laning	GIF	STREETS	850,000	-	-	-	-	850,000
Marsh Rd (545 to Hickory Hammock)	GIF	STREETS	-	-	1,000,000	3,250,000	-	4,250,000
General Impact Fee Fund Total			1,180,780	-	3,460,000	3,250,000	-	7,890,780
Downtown Brick Pavers	LOGT	STREETS	-	30,000	30,000	30,000	30,000	120,000
North Dillard - Surprise to Division	LOGT	STREETS	239,315	-	-	-	-	239,315
N. Main Street - Plant to Newell	LOGT	STREETS	22,250	148,250	-	-	-	170,500
S. Highland - Smith to Tremaine	LOGT	STREETS	21,163	141,100	-	-	-	162,263
Palm Dr - Regal to Division	LOGT	STREETS	-	434,200	-	-	-	434,200
Park Ave - part of stormwater rehabilitation	LOGT	STREETS	110,500	-	-	-	-	110,500
Tremaine Street - Main to Dillard	LOGT	STREETS	249,205	-	-	-	-	249,205
Stoneybrook Street Resurfacing	LOGT	STREETS	600,000	-	-	-	-	600,000
Local Option Gas Tax Total			1,242,433	753,550	30,000	30,000	30,000	2,085,983

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
RECOMMENDED MAJOR CAPITAL EXPENDITURES**

PROJECT NAME	SOURCE FUND	2015	2016	2017	2018	2019	Totals	
Mechanical Broom Sweeper	S	STORMWATER	239,717	-	-	-	-	239,717
North Dillard - Surprise to Division	S	STORMWATER	59,570	-	-	-	-	59,570
N. Main Street - Plant to Newell	S	STORMWATER	3,400	22,850	-	-	-	26,250
S. Highland - Smith to Tremaine	S	STORMWATER	10,300	69,000	-	-	-	79,300
Tremaine Street - Main to Dillard	S	STORMWATER	47,035	-	-	-	-	47,035
Stormwater R&R Improvements	S	STORMWATER	30,000	30,000	30,000	30,000	30,000	150,000
Bradford Park Erosion Control	S	STORMWATER	141,000	-	-	-	-	141,000
9th Street Canal Repair	S	STORMWATER	149,500	-	-	-	-	149,500
Park Ave Stormwater Rehabilitation	S	STORMWATER	289,500	-	-	-	-	289,500
Stormwater Pollution Control Boxes	S	STORMWATER	-	74,500	225,500	-	-	300,000
Palm Dr - Regal to Division	S	STORMWATER	-	113,346	-	-	-	113,346
Orange Cove Drainage and Underdrain	S	STORMWATER	-	205,750	-	-	-	205,750
Stormwater Line Upgrade - E Plant/9th St	S	STORMWATER	-	-	-	1,500,000	-	1,500,000
Lulu Creek	S	STORMWATER	-	-	-	1,500,000	-	1,500,000
Stormwater Total			970,022	515,446	255,500	3,030,000	30,000	4,800,968
Automated Front-Load Truck	SW	SOLID WASTE	234,106	-	-	-	-	234,106
Automated Side-Load Truck	SW	SOLID WASTE	244,870	-	-	-	-	244,870
Solid Waste Total			478,976	-	-	-	-	478,976
Palmetto Water Tank Painting	U-W	WATER	-	150,000	-	-	-	150,000
Marsh Rd Potable and Reuse Water Tanks	U-W	WATER	100,000	-	4,400,000	-	-	4,500,000
Dual Wheel Drive Truck	U-W	DISTRIBUTION	69,980	-	-	-	-	69,980
Southwest Reuse Expansion Phase III	U-W	DISTRIBUTION	100,000	1,400,000	-	-	-	1,500,000
Wintermere Harbour Reuse Main Ext. & Retro	U-W	DISTRIBUTION	-	-	-	324,000	-	324,000
Wintermere Pt. Reuse Main Ext. & Retrofit	U-W	DISTRIBUTION	-	-	-	1,224,000	-	1,224,000
Maple St Reuse Water Main Extension	U-W	DISTRIBUTION	-	-	-	-	1,300,000	1,300,000
Portable Generator	U-WW	COLLECTION	47,892	-	-	-	-	47,892
WWTP Maintenance Shop Roof Repair	U-WW	WASTEWATER	29,000	-	-	-	-	29,000
WWTP Disc Filter	U-WW	WASTEWATER	50,000	689,750	-	-	-	739,750
WWTP Equalization Basin Cover	U-W	WASTEWATER	-	-	-	100,000	1,000,000	1,100,000
Utilities Total			396,872	2,239,750	4,400,000	1,648,000	2,300,000	10,984,622

**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
RECOMMENDED MAJOR CAPITAL EXPENDITURES**

PROJECT NAME	SOURCE FUND		2015	2016	2017	2018	2019	Totals
Tremaine Street - Main to Dillard	UIF-W	DISTRIBUTION	10,000	-	-	-	-	10,000
North Dillard - Surprise to Division	UIF-W	DISTRIBUTION	41,975	-	-	-	-	41,975
N. Main Street - Plant to Newell	UIF-W	DISTRIBUTION	3,000	19,750	-	-	-	22,750
S. Highland - Smith to Tremaine	UIF-W	DISTRIBUTION	4,500	28,175	-	-	-	32,675
Windward Cay Reuse Main Ext. & Retrofit	UIF-W	DISTRIBUTION	-	-	288,000	-	-	288,000
Westfield Retrofit Phases 1 & 2	UIF-W	DISTRIBUTION	-	-	-	500,000	500,000	1,000,000
Palm Dr - Regal to Division	U-WW	COLLECTION	-	166,400	-	-	-	166,400
Crest Avenue WWTP Expansion	UIF-WW	WASTEWATER	-	-	-	300,000	2,200,000	2,500,000
Reclaimed Water PH 3	UIF-WW	WASTEWATER	-	-	-	200,000	2,700,000	2,900,000
Dreyfus Flow Improvements	UIF-WW	WASTEWATER	-	-	-	-	1,200,000	1,200,000
Utility Impact Fee Total			59,475	214,325	288,000	1,000,000	6,600,000	8,161,800
2" Water Main Upgrades	URR-W	DISTRIBUTION	200,000	200,000	200,000	200,000	200,000	1,000,000
Dillard St Improvements - SR 50 to Plant St	URR-W	DISTRIBUTION	-	350,000	-	-	-	350,000
Dillard St Improvements - SR 50 to Plant St	URR-WW	COLLECTION	-	350,000	-	-	-	350,000
N. Main Street - Plant to Newell	URR-WW	COLLECTION	6,100	40,650	-	-	-	46,750
S. Highland - Smith to Tremaine	URR-WW	COLLECTION	4,500	29,750	-	-	-	34,250
Tremaine Street - Main to Dillard	URR-WW	COLLECTION	10,000	-	-	-	-	10,000
North Dillard - Surprise to Division	URR-WW	COLLECTION	64,975	-	-	-	-	64,975
Palm Dr - Regal to Division	URR-WW	COLLECTION	-	157,300	-	-	-	157,300
Gravity Sewer Rehabilitation	URR-WW	COLLECTION	200,000	200,000	200,000	200,000	200,000	1,000,000
Lift Station #18 Rehabilitation	URR-WW	COLLECTION	350,000	-	-	-	-	350,000
Utility Renewal and Replacement Total			835,575	1,327,700	400,000	400,000	400,000	3,363,275
Trailer City Electrical Upgrades	TC	TRAILER CITY	34,445	-	-	-	-	34,445
Trailer City Total			34,445	-	-	-	-	34,445
Total			6,073,228	7,200,610	11,333,500	10,358,000	9,360,000	44,325,338

CITY OF WINTER GARDEN, FLORIDA
DEBT INFORMATION

Summary of Debt Outstanding

Note: Neither the City of Winter Garden Charter or Code of Ordinances nor the Florida Statutes limit the amount of debt the City of Winter Garden can issue.

Debt Outstanding—Governmental Fund Types:	Amount Expected at October 1, 2014
Sales Tax Revenue Bonds, Series 2006 \$12,025,000; principal due in annual installments of \$280,000 to \$690,000 through October 1, 2036; interest due in semi-annual installments of \$15,525 to \$222,019 through October 1, 2036; interest varies between 4.0% to 4.5% depending on maturity	10,100,000
Total Outstanding—Governmental Fund Types	\$10,100,000
Debt Outstanding—Proprietary Fund Types	Amount Expected at October 1, 2014
2001 State Revolving Fund Loan \$1,097,149; due in semi-annual principal and interest installments of \$37,525 through July 15, 2024; Interest at 3.330%	\$ 633,901
2003 State Revolving Fund Loan \$10,810,898; due in semi-annual principal and interest installments of \$366,572 through July 15, 2024; Interest at 2.820%	6,349,728
2004 State Revolving Fund Loan \$2,066,219; due in semi-annual principal and interest installments of \$67,727 through May 15, 2024; Interest at 2.670%	1,181,909
Total Outstanding—Proprietary Fund Types	\$8,165,538

CITY OF WINTER GARDEN, FLORIDA
DEBT INFORMATION

Annual Requirements to Amortize Long-Term Debt by Fund

DEBT OUTSTANDING—GOVERNMENTAL FUND TYPES:

General Fund

Debt service requirements of the Sales Tax Bonds, Series 2006 are as follows:

Fiscal Year Ending	Principal	Interest	Total
2015	\$ 290,000	\$ 427,038	\$ 717,038
2016	300,000	415,238	715,238
2017	315,000	402,938	717,938
2018-2036	9,195,000	4,326,669	13,521,669
	\$10,100,000	\$5,571,883	\$15,671,883

Community Redevelopment Agency Fund

Debt service requirements of the Community Redevelopment Revenue Note, Series 2001 are the greater of (1) \$325,000 or (2) \$325,000 plus half of the prior year Community Redevelopment Agency Tax Increment Revenues in excess of \$375,000. Total debt service payments are estimated to be \$176,468 for Fiscal Year 2014 to pay the Note in-full.

CITY OF WINTER GARDEN, FLORIDA
DEBT INFORMATION

DEBT OUTSTANDING—PROPRIETARY FUND TYPES:

Utility Fund

Debt service requirements of the 2001 State Revolving Fund Loan are as follows:

Fiscal Year Ending	Principal	Interest	Total
2015	\$ 54,391	\$ 20,660	\$ 75,051
2016	56,217	18,834	75,051
2017	58,105	16,946	75,051
2018-2024	465,188	60,167	525,355
	\$633,901	\$116,607	\$750,508

Debt service requirements of the 2003 State Revolving Fund Loan are as follows:

Fiscal Year Ending	Principal	Interest	Total
2015	\$ 557,987	\$ 175,156	\$ 733,143
2016	573,833	159,310	733,143
2017	590,130	143,014	733,144
2018-2024	4,627,778	504,224	5,132,002
	\$6,349,728	\$981,704	\$7,331,432

Debt service requirements of the 2004 State Revolving Fund Loan are as follows:

Fiscal Year Ending	Principal	Interest	Total
2015	\$ 104,590	\$ 30,863	\$ 135,453
2016	107,401	28,052	135,453
2017	110,288	25,166	135,454
2018-2024	859,630	88,542	948,172
	\$1,181,909	\$172,623	\$1,354,532

SUPPLEMENTAL INFORMATION



GENERAL FUND UNRESERVED FUND BALANCE HISTORY

—

PERSONNEL AUTHORIZATIONS

—

FULL TIME EQUIVALENT EMPLOYEES PER THOUSAND

—

AD VALOREM REVENUE HISTORICAL COMPARISON

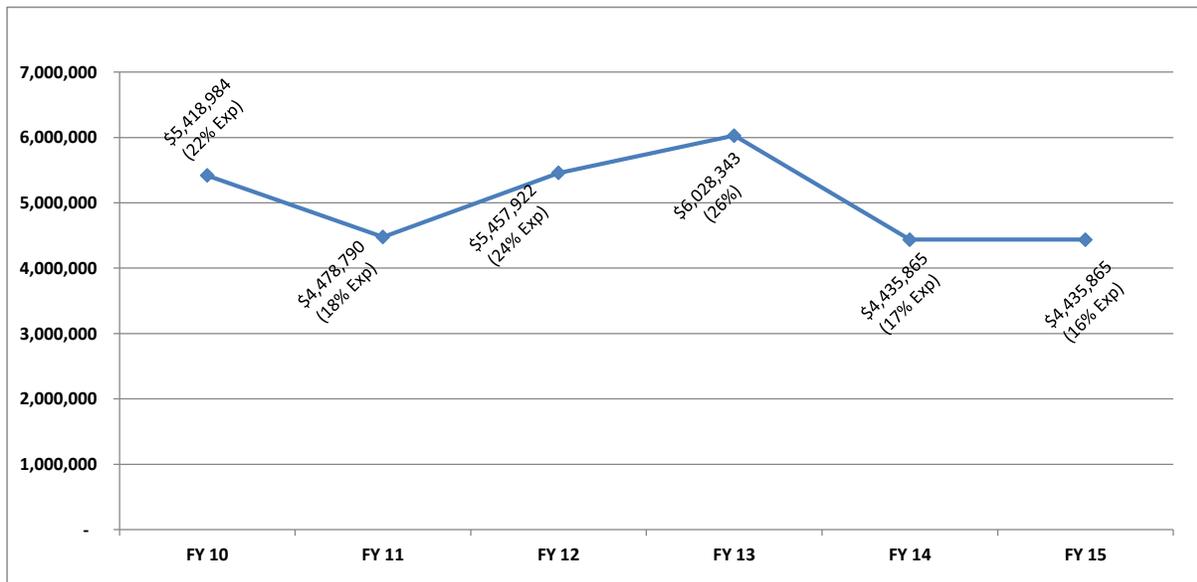
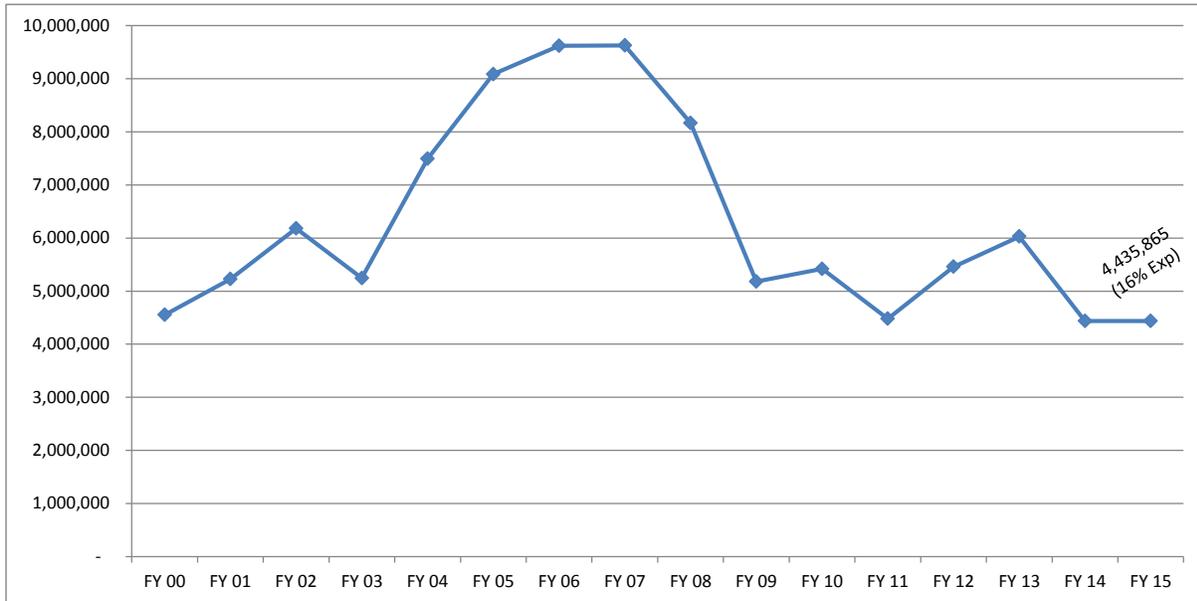
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COMPARISON OF PROPERTY TAX RATES

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STRATEGIC PLAN WITH DETAILED BUSINESS PLANS

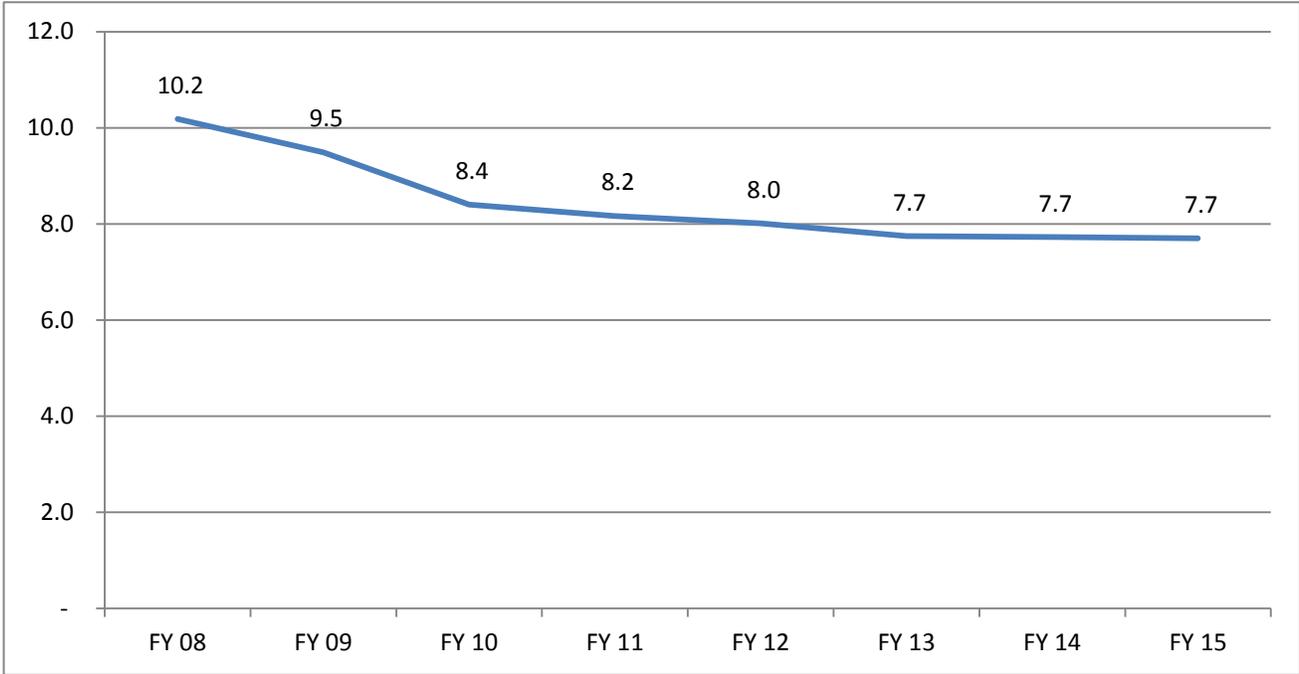
**CITY OF WINTER GARDEN
FY 2014/2015 BUDGET
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND**



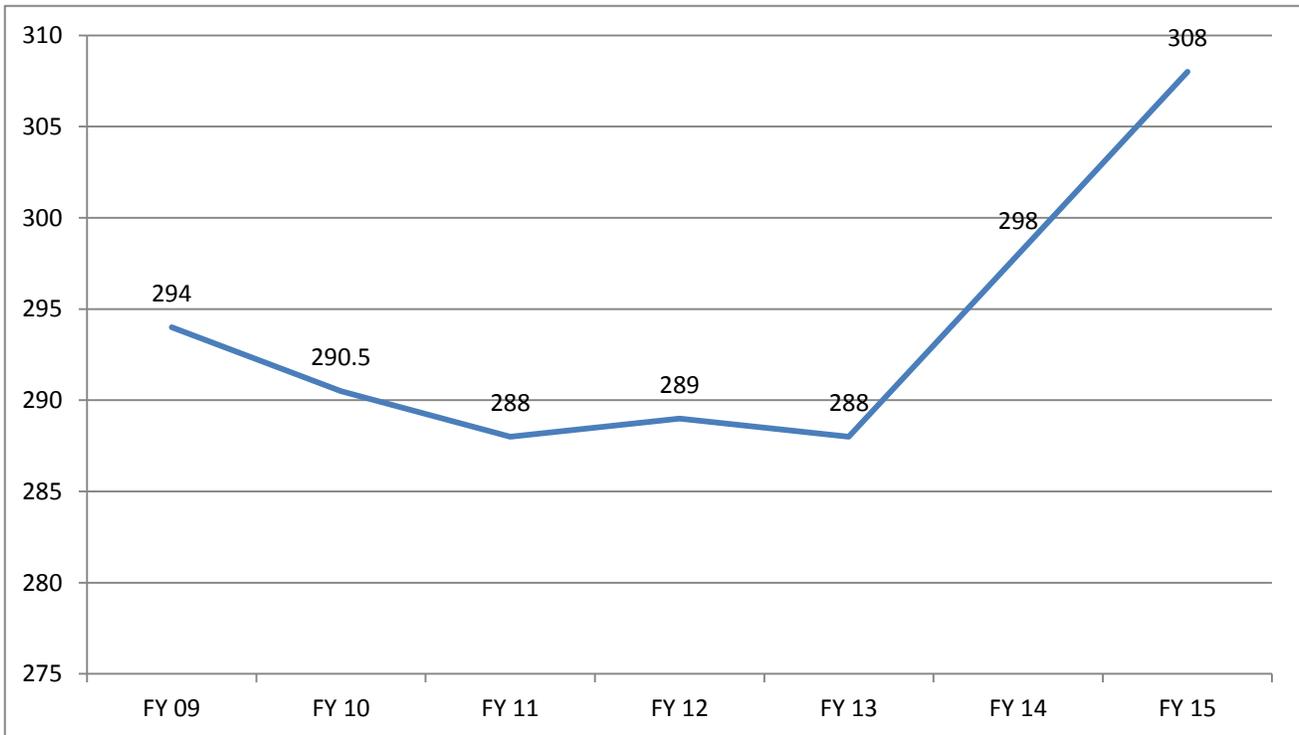
CITY OF WINTER GARDEN
Proposed FULL TIME EQUIVALENT FISCAL YEAR 2014-2015

