



City of Winter Garden

Fiscal Year 2013/2014

Adopted Budget



WINTER GARDEN

CITY OF WINTER GARDEN
Fiscal Year 2013/2014
Adopted Budget

JOHN REES
Mayor

KENT W. MAKIN
Commissioner, District 1

JAMES R. BUCHANAN
Commissioner, District 2
Mayor Pro Tem

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Commissioner, District 4

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City Manager



WINTER GARDEN

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WINTER GARDEN

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 12, 2013

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 2013/2014. 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 2013-2014 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 2013/14 totals \$31,340,865. The budget reflects no change to the millage rate, which remains at 4.250. Ad Valorem property tax revenue will increase by approximately \$395k as a result of the increase in Winter Garden's property values. The Utility Tax and Franchise Fees, however, are estimated to decrease by approximately \$514k. Total projected General Fund Revenues for Fiscal Year 2013/14 remain relatively flat at a slight decrease of 0.03% from FY 2012/13. The General Fund budgeted expenditures include funding for incentives to strengthen the local economy in providing business to business internet technology; a strong commitment to public safety by adding four new Police Officer positions; and essential infrastructure with the forthcoming Dillard Street improvements. 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 2014 is \$4,796,691, bringing unassigned fund balance to 20% 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 31.8% of budgeted General Fund revenues, are projected to increase by \$395,387, or 5.1% 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 \$239,038 or 5.1% and State Shared Revenues projected to increase \$109,598 or 10.7%. Utility Franchise Fees and Taxes have been budgeted at a (9.55%) decrease, or \$513,990 from last year. These revenues comprise 19% of budgeted general fund revenue. The Communications Service Tax, 5.2% of budgeted General Fund revenue, is projected to decrease by 0.7%.

Citywide Staffing/Salaries and Benefits

On the personnel side, there is a 2% cost-of-living/merit increase budgeted for FY 2014.

Health insurance costs are budgeted for a 7% increase that the City will absorb. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2013. Approximately 48% 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 11.31% to 13.47% for the General Employee Plan and increase from 13.09% to 13.91% 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 increase 22% for fiscal year 2013/14 due to it being an election year, while the City Clerk budget will increase 2.4% in fiscal year 2013/14. The Executive budget will remain relatively flat for fiscal year 2013/14 and the Economic Development budget will increase by 11% fiscal year 2013/14 to help fund the TriCity partnership. 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. These department budgets have benefited from organizational changes implemented to help the City achieve cost savings while also helping to ensure that the government is run as efficiently and effectively as possible. The Fiscal Management budget will decrease 3% for fiscal year 2013/14. The Administrative Services budget will increase by 1.4% for fiscal year 2013/14.

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 51% of the General Fund Budget. The FY 2013/14 budget proposed to add 3 new Police Officers and 1 new Police Lieutenant bringing the number of Police Officers per thousand residents from 1.97 to 2.08. The Police Department budget will increase by 11.4% this year to fund the new positions. The Fire Department budget decreases 3.4% from fiscal year 2013, this is primarily due to the purchase of a fire engine in fiscal year 2013.

Community Development

The Community Development Department budget increased by 27.5% due to the reorganization of the fire inspector moving from Fire Operations to Building Inspections and a transfer of residual Building Inspection revenues transfer to restricted building inspection reserves.

Parks and Recreation

The Parks and Recreation budget has remained relatively flat with a less than a 1% increase.

Public Services:

The Public Services department budget will increase by 3.8% from the prior year for the funding of the Daniels Road improvements and sidewalk improvements.

Special Revenue Funds

The CRA Fund is budgeted to decrease by 91.6% due to the Downtown Parking Garage that had been budgeted in the FY 2013 budget.

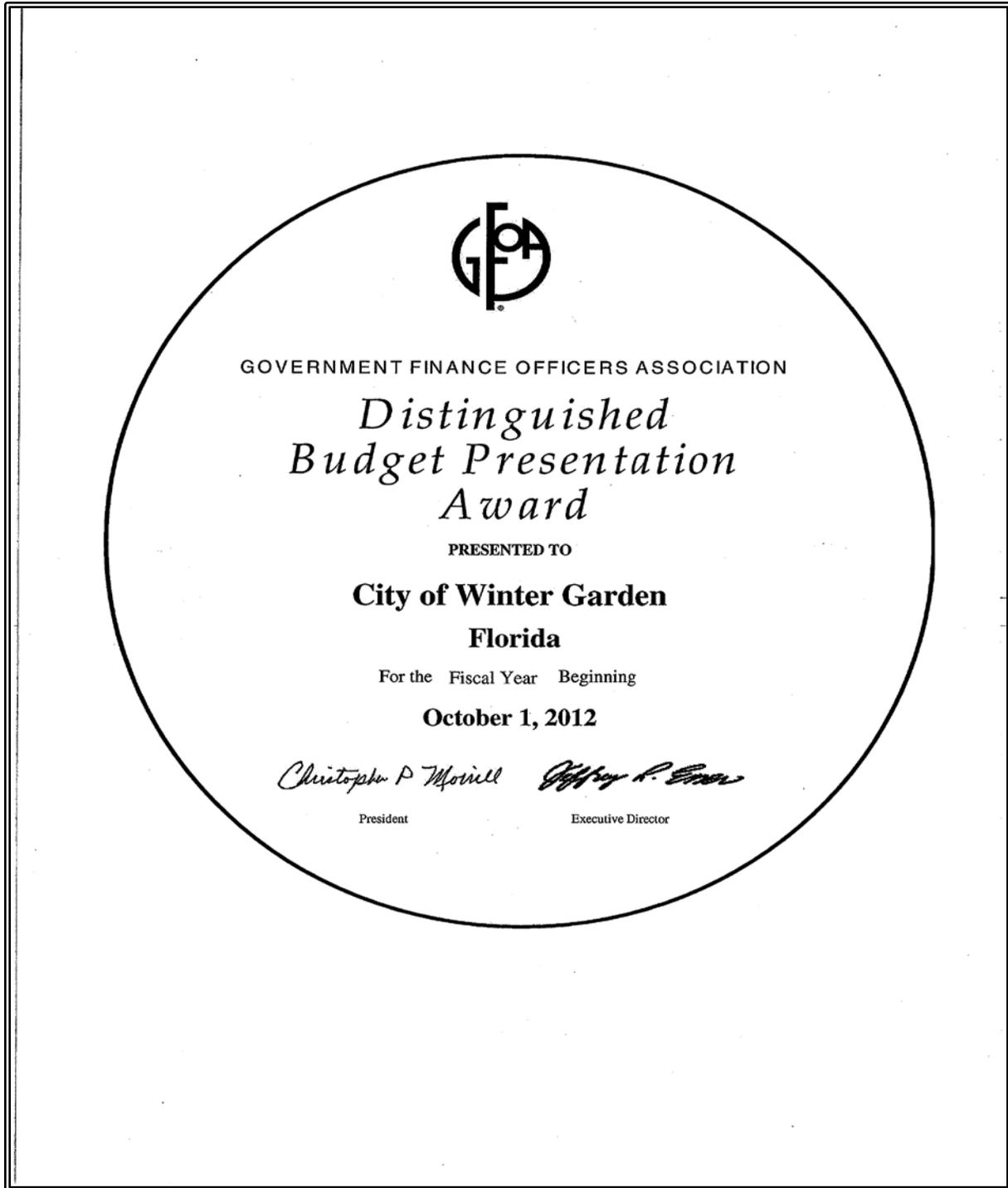
Enterprise Funds

The Utility Department operating budget will decrease 14% from the prior year due to reduced budgeted projects in the Replacement and Renewal Fund and the budgeted \$915k going back into Utility Operating reserves. The Stormwater Fund budget increased by 1.7% and the Solid Waste budget has a decrease of 1%. Trailer City's budget will increase 9.2% over the prior year for upgrades to electrical service.

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

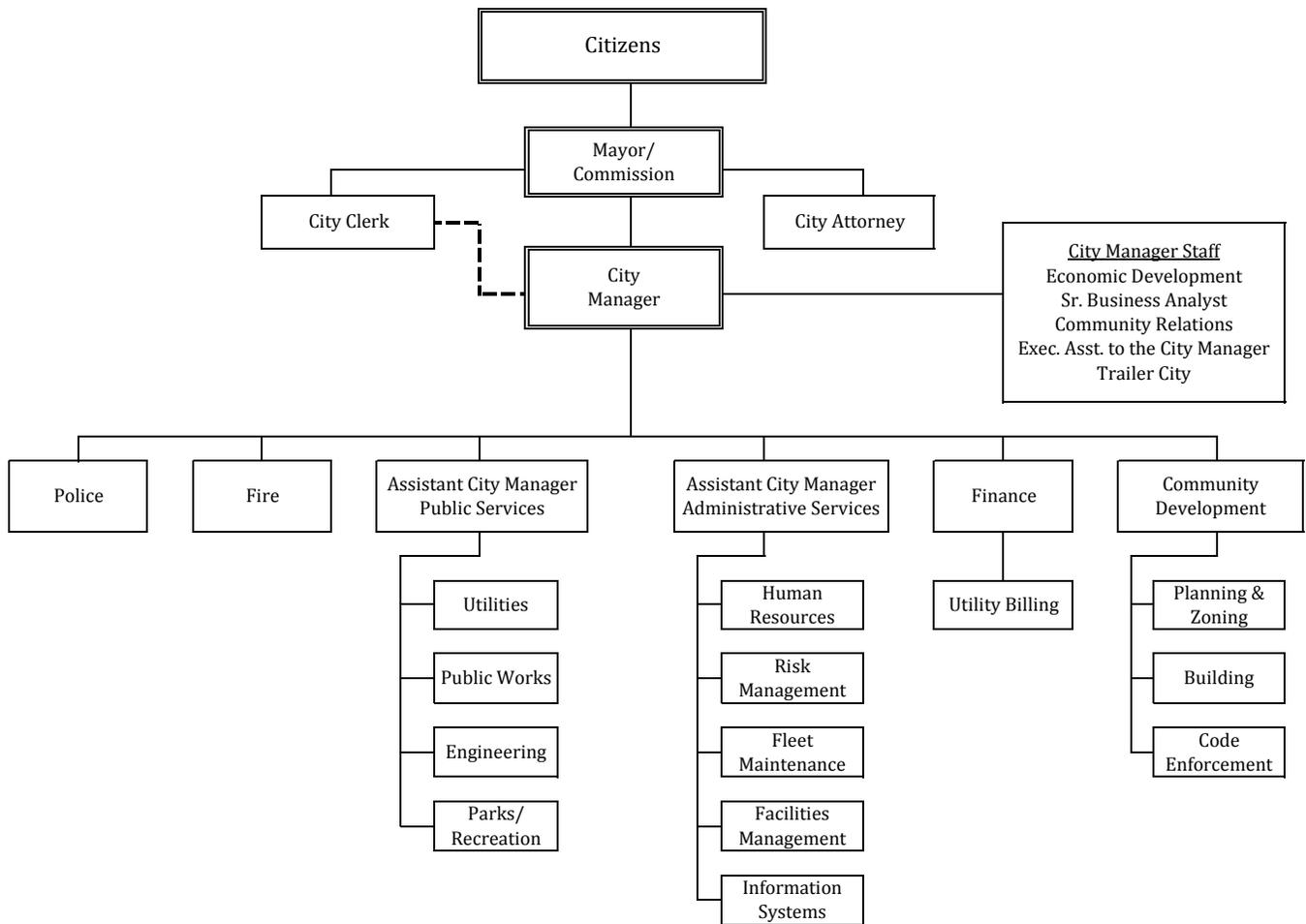


The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Winter Garden, Florida for its annual budget for the fiscal year beginning October 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

**SUMMARY OF ADOPTED BUDGETS
FISCAL YEAR 2013/2014**

| <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 | 5,640,234 | - | 9,201,986 | 148,795 | - | 11,253,585 | 45,566,057 | 71,810,657 |
| REVENUES | | | | | | | | |
| Ad Valorem Taxes | 8,164,647 | - | - | - | - | - | - | 8,164,647 |
| Sales, Use, and Fuel Taxes | - | - | 1,579,267 | - | - | - | - | 1,579,267 |
| Utility and Service Taxes | 4,234,987 | - | - | - | - | - | - | 4,234,987 |
| Local Business Taxes | 175,860 | - | - | - | - | - | - | 175,860 |
| Permits, Fees, & Special Assessments | 3,154,434 | - | 1,311,797 | - | - | 2,704,967 | - | 7,171,198 |
| Intergovernmental Revenue | 6,613,905 | - | 365,882 | - | - | - | 449,409 | 7,429,196 |
| Charges for Services | 2,858,777 | - | - | - | - | 13,903,524 | - | 16,762,301 |
| Fines and Forfeitures | 102,280 | - | 13,056 | - | - | - | - | 115,336 |
| Interest and Other Earnings | 35,805 | - | 114,251 | 1 | - | 219,801 | 3,159,275 | 3,529,133 |
| Miscellaneous Revenues | 284,936 | - | - | - | - | 553,311 | 2,381,059 | 3,219,306 |
| Total Revenues | 25,625,631 | - | 3,384,253 | 1 | - | 17,381,603 | 5,989,743 | 52,381,231 |
| NON-REVENUES | | | | | | | | |
| Interfund Transfers | 75,000 | - | 347,678 | 1,258,030 | - | 1,033,445 | - | 2,714,153 |
| Other Non-Revenues | - | - | - | - | - | - | - | - |
| TOTAL REVENUE & OTHER FINANCING SOURCES | 25,700,631 | - | 3,731,931 | 1,258,031 | - | 18,415,048 | 5,989,743 | 55,095,384 |
| TOTAL ESTIMATED REVENUES & BALANCES | 31,340,865 | - | 12,933,917 | 1,406,826 | - | 29,668,633 | 51,555,800 | 126,906,041 |
| EXPENDITURES/EXPENSES | | | | | | | | |
| General Government | 4,456,254 | - | - | - | - | - | 2,372,687 | 6,828,941 |
| Public Safety | 14,231,136 | - | 697,272 | - | - | - | - | 14,928,408 |
| Physical Environment | 1,339,260 | - | - | - | - | 19,004,419 | - | 20,343,679 |
| Transportation | 1,073,230 | - | 1,827,947 | - | - | - | - | 2,901,177 |
| Economic Environment | 230,524 | - | 85,556 | - | - | - | - | 316,080 |
| Human Services | 155,600 | - | - | - | - | - | - | 155,600 |
| Culture & Recreation | 3,005,856 | - | - | - | - | - | - | 3,005,856 |
| Total Expenditures/Expenses | 24,491,860 | - | 2,610,775 | - | - | 19,004,419 | 2,372,687 | 48,479,741 |
| NON-EXPENSE DISBURSEMENTS | | | | | | | | |
| Debt Service | - | - | 14,521 | 1,214,845 | - | 213,027 | - | 1,442,393 |
| Interfund Transfers | 1,067,116 | - | 613,592 | - | - | 1,033,445 | - | 2,714,153 |
| Other Non-Expense Disbursements | - | - | - | - | - | - | - | - |
| TOTALS EXPENDITURES/EXPENSES | 25,558,976 | - | 3,238,888 | 1,214,845 | - | 20,250,891 | 2,372,687 | 52,636,287 |
| Reserves | 5,781,889 | - | 9,695,029 | 191,981 | - | 9,417,742 | 49,183,113 | 74,269,754 |
| TOTAL APPROPRIATED EXPENDITURES & RESERVES | 31,340,865 | - | 12,933,917 | 1,406,826 | - | 29,668,633 | 51,555,800 | 126,906,041 |

CITY OF WINTER GARDEN ORGANIZATION CHART





WINTER GARDEN

CITY OVERVIEW

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, only without pretense. 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.

In 2012, Winter Garden was awarded two very special honors: Best medium sized farmers market in the nation from American Farmland Trust, and the "Best of the Best" landscaped area in the nation award from America In Bloom.

Live

From bungalows to art-deco, antebellum to modern, architectural styles in 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 five elementary schools, two middle schools, one technical school 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. Coldwater Creek, 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 programs for people of all ages.

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

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|                      |                               |
|----------------------|-------------------------------|
| <b>Incorporated:</b> | 1903                          |
| <b>Population:</b>   | 37,520                        |
| <b>Land Area:</b>    | Approximately 17 square miles |
| <b>Millage:</b>      | 4.250                         |
| <b>Mayor:</b>        | John Rees                     |
| <b>City Manager:</b> | Michael Bollhoefer            |

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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 6.8 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.

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:

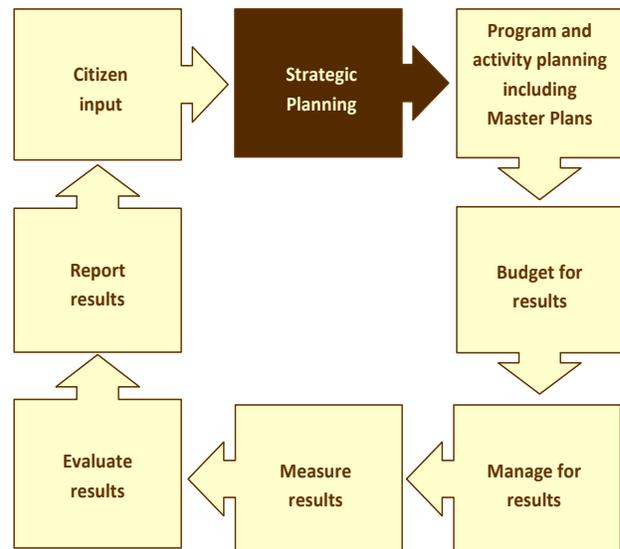
- The downtown historical district is situated along a stretch of the 19 mile West Orange Trail, which attracts bicyclists, roller-bladers, walkers, and joggers. Its brick-lined streets, decorative fountain, and clock tower give this area a quaint, small town feel. The district boasts a number of specialty 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.

During fiscal year 2013, the City Commission approved a change of use within 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 citizenry 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.



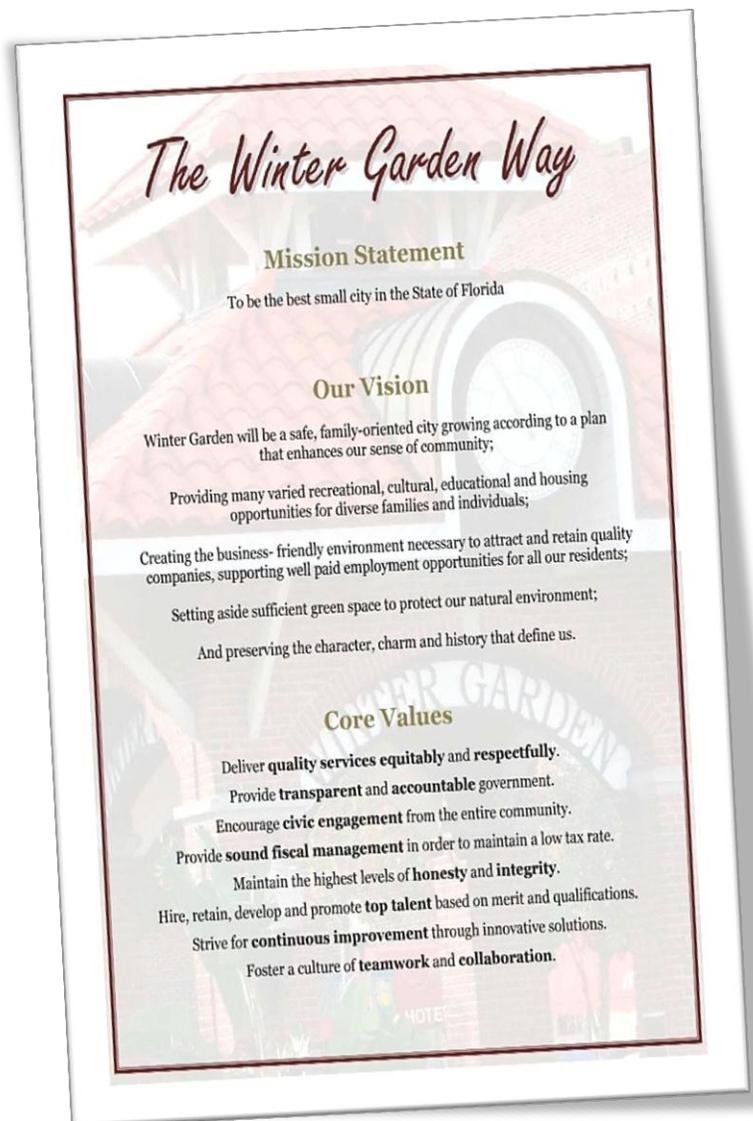
The strategic model is characterized by the pyramid illustrated. It outlines the up and down relationship flow of how the City translates the culmination of mission, vision, core values and strategic priorities into actionable initiatives which result in business plans and operating plans at the department 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 a town hall meeting. 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 inputs. 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.

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 inter-connections to all parts of the city.
- 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.
- Commercial buildings sitting vacant.
- 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 place to work, live and play.
- Market Winter Garden as a destination for recreationists, culinary enthusiasts and all other visitors.
- Promote desirable businesses.
- Build on the presence of the West Orange Trail.



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 grander 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 history.
- 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 environmentally sensitive areas.
- Purchase 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.



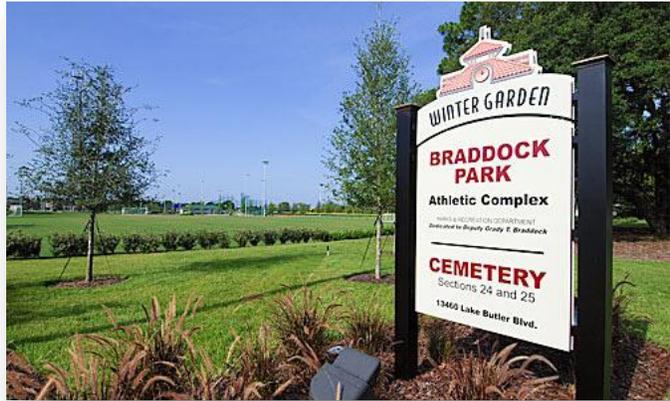
Key Initiatives:

- 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.

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 activities.

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.

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.
- Plan continuously for the short term and the long run to meet all of the community's needs.

FY2014 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 2014 department goals aligned by the City's primary and secondary strategic priorities. The detailed departmental business plans with department goals and objectives, performance indicators and past year results as well as targets are located as a reference in the appendix. However, summarized versions of these departmental business plans can be found 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

Expand City limits 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 the aesthetics of both public and private areas of the City



PUBLIC SERVICES: Wastewater, Stormwater & Streets

Keep the City corridors attractive and clean



PARKS & RECREATION

Keep pedestrian areas and landscapes beautiful

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 control parameters to maintain low tax rates



PUBLIC SERVICES: Administration

City capital improvements provided at a low cost

PRESERVE THE NATURAL ENVIRONMENT

Protect the natural environment and enhance green spaces.



COMMUNITY DEVELOPMENT

Increase natural land areas throughout the City



FACILITIES MANAGEMENT

Improve sustainability program to make the City more green-friendly



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.



PARKS & 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 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

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 vehicular and pedestrian mobility throughout the City



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Improve automobile transportation and pedestrian infrastructure

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

Long Range Planning Goals

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 36,784, an increase of approximately 158% in the 13 years. 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. The City of Winter Garden has adopted Level of Service Standards for the following public facilities and services in the City's Comprehensive Plan:

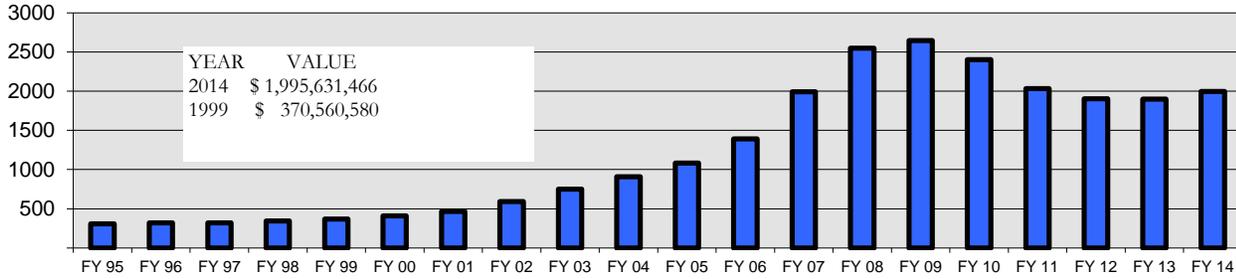
- Sanitary Sewer
- Potable Water
- Solid Waste
- Recreation
- Drainage
- Transportation
- Public Schools

In order to maintain adopted Level of Service standards, preserve the adequacy and integrity of existing facilities, and generally improve living conditions in the City, the Five-Year Schedule of Capital Improvements includes 14 transportation projects, 18 water and sewer projects and three recreation projects.

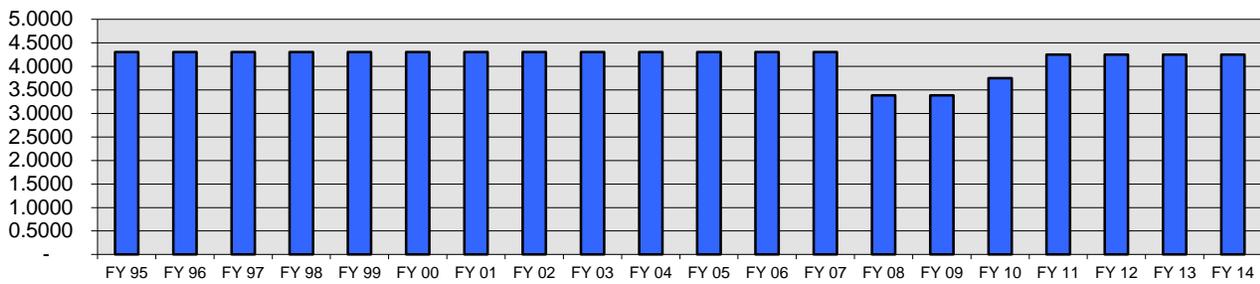
The City's Five Year Capital Improvement Plan is located in the Capital Section of this document. The City updates its Capital Improvement Plan on an annual basis and reviews levels of service to ensure the City is meeting its adopted standards.

CITY OF WINTER GARDEN AD VALOREM

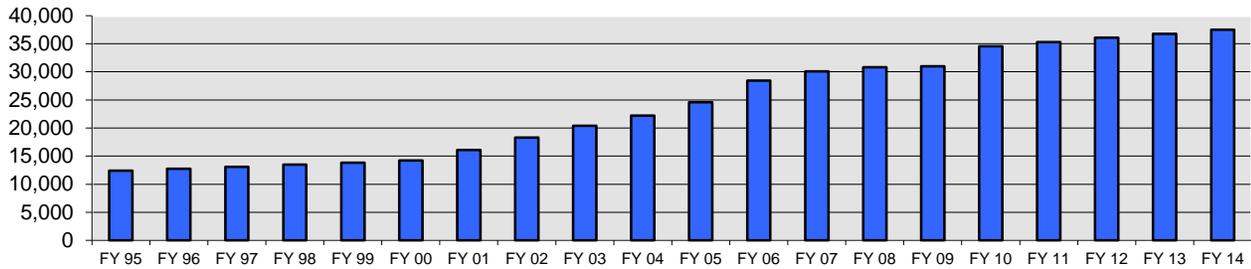
TOTAL ASSESSED VALUATION
IN MILLIONS



MILLAGE RATE



WINTER GARDEN POPULATION



These charts depict important trends that impact the City of Winter Garden. Population has grown at an average rate of 7% a year since 1999. Development and property value have expanded the tax base.

**CITY OF WINTER GARDEN
AD VALOREM TAXES**

| | TOTAL ASSESSED | | |
|-------------|---------------------------|----------------|-------------------|
| <u>YEAR</u> | <u>VALUATION</u> | <u>MILLAGE</u> | <u>POPULATION</u> |
| FY 93 | 276,980,594 | 3.8040 | 11,851 |
| FY 94 | 300,295,031 | 4.3040 | 12,098 |
| FY 95 | 306,064,286 | 4.3040 | 12,413 |
| FY 96 | 318,429,770 | 4.3040 | 12,761 |
| FY 97 | 318,429,770 | 4.3040 | 13,118 |
| FY 98 | 346,417,966 | 4.3040 | 13,485 |
| FY 99 | 370,560,580 | 4.3040 | 13,863 |
| FY 00 | 411,267,416 | 4.3040 | 14,251 |
| FY 01 | 467,152,822 | 4.3040 | 16,097 |
| FY 02 | 591,062,340 | 4.3040 | 18,301 |
| FY 03 | 752,116,492 | 4.3040 | 20,378 |
| FY 04 | 909,930,893 | 4.3040 | 22,242 |
| FY 05 | 1,083,029,541 | 4.3040 | 24,610 |
| FY 06 | 1,390,178,568 | 4.3040 | 28,440 |
| FY 07 | 1,992,840,620 | 4.3040 | 30,065 |
| FY 08 | 2,549,784,172 | 3.3866 | 30,838 |
| FY 09 | 2,644,464,089 | 3.3866 | 30,987 |
| FY 10 | 2,402,883,444 | 3.7500 | 34,568 |
| FY 11 | 2,031,506,273 | 4.2500 | 35,281 |
| FY 12 | 1,903,153,262 | 4.2500 | 36,063 |
| FY 13 | 1,897,929,375 | 4.2500 | 36,784 |
| FY 14 | 1,997,672,363 | 4.2500 | 37,520 |



BUDGET HIGHLIGHTS

The Budget Policy, Process and Preparation

Powers and Responsibilities of the City Commission

Powers

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

- (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.

Financial 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.

Budget Process

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.

Budget Preparation

In May the Finance Department developed 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 2013/14 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 2013/14 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.

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 2013. The 2013/14 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.

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.

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.

FY 2014 Budget Calendar for Departments

| <u>Event</u> | <u>Date</u> |
|---|--------------------|
| Budget Manual sent to Departments | June 1, 2013 |
| Budget entry access given to Departments | June 1, 2013 |
| Personnel request forms due to Finance Department | June 14, 2013 |
| Capital Improvement Project request forms due to Finance | June 14, 2013 |
| Receive DR 420 Forms from Property Appraiser | July 1, 2013 |
| CIP Committee Meetings | July 1 – 12, 2013 |
| Finance submits Budget proposal to City Manager | July 2, 2013 |
| Updated Department Profiles due to Finance Department | July 11, 2011 |
| Commission Sets Proposed Millage Rate | July 11, 2013 |
| FTE and Organization Charts due to Finance Department | July 18, 2013 |
| Performance Measurements due to Finance Department | July 26, 2013 |
| Send in DR 420 Forms to Property Appraiser | August 2, 2013 |
| Commission Budget Workshop | August 22, 2013 |
| 1 st Public Hearing | Sept 12, 2013 |
| Advertise for Second Public Hearing | Sept 22, 2013 |
| 2 nd Public Hearing | Sept 26, 2013 |
| Send in Adopted Ordinance to PA, DOR and Tax Collector | Sept 27, 2013 |
| Complete and Deliver Form DR422 and TRIM Package | When received |

FY 2013/14 Budget Assumptions

Based on available economic data and the City Manager's priorities, the Fiscal Year 2013/14 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 2013-14 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 2.0% cost-of-living/merit increase for all employees.
- 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.

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 FY2012/2013” 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 09/30/2012 | Expected Change FY 12/13 | Estimated Balance 09/30/2013 | Budgeted Change FY 13/14 | Projected Balance 09/30/2014 | Percent Change FY 13/14 |
|--------------------------------------|--------------------------------|--------------------------------|------------------------------------|--------------------------------|------------------------------------|-------------------------------|
| General Fund | \$ 5,457,922 | \$(661,231) | \$ 4,796,691 | \$ 0 | \$ 4,796,691 | 0.0% |
| Community Redevelopment Agency | (15,065) | (576,596) | (591,661) | 0 | (591,661) | 0.0% |
| Impact Fee | 19,240,161 | (9,586,069) | 9,654,092 | 503,896 | 10,157,988 | 5.2% |
| Nonmajor Governmental | 1,698,435 | (1,687,643) | 10,792 | (10,853) | (61) | (100.6%) |
| Total Governmental Funds | <u>\$26,381,453</u> | <u>\$(12,511,539)</u> | <u>\$13,869,914</u> | <u>\$634,659</u> | <u>\$14,504,573</u> | <u>4.6%</u> |

**FY 2013/2014 Budgeted Revenues:
Major Revenue Funding Sources**

The table below highlights major revenue funding sources of the City's top five major funds, and presents the dollar amounts budgeted for those sources for the fiscal year ending September 30, 2014.

| Revenue Funding Source | Fund | Amount Budgeted |
|--|-----------------------------|-----------------|
| Ad Valorem Taxes | General Fund | \$ 8,164,647 |
| Taxes levied on the assessed value of real and personal property (also known as "property tax"). | | |
| Utility and Service Taxes | General Fund | \$ 4,234,987 |
| A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. | | |
| Local Government Half-Cent Sales Tax | General Fund | \$ 4,958,720 |
| A local discretionary sales surtax on all transactions subject to the state sales tax. | | |
| Permits, Fees & Special Assessments | General Fund | \$ 3,154,434 |
| Fees charged to recover costs associated with administrative services and special projects. | | |
| Charges for Services | General Fund | \$ 2,858,777 |
| Amounts charged to recover costs associated with providing City services. | | |
| State Revenue Shared Proceeds | General Fund | \$ 1,133,191 |
| Tax and user fee proceeds distributed by the State to eligible municipal governments. | | |
| Charges for Services | Water and Sewer Fund | \$ 9,400,476 |
| Amounts charged by the City to provide water and sewer services. | | |
| Charges for Services | Solid Waste Fund | \$ 4,275,408 |
| Fees charged and associated with providing solid waste services. | | |