DEPARTMENT	FY10-11	FY11-12	FY12-13	FY13-14	Proposed FY14-15
GENERAL GOVERNMENT					
City Commission	5	5	5	5	5
Executive	7	7	5.5	5.5	5.5
Economic Development	1	1	1	1	1
City Clerk	3	3	3	3	3
Finance	11	11	11	10	10
ADMINISTRATIVE SERVICES					
Human Resources	3	3	4	4	4
Human Resources part-time	0.5	0.5	0	0	0
Human Resources-Building Maint.	5	0	0	0	0
Facilities Management	0	5	6	6	6
Fleet Management	6	6	6	6	6
Information Systems	5	5	5	5	5
TOTAL GENERAL GOVERNMENT	46.5	46.5	46.5	45.5	45.5
PUBLIC SAFETY					
Police - sworn	70	71	71	75	79
Police - non-sworn	17	17	17	17	20
Police - non-sworn part-time	6	6	6	6	8
Fire	46	46	46	45	45
TOTAL PUBLIC SAFETY	139	140	140	143	152
COMMUNITY DEVELOPMENT					
Building - Inspection	5	4	4	6	6
Building - Code Enforcement	2	2	2	2	2
Planning - Administration	3	4	4	4	4
Building - Administration	5.5	6	6	6	6
TOTAL COMMUNITY DEVELOPMENT	15.5	16	16	18	18
PUBLIC SERVICES					
Administration	4	4	5	4	4
Streets	6	3	3	3	3
Cemetery	1	1	1	1	1
Engineering	5	0	0	0	0
Sanitation	19	19	19	19	19
Stormwater	2	2	2	2	2
Environmental Services	3	3	3	3	3
Water	5	5	5	5	5
Wastewater	7	7	7	7	7
Distribution	8	9	9	12	12
Collection	10	12	12	15	15
TOTAL PUBLIC WORKS AND UTILITIES	70	65	66	71	71
ENGINEERING	0	5	4	5	5
Recreation	9	8	8	8	7
Recreation - part-time FTE	1	0.5	0.5	0.5	0.5
Parks	10	11	10	10	12
TOTAL PARKS/RECREATION	20	19.5	18.5	18.5	19.5
TOTAL PUBLIC SERVICES			88.5	88.5	95.5
TRAILER CITY	2	2	2	2	2
TOTALS (less Commission)	288	289	288	298	308

**CITY OF WINTER GARDEN
 FY 2014/2015 BUDGET
 FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**

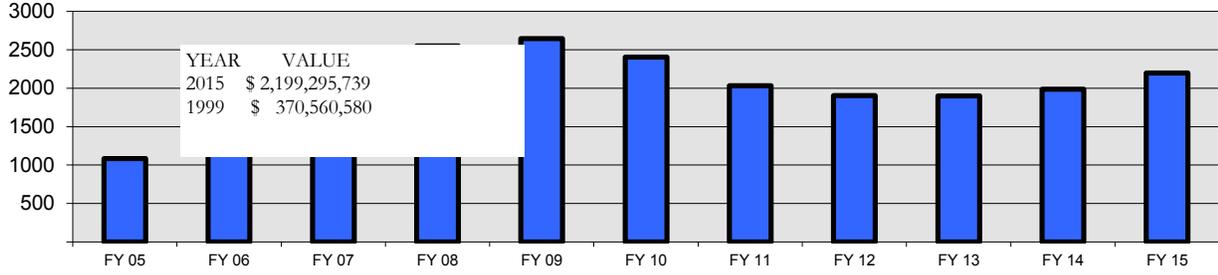


FULL-TIME EQUIVALENT EMPLOYEES

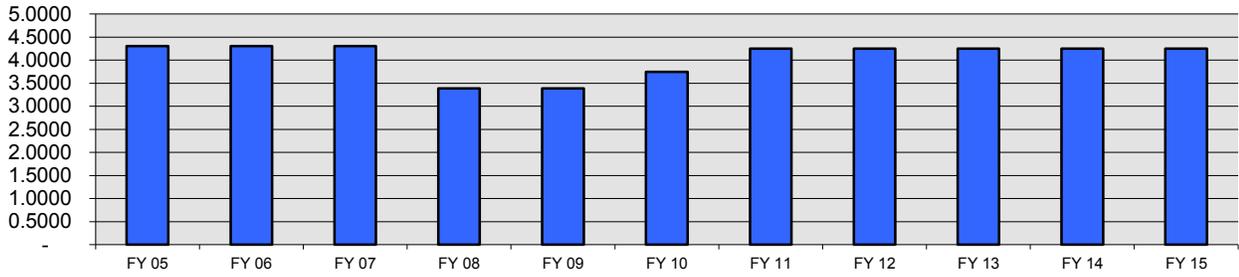


CITY OF WINTER GARDEN AD VALOREM TAXES

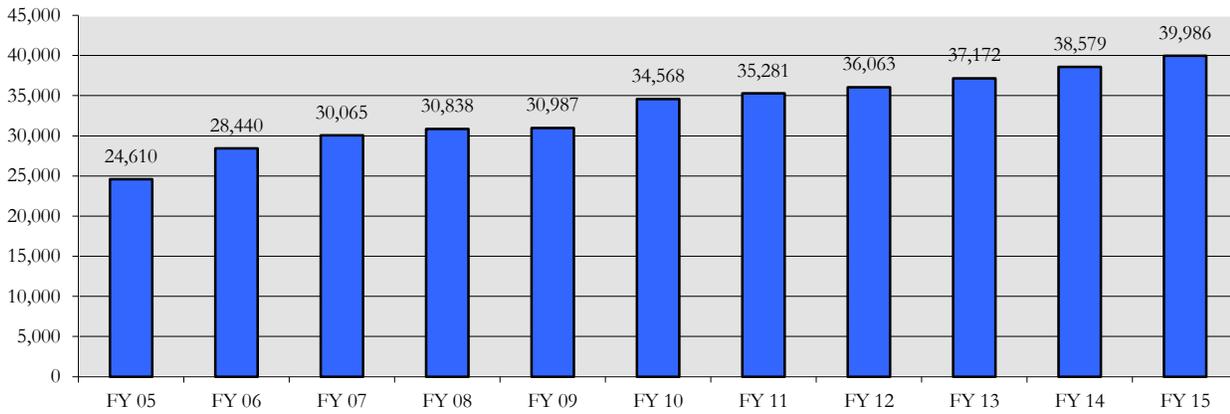
TOTAL ASSESSED VALUATION
IN MILLIONS



MILLAGE RATE



WINTER GARDEN POPULATION



Orange County Property Taxable Values and Millage Rates

FY 2013/14 Taxable Values Compared to FY 2014/15 Taxable Values

Government Organization	Prior Year Taxable Property Value FY 2013/14	Preliminary Tax Roll Property Value FY 2014/15	% Increase / (Decrease) in Property Value FY14 to FY15	FY 2014/15 Proposed Millage Rate
Oakland	189,585,130	202,136,424	6.62%	7.7500
Eatonville	176,766,154	190,810,654	7.95%	7.2938
Orlando	18,678,543,091	20,076,929,885	7.49%	6.6500
Ocoee	1,673,418,810	1,818,693,039	8.68%	6.5000
Edgewood	267,513,154	275,755,231	3.08%	5.7000
Maitland	1,972,678,521	2,060,711,080	4.46%	5.3600
Orange County (General)	84,092,787,233	90,389,830,566	7.49%	4.4347
Belle Isle	581,385,820	603,075,188	3.73%	4.4018
Winter Park	3,943,795,215	4,163,887,024	5.58%	4.3907
Winter Garden	1,986,372,701	2,199,295,739	10.72%	4.2500
Windermere	536,686,276	561,535,310	4.63%	3.7896
Apopka	1,992,832,887	2,171,919,117	8.99%	3.4727

CRA	Prior Year Taxable Property Value FY 2013/14	Preliminary Tax Roll Property Value FY 2014/15	% Increase / (Decrease) in Property Value FY14 to FY15
Apopka	89,480,604	92,950,491	3.88%
Eatonville	92,012,428	92,385,754	0.41%
Maitland	157,561,710	172,302,524	9.36%
Ocoee	178,613,111	180,956,437	1.31%
Orlando	3,659,588,059	3,893,661,179	6.40%
Winter Garden	99,072,038	100,418,406	1.36%
Winter Park	525,010,642	561,611,467	6.97%

City of Winter Garden
STRATEGIC PLAN

The Winter Garden Way

Mission Statement

To be the best small city in the State of Florida

Our Vision

Winter Garden will be a safe, family-oriented city growing according to a plan that enhances our sense of community;

Providing many varied recreational, cultural, educational and housing opportunities for diverse families and individuals;

Creating the business- friendly environment necessary to attract and retain quality companies, supporting well paid employment opportunities for all our residents;

Setting aside sufficient green space to protect our natural environment;

And preserving the character, charm and history that define us.

Core Values

Deliver **quality services equitably** and **respectfully**.

Provide **transparent** and **accountable** government.

Encourage **civic engagement** from the entire community.

Provide **sound fiscal management** in order to maintain a low tax rate.

Maintain the highest levels of **honesty** and **integrity**.

Hire, retain, develop and promote **top talent** based on merit and qualifications.

Strive for **continuous improvement** through innovative solutions.

Foster a culture of **teamwork** and **collaboration**.

Strategic Priorities

Mobility

Create and maintain a network of highways, roads, paths and transportation alternatives that make uncongested links to all parts of Winter Garden.

The ability to move unencumbered from one place to another and especially from one part of the city to another enhances the quality of life of residents. Vehicle congestion not only wastes time, it diminishes air quality. Alternative modes of travel, like bicycling and walking enhance both the environment and personal health.



Target Areas:

- Highway 50 traffic flow.
- Transportation infrastructure needs improving.
- Bicycle travel is underutilized.

Key Initiatives:

- Improve bicycle, pedestrian and vehicle inter-connections to all parts of the City and especially the Downtown District.
- Reduce congestion.
- Encourage alternative modes of transportation.

Safe Community

Aim police presence at property and personal crimes to ensure residents feel safe in all parts of Winter Garden, day or night.

To be comfortable in their homes, neighborhoods and downtown; to move freely about the city; and for commerce to be successful: residents must feel safe. A safe community will attract residents, visitors and businesses. The causes of crime are many, and while not all solutions rest with the police, local law enforcement is on the front line of protection of property and person.

Target Areas:

- Police need to focus on crimes against people and property.

Key Initiatives:

- Maintain police presence in and around town.
- Enlist community members to assist with crime prevention.
- Work with at-risk youth.
- Create educational programs to help reduce crime.
- Aim at early intervention to stop crime before it happens.
- Focus on property crimes.



Thriving Economy

Encourage a sustainable thriving economy that maintains a prosperous downtown and good jobs for people with different skills.

Economic vitality is the engine of sustainable growth and, some would argue, the foundation of a good quality of life. There are many avenues to a strong economy but building on what the community already has makes for an efficient road to success.

Target Areas:

- Residents leave town for shopping, dining and entertainment.
- Residents leave town for employment, especially higher paying jobs.
- Tourism is a missed opportunity in Winter Garden.

Key Initiatives:

- Continue to preserve and enhance a vibrant, thriving downtown.
- Revitalize commercial areas in the City.
- Make Winter Garden a premier place to work, live and play in Central Florida.
- Market Winter Garden as a destination for entrepreneurs, recreationists, culinary enthusiasts, digital media and all other visitors.
- Promote desirable businesses.
- Build on the presence of the West Orange Trail.
- Improve planning, permitting and inspection processes to ensure high quality development throughout the City.
- An expedient plan review process that ensures high quality development.
- A master plan to create business parks.
- Improve property values through quality commercial and residential development.



Sense of Community

Protect the history and small town character of Winter Garden to preserve its sense of community.

Whether from its roots, location, community programs or just good luck, Winter Garden residents are drawn here because of its small town feel and sense of community. Strong sense of community can translate into social and civic encouragement by which residents look out for one another, participate in local events, patronize local business and become involved in government decisions. Where residents are concerned about something greater than their own self-interest, the social, economic and political network of the community has great strength.



Target Areas:

- With growth, Winter Garden could lose its small town charm.
- Winter Garden may lose touch with its “juicy” past.
- Winter Garden residents could be more civically engaged.

Key Initiatives:

- Maintain the small town atmosphere.
- Preserve the historical charm and attributes.
- Develop a strong community identity.
- Provide opportunities to encourage social engagement and connection for public, private and faith-based sectors of the community.
- Provide opportunities for public participation, input and civic engagement.
- Increase community cohesion (diversity, etc.).
- Keep residents well-informed about city matters.

Natural Environment

Protect the natural environment and enhance green spaces.

It is no fad to claim that caring for the natural environment is the responsibility of all people. Besides the long term value of keeping our planet healthy, there are obvious short term gains from improving the quality of community life by expanding places for recreation and contemplation. As Winter Garden grows, there will be pressure to use



all available land for development: however, a reasonable balance must be struck to grow wisely, protection what nature has provided this part of West Orange County.

Target Areas:

- Not enough “green spaces” exist in the City.
- Lake Apopka is polluted.
- Environmental challenges exist due to new growth.

Key Initiatives:

- Pursue managed, well-planned growth.
- Maintain and protect natural land spaces, groundwater resources and other environmentally sensitive areas.
- Rehab, restore and protect open space/land reserve.
- Continue to pursue efforts to reduce pollution in Lake Apopka.

Attractive Community

Keep the City and its gateway corridors attractive and clean.

An attractive, clean community not only gives a good impression to visitors, it makes for a more desirable home. Attractive communities don't simply materialize from pleasing environmentalists; care and resources must be devoted to make them appealing and keep them that way.

Target Areas:

- Highway 50 needs to remain a priority as it presents a first impression of the City to visitors.
- Code enforcement is not consistently applied throughout the City.



Key Initiatives:

- Redevelop Highway 50, Dillard Street and East Plant Street as attractive gateways into the City.
- Update and enforce codes consistently, with special attention to dilapidated commercial and residential areas.
- Ensure a sustainable attractive downtown.
- Develop and sustain beautiful park, pedestrian and landscape areas.
- Facilitate and encourage utilization of the Community Development Block Grant (CDBG) to support City-wide housing rehab efforts.

Recreation, Arts and Culture

Provide facilities and programs for recreation, arts and culture that help to keep residents and visitors active and healthy.

Not only because it is important in each person's life, but more and more as the county ages, people need to have the right balance of work and play. Many people will be unanchored from jobs both because of retirement and because technological advances will permit folks to choose their home location while working remotely using



telecommunications and the Internet. Recreation, arts and culture form a strong magnet and, when done well, provide wonderful opportunities for residents of all ages to enjoy their surroundings and maintain healthy lifestyles.

Target Areas:

- Some residents leave town to “play.”
- Many residents lack awareness about existing programs.
- Youth need more recreation and constructive out-of-school time activities.

Key Initiatives:

- Maximize recreational opportunities for youth of all age groups.
- Connect to the natural resources
- Celebrate community history in festivals.
- Encourage private sector provision of recreational services.
- Support local arts.
- Develop better ways to inform residents about recreation, art and cultural opportunities.

Education and Learning Opportunities

Support elevating the quality of K-12 public education and broaden opportunities for advanced adult learning.

As potential newcomers consider the places they might like to reside, excellent education for their children and life-long learning for themselves are prime motivators. Though a municipality does not directly control a school system, a city's reputation is affected by the variety and quality of K-12 schooling as well as the availability of technical and vocational



education. Local schools also are important enough to influence relocation decisions among those looking to retool or refresh their skills. Toward the latter part of life, retirees, especially, seek opportunities to continue to learn through exciting and organized classes.

Target Areas:

- Public education in Winter Garden needs to be of higher quality.
- Not enough opportunities for education exist.

Key Initiatives:

- Support improvement in the quality of Winter Garden public schools.
- Support new and existing opportunities for adult education including vocational and high technology.
- Target, recruit and support a four year institution of higher learning for the community.

Quality Services and Infrastructure

Maintain a network of high quality services and infrastructure for all parts of Winter Garden.

Local government is about delivering services to the community efficiently, effectively and equitably. Often local government infrastructure is taken for granted, running in the background like the cables and plugs that bring a picture to your television. However, basic services performed well by a staff that is committed to effective work represent the underpinning of a strong city.



Target Areas:

- Not all parts of Winter Garden appear to have equivalent quality of infrastructure.
- Water, sewer, streets, landscaping and services need to be maintained at the highest levels across all of Winter Garden.

Key Initiatives:

- Hire, develop and support quality staff.
- Seek alternative sources of funding to provide the necessary financial resources to succeed.
- Continuously plan for the short term and the long run to meet all of the community's infrastructural and service needs.

**DETAILED BUSINESS PLANS
AND
PERFORMANCE INDICATORS**



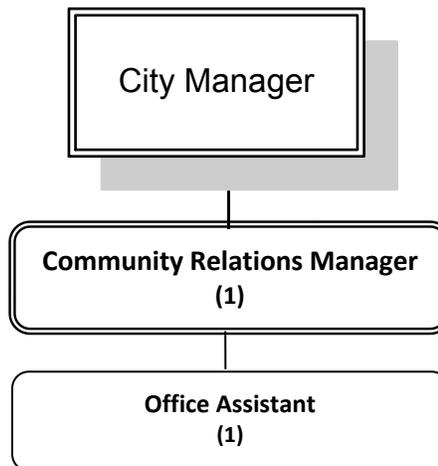
COMMUNITY RELATIONS DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Proactively engage the Winter Garden community to establish relationships between the City and its residents, businesses, governmental entities, and other stakeholders.	CORE FUNCTIONS: <ul style="list-style-type: none">• Lead publicity initiatives with residents and businesses regarding City functions, services and programs• Direct marketing programs to enhance the public image of the City• City liaison with community groups, residents, governmental agencies, and the media
CHALLENGES: <ul style="list-style-type: none">• Apathy towards local government• Difficulty in communicating effectively to various groups due to language and cultural barriers	BUSINESS ASSUMPTIONS <ul style="list-style-type: none">• More information provided to citizens will increase their understanding of City functions• Knowledge of events in the City will lead to increased participation and attendance• Citizens want to experience a sense of community and to be a part of their community

Organizational Structure

FTE: 2



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Protect the Sense of Community

Department Goal

Provide an improved sense of community inclusion

Objective

- Monitor and improve strategies to encourage and better engage Winter Garden citizens to achieve higher levels of inclusion and a stronger sense of community around City affairs, events and quality of life opportunities.

Performance Indicators

Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index – % of Citizens who feel positive about how well the City includes and involves them in government affairs
Opportunities to Participate in Community Matter Satisfaction Index – % of Citizens who feel positive about their level of access and awareness to participate in matters that impact the community
Sense of Community Satisfaction Index – % of Citizens who feel positive about the overall sense of community cohesiveness

Strategic Priority #2

Support Public Education and Learning Opportunities

Department Goal

Continue partnering with local schools

Objective

- Continue to build and nurture partnerships with local school administration and parent organizations through outreach programs.

Performance Indicators

Avg. West Orange Consortium Participation % – # of Principals and Parent Organizations attending West Orange Consortium meetings held twice a year compared to total Principals and Parent Organizations throughout West Orange county. (average of both meetings)
City Participation in Schools Satisfaction Rating – Percentage of principals who rated the City's participation in local public schools (that Winter Garden children attend) as good or excellent (on a 5pt scoring scale) determined by the use of surveys

Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

Department Goal

Deliver excellent customer service to all citizens & residents

Objectives

- Continue to monitor and improve the GovQa service delivery process to achieve timely and satisfactory outcomes when handling all citizen service needs.
- Actively monitor and improve City Reception's telephone customer service to achieve timely and satisfactory outcomes when handling and responding to the service needs of all citizens or customers.