**SUMMARY OF ADOPTED BUDGETS
FISCAL YEAR 2013/2014**

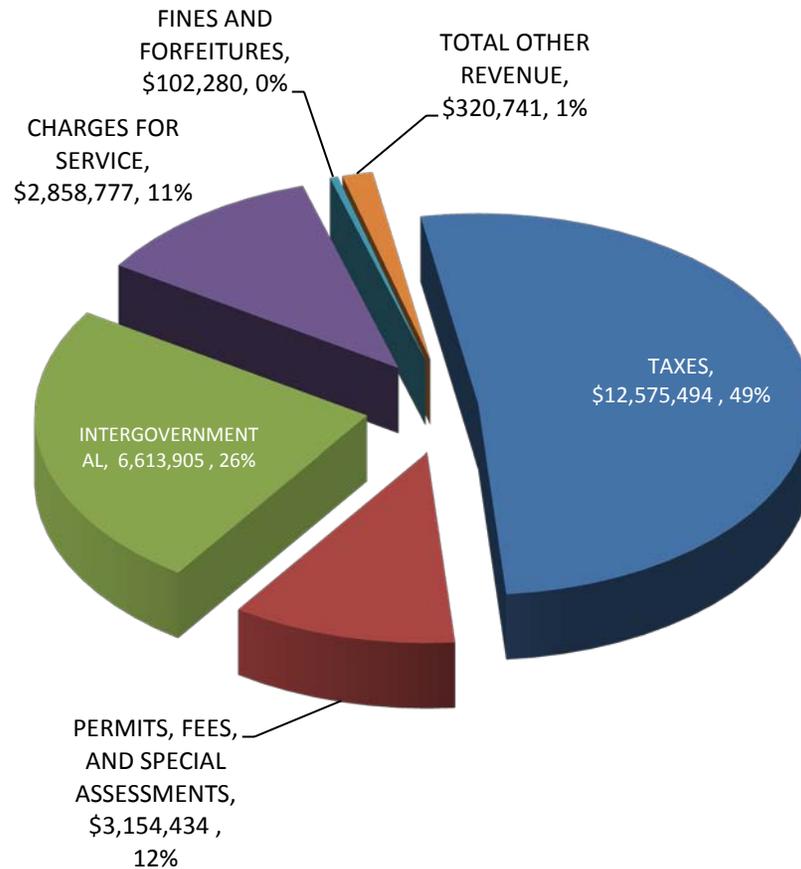
| <u>CLASSIFICATION</u> | <u>GENERAL FUND</u> | <u>PERMANENT FUNDS</u> | <u>SPECIAL REVENUE FUNDS</u> | <u>DEBT SERVICE FUND</u> | <u>CAPITAL PROJECTS FUNDS</u> | <u>ENTERPRISE FUNDS</u> | <u>FIDUCIARY FUNDS</u> | <u>TOTAL</u> |
|---|-------------------------|----------------------------|--------------------------------------|----------------------------------|---------------------------------------|-----------------------------|----------------------------|--------------|
| CARRYFORWARD FUND BALANCE | 5,640,234 | - | 9,201,986 | 148,795 | - | 11,253,585 | 45,566,057 | 71,810,657 |
| REVENUES | | | | | | | | |
| Ad Valorem Taxes | 8,164,647 | - | - | - | - | - | - | 8,164,647 |
| Sales, Use, and Fuel Taxes | - | - | 1,579,267 | - | - | - | - | 1,579,267 |
| Utility and Service Taxes | 4,234,987 | - | - | - | - | - | - | 4,234,987 |
| Local Business Taxes | 175,860 | - | - | - | - | - | - | 175,860 |
| Permits, Fees, & Special Assessments | 3,154,434 | - | 1,311,797 | - | - | 2,704,967 | - | 7,171,198 |
| Intergovernmental Revenue | 6,613,905 | - | 365,882 | - | - | - | 449,409 | 7,429,196 |
| Charges for Services | 2,858,777 | - | - | - | - | 13,903,524 | - | 16,762,301 |
| Fines and Forfeitures | 102,280 | - | 13,056 | - | - | - | - | 115,336 |
| Interest and Other Earnings | 35,805 | - | 114,251 | 1 | - | 219,801 | 3,159,275 | 3,529,133 |
| Miscellaneous Revenues | 284,936 | - | - | - | - | 553,311 | 2,381,059 | 3,219,306 |
| Total Revenues | 25,625,631 | - | 3,384,253 | 1 | - | 17,381,603 | 5,989,743 | 52,381,231 |
| NON-REVENUES | | | | | | | | |
| Interfund Transfers | 75,000 | - | 347,678 | 1,258,030 | - | 1,033,445 | - | 2,714,153 |
| Other Non-Revenues | - | - | - | - | - | - | - | - |
| TOTAL REVENUE & OTHER FINANCING SOURCES | 25,700,631 | - | 3,731,931 | 1,258,031 | - | 18,415,048 | 5,989,743 | 55,095,384 |
| TOTAL ESTIMATED REVENUES & BALANCES | 31,340,865 | - | 12,933,917 | 1,406,826 | - | 29,668,633 | 51,555,800 | 126,906,041 |
| EXPENDITURES/EXPENSES | | | | | | | | |
| General Government | 4,456,254 | - | - | - | - | - | 2,372,687 | 6,828,941 |
| Public Safety | 14,231,136 | - | 697,272 | - | - | - | - | 14,928,408 |
| Physical Environment | 1,339,260 | - | - | - | - | 19,004,419 | - | 20,343,679 |
| Transportation | 1,073,230 | - | 1,827,947 | - | - | - | - | 2,901,177 |
| Economic Environment | 230,524 | - | 85,556 | - | - | - | - | 316,080 |
| Human Services | 155,600 | - | - | - | - | - | - | 155,600 |
| Culture & Recreation | 3,005,856 | - | - | - | - | - | - | 3,005,856 |
| Total Expenditures/Expenses | 24,491,860 | - | 2,610,775 | - | - | 19,004,419 | 2,372,687 | 48,479,741 |
| NON-EXPENSE DISBURSEMENTS | | | | | | | | |
| Debt Service | - | - | 14,521 | 1,214,845 | - | 213,027 | - | 1,442,393 |
| Interfund Transfers | 1,067,116 | - | 613,592 | - | - | 1,033,445 | - | 2,714,153 |
| Other Non-Expense Disbursements | - | - | - | - | - | - | - | - |
| TOTALS EXPENDITURES/EXPENSES | 25,558,976 | - | 3,238,888 | 1,214,845 | - | 20,250,891 | 2,372,687 | 52,636,287 |
| Reserves | 5,781,889 | - | 9,695,029 | 191,981 | - | 9,417,742 | 49,183,113 | 74,269,754 |
| TOTAL APPROPRIATED EXPENDITURES & RESERVES | 31,340,865 | - | 12,933,917 | 1,406,826 | - | 29,668,633 | 51,555,800 | 126,906,041 |



WINTER GARDEN
GENERAL FUND

- GENERAL FUND REVENUES -

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND
REVENUES BY SOURCE**



| | |
|---|----------------|
| Total Taxes | \$ 12,575,494 |
| Permits, Fees, and Special Assessments | 3,154,434 |
| Intergovernmental | 6,613,905 |
| Charges for Services | 2,858,777 |
| Fines and Forfeitures | 102,280 |
| Other Revenues | <u>320,741</u> |
| Total | \$25,625,631 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
EXECUTIVE DEPARTMENT**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 001-0213-311.10-00 | 7,822,525 | 7,755,117 | 7,755,117 | 8,150,504 |
| 001-0213-311.90-00 | 14,572 | 15,714 | 15,714 | 14,143 |
| TOTAL AD VALOREM | 7,837,097 | 7,770,831 | 7,770,831 | 8,164,647 |
| 001-0213-314.10-00 | 2,419,662 | 2,571,510 | 2,571,510 | 2,343,740 |
| 001-0213-314.30-00 | 397,413 | 406,209 | 406,209 | 404,370 |
| 001-0213-314.40-00 | 97,027 | 109,833 | 109,833 | 119,303 |
| 001-0213-314.80-00 | 45,325 | 43,139 | 43,139 | 44,609 |
| TOTAL UTILITY TAX | 2,959,427 | 3,130,691 | 3,130,691 | 2,912,022 |
| 001-0213-315.00-00 | 1,335,434 | 1,332,921 | 1,332,921 | 1,322,965 |
| TOTAL SERVICE TAX | 1,335,434 | 1,332,921 | 1,332,921 | 1,322,965 |
| 001-0213-323.10-00 | 2,132,055 | 2,154,797 | 2,154,797 | 1,862,332 |
| 001-0213-323.40-00 | 87,856 | 95,174 | 95,174 | 92,318 |
| 001-0213-325.20-00 | 17,963 | 18,089 | 18,089 | 18,089 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 2,237,874 | 2,268,060 | 2,268,060 | 1,972,739 |
| 001-0213-334.39-00 | - | - | - | - |
| 001-0213-335-12.00 | 951,925 | 1,023,593 | 1,023,593 | 1,133,191 |
| 001-0213-335.14-00 | 46,042 | 48,055 | 48,055 | 39,840 |
| 001-0213-335.15-00 | 15,798 | 19,295 | 19,295 | 18,014 |
| 001-0213-335.18-00 | 4,488,577 | 4,719,682 | 4,719,682 | 4,958,720 |
| 001-0213-338.20-00 | 43,809 | 21,921 | 21,921 | 26,866 |
| TOTAL INTERGOVERNMENTAL | 5,546,151 | 5,832,546 | 5,832,546 | 6,176,631 |
| 001-0213-341.30-01 | 13,780 | 12,950 | 12,950 | 17,424 |
| 001-0213-341.90-01 | 739,705 | 732,135 | 732,135 | 733,331 |
| 001-0213-341.90-02 | 23,659 | 17,802 | 17,802 | 19,929 |
| 001-0213-341.91-00 | 609 | - | - | 600 |
| TOTAL CHARGES FOR SERVICES | 777,753 | 762,887 | 762,887 | 771,284 |
| 001-0213-361.10-00 | 62,681 | 58,741 | 58,741 | 35,264 |
| 001-0213-361.13-00 | 447 | 1,891 | 1,891 | 541 |
| 001-0213-361.30-00 | 50,486 | - | - | - |
| 001-0213-361.40-00 | 14,833 | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 128,447 | 60,632 | 60,632 | 35,805 |
| 001-0213-362.11-00 | 41,460 | 41,460 | 41,460 | 41,460 |
| 001-0213-365.00-00 | - | 44 | 44 | - |
| 001-0213-366.00-00 | 2,500 | - | - | - |
| 001-0213-369.90-00 | 15,417 | 8,056 | 8,056 | 2,962 |
| 001-0213-369.93-00 | (2) | - | - | - |
| 001-0213-399.99-99 | - | - | 614,887 | - |

| | | | | |
|-----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| TOTAL MISCELLANEOUS REVENUES | 59,375 | 49,560 | 664,447 | 44,422 |
| TOTAL EXECUTIVE DEPARTMENT | <u>20,881,558</u> | <u>21,208,128</u> | <u>21,823,015</u> | <u>21,400,515</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
FINANCE DEPARTMENT**

| | | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|---------------------------------|------------------------------|---|--|--|
| <u>UTILITY BILLING DIVISION</u> | | | | | |
| 001-0223-341.90-01 | INTERFUND MANAGEMENT FEES | 624,218 | 626,246 | 626,246 | 571,648 |
| | TOTAL CHARGES FOR SERVICES | 624,218 | 626,246 | 626,246 | 571,648 |
| | TOTAL FINANCE DEPARTMENT | 624,218 | 626,246 | 626,246 | 571,648 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
ADMINISTRATIVE SERVICES DEPARTMENT**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>INFORMATION TECHNOLOGY DIVISION</u> | | | | |
| 001-0225-341.90-01 INTERFUND MANAGEMENT FEES | 76,334 | 99,323 | 99,323 | 113,929 |
| TOTAL CHARGES FOR SERVICES | 76,334 | 99,323 | 99,323 | 113,929 |
| 001-0225-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP | 1,128 | 3,419 | 3,419 | 3,761 |
| 001-0225-369.90-00 OTHER MISCELLANEOUS REVS | - | 48 | 48 | 43 |
| TOTAL MISCELLANEOUS REVENUES | 1,128 | 3,467 | 3,467 | 3,804 |
| TOTAL INFORMATION TECHNOLOGY DIVISION | 77,462 | 102,790 | 102,790 | 117,733 |
| <u>FACILITIES MANAGEMENT DIVISION</u> | | | | |
| 001-0746-341.90-01 INTERFUND MANAGEMENT FEES | 90,655 | 84,473 | 84,473 | 98,240 |
| TOTAL CHARGES FOR SERVICE | 90,655 | 84,473 | 84,473 | 98,240 |
| 001-0746-364.00-00 DISPOSITION OF FIXED ASSETS | - | 735 | 735 | 735 |
| TOTAL MISCELLANEOUS REVENUES | - | 735 | 735 | 735 |
| TOTAL FACILITIES MANAGEMENT DIVISION | 90,655 | 85,208 | 85,208 | 98,975 |
| <u>FLEET MANAGEMENT DIVISION</u> | | | | |
| 001-0747-341.90-01 INTERFUND MANAGEMENT FEES | 174,797 | 205,498 | 205,498 | 238,627 |
| TOTAL CHARGES FOR SERVICE | 174,797 | 205,498 | 205,498 | 238,627 |
| 001-0747-364.00-00 DISPOSITION OF FIXED ASSETS | - | 3,681 | 3,681 | 3,681 |
| 001-0747-365.00-00 SALE/SURPL MATERIAL/SCRAP | 591 | 502 | 502 | 502 |
| TOTAL MISCELLANEOUS REVENUES | 591 | 4,183 | 4,183 | 4,183 |
| TOTAL FLEET MANAGEMENT DIVISION | 175,388 | 209,681 | 209,681 | 242,810 |
| TOTAL ADMINISTRATIVE SERVICES DEPARTMENT | 343,505 | 397,679 | 397,679 | 459,518 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
COMMUNITY DEVELOPMENT DEPARTMENT**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>PLANNING DIVISION</u> | | | | |
| 001-0315-329.01-00 | 100 | 700 | 700 | 700 |
| 001-0315-329.02-00 | 11,214 | 9,500 | 10,602 | 9,500 |
| 001-0315-329.05-00 | 5,790 | 1,000 | 7,180 | 1,000 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 17,104 | 11,200 | 18,482 | 11,200 |
| 001-0315-369.90-00 | 19,589 | 10,000 | 24,512 | 10,000 |
| TOTAL PLANNING DIVISION | 36,693 | 21,200 | 42,994 | 21,200 |
| <u>BUILDING INSPECTION DIVISION</u> | | | | |
| 001-0324-322.02-00 | 423,966 | 483,085 | 483,085 | 885,570 |
| 001-0324-329.02-00 | 16,390 | 28,150 | 28,150 | 44,050 |
| 001-0324-329.07-00 | 7,050 | 5,400 | 5,400 | 20,760 |
| 001-0324-329.08-00 | 5,160 | 9,120 | 9,120 | 14,820 |
| 001-0324-329.10-00 | 9,650 | 8,250 | 8,250 | 11,250 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 462,216 | 534,005 | 534,005 | 976,450 |
| 001-0324-369.90-00 | 3,062 | 785 | 785 | 5,314 |
| TOTAL MISCELLANEOUS REVENUES | 3,062 | 785 | 785 | 5,314 |
| 001-0324-399.99-99 | - | 36,854 | 36,854 | - |
| TOTAL OTHER SOURCES | - | 36,854 | 36,854 | - |
| TOTAL BUILDING INSPECTION DIVISION | 465,278 | 571,644 | 571,644 | 981,764 |
| <u>BUSINESS TAX</u> | | | | |
| 001-0331-316.00-00 | 216,115 | 175,860 | 175,860 | 175,860 |
| TOTAL BUSINESS TAX DIVISION | 216,115 | 175,860 | 175,860 | 175,860 |
| <u>CODE ENFORCEMENT DIVISION</u> | | | | |
| 001-0528-354.20-00 | (7,347) | 16,500 | 16,500 | 16,500 |
| TOTAL CODE ENFORCEMENT DIVISION | (7,347) | 16,500 | 16,500 | 16,500 |
| | | | | |
| TOTAL COMMUNITY DEVELOPMENT DEPT | 710,739 | 785,204 | 806,998 | 1,195,324 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
POLICE DEPARTMENT**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 001-0521-338.30-00 | 22,538 | 30,966 | 30,966 | 21,906 |
| TOTAL INTERGOVERNMENTAL REVENUE | 22,538 | 30,966 | 30,966 | 21,906 |
| 001-0521-342.10-01 | 198,478 | 234,492 | 234,492 | 211,932 |
| 001-0521-342.10-02 | - | - | - | - |
| 001-0521-342.10-03 | 33,000 | 60,500 | 60,500 | 60,500 |
| 001-0521-342.10-04 | 1,077 | 1,108 | 1,108 | 1,440 |
| TOTAL CHARGES FOR SERVICES | 232,555 | 296,100 | 296,100 | 273,872 |
| 001-0521-351.10-00 | 74,657 | 65,422 | 84,484 | 74,074 |
| 001-0521-351.30-00 | 7,704 | 9,010 | 9,010 | 8,121 |
| 001-0521-354.20-00 | (970) | 1,774 | 1,774 | 3,585 |
| TOTAL FINES AND FORFEITS | 81,391 | 76,206 | 95,268 | 85,780 |
| 001-0521-364.00-00 | - | 7,006 | 7,006 | - |
| 001-0521-365.00-00 | - | 166 | 166 | - |
| 001-0521-366.00-00 | 250 | 1,856 | 1,856 | 1,009 |
| 001-0521-369.90-00 | 6,416 | 5,763 | 5,763 | 1,818 |
| TOTAL MISCELLANEOUS REVENUES | 6,666 | 14,791 | 14,791 | 2,827 |
| 001-0521-389.99-99 | - | 9,490 | 9,490 | 10,379 |
| TOTAL OTHER SOURCES | - | 9,490 | 9,490 | 10,379 |
| 001-0530-342.10-06 | - | - | 18,000 | 18,000 |
| TOTAL NONSWORN COMMUNICATIONS | - | - | 18,000 | 18,000 |
| TOTAL POLICE DEPARTMENT | 343,150 | 427,553 | 464,615 | 412,764 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
FIRE DEPARTMENT**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---------------------------------|------------------------------|---|--|--|
| 001-0622-335.21-00 | 8,940 | 9,320 | 11,300 | 11,376 |
| | | | | |
| TOTAL INTERGOVERNMENTAL REVENUE | 8,940 | 9,320 | 11,300 | 11,376 |
| | | | | |
| 001-0622-342.20-01 | - | 129 | 129 | - |
| 001-0622-342.20-02 | 42,009 | 31,721 | 45,138 | 37,702 |
| 001-0622-342.20-04 | 300 | 393 | 393 | - |
| | | | | |
| TOTAL CHARGES FOR SERVICES | 42,309 | 32,243 | 45,660 | 37,702 |
| | | | | |
| 001-0622-364.00-00 | - | 271 | 271 | - |
| 001-0622-366.00-00 | 1,590 | 1,431 | 1,431 | 1,350 |
| 001-0622-369.90-00 | - | 130 | 130 | - |
| | | | | |
| TOTAL MISCELLANEOUS REVENUES | 1,590 | 1,832 | 1,832 | 1,350 |
| | | | | |
| TOTAL FIRE DEPARTMENT | 52,839 | 43,395 | 58,792 | 50,428 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>ADMINISTRATION DIVISION</u> | | | | |
| 001-0701-341.90-01 INTERFUND MANAGEMENT FEES | 185,302 | 177,900 | 177,900 | 225,097 |
| TOTAL ADMINISTRATION DIVISION | 185,302 | 177,900 | 177,900 | 225,097 |
| <u>CEMETERY DIVISION</u> | | | | |
| 001-0739-343.80-01 SERVICE FEES | 77,040 | 75,000 | 85,530 | 78,000 |
| 001-0739-343.80-02 CEMETERY FOUNDATION CHARGES | 3,875 | 4,730 | 4,730 | 4,088 |
| 001-0739-343.80-03 COLUMBARIUMS | - | 1,000 | 1,000 | 1,000 |
| 001-0739-343.80-05 CEMETERY LOTS | 118,200 | 80,000 | 105,240 | 114,000 |
| TOTAL CHARGES FOR SERVICE | 199,115 | 160,730 | 196,500 | 197,088 |
| 001-0739-362.00-00 RENTAL INCOME | 57,516 | 47,676 | 47,676 | 47,676 |
| 001-0739-369.90-00 OTHER MISCELLANEOUS REV | - | - | 62,884 | - |
| TOTAL MISCELLANEOUS REVENUES | 57,516 | 47,676 | 110,560 | 47,676 |
| 001-0739-381.00-00 INTERFUND TRANSFER | - | - | - | - |
| TOTAL OTHER SOURCES | - | - | - | - |
| TOTAL CEMETERY DIVISION | 256,631 | 208,406 | 307,060 | 244,764 |
| <u>STREETS DIVISION</u> | | | | |
| 001-0741-335.49-00 OTHER TRANSPORTATION | 32,469 | 31,040 | 31,040 | 23,992 |
| TOTAL INTERGOVERNMENTAL REVENUE | 32,469 | 31,040 | 31,040 | 23,992 |
| 001-0741-364.00-00 DISPOSITION OF FIXED ASSETS | - | 2,703 | 2,703 | 2,703 |
| 001-0741-369.90-00 OTHER MISCELLANEOUS REVENUES | 18,265 | 8,977 | 110,183 | 8,977 |
| TOTAL MISCELLANEOUS REVENUES | 18,265 | 11,680 | 112,886 | 11,680 |
| 001-0741-381.00-00 INTERFUND TRANSFER | - | - | - | 75,000 |
| TOTAL OTHER SOURCES | - | - | - | 75,000 |
| TOTAL STREETS DIVISION | 50,734 | 42,720 | 143,926 | 110,672 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

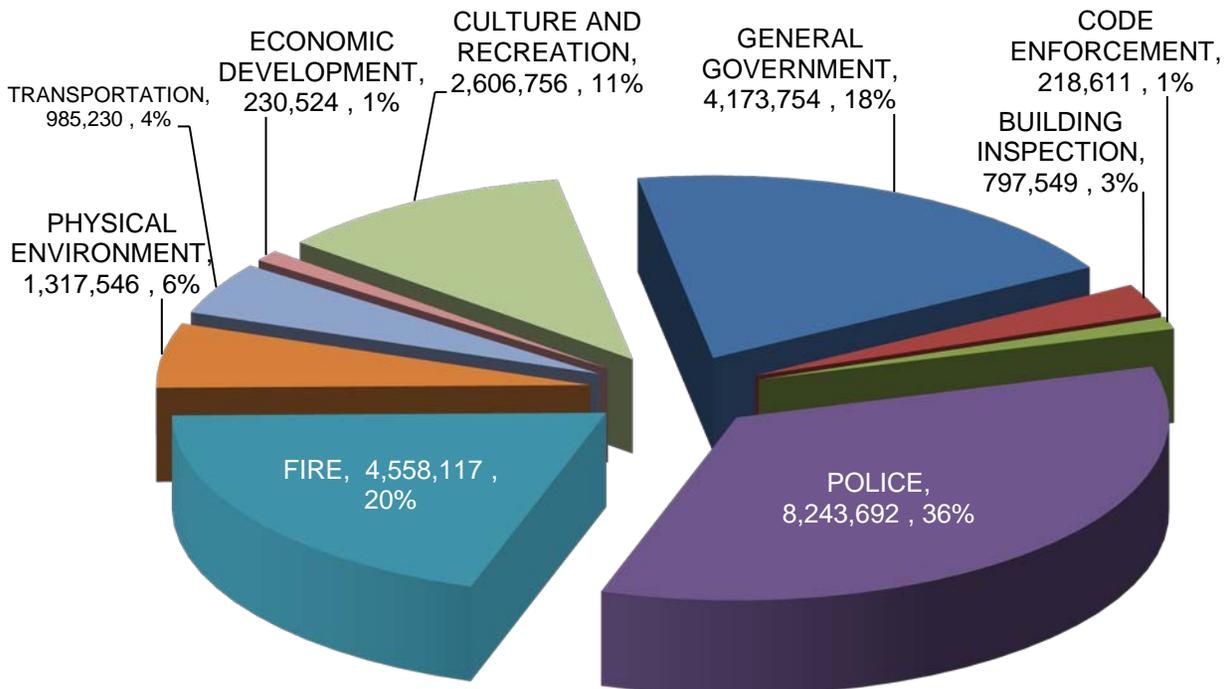
| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>PARKS DIVISION</u> | | | | |
| 001-0775-334.70-00 | 9,729 | - | 325,026 | 380,000 |
| | 9,729 | - | 325,026 | 380,000 |
| 001-0775-366.00-00 | - | - | 20,000 | - |
| 001-0775-369.90-00 | - | - | 10,141 | - |
| | - | - | 30,141 | - |
| TOTAL PARKS DIVISION | 9,729 | - | 355,167 | 380,000 |
| <u>RECREATION DIVISION</u> | | | | |
| 001-0872-347.21-01 | 85,459 | 83,000 | 83,000 | 98,000 |
| 001-0872-347.21-02 | 16,869 | 12,000 | 12,000 | 14,000 |
| 001-0872-347.21-03 | 3,851 | 4,500 | 4,500 | 4,500 |
| 001-0872-347.21-04 | 7,665 | 7,000 | 7,000 | 7,000 |
| 001-0872-347.21-05 | 19,277 | 20,500 | 20,500 | 20,500 |
| 001-0872-347.21-06 | 56,813 | 40,000 | 61,212 | 50,000 |
| 001-0872-347.21-07 | 52,178 | 42,290 | 54,075 | 50,290 |
| 001-0872-347.21-10 | 26,465 | 16,000 | 27,126 | 16,000 |
| 001-0872-347.21-11 | 2,018 | 2,000 | 2,000 | 4,000 |
| 001-0872-347.21-12 | 821 | 1,000 | 1,000 | 1,000 |
| 001-0872-347.21-13 | 3,502 | - | - | - |
| 001-0872-347.21-14 | 63,084 | 48,000 | 62,786 | 48,000 |
| | 338,002 | 276,290 | 335,199 | 313,290 |
| 001-0872-362.19-00 | 469 | - | - | - |
| 001-0872-366.01-00 | 5,175 | 5,000 | 5,000 | 5,000 |
| 001-0872-369.90-00 | 6,956 | 5,000 | 5,000 | 5,000 |
| | 12,600 | 10,000 | 10,000 | 10,000 |
| TOTAL RECREATION DIVISION | 350,602 | 286,290 | 345,199 | 323,290 |
| <u>SPECIAL EVENTS DIVISION</u> | | | | |
| 001-0874-362.00-00 | 2,732 | 2,500 | 2,500 | 2,500 |
| | 2,732 | 2,500 | 2,500 | 2,500 |
| TOTAL SPECIAL EVENTS DIVISION | 2,732 | 2,500 | 2,500 | 2,500 |
| <u>NEWTON PARK FACILITIES DIVISION</u> | | | | |
| 001-3658-362.01-00 | 10,360 | 8,000 | 14,217 | 8,000 |
| 001-3658-362.02-00 | 124,951 | 110,000 | 171,242 | 110,000 |
| 001-3658-362.03-00 | 15,077 | 12,000 | 12,000 | 12,000 |
| 001-3658-362.04-00 | 945 | 2,000 | 2,000 | 3,000 |
| 001-3658-369.90-00 | 4,816 | 4,500 | 4,500 | 4,500 |
| | 156,149 | 136,500 | 203,959 | 137,500 |
| TOTAL NEWTON PARK FACILITIES DIVISION | 156,149 | 136,500 | 203,959 | 137,500 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 001-1016-329.03-00 | 130,014 | 47,426 | 256,779 | 140,308 |
| 001-1016-329.04-00 | 44,504 | 46,011 | 54,773 | 53,737 |
| | 174,518 | 93,437 | 311,552 | 194,045 |
| 001-1016-364.00-00 | - | 3,053 | 3,053 | 2,747 |
| 001-1016-369.90-00 | - | 220 | 220 | 198 |
| | - | 3,273 | 3,273 | 2,945 |
| TOTAL ENGINEERING DIVISION | 174,518 | 96,710 | 314,825 | 196,990 |
| TOTAL PUBLIC SERVICES DEPARTMENT | 1,186,397 | 951,026 | 1,850,536 | 1,620,813 |
| TOTAL GENERAL FUND REVENUES | 24,142,406 | 24,439,231 | 26,027,881 | 25,711,010 |

- GENERAL FUND EXPENDITURES -

**CITY OF WINTER GARDEN
FY 2013/2014 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 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
LEGISLATIVE DEPARTMENT**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 001-0111-511.13-00 | OTHER SALARIES AND WAGES | 40,800 | 41,616 | 41,616 |
| 001-0111-511.21-00 | FICA TAXES | 1,964 | 2,279 | 2,279 |
| 001-0111-511.23-00 | EMPLOYEE GROUP INSURANCE | 36,222 | 32,859 | 38,124 |
| 001-0111-511.24-00 | WORKERS' COMPENSATION | 54 | 61 | 65 |
| | TOTAL PERSONAL SERVICES | 79,040 | 76,815 | 82,080 |
| 001-0111-511.31-02 | LEGAL | - | 500 | 500 |
| 001-0111-511.34-01 | MISCELLANEOUS CONTRACTUAL SVCS | 100 | - | - |
| 001-0111-511.34-03 | CODE OF ORDINANCES | 7,610 | 7,550 | 7,550 |
| 001-0111-511.40-00 | TRAVEL AND PER DIEM | 1,067 | 7,000 | 7,000 |
| 001-0111-511.41-02 | TELEPHONE | 104 | 200 | 200 |
| 001-0111-511.41-04 | INTERNET | 760 | 1,200 | 1,200 |
| 001-0111-511.47-01 | MISC PRINTING AND BINDING | 78 | 120 | 120 |
| 001-0111-511.48-01 | PROMOTIONAL ACTIVITIES | - | 300 | 300 |
| 001-0111-511.48-02 | PROMOTIONAL-PROMOTIONAL ITEMS | 258 | 13,000 | 13,000 |
| 001-0111-511.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | 2,186 | 2,440 | 2,440 |
| 001-0111-511.49-03 | ELECTION FEES | 15,591 | - | - |
| 001-0111-511.51-00 | OFFICE SUPPLIES | 17 | 2,500 | 2,500 |
| 001-0111-511.52-01 | MISC. OPERATING SUPPLIES | 808 | 800 | 800 |
| 001-0111-511.52-04 | UNIFORMS AND ACCESSORIES | 45 | 1,100 | 1,100 |
| 001-0111-511.54-01 | DUES AND SUBSCRIPTIONS | 6,048 | 10,470 | 10,470 |
| 001-0111-511.54-02 | SEMINARS AND COURSES | 1,320 | 3,925 | 3,925 |
| | TOTAL OPERATING EXPENDITURES | 35,992 | 51,105 | 51,105 |
| 001-0111-511.81-00 | AID TO GOVERNMENT AGENCIES | 500 | 1,000 | 1,000 |
| 001-0111-511.82-00 | AIDS TO PRIVATE ORGANIZATIONS | 10,600 | 1,900 | 6,900 |
| 001-0111-564.83-00 | OTHER GRANTS AND AIDS | 66,395 | 70,560 | 70,560 |
| | TOTAL GRANTS AND AIDS | 77,495 | 73,460 | 78,460 |
| | TOTAL LEGISLATIVE DEPARTMENT | 192,527 | 201,380 | 211,645 |
| | | 244,885 | | |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
LEGAL DEPARTMENT**

| | | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-------------------------------|------------------------------|------------------------------|---|--|--|
| 001-0914-514.31-00 | LEGAL SERVICES REIMBURSEMENT | (46,285) | (40,297) | (40,297) | (40,297) |
| 001-0914-514.31-02 | LEGAL SERVICES | 398,172 | 275,000 | 275,000 | 275,000 |
| 001-0914-514.41-02 | TELEPHONE SERVICES | 8 | - | - | - |
| 001-0914-514.43-00 | UTILITY SERVICES | - | - | - | - |
| TOTAL LEGAL DEPARTMENT | | 351,895 | 234,703 | 234,703 | 234,703 |



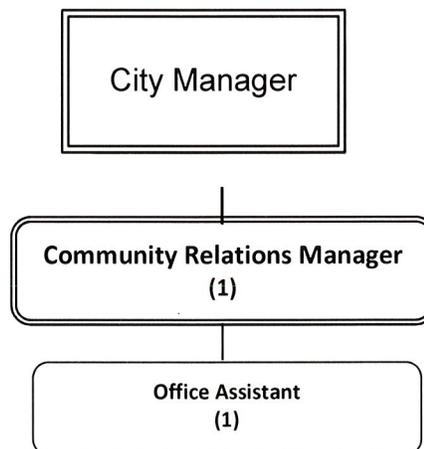
COMMUNITY RELATIONS DEPARTMENT

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 2013-2014 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.

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

Objective

- Continue to monitor and improve the GovQa service delivery process to achieve timely and satisfactory outcomes when handling all citizen service needs.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Opportunities to Participate in Community Matter Satisfaction Index | 70% | 73% | 75% ↑ |
| Sense of Community Satisfaction Index | 79% | 88% | 90% ↑ |
| Service Process Satisfaction Rating * | 90% | 94.3% | 100% ↑ |
| Service Outcome Satisfaction Rating * | 89% | 91.3% | 100% ↑ |
| % Satisfied with Resolution Timeframe * | 79% | 91.2% | 100% ↑ |

* GovQA citizen survey on service request experience conducted monthly

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
EXECUTIVE DEPARTMENT**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|----------------------------------|---|--|--|---------|
| 001-0213-512.12-00 | REGULAR SALARIES AND WAGES | 487,354 | 345,714 | 345,714 | 352,894 |
| 001-0213-512.13-00 | OTHER SALARIES & WAGES | - | 26,743 | 26,743 | 26,763 |
| 001-0213-512.14-00 | OVERTIME | 21 | - | - | - |
| 001-0213-512.21-00 | FICA TAXES | 34,466 | 27,615 | 27,615 | 29,044 |
| 001-0213-512.22-00 | RETIREMENT CONTRIBUTIONS | 49,136 | 41,951 | 41,951 | 47,535 |
| 001-0213-512.23-00 | LIFE AND HEALTH INSURANCE | 42,047 | 29,328 | 29,328 | 31,381 |
| 001-0213-512.24-00 | WORKERS' COMPENSATION | 703 | 542 | 542 | 597 |
| 001-0213-512.25-00 | UNEMPLOYMENT COMPENSATION | - | - | - | - |
| 001-0213-512.26-00 | OTHER POST EMPLOYMENT BENEFITS | 1,500 | - | - | - |
| | TOTAL PERSONAL SERVICES | 615,227 | 471,893 | 471,893 | 488,214 |
| 001-0213-512.31-01 | MISC PROFESSIONAL SERVICES | 34,800 | 18,800 | 28,700 | 18,800 |
| 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 | 24,679 | 21,880 | 21,880 | 21,880 |
| 001-0213-512.40-00 | TRAVEL AND PER DIEM | 1,037 | 1,500 | 1,500 | 1,500 |
| 001-0213-512.41-01 | CABLE TELEVISION SERVICES | 289 | - | - | - |
| 001-0213-512.41-02 | TELEPHONE SERVICES | 7,108 | 5,050 | 5,050 | 5,050 |
| 001-0213-512.41-03 | RADIO SERVICES | - | 80 | 80 | 80 |
| 001-0213-512.41-04 | INTERNET SERVICES | 678 | 750 | 750 | 750 |
| 001-0213-512.41-05 | POSTAGE | 13,021 | 14,750 | 14,750 | 14,750 |
| 001-0213-512.43-00 | UTILITY SERVICES | 22,468 | 14,000 | 14,000 | 14,000 |
| 001-0213-512.44-00 | RENTALS AND LEASES | 9,351 | 9,000 | 9,000 | 9,000 |
| 001-0213-512.45-00 | INSURANCE | 24,928 | 22,857 | 22,857 | 22,857 |
| 001-0213-512.46-01 | MISCELLANEOUS | 1,500 | - | - | - |
| 001-0213-512.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | - | 400 | 400 | 400 |
| 001-0213-512.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 1,347 | 900 | 900 | 900 |
| 001-0213-512.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 12,450 | 12,000 | 12,000 | 12,000 |
| 001-0213-512.46-10 | REPAIR AND MAINT SVCS-BUILDING | 1,944 | 1,230 | 1,230 | 1,230 |
| 001-0213-512.47-01 | MISC PRINTING AND BINDING | 39,961 | 38,804 | 38,804 | 38,804 |
| 001-0213-512.48-01 | PROMOTIONAL-ADVERTISEMENTS | 844 | 16,500 | 16,500 | 16,500 |
| 001-0213-512.48-02 | PROMOTIONAL ITEMS | 2,978 | 4,800 | 4,800 | 4,800 |
| 001-0213-512.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | 2,133 | 250 | 250 | 250 |
| 001-0213-512.49-05 | LICENSES/TAXES/CERTIFICATES | 499 | - | - | - |
| 001-0213-512.49-11 | EMPLOYEE SOCIAL EVENTS | 761 | 1,000 | 1,000 | 1,000 |
| 001-0213-512.51-00 | OFFICE SUPPLIES | 731 | 1,750 | 1,750 | 1,750 |
| 001-0213-512.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 7,076 | 1,500 | 1,500 | 1,500 |
| 001-0213-512.52-03 | GASOLINE AND OIL | 1,890 | 300 | 300 | 300 |
| 001-0213-512.52-04 | UNIFORMS AND ACCESSORIES | 920 | 1,400 | 1,400 | 1,400 |
| 001-0213-512.54-01 | DUES AND SUBSCRIPTIONS | 22,044 | 11,350 | 11,350 | 11,350 |
| 001-0213-512.54-02 | SEMINARS AND COURSES | 1,327 | 4,822 | 4,822 | 4,822 |
| 001-0213-512.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | 3,079 | 6,000 | 6,000 | 3,000 |
| | TOTAL OPERATING EXPENDITURES | 239,843 | 214,188 | 224,088 | 211,188 |

| | | | | | |
|--------------------|-----------------------------------|----------------|----------------|------------------|----------------|
| 001-0213-512.61-00 | LAND | 57,911 | - | 297,031 | - |
| 001-0213-512.62-00 | BUILDINGS | - | - | - | - |
| 001-0213-512.63-00 | IMPROVEMENT OTHER THAN BUILDING | - | - | 183,000 | - |
| 001-0213-512.64-00 | MACHINERY AND EQUIPMENT | - | - | - | - |
| | TOTAL CAPITAL OUTLAY | 57,911 | - | 480,031 | - |
| 001-0213-512.81-00 | AID TO GOVERNMENT AGENCIES | - | - | - | - |
| 001-0213-512.82-00 | AID TO PRIVATE ORGANIZATIONS | 60,500 | 80,000 | 80,000 | 80,000 |
| | TOTAL GRANTS AND AIDS | 60,500 | 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 | - | 5,272 | - | - |
| | TOTAL OTHER USES | - | 105,272 | 100,000 | 100,000 |
| | TOTAL EXECUTIVE DEPARTMENT | 973,481 | 871,353 | 1,356,012 | 879,402 |



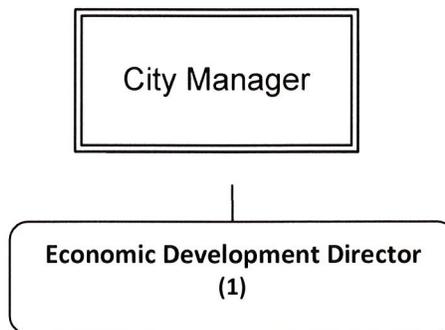
ECONOMIC DEVELOPMENT DEPARTMENT

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"> • 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%) |

Organizational Structure

FTE: 1



FY 2013-2014 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 **90%** annually.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Employment Opportunity Satisfaction Index | 43% | 42% | 45%↑ |
| OPERATIONAL INDICATORS | | | |
| City-wide Occupancy Rate | 88% | 92% | 92%↑ |
| Downtown Occupancy Rate | 94% | 98.6% | 100%↑ |
| Downtown Lease Rates/Square Footage | \$15.00 | \$18.00 | \$19.00↑ |
| # of Jobs Created | N/A | 45 | 60↑ |
| Average Wage of Jobs Created | N/A | \$46,638 | \$47,500↑ |
| Average Wage of Total Jobs | N/A | \$41,479 | \$42,500↑ |
| Average Purchase Price of a New Home (Single-Family) | \$0 | \$316,966 | \$400,000↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
ECONOMIC DEVELOPMENT DEPARTMENT**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|--|---|--|--|----------------|
| 001-0215-552.12-00 | REGULAR SALARIES AND WAGES | 104,429 | 106,582 | 106,582 | 108,796 |
| 001-0215-552.14-00 | OVERTIME | - | - | - | - |
| 001-0215-552.21-00 | FICA TAXES | 7,522 | 7,630 | 7,630 | 8,323 |
| 001-0215-552.22-00 | RETIREMENT CONTRIBUTIONS | 11,049 | 13,707 | 13,707 | 14,655 |
| 001-0215-552.23-00 | LIFE AND HEALTH INSURANCE | 11,839 | 11,928 | 11,928 | 12,763 |
| 001-0215-552.24-00 | WORKERS' COMPENSATION | 152 | 155 | 155 | 171 |
| 001-0215-552.25-00 | UNEMPLOYMENT COMPENSATION | 4,950 | 5,445 | 5,445 | 5,445 |
| | TOTAL PERSONAL SERVICES | 139,941 | 145,447 | 145,447 | 150,153 |
| 001-0215-552.31-01 | MISC PROFESSIONAL SERVICES | - | - | - | - |
| 001-0215-552.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0215-552.34-01 | MISC OTHER CONTRACTUAL SERVICES | 17,314 | 42,000 | 42,000 | 60,000 |
| 001-0215-552.40-00 | TRAVEL AND PER DIEM | - | - | - | - |
| 001-0215-552.41-02 | TELEPHONE SERVICES | 1,075 | 1,690 | 1,690 | 1,690 |
| 001-0215-552.41-05 | POSTAGE | 25 | 900 | 900 | 900 |
| 001-0215-552.43-00 | UTILITY SERVICES | 1,561 | 1,100 | 1,100 | 1,100 |
| 001-0215-552.45-00 | GENERAL INSURANCE | 1,233 | 1,192 | 1,192 | 1,192 |
| 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 | 119 | 124 | 124 | 124 |
| 001-0215-552.47-01 | MISC PRINTING AND BINDING | 208 | 60 | 60 | 60 |
| 001-0215-552.48-01 | PROMOTIONAL-ADVERTISEMENTS | 16,083 | 10,500 | 10,500 | 10,500 |
| 001-0215-552.48-02 | PROMOTIONAL-PROMOTIONAL ITEMS | 274 | 900 | 900 | 900 |
| 001-0215-552.51-00 | OFFICE SUPPLIES | - | 750 | 750 | 750 |
| 001-0215-552.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 3,188 | 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 | 200 |
| 001-0215-552.54-01 | DUES AND SUBSCRIPTIONS | 858 | 1,005 | 1,005 | 1,005 |
| 001-0215-552.54-02 | SEMINARS AND COURSES | - | 600 | 600 | 600 |
| | TOTAL OPERATING EXPENDITURES | 42,138 | 62,371 | 62,371 | 80,371 |
| | TOTAL ECONOMIC DEVELOPMENT DEPARTMENT | 182,079 | 207,818 | 207,818 | 230,524 |



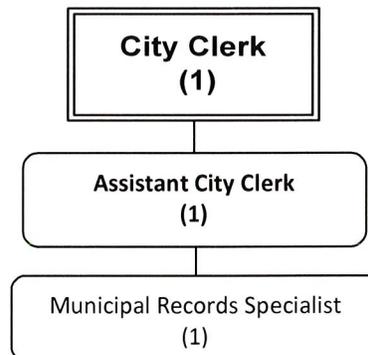
CITY CLERK'S DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|---|---|
| <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 receive multiple records requests • Administrative or city staffing turnover challenges response time 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 2013-2014 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.

KEY PERFORMANCE INDICATOR RESULT & TARGET

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| OPERATIONAL INDICATOR | | | |
| Percentage of Standard Requests Fulfilled within 10 Business Days | 100% | 100% | 100%↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
CITY CLERK DEPARTMENT**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|-------------------------------------|---|--|--|----------------|
| 001-0218-512.12-00 | REGULAR SALARIES AND WAGES | 164,262 | 165,256 | 165,256 | 168,689 |
| 001-0218-512.14-00 | OVERTIME | 511 | 1,000 | 1,000 | 1,000 |
| 001-0218-512.21-00 | FICA TAXES | 12,117 | 12,077 | 12,077 | 12,981 |
| 001-0218-512.22-00 | RETIREMENT CONTRIBUTIONS | 17,485 | 21,314 | 21,314 | 22,857 |
| 001-0218-512.23-00 | LIFE AND HEALTH INSURANCE | 21,827 | 23,011 | 23,011 | 24,662 |
| 001-0218-512.24-00 | WORKERS' COMPENSATION | 237 | 241 | 241 | 265 |
| 001-0218-512.25-00 | UNEMPLOYMENT COMPENSATION | - | 144 | 144 | 144 |
| | TOTAL PERSONAL SERVICES | 216,439 | 223,043 | 223,043 | 230,598 |
| 001-0218-512.31-01 | MISC PROFESSIONAL SERVICES | - | 250 | 250 | 250 |
| 001-0218-512.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0218-512.34-01 | MISC CONTRACTUAL SERVICES | - | - | - | - |
| 001-0218-512.40-00 | TRAVEL AND PER DIEM | 1,392 | 1,704 | 1,704 | 1,980 |
| 001-0218-512.41-02 | TELEPHONE SERVICES | 1,493 | 1,836 | 1,836 | 1,576 |
| 001-0218-512.41-05 | POSTAGE | 324 | 350 | 350 | 350 |
| 001-0218-512.43-00 | UTILITY SERVICES | 9,701 | 8,700 | 8,700 | 8,700 |
| 001-0218-512.44-00 | RENTALS AND LEASES | 4,296 | 4,908 | 4,908 | 4,908 |
| 001-0218-512.45-00 | GENERAL INSURANCE | 9,912 | 9,595 | 9,595 | 9,595 |
| 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 | 960 | 1,000 | 1,000 | 1,000 |
| 001-0218-512.47-01 | MISC PRINTING AND BINDING | 57 | 400 | 400 | 300 |
| 001-0218-512.47-02 | RECORDS MANAGEMENT | - | 300 | 300 | 500 |
| 001-0218-512.48-01 | PROMOTIONAL-ADVERTISEMENTS | 270 | 500 | 500 | 250 |
| 001-0218-512.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | - | 200 | 200 | 200 |
| 001-0218-512.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | - | 100 | 100 | 100 |
| 001-0218-512.51-00 | OFFICE SUPPLIES | 588 | 1,500 | 1,500 | 1,200 |
| 001-0218-512.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 917 | 1,100 | 1,100 | 1,100 |
| 001-0218-512.52-03 | GASOLINE AND OIL | - | 100 | 100 | 100 |
| 001-0218-512.52-04 | UNIFORMS AND ACCESSORIES | 400 | 600 | 600 | 600 |
| 001-0218-512.54-01 | DUES AND SUBSCRIPTIONS | 1,127 | 1,335 | 1,335 | 1,357 |
| 001-0218-512.54-02 | SEMINARS AND COURSES | 905 | 2,220 | 2,220 | 1,255 |
| | TOTAL OPERATING EXPENDITURES | 32,841 | 37,498 | 37,498 | 36,121 |
| | TOTAL CITY CLERK DEPARTMENT | 249,280 | 260,541 | 260,541 | 266,719 |



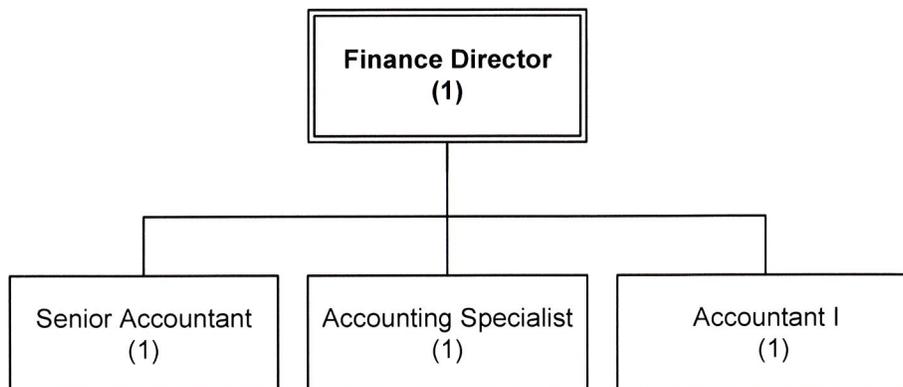
FINANCE DEPARTMENT FISCAL MANAGEMENT

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 2013-2014 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Submit balanced budget within control 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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|----------------------------|----------------------------|----------------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Fiscal Management Overall Customer Service Satisfaction Rating * | N/A | 97.6% | 98%↑ |
| FINANCIAL INDICATOR | | | |
| Budget to Actual Variance Percent (City Overall Financials) | +1.5% | +2% | ≤ +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.

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
FISCAL MANAGEMENT DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|---|-------------------------------------|------------------------------------|------------------------------------|-------------------------|
| 001-0222-513.12-00 | REGULAR SALARIES AND WAGES | 281,619 | 291,147 | 336,302 | 285,235 |
| 001-0222-513.14-00 | OVERTIME | - | 675 | 675 | 675 |
| 001-0222-513.21-00 | FICA TAXES | 20,211 | 20,800 | 25,223 | 21,872 |
| 001-0222-513.22-00 | RETIREMENT CONTRIBUTIONS | 24,114 | 29,766 | 29,766 | 38,421 |
| 001-0222-513.23-00 | LIFE AND HEALTH INSURANCE | 27,600 | 25,943 | 37,991 | 40,650 |
| 001-0222-513.24-00 | WORKERS' COMPENSATION | 405 | 424 | 424 | 463 |
| 001-0222-513.25-00 | UNEMPLOYMENT COMPENSATION | - | 299 | 299 | 299 |
| | TOTAL PERSONAL SERVICES | <u>353,949</u> | <u>369,054</u> | <u>430,680</u> | <u>387,615</u> |
| 001-0222-513.31-01 | MISC PROFESSIONAL SERVICES | 3,844 | 3,000 | 3,000 | 8,250 |
| 001-0222-513.31-03 | INVESTMENT COUNSEL | 21,819 | 23,864 | 23,864 | 23,864 |
| 001-0222-513.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0222-513.32-00 | ACCOUNTING AND AUDITING | 28,350 | 25,000 | 25,000 | 28,500 |
| 001-0222-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 21,899 | 6,685 | 6,685 | 31,060 |
| 001-0222-513.34-04 | BANKING SERVICES | 32,992 | 32,530 | 32,530 | 32,530 |
| 001-0222-513.40-00 | TRAVEL AND PER DIEM | 2,851 | 1,430 | 1,430 | 530 |
| 001-0222-513.41-02 | TELEPHONE SERVICES | 2,074 | 2,568 | 2,568 | 2,650 |
| 001-0222-513.41-05 | POSTAGE | 4,037 | 4,194 | 4,194 | 4,194 |
| 001-0222-513.43-00 | UTILITY SERVICES | 8,875 | 8,611 | 8,611 | 8,611 |
| 001-0222-513.44-00 | RENTALS AND LEASES | 5,035 | 4,857 | 4,857 | 4,857 |
| 001-0222-513.45-00 | INSURANCE | 9,553 | 8,987 | 8,987 | 8,987 |
| 001-0222-513.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | - | 300 | 300 | 300 |
| 001-0222-513.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 18,860 | 19,349 | 19,349 | 19,349 |
| 001-0222-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 2,000 | 2,250 | 2,250 | 2,250 |
| 001-0222-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 895 | 1,007 | 1,007 | 1,006 |
| 001-0222-513.47-01 | MISC PRINTING AND BINDING | 210 | 1,584 | 1,584 | 1,615 |
| 001-0222-513.48-01 | PROMOTIONAL-ADVERTISEMENTS | 3,840 | 1,150 | 1,150 | 1,150 |
| 001-0222-513.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | - | 90 | 90 | 90 |
| 001-0222-513.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | - | 220 | 220 | 110 |
| 001-0222-513.51-00 | OFFICE SUPPLIES | 2,025 | 2,120 | 2,120 | 1,920 |
| 001-0222-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,421 | 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 | 900 | 1,000 | 1,000 | 1,000 |
| 001-0222-513.54-01 | DUES AND SUBSCRIPTIONS | 2,259 | 3,138 | 3,138 | 2,719 |
| 001-0222-513.54-02 | SEMINARS AND COURSES | 1,135 | 2,311 | 2,311 | 936 |
| | TOTAL OPERATING EXPENDITURES | <u>174,874</u> | <u>157,639</u> | <u>157,639</u> | <u>187,872</u> |
| 001-0222-581.91-00 | INTRAGOVERNMENT TRANSFERS | <u>1,042,296</u> | <u>1,070,513</u> | <u>1,070,513</u> | <u>1,065,638</u> |
| | TOTAL OTHER USES | <u>1,042,296</u> | <u>1,070,513</u> | <u>1,070,513</u> | <u>1,065,638</u> |
| | TOTAL FISCAL MANAGEMENT DIVISION | <u>1,571,119</u> | <u>1,597,206</u> | <u>1,658,832</u> | <u>1,641,125</u> |



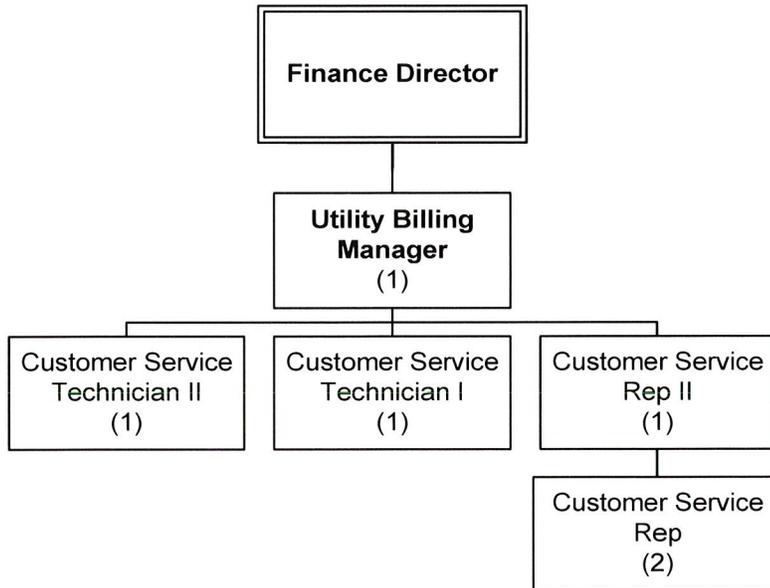
FINANCE DEPARTMENT UTILITY BILLING

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|---|--|
| <p>MISSION STATEMENT: To provide exceptional customer service experience as well as ensure an efficient and effective billing process.</p> | <p>CORE FUNCTIONS:</p> <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 |
| <p>CHALLENGES:</p> <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 | <p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Stable staffing levels to effectively meet service demands |

Organizational Structure

FTE: 6



FY 2013-2014 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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Utility Billing Service Satisfaction Index | 72% | 73% | 80%↑ |
| Service Resolution Satisfaction Rating-Customer Svc | 85% | 93% | 95%↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
UTILITY BILLING DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|---------------------------------------|---|--|--|------------------|
| 001-0223-513.12-00 | REGULAR SALARIES AND WAGES | 250,424 | 284,683 | 223,030 | 230,766 |
| 001-0223-513.14-00 | OVERTIME | 992 | 300 | 300 | 2,000 |
| 001-0223-513.21-00 | FICA TAXES | 18,837 | 21,498 | 16,727 | 17,807 |
| 001-0223-513.22-00 | RETIREMENT CONTRIBUTIONS | 25,631 | 36,876 | 25,225 | 31,354 |
| 001-0223-513.23-00 | LIFE AND HEALTH INSURANCE | 34,241 | 40,570 | 33,128 | 43,410 |
| 001-0223-513.24-00 | WORKERS' COMPENSATION | 1,900 | 1,955 | 1,955 | 2,069 |
| 001-0223-513.25-00 | UNEMPLOYMENT COMPENSATION | - | - | - | - |
| 001-0223-513.26-00 | OTHER POSTEMPLOYMENT BENEFITS | - | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | 332,025 | 388,882 | 303,365 | 330,406 |
| 001-0223-513.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0223-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 28,848 | 41,100 | 41,100 | 33,008 |
| 001-0223-513.34-04 | BANKING SERVICES | 52,910 | 54,000 | 54,000 | 2,000 |
| 001-0223-513.40-00 | TRAVEL AND PER DIEM | - | 200 | 200 | 1,700 |
| 001-0223-513.41-02 | TELEPHONE SERVICES | 5,124 | 4,500 | 4,500 | 5,000 |
| 001-0223-513.41-03 | RADIO SERVICES | 15 | - | - | - |
| 001-0223-513.41-04 | INTERNET SERVICES | 1,375 | 1,664 | 1,664 | 1,664 |
| 001-0223-513.41-05 | POSTAGE | 73,570 | 69,000 | 69,000 | 74,618 |
| 001-0223-513.43-00 | UTILITY SERVICES | 5,316 | 4,800 | 4,800 | 4,800 |
| 001-0223-513.44-00 | RENTALS AND LEASES | 3,428 | 3,525 | 3,525 | 3,525 |
| 001-0223-513.45-00 | INSURANCE | 5,838 | 5,691 | 5,691 | 5,691 |
| 001-0223-513.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | - | 459 | 459 | 459 |
| 001-0223-513.46-03 | REPAIR AND MAINT SVC-VEHICLES | 1,599 | 1,100 | 1,100 | 1,100 |
| 001-0223-513.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 23,707 | 22,950 | 22,950 | 22,950 |
| 001-0223-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 1,929 | 1,925 | 1,925 | 1,925 |
| 001-0223-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 908 | 750 | 750 | 750 |
| 001-0223-513.47-01 | MISC PRINTING AND BINDING | 4,064 | 8,400 | 8,400 | 8,400 |
| 001-0223-513.48-01 | ADVERTISEMENT-LEGAL, OTHER | - | - | - | - |
| 001-0223-513.49-01 | MISC OTHER CURRENT CHRGS & OBLG | - | - | - | - |
| 001-0223-513.49-05 | LICENSES/TAXES/CERTIFICATIONS | 1,230 | 2,500 | 2,500 | 2,500 |
| 001-0223-513.51-00 | OFFICE SUPPLIES | 1,546 | 1,750 | 1,750 | 1,750 |
| 001-0223-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 539 | 1,250 | 1,250 | 1,250 |
| 001-0223-513.52-03 | GASOLINE AND OIL | 8,881 | 9,000 | 9,000 | 9,000 |
| 001-0223-513.52-04 | UNIFORMS AND ACCESSORIES | 1,535 | 1,800 | 1,800 | 1,800 |
| 001-0223-513.54-02 | SEMINARS AND COURSES | - | 1,000 | 1,000 | 1,200 |
| | TOTAL OPERATING EXPENDITURES | 222,362 | 237,364 | 237,364 | 185,090 |
| 001-0223-513.64-00 | MACHINERY AND EQUIPMENT | 5,792 | - | - | - |
| | TOTAL CAPITAL OUTLAY | 5,792 | - | - | - |
| | TOTAL UTILITY BILLING DIVISION | 560,179 | 626,246 | 540,729 | 515,496 |
| | TOTAL FINANCE DEPARTMENT | 2,131,298 | 2,223,452 | 2,199,561 | 2,156,621 |



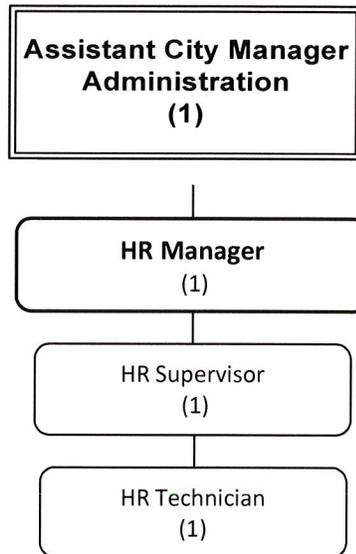
ADMINISTRATIVE SERVICES HUMAN RESOURCES

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: 4



FY 2013-2014 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*

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Overall Employee On-Boarding Satisfaction Rate | 77% | 96.14% | 97%↑ |
| Training Experience Satisfaction Rating | N/A | 94% | 90%↑ |
| HR Overall Customer Service Satisfaction Rating * | N/A | 95.7% | 97%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Time to Fill High-Level Salaried Position | N/A | N/A | 150↓ |
| Average Time to Fill Mid-Level Salaried Position | N/A | N/A | 120↓ |
| Citywide Lost Workday Due to Injury Rate per 100 Employees (days) | 33.61 | 26.8 | 25↓ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|---------------------------------------|---|--|--|----------------|
| 001-0745-513.12-00 | REGULAR SALARIES AND WAGES | 137,192 | 169,091 | 169,091 | 165,659 |
| 001-0745-513.13-00 | OTHER SALARIES & WAGES | 13,851 | 16,318 | 16,318 | - |
| 001-0745-513.14-00 | OVERTIME | 184 | 750 | 750 | 750 |
| 001-0745-513.21-00 | FICA TAXES | 11,188 | 12,604 | 12,604 | 12,730 |
| 001-0745-513.22-00 | RETIREMENT CONTRIBUTIONS | 14,599 | 17,783 | 17,783 | 22,314 |
| 001-0745-513.23-00 | LIFE AND HEALTH INSURANCE | 15,110 | 14,493 | 20,096 | 27,503 |
| 001-0745-513.24-00 | WORKERS' COMPENSATION | 218 | 246 | 246 | 299 |
| 001-0745-513.25-00 | UNEMPLOYMENT COMPENSATION | - | 156 | 156 | 156 |
| 001-0745-513.26-00 | OTHER POSTEMPLOYMENT BENEFITS | - | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | 192,342 | 234,441 | 240,044 | 232,411 |
| 001-0745-513.31-01 | MISC PROFESSIONAL SERVICES | - | 5,000 | 5,000 | 5,000 |
| 001-0745-513.31-02 | LEGAL SERVICES | 500 | 2,500 | 2,500 | 2,500 |
| 001-0745-513.31-06 | MEDICAL SERVICES | 33,502 | 32,600 | 32,600 | 32,600 |
| 001-0745-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 18,020 | 40,500 | 40,500 | 48,500 |
| 001-0745-513.34-08 | PERSONNEL SERVICES | 1,487 | - | - | - |
| 001-0745-513.40-00 | TRAVEL AND PER DIEM | 516 | 1,000 | 1,000 | 1,000 |
| 001-0745-513.41-02 | TELEPHONE SERVICES | 2,481 | 2,656 | 2,656 | 2,656 |
| 001-0745-513.41-04 | INTERNET SERVICES | 237 | 954 | 954 | 954 |
| 001-0745-513.41-05 | POSTAGE | 369 | 350 | 350 | 350 |
| 001-0745-513.43-00 | UTILITY SERVICES | 8,315 | 8,450 | 8,450 | 8,450 |
| 001-0745-513.44-00 | RENTALS AND LEASES | 4,629 | 6,000 | 6,000 | 6,000 |
| 001-0745-513.45-00 | GENERAL INSURANCE | 8,495 | 8,315 | 8,315 | 8,315 |
| 001-0745-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 75 | 350 | 350 | 350 |
| 001-0745-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 826 | 600 | 600 | 600 |
| 001-0745-513.47-01 | MISC PRINTING AND BINDING | 365 | 628 | 628 | 628 |
| 001-0745-513.48-01 | PROMOTIONAL-ADVERTISEMENTS | 10,684 | 12,500 | 12,500 | 12,500 |
| 001-0745-513.48-02 | PROMOTIONAL-PROMOTIONAL ITEMS | 1,198 | 1,000 | 1,000 | 1,000 |
| 001-0745-513.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | - | - | - | - |
| 001-0745-513.49-05 | LICENSES/TAXES/CERTIFICATIONS | 100 | - | - | - |
| 001-0745-513.51-00 | OFFICE SUPPLIES | 2,431 | 2,500 | 2,500 | 2,500 |
| 001-0745-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 4,298 | 10,000 | 10,000 | 10,000 |
| 001-0745-513.52-03 | GASOLINE AND OIL | 55 | 157 | 157 | 157 |
| 001-0745-513.52-04 | UNIFORMS AND ACCESSORIES | 396 | 600 | 600 | 600 |
| 001-0745-513.54-01 | DUES AND SUBSCRIPTIONS | 1,826 | 3,000 | 3,000 | 3,000 |
| 001-0745-513.54-02 | SEMINARS AND COURSES | 9,737 | 20,000 | 20,000 | 20,000 |
| 001-0745-513.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | - | 1,300 | 1,300 | 1,300 |
| | TOTAL OPERATING EXPENDITURES | 110,542 | 160,960 | 160,960 | 168,960 |
| 001-0745-513.64-00 | MACHINERY AND EQUIPMENT | 1,395 | - | - | - |
| | TOTAL CAPITAL OUTLAY | 1,395 | - | - | - |
| | TOTAL HUMAN RESOURCES DIVISION | 304,279 | 395,401 | 401,004 | 401,371 |



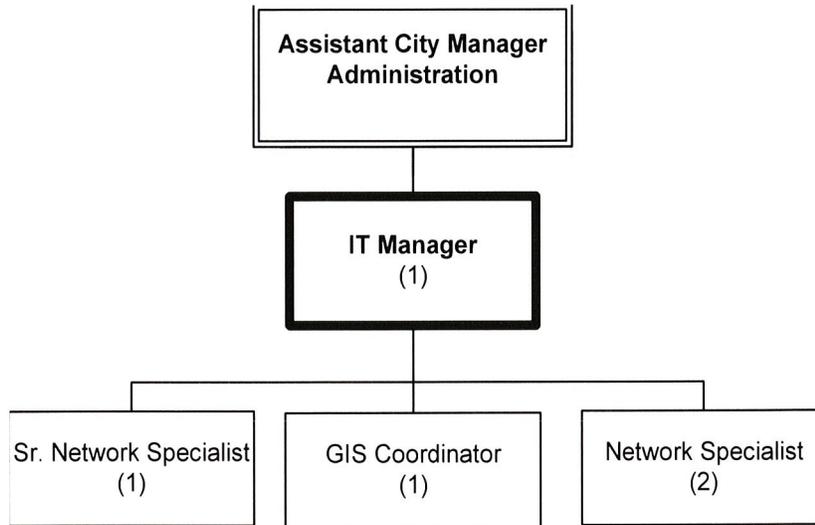
ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|---|---|
| <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 2013-2014 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 targeted areas on the City' website to ensure that **100%** of all content is up-to-date and relevant for citizen and public usefulness.
- Enhance the City's phone system (infrastructure delivery and service handling) by ensuring optimal call flow design and reporting visibility for key service areas to help improve overall service excellence.
- Acquire uptime monitoring software to effectively ensure high levels of system performance, access and availability throughout the City.

Strategic Priority #2

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

Establish an initiative to properly document **100%** of all utility assets in the City's GIS system with "install dates" to help improve replacement assessments on aging infrastructure.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| IT Overall Service Satisfaction Rating * | N/A | 66.7% | 80%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Talk Time (minutes) | N/A | 1:46 | ≤ 2:00↓ |
| Call Abandonment Rate | N/A | 23.6% | 5%↓ |
| Average Hold Time (minutes) | N/A | :35 | ≤ 1:00↓ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
INFORMATION TECHNOLOGY DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|--|---|--|--|------------------|
| 001-0225-513.12-00 | REGULAR SALARIES AND WAGES | 302,759 | 309,021 | 202,093 | 269,151 |
| 001-0225-513.14-00 | OVERTIME | 2,165 | 1,000 | 7,098 | 1,000 |
| 001-0225-513.21-00 | FICA TAXES | 21,785 | 22,055 | 15,517 | 20,667 |
| 001-0225-513.22-00 | RETIREMENT CONTRIBUTIONS | 25,787 | 29,014 | 23,399 | 36,389 |
| 001-0225-513.23-00 | LIFE AND HEALTH INSURANCE | 34,692 | 42,363 | 19,803 | 42,363 |
| 001-0225-513.24-00 | WORKERS' COMPENSATION | 436 | 450 | 450 | 415 |
| 001-0225-513.25-00 | UNEMPLOYMENT COMPENSATION | - | 284 | 284 | 284 |
| | TOTAL PERSONAL SERVICES | 387,624 | 404,187 | 268,644 | 370,269 |
| 001-0225-513.31-01 | MISC PROFESSIONAL SERVICE | 5,000 | - | 100,810 | 5,000 |
| 001-0225-513.31-02 | LEGAL SERVICES | 120 | - | - | - |
| 001-0225-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 37,463 | 63,300 | 63,300 | 63,300 |
| 001-0225-513.34-08 | PERSONNEL SERVICES | 14,194 | - | 44,090 | 5,000 |
| 001-0225-513.40-00 | TRAVEL AND PER DIEM | 443 | 1,750 | 1,750 | 1,750 |
| 001-0225-513.41-02 | TELEPHONE SERVICES | 4,409 | 5,200 | 5,200 | 5,200 |
| 001-0225-513.41-04 | INTERNET SERVICES | 34,275 | 35,100 | 35,100 | 35,100 |
| 001-0225-513.41-05 | POSTAGE | 10 | 50 | 50 | 50 |
| 001-0225-513.43-00 | UTILITY SERVICES | 9,234 | 8,400 | 8,400 | 8,400 |
| 001-0225-513.45-00 | INSURANCE | 17,844 | 18,692 | 18,692 | 18,692 |
| 001-0225-513.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 93,864 | 77,550 | 77,550 | 77,550 |
| 001-0225-513.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 19 | 500 | 500 | 500 |
| 001-0225-513.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 102,294 | 89,035 | 89,035 | 96,800 |
| 001-0225-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 73,775 | 50,770 | 50,770 | 56,946 |
| 001-0225-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 989 | 952 | 952 | 952 |
| 001-0225-513.51-00 | OFFICE SUPPLIES | 3,268 | 4,180 | 4,180 | 43,300 |
| 001-0225-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 71,913 | 73,650 | 73,650 | 73,650 |
| 001-0225-513.52-03 | GASOLINE AND OIL | 146 | 150 | 150 | 150 |
| 001-0225-513.52-04 | UNIFORMS AND ACCESSORIES | 800 | 1,000 | 1,000 | 1,000 |
| 001-0225-513.54-01 | DUES AND SUBSCRIPTIONS | 1,192 | 975 | 975 | 975 |
| 001-0225-513.54-02 | SEMINARS AND COURSES | 2,020 | 3,320 | 3,320 | 3,320 |
| 001-0225-513.54-03 | EDUCATION ASSISTANCE PROGRAM | - | 4,500 | 4,500 | 4,500 |
| | TOTAL OPERATING EXPENDITURES | 473,272 | 439,074 | 583,974 | 502,135 |
| 001-0225-513.63-00 | IMPROV. OTHER THAN BUILDINGS | - | 7,000 | 7,000 | 100,000 |
| 001-0225-513.64-00 | MACHINERY AND EQUIPMENT | 97,914 | 184,990 | 175,633 | 81,000 |
| | TOTAL CAPITAL OUTLAY | 97,914 | 191,990 | 182,633 | 181,000 |
| | TOTAL INFORMATION TECHNOLOGY DIVISION | 958,810 | 1,035,251 | 1,035,251 | 1,053,404 |



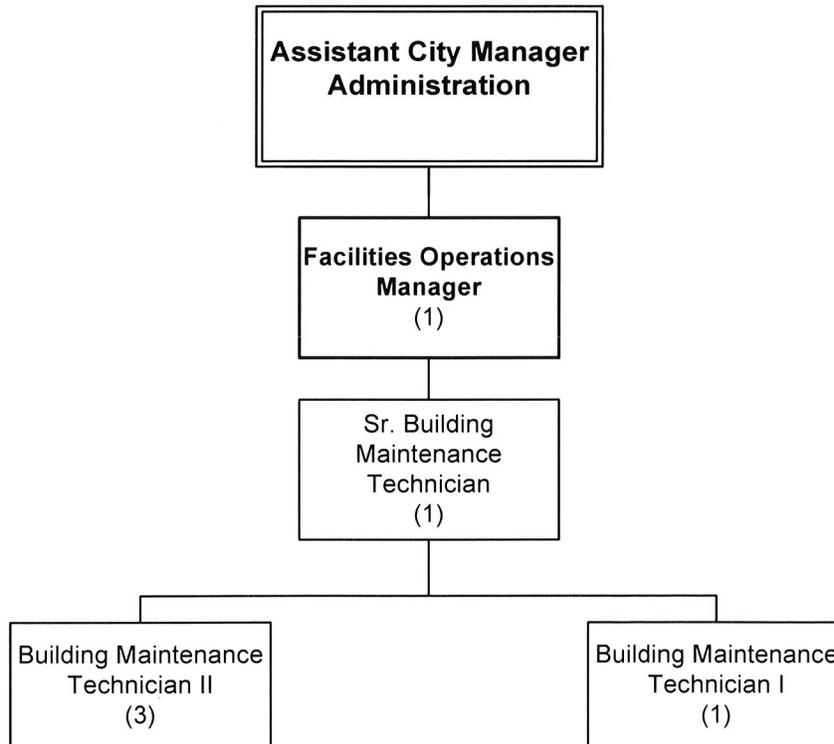
ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|---|---|
| <p>MISSION STATEMENT: Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.</p> | <p>CORE FUNCTIONS:</p> <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) |
| <p>CHALLENGES:</p> <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 | <p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Sufficient funding will be available for training, education, sustainability and maintenance |

Organizational Structure

FTE: 6



FY 2013-2014 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*

Objectives

- Proactively review the service delivery process and experience to achieve an overall facilities management satisfaction rating of at least **85%**.
 - 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 **23,000 kWh** or **16.2 CO₂e** (Greenhouse Gases Reduced).
 - Through innovative EV fleet sustainable ideas, achieve a carbon dioxide reduction of at least **1,600 GHG (kg)**.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Facilities Overall Customer Service Satisfaction Rating * | N/A | 79.5% | 85%↑ |
| FINANCIAL INDICATOR | | | |
| Net Cost Savings from Energy Reductions | \$3,064.00 | \$2,671.00 | \$2,760.00↑ |
| OPERATIONAL INDICATORS | | | |
| Energy Consumption Reduction (kWh) | 25,535 | 22,260 | 23,000↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FACILITIES MANAGEMENT DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|---|-------------------------------------|------------------------------------|------------------------------------|----------------|
| 001-0746-539.12-00 | REGULAR SALARIES AND WAGES | 189,225 | 230,274 | 196,634 | 208,750 |
| 001-0746-539.14-00 | OVERTIME | 6,790 | 5,000 | 6,000 | 5,000 |
| 001-0746-539.21-00 | FICA TAXES | 14,485 | 16,934 | 15,396 | 16,352 |
| 001-0746-539.22-00 | RETIREMENT CONTRIBUTIONS | 21,038 | 29,886 | 22,886 | 28,792 |
| 001-0746-539.23-00 | LIFE AND HEALTH INSURANCE | 28,229 | 42,906 | 32,506 | 45,909 |
| 001-0746-539.24-00 | WORKERS' COMPENSATION | 2,961 | 3,531 | 3,531 | 4,727 |
| 001-0746-539.25-00 | UNEMPLOYMENT COMPENSATION | - | 184 | 184 | 184 |
| 001-0746-539.26-00 | OTHER POST EMPLOYMENT BENEFITS | 500 | - | - | - |
| | TOTAL PERSONAL SERVICES | 263,228 | 328,715 | 277,137 | 309,714 |
| 001-0746-539.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0746-539.34-01 | MISC OTHER CONTRACTUAL SERVICES | 18,882 | 23,780 | 23,780 | 23,028 |
| 001-0746-539.34-06 | JANITORIAL SERVICES | 41,663 | 45,225 | 42,444 | 51,080 |
| 001-0746-539.40-00 | TRAVEL AND PER DIEM | - | - | - | - |
| 001-0746-539.41-02 | TELEPHONE SERVICES | 3,732 | 4,245 | 4,245 | 4,245 |
| 001-0746-539.41-04 | INTERNET SERVICES | 458 | 2,680 | 2,680 | 2,680 |
| 001-0746-539.44-00 | RENTALS AND LEASES | 2,178 | 2,352 | 2,352 | 2,352 |
| 001-0746-539.45-00 | INSURANCE | 1,121 | 1,233 | 1,233 | 1,233 |
| 001-0746-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 922 | 350 | 350 | 350 |
| 001-0746-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 2,166 | 2,400 | 2,400 | 2,400 |
| 001-0746-539.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 1,394 | 1,645 | 1,645 | 1,645 |
| 001-0746-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 51,129 | 42,993 | 52,352 | 43,693 |
| 001-0746-539.47-01 | MISC PRINTING AND BINDING | - | 64 | 64 | 64 |
| 001-0746-539.48-01 | ADVERTISEMENT-LEGAL, OTHER | 419 | - | - | - |
| 001-0746-539.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 405 | 350 | 350 | 350 |
| 001-0746-539.51-00 | OFFICE SUPPLIES | 401 | 360 | 360 | 360 |
| 001-0746-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 18,731 | 17,232 | 17,232 | 20,000 |
| 001-0746-539.52-02 | CHEMICALS | 3,376 | 2,500 | 2,500 | 2,500 |
| 001-0746-539.52-03 | GASOLINE AND OIL | 4,737 | 4,000 | 4,000 | 4,000 |
| 001-0746-539.52-04 | UNIFORMS AND ACCESSORIES | 2,832 | 2,935 | 2,935 | 3,452 |
| 001-0746-539.54-01 | DUES AND SUBSCRIPTIONS | 1,081 | 885 | 885 | 885 |
| 001-0746-539.54-02 | SEMINARS AND COURSES | 25 | 2,300 | 2,300 | 2,300 |
| 001-0746-539.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | 3,453 | 2,365 | 2,365 | 2,365 |
| | TOTAL OPERATING EXPENDITURES | 159,105 | 159,894 | 166,472 | 168,982 |
| 001-0746-539.62-00 | BUILDINGS | - | - | 45,000 | 12,000 |
| 001-0746-539.64-00 | MACHINERY AND EQUIPMENT | 14,465 | - | - | - |
| | TOTAL CAPITAL OUTLAY | 14,465 | - | 45,000 | 12,000 |
| | TOTAL FACILITIES MANAGEMENT DIVISION | 436,798 | 488,609 | 488,609 | 490,696 |



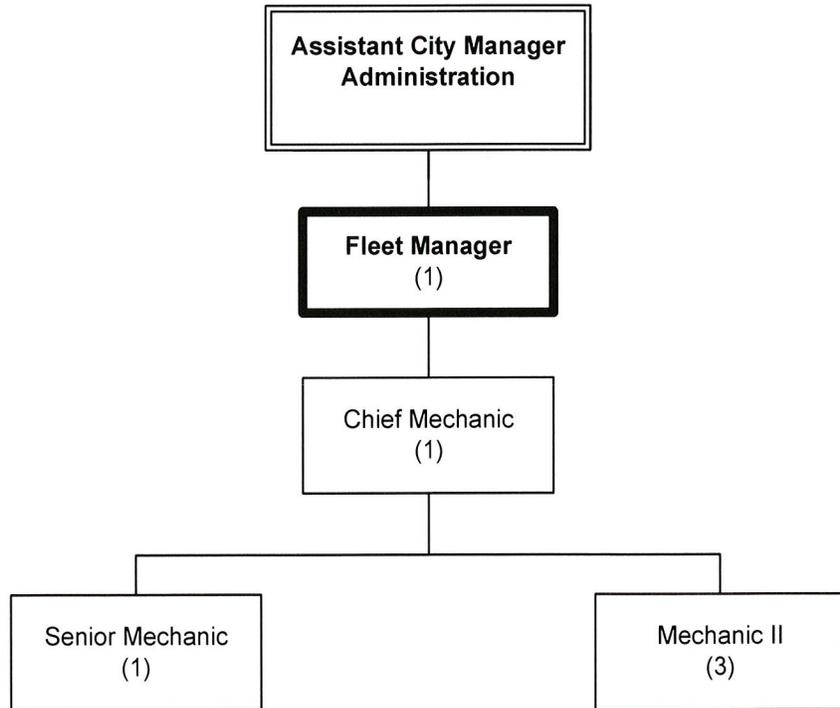
ADMINISTRATIVE SERVICES FLEET MANAGEMENT

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



FY 2013-2014 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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Overall Fleet Management Satisfaction Rating * | N/A | 86.1% | 90%↑ |
| OPERATIONAL INDICATORS | | | |
| Overall Preventative Maintenance Adherence Rate | N/A | 85% | 95%↑ |
| Average Fleet Availability ** | N/A | N/A | 97%↑ |
| Average Fleet Vehicle Productivity (Fleet Utilization) *** | N/A | N/A | 75%↑ |

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.