Performance Indicators

Service Process Satisfaction Rating – Citizen satisfaction level of the request process on 5 point scale in Gov QA Satisfaction Survey (excludes anonymous requests)

Service Outcome Satisfaction Rating – Citizen satisfaction level of request outcome on 5 point scale in Gov QA Satisfaction Survey (excludes anonymous requests)

Initial Acknowledgement Response Rate (within 24 hrs.) – % of requests that are acknowledged with 24 hours by City staff

Second Acknowledgement Response Rate (within 72 hrs.) – % of requestors given timeframe and next step of actions by City staff within 72 hours

% of Requests Resolved within Provided Timeframe – % of requests accomplished within the expected timeframe

% Satisfied with Resolution Timeframe – Citizen satisfaction level of the time taken to resolve matters on a 5 point rating scale in the Gov QA Satisfaction Survey (excludes anonymous requests)

Average Queue Wait Time – The time that elapses on average (seconds or minutes) once a caller enters the Reception Queue to the point when a call is picked-up or answered by a call agent or live person

Average Talk Time – Time taken (seconds or minutes) to service or complete Reception calls from when a presented call is picked up or answered by a call agent or a live person to when the call is terminated (excludes hold time during a call)

Average Hold Time – The total time that elapses on average (seconds or minutes) when a caller is placed on hold by a call agent or live person at any point when a call is being handled or serviced in the Reception Queue. **% Satisfied** – Citizen satisfaction

Call Abandonment Rate – Number of callers or calls entering the Reception Queue that voluntarily terminated or abandoned the call before a call agent or live person picked-up divided by total calls presented in the Queue

% of Calls Handled – Number of calls presented/that entered the Reception Queue and were answered by a live person divided by total calls presented in the Queue

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index	73%	73%	75%↑
Opportunities to Participate in Community Matter Satisfaction Index	73%	73%	75%↑
Sense of Community Satisfaction Index	88%	88%	90%↑
City Participation in Schools Satisfaction Rating	100%	TBD	85%↑
Service Process Satisfaction Rating *	94.3%	99%	100%↑
Service Outcome Satisfaction Rating *	91.3%	98%	100%↑
% Satisfied with Resolution Timeframe *	91.2%	97%	100%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time	:37	:37	:40↓
Average Talk Time	:38	:37	:35↓
Average Hold Time	:06	:06	:06↓
Call Abandonment Rate	8.0%	8.0%	5.0%↓
% of Calls Handled	92.0%	92.0%	95.0%↑
Avg. West Orange Consortium Participation %	80%	50%	95%↑
Initial Acknowledgement Response Rate (within 24 hrs.)	85.1%	90%	100%↑
Second Acknowledgement Response Rate (within 72 hrs.)	79.6%	81%	100%↑
% of Requests Resolved within Provided Timeframe	84.4%	90%	100%↑

* GovQA citizen survey on service request experience conducted monthly

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2

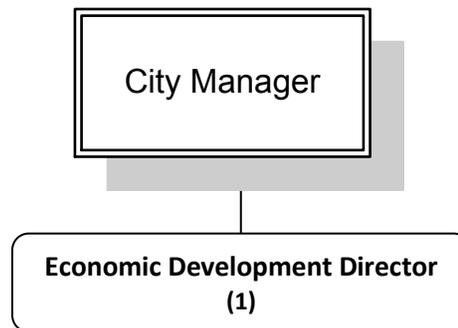


ECONOMIC DEVELOPMENT DEPARTMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Promote a sustainable and thriving economy that maintains a prosperous business community that yields diverse job opportunities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Business Recruitment • Economic Gardening – Business Development, Technical Assistance & Partnerships • Downtown and Redevelopment • Business Marketing & Promotion • Strategic Educational Alliances Formation
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Recovering economic environment, including: <ul style="list-style-type: none"> ○ Tightened capital markets ○ Housing market beginning to rebound ○ Modestl business growth ○ Improved consumer confidence ○ Lower unemployment rate (7%) 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Recovering economic environment, including: <ul style="list-style-type: none"> • Tightened capital markets • Housing market beginning to rebound • Modestl business growth • Improved consumer confidence • Lower unemployment rate (7%)

Organizational Structure

FTE: 1



FY 2014-2015 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Encourage a Thriving Economy

Department Goal

Provide a business-friendly environment that creates desirable and successful businesses

Objective

- Develop programs that encourage successful businesses through business development, technical assistance and networking to improve employment opportunities and a business climate that promotes success.

Performance Indicators

Employment Opportunity Satisfaction Index – Percentage of citizens who feel positive about employment opportunities in the city

Business Community Satisfaction Rating – Number/Percentage of Businesses that are satisfied with WG's business environment and City economic programs. (To survey 200 businesses)

% Change in City Population – Percentage change (increase/decrease) in current fiscal year's City population compared to prior year's City's population

City Population – Total annual count of residents living in Winter Garden

City-wide Occupancy Rate – Occupied square footage compared to total square footage throughout the City (includes Downtown)

City Unemployment Rate – Number of unemployed workers throughout the City divided by total City workforce. Unemployed classification excludes persons in school full-time, working in the home, disabled, or retired. Only persons actively looking for a job or waiting to return to a job are considered unemployed

of Jobs Created – Annual number of targeted (value added) new jobs added to the Winter Garden employment base as a result of economic development efforts, activities and programs

Jobs Created as % of Total Jobs – Annual number of targeted (value added) new jobs added to the Winter Garden employment base compared to total Winter Garden jobs from the prior year (Source: US Census)

Average Wage of Jobs Created – Average annual wage of targeted (value added) new jobs created from economic development efforts, activities and programs

Average Wage of Total Jobs – Average annual wage of employment throughout Orange County (Enterprise Florida/US Bureau of Labor Statistics)

Annual % Change in Property Values – Percentage change (increase/decrease) in current fiscal year's property values compared to prior year's property values in Winter Garden. (per Orange County Property Tax Appraiser's Office)

Total Annual Property Values – Total annual dollar value of properties in Winter Garden (per Orange County Property Tax Appraiser's Office)

% Change in Average Household Income – Percentage change (increase/decrease) in current fiscal year's average household income compared to prior year's average household income in Winter Garden

Average Household Income – Average income generated or earned per household in Winter Garden. Total household income in Winter Garden divided by total number of households in Winter Garden

Average Purchase Price of a New Home (Single-Family) – Annual aggregate purchase price value of new single family homes divided by units sold

Department Goal

Foster entrepreneurship and empower business start-ups to bolster commerce

Objective

- Provide local businesses with assistance and create programs that better facilitate and expedite entrepreneurial growth.

Performance Indicators

of Business Start-Ups & Expansions – Number of new businesses and expansions annually throughout WG measured by Business Tax data

% Change in Business Tax Receipts – Percentage change in the annual proceeds collected relative to the City's business tax base (entities paying business taxes). Calculation: Current year's business tax receipts minus prior year's business tax receipts divided by prior year's total business tax receipts

Annual Business Tax Receipts – Annual proceeds of business taxes collected from local entities

Commercial Construction \$ Value – Calendar year total monetary value of all commercial construction activity throughout Winter Garden

Construction \$ Value per Commercial Building Permit – Estimated dollar value of construction work for each commercial building permit application submitted on a calendar year basis

Residential Construction \$ Value – Calendar year total monetary value of all residential construction activity throughout Winter Garden

Construction \$ Value per Residential Building Permit – Estimated dollar value of construction work for each residential building permit application submitted on a calendar year basis

Department Goal

Encourage a vibrant Downtown, which in turn creates a thriving City

Objective

- Develop and execute a Downtown strategy to strengthen and enhance the District in order to maintain a downtown occupancy rate of at least **90%** annually.

Performance Indicators

***Downtown Occupancy Rate** – Occupied square footage compared to total available square footage in the Downtown District
Downtown Lease Rates/Square Footage – Dollar value per square footage paid in rent on a per annum basis throughout the Downtown District*

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Employment Opportunity Satisfaction Index	42%	42%	45%↑
Business Community Satisfaction Rating	60%	60%	65%↑
OPERATIONAL INDICATORS			
% Change in City Population	37,172	38,442	39,800↑
City Population	3.1%	3.4%	3.5%↑
City-wide Occupancy Rate	92%	TBD	93%↑
City Unemployment Rate	5.6%	4.3%	4.0%↓
# of Jobs Created	45	TBD	60↑
Jobs Created as % of Total Jobs	.28%	TBD	.38%↑
Average Wage of Jobs Created	\$46,638	TBD	\$47,500↑
Average Wage of Total Jobs	\$41,479	\$42,336	\$42,500↑
Annual % Change in Property Values	.17%	4.55%	10.72%↑
Total Annual Property Values	\$1,899,976,593	\$1,986,372,701	\$2,199,295,739↑
% Change in Average Household Income	TBD	TBD	5%↑
Average Household Income	TBD	\$56,384	\$59,203↑
Average Purchase Price of a New Home (Single-Family)	\$316,966	\$265,000	\$300,000↑
# of Business Start-Ups & Expansions	348	137	350↑

% Change in Business Tax Base	-19.2%	TBD	5%↑
Annual Business Tax Receipts	\$189,172	TBD	\$200,000↑
Commercial Construction \$ Value	\$25,145,069	\$13,414,217	\$29,000,000↑
Construction \$ Value per Commercial Building Permit	\$97,085	\$97,063	\$99,000↑
Residential Construction \$ Value	\$88,963,238	\$27,177,824	\$92,000,000↑
Construction \$ Value per Residential Building Permit	\$46,798	\$30,426	\$50,000↑
Downtown Occupancy Rate	98.6%	99.5%	100%↑
Downtown Lease Rates/Square Footage	\$18.00	\$19.00	\$20.00↑

TBD – To be determined and calculated by the end of the fiscal year

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FY 13/14 Actual results reflect current values through Q2

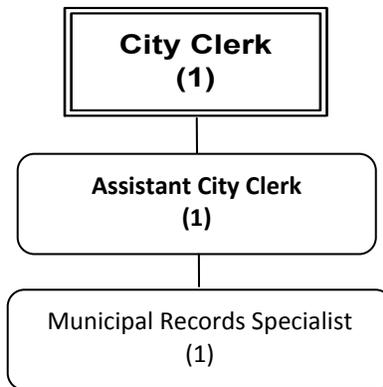


CITY CLERK'S DEPARTMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Ensure the integrity of the legislative process, municipal elections, administrative support, disseminated information and official public documents.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Proceedings management office of the legislative body • Custodian of the city seal, all ordinances, resolutions, and records of general or permanent character pertaining to the affairs of the city • Administer oaths • Administration of municipal elections
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Simultaneously receiving multiple records requests • Greater than normal staff turnover could challenge response times to public records requests and completion of records projects 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Monitoring of legislative statutory or administrative law actions related to records • Maintaining good partnerships with departments to reduce records request response times • Prompt notification by the City Attorney of impending litigation to ensure proper maintenance of the related records • Necessary tools available to properly maintain and secure the city's public records, both paper and electronic

Organizational Structure

FTE: 3



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide requested records in the least amount of time as possible

Objective

- Monitor and enhance the City's records management process to ensure that **100%** of all standard requests are fulfilled within **10** business days.

Performance Indicator

*Percentage of Standard Requests Fulfilled within 10 Business Days – Number of **standard records requests** that were received and fulfilled less than or equal to 10 business days compared to total standard records requests fulfilled throughout the fiscal year. **Standard records requests** are submitted by institutions or commercial entities that reflect moderate levels of detail to compile and fulfill.*

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULT & TARGET

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATOR			
Percentage of Standard Requests Fulfilled within 10 Business Days	100%	100%	100%↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2

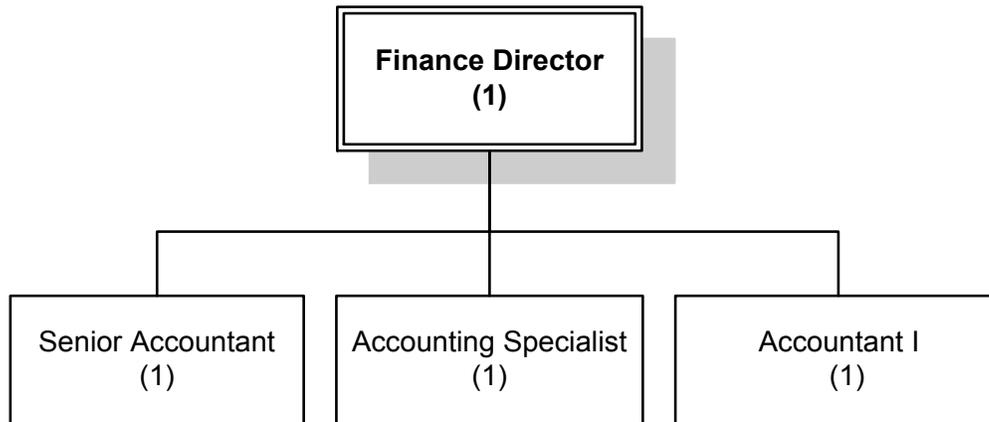


FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Preserve financial wellness and the fiscal integrity of the City as well as facilitate accounting and procurement standards.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Financial Management – Treasury, Management & Budgeting, Accounting & Controls • Payroll Administration • Accounts Payable & Accounts Receivable
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Unfavorable legislative changes • Economic instability of the state and nation • Declining availability of Federal and State funding 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Favorable audited financial statements • Sufficient revenue will be available to maintain current service levels

Organizational Structure

FTE: 4



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Submit balanced budget within appropriate parameters to maintain low tax rates

Objective

- Proactively support departments with fiscal guidance and using periodic department financial reports that provide an early alert on spending trends in an effort to contain and achieve a 'budget to actual' variance of +/- 5% in the City's overall financials.

Performance Indicator

Budget to Actual Variance Percentage – Percentage difference between overall actual results and original budget expectations relative to the City's (unaudited) financials

Strategic Priority #2

Deliver Quality Services Equitably & Respectfully

Department Goal

Deliver service excellence to all internal customers

Objective

- Ensure that all service contact points make every customer feel important and cared for and that the staff takes initiative to always find solutions with a can-do attitude.

Performance Indicator

Fiscal Management Overall Customer Service Satisfaction Rating – Percentage of employees who felt that the overall customer service experience was either "satisfactory or outstanding" based on the City's Customer Service Standards of Ownership, Responsive, Respectful & Professional

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
Fiscal Management Overall Customer Service Satisfaction Rating *	97.6%	96%	98%↑
FINANCIAL INDICATOR			
Budget to Actual Variance (City Overall Financials)	+2%	+5%	≤ +5%↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

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FY 13/14 Actual results reflect current values through Q2



FINANCE DEPARTMENT

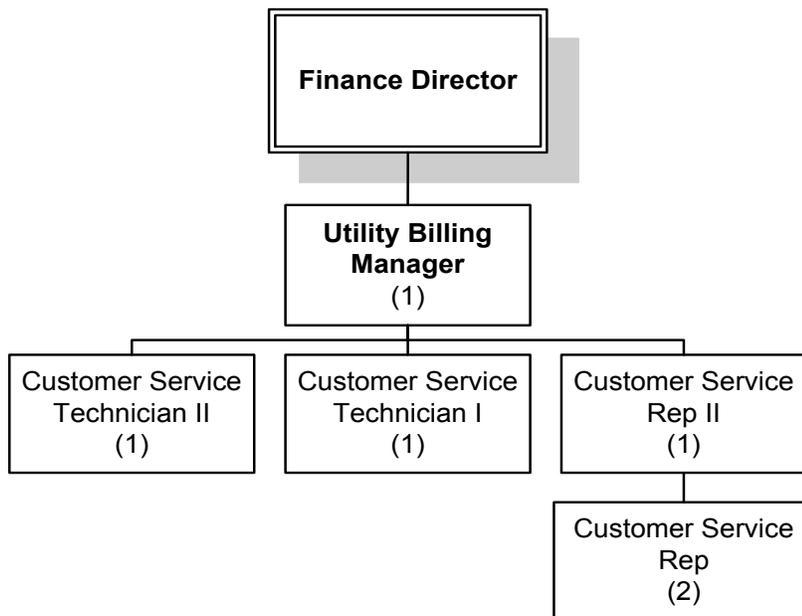
UTILITY BILLING

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: To provide exceptional customer service experience as well as ensure an efficient and effective billing process.	CORE FUNCTIONS: <ul style="list-style-type: none"> • Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation) • Meter Reading management • Account Maintenance including set up, billing, cancellations, collections, and liens
CHALLENGES: <ul style="list-style-type: none"> • Economic pressures could adversely affect delinquencies and cut-offs • Perception of quality customer service could decline if current economic pressures continue 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> • Stable staffing levels to effectively meet service demands

Organizational Structure

FTE: 6



FY 2014-2015 STRATEGIC PRIORITY, GOAL AND OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide a responsive and consistent Utility Billing service experience

Objectives

- Improve customer service delivery processes through reinforced phone and counter service training to achieve a citizen service satisfaction rating of **80%** or higher.
- Monitor and improve telephone customer service to achieve timely and satisfactory outcomes when handling all citizen service needs.

Performance Indicators

Utility Billing Service Satisfaction Index – Percentage of citizens/households surveyed that feel positive about the services delivered by Winter Garden's Utility Billing Department

Service Resolution Satisfaction Rating-Customer Svc Rep – Percentage of Customer Service Rep. related surveys submitted via quarterly mail-outs that were rated as good or excellent on service quality and resolutions

Average Queue Wait Time – The time that elapses on average (seconds or minutes) once a caller enters the UB Queue to the point when a call is picked-up or answered by a call agent or live person

Average Talk Time – Time taken (seconds or minutes) to service or complete UB calls from when a presented call is picked-up or answered by a call agent or a live person to when the call is terminated. (Excludes hold time during a call)

Average Hold Time – The total time that elapses on average (seconds or minutes) when a caller is placed on hold status by a call agent or live person at any point when a call is being handled or serviced in the UB Queue

Call Abandonment Rate – Number of callers or calls entering the UB Queue that voluntarily terminated or abandoned the call before a call agent or live person picked-up divided by total calls presented in the Queue

% of Calls Handled – Number of calls presented/that entered the UB Queue and were answered by a call agent or live person divided by total calls presented in the Queue

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index	73%	73%	80%↑
Service Resolution Satisfaction Rating-Customer Svc	93%	98%	98%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time	1:27	1:06	1:00↓
Average Talk Time	1:57	2:10	2:00↓
Average Hold Time	:54	:46	:40↓
Call Abandonment Rate	17.4%	17.8%	7.0%↓
% of Calls Handled	82.6%	82.2%	93.0%↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

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FY 13/14 Actual results reflect current values through Q2

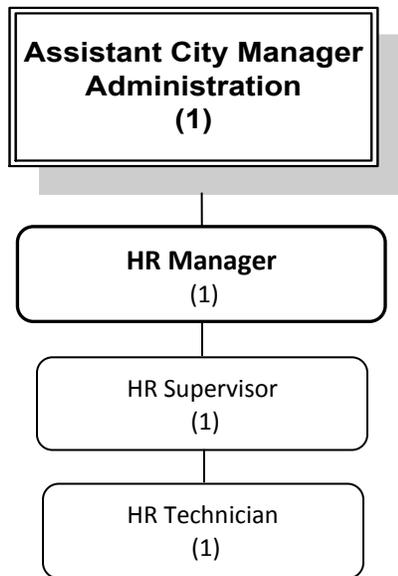


**ADMINISTRATIVE SERVICES
HUMAN RESOURCES
BUSINESS PLAN & PERFORMANCE INDICATORS**

<p>MISSION STATEMENT: To recruit, retain, develop and support a skilled, diverse workforce.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Recruitment and Retention • Employee Support Services • Organizational Development • Employee Relations • Risk Management
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Uncertainty of Healthcare Reform Impacts • Loss of key personnel • Employee compliance with safety practices 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Employees will want to continue to learn and improve skills if given the opportunity • Will have the resources to continue employee training

Organizational Structure

FTE: 4



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Recruit and Develop Top Talent

Department Goal

Recruit and select high quality candidates for all positions

Objective

- Monitor and improve the overall recruitment and on-boarding procedures to ensure high employee satisfaction levels.

Performance Indicators

Overall Employee On-Boarding Satisfaction Rate – Number of employees surveyed who felt very satisfied about their overall on-boarding experience (both HR & Department roles) – to occur 90 days after hire date

HR On-Boarding Satisfaction Rating – Number of employees surveyed who felt very satisfied about the on-boarding experience provided by HR – to occur 90 days after hire date

Department On-Boarding Satisfaction Rating – Number of employees surveyed who felt very satisfied about the on-boarding experience provided by the Department and/or supervisors – to occur 90 days after hire date

Average Time to Fill High-Level Salaried Position – The number of days it takes on average to fill a high-level salaried or professional position from the time a vacancy is created to when there is acceptance of a job offer by a candidate

Average Time to Fill Mid-Level Salaried Position – The number of days it takes on average to fill a mid-level salaried or professional position from the time a vacancy is created to when there is acceptance of a job offer by a candidate

% of Salaried Positions filled within 120 Days – The number of open salaried job requisitions filled (acceptance of an offer) within 120 business days of vacancy compared to all salaried open job requisitions. Excludes high-level director and above positions

Department Goal

Increase development opportunities for City employees

Objective

- Develop and implement targeted employee training programs to increase the skill set quality for all managers and supervisors.
- Create and rollout a career mobility roadmap initiative that will ensure all employees are coached and knowledgeable about career paths and development opportunities throughout the organization.

Performance Indicators

Training Experience Satisfaction Rating – Number of employees trained who found the training experience beneficial and very satisfactory (measuring knowledge, presentation and helpful value) compared to total employees trained

Internal Training Cost Per Employee – Annual in-house supervisory employee development program (EDP) cost per supervisory FTE (includes materials and HR staff time committed - planning, preparation and delivery).
Calculation: Total Internal (EDP) Training Cost realized annually divided by total count of Supervisory FTEs

External Training Cost Per Employee – Annual external supervisory employee development program (EDP) cost per supervisory FTE (includes consultant fees, materials and direct HR staff time committed to preparation and support). Calculation: Total External (EDP) Training Cost realized annually divided by total count of Supervisory FTEs

Training Hours Per Supervisory Employee – Hours of required training hours realized annually per supervisory employee or FTE

Number of Employees Informed – Number of employees receiving coaching and instruction on career paths and other developmental opportunities

Department Goal

Improve productivity of workforce

Objective

- Develop and enforce policies including guidelines that minimize the abusive use of employee time-off and encourages more responsible behavior.