** 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 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FLEET MANAGEMENT DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|---|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0747-539.12-00 | REGULAR SALARIES AND WAGES | 260,948 | 252,188 | 236,938 | 265,333 |
| 001-0747-539.14-00 | OVERTIME | 7,403 | 800 | 7,600 | 2,500 |
| 001-0747-539.21-00 | FICA TAXES | 20,185 | 18,994 | 17,956 | 20,489 |
| 001-0747-539.22-00 | RETIREMENT CONTRIBUTIONS | 28,478 | 32,687 | 28,468 | 36,077 |
| 001-0747-539.23-00 | LIFE AND HEALTH INSURANCE | 32,137 | 31,368 | 30,368 | 45,750 |
| 001-0747-539.24-00 | WORKERS' COMPENSATION | 4,197 | 4,106 | 4,106 | 4,458 |
| 001-0747-539.25-00 | UNEMPLOYMENT COMPENSATION | - | 264 | 264 | 264 |
| 001-0747-539.26-00 | OTHER POST EMPLOYMENT BENEFITS | 5,671 | - | 5,868 | 6,125 |
| | TOTAL PERSONAL SERVICES | 359,019 | 340,407 | 331,568 | 380,996 |
| 001-0747-539.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0747-539.34-01 | MISC OTHER CONTRACTUAL SERVICES | 874 | 725 | 725 | 725 |
| 001-0747-539.34-08 | PERSONNEL SERVICES | 8,340 | - | 5,016 | - |
| 001-0747-539.40-00 | TRAVEL AND PER DIEM | 829 | - | - | - |
| 001-0747-539.41-02 | TELEPHONE SERVICES | 2,303 | 2,700 | 2,700 | 2,700 |
| 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 | 3,756 | 4,378 | 4,378 | 4,378 |
| 001-0747-539.45-00 | INSURANCE | 3,586 | 2,783 | 2,783 | 2,783 |
| 001-0747-539.46-01 | REPAIR AND MAINT SVCS-MISC | 764 | - | - | - |
| 001-0747-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 10,030 | 2,100 | 2,100 | 2,100 |
| 001-0747-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 3,501 | 2,500 | 2,500 | 2,500 |
| 001-0747-539.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | - | 3,695 | 5,295 | 5,305 |
| 001-0747-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 1,995 | 2,000 | 3,500 | 2,000 |
| 001-0747-539.47-01 | MISC PRINTING AND BINDING | - | 32 | 32 | 160 |
| 001-0747-539.48-01 | PROMOTIONAL-ADVERTISEMENTS | 275 | - | - | - |
| 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 | 303 | 500 | 1,223 | 500 |
| 001-0747-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 10,687 | 15,000 | 15,000 | 15,000 |
| 001-0747-539.52-02 | CHEMICALS | 1,491 | 1,500 | 1,500 | 2,580 |
| 001-0747-539.52-03 | GASOLINE AND OIL | 16,699 | 16,800 | 16,800 | 18,458 |
| 001-0747-539.52-04 | UNIFORMS AND ACCESSORIES | 7,235 | 4,350 | 4,350 | 5,671 |
| 001-0747-539.54-01 | DUES AND SUBSCRIPTIONS | 3,383 | - | - | 530 |
| 001-0747-539.54-02 | SEMINARS AND COURSES | 150 | - | - | 1,250 |
| | TOTAL OPERATING EXPENDITURES | 76,327 | 59,440 | 68,279 | 67,017 |
| 001-0747-539.62-00 | BUILDINGS | - | - | - | 5,600 |
| 001-0747-539.64-00 | EQUIPMENT | - | 51,000 | 51,000 | 4,114 |
| | TOTAL CAPITAL OUTLAY | - | 51,000 | 51,000 | 9,714 |
| | TOTAL FLEET MANAGEMENT DIVISION | 435,346 | 450,847 | 450,847 | 457,727 |
| | TOTAL ADMINISTRATIVE SERVICES DEPARTMENT | 2,135,233 | 2,370,108 | 2,375,711 | 2,403,198 |

- PUBLIC SAFETY -

Police – Non-sworn

Police – Sworn

Police – Communications

Fire/Rescue Department



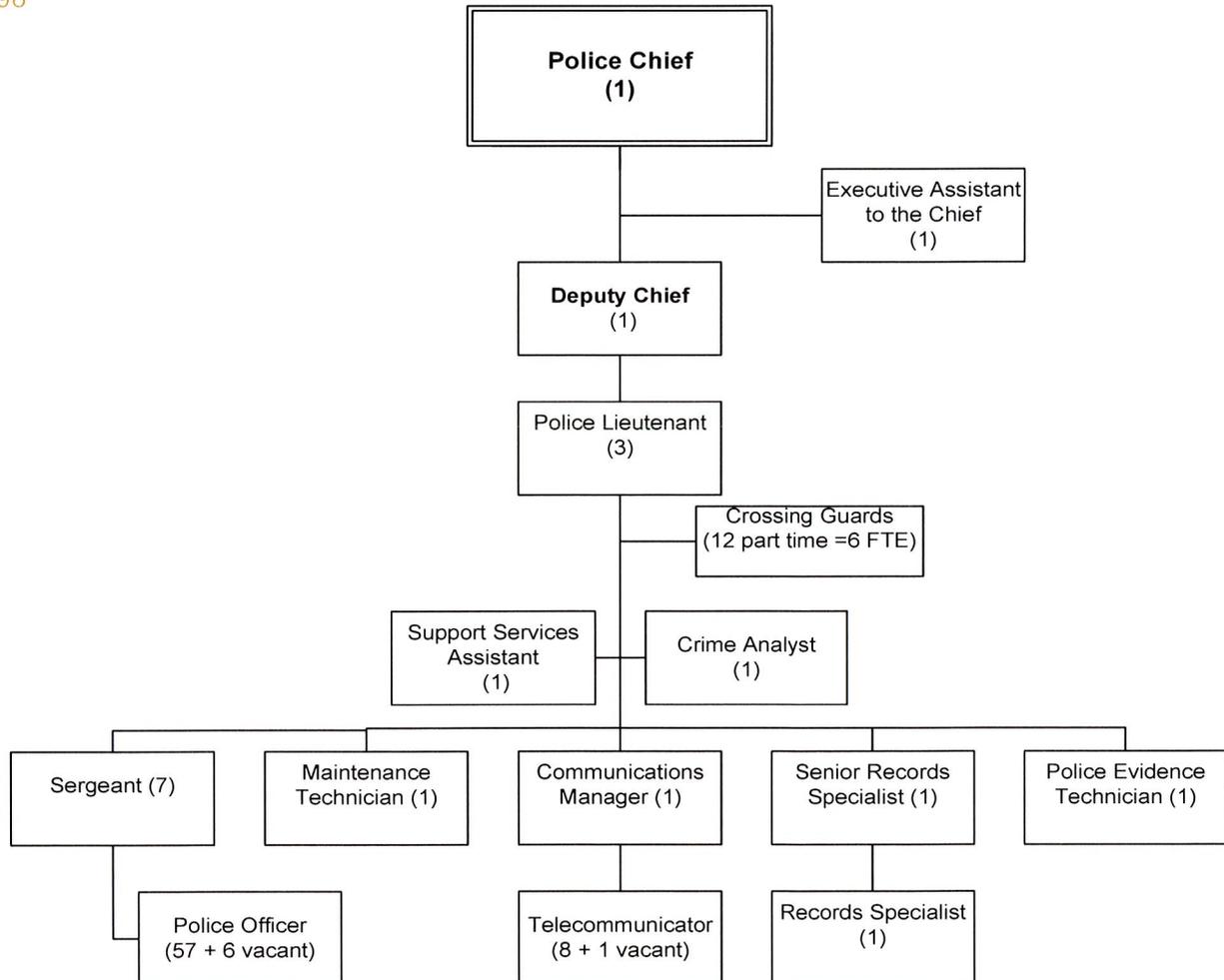
POLICE DEPARTMENT

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: 98



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2013-2014 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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Safety From Property Crime Index | 71% | 69% | 72%↑ |
| Safety From Violent Crime Index | 81% | 81% | 83%↑ |
| Sense of Safety Throughout the City Composite Satisfaction Index * | 88.8% | 87% | 89%↑ |
| OPERATIONAL INDICATORS | | | |
| Property Crime Clearance Rate | 34.9% | 37.6% | 39%↑ |
| Crime Clearance Rate | 54.1% | 50.7% | 55%↑ |
| Code 3 Calls Response Time (high priority emergencies) | 6:21 | 6:37 | 4:00↓ |

* 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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-MISCELLANEOUS DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 001-0520-521.12-00 | 249,384 | 269,094 | 269,094 | 274,476 |
| 001-0520-521.13-00 | 96,321 | 102,084 | 102,084 | 104,126 |
| 001-0520-521.14-00 | 4,730 | 6,000 | 6,000 | 6,000 |
| 001-0520-521.21-00 | 25,522 | 19,227 | 19,227 | 29,422 |
| 001-0520-521.22-00 | 26,100 | 34,484 | 34,484 | 36,972 |
| 001-0520-521.23-00 | 42,454 | 45,382 | 50,412 | 53,941 |
| 001-0520-521.24-00 | 1,293 | 1,234 | 3,300 | 5,300 |
| 001-0520-521.25-00 | - | 343 | 343 | 343 |
| 001-0520-521.26-00 | - | 3,000 | 3,000 | 3,000 |
| TOTAL PERSONAL SERVICES | 445,804 | 480,848 | 487,944 | 513,580 |
| 001-0520-521.31-01 | - | - | - | 115 |
| 001-0520-521.31-02 | - | - | - | - |
| 001-0520-521.31-06 | - | - | - | 250 |
| 001-0520-521.34-01 | - | 100 | 100 | 100 |
| 001-0520-521.40-00 | 2,314 | 1,940 | 1,940 | 2,068 |
| 001-0520-521.41-02 | 903 | 864 | 864 | 1,452 |
| 001-0520-521.46-05 | 1,474 | 1,475 | 1,475 | 1,475 |
| 001-0520-521.47-01 | - | - | - | - |
| 001-0520-521.48-01 | - | - | - | - |
| 001-0520-521.49-05 | - | 145 | 145 | 145 |
| 001-0520-521.52-01 | 252 | - | - | 250 |
| 001-0520-521.52-04 | 1,685 | 1,364 | 1,364 | 1,968 |
| 001-0520-521.54-01 | 145 | 310 | 310 | 345 |
| 001-0520-521.54-02 | 505 | 750 | 750 | 750 |
| 001-0520-521.54-03 | - | 1,000 | 1,000 | 6,000 |
| TOTAL OPERATING EXPENDITURES | 7,278 | 7,948 | 7,948 | 14,918 |
| TOTAL NONSWORN-MISCELLANEOUS DIVISION | 453,082 | 488,796 | 495,892 | 528,498 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
SWORN DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|------------------------------|------------------------------|---|--|--|
| 001-0521-521.12-00 | 3,564,154 | 3,588,139 | 3,581,890 | 4,093,250 |
| 001-0521-521.14-00 | 53,910 | 40,000 | 40,000 | 40,000 |
| 001-0521-521.15-00 | 51,041 | 52,860 | 52,860 | 60,659 |
| 001-0521-521.16-00 | 178,239 | 165,000 | 165,000 | 165,000 |
| 001-0521-521.21-00 | 277,845 | 260,306 | 260,306 | 333,457 |
| 001-0521-521.22-00 | 466,891 | 476,609 | 476,609 | 606,324 |
| 001-0521-521.23-00 | 518,131 | 550,644 | 550,644 | 621,562 |
| 001-0521-521.24-00 | 84,041 | 80,742 | 80,742 | 90,745 |
| 001-0521-521.25-00 | 3,495 | 3,472 | 3,472 | 3,472 |
| 001-0521-521.26-00 | 49,863 | 48,038 | 48,038 | 51,038 |
| TOTAL PERSONAL SERVICES | 5,247,610 | 5,265,810 | 5,259,561 | 6,065,507 |
| 001-0521-521.31-01 | 14,802 | 600 | 600 | 2,920 |
| 001-0521-521.31-02 | 19,718 | 7,000 | 15,000 | 7,000 |
| 001-0521-521.31-06 | 3,974 | 3,380 | 5,304 | 3,380 |
| 001-0521-521.34-01 | 43,974 | 46,805 | 46,805 | 46,805 |
| 001-0521-521.40-00 | 2,327 | 3,192 | 3,192 | 1,800 |
| 001-0521-521.41-01 | 600 | 612 | 612 | 612 |
| 001-0521-521.41-02 | 19,309 | 20,484 | 21,439 | 24,372 |
| 001-0521-521.41-03 | 4,041 | 5,184 | 5,184 | 5,184 |
| 001-0521-521.41-04 | 38,106 | 37,320 | 37,320 | 35,700 |
| 001-0521-521.41-05 | 1,368 | 1,512 | 1,512 | 972 |
| 001-0521-521.43-00 | 63,452 | 57,288 | 57,288 | 53,904 |
| 001-0521-521.44-00 | 34,028 | 36,776 | 36,776 | 35,912 |
| 001-0521-521.45-00 | 44,159 | 41,750 | 41,750 | 41,750 |
| 001-0521-521.46-02 | 23,395 | 23,368 | 23,368 | 20,372 |
| 001-0521-521.46-03 | 96,765 | 109,872 | 94,442 | 84,192 |
| 001-0521-521.46-05 | 74,047 | 78,368 | 78,368 | 81,073 |
| 001-0521-521.46-06 | - | 600 | 600 | - |
| 001-0521-521.46-10 | 4,645 | 4,584 | 4,584 | 5,352 |
| 001-0521-521.47-01 | 1,458 | 4,008 | 4,008 | 5,266 |
| 001-0521-521.48-01 | 157 | - | - | - |
| 001-0521-521.49-01 | - | - | - | - |
| 001-0521-521.49-05 | 1,911 | 1,100 | 1,100 | 1,277 |
| 001-0521-521.51-00 | 10,600 | 12,418 | 12,418 | 10,904 |
| 001-0521-521.52-01 | 131,955 | 141,849 | 157,795 | 166,426 |
| 001-0521-521.52-03 | 233,326 | 240,240 | 240,240 | 252,288 |
| 001-0521-521.52-04 | 42,495 | 35,305 | 46,105 | 46,945 |
| 001-0521-521.54-01 | 5,137 | 6,460 | 6,460 | 6,365 |
| 001-0521-521.54-02 | 3,075 | 6,475 | 6,475 | 3,975 |
| 001-0521-521.54-03 | 58,548 | 40,000 | 40,000 | 40,000 |
| 001-0521-521.54-04 | 10,098 | 18,500 | 18,500 | 18,500 |
| TOTAL OPERATING EXPENDITURES | 987,470 | 985,050 | 1,007,245 | 1,003,246 |

| | | | | | |
|--------------------|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 001-0521-521.62-00 | BUILDING | - | - | - | 36,836 |
| 001-0521-521.64-00 | MACHINERY AND EQUIPMENT | <u>238,639</u> | <u>264,820</u> | <u>264,820</u> | <u>229,860</u> |
| | TOTAL CAPITAL OUTLAY | 238,639 | 264,820 | 264,820 | 266,696 |
| 001-0521-581.91-02 | GRANTS-CITY MATCH | <u>3,695</u> | <u>7,530</u> | <u>7,530</u> | <u>1,478</u> |
| | TOTAL OTHER USES | 3,695 | 7,530 | 7,530 | 1,478 |
| | TOTAL SWORN DIVISION | <u>6,477,414</u> | <u>6,523,210</u> | <u>6,539,156</u> | <u>7,336,927</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-COMMUNICATIONS DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|---|-------------------------------------|------------------------------------|------------------------------------|-------------------------|
| 001-0530-521.12-00 | REGULAR SALARIES AND WAGES | 413,896 | 393,822 | 380,826 | 398,386 |
| 001-0530-521.14-00 | OVERTIME | 21,662 | 25,000 | 38,567 | 25,000 |
| 001-0530-521.21-00 | FICA TAXES | 31,849 | 28,374 | 30,126 | 32,389 |
| 001-0530-521.22-00 | RETIREMENT CONTRIBUTIONS | 46,382 | 50,800 | 48,514 | 58,893 |
| 001-0530-521.23-00 | LIFE AND HEALTH INSURANCE | 64,309 | 73,719 | 72,171 | 78,879 |
| 001-0530-521.24-00 | WORKERS' COMPENSATION | 622 | 573 | 573 | 614 |
| 001-0530-521.25-00 | UNEMPLOYMENT COMPENSATION | - | 355 | 355 | 355 |
| 001-0530-521.26-00 | OTHER POSTEMPLOYMENT BENEFITS | 1,500 | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | <u>580,220</u> | <u>575,643</u> | <u>574,132</u> | <u>597,516</u> |
| 001-0530-521.31-01 | MISC PROFESSIONAL SERVICES | 225 | 225 | 225 | 230 |
| 001-0530-521.31-06 | MEDICAL SERVICES | - | 300 | 300 | 200 |
| 001-0530-521.34-01 | MISC CONTRACTUAL SERVICES | - | - | - | - |
| 001-0530-521.40-00 | TRAVEL AND PER DIEM | - | 515 | 515 | 515 |
| 001-0530-521.41-02 | TELEPHONE SERVICES | 1,087 | 792 | 1,299 | 1,320 |
| 001-0530-521.43-00 | UTILITY SERVICES | 2,654 | 2,472 | 4,072 | 3,604 |
| 001-0530-521.44-00 | RENTALS AND LEASES | 2,981 | 3,000 | 3,000 | 2,952 |
| 001-0530-521.45-00 | INSURANCE | 11 | 10 | 10 | 10 |
| 001-0530-521.46-02 | REPAIR AND MAINT SVCS-EQUIPMNT | 12,793 | 12,804 | 12,804 | 13,068 |
| 001-0530-521.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 10,000 | 12,176 | 14,230 | 10,000 |
| 001-0530-521.46-10 | REPAIR AND MAINT SVCS-BUILDING | 1,509 | 2,316 | 1,720 | 4,025 |
| 001-0530-521.47-01 | MISC PRINTING AND BINDING | 78 | 100 | 100 | 50 |
| 001-0530-521.49-05 | LICNSES/TAXES/CERTIFICTNS | - | 400 | 400 | 1,900 |
| 001-0530-521.51-00 | OFFICE SUPPLIES | 1,112 | 2,293 | 2,293 | 1,290 |
| 001-0530-521.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 709 | 656 | 656 | 4,331 |
| 001-0530-521.52-04 | UNIFORMS AND ACCESSORIES | 1,202 | 1,750 | 1,750 | 1,750 |
| 001-0530-521.54-01 | DUES AND SUBSCRIPTIONS | 230 | 230 | 230 | 230 |
| 001-0530-521.54-02 | SEMINARS AND COURSES | 129 | 450 | 450 | 450 |
| 001-0530-521.54-03 | EDUC ASSIST PROG REIMBURS | 6,852 | 5,000 | 5,000 | 3,000 |
| | TOTAL OPERATING EXPENDITURES | <u>41,572</u> | <u>45,489</u> | <u>49,054</u> | <u>48,925</u> |
| 001-0530-521.64-00 | MACHINERY AND EQUIPMENT | - | 100,000 | 400,000 | 100,000 |
| | TOTAL CAPITAL OUTLAY | <u>-</u> | <u>100,000</u> | <u>400,000</u> | <u>100,000</u> |
| | TOTAL NONSWORN-COMMUNICATIONS DIVISION | <u>621,792</u> | <u>721,132</u> | <u>1,023,186</u> | <u>746,441</u> |
| | TOTAL POLICE DEPARTMENT | <u>7,552,288</u> | <u>7,733,138</u> | <u>8,058,234</u> | <u>8,611,866</u> |



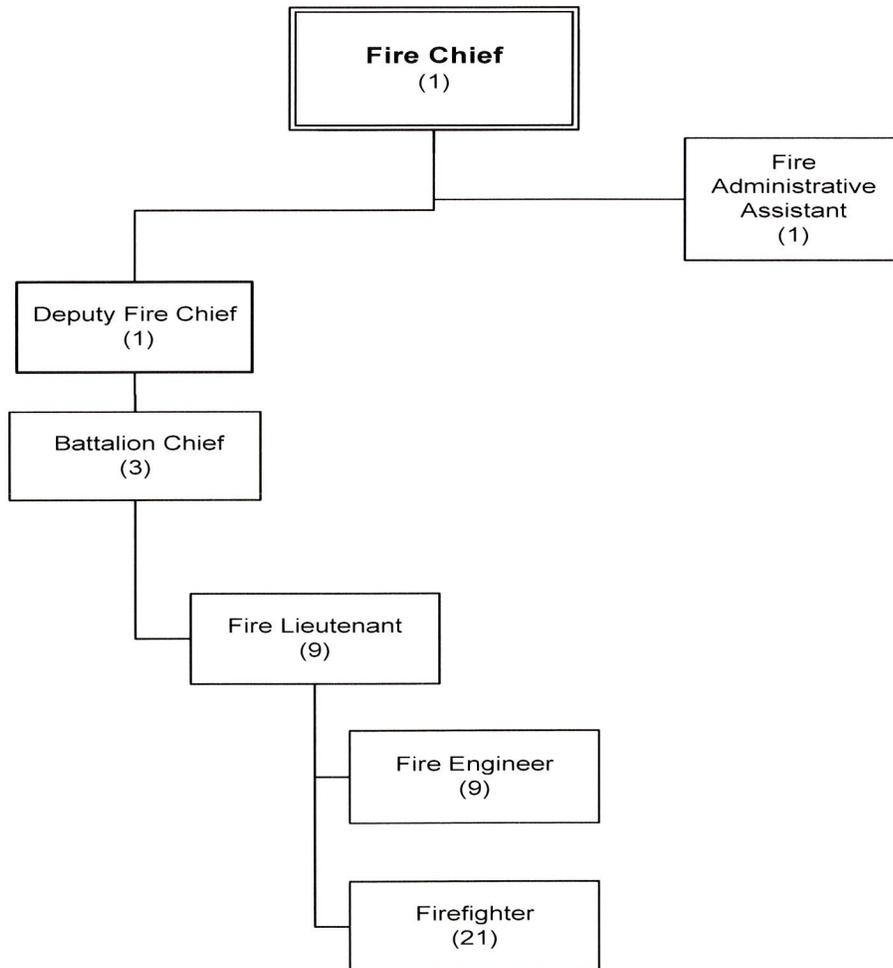
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|--|---|
| <p>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.</p> | <p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Fire, medical, and other incident responses Fire inspections Emergency Preparedness |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> Insufficient funding to maintain service levels in a weak poor economy | <p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Reliable dispatching/communication services Citizens will respond well to outreach efforts |

Organizational Structure

FTE: 45



FY 2013-2014 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 10 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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Fire Services Satisfaction Index | 96% | 92% | 94% ↑ |
| Emergency Medical Services Satisfaction Index | 94% | 90% | 92% ↑ |
| OPERATIONAL INDICATORS | | | |
| Fire Average Response Time | 6:37 | 7:09 | 6:50 ↓ |
| EMS Average Response Time | 6:01 | 5:57 | 5:55 ↓ |

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
FIRE DEPARTMENT**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|------------------------------|------------------------------|---|--|--|
| 001-062X-522.12-00 | 2,294,984 | 2,250,396 | 2,250,396 | 2,354,798 |
| 001-062X-522.14-00 | 235,301 | 187,300 | 187,300 | 182,300 |
| 001-062X-522.15-00 | 151,562 | 150,800 | 150,800 | 180,260 |
| 001-062X-522.21-00 | 197,995 | 173,107 | 173,107 | 207,878 |
| 001-062X-522.22-00 | 343,489 | 314,250 | 314,250 | 377,985 |
| 001-062X-522.23-00 | 329,968 | 343,915 | 396,186 | 414,919 |
| 001-062X-522.24-00 | 48,870 | 60,027 | 60,027 | 71,808 |
| 001-062X-522.25-00 | - | 2,190 | 2,190 | 2,190 |
| 001-062X-522.26-00 | 16,500 | 15,000 | 15,000 | 12,500 |
| TOTAL PERSONAL SERVICES | 3,618,669 | 3,496,985 | 3,549,256 | 3,804,638 |
| 001-062X-522.31-01 | - | - | - | - |
| 001-062X-522.31-02 | - | 1,000 | 1,000 | 5,000 |
| 001-062X-522.31-06 | 13,440 | 14,880 | 14,880 | 14,880 |
| 001-062X-522.34-01 | 163,716 | 181,901 | 181,901 | 185,090 |
| 001-062X-522.40-00 | 138 | 1,400 | 1,400 | 3,025 |
| 001-062X-522.41-01 | 1,669 | 1,380 | 1,380 | 1,485 |
| 001-062X-522.41-02 | 12,872 | 14,000 | 14,000 | 12,900 |
| 001-062X-522.41-03 | 656 | 750 | 750 | 750 |
| 001-062X-522.41-04 | 19,951 | 22,000 | 22,000 | 27,950 |
| 001-062X-522.41-05 | 913 | 1,000 | 1,000 | 1,000 |
| 001-062X-522.43-00 | 58,798 | 50,550 | 50,550 | 57,980 |
| 001-062X-522.44-00 | 7,857 | 7,500 | 7,500 | 8,900 |
| 001-062X-522.45-00 | 45,773 | 44,087 | 44,087 | 44,087 |
| 001-062X-522.46-01 | - | 450 | 450 | 450 |
| 001-062X-522.46-02 | 32,272 | 29,693 | 29,693 | 27,940 |
| 001-062X-522.46-03 | 94,122 | 23,800 | 23,800 | 55,000 |
| 001-062X-522.46-05 | - | 1,000 | 1,000 | 1,000 |
| 001-062X-522.46-06 | 75 | 1,500 | 1,500 | 1,500 |
| 001-062X-522.46-10 | 14,102 | 7,740 | 7,740 | 17,000 |
| 001-062X-522.47-01 | 2,015 | 1,875 | 1,875 | 3,375 |
| 001-062X-522.48-01 | - | 200 | 200 | 200 |
| 001-062X-522.48-02 | 3,682 | 4,500 | 4,500 | 5,000 |
| 001-062X-522.49-05 | 2,765 | 3,205 | 3,205 | 5,300 |
| 001-062X-522.51-00 | 3,730 | 6,095 | 6,095 | 6,050 |
| 001-062X-522.52-01 | 89,601 | 145,167 | 145,167 | 97,423 |
| 001-062X-522.52-03 | 59,393 | 49,400 | 49,400 | 57,000 |
| 001-062X-522.52-04 | 34,401 | 45,960 | 54,960 | 49,942 |
| 001-062X-522.54-01 | 8,746 | 8,860 | 8,860 | 9,232 |
| 001-062X-522.54-02 | 1,639 | 4,925 | 4,925 | 5,020 |
| 001-062X-522.54-03 | 30,676 | 32,245 | 32,245 | 49,000 |
| TOTAL OPERATING EXPENDITURES | 703,002 | 707,063 | 716,063 | 753,479 |

| | | | | | |
|--------------------|------------------------------|------------------|------------------|------------------|------------------|
| 001-062X-522.62-00 | BUILDINGS | 18,756 | 38,500 | 38,500 | 22,143 |
| 001-062X-522.64-00 | MACHINERY AND EQUIPMENT | 11,517 | 525,463 | 525,463 | 24,328 |
| | TOTAL CAPITAL OUTLAY | 30,273 | 563,963 | 563,963 | 46,471 |
| | TOTAL FIRE DEPARTMENT | 4,351,944 | 4,768,011 | 4,829,282 | 4,604,588 |

- COMMUNITY DEVELOPMENT -

Planning

Building Inspection

Business Tax

Code Enforcement



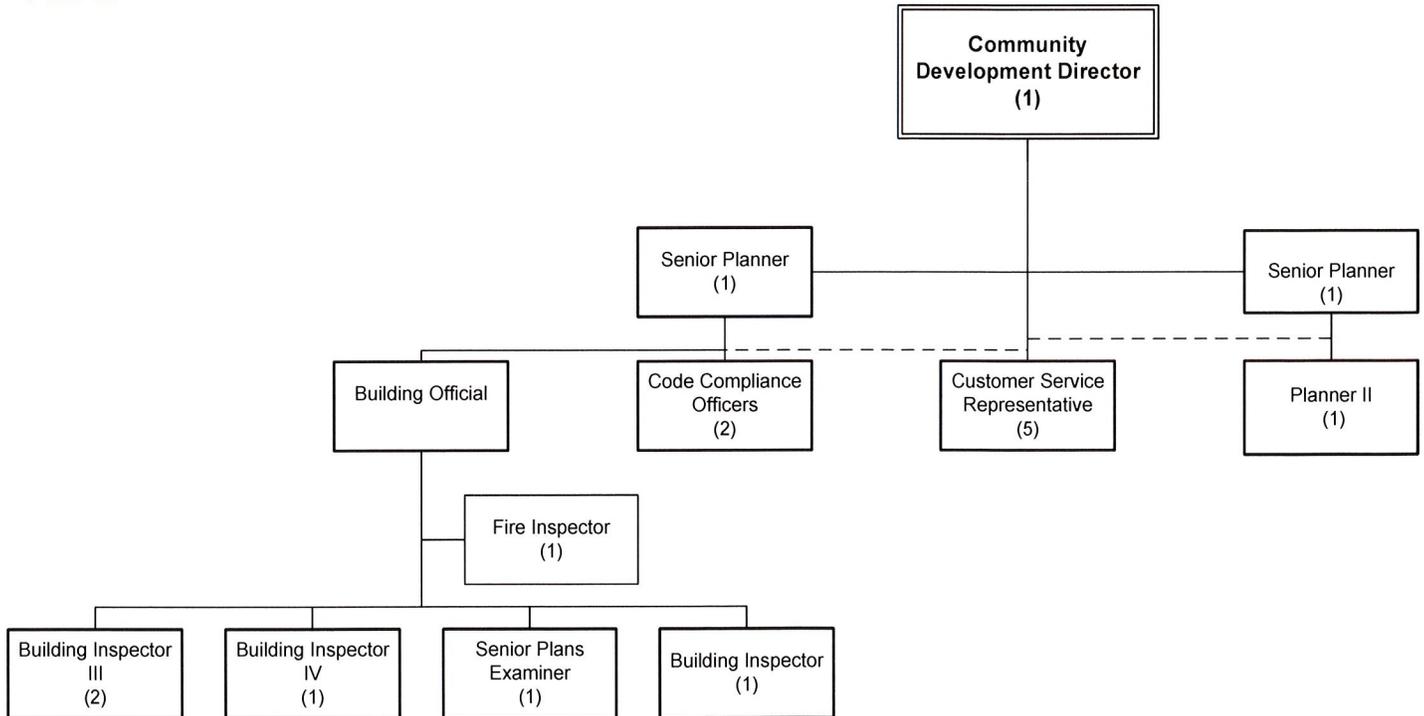
COMMUNITY DEVELOPMENT DEPARTMENT

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 2013-2014 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve vehicular and pedestrian mobility throughout the City

Objective

- Partner with developers and community stakeholders to redesign as well as improve transportation 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
Expand City limits to ensure efficient, consistent and cost effective services for all residents*

Objectives

- 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.
 - Evaluate and improve Building process for plan review and permitting to reduce average overall permitting turnaround time by **6%** from **16** days to **15** 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

Increase 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 the aesthetics of both public and private areas of 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.

KEY PERFORMANCE INDICATORS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Amount of Public Parking Satisfaction Index | 67% | 66% | 70%↑ |
| Availability of Paths and Walking Trails Satisfaction Index | 80% | 84% | 85%↑ |
| Ease of Car Travel Satisfaction Index | 72% | 80% | 82%↑ |
| Traffic Flow on Major Streets Satisfaction Index | 63% | 72% | 74%↑ |
| Code Enforcement Satisfaction Index | 67% | 56% | 60%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Overall Cycle Time for Project Plan Reviews - Subdivision (days) | N/A | N/A | 90↓ |
| Average Overall Cycle Time for Project Plan Reviews - Commercial (days) | N/A | N/A | 60↓ |
| Avg. Overall Permitting Turnaround Time (days) | 15 | 15.7 | 15↓ |
| % of Total Inspections Performed by Requested Date | N/A | 98% | 100%↑ |
| Ratio of Unincorporated Winter Garden | N/A | 26.1% | 25.5%↓ |
| Average Days Taken to Close a Code Case | 39 | 25 | 24↓ |
| % of Complaints/Cases Brought into Compliance without Official Action | 98% | 91% | 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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|----------------------------------|---|--|--|----------------|
| 001-0315-515.12-00 | REGULAR SALARIES AND WAGES | 249,929 | 181,573 | 164,233 | 158,212 |
| 001-0315-515.14-00 | OVERTIME | 144 | - | 1,200 | 1,200 |
| 001-0315-515.21-00 | FICA TAXES | 17,843 | 12,664 | 12,664 | 12,195 |
| 001-0315-515.22-00 | RETIREMENT CONTRIBUTIONS | 26,824 | 23,492 | 18,066 | 21,473 |
| 001-0315-515.23-00 | LIFE AND HEALTH INSURANCE | 45,165 | 34,828 | 33,227 | 35,553 |
| 001-0315-515.24-00 | WORKERS' COMPENSATION | 366 | 264 | 264 | 282 |
| 001-0315-515.25-00 | UNEMPLOYMENT COMPENSATION | 12,545 | 11,043 | 3,043 | 11,043 |
| | TOTAL PERSONAL SERVICES | 352,816 | 263,864 | 232,697 | 239,958 |
| 001-0315-515.31-01 | MISC PROFESSIONAL SERVICES | 108,092 | 85,000 | 103,817 | 85,000 |
| 001-0315-515.31-02 | LEGAL | - | - | - | - |
| 001-0315-515.31-04 | ENGINEERING | 2,470 | 15,000 | 15,000 | 15,000 |
| 001-0315-515.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0315-515.34-01 | MISC OTHER CONTRACTUAL SERVICES | 479 | 500 | 500 | 500 |
| 001-0315-515.40-00 | TRAVEL AND PER DIEM | - | 375 | 375 | 375 |
| 001-0315-515.41-02 | TELEPHONE SERVICES | 2,874 | 4,078 | 4,078 | 4,078 |
| 001-0315-515.41-05 | POSTAGE | 2,414 | 2,500 | 2,500 | 2,500 |
| 001-0315-515.43-00 | UTILITY SERVICES | 10,946 | 10,400 | 10,400 | 10,400 |
| 001-0315-515.44-00 | RENTALS AND LEASES | 8,345 | 8,500 | 8,500 | 8,500 |
| 001-0315-515.45-00 | INSURANCE | 9,560 | 9,155 | 9,155 | 9,155 |
| 001-0315-515.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 10,702 | 10,702 | 10,702 | 10,702 |
| 001-0315-515.46-10 | REPAIR AND MAINT SVCS-BUILDING | 4,402 | 1,138 | 1,138 | 1,138 |
| 001-0315-515.47-01 | MISC PRINTING AND BINDING | 771 | 1,200 | 1,200 | 1,200 |
| 001-0315-515.48-01 | PROMOTIONAL-ADVERTISEMENTS | 6,135 | 5,000 | 13,000 | 5,000 |
| 001-0315-515.49-05 | LICENSES/TAXES/CERTIFICATIONS | 341 | - | 1,000 | - |
| 001-0315-515.51-00 | OFFICE SUPPLIES | 2,770 | 3,000 | 3,000 | 3,000 |
| 001-0315-515.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 764 | 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 | 987 | 1,000 | 1,000 | 1,000 |
| 001-0315-515.54-01 | DUES AND SUBSCRIPTIONS | 67 | 1,250 | 1,250 | 1,250 |
| 001-0315-515.54-02 | SEMINARS AND COURSES | 40 | 350 | 350 | 350 |
| 001-0315-515.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | - | 1,650 | 5,000 | 8,000 |
| | TOTAL OPERATING EXPENDITURES | 172,159 | 161,898 | 193,065 | 168,248 |
| 001-0315-515.64-00 | MACHINERY AND EQUIPMENT | 1,208 | - | - | - |
| 001-0315-554.43-00 | UTILITY SERVICES | 28 | - | - | - |
| 001-0315-554.61-00 | LAND | 212,336 | - | - | - |
| | TOTAL CAPITAL OUTLAY | 213,572 | - | - | - |
| | TOTAL PLANNING DIVISION | 738,547 | 425,762 | 425,762 | 408,206 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING INSPECTION DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|---|-------------------------------------|------------------------------------|------------------------------------|----------------|
| 001-0324-524.12-00 | REGULAR SALARIES AND WAGES | 351,996 | 341,138 | 341,138 | 511,399 |
| 001-0324-524.14-00 | OVERTIME | - | 1,000 | 1,000 | 1,000 |
| 001-0324-524.21-00 | FICA TAXES | 25,136 | 24,622 | 24,622 | 39,198 |
| 001-0324-524.22-00 | RETIREMENT CONTRIBUTIONS | 37,423 | 44,148 | 44,148 | 69,020 |
| 001-0324-524.23-00 | LIFE AND HEALTH INSURANCE | 46,887 | 51,545 | 51,545 | 67,153 |
| 001-0324-524.24-00 | WORKERS' COMPENSATION | 4,602 | 4,362 | 4,362 | 6,084 |
| 001-0324-524.25-00 | UNEMPLOYMENT COMPENSATION | - | 619 | 619 | 619 |
| 001-0324-524.26-00 | OTHER POSTEMPLOYMENT BENEFITS | - | 4,750 | 4,750 | 4,750 |
| | TOTAL PERSONAL SERVICES | 466,044 | 472,184 | 472,184 | 699,223 |
| 001-0324-524.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0324-524.34-01 | MISC OTHER CONTRACTUAL SERVICES | - | 5,400 | 5,400 | 5,000 |
| 001-0324-524.40-00 | TRAVEL AND PER DIEM | 428 | 1,260 | 1,260 | 1,350 |
| 001-0324-524.41-02 | TELEPHONE SERVICES | 9,240 | 8,451 | 8,451 | 8,832 |
| 001-0324-524.41-04 | INTERNET SERVICES | 1,875 | 1,545 | 1,545 | 1,545 |
| 001-0324-524.41-05 | POSTAGE | 61 | 100 | 100 | 100 |
| 001-0324-524.43-00 | UTILITY SERVICES | 15,246 | 16,500 | 16,500 | 15,700 |
| 001-0324-524.44-00 | RENTALS AND LEASES | 5,418 | 4,850 | 4,850 | 5,050 |
| 001-0324-524.45-00 | INSURANCE | 19,687 | 18,901 | 18,901 | 18,901 |
| 001-0324-524.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 3,456 | 1,200 | 1,200 | 2,050 |
| 001-0324-524.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 20,455 | 18,226 | 18,226 | 19,548 |
| 001-0324-524.46-06 | REPAIR AND MAINT SVCS-HARDWARE | - | 500 | 500 | 500 |
| 001-0324-524.46-10 | REPAIR AND MAINT SVCS-BUILDING | 5,794 | 2,122 | 2,122 | 1,872 |
| 001-0324-524.47-01 | MISC PRINTING AND BINDING | 234 | 850 | 850 | 650 |
| 001-0324-524.47-02 | RECORDS MANAGEMENT | 1,108 | 1,688 | 1,688 | 1,250 |
| 001-0324-524.48-01 | ADVERTISEMENT-LEGAL, OTHER | 175 | - | - | - |
| 001-0324-524.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | - | - | - | - |
| 001-0324-524.51-00 | OFFICE SUPPLIES | 1,248 | 1,200 | 1,200 | 1,200 |
| 001-0324-524.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,972 | 1,820 | 1,820 | 1,820 |
| 001-0324-524.52-03 | GASOLINE AND OIL | 5,739 | 5,000 | 5,000 | 4,200 |
| 001-0324-524.52-04 | UNIFORMS AND ACCESSORIES | 616 | 1,720 | 1,720 | 1,720 |
| 001-0324-524.54-01 | DUES AND SUBSCRIPTIONS | 1,249 | 1,735 | 1,735 | 535 |
| 001-0324-524.54-02 | SEMINARS AND COURSES | 720 | 1,125 | 1,125 | 1,175 |
| 001-0324-524.54-03 | EDUCATIONAL ASSIST PROG REIMB | 3,098 | 5,267 | 5,267 | 5,328 |
| | TOTAL OPERATING EXPENDITURES | 97,819 | 99,460 | 99,460 | 98,326 |
| 001-0324-599.99-99 | TRANSFER TO FUND BALANCE | - | - | - | 152,034 |
| | TOTAL BUILDING INSPECTION DIVISION | 563,863 | 571,644 | 571,644 | 949,583 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUSINESS TAX DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|--|---|--|--|---------------|
| 001-0331-513.12-00 | REGULAR SALARIES AND WAGES | 16,179 | 20,086 | 20,086 | 20,488 |
| 001-0331-513.21-00 | FICA TAXES | 1,197 | 1,492 | 1,492 | 1,567 |
| 001-0331-513.22-00 | RETIREMENT CONTRIBUTIONS | 1,715 | 2,599 | 2,599 | 2,760 |
| 001-0331-513.23-00 | LIFE AND HEALTH INSURANCE | 2,195 | 2,811 | 2,811 | 3,008 |
| 001-0331-513.24-00 | WORKERS' COMPENSATION | 101 | 127 | 127 | 130 |
| | TOTAL PERSONAL SERVICES | 21,387 | 27,115 | 27,115 | 27,953 |
| 001-0331-513.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0331-513.41-02 | TELEPHONE SERVICES | 268 | 372 | 372 | 373 |
| 001-0331-513.41-05 | POSTAGE | 1,044 | 1,050 | 1,050 | 1,050 |
| 001-0331-513.45-00 | INSURANCE | 9 | 8 | 8 | 8 |
| 001-0331-513.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 1,596 | 1,597 | 1,597 | 1,597 |
| 001-0331-513.47-01 | MISC PRINTING AND BINDING | 215 | 700 | 700 | 700 |
| 001-0331-513.51-00 | OFFICE SUPPLIES | 34 | 250 | 250 | 250 |
| 001-0331-513.52-01 | MISC OPERATING SUPPLIES | - | 150 | 150 | 150 |
| 001-0331-513.52-04 | UNIFORMS AND ACCESSORIES | 20 | 100 | 100 | 100 |
| 001-0331-513.54-03 | EDUCATION ASSISTANCE | 774 | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 3,960 | 4,227 | 4,227 | 4,228 |
| | TOTAL OCCUPATIONAL LICENSING DIVISION | 25,347 | 31,342 | 31,342 | 32,181 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
CODE ENFORCEMENT DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|---|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0528-521.12-00 | REGULAR SALARIES AND WAGES | 68,442 | 133,130 | 133,130 | 101,593 |
| 001-0528-521.21-00 | FICA TAXES | 4,910 | 9,798 | 9,798 | 7,772 |
| 001-0528-521.22-00 | RETIREMENT CONTRIBUTIONS | 7,278 | 17,229 | 17,229 | 13,685 |
| 001-0528-521.23-00 | LIFE AND HEALTH INSURANCE | 9,798 | 34,457 | 34,457 | 36,869 |
| 001-0528-521.24-00 | WORKERS' COMPENSATION | 774 | 1,446 | 1,446 | 1,524 |
| 001-0528-521.25-00 | UNEMPLOYMENT COMPENSATION | 2,683 | 2,951 | 2,951 | 2,951 |
| | TOTAL PERSONAL SERVICES | 93,885 | 199,011 | 199,011 | 164,394 |
| 001-0528-521.31-02 | LEGAL SERVICES | - | 1,000 | 1,000 | 1,000 |
| 001-0528-521.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0528-521.34-01 | MISC OTHER CONTRACTUAL SERVICES | 6,645 | 15,000 | 15,000 | 35,000 |
| 001-0528-521.40-00 | TRAVEL AND PER DIEM | - | 1,200 | 1,200 | 1,200 |
| 001-0528-521.41-02 | TELEPHONE SERVICES | 747 | 1,966 | 1,966 | 1,966 |
| 001-0528-521.41-04 | INTERNET SERVICES | - | 1,272 | 1,272 | 1,272 |
| 001-0528-521.41-05 | POSTAGE | 752 | 1,000 | 1,000 | 1,000 |
| 001-0528-521.45-00 | INSURANCE | 531 | 389 | 389 | 389 |
| 001-0528-521.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 512 | 600 | 600 | 600 |
| 001-0528-521.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 2,212 | 3,430 | 3,430 | 3,430 |
| 001-0528-521.47-01 | MISC PRINTING AND BINDING | 437 | 750 | 750 | 750 |
| 001-0528-521.48-01 | PROMOTIONAL-ADVERTISEMENTS | 450 | 500 | 500 | 500 |
| 001-0528-521.49-05 | LICNSES/TAXES/CERTICATIONS | 709 | 1,250 | 1,250 | 1,250 |
| 001-0528-521.51-00 | OFFICE SUPPLIES | - | 250 | 250 | 250 |
| 001-0528-521.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 52 | 200 | 200 | 200 |
| 001-0528-521.52-03 | GASOLINE AND OIL | 1,849 | 3,750 | 3,750 | 3,750 |
| 001-0528-521.52-04 | UNIFORMS AND ACCESSORIES | 7 | 840 | 840 | 840 |
| 001-0528-521.54-01 | DUES AND SUBSCRIPTIONS | - | 145 | 145 | 145 |
| 001-0528-521.54-02 | SEMINARS AND COURSES | - | 675 | 675 | 675 |
| | TOTAL OPERATING EXPENDITURES | 14,903 | 34,217 | 34,217 | 54,217 |
| | TOTAL CODE ENFORCEMENT DIVISION | 108,788 | 233,228 | 233,228 | 218,611 |
| | TOTAL COMMUNITY DEVELOPMENT DEPT | 1,436,545 | 1,261,976 | 1,261,976 | 1,608,581 |

- PUBLIC SERVICES -

Administration

Cemetery

Streets

Engineering



PUBLIC SERVICES DEPARTMENT

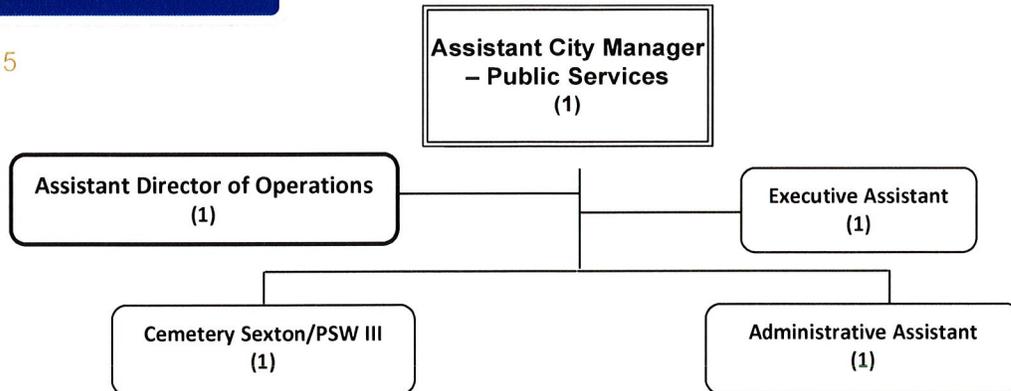
ADMINISTRATION/CEMETERY DIVISIONS

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 2013-2014 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*City capital improvements provided at a low cost***Objective**

- Develop and execute a plan to acquire external funding to facilitate infrastructure improvements by achieving a capital improvements external funding ratio of 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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|----------------------------|----------------------------|----------------------------|
| FINANCIAL INDICATORS | | | |
| Capital Improvements External Funding Rate * | 13% | 0% | 5% ↑ |
| Capital Improvements External Funding Received * | \$1,400,000 | \$0 | \$479,040 ↑ |
| OPERATIONAL INDICATORS | | | |
| Volume of Ground Water Withdrawals (in million gallons) | 2,083.6 | 1,858.8 | 1,850 ↓ |
| Total Number of Flooding Incidents | 1 | 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

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ADMINISTRATION DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|--------------------------------------|---|--|--|----------------|
| 001-0701-539.12-00 | REGULAR SALARIES AND WAGES | 116,128 | 116,973 | 116,973 | 156,724 |
| 001-0701-539.14-00 | OVERTIME | - | - | - | - |
| 001-0701-539.21-00 | FICA TAXES | 8,446 | 8,616 | 8,616 | 11,989 |
| 001-0701-539.22-00 | RETIREMENT CONTRIBUTIONS | 11,824 | 14,361 | 14,361 | 21,111 |
| 001-0701-539.23-00 | LIFE AND HEALTH INSURANCE | 15,701 | 14,364 | 14,364 | 15,369 |
| 001-0701-539.24-00 | WORKERS' COMPENSATION | 168 | 170 | 170 | 187 |
| 001-0701-539.25-00 | UNEMPLOYMENT COMPENSATION | - | 163 | 163 | 163 |
| 001-0701-539.26-00 | OTHER POSTEMPLOYMENT BENEFITS | - | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | 152,267 | 157,647 | 157,647 | 208,543 |
| 001-0701-539.31-01 | MISC PROFESSIONAL SERVICES | 2,366 | 500 | 500 | 500 |
| 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 | 1,555 | 1,450 | 1,450 | 2,084 |
| 001-0701-539.40-00 | TRAVEL AND PER DIEM | 6 | 500 | 500 | 500 |
| 001-0701-539.41-02 | TELEPHONE SERVICES | 2,669 | 2,350 | 2,350 | 2,350 |
| 001-0701-539.41-03 | RADIO SERVICES | 15 | - | - | - |
| 001-0701-539.41-04 | INTERNET | 38 | - | - | - |
| 001-0701-539.41-05 | POSTAGE | 553 | 500 | 500 | 300 |
| 001-0701-539.43-00 | UTILITY SERVICES | 34,687 | 25,500 | 33,500 | 25,500 |
| 001-0701-539.44-00 | RENTALS AND LEASES | 4,426 | 1,194 | 1,194 | 3,200 |
| 001-0701-539.45-00 | INSURANCE | 8,484 | 8,203 | 8,203 | 8,203 |
| 001-0701-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 67 | 100 | 100 | 100 |
| 001-0701-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 109 | 200 | 200 | 200 |
| 001-0701-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 924 | 500 | 500 | 1,100 |
| 001-0701-539.47-01 | PRINTING AND BINDING | 89 | - | - | - |
| 001-0701-539.48-01 | PROMOTIONAL-ADVERTISEMENTS | - | - | - | - |
| 001-0701-539.51-00 | OFFICE SUPPLIES | 259 | 400 | 400 | 300 |
| 001-0701-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,113 | 750 | 750 | 650 |
| 001-0701-539.52-03 | GASOLINE AND OIL | (138) | 1,300 | 1,300 | 1,500 |
| 001-0701-539.52-04 | UNIFORMS AND ACCESSORIES | 306 | 375 | 375 | 692 |
| 001-0701-539.54-01 | DUES AND SUBSCRIPTIONS | 1,513 | 900 | 900 | 475 |
| 001-0701-539.54-02 | SEMINARS AND COURSES | 123 | 500 | 500 | 500 |
| 001-0701-539.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | - | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 59,164 | 45,222 | 53,222 | 48,154 |
| | TOTAL ADMINISTRATION DIVISION | 211,431 | 202,869 | 210,869 | 256,697 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
CEMETERY DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|-------------------------------------|---|--|--|----------------|
| 001-0739-539.12-00 | REGULAR SALARIES AND WAGES | 37,308 | 36,394 | 36,394 | 37,251 |
| 001-0739-539.14-00 | OVERTIME | 2,076 | 1,500 | 3,000 | 1,500 |
| 001-0739-539.16-00 | SPECIAL DETAIL | 3,037 | 2,000 | 2,000 | 2,000 |
| 001-0739-539.21-00 | FICA TAXES | 2,767 | 2,273 | 2,273 | 3,117 |
| 001-0739-539.22-00 | RETIREMENT CONTRIBUTIONS | 4,527 | 4,731 | 4,731 | 5,018 |
| 001-0739-539.23-00 | LIFE AND HEALTH INSURANCE | 10,460 | 10,159 | 10,159 | 10,870 |
| 001-0739-539.24-00 | WORKERS' COMPENSATION | 1,270 | 1,422 | 1,422 | 1,740 |
| 001-0739-539.25-00 | UNEMPLOYMENT COMPENSATION | - | 33 | 33 | 33 |
| | TOTAL PERSONAL SERVICES | 61,445 | 58,512 | 60,012 | 61,529 |
| 001-0739-539.31-06 | MEDICAL SERVICES | - | 100 | 100 | 100 |
| 001-0739-539.41-02 | TELEPHONE SERVICES | 1,268 | 1,144 | 1,144 | 1,144 |
| 001-0739-539.41-04 | INTERNET | 419 | 300 | 300 | 300 |
| 001-0739-539.43-00 | UTILITY SERVICES | 5,478 | 4,518 | 4,518 | 4,518 |
| 001-0739-539.44-00 | RENTALS AND LEASES | - | 300 | 1,760 | 1,500 |
| 001-0739-539.45-00 | INSURANCE | 1,266 | 1,103 | 1,103 | 1,103 |
| 001-0739-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 455 | 500 | 500 | 500 |
| 001-0739-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 470 | 10,000 | 10,000 | 300 |
| 001-0739-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 26,934 | - | - | - |
| 001-0739-539.47-01 | PRINTING AND BINDING | 973 | 750 | 750 | 400 |
| 001-0739-539.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 789 | 1,300 | 1,300 | 1,300 |
| 001-0739-539.49-07 | VAULT OPENINGS | 55,155 | 42,266 | 42,266 | 56,158 |
| 001-0739-539.51-00 | OFFICE SUPPLIES | 73 | 100 | 100 | 100 |
| 001-0739-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 3,328 | 2,560 | 2,560 | 2,560 |
| 001-0739-539.52-02 | CHEMICALS | - | 50 | 50 | 50 |
| 001-0739-539.52-03 | GASOLINE AND OIL | 1,418 | 1,220 | 1,220 | 1,407 |
| 001-0739-539.52-04 | UNIFORMS AND ACCESSORIES | 388 | 350 | 350 | 521 |
| 001-0739-539.54-01 | DUES AND SUBSCRIPTIONS | 99 | 300 | 300 | 300 |
| 001-0739-539.54-02 | SEMINARS AND COURSES | - | 350 | 350 | 350 |
| | TOTAL OPERATING EXPENDITURES | 98,513 | 67,211 | 68,671 | 72,611 |
| 001-0213-512.62-00 | BUILDINGS | - | - | - | - |
| 001-0213-512.63-00 | IMPROVEMENT OTHER THAN BUILDING | - | - | 126,384 | - |
| | TOTAL CAPITAL OUTLAY | - | - | 126,384 | - |
| | TOTAL CEMETERY DIVISION | 159,958 | 125,723 | 255,067 | 134,140 |



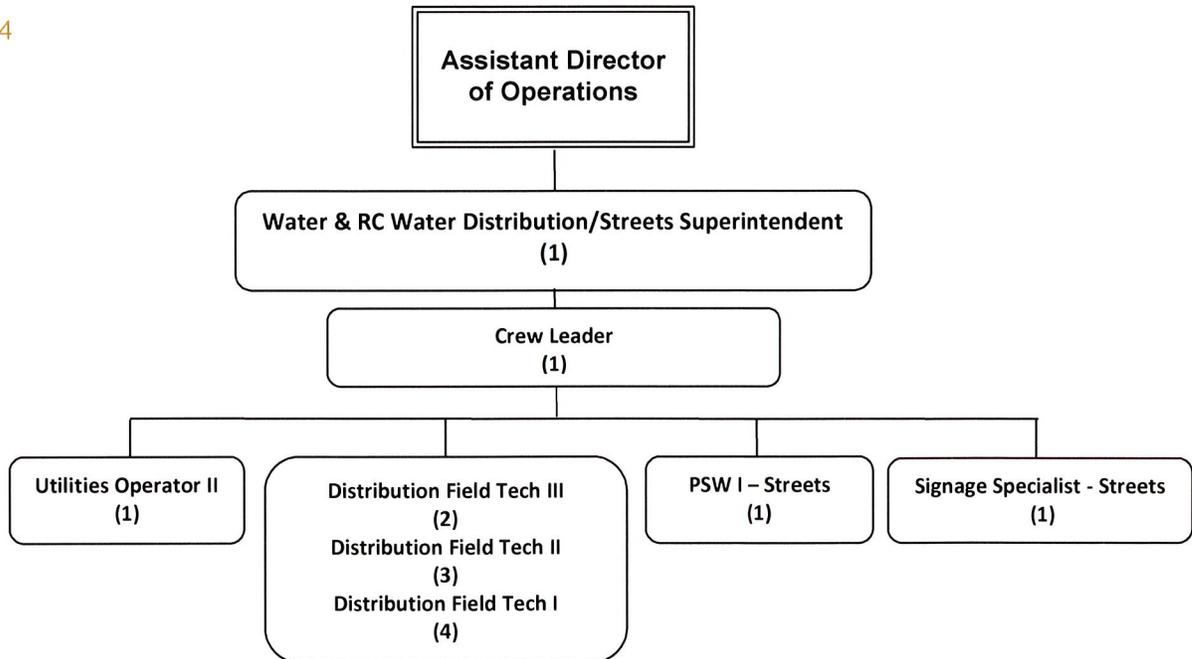
PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION

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 2013-2014 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve automobile transportation and pedestrian infrastructure

Objectives

- Execute and perpetually evaluate City street maintenance program to increase the 'street repair/maintenance satisfaction index'.
- Execute and perpetually evaluate City sidewalk maintenance plan 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Street Repair/Maintenance Satisfaction Index | 60% | 64% | 66%↑ |
| Sidewalk Maintenance Satisfaction Index | 72% | 72% | 75%↑ |
| Ease of Car Travel in Winter Garden Satisfaction Index | 72% | 80% | 82%↑ |
| OPERATIONAL INDICATORS | | | |
| % Street Repairs Resolved Within Timeframe Standard | 100% | 100% | 100%↑ |
| % of Sidewalk Repairs Resolved Within Timeframe Standard | 100% | 100% | 100%↑ |

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
STREETS DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|----------------|
| 001-0741-541.12-00 | REGULAR SALARIES AND WAGES | 49,037 | 106,791 | 106,791 | 90,911 |
| 001-0741-541.14-00 | OVERTIME | 1,589 | 6,200 | 6,200 | 6,200 |
| 001-0741-541.21-00 | FICA TAXES | 3,799 | 8,091 | 8,091 | 7,429 |
| 001-0741-541.22-00 | RETIREMENT CONTRIBUTIONS | 5,374 | 13,873 | 13,873 | 13,081 |
| 001-0741-541.23-00 | LIFE AND HEALTH INSURANCE | 6,748 | 29,802 | 29,802 | 31,888 |
| 001-0741-541.24-00 | WORKERS' COMPENSATION | 2,316 | 5,189 | 5,189 | 4,417 |
| 001-0741-541.25-00 | UNEMPLOYMENT COMPENSATION | 4,675 | 3,713 | 3,713 | 3,713 |
| 001-0741-541.26-00 | OTHER POST EMPLOYMENT BENEFITS | 3,000 | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | 76,538 | 176,659 | 176,659 | 160,639 |
| 001-0741-541.31-01 | MISC PROFESSIONAL SERVICES | - | 500 | 500 | 500 |
| 001-0741-541.31-06 | MEDICAL SERVICES | - | 500 | 500 | 200 |
| 001-0741-541.34-01 | MISC OTHER CONTRACTUAL SERVICES | 26,039 | 73,475 | 73,475 | 73,475 |
| 001-0741-541.34-08 | PERSONNEL SERVICES | 14,187 | - | - | - |
| 001-0741-541.40-00 | TRAVEL AND PER DIEM | 829 | - | - | - |
| 001-0741-541.41-02 | TELEPHONE SERVICES | 1,122 | 1,260 | 1,260 | 1,260 |
| 001-0741-541.41-03 | RADIO SERVICES | 214 | 350 | 350 | 350 |
| 001-0741-541.43-00 | UTILITY SERVICES | 6,028 | 6,051 | 6,051 | 6,051 |
| 001-0741-541.44-00 | RENTALS AND LEASES | 18,317 | 14,820 | 14,820 | 14,820 |
| 001-0741-541.45-00 | INSURANCE | 13,886 | 20,404 | 20,404 | 20,404 |
| 001-0741-541.46-01 | REPAIR AND MAINT SVCS-MISC | 788 | 886 | 886 | 400 |
| 001-0741-541.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 35,500 | 26,008 | 26,008 | 26,008 |
| 001-0741-541.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 42,415 | 23,548 | 23,548 | 23,548 |
| 001-0741-541.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | - | 1,710 | 1,710 | 1,711 |
| 001-0741-541.46-09 | REPAIR AND MAINT SVCS-SIDEWALKS | 8,303 | 8,520 | 8,520 | 30,000 |
| 001-0741-541.46-10 | REPAIR AND MAINT SVCS-BUILDING | 65 | - | - | 5,000 |
| 001-0741-541.48-01 | ADVERTISEMENT-LEGAL, OTHER | - | - | - | - |
| 001-0741-541.49-04 | TRAFFIC SIGNALS AND SIGNS | 49,489 | 28,465 | 28,465 | 28,465 |
| 001-0741-541.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 2,180 | 2,800 | 2,800 | 2,800 |
| 001-0741-541.49-08 | STREET LIGHTS | - | 200,000 | 200,000 | 200,000 |
| 001-0741-541.49-09 | MEDIANS | 18,000 | 18,000 | 18,000 | 18,000 |
| 001-0741-541.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 10,689 | 9,953 | 9,953 | 15,650 |
| 001-0741-541.52-02 | CHEMICALS | 306 | 500 | 500 | 500 |
| 001-0741-541.52-03 | GASOLINE AND OIL | 17,644 | 56,054 | 56,054 | 56,054 |
| 001-0741-541.52-04 | UNIFORMS AND ACCESSORIES | 2,319 | 2,113 | 2,113 | 1,474 |
| 001-0741-541.53-00 | ROAD MATERIALS AND SUPPLIES | 10,952 | 25,500 | 25,500 | 25,500 |
| 001-0741-541.54-01 | DUES AND SUBSCRIPTIONS | 140 | 186 | 186 | 186 |
| | TOTAL OPERATING EXPENDITURES | 279,412 | 521,603 | 521,603 | 552,356 |
| 001-0741-541.61-00 | LAND | 3,352 | - | - | - |
| 001-0741-541.63-00 | IMPROVEMENT OTHER THAN BUILDINGS | 31,246 | - | 266,665 | 75,000 |
| 001-0741-541.64-00 | MACHINERY AND EQUIPMENT | - | 25,842 | 25,842 | 13,000 |
| | TOTAL CAPITAL OUTLAY | 34,598 | 25,842 | 292,507 | 88,000 |
| | TOTAL STREETS DIVISION | 390,548 | 724,104 | 990,769 | 800,995 |



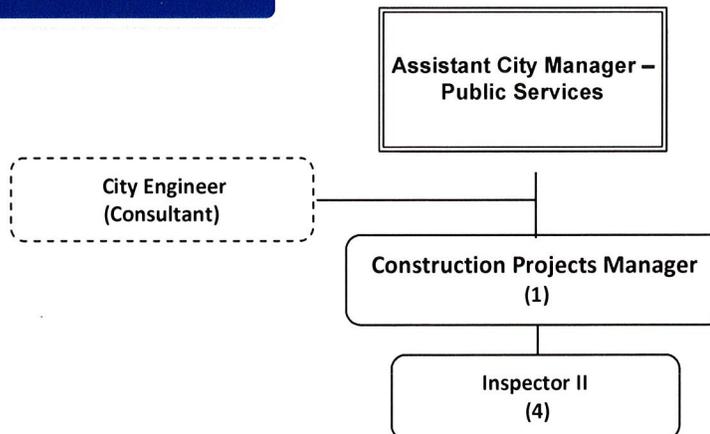
ENGINEERING DEPARTMENT

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 2013-2014 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Ensure timely completion of all planned CIP projects annually

Objective

- Re-examine current Engineering capital improvement projects bidding process and implement better cost evaluation solutions to ensure on-time project completions that are within cost parameters.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---------------------------------------|--------------------|--------------------|--------------------|
| FINANCIAL INDICATORS | | | |
| CIP Bid to Budget Cost Variance % | 5.4% | -125.9% | ≤ 2% ↓ |
| CIP Bid to Actual Cost Variance % | 14.5% | 16.6% | ≤ 2% ↓ |
| OPERATIONAL INDICATORS | | | |
| CIPs Completed and/or on Schedule | 90% | 82% | 95% ↑ |
| % of CIPs Completed within Bid Amount | 26% | 50% | 95% ↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ENGINEERING DIVISION**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> | |
|--------------------|---|-------------------------------------|------------------------------------|------------------------------------|-------------------------|
| 001-1016-541.12-00 | REGULAR SALARIES AND WAGES | 121,939 | 147,660 | 170,597 | 128,991 |
| 001-1016-541.14-00 | OVERTIME | 1,990 | 2,000 | 2,000 | 2,000 |
| 001-1016-541.21-00 | FICA TAXES | 9,157 | 10,414 | 10,414 | 10,021 |
| 001-1016-541.22-00 | RETIREMENT CONTRIBUTIONS | 10,652 | 18,358 | 18,358 | 17,375 |
| 001-1016-541.23-00 | LIFE AND HEALTH INSURANCE | 14,600 | 22,599 | 22,599 | 24,181 |
| 001-1016-541.24-00 | WORKERS' COMPENSATION | 866 | 2,182 | 2,182 | 1,935 |
| 001-1016-541.25-00 | UNEMPLOYMENT COMPENSATION | 1,375 | 2,050 | 2,050 | 2,050 |
| | TOTAL PERSONAL SERVICES | 160,579 | 205,263 | 228,200 | 186,553 |
| 001-1016-541.31-04 | ENGINEERING SERVICES | 81,461 | 50,000 | 89,770 | 50,000 |
| 001-1016-541.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-1016-541.34-01 | MISC CONTRACTUAL SERVICES | - | - | - | 3,000 |
| 001-1016-541.40-00 | TRAVEL AND PER DIEM | 1,358 | 600 | 600 | 600 |
| 001-1016-541.41-02 | TELEPHONE SERVICES | 4,137 | 6,618 | 6,618 | 6,618 |
| 001-1016-541.41-04 | INTERNET SERVICES | 575 | 450 | 450 | 450 |
| 001-1016-541.41-05 | POSTAGE | 35 | 300 | 300 | 100 |
| 001-1016-541.43-00 | UTILITY SERVICES | - | - | - | - |
| 001-1016-541.45-00 | INSURANCE | 5,658 | 5,470 | 5,470 | 5,470 |
| 001-1016-541.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 3,124 | 3,100 | 3,100 | 3,100 |
| 001-1016-541.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 820 | - | - | - |
| 001-1016-541.46-10 | REPAIR AND MAINT SVCS-BUILDING | 5 | - | - | - |
| 001-1016-541.47-01 | MISC PRINTING AND BINDING | 102 | 200 | 200 | 200 |
| 001-1016-541.48-01 | ADVERTISEMENT-LEGAL, OTHER | - | - | - | - |
| 001-1016-541.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 156 | 350 | 350 | 350 |
| 001-1016-541.51-00 | OFFICE SUPPLIES | 18 | 600 | 600 | 400 |
| 001-1016-541.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,109 | 1,000 | 1,000 | 500 |
| 001-1016-541.52-03 | GASOLINE AND OIL | 12,534 | 10,100 | 10,100 | 10,100 |
| 001-1016-541.52-04 | UNIFORMS AND ACCESSORIES | 1,534 | 2,044 | 2,044 | 2,044 |
| 001-1016-541.54-01 | DUES AND SUBSCRIPTIONS | 178 | 200 | 200 | 200 |
| 001-1016-541.54-02 | SEMINARS AND COURSES | 405 | 2,550 | 2,550 | 2,550 |
| | TOTAL OPERATING EXPENDITURES | 113,209 | 83,582 | 123,352 | 85,682 |
| | TOTAL ENGINEERING DIVISION | <u>273,788</u> | <u>288,845</u> | <u>351,552</u> | <u>272,235</u> |
| | TOTAL PUBLIC SERVICES DEPARTMENT | <u>3,904,672</u> | <u>4,306,751</u> | <u>5,032,398</u> | <u>4,469,923</u> |

- PARKS & RECREATION -

Parks

Recreation

Heritage Depot Museum

Newton Park

Special Events



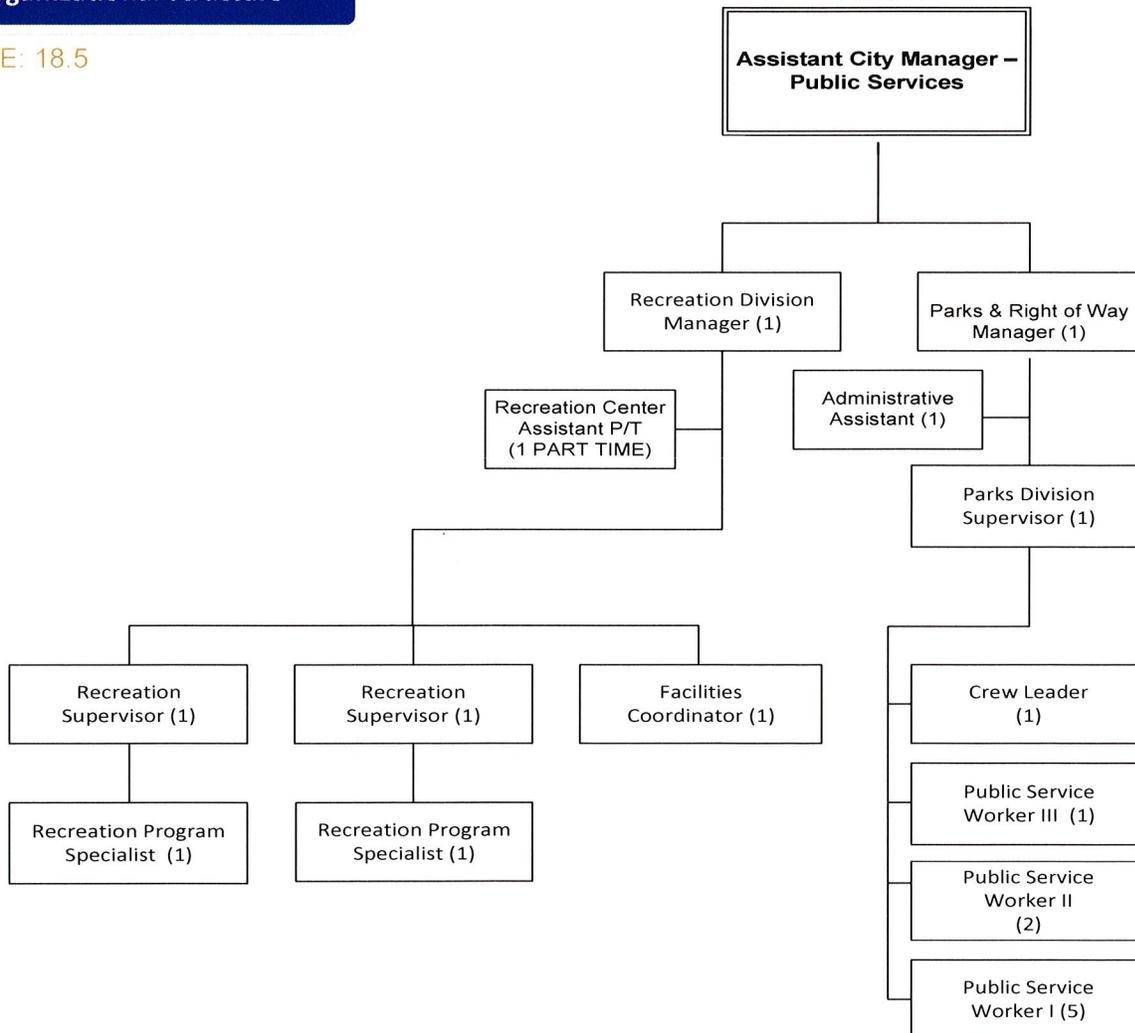
PUBLIC SERVICES DEPARTMENT PARKS AND RECREATION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|---|---|
| <p>MISSION STATEMENT: To provide desirable and high quality recreation programs, parks, and facilities to ensure exceptional leisure experiences for the residents of 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 • Provide programs and events that cater to diverse leisure needs |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Budget constraints could cause Parks and Recreation programs to be reduced or eliminated • Possible lack of taxpayer support for increased athletic field space • 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 • Availability of appropriate funding to carry out programming |

Organizational Structure

FTE: 18.5



FY 2013-2014 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.