Performance Indicators

Employee Absenteeism Ratio – Number of lost workdays (in hours) due to employee absenteeism (sick, FMLA, light duty, military duty, jury duty and job injuries) compared to total hours worked by all City employees annually (excludes vacation & personal days). Calculation: Total lost work hours divided by total hours worked by all employees

Sick Hours per FTE – The number of sick hours used by all employees annually divided by total FTEs

Average Time Off per FTE – The number of hours used for time off (in all categories including vacation etc.) by all employees annually divided by total FTEs.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employees satisfied with coaching and feedback opportunities – # of employees who received quarterly coaching & feedback sessions (documented on quarterly feedback form)

Strategic Priority #3

Provide Sound Fiscal Management

Department Goal

Reduce healthcare costs to the City

Objective

- Promote a healthier workforce and negotiate better healthcare contracts with insurers to reduce medical benefits payments.

Performance Indicators

City Health Care Cost per Employee – Annual negotiated health care cost (via insurance provider) divided by total number employees enrolled in health benefits

City Insurance Claims Ratio/Rate – Relationship between total premiums paid annually (City and Employees combined) and total claims realized annually

Medical Benefits Satisfaction Rate – Number of employees surveyed who felt very satisfied about their medical only insurance benefits, including cost and coverage

Strategic Priority #4

Deliver Quality Services Equitably & Respectfully

Department Goal

Achieve a productive and safe workplace

Objective

- Continue to expand City-wide safety training efforts to minimize employee injuries and lost work days.

Performance Indicators

Days Lost Due to On-The-Job Injuries per FTE – Number of lost days realized on average per employee annually. Calculation: hours lost due to injuries plus light-duty hours divided by total City FTEs

Citywide Lost Time Injury Rate – Number of cases or employees who lost time due to a reported injury per 100 employees annually. This will include employees on light duty. Calculation: # of lost time injuries reported X 200,000 hours (equivalent of 100 Full-Time Employees Working 40 Hour Weeks and who work 50 weeks per year) divided by the total hours worked by all employees

Citywide Lost Workday Due to Injury Rate per 100 Employees – Number of lost workdays due to a reported injury per 100 employees annually. This will include employees on light duty. Calculation: # of lost workdays due to injury X 200,000 hours (equivalent of 100 Full-Time Employees Working 40 Hour Weeks and who work 50 weeks per year) divided by the total hours worked by all employees

Department Goal

Deliver service excellence to all internal customers

Objective

- Continue to promote and demonstrate professional values at all employee touch points in an effort to uphold the City's service philosophy standards for excellence.

Performance Indicator

HR Overall Customer Service Satisfaction Rating – Percentage of employees who felt the overall customer service experience was either "satisfactory or outstanding " based on the City's Customer Service Standards of Ownership, Responsive, Respectful & Professional

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	96.14%	98%	100% ↑
HR On-Boarding Satisfaction Rating	99.8%	99%	100% ↑
Department On-Boarding Satisfaction Rating	94%	96%	98% ↑

Training Experience Satisfaction Rating	94%	TBD	95%↑
Medical Benefits Satisfaction Rate	N/A	86.7%	88%↑
HR Overall Customer Service Satisfaction Rating *	95.7%	100%	98%↑
Employees satisfied with coaching and feedback opportunities	N/A	N/A	90%↑
FINANCIAL INDICATORS			
Internal Training Cost Per Employee	\$48.46	TBD	\$50.00↑
External Training Cost Per Employee	\$300.00	TBD	\$300.00↑
City Health Care Cost per Employee	TBD	TBD	TBD↓
City Insurance Claims Ratio/Rate	TBD	TBD	TBD↓
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position	N/A	TBD	150↓
Average Time to Fill Mid-Level Salaried Position	N/A	TBD	120↓
% of Salaried Positions filled within 120 Days	N/A	TBD	75%↑
Training Hours Per Supervisory Employee	7	4	12↑
Number of Employees Informed	N/A	N/A	50%↑
Employee Absenteeism Ratio	.027	TBD	.03↓
Sick Hours per FTE	21	18	20↓
Average Time Off per FTE	154	25	150↓
Days Lost Due to On-The-Job Injuries per FTE	.25	TBD	.24↓
Citywide Lost Time Injury Rate	7.18	TBD	7↓
Citywide Lost Workday Due to Injury Rate per 100 Employees (days)	26.8	TBD	25↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2

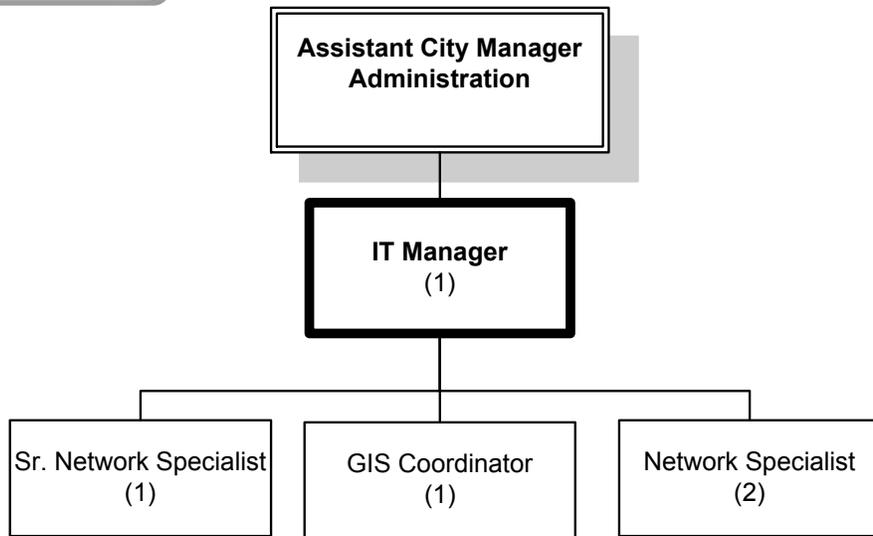


ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Provide timely and effective end-user support to ensure that all information and communication systems are secure, reliable and performing as expected.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Integrate and support computer hardware, software, and voice technology • Provide quality Geographic Information Services • Support internal service requests
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Service demands may exceed staff's ability to fully meet operational needs • Failure to receive information or requirements in a timely manner • Upfront costs of IT based solutions may not always be affordable 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Current security setup will adequately guard data and overall network integrity • Call volumes will remain at a manageable level • Level of staff training will be adequate for any changes in technology

Organizational Structure

FTE: 5



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably & Respectfully

Department Goal

Enable City staff to be more productive in how services are delivered to the community

Objective

- Continue to assess and implement service delivery strategies to improve the speed and manner in which service issues are resolved and followed-up.

Performance Indicator

IT Overall Service Satisfaction Rating – Percentage of employees who felt that the overall customer service experience was either "satisfactory or outstanding" based on the City's Customer Service Standards of Ownership, Responsive, Respectful & Professional

Department Goal

Ensure accuracy and usefulness of the City's web content

Objective

- Monitor and maintain the City's website to ensure all expired or obsolete content is up-to-date and relevant for citizen and public usefulness.

Performance Indicators

*# of Quality Website Hits – Count of web traffic on the City's website that produce additional web clicks after the initial click to site
Repeat Website Hits % – Count of web traffic visitors who returned to the City's site at least once divided by total web traffic count
Webpage Read Rate – Total length of time spent on each page divided by number of total page visits*

Department Goal

High performing hardware and software systems that enable productivity and service delivery

Objectives

- Maintain the City's phone system (infrastructure delivery) by ensuring optimal call flow design and reporting visibility for key service areas to help support overall service excellence.
- Monitor and maintain uninterrupted system uptime to effectively ensure high levels of system performance, access and availability throughout the City.

Performance Indicators

*CISCO Phone System Uptime Rate – Percentage of time the CISCO phone system is up and ready for use and servicing
Involuntary Abandonment Rate – Percentage of time callers are involuntarily rejected or terminated due to system defect or technical failure
% Uptime and Availability of Systems – Percentage of time or occasions where the system network was available for productive use for all service areas and employees*

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
IT Overall Service Satisfaction Rating *	66.7%	N/A	80%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
# of Quality Website Hits	N/A	TBD	TBD↑
Repeat Website Hits %	N/A	TBD	TBD↑
Webpage Read Rate	N/A	TBD	TBD↑
CISCO Phone System Uptime Rate	N/A	TBD	99.9%↑
Involuntary Abandonment Rate	N/A	TBD	0.1%↓
% Uptime and Availability of Systems	N/A	99.98	99.9%↑
% Uptime and Availability of Systems	N/A	99.98	99.9%↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2



ADMINISTRATIVE SERVICES

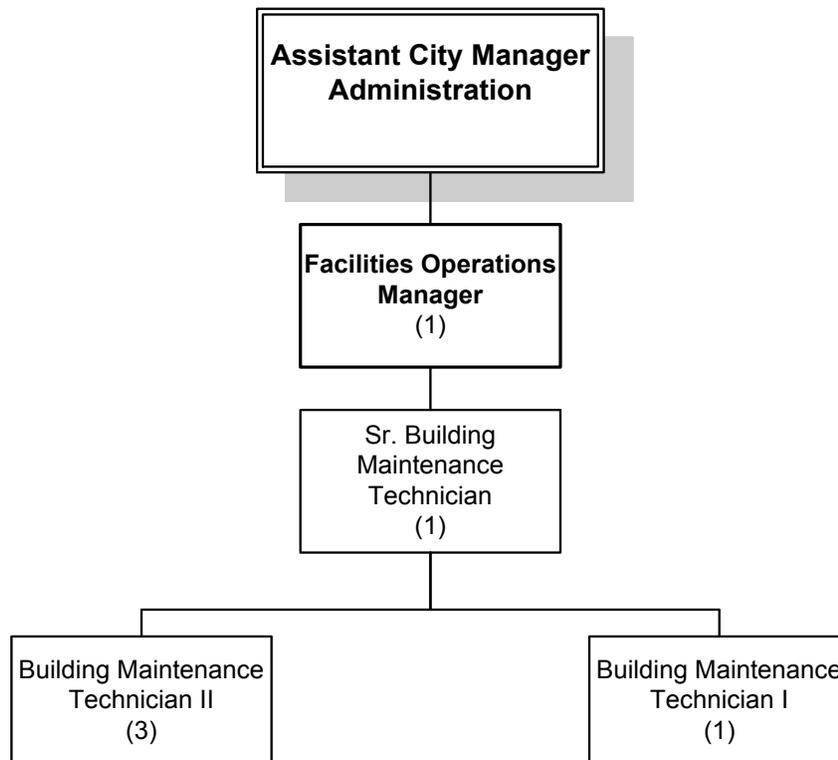
FACILITIES MANAGEMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.	CORE FUNCTIONS: <ul style="list-style-type: none">• Maintenance of City facilities• Selection and management of products, contracts and vendors• Manage the City's sustainability program (also known as green initiatives)
CHALLENGES: <ul style="list-style-type: none">• Cost of sustainability innovations• Staffing levels to adequately maintain facilities at desired service levels• Realizing higher than expected costs of maintaining facilities	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Sufficient funding will be available for training, education, sustainability and maintenance

Organizational Structure

FTE: 6



FY 2014-2015 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide “best in class” customer service by completing work orders timely and effectively

Objective

- Proactively review the service delivery process and experience to achieve an overall facilities management satisfaction rating of at least **85%**.

Performance Indicator

Facilities Overall Customer Service Satisfaction Rating – Percentage of employees who felt that the overall customer service experience was either "satisfactory or outstanding" based on the City's Customer Service Standards of Ownership, Responsive, Respectful & Professional

Department Goal

Ensure high quality janitorial services throughout the City

Objective

- Provide janitorial staff with steady feedback on the overall cleaning performance to maintain high janitorial satisfaction levels and increase the percentage of clean or pass inspections.

Performance Indicator

% of Clean Janitorial Inspections – Number of janitorial inspections that met janitorial work standards compared to total number of janitorial inspections. Reflects an average score measuring clean inspections throughout the City (10pt. scale used where 1=extremely dissatisfied and 10=exceeds expectations)

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Improve sustainability program to make the City more green-friendly

Objectives

- Through proactive green maintenance, achieve an energy consumption reduction of **40,000 kWh** or **27.6 CO₂e** (Greenhouse Gases Reduced).
- Continue to support and deploy innovative electric vehicle (EV) sustainable ideas to achieve a carbon dioxide reduction of at least **4,000 GHG** (kg) through greater EV utilization City-wide.

Performance Indicators

Energy Consumption Reduction – Total metric tons of electricity used or reduced through light fixtures (retrofits), water heaters, ACs and/or proactive preventive maintenance throughout the City maintained buildings as measured by converting kilowatt hours (kWh) saved into the carbon footprint measure of CO₂e

Greenhouse Gases Reduced (GHG) – Total metric tons of GHG reduced by retrofits and preventive maintenance throughout the city maintained buildings as measured by converting kilowatt hours saved into the carbon footprint measure of CO₂e

Net Cost Savings from Energy Reductions – Average savings realized in ¢/kWh reduced through retrofits and preventive maintenance less any direct cost incurred to conduct the retrofits

Carbon Dioxide Reduction (kg) – Total reduction of carbon dioxide emitted per gallon of motor gasoline per fiscal year burned by converting the number of EV charging sessions/kWh measured in GHG (kg)

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	79.5%	93%	95%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
FINANCIAL INDICATOR			
Net Cost Savings from Energy Reductions	\$2,671.00	\$4,054.75	\$4,800.00↑
OPERATIONAL INDICATORS			
% Clean Janitorial Inspections	83.8%	86%	89%↑
Energy Consumption Reduction (kWh)	22,260	33,790.80	40,000↑
Greenhouse Gases Reduced (CO2e)	16	23.3	27.6↑
Carbon Dioxide Reduced (kg)	1,541.3	3,539	4,000↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease



ADMINISTRATIVE SERVICES

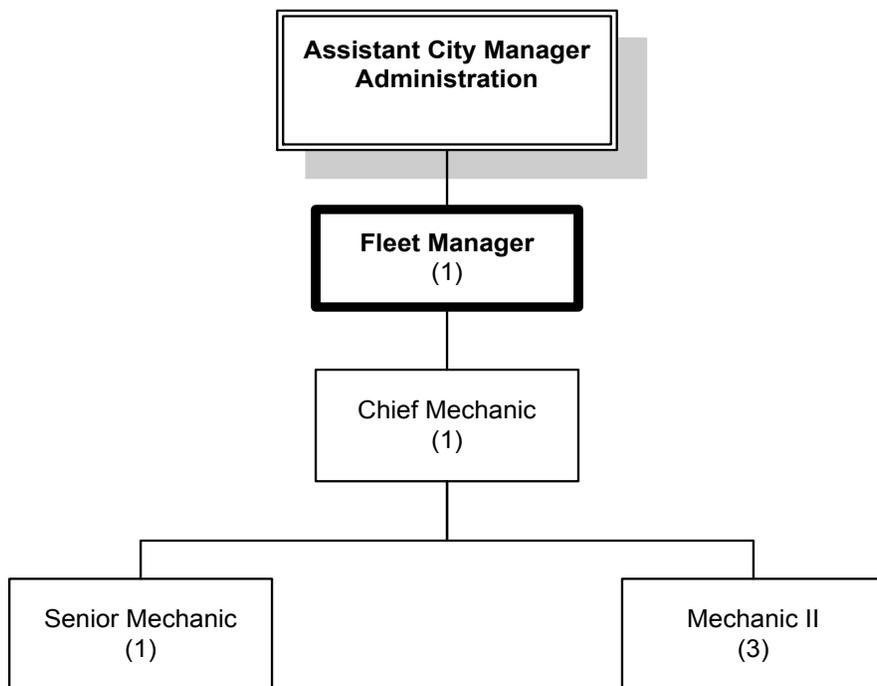
FLEET MANAGEMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: To efficiently maintain a safe and reliable fleet of City vehicles.	CORE FUNCTIONS: <ul style="list-style-type: none"> Preventive maintenance and repairs of vehicles and equipment Fleet management and replacement Fuel management & Fuel management systems
CHALLENGES: <ul style="list-style-type: none"> Increasing costs associated with maintaining an aging fleet Skill level keeping pace with evolving technology 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> Vehicle replacement cycles will be increased

Organizational Structure

FTE: 6



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Ensure longevity of City vehicles to maximize economies of scale

Objective

- Control maintenance and repair cost and ensure that all fleet vehicles are available, reliable and sufficiently utilized to help achieve a productive workforce.

Performance Indicators

Overall Fleet Management Satisfaction Rating – Percentage of employees who felt that the overall customer service experience was either "satisfactory or outstanding" based on the City's Customer Service Standards of Ownership, Responsive, Respectful & Professional

Overall Preventive Maintenance Adherence Rate – Total number of fleet vehicles/equipment brought in for service within 30 days or 500 miles of required service (service required every 6 months or 5k miles) compared to total number of vehicles requiring preventative maintenance across all category

Fire Dept. Scheduled Preventative Maintenance Adherence Rate – Number of fire trucks, vehicles/equipment brought in for service within 30 days or 500 miles of required service (service required every 6 months or 5k miles) compared to total number of cars requiring preventative maintenance

Police Dept. Scheduled Preventative Maintenance Adherence Rate – Number of police vehicles/equipment brought in for service within 30 days or 500 miles of required service (service required every 6 months or 5k miles) compared to total number of cars requiring preventative maintenance

Solid Waste Scheduled Preventative Maintenance Adherence Rate – Number of solid waste vehicles/equipment brought in for service within 30 days or 500 miles of required service (service required every 6 months or 5k miles) compared to total number of cars requiring preventative maintenance

General Support Scheduled Preventative Maintenance Adherence Rate – Number of general support vehicles/equipment brought in for service within 30 days or 500 miles of required service (service required every 6 months or 5k miles) compared to total number of cars requiring preventative maintenance

Vehicle Cost per Mile – Total cost incurred to maintain (CM & PM) and operationally utilize a fleet vehicle divided by mileage realized (monthly, quarterly and/or annually)

Average Repair & PM Cost Per Fire Vehicle – Total unscheduled and scheduled cost (corrective and Preventive) realized per Fire vehicle annually

Average Repair & PM Cost Per Police Vehicle – Total unscheduled and scheduled cost (corrective and Preventive) realized per Police vehicle annually

Average Repair & PM Cost Per Solid Waste Vehicle – Total unscheduled and scheduled cost (corrective and Preventive) realized per Solid Waste vehicle annually

Average Repair & PM Cost Per Regular Vehicle – Total unscheduled and scheduled cost (corrective and Preventive) realized per regular vehicle annually (light to medium duty)

Average Age of Fleet Vehicles – Average age of all fleet vehicles (all categories) from vehicle manufacture date to the most current date of in-service use

Preventive vs. Corrective Maintenance Ratio – Number of preventive maintenance work orders compared to the number of corrective repair work orders completed. Calculation: $(\text{Preventive maintenance WOs} / \text{Preventive maintenance WOs} + \text{Corrective repair WOs}) \times 100$

Fleet Average Downtime – Average time (in hours) a vehicle is down or out of service due to scheduled or unscheduled repairs (operational failures)

Fleet Average PM Downtime – Average time (in hours) a vehicle is down or out of service due to scheduled repairs

Fleet Average Downtime Cost – Average cost the City incurs annually per fleet vehicle when this vehicle is down for schedule or unscheduled repairs (includes fuel cost, asset fixed costs for insurance and depreciation plus the repair cost realized - labor including benefits, parts and shop supplies) Calculation: $\text{Hourly downtime cost or rate} \times \text{average \# of hours a vehicle is down}$

% Repeat Repairs/Failures – Number of vehicles that encounter the same operating failure at least twice in a 1 year cycle compare to total vehicles that completed work order repairs.

Average Fleet Availability – Average percent of scheduled operating time a vehicle or equipment was available. Calculation: $(\text{Scheduled Operating Time [hours]} - \text{Time Out of Service [hours]} / \text{Scheduled Operating Time [hours]}) \times 100$

Average Fleet Vehicle Productivity (Fleet Utilization) – Percentage of time a vehicle is used for in productive work. Calculation: $(\text{Actual productive service hours} / \text{Total scheduled service hours}) \times 100$

Vehicle-to-Mechanic Ratio – Relationship or number of active City fleet vehicles per technician. Calculation: $(\text{number of active vehicles} / \text{number of technicians})$

% of Repairs Outsourced – Number of repairs sent to outside agencies for repairs compared total number of repairs

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 13/14 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
Overall Fleet Management Satisfaction Rating *	86.1%	78.9%	90%↑
OPERATIONAL INDICATORS			
Overall Preventive Maintenance Adherence Rate	85%	97%	98%↑
F1-Fire Dept. Scheduled PM Adherence Rate	87.5%	100%	100%↑
F2-Police Dept. Scheduled PM Adherence Rate	99.0%	97%	100%↑
F3-Solid Waste Scheduled PM Adherence Rate	58.3%	94%	95%↑
F4-General Support Scheduled PM Adherence Rate	92.7%	98%	98.5%↑
Vehicle Cost per Mile	N/A	TBD	\$.42↓
Average Repair & PM Cost Per Fire Vehicle	\$2,405	\$2,509	TBD↓
Average Repair & PM Cost Per Police Vehicle	\$909	\$530	TBD↓
Average Repair & PM Cost Per Solid Waste Vehicle	\$4,041	\$1,488	TBD↓
Average Repair & PM Cost Per Regular Vehicle	\$996	\$622	TBD↓
Average Age of Fleet Vehicles	8.9	TBD	8↓

Preventive vs. Corrective Maintenance Ratio	79.5%	65%	85%↑
Fleet Average Downtime Hours	N/A	TBD	15↓
Fleet Average PM Downtime Hours	N/A	TBD	5↓
Fleet Average Downtime Cost	N/A	TBD	\$1,280↓
% Repeat Repairs/Failures	30%	7.7%	12%↓
Average Fleet Availability **	N/A	TBD	97%↑
Average Fleet Vehicle Productivity (Fleet Utilization) ***	N/A	TBD	75%↑
Vehicle-to-Mechanic Ratio	68	TBD	75↓
% of Repairs Outsourced	6.3%	9.4%	10%↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

* Survey conducted once per year engaging a sample of the City's employee population representative of directors, managers and supervisors groups only. These groups are likely to have frequent and meaningful interactions with the departments being evaluated.