Strategic Priority #2

Provide an Attractive Community

Department Goal

Keep pedestrian areas and landscapes beautiful

Objective

- Continuously evaluate and improve hardscape and landscape maintenance throughout the City and Downtown to ensure high citizen satisfaction levels.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Recreational Opportunities Satisfaction Index | 79% | 80% | 82%↑ |
| % Satisfied with Recreation Programs | 93% | 92.8% | 95%↑ |
| Pedestrian and Landscape Areas Satisfaction Index | 77% | 77% | 80%↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
PARKS DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|-------------------------------------|---|--|--|------------------|
| 001-0775-572.12-00 | REGULAR SALARIES AND WAGES | 261,618 | 301,460 | 244,145 | 305,005 |
| 001-0775-572.14-00 | OVERTIME | 34,185 | 27,500 | 27,500 | 34,500 |
| 001-0775-572.21-00 | FICA TAXES | 21,854 | 22,255 | 22,255 | 25,972 |
| 001-0775-572.22-00 | RETIREMENT CONTRIBUTIONS | 31,508 | 38,915 | 33,476 | 45,731 |
| 001-0775-572.23-00 | LIFE AND HEALTH INSURANCE | 50,642 | 67,247 | 53,039 | 71,954 |
| 001-0775-572.24-00 | WORKERS' COMPENSATION | 5,974 | 6,209 | 6,209 | 8,030 |
| 001-0775-572.25-00 | UNEMPLOYMENT COMPENSATION | - | 299 | 299 | 299 |
| | TOTAL PERSONAL SERVICES | 405,781 | 463,885 | 386,923 | 491,491 |
| 001-0775-572.31-01 | PROFESSIONAL SERVICES | - | - | - | - |
| 001-0775-572.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0775-572.34-01 | MISC OTHER CONTRACTUAL SERVICES | 49,637 | 80,030 | 96,890 | 141,000 |
| 001-0775-572.34-02 | LAWN MAINTENANCE | 162,165 | 149,800 | 149,800 | 163,500 |
| 001-0775-572.34-08 | PERSONNEL SERVICES | 70,443 | 32,000 | 33,250 | 45,000 |
| 001-0775-572.40-00 | TRAVEL AND PER DIEM | - | 240 | 240 | 400 |
| 001-0775-572.41-02 | TELEPHONE SERVICES | 4,884 | 4,700 | 4,700 | 5,200 |
| 001-0775-572.41-03 | RADIO SERVICES | 168 | 200 | 200 | 200 |
| 001-0775-572.41-04 | INTERNET SERVICES | - | - | - | - |
| 001-0775-572.41-05 | COMMUNICATIONS/FREIGHT-POSTAGE | - | - | - | - |
| 001-0775-572.43-00 | UTILITY SERVICES | 126,145 | 140,000 | 140,000 | 145,000 |
| 001-0775-572.44-00 | RENTALS AND LEASES | 2,603 | 3,550 | 3,550 | 5,750 |
| 001-0775-572.45-00 | INSURANCE | 31,855 | 30,530 | 30,530 | 30,530 |
| 001-0775-572.46-01 | REPAIR AND MAINT SVCS-MISC | 5,001 | 16,250 | 16,250 | 16,500 |
| 001-0775-572.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 15,938 | 15,500 | 25,975 | 15,500 |
| 001-0775-572.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 10,185 | 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 | 15 | 100 | 100 | 100 |
| 001-0775-572.46-10 | REPAIR AND MAINT SVCS-BUILDING | 6,635 | 33,200 | 33,200 | 33,200 |
| 001-0775-572.48-01 | ADVERTISEMENT-LEGAL,OTHER | - | 200 | 200 | 200 |
| 001-0775-572.49-05 | LICENSES/TAXES/CERTIFICATIONS | - | 500 | 2,248 | 2,200 |
| 001-0775-572.51-00 | OFFICE SUPPLIES | 442 | 1,500 | 1,500 | 1,500 |
| 001-0775-572.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 152,914 | 129,000 | 149,000 | 146,000 |
| 001-0775-572.52-02 | CHEMICALS | 32,515 | 27,000 | 27,000 | 32,000 |
| 001-0775-572.52-03 | GASOLINE AND OIL | 16,567 | 14,500 | 14,500 | 16,000 |
| 001-0775-572.52-04 | UNIFORMS AND ACCESSORIES | 7,744 | 7,650 | 7,650 | 7,900 |
| 001-0775-572.54-01 | DUES AND SUBSCRIPTIONS | - | 100 | 100 | 100 |
| 001-0775-572.54-02 | SEMINARS AND COURSES | 416 | 1,050 | 1,050 | 1,050 |
| | TOTAL OPERATING EXPENDITURES | 696,272 | 695,810 | 746,143 | 817,040 |
| 001-0775-572.62-00 | BUILDINGS | - | 30,000 | 30,000 | - |
| 001-0775-572.63-00 | IMPROVEMENT OTHER THAN BUILDINGS | 236,345 | 131,000 | 392,750 | 380,000 |
| 001-0775-572.64-00 | MACHINERY AND EQUIPMENT | 22,426 | 10,400 | 97,900 | 16,400 |
| | TOTAL CAPITAL OUTLAY | 258,771 | 171,400 | 520,650 | 396,400 |
| 001-0775-581.91-00 | INTERFUND TRANSFER | 400,000 | 400,000 | 400,000 | - |
| | TOTAL OTHER USES | 400,000 | 400,000 | 400,000 | - |
| | TOTAL PARKS DIVISION | 1,760,824 | 1,731,095 | 2,053,716 | 1,704,931 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
RECREATION DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|-------------------------------------|---|--|--|------------------|
| 001-0872-572.12-00 | REGULAR SALARIES AND WAGES | 236,624 | 318,998 | 267,686 | 308,438 |
| 001-0872-572.13-00 | OTHER SALARIES AND WAGES | 145,834 | 139,610 | 139,610 | 152,410 |
| 001-0872-572.14-00 | OVERTIME | 3,314 | 6,000 | 6,000 | 7,000 |
| 001-0872-572.21-00 | FICA TAXES | 28,720 | 23,494 | 23,494 | 35,790 |
| 001-0872-572.22-00 | RETIREMENT CONTRIBUTIONS | 25,316 | 41,187 | 37,595 | 41,547 |
| 001-0872-572.23-00 | LIFE AND HEALTH INSURANCE | 37,915 | 60,991 | 35,103 | 65,260 |
| 001-0872-572.24-00 | WORKERS' COMPENSATION | 7,119 | 5,923 | 5,923 | 6,802 |
| 001-0872-572.25-00 | UNEMPLOYMENT COMPENSATION | 6,896 | 6,007 | 6,007 | 6,007 |
| 001-0872-572.26-00 | OTHER POSTEMPLOYMENT BENEFITS | 3,000 | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | 494,738 | 605,210 | 524,418 | 626,254 |
| 001-0872-572.31-01 | MISC PROFESSIONAL SERVICES | - | - | - | - |
| 001-0872-572.31-06 | MEDICAL SERVICES | - | - | - | - |
| 001-0872-572.34-01 | MISC OTHER CONTRACTUAL SERVICES | 57,827 | 51,150 | 51,150 | 51,150 |
| 001-0872-572.34-04 | BANKING FEES | 5,049 | 4,000 | 4,000 | - |
| 001-0872-572.34-06 | JANITORIAL SERVICES | 14,960 | 13,000 | 13,000 | 16,000 |
| 001-0872-572.34-08 | PERSONNEL SERVICES | 69,090 | 59,540 | 74,540 | 80,040 |
| 001-0872-572.40-00 | TRAVEL AND PER DIEM | 2,122 | 2,502 | 2,502 | 2,832 |
| 001-0872-572.41-01 | CABLE TELEVISION SERVICE | - | - | - | - |
| 001-0872-572.41-02 | TELEPHONE SERVICES | 7,451 | 9,000 | 9,000 | 9,000 |
| 001-0872-572.41-04 | INTERNET SERVICES | 9,119 | 8,700 | 8,700 | 9,500 |
| 001-0872-572.41-05 | POSTAGE | 414 | 750 | 750 | 750 |
| 001-0872-572.43-00 | UTILITY SERVICES | 47,246 | 38,000 | 38,000 | 38,000 |
| 001-0872-572.44-00 | RENTALS AND LEASES | 9,338 | 8,600 | 8,600 | 10,000 |
| 001-0872-572.45-00 | REPAIR AND MAINT SVCS-MISC | 37,927 | 36,217 | 36,217 | 36,217 |
| 001-0872-572.46-01 | REPAIR AND MAINT SVCS-EQUIPMENT | - | - | - | 1,000 |
| 001-0872-572.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 9,926 | 9,000 | 9,000 | 10,000 |
| 001-0872-572.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 661 | 2,000 | 2,000 | 2,000 |
| 001-0872-572.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 5,167 | 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 | 11,156 | 8,000 | 8,000 | 10,000 |
| 001-0872-572.47-01 | MISC PRINTING AND BINDING | 422 | 1,900 | 1,900 | 1,900 |
| 001-0872-572.48-01 | PROMOTIONAL-ADVERTISEMENTS | 1,288 | 500 | 500 | 500 |
| 001-0872-572.48-02 | PROMOTIONAL-PROMOTIONAL ITEMS | 160 | 500 | 500 | 1,000 |
| 001-0872-572.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | 14,528 | 12,370 | 12,370 | 16,150 |
| 001-0872-572.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 2,722 | 6,195 | 6,195 | 6,195 |
| 001-0872-572.49-11 | EMPLOYEE SOCIAL EVENTS | 260 | 500 | 500 | 500 |
| 001-0872-572.51-00 | OFFICE SUPPLIES | 2,561 | 3,000 | 3,000 | 3,500 |
| 001-0872-572.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 47,505 | 50,450 | 50,450 | 58,500 |
| 001-0872-572.52-02 | CHEMICALS | 17,338 | 16,500 | 16,500 | 22,000 |
| 001-0872-572.52-03 | GASOLINE AND OIL | 2,224 | 2,500 | 2,500 | 2,500 |
| 001-0872-572.52-04 | UNIFORMS AND ACCESSORIES | 2,521 | 4,650 | 4,650 | 4,650 |
| 001-0872-572.54-01 | DUES AND SUBSCRIPTIONS | 3,921 | 3,655 | 3,655 | 4,405 |
| 001-0872-572.54-02 | SEMINARS AND COURSES | 2,940 | 3,480 | 3,480 | 4,080 |
| 001-0872-572.54-03 | EDUC ASSIST PROG REIMBURS | (1,014) | 3,800 | 3,800 | 4,200 |
| | TOTAL OPERATING EXPENDITURES | 384,829 | 366,359 | 381,359 | 412,469 |
| 001-0872-572.62-00 | BUILDINGS | - | - | - | - |
| 001-0872-572.63-00 | IMPROVEMENTS OTHER THAN BUILDING | - | 13,400 | 13,400 | - |
| 001-0872-572.64-00 | MACHINERY AND EQUIPMENT | 6,788 | 5,400 | 5,400 | - |
| | TOTAL CAPITAL OUTLAY | 6,788 | 18,800 | 18,800 | - |
| | TOTAL RECREATION DIVISION | 886,355 | 990,369 | 924,577 | 1,038,723 |

**CITY OF WINTER GARDEN
 FY 2013/2014 BUDGET
 GENERAL FUND EXPENDITURES
 PUBLIC SERVICES DEPARTMENT
 HERITAGE DEPOT MUSEUM DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 001-0873-573.45-00 INSURANCE | 2,841 | 2,747 | 2,747 | 2,747 |
| 001-0873-573.46-10 REPAIRS & MAINT. - BUILDING | 2,669 | 2,500 | 2,500 | 2,500 |
| TOTAL OPERATING EXPENDITURES | 5,510 | 5,247 | 5,247 | 5,247 |
| 001-0873-573.62-00 BUILDINGS | 5,615 | - | - | 2,700 |
| TOTAL CAPITAL OUTLAY | 5,615 | - | - | 2,700 |
| TOTAL HERITAGE DEPOT MUSEUM DIVISION | 11,125 | 5,247 | 5,247 | 7,947 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
NEWTON PARK FACILITIES DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|--|---|--|--|----------------|
| 001-3658-575.12-00 | REGULAR SALARIES AND WAGES | 50,003 | 50,543 | 50,543 | 51,738 |
| 001-3658-575.13-00 | OTHER SALARIES | 15,413 | 14,000 | 14,000 | 15,000 |
| 001-3658-575.14-00 | OVERTIME | 1,928 | 2,250 | 2,250 | 2,500 |
| 001-3658-575.21-00 | FICA TAXES | 4,869 | 3,552 | 3,552 | 5,297 |
| 001-3658-575.22-00 | RETIREMENT CONTRIBUTIONS | 5,512 | 6,464 | 6,464 | 6,969 |
| 001-3658-575.23-00 | LIFE AND HEALTH INSURANCE | 11,805 | 11,616 | 13,718 | 14,678 |
| 001-3658-575.24-00 | WORKERS' COMPENSATION | 830 | 481 | 481 | 530 |
| 001-3658-575.25-00 | UNEMPLOYMENT COMPENSATION | 1,313 | 1,182 | 1,182 | 1,182 |
| | TOTAL PERSONAL SERVICES | 91,673 | 90,088 | 92,190 | 97,894 |
| 001-3658-575.31-06 | MEDICAL | - | 160 | 160 | 160 |
| 001-3658-575.34-01 | MISC CONTRACTUAL SERVICES | - | - | - | 1,000 |
| 001-3658-575.34-06 | JANITORIAL SERVICES | - | 1,000 | 1,000 | 3,000 |
| 001-3658-575.40-00 | TRAVEL AND PER DIEM | - | 100 | 100 | 100 |
| 001-3658-575.41-02 | TELEPHONE SERVICES | 1,261 | 1,300 | 1,300 | 1,500 |
| 001-3658-575.41-04 | INTERNET SERVICES | 659 | 720 | 720 | 720 |
| 001-3658-575.41-05 | POSTAGE | 5 | 50 | 50 | 50 |
| 001-3658-575.43-00 | UTILITY SERVICES | 9,975 | 9,500 | 9,500 | 9,500 |
| 001-3658-575.45-00 | INSURANCE | 14,838 | 12,341 | 12,341 | 12,341 |
| 001-3658-575.46-10 | REPAIR AND MAINT SVCS-BUILDING | 7,972 | 8,140 | 8,140 | 8,140 |
| 001-3658-575.47-01 | MISC PRINTING AND BINDING | - | 300 | 300 | 300 |
| 001-3658-575.51-00 | OFFICE SUPPLIES | 185 | 1,200 | 1,200 | 1,200 |
| 001-3658-575.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 11,889 | 13,050 | 13,050 | 13,300 |
| 001-3658-575.52-04 | UNIFORMS AND ACCESSORIES | 166 | 350 | 350 | 350 |
| | TOTAL OPERATING EXPENDITURES | 46,950 | 48,211 | 48,211 | 51,661 |
| | TOTAL NEWTON PARK FACILITIES DIVISION | 138,623 | 138,299 | 140,401 | 149,555 |

**CITY OF WINTER GARDEN
 FY 2013/2014 BUDGET
 GENERAL FUND EXPENDITURES
 PUBLIC SERVICES DEPARTMENT
 SPECIAL EVENTS DIVISION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 001-0874-574.34-01 MISC OTHER CONTRACTUAL SERVICES | 52,272 | 76,850 | 76,850 | 76,850 |
| 001-0874-574.34-08 PERSONNEL SERVICES | 116 | 300 | 300 | 300 |
| 001-0874-574.44-00 RENTALS AND LEASES | 4,588 | 5,400 | 5,400 | 5,400 |
| 001-0874-574.47-01 MISC PRINTING AND BINDING | - | 750 | 750 | 750 |
| 001-0874-574.48-01 PROMOTIONAL-ADVERTISEMENTS | 6,755 | 7,400 | 7,400 | 7,400 |
| 001-0874-574.49-01 MISC OTHER CUR CHGS & OBLIGATIONS | 550 | 500 | 500 | 500 |
| 001-0874-574.52-01 MISCELLANEOUS OPERATING SUPPLIES | 7,739 | 9,000 | 9,000 | 13,500 |
| TOTAL OPERATING EXPENDITURES | 72,020 | 100,200 | 100,200 | 104,700 |
| TOTAL SPECIAL EVENTS DIVISION | 72,020 | 100,200 | 100,200 | 104,700 |



SPECIAL REVENUE FUNDS

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 2013/2014 BUDGET
DOWNTOWN PARKING DISTRICT FUND REVENUES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 110-0000-325.10-00 CAPITAL IMPROVEMENT | (16,114) | 39,410 | 39,410 | 46,750 |
| 110-0000-361.10-00 INTEREST | 9 | - | - | 1,433 |
| TOTAL INTEREST AND OTHER EARNINGS | (16,105) | 39,410 | 39,410 | 48,183 |
| 110-0741-399.99-99 USE OF FUND BALANCE | - | 28,648 | 33,953 | - |
| TOTAL DOWNTOWN PARKING DISTRICT FUND | (16,105) | 68,058 | 73,363 | 48,183 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
DOWNTOWN PARKING DISTRICT FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 110-0741-545.43-00 | 5,287 | 72 | 5,377 | 5,000 |
| UTILITY SERVICES | | | | |
| TOTAL OPERATING EXPENDITURES | 5,287 | 72 | 5,377 | 5,000 |
| 110-0741-541.63-00 | 3,498 | - | - | - |
| IMPROV OTHER THAN BUILDING | | | | |
| TOTAL CAPITAL OUTLAY | 3,498 | - | - | - |
| 110-0741-581.91-00 | - | 67,986 | 67,986 | 43,183 |
| INTRAGOVERNMENTAL TRANSFERS | | | | |
| 110-0741-599.99-99 | - | - | - | - |
| CARRYFORWARD FUND BALANCE | | | | |
| TOTAL OTHER USES | - | 67,986 | 67,986 | 43,183 |
| TOTAL DOWNTOWN PARKING DISTRICT FUND | 8,785 | 68,058 | 73,363 | 48,183 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 120-0213-338.00-00 SHARED REVENUES - OTHER LOCAL | 335,678 | 319,855 | 319,855 | 342,370 |
| 120-0213-361.10-00 INTEREST | 141 | 5 | 5 | 5 |
| 120-0213-381.00-00 INTER-FUND TRANSFER IN | 322,287 | 305,342 | 305,342 | 328,111 |
| 120-0213-384.00-00 DEBT PROCEEDS | - | 6,750,000 | 6,750,000 | - |
| 120-0213-399.99-99 USE OF FUND BALANCE | - | 576,596 | 576,596 | - |
| TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND | <u>658,106</u> | <u>7,951,798</u> | <u>7,951,798</u> | <u>670,486</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 120-0213-552.12-00 | - | - | - | - |
| 120-0213-552.21-00 | - | - | - | - |
| 120-0213-552.22-00 | - | - | - | - |
| TOTAL PERSONAL SERVICES | - | - | - | - |
| 120-0213-552.31-02 | - | 1,500 | 1,500 | 1,500 |
| 120-0213-552.34-01 | - | - | - | - |
| 120-0213-552.46-10 | - | 10,000 | 10,000 | 16,092 |
| 120-0213-552.48-01 | 55 | 200 | 200 | 200 |
| 120-0213-552.49-02 | 21,213 | 17,564 | 17,564 | 17,564 |
| 120-0213-552.54-01 | - | 200 | 200 | 200 |
| TOTAL OPERATING EXPENDITURES | 21,268 | 29,464 | 29,464 | 35,556 |
| 120-0213-552.61-00 | 760 | 750,000 | 750,000 | - |
| 120-0213-552.63-00 | 71,075 | 6,425,000 | 6,425,000 | - |
| TOTAL CAPITAL OUTLAY | 71,835 | 7,175,000 | 7,175,000 | - |
| 120-0213-552.72-00 | 13,562 | 12,541 | 12,541 | 14,521 |
| TOTAL DEBT SERVICE | 13,562 | 12,541 | 12,541 | 14,521 |
| 120-0213-552.82-00 | 60,515 | 175,000 | 175,000 | 50,000 |
| TOTAL GRANTS AND AIDS | 60,515 | 175,000 | 175,000 | 50,000 |
| 120-0213-581.91-00 | 466,483 | 559,793 | 559,793 | 570,409 |
| 120-0213-599.99-99 | - | - | - | - |
| TOTAL OTHER USES | 466,483 | 559,793 | 559,793 | 570,409 |
| TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND | 633,663 | 7,951,798 | 7,951,798 | 670,486 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
LAW ENFORCEMENT TRUST FUND REVENUES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 121-1121-359.00-00 FORFEITURES | 4,764 | 8,867 | 81,519 | 13,056 |
| 121-1121-361.10-00 INTEREST | 4 | - | - | - |
| 121-1121-399.99-99 USE OF FUND BALANCE-STATE | - | 1,483 | 6,481 | 10,853 |
| 121-1321-399.99-99 USE OF FUND BALANCE-FEDERAL | 768 | - | - | - |
| TOTAL LAW ENFORCEMENT TRUST FUND | <u>5,536</u> | <u>10,350</u> | <u>88,000</u> | <u>23,909</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
LAW ENFORCEMENT TRUST FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| <u>STATE-DESIGNATED</u> | | | | |
| 121-1221-521.31-01 MISC CONTRACTUAL SERVICES | - | - | 4,853 | - |
| 121-1221-521.34-01 MISC CONTRACTUAL SERVICES | 5,000 | 5,000 | 5,000 | 5,000 |
| 121-1221-521.46-05 REPAIR/MAINT SVC-SOFTWARE | - | - | 3,500 | - |
| 121-1221-521.52-01 MISC OPERATING SUPPLIES | 1,611 | 1,500 | 38,971 | 7,759 |
| 121-1221-521.62-00 BUILDINGS | - | - | 1,900 | |
| 121-1221-521.64-00 MACHINERY AND EQUIPMENT | - | - | 29,926 | 1,800 |
| 121-1221-521.82-00 AIDS TO PRIVATE ORGANIZAT | 2,500 | 2,500 | 2,500 | 8,000 |
| TOTAL STATE-DESIGNATED | 9,111 | 9,000 | 86,650 | 22,559 |
| <u>FEDERAL-DESIGNATED</u> | | | | |
| 121-1421-521.52-01 MISCELLANEOUS OPERATING SUPPLIES | 1,410 | 1,350 | 1,350 | 1,350 |
| 121-1421-521.64-00 MACHINERY AND EQUIPMENT | 3,518 | - | - | - |
| | 4,928 | 1,350 | 1,350 | 1,350 |
| TOTAL LAW ENFORCEMENT TRUST FUND | 14,039 | 10,350 | 88,000 | 23,909 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
LAW ENFORCEMENT GRANTS FUND REVENUES**

| | | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--------------------|--|------------------------------|---|--|--|
| 122-0521-331.21-00 | LOCAL LAW ENFORCEMENT GRANT | 293,787 | 28,081 | 28,081 | 23,512 |
| | TOTAL INTERGOVERNMENTAL | 293,787 | 28,081 | 28,081 | 23,512 |
| 122-0521-361.10-00 | INTEREST | 12 | - | - | - |
| | TOTAL INTEREST AND OTHER EARNINGS | 12 | - | - | - |
| 122-0521-381.00-00 | INTER-FUND TRANSFER IN | 3,695 | 7,530 | 7,530 | 1,478 |
| | TOTAL OTHER SOURCES | 3,695 | 7,530 | 7,530 | 1,478 |
| | TOTAL LAW ENFORCEMENT GRANTS FUND | 297,494 | 35,611 | 35,611 | 24,990 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
LAW ENFORCEMENT GRANTS FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--------------------|--|---|--|--|
| 122-0521-521.12-00 | REGULAR SALARIES AND WAGES | 119,580 | - | - |
| 122-0521-521.14-00 | OVERTIME | 1,476 | - | - |
| 122-0521-521.15-00 | SPECIAL PAY | 2,440 | - | - |
| 122-0521-521.21-00 | FICA TAXES | 10,164 | - | - |
| 122-0521-521.22-00 | RETIREMENT CONTRIBUTIONS | 15,711 | - | - |
| 122-0521-521.23-00 | LIFE AND HEALTH INSURANCE | 11,343 | - | - |
| 122-0521-521.24-00 | WORKERS' COMPENSATION | 2,998 | - | - |
| 122-0521-521.34-01 | MISC CONTRACTUAL SERVICES | 2,340 | 2,340 | - |
| 122-0521-521.46-05 | MAINT/REPAIR - SOFTWARE | 1,495 | 1,495 | - |
| 122-0521-521.52-01 | MISC OPERATING SUPPLIES | 11,553 | 15,043 | 1,062 |
| 122-0521-521.52-04 | UNIFORMS AND ACCESSORIES | 7,390 | 7,390 | 2,956 |
| 122-0521-521.54-03 | EDUCATION ASSISTANCE PROGRAM | 2,114 | - | - |
| | TOTAL OPERATING EXPENDITURES | 188,604 | 26,268 | 26,268 |
| 122-0521-521.64-00 | MACHINERY AND EQUIPMENT | 15,568 | 9,343 | 20,972 |
| | TOTAL CAPITAL OUTLAY | 15,568 | 9,343 | 20,972 |
| 122-0521-599.99-99 | CARRYFORWARD FUND BALANCE | - | - | - |
| | TOTAL OTHER USES | - | - | - |
| | TOTAL LAW ENFORCEMENT GRANTS FUND | 204,172 | 35,611 | 35,611 |
| | | | 24,990 | |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
LOCAL OPTION GAS TAX FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|-------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 160-0741-312.41-00 LOCAL OPTION GAS TAX | 1,012,446 | 980,452 | 1,100,839 | 1,129,858 |
| TOTAL TAXES | 1,012,446 | 980,452 | 1,100,839 | 1,129,858 |
| 160-0741-361.10-00 INTEREST | 29 | - | - | - |
| 160-0741-366.00-00 CONTRIBUTIONS | - | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 29 | - | - | - |
| 160-0741-381.91-00 INTRAFUND TRANSFER IN | - | 18,089 | 18,089 | 18,089 |
| 160-0741-389.99-99 USE OF FUND BALANCE | - | - | 1,647,209 | - |
| TOTAL OTHER SOURCES | - | 18,089 | 1,665,298 | 18,089 |
| TOTAL LOCAL OPTION GAS TAX FUND | <u>1,012,475</u> | <u>998,541</u> | <u>2,766,137</u> | <u>1,147,947</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
LOCAL OPTION GAS TAX FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 160-0741-541.34-01 MISC CONTRACTUAL SERVICES | 6,246 | 7,000 | 7,000 | 5,000 |
| 160-0741-541.46-02 REPAIR/MAINT SVC-EQUIPMENT | - | - | - | - |
| 160-0741-541.49-04 TRAFFIC SIGNALS AND SIGNS | 65,701 | 12,000 | 64,210 | 61,662 |
| 160-0741-541.49-08 STREET LIGHTS | 384,372 | 97,500 | 230,430 | 295,500 |
| 160-0741-541.52-01 MISC OPERATING SUPPLIES | - | 12,000 | 12,000 | 3,000 |
| 160-0741-541.52-03 GASOLINE AND OIL | - | - | - | - |
| 160-0741-541.53-00 ROAD MATERIALS & SUPPLIES | 1,468 | - | - | - |
| TOTAL OPERATING EXPENDITURES | <u>457,787</u> | <u>128,500</u> | <u>313,640</u> | <u>365,162</u> |
| 160-0741-541.61-00 LAND | 400 | - | - | - |
| 160-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS | 482,048 | 837,697 | 2,452,497 | 782,785 |
| 160-0741-541.64-00 MACHINERY AND EQUIPMENT | - | - | - | - |
| TOTAL CAPITAL OUTLAY | <u>482,448</u> | <u>837,697</u> | <u>2,452,497</u> | <u>782,785</u> |
| 160-0741-599.99-99 CARRYFORWARD FUND BALANCE | - | 32,344 | - | - |
| TOTAL OTHER USES | <u>-</u> | <u>32,344</u> | <u>-</u> | <u>-</u> |
| TOTAL LOCAL OPTION GAS TAX FUND | <u>940,235</u> | <u>998,541</u> | <u>2,766,137</u> | <u>1,147,947</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL IMPACT FEE FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>ADMINISTRATION DIVISION</u> | | | | |
| 170-0213-361.10-00 INTEREST | 11,820 | 10,803 | - | - |
| 170-0213-361.30-00 INCR (DECR) IN FV OF INVST | (3,974) | - | - | - |
| 170-0213-361.40-00 GAIN ON SALE OF INVESTMENTS | 3,672 | - | - | - |
| TOTAL ADMINISTRATION DIVISION | 11,518 | 10,803 | - | - |
| <u>POLICE-SWORN DIVISION</u> | | | | |
| 170-0521-324.11-00 RESIDENTIAL-PUBLIC SAFETY | 43,940 | 41,184 | 41,184 | 55,770 |
| 170-0521-324.12-00 COMMERCIAL-PUBLIC SAFETY | 22,061 | 24,267 | 24,267 | 15,195 |
| 170-0521-399.99-99 USE OF FUND BALANCE | - | - | - | 127,999 |
| TOTAL POLICE-SWORN DIVISION | 66,001 | 65,451 | 65,451 | 198,964 |
| <u>FIRE DEPARTMENT</u> | | | | |
| 170-0622-324.11-00 RESIDENTIAL-PUBLIC SAFETY | 57,460 | 53,856 | 53,856 | 72,930 |
| 170-0622-324.12-00 COMMERCIAL-PUBLIC SAFETY | 26,914 | 24,223 | 24,223 | 18,753 |
| 170-0622-369.90-00 OTHER MISC REVENUES | - | - | - | - |
| TOTAL FIRE DEPARTMENT | 84,374 | 78,079 | 78,079 | 91,683 |
| <u>STREETS DIVISION</u> | | | | |
| 170-0741-399.99-99 USE OF FUND BALANCE | - | 2,730,362 | - | - |
| TOTAL STREETS DIVISION | - | 2,730,362 | - | - |
| <u>RECREATION DIVISION</u> | | | | |
| 170-0872-324.61-00 RECREATION IMPACT FEES | 112,393 | 86,962 | 86,962 | 157,618 |
| 170-0872-331.70-00 CULTURE/RECREATION GRANTS-FED | 200,000 | - | 840,252 | - |
| 170-0872-334.70-00 CULTURE/RECREATION GRANTS-STATE | - | - | - | - |
| 170-0872-381.00-00 INTER-FUND TRANSFER IN | 400,000 | 400,000 | 400,000 | - |
| TOTAL RECREATION DIVISION | 712,393 | 486,962 | 1,327,214 | 157,618 |
| TOTAL GENERAL IMPACT FEES FUND | 874,286 | 3,371,657 | 1,470,744 | 448,265 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| <u>POLICE-SWORN DIVISION</u> | | | | |
| 170-0521-521.62-00 | 27,229 | - | - | - |
| 170-0521-521.64-00 | 35,278 | 5,988 | 5,988 | 198,964 |
| | 62,507 | 5,988 | 5,988 | 198,964 |
| 170-0521-599.99-99 | - | 59,463 | 59,463 | - |
| | - | 59,463 | 59,463 | - |
| | 62,507 | 65,451 | 65,451 | 198,964 |
| <u>FIRE DEPARTMENT</u> | | | | |
| 170-0622-522.62-00 | - | - | - | - |
| | - | - | - | - |
| 170-0622-599.99-99 | - | 78,079 | 78,079 | 91,683 |
| | - | 78,079 | 78,079 | 91,683 |
| | - | 78,079 | 78,079 | 91,683 |
| <u>STREETS DIVISION</u> | | | | |
| 170-0741-541.61-00 | 280 | - | - | - |
| 170-0741-541.63-00 | 232,908 | - | - | - |
| | 233,188 | - | - | - |
| 170-0741-581.91-00 | - | 2,741,165 | - | - |
| 170-0741-599.99-99 | - | - | - | - |
| | - | 2,741,165 | - | - |
| | 233,188 | 2,741,165 | - | - |
| <u>RECREATION DIVISION</u> | | | | |
| 170-0872-572.61-00 | 20 | - | - | - |
| 170-0872-572.63-00 | - | - | - | - |
| | 20 | - | - | - |
| 170-0872-599.99-99 | - | 486,962 | 1,327,214 | 157,618 |
| | - | 486,962 | 1,327,214 | 157,618 |
| | 20 | 486,962 | 1,327,214 | 157,618 |
| TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND | 295,715 | 3,371,657 | 1,470,744 | 448,265 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
TRANSPORTATION IMPACT FEES SOUTH OF THE TURNPIKE FUND REVENUES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 171-0000-361.10-00 INTEREST | 91,421 | 81,342 | - | - |
| 171-0000-361.30-00 INCREASE(DECREASE) IN FAIR VALUE | (28,901) | - | - | - |
| 171-0000-361.40-00 GAIN ON SALE OF INVESTMENTS | 26,533 | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 89,053 | 81,342 | - | - |
| 171-0741-366.00-00 CONTRIBUTIONS | 332,968 | - | - | - |
| 171-0741-399.99-99 USE OF FUND BALANCE | - | 1,003,261 | - | - |
| TOTAL OTHER SOURCES | 332,968 | 1,003,261 | - | - |
| TOTAL TRANSPORTATION IMPACT FEE SOUTH OF TURNPIKE | 422,021 | 1,084,603 | - | - |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
TRANSPORTATION IMPACT FEES SOUTH OF TURNPIKE FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 171-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS | 42,084 | 250,000 | - | - |
| TOTAL CAPITAL OUTLAY | 42,084 | 250,000 | - | - |
| 171-0741-581.91-00 INTERGOVERNMENTAL TRANSFERS | - | 834,603 | - | - |
| 171-0741-590.90-00 TRANSFER TO FUND BALANCE | - | - | - | - |
| TOTAL OTHER USES | - | 834,603 | - | - |
| TOTAL TRANSPORTATION IMPACT FEES SOUTH OF TURNPIKE FUND | 42,084 | 1,084,603 | - | - |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
COUNTY ROAD 545 SPECIAL BENEFIT AREA FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 173-0213-361.10-00 INTEREST | 27,800 | 25,294 | - | - |
| 173-0213-361.30-00 INCR (DECR) IN FV OF INVST | (9,437) | - | - | - |
| 173-0213-361.40-00 GAIN ON SALE OF INVESTMENTS | 8,736 | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 27,099 | 25,294 | - | - |
| 173-0741-324.31-00 RESIDENTIAL-TRANSPORTATION | 82,047 | 54,789 | - | - |
| 173-0741-324.32-00 COMMERCIAL-TRANSPORTATION | - | 56,558 | - | - |
| 173-0741-366.00-00 CONTRIBUTIONS | - | - | - | - |
| 173-0741-399.99-99 USE OF FUND BALANCE | - | - | - | - |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 82,047 | 111,347 | - | - |
| 173-0213-384.00-00 DEBT PROCEEDS | - | - | - | - |
| TOTAL OTHER SOURCES | - | - | - | - |
| TOTAL COUNTY ROAD 545 SPECIAL BENEFIT AREA FUND | 109,146 | 136,641 | - | - |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
COUNTY ROAD 545 SPECIAL BENEFIT AREA FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 173-0222-513.31-01 MISC PROFESSIONAL SERVICE | - | - | - | - |
| 173-0222-513.31-02 LEGAL SERVICES | - | - | - | - |
| 173-0222-513.34-01 MISC CONTRACTUAL SERVICES | - | - | - | - |
| 173-0222-513.45-00 INSURANCE | - | - | - | - |
| 173-0222-513.47-01 MISC PRINTING AND BINDING | - | - | - | - |
| 173-0222-513.48-01 PROMOTIONAL-ADVERTISING | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | - | - | - | - |
| 173-0222-513.99-00 OTHER USES | - | - | - | - |
| TOTAL OTHER USES | - | - | - | - |
| 173-0741-541.61-00 LAND | - | - | - | - |
| 173-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS | 71,087 | - | - | - |
| TOTAL CAPITAL OUTLAY | 71,087 | - | - | - |
| 173-0741-590.90-00 CARRYFORWARD FUND BALANCE | - | 136,641 | - | - |
| TOTAL OTHER USES | - | 136,641 | - | - |
| TOTAL COUNTY ROAD 545 SPECIAL BENEFIT AREA FUND | 71,087 | 136,641 | - | - |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|-------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 174-0213-361.10-00 INTEREST | 55,838 | 32,472 | 135,088 | 66,063 |
| 174-0213-361.30-00 INCR (DECR) IN FV OF INVST | (14,505) | - | - | - |
| 174-0213-361.40-00 GAIN ON SALE OF INVESTMENTS | 13,454 | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 54,787 | 32,472 | 135,088 | 66,063 |
| 174-0741-324.31-00 RESIDENTIAL-TRANSPORTATIO | 828,364 | 530,373 | (1,041,275) | 813,572 |
| 174-0741-324.32-00 COMMERCIAL-TRANSPORTATION | 119,737 | 108,878 | (817,310) | 177,959 |
| 174-0741-363.24-00 TRANSPORTATION IMPACT FEE | (4,074) | - | - | - |
| 174-0741-366.00-00 CONTRIBUTIONS | 1,709,007 | - | (392,030) | - |
| 174-0741-381.00-00 INTER-FUND TRANSFER IN | - | 3,575,768 | 3,575,768 | - |
| 174-0741-399.99-99 USE OF FUND BALANCE | - | - | 11,050,825 | - |
| TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES | <u>2,707,821</u> | <u>4,247,491</u> | <u>12,511,066</u> | <u>1,057,594</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 174-0741-541.61-00 LAND | 902,911 | - | 26,821 | - |
| 174-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS | 1,647,736 | 3,100,000 | 8,908,477 | 675,000 |
| TOTAL CAPITAL OUTLAY | <u>2,550,647</u> | <u>3,100,000</u> | <u>8,935,298</u> | <u>675,000</u> |
| 174-0741-590.91-00 INTERGOVERNMENTAL TRANSFERS | - | - | 3,575,768 | |
| 174-0741-590.90-00 CARRYFORWARD FUND BALANCE | - | 1,147,491 | - | 382,594 |
| TOTAL OTHER USES | - | 1,147,491 | 3,575,768 | 382,594 |
| TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES | <u>2,550,647</u> | <u>4,247,491</u> | <u>12,511,066</u> | <u>1,057,594</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 190-0000-312.51-00 FIRE INSURANCE PREMIUM | 204,660 | 225,163 | 225,163 | 236,483 |
| 190-0000-312.52-00 CASUALTY INSURANCE PREMIUM TAX | 202,646 | 212,032 | 212,032 | 212,926 |
| TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES | <u>407,306</u> | <u>437,195</u> | <u>437,195</u> | <u>449,409</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 190-0000-521.91-00 TRANSFERS | 202,646 | 212,032 | 212,032 | 236,483 |
| 190-0000-522.91-00 TRANSFERS | 204,660 | 225,163 | 225,163 | 212,926 |
| TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES | <u>407,306</u> | <u>437,195</u> | <u>437,195</u> | <u>449,409</u> |



WINTER GARDEN

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 2013/2014 BUDGET
DEBT SERVICE FUND REVENUES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 230-0000-361.10-00 INTEREST | 28 | 1 | 1 | 1 |
| TOTAL INTEREST AND OTHER EARNINGS | 28 | 1 | 1 | 1 |
| 230-0000-381.00-00 INTER-FUND TRANSFER IN | 720,009 | 815,068 | 815,068 | 762,621 |
| 230-0000-381.12-00 INTER-FUND TRANSFER IN | 466,483 | 559,793 | 559,793 | 495,409 |
| TOTAL OTHER SOURCES | 1,186,492 | 1,374,861 | 1,374,861 | 1,258,030 |
| TOTAL DEBT SERVICE FUND | 1,186,520 | 1,374,862 | 1,374,862 | 1,258,031 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
DEBT SERVICE FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 230-0000-517.71-00 PRINCIPAL | 671,717 | 691,056 | 691,056 | 690,916 |
| 230-0000-517.72-00 INTEREST | 514,803 | 535,011 | 535,011 | 523,929 |
| TOTAL DEBT SERVICE | 1,186,520 | 1,226,067 | 1,226,067 | 1,214,845 |
| 230-0000-599.99-99 CARRYFORWARD FUND BALANCE | - | 148,795 | 148,795 | 43,186 |
| TOTAL OTHER USES | - | 148,795 | 148,795 | 43,186 |
| TOTAL DEBT SERVICE FUND | 1,186,520 | 1,374,862 | 1,374,862 | 1,258,031 |



ENTERPRISE FUNDS

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**

- UTILITIES -

Administration

Water

Distribution

Wastewater

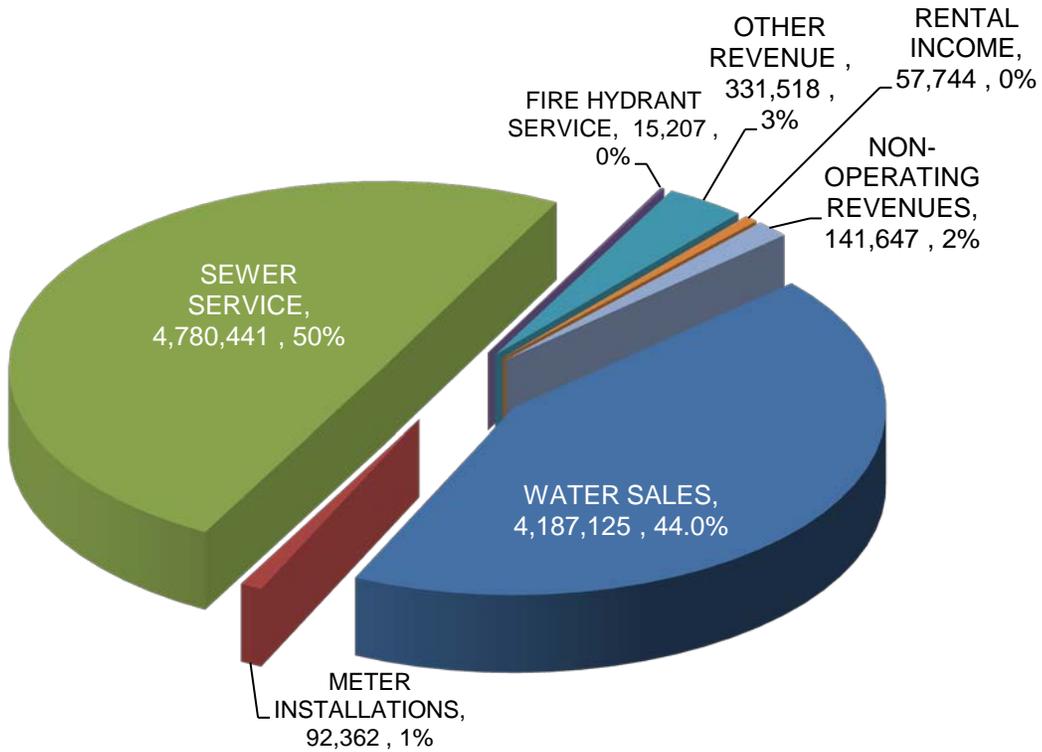
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES OPERATING FUND
REVENUES BY SOURCE**

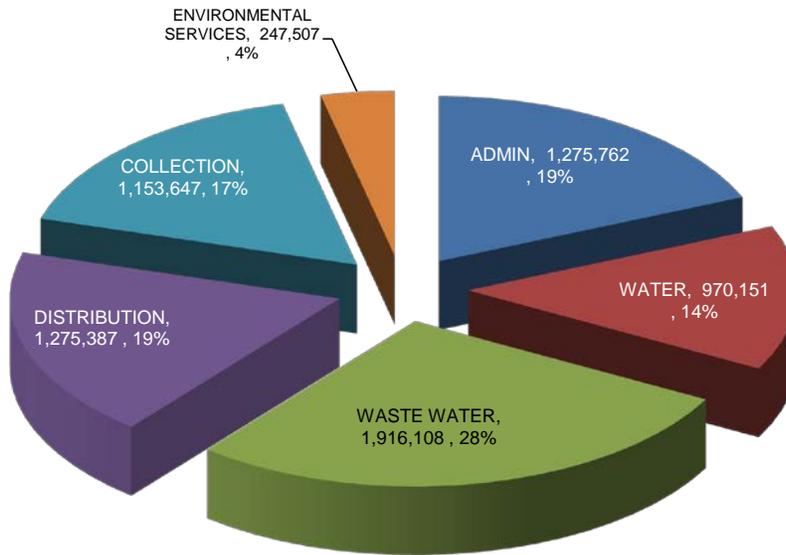


| | |
|------------------------|--------------------|
| Water Sales | \$4,187,125 |
| Meter Installations | 93,362 |
| Sewer Service | 4,780,441 |
| Fire Hydrant Service | 15,207 |
| Other Revenue | 331,518 |
| Rental Income | 57,744 |
| Non-operating Revenues | 141,647 |
| Total | \$9,606,044 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES OPERATING FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2116-329.09-00 | 4,150 | 2,656 | 2,656 | 6,177 |
| IRRIGATION & WELLS | | | | |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 4,150 | 2,656 | 2,656 | 6,177 |
| 410-2116-334.31-00 | - | - | - | - |
| GRANT - WATER SUPPLY | | | | |
| TOTAL INTERGOVERNMENTAL | - | - | - | - |
| 410-2116-343.30-00 | 4,260,444 | 4,354,222 | 4,354,222 | 4,187,125 |
| WATER SERVICE | | | | |
| 410-2116-343.30-01 | 30,330 | 34,810 | 34,810 | 31,033 |
| INITIATION FEE | | | | |
| 410-2116-343.30-02 | 7,540 | 6,786 | 6,786 | 6,107 |
| WATER TAP-IN CHARGE | | | | |
| 410-2116-343.31-00 | 66,666 | 64,238 | 64,238 | 92,362 |
| METER INSTALLATIONS | | | | |
| 410-2116-343.32-00 | 42,858 | 16,897 | 16,897 | 15,207 |
| FIRE HYDRANT SERVICE | | | | |
| 410-2116-343.33-00 | 217,239 | 221,128 | 221,128 | 223,474 |
| SERVICE CHARGES | | | | |
| 410-2116-343.50-00 | 4,721,068 | 4,692,408 | 4,747,485 | 4,780,441 |
| SEWER SERVICE | | | | |
| 410-2116-343.50-01 | 97 | 107 | 107 | 118 |
| SEWER CONNECTION FEE | | | | |
| 410-2116-343.68-00 | 64,856 | 56,626 | 56,626 | 64,609 |
| PENALTIES | | | | |
| TOTAL CHARGES FOR SERVICES | 9,411,098 | 9,447,222 | 9,502,299 | 9,400,476 |
| 410-2116-361.10-00 | 153,717 | 140,087 | 68,640 | 135,156 |
| INTEREST | | | | |
| 410-2116-361.30-00 | (4,616) | - | - | - |
| INCR (DECR) IN FV OF INVST | | | | |
| 410-2116-361.40-00 | (13,614) | - | - | - |
| GAIN ON SALE OF INVESTMENT | | | | |
| TOTAL INTEREST AND OTHER EARNINGS | 135,487 | 140,087 | 68,640 | 135,156 |
| 410-2116-362.00-00 | 73,126 | 80,208 | 80,208 | 57,744 |
| RENTAL INCOME | | | | |
| 410-2116-364.00-00 | - | - | - | - |
| DISPOSITION OF FIXED ASSETS | | | | |
| 410-2116-369.90-00 | 217 | 642 | 642 | 706 |
| OTHER | | | | |
| 410-2116-369.92-00 | - | - | - | - |
| UNABLE TO DETERMINE CUST | | | | |
| 410-2116-369.93-00 | 1,062 | - | - | - |
| CASH OVER OR SHORT | | | | |
| 410-2116-389.40-00 | 197,650 | - | - | - |
| OTHER GRANTS & DONATIONS | | | | |
| 410-2117-364.00-00 | - | 915 | 915 | 915 |
| DISPOSITION OF FIXED ASSETS | | | | |
| 410-2117-365.00-00 | 590 | 531 | 531 | 531 |
| SALE/SURPLUS MATERIAL/SCRAP | | | | |
| 410-2126-369.90-00 | 43,409 | - | - | - |
| OTHER MISCELLANEOUS REVS | | | | |
| 410-2127-343.50-02 | - | 3,789 | 3,789 | 3,789 |
| TV UTILITY LINES | | | | |
| 410-2127-365.00-00 | 488 | - | - | - |
| SALE/SURPLUS MATERIAL/SCRAP | | | | |
| 410-2127-369.90-00 | 1,402 | 550 | 550 | 550 |
| OTHER MISCELLANEOUS REVS | | | | |
| TOTAL MISCELLANEOUS REVENUES | 317,944 | 86,635 | 86,635 | 64,235 |
| 410-2116-399.99-99 | - | 2,431,146 | 6,869,334 | - |
| USE OF FUND BALANCE | | | | |
| TOTAL OTHER SOURCES | - | 2,431,146 | 6,869,334 | - |
| TOTAL UTILITIES OPERATING FUND | 9,868,679 | 12,107,746 | 16,529,564 | 9,606,044 |

**CITY OF WINTER GARDEN
 FY 2013/2014 BUDGET
 UTILITIES OPERATING FUND
 OPERATING USES BY DIVISION**



| | |
|-----------------------|----------------------------|
| Administration | \$ 1,275,762 |
| Water | 970,151 |
| Wastewater | 1,916,108 |
| Distribution | 1,275,387 |
| Collection | 1,153,647 |
| Environmental | 247,507 |
| Total | 6,838,562 |
| Capital | 629,245 |
| Grand Total | <u>\$ 7,467,807</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES OPERATING FUND
ADMINISTRATIVE DIVISION EXPENDITURES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2113-536.12-00 SALARIES | 85,314 | 86,511 | 86,511 | 126,561 |
| 410-2113-536.14-00 OVERTIME | - | - | - | - |
| 410-2113-536.21-00 FICA TAXES | 6,105 | 6,323 | 6,323 | 9,682 |
| 410-2113-536.22-00 RETIREMENT CONTRIBUTION | 9,106 | 11,247 | 11,247 | 17,048 |
| 410-2113-536.23-00 EMPLOYEE GROUP INSURANCE | 9,741 | 9,318 | 9,318 | 9,970 |
| 410-2113-536.24-00 WORKERS COMP INSURANCE | 123 | 126 | 126 | 177 |
| 410-2113-536.25-00 UNEMPLOYMENT COMPENSATION | - | 163 | 163 | 163 |
| TOTAL PERSONAL SERVICES | 110,389 | 113,688 | 113,688 | 163,601 |
| 410-2113-536.31-01 PROFESSIONAL SERVICE MISC | 12,363 | 5,800 | 25,800 | 5,800 |
| 410-2113-536.31-02 LEGAL | 78,451 | 13,000 | 13,000 | 7,200 |
| 410-2113-536.31-03 INVESTMENT COUNSEL | 28,169 | 27,304 | 27,304 | 27,304 |
| 410-2113-536.31-04 ENGINEERING | 16,381 | 12,500 | 12,500 | 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 | 474 | - | - | - |
| 410-2113-536.40-00 TRAVEL | - | 400 | 400 | 400 |
| 410-2113-536.41-02 TELEPHONE | 1,977 | 1,650 | 1,650 | 1,650 |
| 410-2113-536.41-04 INTERNET | - | 500 | 500 | 500 |
| 410-2113-536.41-05 POSTAGE | 91 | 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 | 24,775 | 32,797 | 32,797 | 32,797 |
| 410-2113-536.46-03 REPAIRS/MAINT-VEHICLES | 2,627 | 3,307 | 3,307 | 4,495 |
| 410-2113-536.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE | 1,000 | 1,000 | 1,000 | 1,000 |
| 410-2113-536.46-06 REPAIRS/MAINT-COMPUTER HARDWARE | 25,287 | 33,471 | 33,471 | 38,193 |
| 410-2113-536.46-10 REPAIRS/MAINT-BUILDING | 4,835 | 4,224 | 4,224 | 4,912 |
| 410-2113-536.47-01 MISC PRINTING AND BINDING | 42 | 100 | 100 | 150 |
| 410-2113-536.48-01 PROMOTIONAL-ADVERTISEMENTS | 133 | 500 | 500 | 925 |
| 410-2113-536.49-01 MISCELLANEOUS | - | - | - | - |
| 410-2113-536.49-02 MANAGEMENT FEES | 962,750 | 954,983 | 954,983 | 950,875 |
| 410-2113-536.49-05 LICENSES & TAXES | 6,000 | 1,638 | 1,638 | 1,638 |
| 410-2113-536.49-10 BAD DEBT EXPENSE | 93,029 | - | - | - |
| 410-2113-536.51-00 OFFICE SUPPLIES | 856 | 1,200 | 1,200 | 850 |
| 410-2113-536.52-01 OPERATING SUPPLIES MISC | 448 | 1,000 | 1,000 | 500 |
| 410-2113-536.52-03 GASOLINE & OIL | 1,802 | 1,321 | 1,321 | 1,321 |
| 410-2113-536.52-04 UNIFORMS & ACCESSORIES | 120 | 800 | 800 | 800 |
| 410-2113-536.54-01 DUES & SUBSCRIPTIONS | 2,323 | 1,820 | 1,820 | 2,100 |
| 410-2113-536.54-02 SEMINARS & COURSES | 408 | 1,200 | 1,200 | 950 |
| 410-2113-536.54-03 EDUC ASSIST PROGRAMS REIMBURSE | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | 1,279,585 | 1,122,816 | 1,142,816 | 1,112,161 |

| | | | | | |
|--------------------|--------------------------------------|------------------|------------------|------------------|------------------|
| 410-2113-536.62-00 | BUILDING | - | 1,000 | 10,793 | - |
| 410-2113-536.63-00 | IMPROVEMENTS OTHER THAN BLDG | - | - | 322,000 | - |
| 410-2113-536.64-00 | MACHINERY AND EQUIPMENT | - | 17,847 | 51,100 | - |
| | TOTAL CAPITAL OUTLAY | - | 18,847 | 383,893 | - |
| 410-2113-536.91-01 | CONTINGENT EXPENSE | - | 150,000 | 150,000 | 150,000 |
| 410-2113-581.91-00 | INTRAFUND TRANSFERS | 800,000 | 4,637,207 | 8,059,327 | 1,033,445 |
| 410-2113-590.90-00 | CARRYFORWARD FUND BALANCE | - | - | - | 915,450 |
| | TOTAL OTHER USES | 800,000 | 4,787,207 | 8,209,327 | 2,098,895 |
| | TOTAL ADMINISTRATIVE DIVISION | 2,189,974 | 6,042,558 | 9,849,724 | 3,374,657 |

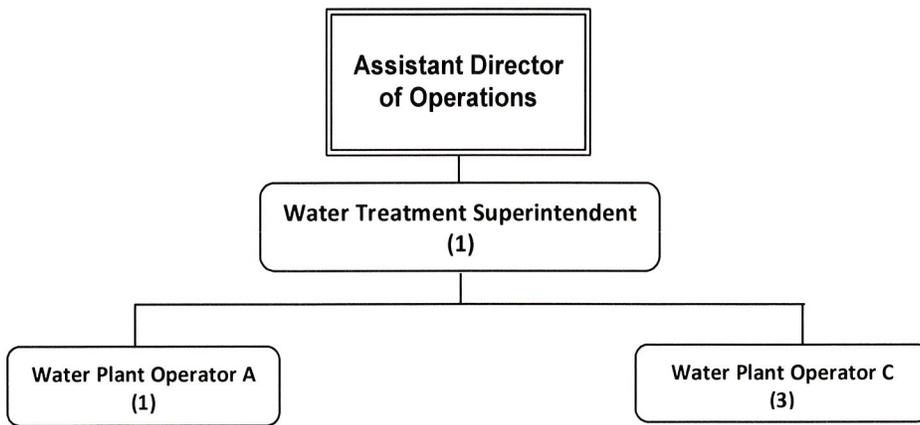


**PUBLIC SERVICES DEPARTMENT
WATER TREATMENT & PUMPING DIVISION
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY**

| | |
|--|---|
| <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: 5



FY 2013-2014 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Drinking Water Quality Satisfaction Index | 66% | 61% | 63% ↑ |
| OPERATIONAL INDICATORS | | | |
| Percentage of time Water Pressure ≥ 50 PSI During Hydrant Static Testing * | 100% | 75% | 90% ↑ |
| # of Water Pressure Interruptions that Resulted in < 50 PSI | 6 | 7 | 6 ↓ |

* 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 2013/2014 BUDGET
UTILITIES OPERATING FUND
WATER DIVISION EXPENDITURES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2116-533.12-00 SALARIES REGULAR | 222,571 | 213,898 | 204,657 | 203,382 |
| 410-2116-533.13-00 OTHER SALARIES AND WAGES | - | 4,457 | 4,457 | 4,457 |
| 410-2116-533.14-00 OVERTIME | 3,733 | 3,100 | 3,100 | 3,100 |
| 410-2116-533.21-00 FICA TAXES | 15,529 | 15,500 | 15,500 | 16,137 |
| 410-2116-533.22-00 RETIREMENT CONTRIBUTION | 22,575 | 26,999 | 26,999 | 27,396 |
| 410-2116-533.23-00 EMPLOYEE GROUP INSURANCE | 36,760 | 45,391 | 45,391 | 48,568 |
| 410-2116-533.24-00 WORKERS COMP INSURANCE | 4,565 | 4,660 | 4,660 | 5,925 |
| 410-2116-533.25-00 UNEMPLOYMENT COMPENSATION | 221 | 196 | 196 | 196 |
| 410-2116-533.26-00 OTHER POST EMPLOYMENT BENEFITS | 15,450 | 17,192 | 17,192 | 14,942 |
| TOTAL PERSONAL SERVICES | 321,404 | 331,393 | 322,152 | 324,103 |
| 410-2116-533.31-01 MISC PROFESSIONAL SVCS | 6,730 | 3,000 | 9,000 | 6,500 |
| 410-2116-533.31-02 LEGAL | 9,429 | - | - | - |
| 410-2116-533.31-04 ENGINEERING | 20,650 | 15,000 | 15,000 | 15,500 |
| 410-2116-533.31-06 MEDICAL | - | - | - | - |
| 410-2116-533.34-01 CONTRACTUAL SVCS MISC. | 37,414 | 43,475 | 43,475 | 64,200 |
| 410-2116-533.40-00 TRAVEL EXPENSE | 1,153 | 2,160 | 2,160 | 2,160 |
| 410-2116-533.41-02 TELEPHONE | 3,685 | 3,240 | 3,240 | 3,240 |
| 410-2116-533.41-03 RADIO | 92 | 250 | 250 | 250 |
| 410-2116-533.41-04 INTERNET SERVICES | 931 | 500 | 500 | 500 |
| 410-2116-533.41-05 POSTAGE | 124 | 1,825 | 1,825 | 1,825 |
| 410-2116-533.43-00 UTILITY SERVICES | 357,816 | 336,237 | 336,237 | 336,237 |
| 410-2116-533.44-00 RENTALS AND LEASES | 3,089 | 3,000 | 3,000 | 3,000 |
| 410-2116-533.45-00 GENERAL INSURANCE | 55,389 | 53,925 | 53,925 | 53,925 |
| 410-2116-533.46-01 REPAIRS & MAINTENANCE MISC. | 697 | 1,625 | 1,625 | 1,625 |
| 410-2116-533.46-02 REPAIRS/MAINT-EQUIPMENT | 20,555 | 29,994 | 29,994 | 29,994 |
| 410-2116-533.46-03 REPAIRS/MAINT-VEHICLES | 6,027 | 2,759 | 6,000 | 3,030 |
| 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 | 9,482 | 12,552 | 12,552 | 14,323 |
| 410-2116-533.46-10 BUILDING | 44,498 | 38,013 | 38,013 | 44,208 |
| 410-2116.533.47-01 PRINTING AND BINDING MISC. | 1,364 | 1,800 | 1,800 | 1,800 |
| 410-2116.533.48-01 ADVERTISEMENT-LEGAL, OTHER | 769 | - | - | - |
| 410-2116.533.48-02 PROMOTIONAL ITEMS | - | - | - | - |
| 410-2116-533.49-05 LICENSES & TAXES | 100 | 1,050 | 1,050 | 1,050 |
| 410-2116-533.51-00 OFFICE SUPPLIES | 389 | 400 | 400 | 200 |
| 410-2116-533.52-01 OPERATING SUPPLIES MISC. | 1,246 | 1,200 | 1,200 | 2,200 |
| 410-2116-533.52-02 CHEMICALS | 59,016 | 54,900 | 54,900 | 39,450 |
| 410-2116-533.52-03 GASOLINE & OIL | 12,783 | 15,100 | 15,100 | 15,100 |
| 410-2116-533.52-04 UNIFORMS & ACCESSORIES | 2,594 | 2,900 | 2,900 | 3,481 |
| 410-2116-533.54-01 DUES AND SUBSCRIPTIONS | 2,566 | 500 | 500 | 500 |
| 410-2116-533.54-02 SEMINARS AND COURSES | 545 | 750 | 750 | 750 |
| TOTAL OPERATING EXPENDITURES | 660,133 | 627,155 | 636,396 | 646,048 |
| 410-2116-533.62-00 BUILDINGS | - | - | - | - |
| 410-2116-533.63-00 IMPROVEMENTS O/T BUILDING | - | 158,395 | 158,395 | 150,000 |
| 410-2116-533.64-00 MACHINERY & EQUIPMENT | - | 22,157 | 22,157 | - |
| TOTAL CAPITAL OUTLAY | - | 180,552 | 180,552 | 150,000 |
| 410-2116-591.93-00 SERVICE DEPOSIT INTEREST | 39,234 | 39,341 | 39,341 | 39,341 |
| TOTAL OTHER USES | 39,234 | 39,341 | 39,341 | 39,341 |
| TOTAL WATER DIVISION | 1,020,771 | 1,178,441 | 1,178,441 | 1,159,492 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES OPERATING FUND
DISTRIBUTION DIVISION EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 410-2126-533.12-00 SALARIES REGULAR | 263,462 | 309,101 | 293,525 | 411,378 |
| 410-2126-533.14-00 SALARIES OVERTIME 1.5 | 10,580 | 7,545 | 15,633 | 17,540 |
| 410-2126-533.21-00 FICA TAXES | 17,867 | 21,016 | 21,016 | 32,812 |
| 410-2126-533.22-00 RETIREMENT CONTRIBUTION | 27,614 | 39,453 | 39,453 | 57,775 |
| 410-2126-533.23-00 EMPLOYEE GROUP INSURANCE | 62,820 | 86,672 | 86,672 | 119,739 |
| 410-2126-533.24-00 WORKERS COMP INSURANCE | 6,783 | 8,834 | 8,834 | 10,284 |
| 410-2126-533.25-00 UNEMPLOYMENT COMPENSATION | - | 277 | 277 | 277 |
| 410-2126-533.26-00 OTHER POST EMPLOYMENT BENEFITS | 20,011 | 14,808 | 14,808 | 14,808 |
| TOTAL PERSONAL SERVICES | 409,137 | 487,706 | 480,218 | 664,613 |
| 410-2126-533.31-01 MISC PROFESSIONAL SERVICE | - | - | - | - |
| 410-2126-533.31-04 ENGINEERING | - | 5,000 | 5,000 | 5,000 |
| 410-2126-533.31-06 MEDICAL | - | - | - | 200 |
| 410-2126-533.34-01 CONTRACTUAL SVCS MISC. | 10,848 | 12,945 | 12,945 | 12,945 |
| 410-2126-533.34-08 PERSONNEL | 234 | - | - | - |
| 410-2126-533.40-00 TRAVEL EXPENSE | 540 | 1,872 | 1,872 | 1,872 |
| 410-2126-533.41-02 TELEPHONE | 1,329 | 1,500 | 1,500 | 6,000 |
| 410-2126-533.41-03 RADIO | 137 | 150 | 150 | 150 |
| 410-2126-533.41-04 INTERNET | 285 | 200 | 200 | 200 |
| 410-2126-533.41-05 POSTAGE | - | - | - | - |
| 410-2126-533.44-00 RENTALS AND LEASES | 2,059 | 2,500 | 2,500 | 2,500 |
| 410-2126-533.45-00 GENERAL INSURANCE | 12,584 | 13,184 | 13,184 | 13,184 |
| 410-2126-533.46-01 REPAIRS & MAINTENANCE MISC. | 280 | 100 | 100 | 5,000 |
| 410-2126-533.46-02 REPAIRS/MAINT-EQUIPMENT | 1,912 | 2,000 | 3,090 | 5,600 |
| 410-2126-533.46-03 REPAIRS/MAINT-VEHICLES | 9,224 | 6,798 | 8,798 | 7,464 |
| 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 | 9,482 | 12,552 | 12,552 | 14,323 |
| 410-2126-533.46-07 UTILITY LINE | 76,632 | 65,398 | 65,398 | 85,018 |
| 410-2126-533.47-01 MISC PRINTING AND BINDING | 115 | - | - | - |
| 410-2126-533.48-01 ADVERTISEMENT-LEGAL, OTHER | - | - | - | - |
| 410-2126-533.49-05 LICNSES/TAXES/CERTIFICTNS | 1,088 | 1,602 | 1,602 | 1,602 |
| 410-2126-533.51-00 OFFICE SUPPLIES | 135 | 250 | 250 | 250 |
| 410-2126-533.52-01 OPERATING SUPPLIES MISC. | 30,305 | 349,450 | 349,450 | 400,950 |
| 410-2126-533.52-03 GASOLINE & OIL | 24,076 | 25,000 | 25,000 | 30,000 |
| 410-2126-533.52-04 UNIFORMS & ACCESSORIES | 4,190 | 5,418 | 9,816 | 10,950 |
| 410-2126-533.54-01 DUES & SUBSCRIPTIONS | 2,401 | 2,500 | 2,500 | 2,500 |
| 410-2126-533.54-02 SEMINARS & COURSES | 650 | 1,356 | 1,356 | 1,356 |
| TOTAL OPERATING EXPENDITURES | 189,506 | 513,485 | 520,973 | 610,774 |
| 410-2126-533.63-00 IMPROVEMENTS O/T BUILDING | - | - | 87,380 | 8,395 |
| 410-2126-533.64-00 MACHINERY & EQUIPMENT | - | 11,700 | 11,700 | 168,830 |
| TOTAL CAPITAL OUTLAY | - | 11,700 | 99,080 | 177,225 |
| TOTAL DISTRIBUTION DIVISION | 598,643 | 1,012,891 | 1,100,271 | 1,452,612 |



PUBLIC SERVICES DEPARTMENT

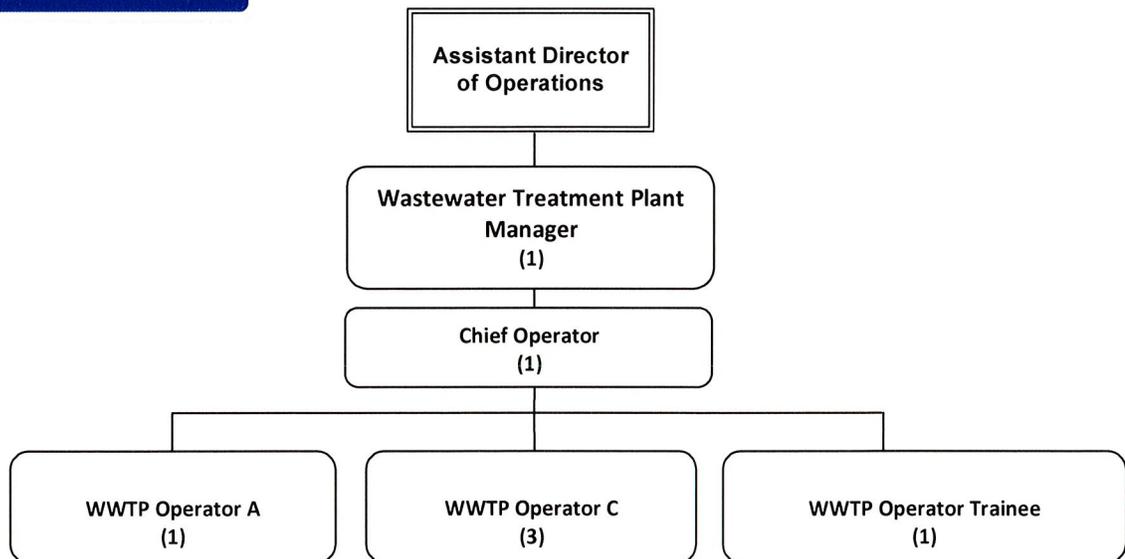
WASTEWATER & RECLAIMED WATER DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|--|---|
| <p>MISSION STATEMENT: To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.</p> | <p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Treatment of sewage to FDEP Permit levels • Production of reclaimed water |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Excessive rainfall leading to higher infiltration to the collection system • Reliance on third party for sludge removal | <p>BUSINESS ASSUMPTIONS:</p> <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 2013-2014 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Improve odor control at wastewater treatment facility