** Measures the negative or positive effects of vehicle downtime annually

*** Measures percentage of vehicles with high or low utilization annually

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2



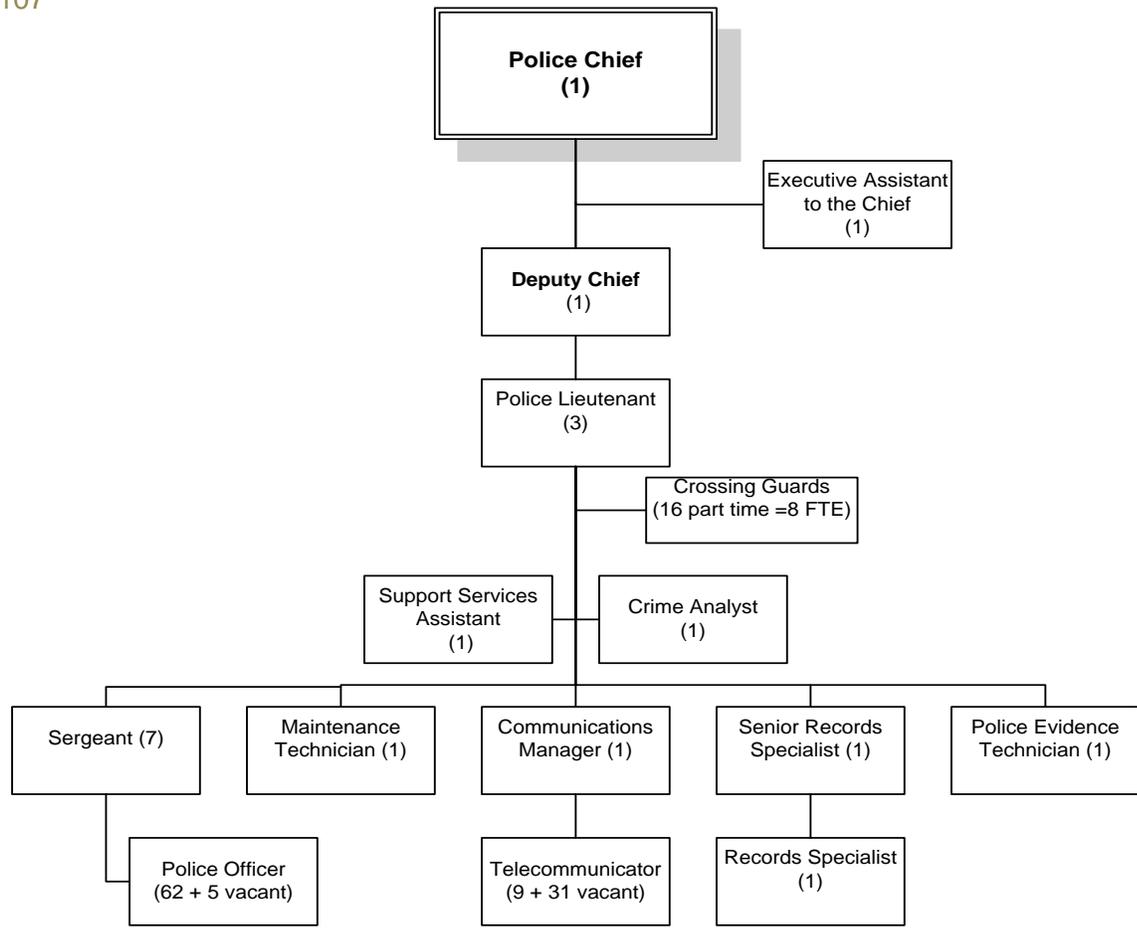
POLICE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Patrol • Criminal Investigations • Community Oriented Policing • Forensics • Dispatch (911 and Non-Emergency Services)
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Prolonged economic pressures could increase crime and negatively affect police resources • Citizen's apathy towards public safety initiatives • Population growth with no staff increases 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Citizens will respond favorably to outreach efforts • Economy will stabilize • Staffing levels will remain • Sufficient forfeiture revenue to support 'at risk youth' programs

Organizational Structure

FTE: 107



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

Increase sense of safety throughout downtown and all residential communities

Objective

- Identify and address crime trends to improve the perceived sense of 'safety from property crime index'.

Performance Indicators

Safety from Property Crimes Index – Percentage of citizens as measured by survey who feel safe from property crimes (burglary, larceny, theft, motor vehicle theft)

of Property Crimes Reported – Number of reported property crimes annually (burglary, larceny, theft, motor vehicle theft)

Property Crime Clearance Rate – % of property crimes solved (by an arrest or exceptional means) compared to total property crimes committed annually

Property Crime Rate per 1,000 Residents – Number of property crimes reported annually per 1,000 Winter Garden residents.
Calculation: total # of property crimes for the year / (total city population/1,000)

Objective

- Analyze trends and improve violent crime prevention initiatives throughout the community to achieve a high sense of safety regarding violent crimes.

Performance Indicators

Safety From Violent Crime Index– Percentage of citizens surveyed who feel positive from violent crimes (murder, forcible rape, robbery & aggravated assault)

of Violent Crimes Reported – # of reported violent crimes annually (murder, forcible rape, robbery, aggravated assault)

Violent Crime Clearance Rate – % of violent crimes solved (by an arrest or exceptional means) compare to total violent crimes committed annually

Violent Crime Rate per 1,000 Residents – Number of violent crimes reported annually per 1,000 Winter Garden residents.
Calculation: total # of violent crimes for the year / (total city population/1,000)

Objective

- Expand Crime Prevention initiatives to improve the sense of safety around the 'crime prevention index'.

Performance Indicators

Crime Prevention Index – Percentage of citizens who feel positive about crime prevention efforts throughout the City (murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft & arson)

of Crimes Reported – Number of reported crimes annually (murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft & arson)

Crime Clearance Rate – % of crimes solved (by an arrest or exceptional means) compared to total crimes reported annually

Crime Rate per 1,000 Residents – Number of total crimes reported (violent & property) annually per 1,000 Winter Garden residents.
Calculation: total # of all crimes for the year / (total city population/1,000)

Code 2 Calls Response Time – Average time taken to respond to non-emergencies from the point a call is answered to the arrival of the first dispatched unit to the scene

Code 2 Calls Received – Number of non-emergency calls received and responded to by WGPD officers

Code 2 Calls per 1,000 Residents – Number of non-emergency calls received and responded to per 1,000 Winter garden residents.
Calculation: total number non-emergency calls received / (total city population/1,000)

Code 3 Calls Response Time – Average time taken to respond to high priority emergencies from the point a call is answered to the arrival of the first dispatched unit to the scene

Code 3 Calls Received – Number of high priority emergency calls received and responded to by WGPD officers

Code 3 Calls per 1,000 Residents – Number of high priority emergency calls received and responded to per 1,000 Winter garden residents. Calculation: total number high priority calls received / (total city population/1,000)

Objective

- Provide proactive education and community awareness through increased use of technology-based solutions to improve how residents feel about neighborhood safety.

Performance Indicator

Average Safety in Your Neighborhood Index – Combined percentage rating of citizens who feel positive about safety in their neighborhood during the day and after dark

Objective

- Improve patrol presence and activity throughout the downtown district to increase the overall sense of safety throughout Winter Garden's downtown district.

Performance Indicators

Safety in Downtown Winter Garden After Dark Index – Percentage of citizens (residents and merchants) who feel safe after dark in Winter Garden's downtown district

Safety in Downtown Winter Garden during the Day Index – Percentage of citizens (residents and merchants) who feel safe During the day in Winter Garden's downtown district

Crimes Reported in Downtown District – Number of reported crimes that occur (day & night) throughout Winter Garden's Downtown District monthly

of Unsecured Properties Downtown – Number of times officers identify and notify about unsecured dwellings, structures or conveyance throughout the Downtown District

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index	69%	69%	72%↑
Safety From Violent Crime Index	81%	81%	83%↑
Crime Prevention Index	81%	81%	83%↑
Average Safety in Your Neighborhood Index (day & night combined)	86%	86%	88%↑
Safety in Downtown Winter Garden during the Day Index	95%	95%	96%↑
Safety in Downtown Winter Garden after Dark Index	82%	82%	84%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
# of Property Crimes Reported	1,351	957	1,300↓
Property Crime Clearance Rate	37.6%	TBD	38%↑
Property Crime Rate per 1,000 Residents	37.5	17	TBD↓
# of Violent Crimes Reported	212	129	195↓
Violent Crime Clearance Rate	50.7%	TBD	56%↑
Violent Crime Rate per 1,000 Residents	5.9	2.1	TBD↓
# of Crimes Reported	1,563	1,086	1,500↓
Crime Clearance Rate	39.5%	TBD	39%↑
Crime Rate per 1,000 Residents	43.4	19.2	TBD↓
Code 2 Calls Response Time (non-emergencies)	7:44	6:25	6:30↓
Code 2 Calls Received (non-emergencies)	7,337	5,565	8,700↑
Code 2 Calls per 1,000 Residents	203.8	111.1	TBD↑
Code 3 Calls Response Time (high priority emergencies)	6:37	4:57	4:00↓
Code 3 Calls Received (high priority emergencies)	2,431	566	850↑
Code 3 Calls per 1,000 Residents	67.5	11.7	TBD↑
# of Crimes Reported in Downtown District	74	23	35↓
# of Unsecured Properties Downtown	95	38	55↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

TBD – To be determined and calculated by the end of the fiscal year



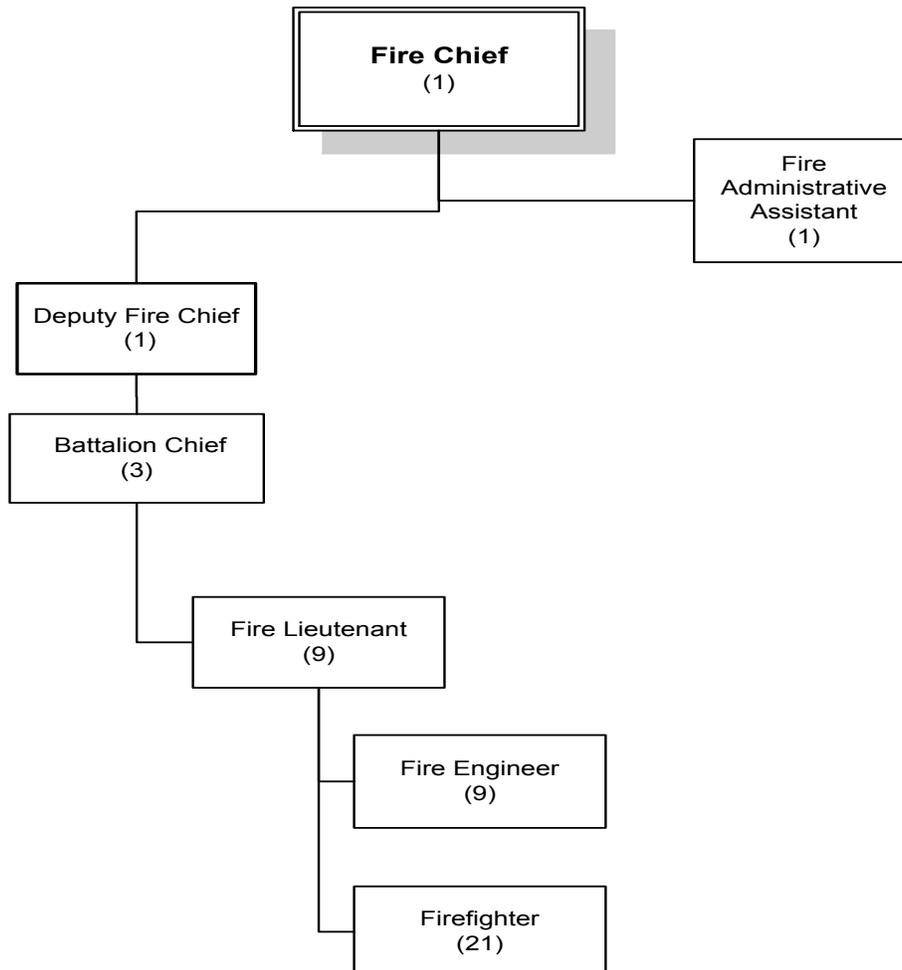
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.	CORE FUNCTIONS: <ul style="list-style-type: none">• Fire, medical, and other incident responses• Fire inspections• Emergency Preparedness
CHALLENGES: <ul style="list-style-type: none">• Insufficient funding to maintain service levels in a weak poor economy	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Reliable dispatching/communication services• Citizens will respond well to outreach efforts

Organizational Structure

FTE: 45



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

Protection and preservation of life and property

Objective

- Prepare community for natural disasters and other emergency situations by rolling out an emergency awareness campaign/program and distributing resource kits to improve the 'emergency preparedness satisfaction index'.

Performance Indicator

Emergency Preparedness Satisfaction Index – Percentage of Citizens who feel positive about how prepared the Fire Department is for emergencies

Objective

- Improve the 'fire prevention & education satisfaction index' through continued fire prevention outreach campaign to conduct smoke detector inspections in all manufactured homes.

Performance Indicators

Fire Prevention & Education Satisfaction Index – Percentage of Citizens who feel positive about the Department's efforts to promote fire prevention and education
False Alarms as a % of Total Calls – Number of false 911 emergency calls received or "nothing found" outcomes realized for both Fire & EMS compared to total 911 emergency calls received

Objective

- Ensure efficient and timely responsiveness to fire emergency calls and the overall delivery of fire services to the community.

Performance Indicators

Fire Services Satisfaction Index – Percentage of citizens who feel positive about Fire & Rescue's delivery of Fire services and response level throughout the City
Fire Calls as a % of Total Calls – Number of Fire 911 emergency calls received compared to total 911 calls (includes emergency and non-emergency)
Fire Average Response Time – Average time taken to respond to a Fire 911 emergency call from time call is received to the time unit(s) arrive on the scene

Objective

- Ensure efficient and timely responsiveness to medical emergency calls and the overall delivery of ambulance and EMS services to the community.

Performance Indicators

Emergency Medical Services Satisfaction Index – Percentage of citizens who feel positive about Fire & Rescue's delivery of EMS services and response level throughout the City

EMS Calls as a % of Total Calls – Number of EMS 911 emergency calls received compared to total 911 calls (includes emergency and non-emergency)

EMS Average Response Time – Average time taken to respond to a EMS 911 emergency call from time call is received to the time unit(s) arrive on the scene

Objective

- Continue to provide the Citizen CPR training program to improve the 'CPR certified per 1000 residents ratio' from **12.24** to **17.65** (where for every 1,000 residents there are 18 individuals in the community trained to use CPR).

Performance Indicators

CPR Certified / 1,000 Residents Ratio – The number of individuals (residents and business owners) CPR trained and certified to-date compared to per 1,000 Winter Garden residents in any given year. (Formula: Total number of residents CPR trained / (Total City population (37,000) divided by 1,000 = 37). Alternatively, this measure reflects the number of WG residents who are trained in CPR life-saving techniques on a per 1,000 residents basis

of Incidents where CPR was used by a citizen prior to a first responder – Number of Fire or EMS incidents where CPR was administered by a resident/citizen prior to the arrival of a Fire and Rescue first responder and where the patient did not expire

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Improve control of Fire Department's operating cost

Objective

- Continue to monitor as well as control usage of firefighter overtime and ensure policies and management practices are adhered to by all supervisors.

Performance Indicators

Labor Cost % of Total Fire Dept. Expense – Labor expenditures (salaries, wages, OT and benefits in dollars) realized monthly/annually compared to total Fire & Rescue Department expenditures

Fire Labor Expense Variance to Budget – Difference or change (in dollars) between actual and budgeted labor expenditures in the Fire & Rescue Dept.

Over-Time Cost % of Total Fire Dept. Expenses – Total labor over-time expenses (in dollars) realized monthly/annually compared to total Fire & Rescue Department expenditures

Fire OT Expense Variance to Budget – Difference or change (in dollars) between actual and budgeted over-time expenditures in the Fire & Rescue Dept.

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Emergency Preparedness Satisfaction Index	63%	63%	65%↑
Fire Prevention & Education Satisfaction Index	82%	82%	84%↑
Fire Services Satisfaction Index	92%	92%	94%↑
Emergency Medical Services Satisfaction Index	90%	90%	92%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
FINANCIAL INDICATORS			
Labor Cost % of Total Fire Dept. Expense	85.1%	77.4%	TBD↓
Fire Labor Expense Variance to Budget	(\$275,772)	\$213,319	TBD↓
Over-Time Cost % of Total Fire Dept. Expenses	4.7%	4.71%	TBD↓
Fire OT Expense Variance to Budget	(\$18,709)	(\$17,547)	TBD↓
OPERATIONAL INDICATORS			
False Alarms as a % of Total Calls	1.2%	1.3%	1%↓
Fire Calls as a % of Total Calls	3.35%	2.05%	3.25%↓
Fire Average Response Time	7:09	5:31	6:00↓
EMS Calls as a % of Total Calls	75.83%	76%	75%↓

Average EMS Response Time	5:57	5:08	5:45↓
CPR Certified / 1,000 Residents Ratio	12.24	13.83	17.65↑
# of Incidents where CPR was used by a citizen prior to a first responder	N/A	N/A	8↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2



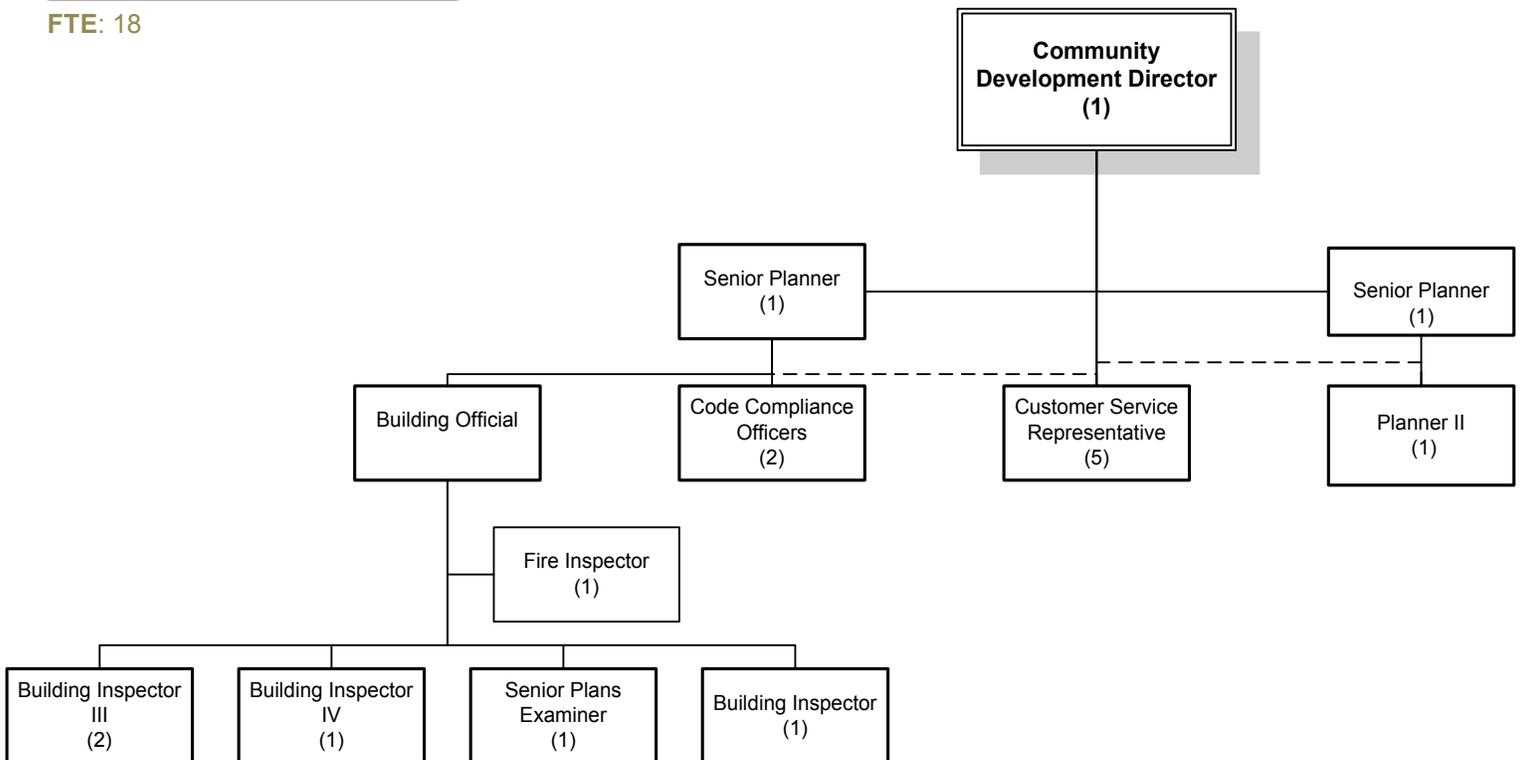
COMMUNITY DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Oversee Development Review of Land Development Projects • Maintain City's Comprehensive Plan • Maintain and update City's development codes • Review building plans • Issue building permits • Conduct building inspections • Enforce City codes • Collect business taxes
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Legislative growth management changes and mandates • Effect of the state of the economy on land/property maintenance, development and re-development. • Impact of concurrency requirements and standards • Coordination of state and regional agencies with municipal goals 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Political support in place to grow community in a responsible manner • Necessary tools will be available to enable an effective and efficient Development Review Process

Organizational Structure

FTE: 18



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve and facilitate safe bicycle, pedestrian, and vehicle mobility throughout the City

Objective

- Partner with developers and community stakeholders to redesign as well as improve bicycle and pedestrian connectivity and access to the downtown district..

Performance Indicators

Amount of Public Parking Satisfaction Index – Percentage of citizens who feel positive about the availability and access to public parking and parking facilities throughout the City

Availability of Paths and Walking Trails Satisfaction Index – Percentage of citizens who feel positive about the availability and access to paths trails throughout the City

Ease of Bicycle Travel Satisfaction Index – Percentage of citizens who feel positive about traveling by bicycle throughout the City

Ease of Car Travel Satisfaction Index – Percentage of citizens who feel positive about vehicle travel and mobility throughout the City

Ease of Walking Satisfaction Index – Percentage of citizens who feel positive about pedestrian mobility throughout the City

Traffic Flow on Major Streets Satisfaction Index – Percentage of citizens who feel positive about traffic movement throughout the City

Total Connected Trails & Paths (in feet) – Measure (in feet) of total trails and paths throughout the City that are connected to the downtown district

Total Connected Sidewalks (in feet) – Measure (in feet) of total sidewalks throughout the City that are connected to the downtown district

Strategic Priority #2

Encourage a Thriving Economy

Department Goal

Expedient plan review process that ensures high quality development throughout the City

Objectives

- Establish and uphold design quality standards that effectively support the plan review process for all commercial and residential development projects.
- Review and streamline Planning's project plan review processes to achieve average review cycle times of **90** days for sub-division projects and **60** days for commercial projects.

Performance Indicators

Average Overall Cycle Time for Project Plan Reviews (Subdivision) – Average time taken (in days) to complete a plan review on a subdivision submittal from application submittal to final approval notification

Average # of Plan Reviews per Project Submittal (Subdivision) – Number of plan reviews performed for each subdivision project submittal

Average Overall Cycle Time for Project Plan Reviews (Commercial) – Average time taken (in days) to complete a plan review on a commercial project submittal from application submittal to final approval notification

Average # of Plan Reviews per Project Submittal (Commercial) – Number of plan reviews performed for each commercial project submittal

Department Goal

Speedy and quality turnaround service during plan review, permitting and inspection processes

Objective

- Evaluate and improve Building process for plan review and permitting to reduce average overall permitting turnaround time by **12.5%** from **16** days to **14** days.

Performance Indicators

Average Overall Permitting Turnaround Time – Time taken to turnaround commercial and residential permit from application to notification of permit issuance

Average Commercial Permitting Turnaround Time – Overall permitting turnaround time for commercial applications only from application to notice of permit issuance

Average Residential Permitting Turnaround Time – Overall permitting turnaround time for residential applications only from application to notice of permit issuance. (To include SFR attached and detached only)

% of Commercial Permits within Review Standard – Number of commercial permits that were turned around within the required # of review days for all commercial permit types compared to total commercial permits processed

% of Residential Permits within Review Standard – Number of residential permits that were turned around within the required # of review days for all residential types compared to total residential permits processed

Average Cycle Time for Sign Permits – Average time taken (in days) to turnaround an application for a sign permit from application submission to notification

Objective

- Monitor and streamline service delivery procedures for all construction and building alterations project inspections.

Performance Indicators

of Inspections per Inspector per Day – Count of inspections performed by each building inspector daily. Does not reflect site visits only for inspections... but rather a pure count of discrete inspections performed at all sites in a given day on average

% of Commercial Building Inspections Performed within 24hrs of Request – Number of commercial inspections that were performed within 24 hours of contractor request compared to all commercial inspection requests

% of Residential Building Inspections Performed within 24hrs of Request – Number of residential inspections that were performed within 24 hours of contractor request compared to all residential inspection requests

% of Total Inspections Performed by Requested Date – Number of inspections fulfilled within contractor requested date compared to all inspection requests

Department Goal

Annex unincorporated enclaves to ensure efficient, consistent and cost effective services for all residents

Objective

- Evaluate and target unincorporated segments of Winter Garden for annexation opportunities to expand the overall incorporated service area footprint.

Performance Indicators

<p>Incorporated Winter Garden Conversion Rate – Percentage of total unincorporated segments in Winter Garden converted to incorporated status in Winter Garden annually. Calculation: $\frac{\text{Unincorporated Segments Converted for the year in acres}}{\text{Total Unincorporated Segments available for conversion annually in acres}}$</p> <p>Ratio of Unincorporated Winter Garden – Unincorporated segments of Winter Garden compared to Winter Garden's total geographic city limit or area measured in acres. Calculation: $\frac{\text{Total Unincorporated WG in Acres}}{\text{Total WG City Limit in notification of permit issuance}}$</p> <p>Total JPA Acreage – Total acreage within the Winter Garden/Orange County Joint Planning Area (agreed upon City boundaries)</p> <p>Total Incorporated Acreage – Total acreage within the Winter Garden/Orange County Joint Planning Area that is incorporated</p> <p>Total Unincorporated Acreage – Total acreage within the Winter Garden/Orange County Joint Planning Area that is not incorporated</p> <p>Unincorporated Acreage Converted – Total unincorporated acreage annexed into the City of Winter Garden</p>
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Strategic Priority #3

Preserve the Natural Environment

Department Goal

Protect natural land areas throughout the City

Objective

- Ensure sufficient green space is allotted by new developers to continue improving the 'preservation of natural land areas satisfaction index'.

Performance Indicators

<p>Preservation of Natural Land Areas Satisfaction Index – Percentage of Citizens who feel positive about Winter Garden's preservation of open space, farmlands and greenbelts</p> <p>Total Acreage of City Green space – Measure in acres of total green space inventories and assets throughout the City</p> <p>City Green space % – Percentage of green inventories and assets (public and private) throughout the City</p>

Strategic Priority #4

Provide an Attractive Community

Department Goal

Improve and preserve the aesthetics throughout the City

Objective

- Continue to proactively educate and engage citizens on enforcement standards and process to achieve and maintain high levels of voluntary citizen compliance.

Performance Indicators

Code Enforcement Satisfaction Index – Percentage of citizens who feel positive about the enforcement of the City's Code throughout Winter Garden

% Citizen Initiated Complaints – Number of citizen reported complaints received by phone, e-mail and GovQa compared to total complaints received (from all sources)

% Citizen Initiated Complaints handled through Voluntary Compliance – Percentage of citizen initiated complaints which did not have a Notice of Violation issued (complaints were handled through voluntary compliance).

% Staff Driven Violations – Number of code cases reported or generated by staff compared to total code cases

Average Days Taken to Close a Code Case – Number of days to obtain compliance on a violation once it becomes a case

% of Complaints/Cases Brought into Compliance without Official Action – Number of complaints, violations and cases that voluntarily complied before an official citation was given and/or Code Enforcement Board hearing compared to total code complaints, violations and cases

% of Code Complaints responded to within 24hrs – Number of citizen complaints (valid or invalid) received through GovQA that are acknowledged by a code officer within a 24 hour period compared to total code complaints by citizen

of Code Complaints, Cases and/or Violations per 1,000 Service Connections – Number of code complaints (GovQa or staff initiated), non-case violations and/or cases acknowledged or processed by Code Enforcement Division annually for every 1,000 utility service connections (residential and commercial) in Winter Garden. (# of complaints, violations and cases divided by 15) '15' = approx. 15,000 service connections/1,000

of Code Complaints, Cases and/or Violations per Code Officer – Number of code complaints (GovQa or staff initiated), non-case violations and/or cases acknowledged or processed by each code enforcement officer annually

Strategic Priority #5

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

Strategic Priority #6

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide excellent customer service to all citizens & residents

Objective

- Monitor and quality control Building's and Planning's telephone customer service operations to achieve timely and satisfactory outcomes when handling or responding to the permitting and inspection service needs of business community and all citizens.

Performance Indicators

Average Queue Wait Time – The time that elapses on average (seconds or minutes) once a caller enters the Building/Planning Queue to the point when a call is picked-up or answered by a call agent or live person.

Average Talk Time – Time taken (seconds or minutes) to service or complete Building/Planning calls from when a presented call is picked-up or answered by a call agent or a live person to when the call is terminated. (Excludes hold time during a call).

Average Hold Time – The total time that elapses on average (seconds or minutes) when a caller is placed on hold status by a call agent or live person at any point when a call is being handled or serviced in the Building/Planning Queue.

Call Abandonment Rate – Number of callers or calls entering the Building/Planning Queue that voluntarily terminated or abandoned the call before a call agent or live person picked-up divided by total calls presented in the Queue.

% of Calls Handled – Number of calls presented/that entered the Building/Planning Queue and were answered by a call agent or live person divided by total calls presented in the Queue.

PERFORMANCE INDICATORS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Amount of Public Parking Satisfaction Index	66%	665	70%↑
Availability of Paths and Walking Trails Satisfaction Index	84%	845	85%↑
Ease of Bicycle Travel Satisfaction Index	82%	82	84%↑
Ease of Car Travel Satisfaction Index	80%	80%	82%↑
Ease of Walking Satisfaction Index	80%	80%	82%↑
Traffic Flow on Major Streets Satisfaction Index	72%	72%	74%↑
Preservation of Natural Land Areas Satisfaction Index	68%	68%	70%↑
Code Enforcement Satisfaction Index	56%	56%	60%↑
% Citizen Initiated Complaints	13%	3%	3%↓
% Citizen Initiated Complaints handled through Voluntary Compliance	99.5%	100%	100%↑
% of Code Complaints responded to within 24hrs	82%	76%	90%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑

OPERATIONAL INDICATORS

Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	N/A	TBD	90↓
Average # of Plan Reviews per Project Submittal - Subdivision (days)	N/A	TBD	3↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	N/A	TBD	60↓
Average # of Plan Reviews per Project Submittal - Commercial (days)	N/A	TBD	3↓
Avg. Overall Permitting Turnaround Time (days)	15.7	19.03	14↓
Avg. Commercial Permitting Turnaround Time (days)	19.4	13.8	15↓
Avg. Residential Permitting Turnaround Time (days)	30	12.98	10↓
% of Commercial Permits within Review Standard	30.1%	61%	75%↑
% of Residential Permits within Review Standard	13.3%	63%	75%↑
Average Cycle Time for Sign Permits (days)	19.5	16	8↓
# of Inspections per Inspector per Day	20.6	27	25↓
% of Commercial Building Inspections Performed within 24hrs of Request	N/A	99%	100%↑
% of Residential Building Inspections Performed within 24hrs of Request	N/A	99%	100%↑
% of Total Inspections Performed by Requested Date	98%	99%	100%↑
Total Connected Trails & Paths (in feet)	N/A	72,296	50,019↑
Total Connected Sidewalks (in feet)	N/A	1,092,082	109,775↑
Incorporated Winter Garden Conversion Rate	5%	TBD	2%↑
Ratio of Unincorporated Winter Garden	26.1%	TBD	25.0%↓
Total JPA Acreage	14,711.74	14,711.74	14,711.74↑
Total Incorporated Acreage	10,864.83	TBD	11,064.83↑
Total Unincorporated Acreage	3,846.91	TBD	3,646.91↓
Unincorporated Acreage Converted	205.6	TBD	100↑
Average Queue Wait Time (Planning)	1:00	:46	1:30↓
Average Talk Time (Planning)	1:40	1:55	3:00↓
Average Hold Time (Planning)	:38	:33	:30↓
Call Abandonment Rate (Planning)	44.6%	22.3%	5.0%↓
% of Calls Handled (Planning)	55.4%	77.7%	95.0%↑
Average Queue Wait Time (Building)	1:27	1:06	1:30↓
Average Talk Time (Building)	1:44	1:37	3:00↓
Average Hold Time (Building)	:22	:25	:30↓
Call Abandonment Rate (Building)	20.3%	15.1%	5.0%↓

% of Calls Handled (Building)	79.7%	84.9%	95.0%↑
Total Acreage of City Green Space	584.7	584.7	600↑
City Green Space %	5.4%	5.4%	6.5%↑
Average Days Taken to Close a Code Case	25	25	24↓
% Staff Driven Violations	86.8%	97%	97%↑
% of Complaints/Cases Brought into Compliance without Official Action	91%	97%	100%↑
# of Code Complaints, Cases and/or Violations per 1,000 Service Connections	100	22	70↓
# of Code Complaints, Cases and/or Violations per Code Officer	750	220	500↓

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2

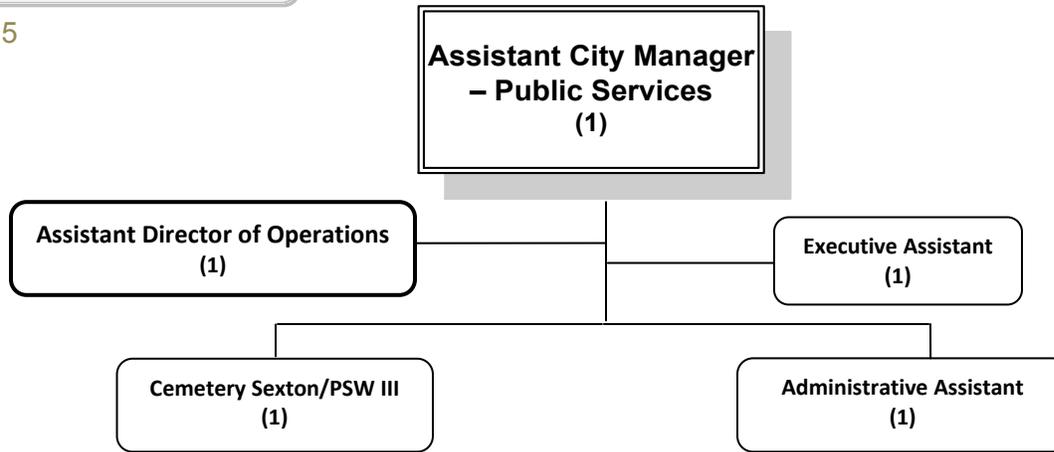


PUBLIC SERVICES DEPARTMENT ADMINISTRATION/CEMETERY DIVISIONS BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT:</p> <p>Administration: To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p>Cemetery: To compassionately assist family members with the planning of cemetery needs of our customers.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Management of Public Services Divisions • Liaison to State & Federal Regulatory Agencies • Assist with cemetery needs and maintain attractive cemetery grounds
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Unforeseen roadblocks while partnering with Orange County • Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements) • Impact Fee funding slowing on the rise for roadway and utility projects 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Few changes if any will be made to the Utility Rates. • Permitting of the new drinking water well at Woodlark Water Plant by SJRWMD.

Organizational Structure

FTE: 5



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

More environmentally friendly City focused on reducing ground water withdrawals

Objective

- Enhance wastewater and reclaimed water infrastructure to ensure NPDES/DEP compliance and expand system for future growth to reduce the volume of ground water withdrawals.

Performance Indicator

Volume of Ground Water Withdrawals – Number of million gallons of water being pumped out of the aquifer by the City

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Provide alternative funding for City capital improvement projects

Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least **20%**.

Performance Indicators

Capital Improvements External Funding Rate – Percentage of external funding received for capital improvements compared to total capital cost required

Capital Improvements External Funding Received – Capital Improvements External Funding Received

Strategic Priority #3

Maintain Quality Services and Infrastructure

Department Goal

Reduce flooding incidents from adverse weather conditions

Objective

- Identify and correct problem areas in the storm water system to minimize flooding incidents.

Performance Indicator

Total Number of Severe Flooding Incidents – Number of times water collection occurs and results in damage to personal and real property

Strategic Priority #4
Foster a Culture of Teamwork and Collaboration

Department Goal
Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate *	0%	TBD	20%↑
Capital Improvements External Funding Received *	\$0	\$479,000	\$500,000↑
OPERATIONAL INDICATORS			
Volume of Ground Water Withdrawals (in million gallons)	1,858.8	871.8	1,700↓
Total Number of Flooding Incidents	0	0	0↓

* Represents grant funding received or anticipated from state and/or federal programs (based on availability) that helps to offset the City's CIP budget

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

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FY 13/14 Actual results reflect current values through Q2



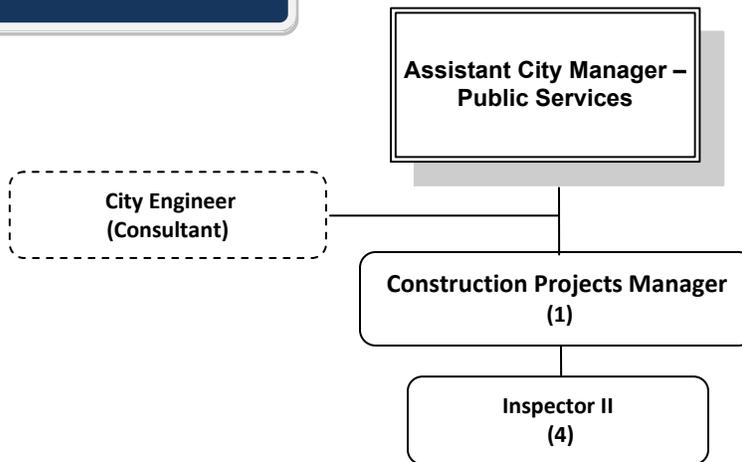
ENGINEERING DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Provide professional engineering services, technical support, and problem resolution for the City as well as private entities through long-term infrastructure planning while ensuring sound project design and quality construction management.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Stormwater Management/Planning Monitor, Report and ensure FDEP National Pollutant Discharge Elimination System (NPDES) Compliance Capital improvement project management Construction inspections (public and private development) Public & private plan reviews and consultation GIS support for City Assets and Infrastructure
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Additional unexpected mandates from NPDES and FEMA State and Federal regulatory agencies Train new Projects Manager on the Winter Garden Way and the more citizen focused approach of doing business 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Minimal change orders and schedule delays on construction projects Sufficient funding for CIP Projects

Organizational Structure

FTE: 5



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Ensure timely and within budget completion of all planned CIP projects annually

Objective

- Evaluate, improve and diligently monitor Engineering's capital improvement projects process to ensure on-time starts, on-time completions, quality design and controlled costs.

Performance Indicators

% of On-Time CIP Starts (Design Phase) – Number of capital improvement projects annually at the design phase that started either before or on the originally scheduled commencement date divided by total number of scheduled capital improvement projects for the year for the design phase

CIPs Completed and/or on Schedule – Number of capital improvement projects completed or on schedule in the planned construction timeframe compared to total capital improvement projects completed

% of CIPs Completed within Bid Amount – Annual total number of completed capital improvement projects compared to number of completed CIPs that had actual cost realized within bid value

CIP Bid to Budget Cost Variance % – Annual percentage difference between budgeted cost of capital improvement projects and the original proposed bid value. (value should be less than or equal to the stated target)

CIP Bid to Actual Cost Variance % – Annual percentage difference between the proposed bid costs of planned capital improvement projects and the actual project cost incurred. (value should be less than or equal to the stated target)

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
FINANCIAL INDICATORS			
CIP Bid to Budget Cost Variance %	-125.9%	TBD	≤ 2% ↓
CIP Bid to Actual Cost Variance %	16.6%	TBD	≤ 2% ↓
OPERATIONAL INDICATORS			
% of On-Time CIP Starts (Design Phase)	TBD	TBD	95% ↑
CIPs Completed and/or on Schedule	82%	TBD	95% ↑
% of CIPs Completed within Bid Amount	50%	TBD	95% ↑

TBD – To be determined and calculated by the end of the fiscal year

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease



PUBLIC SERVICES DEPARTMENT

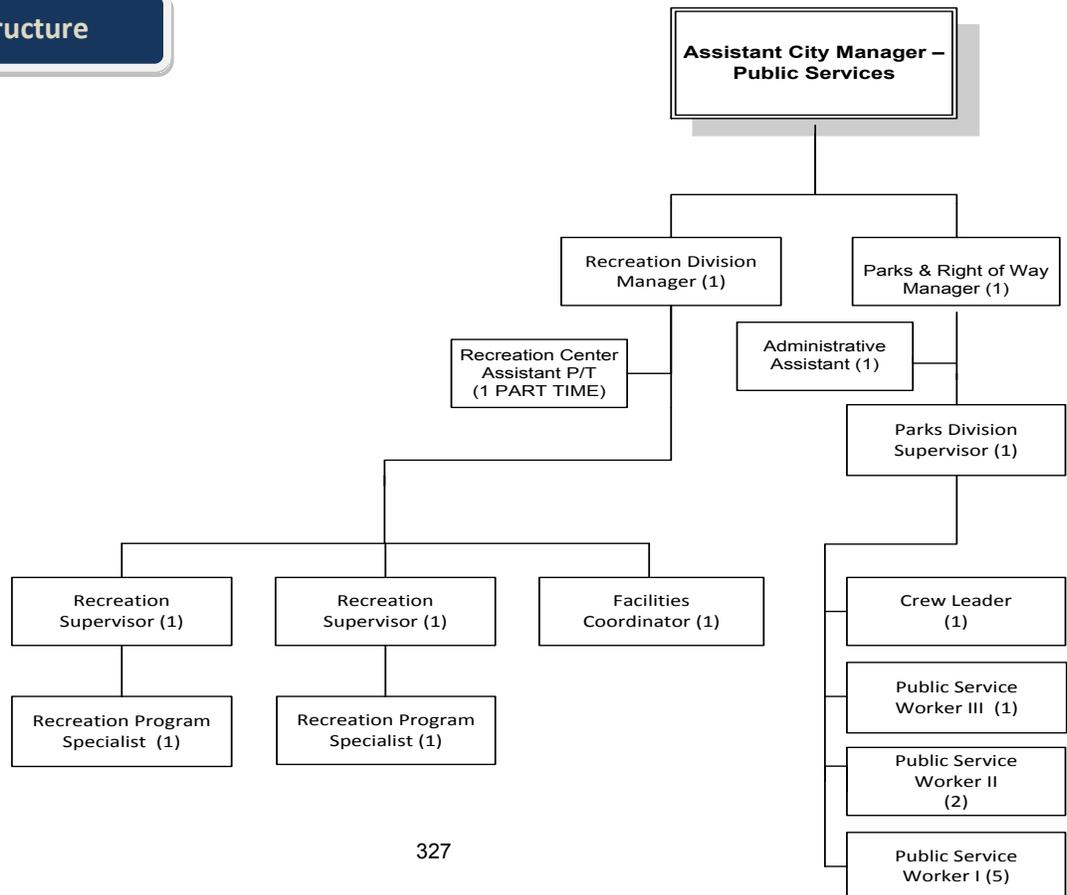
PARKS AND LAND DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To provide desirable and high quality outdoor spaces, recreation, parks, and facilities to ensure exceptional experiences for all residents and visitors to Winter Garden.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide active and passive recreational facilities for individuals, families and local athletic groups and organizations • Provide quality outdoor spaces to enhance the downtown and city-wide experience
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Lack of funding would result in the inability to maintain outdoor green space and facilities at proper functional and aesthetic levels of expectation • Poor administration of Recreation programs and scheduling could result in field overuse and failure • Deferred maintenance of green/growing assets could result in plant/tree failure, poor community aesthetics and increased future costs. • Possible lack of taxpayer support for increased athletic field space 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • There will be a growing demand from residents and visitors to participate in recreational and athletic activities • Availability of appropriate funding to expand/improve and sustain outdoor assets and associated facilities

Organizational Structure

FTE: 18.5



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide an Attractive Community

Department Goal

Develop and sustain beautiful park, pedestrian and landscape areas

Objectives

- Continuously evaluate and improve hardscape, landscape and park maintenance throughout the City and the downtown district to ensure the highest aesthetic and satisfaction levels.
- Facilitate the landscape design, implementation and construction of the multi-year roadway and highway median improvement initiative specifically targeting SR. 50, Stoneybrook Pkwy, Dillard Street and Plant Street.

Performance Indicators

***Pedestrian and Landscape Areas Satisfaction Index** - Percentage of citizens who feel positive about the way the City maintains its hardscape and landscape areas*

***Quality of City parks Satisfaction Index** - Based on the Citizens Survey, the percentage of citizens who feel positive about the appearance and the maintenance upkeep of the City's park areas*

***Downtown Pedestrian and Landscape Areas Satisfaction Rating** - Percentage of local Downtown businesses (surveyed) that felt positive about the appearance/maintenance quality of Downtown's pedestrian and landscape areas*

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

***Employee Motivation and Productivity Satisfaction Rating** – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.*

Strategic Priority #3
Preserve the Natural Environment

Department Goal

Rehab, restore and protect passive green space throughout the City

Objective

- Continue development and implementation of the multi-year, phased site and amenity improvements to the Tucker Ranch property.

Performance Indicators

Quality of the Overall Natural Environment Satisfaction Index - Percentage of Citizens who feel positive about the characteristics of Winter Garden’s overall natural environment
Preservation of Natural Land Areas Satisfaction Index- Percentage of Citizens who feel positive about Winter Garden’s preservation of open space, farmlands and greenbelts

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index	77%	77%	80%↑
Downtown Pedestrian and Landscape Areas Satisfaction Rating	N/A	TBD	80%↑
Quality of City parks Satisfaction Index	88%	88%	90%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
Quality of the Overall Natural Environment Satisfaction Index	86%	86%	88%↑
Preservation of Natural Land Areas Satisfaction Index	68%	68%	70%↑

A value denoted by “N/A” indicates a measurement was not assessed or will not be assessed

TBD – To be determined and calculated by the end of the fiscal year

↑ - Target’s goal is to maximize/increase; ↓- Target’s goal is to minimize/decrease

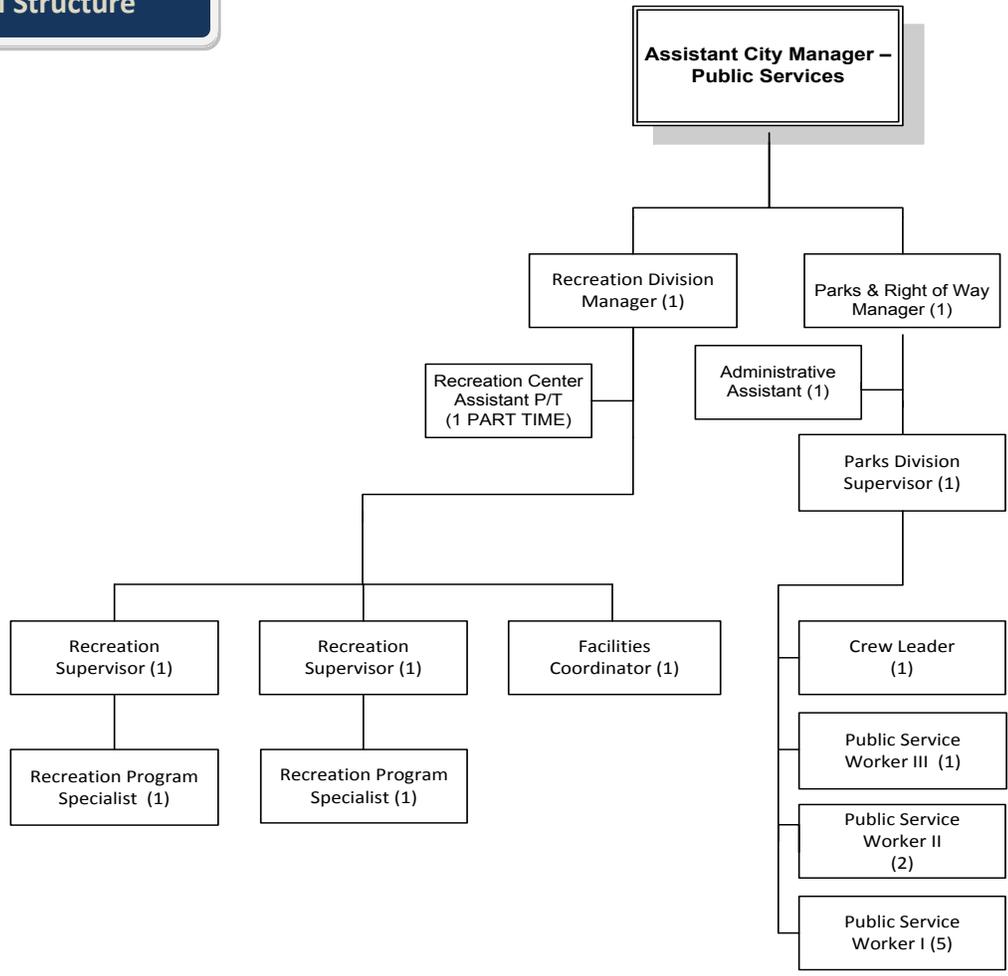


PUBLIC SERVICES DEPARTMENT RECREATION DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To provide desirable and high quality recreation programs and events for all of the residents of and visitors to Winter Garden.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide programs, events, and rental facilities that cater to diverse leisure needs
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Only a portion of programs are financially self-sustaining. A lack of adequate funding could limit the diversity or depth of programs and services • Insufficient demand to justify programs 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Residents and visitors will continue to have a desire to participate in recreational activities and events • Availability of appropriate funding to carry out programming

Organizational Structure

FTE: 18.5



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Recreation, Arts and Culture

Department Goal

Provide a variety of quality parks, facilities, recreational and cultural experiences

Objective

- Improve quality of recreation programs through enhanced survey methods and utilizing target marketing strategies.

Performance Indicators

Participated in a Recreation Program or Activity Satisfaction Index - Percentage of citizens who have participated in a Winter Garden recreation program or activity
Recreational Opportunities Satisfaction Index - Percentage of residents who view recreational opportunities as good or excellent
of Total Program/ Event Participants - Total number of program participants for all City sponsored recreational programs or special events
% Satisfied with Recreation programs - Percentage of post program survey participants who had a positive experience

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.

Performance Indicator

Employee Motivation and Productivity Satisfaction Rating – Number or percentage of employees who experience or feel motivated and inspired to perform at a high level due to the working environment cultivated around them and by their leaders. To be assessed annually using an employee engagement survey.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Participated in a Recreation Program or Activity Satisfaction Index	40%	40%	45%↑
Recreational Opportunities Satisfaction Index	80%	80%	82%↑
% Satisfied with Recreation programs	92.8%	92%	95%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATOR			
# of Total Program/Events Participants *	85,364	44,826	96,000↑

A value denoted by "N/A" indicates a measurement was not assessed or will not be assessed

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

* FY 13/14 Actual results reflect current values through Q2

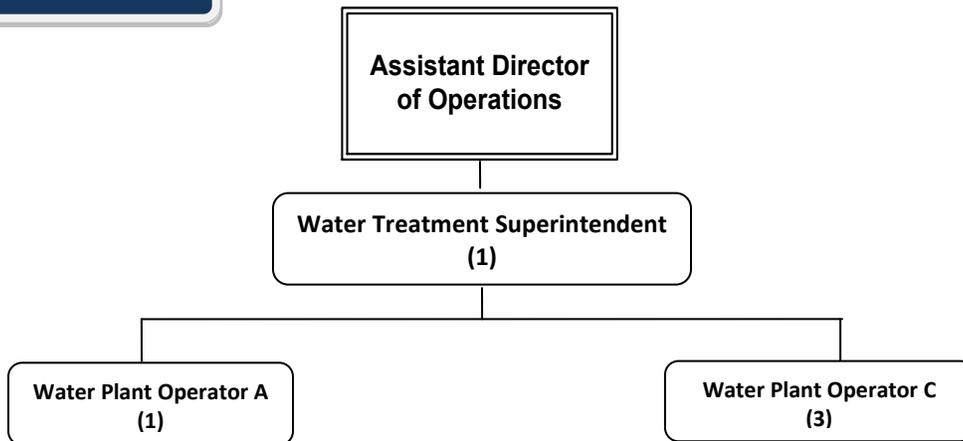


**PUBLIC SERVICES DEPARTMENT
WATER TREATMENT & PUMPING DIVISION
BUSINESS PLAN & PERFORMANCE INDICATORS**

<p>MISSION STATEMENT: Provide quality and safe drinking water.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide safe drinking water • Maintain water system pressures and flows
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • St. John River Water Management District requirements for Alternative Water Supply Projects, using the expansion of the City’s Reclaimed Water System as our Alternative Water Supply Project. 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Continue to meet compliance with the City's CUP as mandated by the SJRWMD. The City accomplished this through the connection to the Conserv II Reclaimed Water main this past year for irrigation water in the southwest neighborhoods. • Continue reduction in water use through water conservation, according to the recent Water and Sewer Rate Study the City achieved a 9% reduction in water consumption through water conservation.

Organizational Structure

FTE



FY 2014-2015 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Raise consumer confidence in the City’s drinking water

Objective

- Continue to sustain and improve the drinking water public education program in an effort to elevate the 'drinking water quality satisfaction index'.

Performance Indicator

Drinking Water Quality Satisfaction Index – % of citizens who feel positive about drinking water taste and drinking water pressure. Represents an average of combined NCS Survey scores for both water taste and water pressure

Department Goal

Compliance with Consumptive Use Permit

Objective

- Ensure quality delivery of water services to City neighborhoods by maintaining a water pressure level of **50** psi or higher at least **95%** of the time.

Performance Indicators

Percentage of time Water Pressure ≥ 50 PSI During Hydrant Static Testing – Percentage of times the water pressure reads at least 50 psi when conducting flow and static testing of neighborhood fire hydrants
of Water Pressure Interruptions that Resulted in < 50 PSI – Number of incidents where water pressure interruptions occurred and resulted in water pressure levels of less than 50 PSI

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index	61%	61%	63%↑
OPERATIONAL INDICATORS			
Percentage of time Water Pressure ≥ 50 PSI During Hydrant Static Testing *	75%	100%	95%↑
# of Water Pressure Interruptions that Resulted in < 50 PSI	7	0	5↓

* Water pressure flow and static tests conducted on a sample of neighborhood fire hydrants

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2

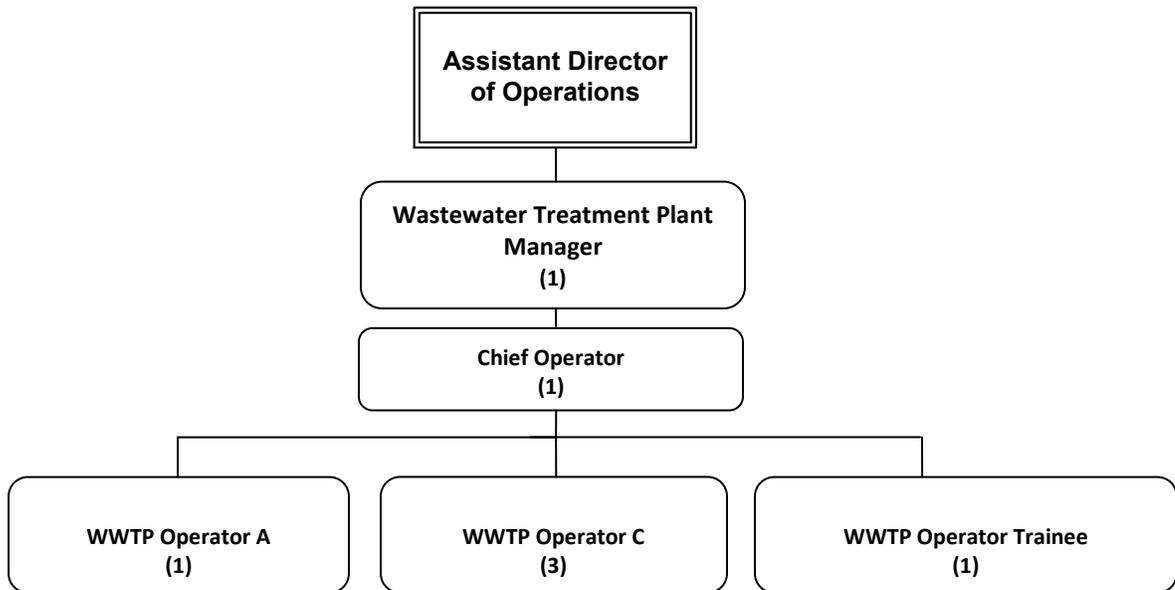


PUBLIC SERVICES DEPARTMENT WASTEWATER & RECLAIMED WATER DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.	CORE FUNCTIONS: <ul style="list-style-type: none">• Treatment of sewage to FDEP Permit levels• Production of reclaimed water
CHALLENGES: <ul style="list-style-type: none">• Excessive rainfall leading to higher infiltration to the collection system• Reliance on third party for sludge removal	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• City will be able to continue to dispose of the sludge produced by the treatment plant• Phase three of the reclaimed water system will be operational in 2015.• Design and Installation of the new headworks and odor control unit in 2015.

Organizational Structure

FTE: 7



FY 2014-2015 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Improve odor control at wastewater treatment facility

Objective

- Continue to evaluate and implement odor control solutions to reduce odors effects from the wastewater treatment facility and decrease the number of odor complaints.

Performance Indicators

Number of Odor Complaints – Annual number of unique complaints by residents regarding the smell emitted from the wastewater facility

Number of Repeat Odor Complaints - Number of complaints by residents who have complained previously regarding the smell emitted from the wastewater facility

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
OPERATIONAL INDICATORS			
Number of Odor Complaints	1	0	0↓
Number of Repeat Odor Complaints	0	0	0↓

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2



PUBLIC SERVICES DEPARTMENT

WATER & RECLAIMED WATER

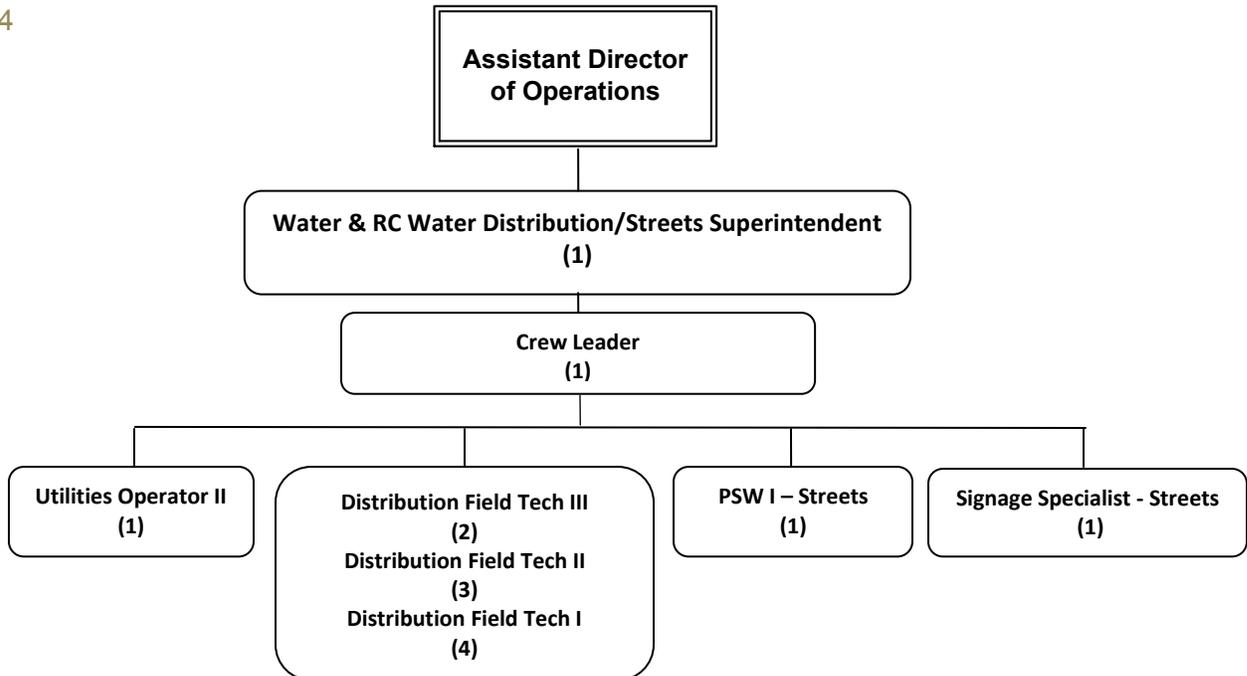
DISTRIBUTION/STREETS DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT:</p> <p>Water Distribution: Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week.</p> <p>Streets: Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide reliable water services • Provide and maintain roadways and sidewalks • Maintain traffic signs, traffic lights and street lights
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Adverse and abnormal weather patterns and conditions 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Completion of Phase II installation of the new FlexNet water meters, which allows water meter consumption to be read remotely

Organizational Structure

FTE: 14



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve pedestrian infrastructure, bicycle and automobile transportation

Objective

- Execute and continuously evaluate City street maintenance program to increase the 'street repair/maintenance satisfaction index'.

Performance Indicators

Street Repair/Maintenance Satisfaction Index – Percentage of citizens who feel satisfied with street repair and maintenance throughout the City
% Street Repairs Resolved Within Timeframe Standard – Percentage of times street repairs are resolved within establish service standards (Level 1 - 24 hrs.; Level 2 - 72 hrs.; Level 3 - 10 days)

Objective

- Execute and continuously evaluate City sidewalk maintenance plan to improve the 'sidewalk maintenance satisfaction index'.

Performance Indicators

Sidewalk Maintenance Satisfaction Index – Percentage of citizens who feel satisfied with sidewalk maintenance throughout the City
% of Sidewalk Repairs Resolved Within Timeframe Standard – Percentage of times sidewalk repairs are resolved within establish service standards (Level 1 - 24 hrs.; Level 2 - 72 hrs.; Level 3 - 10 days)

Objective

- Deploy a traffic communication plan during maintenance work and activities to increase the 'ease of car travel in Winter Garden satisfaction index'.

Performance Indicator

Ease of Car Travel in Winter Garden Satisfaction Index – Percentage of citizens who feel satisfied with fluidity of car travel throughout the City (helpfulness and usefulness of signage)

Strategic Priority #2
Maintain Quality Services and Infrastructure

Department Goal

Increase water pressure and minimize water service interruptions for residents

Objective

- Timely execute water main capital improvements and provide enhanced fire training information to reduce water main breaks that occur annually.

Performance Indicator

Number of Water Main Breaks– Number of ruptured water pipe events throughout the City

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index	64%	64%	66%↑
Sidewalk Maintenance Satisfaction Index	72%	72%	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index	80%	80%	82%↑
OPERATIONAL INDICATORS			
% Street Repairs Resolved Within Timeframe Standard	100%	96%	100%↑
% of Sidewalk Repairs Resolved Within Timeframe Standard	100%	100%	100%↑
Number of Water Main Breaks	9	4	8↓

↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2



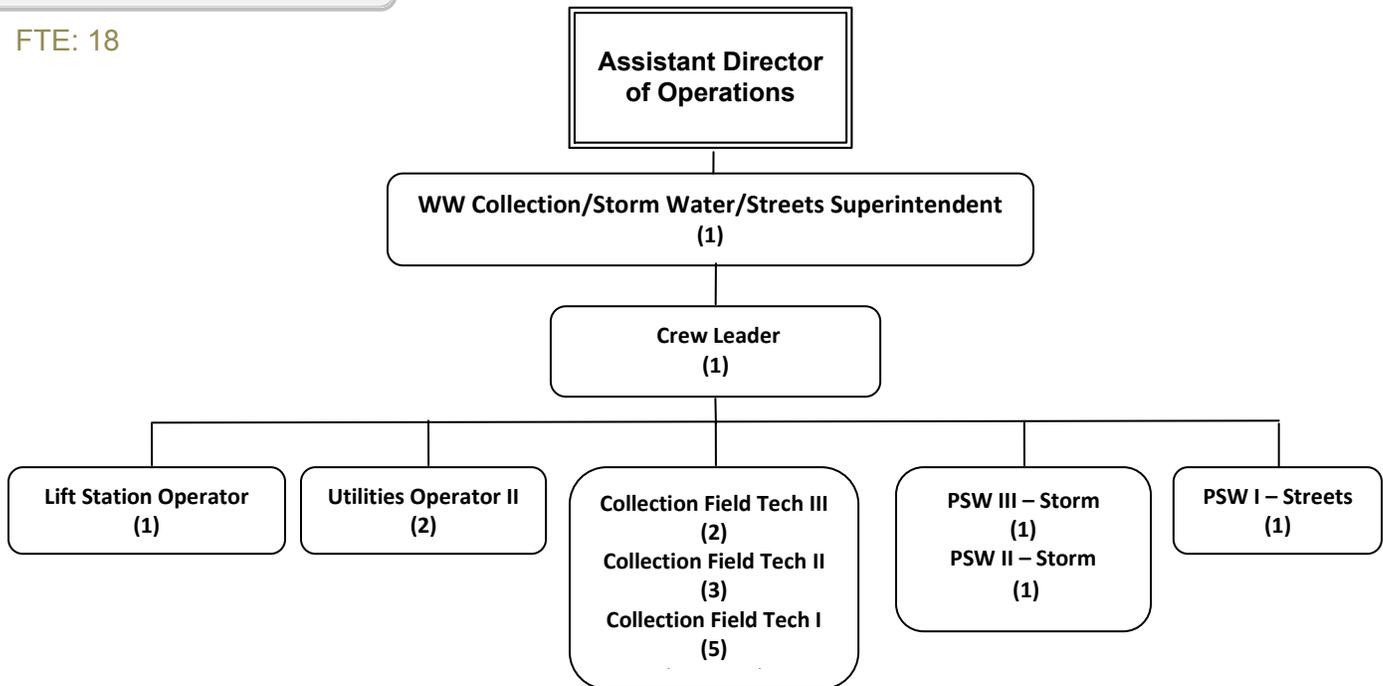
PUBLIC SERVICES DEPARTMENT WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: <u>Wastewater/Stormwater Collection:</u> Provide citizens with efficient and responsive collection services for wastewater/stormwater.</p> <p><u>Streets:</u> To keep the City and its gateway corridors attractive, clean and safe for all modes of travel.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Maintain wastewater and stormwater collection systems Monitoring lift stations Mowing and maintenance of street right-of-ways, sidewalks and stormwater ponds
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Adverse weather conditions and tropical storms State and Federal Environmental Mandates Lack of cooperation from Federal, State and Regional agencies Lack of funding for Storm Water Action Team (SWAT) 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Use of Computerized Maintenance Management Work Order System will improve operational efficiency and effectiveness

Organizational Structure

FTE: 18



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

Reduce pollution in Lake Apopka through cleaner streets and storm water systems

Objective

- Improve and maintain a high level of service with the street cleaning and storm water system maintenance program to increase the volume of pollutants removed from storm water drains.

Performance Indicator

Volume of Pollutants Removed from Storm Water Drains – Amount of debris, measured in tonnage, that have been extracted from the drainage system to reduce pollution

Strategic Priority #2

Provide an Attractive Community

Department Goal

Keep the City corridors attractive and clean

Objective

- Evaluate and improve procedures for street cleaning and right of way maintenance to increase the 'street cleaning satisfaction index'.

Performance Indicator

Street Cleaning Satisfaction Index – Percentage of citizens who felt positive about the street cleanliness throughout the City (mowing, litter clean-up & street sweeping)

Strategic Priority #3

Maintain Quality Services and Infrastructure

Department Goal

Prolong the service life of the City's infrastructure

Objective

- Improve sewer preventative maintenance to increase the 'sewer satisfaction index'.

Performance Indicators

Sewer Satisfaction Index – Percentage of citizens who feel positive about the City's sewer services

Linear Feet of Sewer Pipes Cleaned – Distance in linear feet of sewer pipes cleaned for scheduled troublesome areas throughout the City

% of Sewer Calls Responded to Within 45 Minutes – Number of sewer line blockage service requests (calls by residents) responded to within 45 minutes compared to total number of sewer line blockage service request responses

% of Total Sewer Pipes Cleaned – Percentage of sewer pipes (in linear feet) cleaned and maintained annually compared to total sewer pipes in the City's system

Department Goal

Reduce citizen storm water complaints

Objective

- Ensure timely assessment and resolution of citizen storm water complaints or requests by providing professional drainage assistance services through the City's Storm Water Action Team (SWAT).

Performance Indicators

Storm Water Drainage Satisfaction Index – Percentage of citizens who feel positive about storm water drainage

% of Storm Water Calls Responded to Within 24 Hours – Number of storm water drainage service requests (calls by residents) responded to (arrival to location) within 24 hours compared to total number of storm water drainage service request responses

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index	77%	77%	78%↑
Sewer Service Satisfaction Index	86%	86%	87%↑
Storm Water Drainage Satisfaction Index	81%	81%	82%↑
OPERATIONAL INDICATORS			
Volume of Pollutants Removed from Storm Water Drains (in tons)	704.2	364.87	456↑
Linear Feet of Sewer Pipes Cleaned	181,733	132,202	189,024↑
% of Sewer Calls Responded to Within 45 Minutes	100%	99.88%	100%↑
% of Total Sewer Pipes Cleaned	19.7%	14.3%	20%↑
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q2

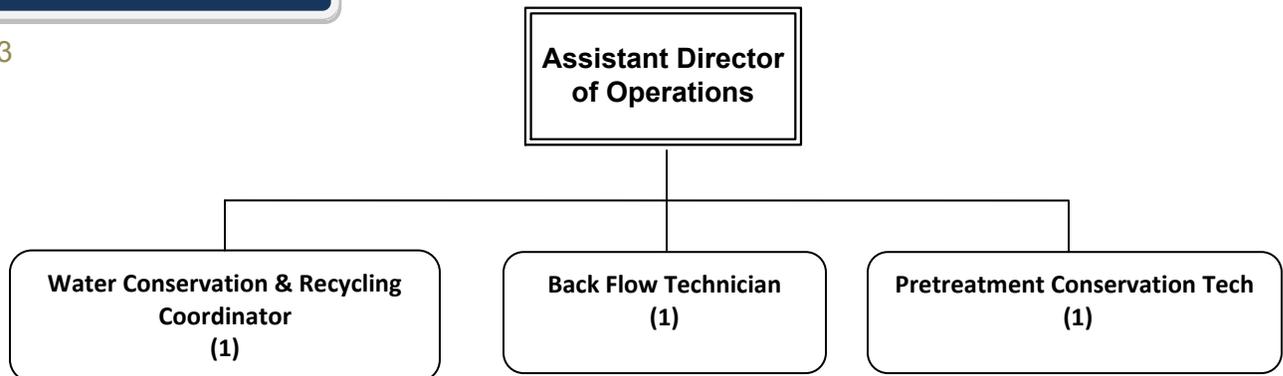


PUBLIC SERVICES DEPARTMENT ENVIRONMENTAL SERVICES DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Provide environmentally sound solutions for industrial wastewater pretreatment and water conservation practices.	CORE FUNCTIONS: <ul style="list-style-type: none"> Administer Water Conservation Program Administer Industrial Wastewater Pretreatment Program
CHALLENGES: <ul style="list-style-type: none"> Meeting St. Johns River Water Management District's requirements for reduction in water consumption through water conservation Unfunded FDEP's requirements for reductions in oils, fats and grease that enter the City's wastewater system 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> Enforcement of the new water conservation irrigation rules will reduce water consumption Water conservation public education will reduce water consumption Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses

Organizational Structure

FTE: 3



FY 2014-2015 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Reduce Fats, Oils and Grease (F.O.G.) from the wastewater stream through industrial pretreatment public education

Objective

- Continue focus on grease reduction in the City's waste water system through restaurant owner reinforced education on proper grease trap management and maintenance.

Performance Indicator

Restaurant Site Inspection Compliance Rate – Percentage of restaurants that successfully pass grease trap inspections compared to total restaurants inspected

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Protect groundwater resources through water conservation

Objective

- Ensure compliance with St John's Water allocation through proactive conservation awareness efforts that will prevent exceeding allowable groundwater withdrawal restrictions.

Performance Indicators

Water Conservation Participation Index – Results from Citizen Survey indicating how many people practice some form of water conservation (at least 3 – 12 times or more per year)

Million Gallons / Day in Groundwater Withdrawals – Amount of groundwater measured in million gallons per day that the City withdrew per calendar year as outlined and defined in the City's St. John's consumptive use permit

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
CUSTOMER SERVICE INDICATOR			
Water Conservation Participation Index	78%	78%	80%↑
OPERATIONAL INDICATORS			
Restaurant Site Inspection Compliance Rate *	100%	TBD	100%↑
Million Gallons / Day in Groundwater Withdrawals **	5.09	TBD	4.85↓

* Annual grease trap inspections of over 80 local restaurants to reduce grease contaminants in the waste water system

TBD – To be determined and calculated by the end of the fiscal year

** Minimize volume of underground water withdrawals from the aquifer that supplement City water supply. The City also adheres to the SJWMD and FDEP compliance standards. The target shown in FY 13/14 is well below the annual withdrawal allowance of 5.8 million gallons

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease



PUBLIC SERVICES DEPARTMENT

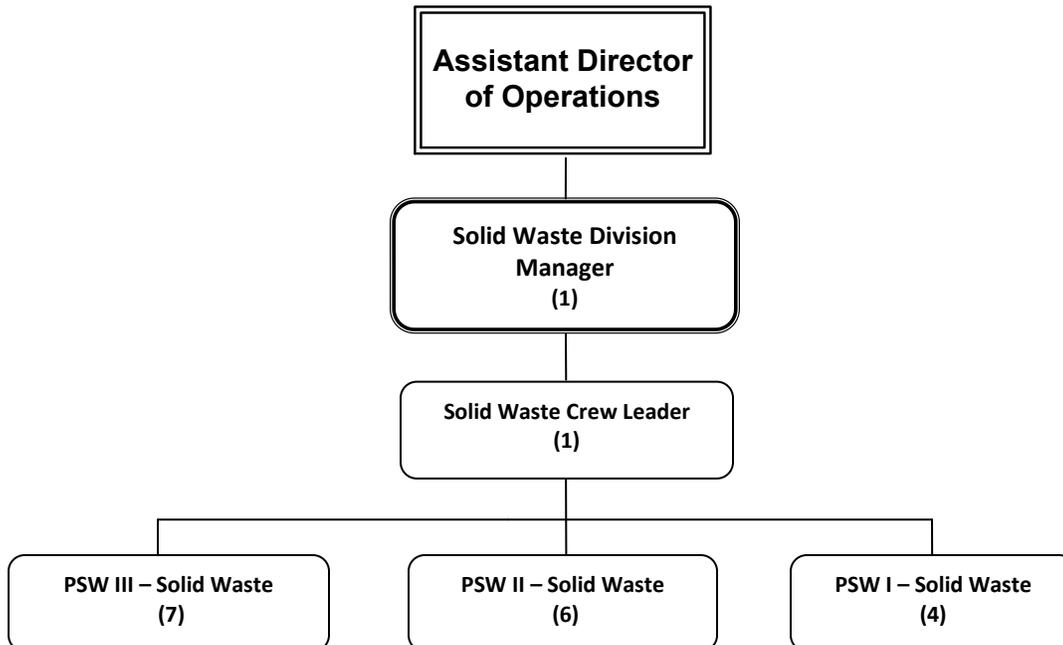
SOLID WASTE DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Provide responsive as well as efficient collection and disposal of solid waste.	CORE FUNCTIONS: <ul style="list-style-type: none">• Collection and removal of solid waste materials<ul style="list-style-type: none">○ Residential/Commercial garbage○ Recyclables○ Yard Waste
CHALLENGES: <ul style="list-style-type: none">• Excessive employee turnover• Public apathy towards recycling	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• The Orange County Landfill will continue to accept solid waste from the City of Winter Garden• There will be a continued market or demand for recycled materials• Vehicles and equipment will be properly maintained in a timely manner• Public will comply with disposal requirements

Organizational Structure

FTE: 19



FY 2014-2015 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Departmental Goals

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill

Objective

- Continue to drive the recycling awareness outreach effort and the overall effectiveness of Solid Waste operation in order to proportionally reduce non-recyclable tonnage and increase recyclable tonnage to the landfill facility.

Performance Indicators

Recycled Used Paper, Cans or Bottles from Your Home Survey Index – Percentage of citizens who recycled paper, cans, or bottles at home

% of Homes Converting to New Recycling Bins – Number of homes that converted or replace small recycle bins with larger ones (to-date) compared to the total homes recycling (or total homes that have bins)

Tons of Solid Waste Refuse – Combined total tonnage of commercial and residential solid waste

Tons of Commercial Solid Waste Refuse – Total tonnage of commercial solid waste refuse collected and disposed at transfer stations and landfills (excludes 96 gallon receptacle pick-ups which are already part of residential service pick-up)

Tons of Residential Solid Waste Refuse – Total tonnage of residential solid waste refuse collected and disposed at transfer stations and landfills (includes 96 gallon receptacle commercial pickups which are done as part of residential service)

Tons of Recycle Waste Collected – Combined total tonnage of commercial and residential recycling waste

Recycled Waste as a % of Total Waste – Recycled waste tonnage divided by total tonnage of waste/refuse transported to the landfill

% of Commercial Accounts Recycling – Number of commercial accounts that participate in recycling pick-up compared to all commercial accounts

Tonnage of Commercial Solid Waste Refuse per Service Account – Total commercial solid waste refuse measured in tons per commercial utility account serviced in Winter Garden. Calculation: total commercial tonnage in solid waste refuse / total commercial accounts with garbage pickup service. Excludes recycling and commercial 96 gallon receptacle pickup service

Tonnage of Residential Solid Waste Refuse per 1,000 Residents – Total residential solid waste refuse measured in tons per 1,000 Winter Garden residents. Calculation: total tonnage in solid waste refuse / (total city population/1,000) = 37. Excludes Recycling.

Tonnage of Recycle Waste per 1,000 Residents – Total recycling waste (commercial & residential) measured in tons per 1,000 Winter Garden residents. Calculation: total tonnage in solid waste refuse / (total city population/1,000)

Tonnage per Trip – Total solid waste refuse (commercial & residential), including recycling waste measured in tons per number of trips to the transfer station and landfill

Solid Waste Direct Cost per Tonnage – Solid Waste Division direct operating cost (labor, repair & maint., tipping fees, fuel, operating supplies etc.) divided by the total refuse weight in tons sent to transfer stations and landfills (excludes depreciation cost and inter-fund management fees)

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Target
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	\$125.81	\$135.01	\$131.65↓
OPERATIONAL INDICATORS			
Recycled Used Paper, Cans or Bottles from Your Home Survey Index	81%	81%	83%↑
% of Homes Converting to New Recycling Bins	59.6%	60.73%	90%↑
Tons of Solid Waste Refuse	18,987	12,913	20,110↓
Tons of Commercial Solid Waste Refuse	9,418	6,261	9,626↑
Tons of Residential Solid Waste Refuse	9,569	6,653	10,225↓
Tons of Recycle Waste Collected	1,705	1,142	1,750↑
Recycled Waste as a % of Total Waste	6.9%	6.3%	7%↑
% of Commercial Accounts Recycling	6.7%	6.7%	7.1%↑
Tonnage of Commercial Solid Waste Refuse per Service Account	12.0	6.7	12.7↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	258.6	134.3	129.5↓
Tonnage of Recycle Waste per 1,000 Residents	46.08	23.16	46.08↑
Tonnage per Trip	7.29	7.00	7.50↑

↑ - Target's goal is to maximize/increase; ↓ - Target's goal is to minimize/decrease

FY 13/14 Actual results reflect current values through Q3

GLOSSARY OF TERMS



GLOSSARY

AD VALOREM TAX: A tax levied on the assessed value of real and personal property (also known as “property tax”).

ADOPTED BUDGET: The proposed budget as formally approved by the City Commission.

AGENCY FUND: A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

APPROPRIATION: A specific amount of money set apart by the City Commission for the purchase of goods and services.

ASSESSED PROPERTY VALUE: A valuation set upon real estate or personal property by the County Property Appraiser as a basis for levying taxes.

BALANCED BUDGET: A budget in which budgeted revenues equal budgeted expenditures/expenses.

BOND: A written promise to pay a specified sum of money (face value or principal), at a specified date in the future (maturity date), together with interest at a specified rate.

BUDGET: A fiscal plan of programs, services, and construction projects expected to be carried out, funded within available revenues, and designated within a specific period of time, usually 12 months.

CAPITAL EQUIPMENT: Equipment with a value in excess of \$750 and an expected life of more than two years such as automobiles, computers, and furniture.

CAPITAL IMPROVEMENT: A physical asset, constructed or purchased, that has a minimum useful life of three years.

CAPITAL IMPROVEMENT BUDGET: A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENTS ELEMENT: That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL IMPROVEMENT PROGRAM (CIP): A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CONTINGENCY: Money that has been set aside to cover unplanned expenditures.

DEBT SERVICE: The payment of principal and interest on borrowed funds.

DEBT SERVICE FUND: Used to account for the accumulation of resources for, and the payment of, debt service.

DEPARTMENT: An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

ENTERPRISE FUND: A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services are intended to cover the cost of providing the service.

EXPENDITURE: Transactions and events that decrease the amount of net spendable resources in a governmental fund.

FIDUCIARY FUND: A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FISCAL YEAR (FY): Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FRANCHISE FEE: A fee paid by public service businesses for use of City streets, rights-of-way, and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television, and roll-off service.

FUND: An accounting structure which isolates specific revenues and appropriations for a designated purpose, such as the General Fund or the Capital Project Fund.

FUND BALANCE: The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

GENERAL FUND: The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GRANT: Contributions of cash or other assets to be used for a specified purpose, activity, or facility. Grants may be classified as either categorical or block, depending on the amount of discretion allowed the grantee.

IMPACT FEE: A charge for infrastructure improvements that must be provided to the local government.

INTERFUND TRANSFER: Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE: Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

LOCAL OPTION: Voted by local referendum, e.g., Local Option Sales Tax.

MILL: A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE: The rate established each year by City Commission action which is used in the calculation of property taxes.

MISSION STATEMENT: This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-OPERATING EXPENDITURE: The cost of government services not directly attributable to a specific City program or operation, i.e., debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE: The income received by the government not directly attributable to providing a service, e.g., interest on cash in banks or investments.

OPERATING BUDGET: A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES: Expenses which are directly related to service activities.

OPERATING REVENUES: Revenues which are directly related to service activities, e.g., user charges, fees, or taxes.

PERMANENT FUND: A governmental fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs (i.e., for the benefit of the government or its citizenry).

PROPERTY TAX: A tax levied on the assessed value of real property, i.e., ad valorem tax.

PROPRIETARY ACCOUNT: An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND: A type of fund which is similar to private sector companies, whereby the focus is on the measurement of net income.

REVENUE: Money received by the City from external sources.

REVENUE BOND: A bond whose principal and interest are payable exclusively from a specific revenue source.

ROLLED-BACK MILLAGE RATE: The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SPECIAL REVENUE FUND: A type of fund used to account for the proceeds of a specified revenue source (other than special assessments or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

TAX INCREMENT FINANCING: A method for providing money to pay for infrastructure related to development in a designated district. The money comes from the increase in property tax above the redevelopment level, and can be used for a predetermined time period.

TAX LEVY: The total revenue amount to be raised by general property taxes for purposes specified in the adopted budget.

TAXABLE VALUE: The assessed value less homestead and other exemptions, if applicable.

TRANSPORTATION IMPACT FEE: A charge based on projected trips that will be generated by development or redevelopment of a property.

UTILITY TAX: A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.