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| OPERATIONAL INDICATORS | | | |
| Number of Odor Complaints (Wastewater Treatment Plant) | 1 | 1 | 0↓ |
| Number of Repeated Odor Complaints (Wastewater Treatment Plant) | 1 | 0 | 0↓ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES OPERATING FUND
WASTEWATER DIVISION EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 410-2117-535.12-00 SALARIES REGULAR | 251,491 | 283,464 | 283,464 | 304,773 |
| 410-2117-535.13-00 OTHER SALARIES AND WAGES | - | 4,457 | 4,457 | 4,457 |
| 410-2117-535.14-00 SALARIES OVERTIME 1.5 | 19,477 | 13,200 | 13,200 | 13,200 |
| 410-2117-535.21-00 FICA TAXES | 20,724 | 20,870 | 20,870 | 24,666 |
| 410-2117-535.22-00 RETIREMENT CONTRIBUTION | 29,731 | 35,685 | 35,685 | 41,653 |
| 410-2117-535.23-00 EMPLOYEE GROUP INSURANCE | 44,798 | 63,229 | 63,229 | 67,655 |
| 410-2117-535.24-00 WORKERS COMP INSURANCE | 4,626 | 4,765 | 4,765 | 4,985 |
| 410-2117-535.25-00 UNEMPLOYMENT COMPENSATION | - | 262 | 262 | 262 |
| 410-2117-535.26-00 OTHER POST EMPLOYMENT BENEFITS | 13,230 | 15,519 | 15,519 | 15,519 |
| TOTAL PERSONAL SERVICES | 384,077 | 441,451 | 441,451 | 477,170 |
| 410-2117-535.31-01 MISC PROFESSIONAL SERVICES | 4,778 | - | - | 8,500 |
| 410-2117-535.31-02 PROFESSIONAL SERVICES-LEGAL | - | - | - | - |
| 410-2117-535.31-04 ENGINEERING | 44,595 | 31,500 | 31,500 | 9,500 |
| 410-2117-535.31-06 MEDICAL | - | - | - | - |
| 410-2117-535.34-01 CONTRACTUAL SVCS MISC. | 310,162 | 262,434 | 452,434 | 423,400 |
| 410-2117-535.34-02 LAWN MAINTENANCE | 12,570 | 16,200 | 16,200 | 16,200 |
| 410-2117-535.34-06 JANITORIAL | 800 | - | - | 500 |
| 410-2117-535.40-00 TRAVEL EXPENSES | 1,032 | 1,440 | 1,440 | 1,440 |
| 410-2117-535.41-02 TELEPHONE | 3,722 | 3,200 | 3,200 | 3,900 |
| 410-2117-535.41-03 RADIO | 61 | 150 | 150 | 150 |
| 410-2117-535.41-05 POSTAGE | 237 | 200 | 200 | 200 |
| 410-2117-535.43-00 UTILITY SERVICES | 490,386 | 339,633 | 411,480 | 419,633 |
| 410-2117-535.44-00 RENTALS & LEASES | 2,946 | 2,000 | 2,000 | 3,000 |
| 410-2117-535.45-00 GENERAL INSURANCE | 134,468 | 130,303 | 130,303 | 130,303 |
| 410-2117-535.46-01 REPAIRS & MAINTENANCE MISC. | 48,602 | 33,238 | 51,000 | 33,237 |
| 410-2117-535.46-02 REPAIRS/MAINT-EQUIPMENT | 64,718 | 86,250 | 86,250 | 65,200 |
| 410-2117-535.46-03 REPAIRS/MAINT-VEHICLES | 4,904 | 2,270 | 3,800 | 2,493 |
| 410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE | 1,000 | 1,500 | 1,500 | 21,500 |
| 410-2117-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE | 7,507 | 8,454 | 8,454 | 9,634 |
| 410-2117-535.46-10 BUILDING | 38,088 | 59,565 | 59,565 | 64,384 |
| 410-2117-535.48-01 ADVERTISEMENT | 1,602 | - | - | - |
| 410-2117-535.49-05 LICENSES & TAXES | 5,150 | 5,100 | 5,100 | 5,100 |
| 410-2117-535.51-00 OFFICE SUPPLIES | 1,047 | 1,205 | 1,205 | 1,150 |
| 410-2117-535.52-01 OPERATING SUPPLIES MISC. | 13,036 | 14,742 | 14,742 | 8,500 |
| 410-2117-535.52-02 CHEMICALS | 215,307 | 194,800 | 194,800 | 194,800 |
| 410-2117-535.52-03 GASOLINE & OIL | 5,284 | 4,558 | 4,558 | 4,558 |
| 410-2117-535.52-04 UNIFORMS & ACCESSORIES | 3,136 | 3,650 | 3,650 | 4,250 |
| 410-2117-535.52-05 LABORATORY SUPPLIES | 10,389 | 7,126 | 7,126 | 5,500 |
| 410-2117-535.54-01 DUES & SUBSCRIPTIONS | 180 | 550 | 550 | 550 |
| 410-2117-535.54-02 SEMINARS & COURSES | 830 | 1,356 | 1,356 | 1,356 |
| TOTAL OPERATING EXPENDITURES | 1,426,537 | 1,211,424 | 1,492,563 | 1,438,938 |
| 410-2117-535.63-00 IMPROV OTHER THAN BUILDING | - | 500,000 | 500,000 | - |
| 410-2117-535.64-00 MACHINERY & EQUIPMENT | - | 102,306 | 102,306 | 94,000 |
| TOTAL CAPITAL OUTLAY | - | 602,306 | 602,306 | 94,000 |
| TOTAL WASTEWATER | 1,810,614 | 2,255,181 | 2,536,320 | 2,010,108 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES OPERATING FUND
COLLECTION DIVISION EXPENDITURES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|----------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2127-535.12-00 | 365,458 | 388,174 | 344,142 | 449,822 |
| 410-2127-535.14-00 | 27,346 | 25,350 | 25,350 | 25,350 |
| 410-2127-535.21-00 | 27,129 | 27,469 | 25,469 | 36,351 |
| 410-2127-535.22-00 | 40,108 | 49,178 | 39,178 | 64,006 |
| 410-2127-535.23-00 | 76,951 | 92,137 | 86,537 | 125,587 |
| 410-2127-535.24-00 | 9,519 | 9,576 | 9,576 | 11,246 |
| 410-2127-535.25-00 | - | 301 | 301 | 301 |
| 410-2127-535.26-00 | 22,681 | 17,885 | 17,885 | 17,885 |
| TOTAL PERSONAL SERVICES | 569,192 | 610,070 | 548,438 | 730,548 |
| 410-2127-535.31-04 | 17,008 | - | - | 3,000 |
| 410-2127-535.31-06 | - | - | - | 200 |
| 410-2127-535.34-01 | 16,695 | 18,000 | 18,000 | 18,000 |
| 410-2127-535.34-08 | 571 | 3,000 | 3,000 | 4,000 |
| 410-2127-535.40-00 | 3,413 | 1,200 | 1,200 | 1,260 |
| 410-2127-535.41-02 | 11,578 | 12,500 | 12,500 | 17,000 |
| 410-2127-535.41-03 | 122 | 425 | 425 | 300 |
| 410-2127-535.41-04 | 922 | 1,200 | 1,200 | 1,200 |
| 410-2127-535.41-05 | 33 | 100 | 100 | 100 |
| 410-2127-535.43-00 | 129,476 | 82,450 | 82,450 | 92,500 |
| 410-2127-535.44-00 | 1,760 | 2,000 | 2,000 | 2,200 |
| 410-2127-535.45-00 | 43,620 | 43,563 | 43,563 | 43,563 |
| 410-2127-535.46-01 | 820 | 2,500 | 2,500 | 1,500 |
| 410-2127-535.46-02 | 19,401 | 10,000 | 10,000 | 10,000 |
| 410-2127-535.46-03 | 53,114 | 50,360 | 50,360 | 57,547 |
| 410-2127-535.46-04 | 54,252 | 59,500 | 105,402 | 62,475 |
| 410-2117-535.46-05 | 1,000 | 2,710 | 2,710 | 2,710 |
| 410-2127-535.46-06 | 6,322 | 8,505 | 8,505 | 9,685 |
| 410-2127-535.46-07 | 7,897 | 10,500 | 24,350 | 11,025 |
| 410-2127-535.46-10 | 4,771 | 9,447 | 9,447 | 14,824 |
| 410-2127-535.47-01 | 82 | 450 | 450 | 450 |
| 410-2127-535.48-01 | - | - | - | 100 |
| 410-2127-535.49-01 | - | 300 | 300 | - |
| 410-2127-535.49-05 | - | 450 | 450 | 450 |
| 410-2127-535.51-00 | 134 | 250 | 250 | 550 |
| 410-2127-535.52-01 | 36,936 | 21,469 | 21,469 | 25,288 |
| 410-2127-535.52-02 | 25,000 | 11,250 | 11,250 | 5,500 |
| 410-2127-535.52-03 | 24,319 | 22,666 | 22,666 | 23,799 |
| 410-2127-535.52-04 | 6,667 | 7,566 | 9,446 | 11,450 |
| 410-2127-535.54-01 | 367 | 500 | 500 | 1,000 |
| 410-2127-535.54-02 | 450 | 1,356 | 1,356 | 1,423 |
| TOTAL OPERATING EXPENDITURES | 466,730 | 384,217 | 445,849 | 423,099 |
| 410-2127-535.63-00 | - | 250,500 | 454,078 | - |
| 410-2127-535.64-00 | - | 130,588 | 173,143 | 208,020 |
| TOTAL CAPITAL OUTLAY | - | 381,088 | 627,221 | 208,020 |
| TOTAL COLLECTION DIVISION | 1,035,922 | 1,375,375 | 1,621,508 | 1,361,667 |

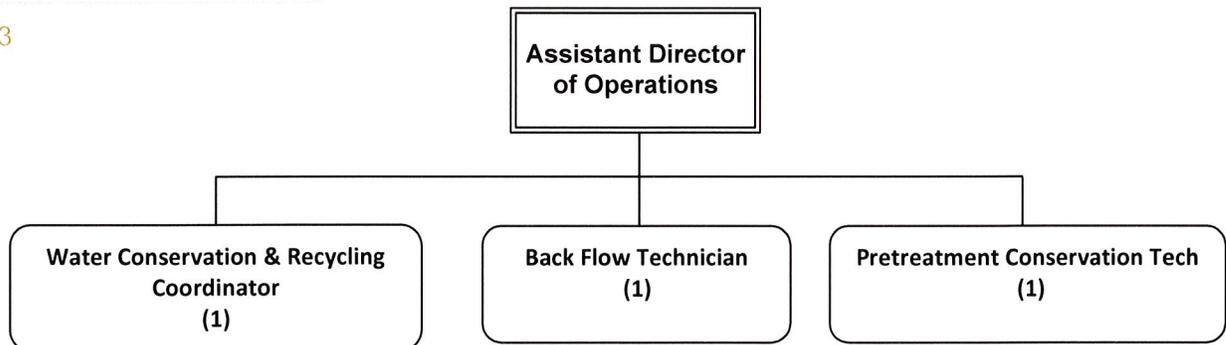


**PUBLIC SERVICES DEPARTMENT
ENVIRONMENTAL SERVICES DIVISION
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY**

| | |
|--|--|
| <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 2013-2014 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|----------------------------|----------------------------|----------------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Water Conservation Participation Index | 75% | 78% | 80%↑ |
| OPERATIONAL INDICATORS | | | |
| Restaurant Site Inspection Compliance Rate * | 100% | 100% | 100%↑ |
| Million Gallons / Day in Groundwater Withdrawals ** | 5.71 | 5.23 | 5.00↓ |

* 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 2013/2014 BUDGET
UTILITIES OPERATING FUND
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 410-2132-537.12-00 SALARIES REGULAR | 81,147 | 116,164 | 116,164 | 118,487 |
| 410-2132-537.14-00 SALARIES OVERTIME 1.5 | - | 358 | 358 | 358 |
| 410-2132-537.21-00 FICA TAXES | 5,623 | 8,357 | 8,357 | 9,064 |
| 410-2132-537.22-00 RETIREMENT CONTRIBUTION | 8,475 | 14,994 | 14,994 | 15,960 |
| 410-2132-537.23-00 EMPLOYEE GROUP INSURANCE | 19,365 | 30,424 | 30,424 | 32,554 |
| 410-2132-537.24-00 WORKERS COMP INSURANCE | 1,846 | 2,693 | 2,693 | 3,134 |
| 410-2132-537.25-00 UNEMPLOYMENT COMPENSATION | - | 130 | 130 | 130 |
| 410-2132-537.26-00 OTHER POST EMPLOYMENT BENEFITS | 8,420 | 8,365 | 8,365 | 8,365 |
| TOTAL PERSONAL SERVICES | 124,876 | 181,485 | 181,485 | 188,052 |
| 410-2132-537.31-06 MEDICAL | - | - | - | - |
| 410-2132-537.34-01 CONTRACTUAL SVCS MISC. | 1,200 | 2,000 | 2,000 | - |
| 410-2132-537.40-00 TRAVEL EXPENSES | 6 | 900 | 900 | 900 |
| 410-2132-537.41-02 COMMUNICATIONS/FREIGHT-PHONE | 821 | 500 | 500 | 500 |
| 410-2132-537.41-03 RADIO | 15 | - | - | - |
| 410-2132-537.41-04 INTERNET | 458 | - | - | - |
| 410-2132-537.41-05 POSTAGE | 3,089 | 3,969 | 3,969 | 5,230 |
| 410-2132-537.44-00 RENTALS AND LEASES | 363 | - | - | - |
| 410-2132-537.45-00 GENERAL INSURANCE | 189 | 183 | 183 | 183 |
| 410-2132-537.46-02 REPAIRS/MAINT-EQUIPMENT | 198 | 500 | 500 | 500 |
| 410-2132-537.46-03 VEHICLES | 1,426 | 811 | 811 | 890 |
| 410-2132-537.46-05 COMPUTER SOFTWARE | 1,530 | 1,750 | 1,750 | 1,750 |
| 410-2132-537.46-06 COMPUTER HARDWARE | 9,482 | 12,552 | 12,552 | 14,323 |
| 410-2132-537.47-01 PRINTING & BINDING | 3,700 | 7,960 | 7,960 | 2,350 |
| 410-2132-537.48-01 PROMOTIONAL-ADVERTISEMENTS | 432 | 1,000 | 1,000 | 11,500 |
| 410-2132-537.48-02 PROMOTIONAL-PROMOTIONAL ITEMS | 15,513 | 15,500 | 15,500 | 7,190 |
| 410-2132-537.49-05 LICENSES & TAXES | - | 200 | 200 | 200 |
| 410-2132-537.51-00 OFFICE SUPPLIES | 116 | 200 | 200 | 200 |
| 410-2132-537.52-01 OPERATING SUPPLIES-MISCELLANEOUS | 508 | 3,300 | 3,300 | 1,500 |
| 410-2132-537.52-03 GASOLINE & OIL | 2,124 | 1,750 | 1,750 | 3,500 |
| 410-2132-537.52-04 UNIFORMS & ACCESSORIES | 796 | 750 | 750 | 749 |
| 410-2132-537.54-01 DUES AND SUBSCRIPTIONS | 195 | 150 | 150 | 150 |
| 410-2132-537.54-02 SEMINARS & COURSES | 585 | 840 | 840 | 840 |
| 410-2132-537.54-03 OTHER EDUCATIONAL SERVICE | 1,027 | 7,000 | 7,000 | 7,000 |
| TOTAL OPERATING EXPENDITURES | 43,773 | 61,815 | 61,815 | 59,455 |
| TOTAL ENVIRONMENTAL SERVICES DIVISION | 168,649 | 243,300 | 243,300 | 247,507 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES OPERATING FUND EXPENDITURES
DEPRECIATION**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 410-2190-536.59-01 DEPRECIATION BUILDING | 127,308 | - | - | - |
| 410-2190-536.59-02 DEPRECIATION IMPROVEMENTS | 2,760,394 | - | - | - |
| 410-2190-536.59-03 DEPRECIATION EQUIPMENT | 164,115 | - | - | - |
| TOTAL OPERATING EXPENDITURES | 3,051,817 | - | - | - |
| TOTAL DEPRECIATION | <u>3,051,817</u> | - | - | - |
| TOTAL UTILITIES OPERATING FUND | <u>9,876,390</u> | <u>12,107,746</u> | <u>16,529,564</u> | <u>9,606,044</u> |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES IMPACT FEES FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 411-2116-324.21-00 RESIDENTIAL-PHYSICAL ENVR | 404,890 | 321,878 | 1,067,353 | 841,987 |
| 411-2116-324.22-00 COMMERCIAL-PHYSICAL ENVIR | 11,852 | 12,609 | 12,609 | 8,713 |
| 411-2117-324.21-00 RESIDENTIAL-PHYSICAL ENVR | 358,738 | 178,822 | 698,181 | 458,738 |
| 411-2117-324.22-00 COMMERCIAL-PHYSICAL ENVIR | 13,160 | 7,242 | 7,242 | 14,464 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 788,640 | 520,551 | 1,785,385 | 1,323,902 |
| 411-2117-334.35-00 STATE GRANTS | - | - | - | - |
| TOTAL INTERGOVERNMENTAL | - | - | - | - |
| 411-2116-361.10-00 INTEREST | 131,632 | 129,719 | 129,719 | 84,645 |
| 411-2116-361.30-00 INCR(DECR) IN FV OF INVST | 15,211 | - | - | - |
| 411-2116-361.40-00 GAIN ON SALE OF INVESTMNT | (29,886) | - | - | - |
| TOTAL INVESTMENTS | 116,957 | 129,719 | 129,719 | 84,645 |
| 411-2116-363.23-01 IMPACT FEES WATER SRVC | 41,432 | - | - | - |
| 411-2116-363.23-02 IMPACT FEES SEWER SRVC | 32,931 | - | - | - |
| 411-2116-366.00-00 CONTRIBUTIONS | 271,918 | - | - | - |
| 411-2117-366.00-00 CONTRIBUTIONS | 165,335 | - | - | - |
| 411-2117-369.90-00 OTHER MISCELLANEOUS REVENUES | - | - | - | - |
| 411-2117-389.40-00 OTHER GRANTS & DONATIONS | 556,580 | - | 263,575 | 479,040 |
| TOTAL MISCELLANEOUS REVENUES | 1,068,196 | - | 263,575 | 479,040 |
| 411-2116-399.99-99 USE OF FUND BALANCE-WATER | - | 1,923,716 | 2,930,866 | 2,729,146 |
| 411-2117-399.99-99 USE OF FUND BALANCE-WASTEWATER | - | 2,521,070 | 5,201,070 | - |
| TOTAL NON-OPERATING REVENUES | - | 4,444,786 | 8,131,936 | 2,729,146 |
| TOTAL UTILITIES IMPACT FEES FUND | 1,973,793 | 5,095,056 | 10,310,615 | 4,616,733 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES IMPACT FEE FUND EXPENDITURES**

| | | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-------------------------------------|---|------------------------------|---|--|--|
| <u>WATER DIVISION</u> | | | | | |
| 411-2116-517.72-00 | INTEREST | 37,888 | 36,267 | 36,267 | 33,601 |
| | TOTAL DEBT SERVICE | 37,888 | 36,267 | 36,267 | 33,601 |
| 411-2116-599.99-99 | CARRYFORWARD FUND BALANCE | - | - | 782,934 | - |
| | TOTAL DEBT SERVICE | - | - | 782,934 | - |
| | TOTAL WATER DIVISION | 37,888 | 36,267 | 819,201 | 33,601 |
| <u>WASTEWATER DIVISION</u> | | | | | |
| 411-2117-535.49-10 | BAD DEBT EXPENSE | (24,227) | - | - | - |
| 411-2117-535.63-00 | IMPROV OTHER THAN BUILDING | - | 2,400,000 | 1,942,500 | - |
| | TOTAL CAPITAL OUTLAY | (24,227) | 2,400,000 | 1,942,500 | - |
| 411-2117-517.72-00 | INTEREST | 242,509 | 229,684 | 229,684 | 213,027 |
| | TOTAL DEBT SERVICE | 242,509 | 229,684 | 229,684 | 213,027 |
| | TOTAL WASTEWATER DIVISION | 218,282 | 2,629,684 | 2,172,184 | 213,027 |
| <u>DISTRIBUTION DIVISION</u> | | | | | |
| 411-2126-533.63-00 | IMPROV OTHER THAN BUILDING | - | 2,351,655 | 4,524,905 | 4,292,655 |
| | TOTAL CAPITAL OUTLAY | - | 2,351,655 | 4,524,905 | 4,292,655 |
| | TOTAL DISTRIBUTION DIVISION | - | 2,351,655 | 4,524,905 | 4,292,655 |
| <u>COLLECTION DIVISION</u> | | | | | |
| 411-2127-535.63-00 | IMPROV OTHER THAN BUILDING | - | 77,450 | 2,794,325 | 77,450 |
| | TOTAL CAPITAL OUTLAY | - | 77,450 | 2,794,325 | 77,450 |
| | TOTAL COLLECTION DIVISION | - | 77,450 | 2,794,325 | 77,450 |
| | TOTAL UTILITIES IMPACT FEES FUND | 256,170 | 5,095,056 | 10,310,615 | 4,616,733 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES**

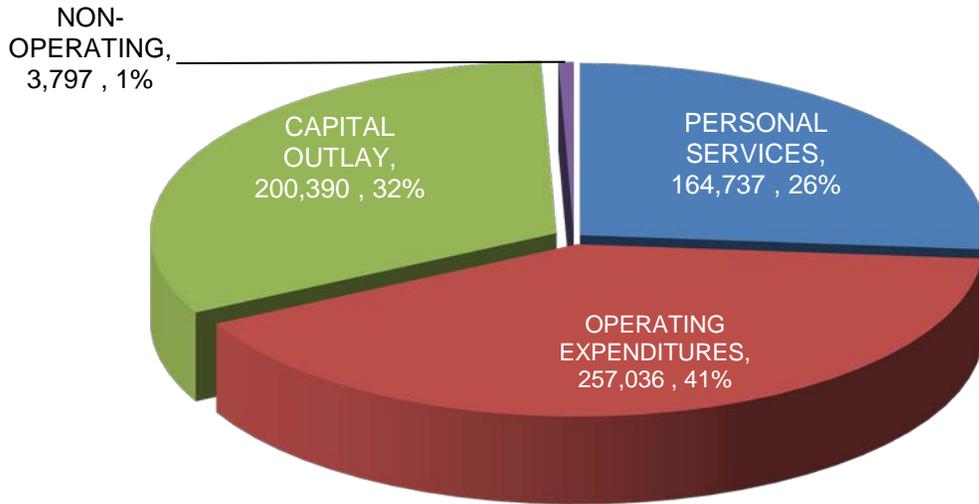
| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---|------------------------------|---|--|--|
| 412-2116-361.10-00 INTEREST | 6 | - | - | - |
| TOTAL INVESTMENTS | 6 | - | - | - |
| 412-2116-381.41-00 INTERFUND TRANSFER | 800,000 | 4,637,207 | 8,059,327 | 1,033,445 |
| TOTAL NON-OPERATING REVENUES | 800,000 | 4,637,207 | 8,059,327 | 1,033,445 |
| TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND | 800,006 | 4,637,207 | 8,059,327 | 1,033,445 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES**

| | | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-------------------------------------|---|------------------------------|---|--|--|
| <u>WATER DIVISION</u> | | | | | |
| 412-2116-599.99-99 | FUND BALANCE | - | 3,603,762 | 3,603,762 | - |
| | TOTAL OTHER USES | - | 3,603,762 | 3,603,762 | - |
| <u>DISTRIBUTION DIVISION</u> | | | | | |
| 412-2126-533.63-00 | IMPROV OTHER THAN BUILDING | - | 550,000 | 1,690,000 | 550,000 |
| | TOTAL CAPITAL OUTLAY | - | 550,000 | 1,690,000 | 550,000 |
| | TOTAL DISTRIBUTION DIVISION | - | 550,000 | 1,690,000 | 550,000 |
| <u>COLLECTION DIVISION</u> | | | | | |
| 412-2127-535.49-10 | BAD DEBT EXPENSE | (3,645) | - | - | - |
| | TOTAL OPERATING EXPENDITURES | (3,645) | - | - | - |
| 412-2127-535.63-00 | IMPROV OTHER THAN BUILDING | - | 483,445 | 2,765,565 | 483,445 |
| | TOTAL CAPITAL OUTLAY | - | 483,445 | 2,765,565 | 483,445 |
| | TOTAL COLLECTION DIVISION | - | 483,445 | 2,765,565 | 483,445 |
| | TOTAL UTILITIES RENEWAL & REPLACEMENT FUND | (3,645) | 4,637,207 | 8,059,327 | 1,033,445 |

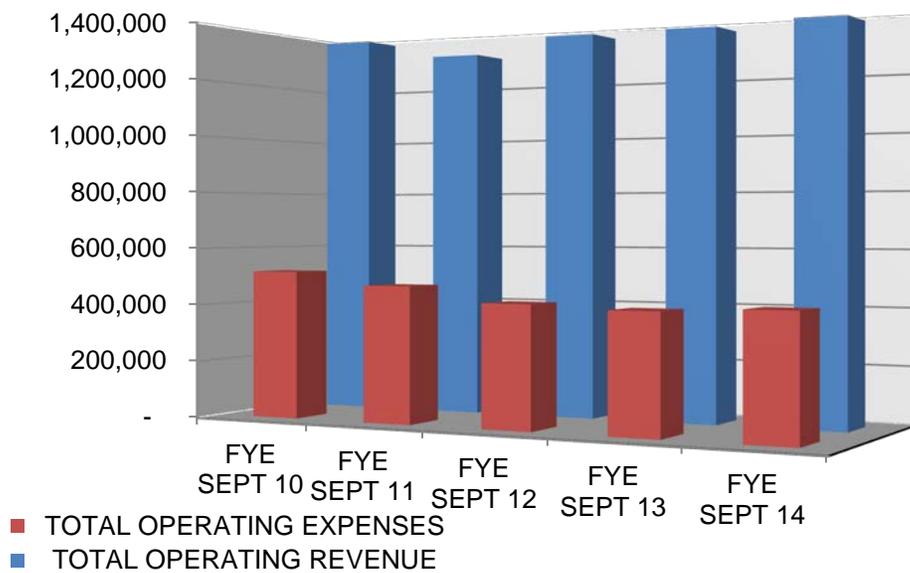
- STORMWATER -

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
STORMWATER FUND
USES BY CATEGORY**



| | | | |
|------------------|--------------------|------------------------|------------------|
| Revenues: | | Expenditures: | |
| Stormwater Fees | \$1,374,888 | Personal Services | \$164,737 |
| Other | <u>1,487</u> | Operating Expenditures | 257,036 |
| Total | \$1,376,375 | Capital Outlay | 200,390 |
| | | Non-Operating | <u>3,797</u> |
| | | Total | \$625,960 |

REVENUES AND OPERATING EXPENSES





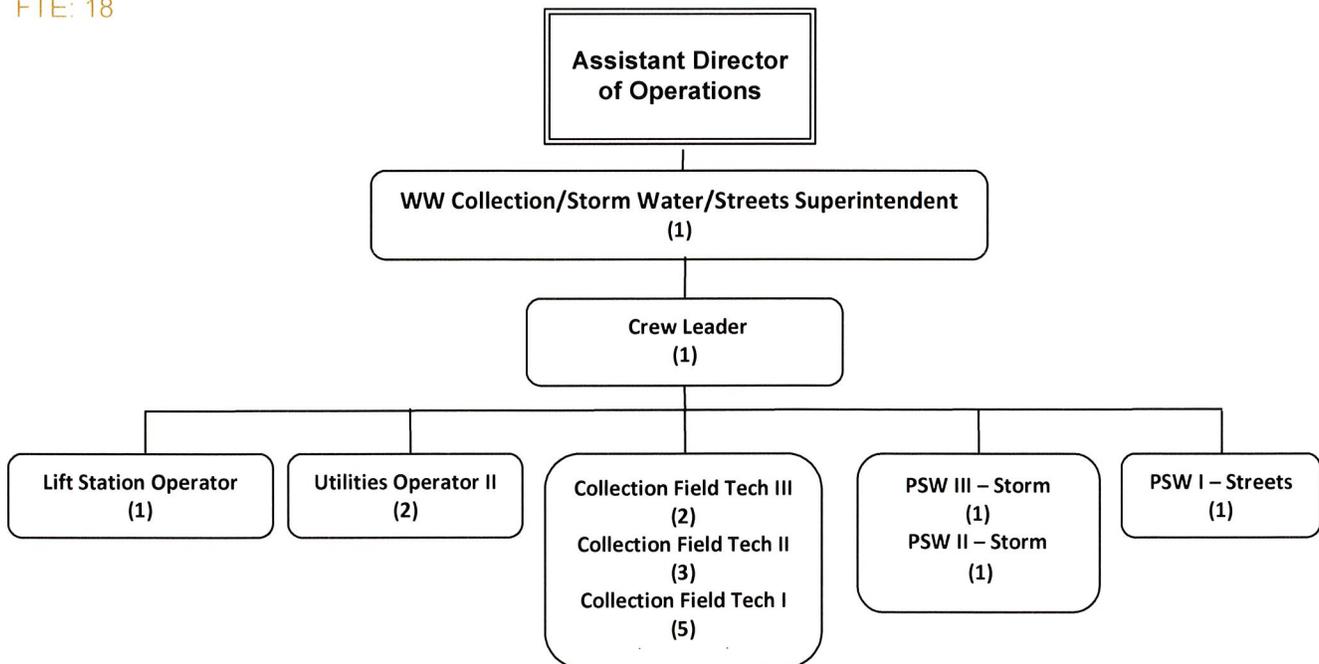
PUBLIC SERVICES DEPARTMENT WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|---|---|
| <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 2013-2014 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Street Cleaning Satisfaction Index | 77% | 77% | 78%↑ |
| Sewer Service Satisfaction Index | 85% | 86% | 87%↑ |
| Storm Water Drainage Satisfaction Index | 79% | 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%↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
STORMWATER OPERATING FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 420-2618-329.00-00 STORMWATER | 1,353,998 | 1,359,824 | 1,371,523 | 1,374,888 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 1,353,998 | 1,359,824 | 1,371,523 | 1,374,888 |
| 420-2618-361.10-00 INTEREST | 38 | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 38 | - | - | - |
| 420-2618-364.00-00 DISPOSITION/FIXED ASSETS | - | 1,652 | 1,652 | 1,487 |
| TOTAL MISCELLANEOUS REVENUES | - | 1,652 | 1,652 | 1,487 |
| 420-2618-399.99-99 USE OF FUND BALANCE | - | - | 246,037 | - |
| TOTAL OTHER SOURCES | - | - | 246,037 | - |
| TOTAL STORMWATER OPERATING FUND | 1,354,036 | 1,361,476 | 1,619,212 | 1,376,375 |

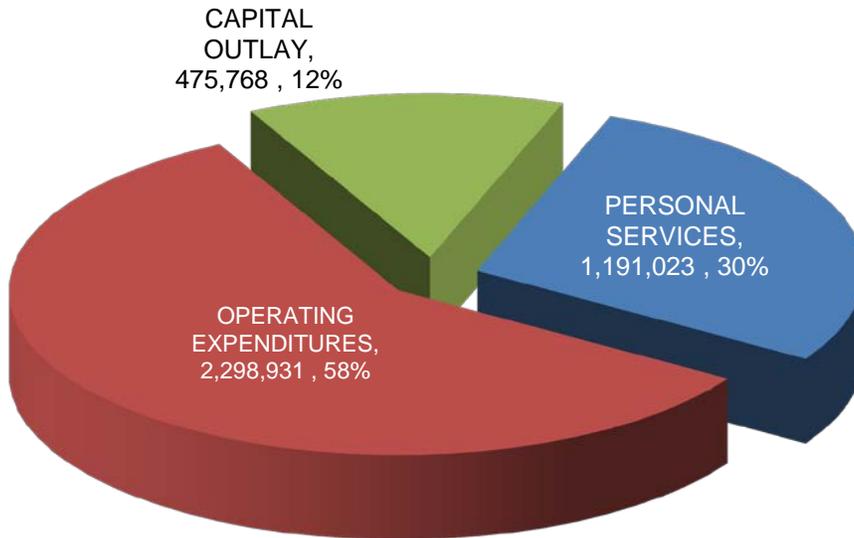
**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
STORMWATER OPERATING FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------------------------|---------------------------------|---|--|--|---------|
| STORMWATER OPERATING DIVISION | | | | | |
| 420-2618-538.12-00 | SALARIES REGULAR | 56,981 | 89,283 | 89,283 | 95,543 |
| 420-2618-538.13-00 | OTHER SALARIES AND WAGES | - | 4,457 | 4,457 | 4,457 |
| 420-2618-538.14-00 | OVERTIME | (60) | 2,000 | 2,000 | 5,000 |
| 420-2618-538.21-00 | FICA TAXES | 4,580 | 6,779 | 6,779 | 8,033 |
| 420-2618-538.22-00 | RETIREMENT CONTRIBUTION | 5,488 | 10,072 | 10,072 | 14,143 |
| 420-2618-538.23-00 | EMPLOYEE GROUP INSURANCE | 11,708 | 22,882 | 22,882 | 24,484 |
| 420-2618-538.24-00 | WORKERS COMP INSURANCE | 1,526 | 2,713 | 2,713 | 3,369 |
| 420-2618-538.25-00 | UNEMPLOYMENT COMPENSATION | - | 131 | 131 | 131 |
| 420-2618-538.26-00 | OTHER POST EMPLOYMENT BENEFITS | 6,780 | 9,577 | 9,577 | 9,577 |
| | TOTAL PERSONAL SERVICES | 87,003 | 147,894 | 147,894 | 164,737 |
| 420-2618-538.31-01 | MISCELLANEOUS PROFESSIONAL SVCS | 5,044 | - | - | - |
| 420-2618-538.31-02 | LEGAL SERVICES | 900 | - | - | - |
| 420-2618-538.31-04 | ENGINEERING | 6,029 | 2,000 | 12,000 | 2,000 |
| 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. | 2,344 | 22,500 | 46,000 | 23,625 |
| 420-2618-538.34-08 | PERSONNEL SERVICES | 1,132 | - | - | - |
| 420-2618-538.34-12 | TIPPING FEES | 17,609 | 17,060 | 17,060 | 17,913 |
| 420-2618-538.41-02 | TELEPHONE SERVICES | 246 | 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 | - | 1,000 | 1,000 | 500 |
| 420-2618-538.44-00 | RENTALS AND LEASES | - | 2,000 | 2,000 | 1,000 |
| 420-2618-538.45-00 | GENERAL INSURANCE | 4,508 | 4,322 | 4,322 | 4,322 |
| 420-2618-538.46-01 | REPAIRS & MAINTENANCE MISC. | 50 | 1,000 | 1,000 | 5,500 |
| 420-2618-538.46-02 | REPAIRS/MAINT-EQUIPMENT | 4,673 | 4,000 | 7,191 | 4,200 |
| 420-2618-538.46-03 | REPAIRS/MAINT-VEHICLES | 28,987 | 45,120 | 45,120 | 36,553 |
| 420-2618-538.46-05 | REPAIRS/MAINT-COMPUTER SOFTWARE | 1,755 | 1,000 | 1,000 | 1,000 |
| 420-2618-538.46-06 | REPAIRS/MAINT-COMPUTER HARDWARE | - | - | - | - |
| 420-2618-538.46-07 | REPAIRS/MAINT-UTILITY LINES | 2,454 | 2,500 | 2,500 | 2,500 |
| 420-2618-538.48-02 | PROMOTIONAL ITEMS | - | 500 | 500 | 500 |
| 420-2618-538.49-02 | MANAGEMENT FEES | 126,481 | 126,290 | 126,290 | 122,731 |
| 420-2618-538.49-05 | LICENSES & TAXES | 1,135 | 3,000 | 3,000 | 3,000 |
| 420-2618-538.49-10 | BAD DEBT EXPENSE | 11,933 | - | - | - |
| 420-2618-538.51-00 | OFFICE SUPPLIES | 45 | 100 | 100 | 100 |
| 420-2618-538.52-01 | OPERATING SUPPLIES MISC. | 3,637 | 3,514 | 5,950 | 3,689 |
| 420-2618-538.52-02 | CHEMICALS | 629 | 1,000 | 1,000 | 2,000 |
| 420-2618-538.52-03 | GASOLINE & OIL | 16,067 | 18,000 | 20,772 | 20,000 |
| 420-2618-538.52-04 | UNIFORMS | 977 | 1,500 | 1,500 | 1,300 |
| 420-2618-538.54-01 | MEMBERSHIP DUES | 30 | 200 | 200 | 200 |
| 420-2618-538.54-02 | SEMINARS AND COURSES | - | 1,356 | 1,356 | 1,356 |
| | TOTAL OPERATING EXPENDITURES | 238,911 | 261,009 | 302,908 | 257,036 |

| | | | | | |
|--------------------|--|----------------|------------------|------------------|------------------|
| 420-2618-538.63-00 | CAPITAL IMPROVEMENTS | - | 151,390 | 1,112,928 | 181,390 |
| 420-2618-538.64-00 | CAPITAL EQUIPMENT | - | 51,685 | 51,685 | 19,000 |
| | TOTAL CAPITAL OUTLAY | - | 203,075 | 1,164,613 | 200,390 |
| 420-2618-517.72-00 | INTEREST | 6,079 | 3,797 | 3,797 | 3,797 |
| | TOTAL DEBT SERVICE | 6,079 | 3,797 | 3,797 | 3,797 |
| 420-2618-590.90-00 | CARRYFORWARD FUND BALANCE | - | 745,701 | - | 750,415 |
| | TOTAL OTHER USES | - | 745,701 | - | 750,415 |
| | TOTAL STORMWATER OPERATING | 331,993 | 1,361,476 | 1,619,212 | 1,376,375 |
| | <u>STORMWATER DEPRECIATION</u> | | | | |
| 420-2690-538.59-02 | DEPRECIATION IMPROVEMENTS | 282,644 | - | - | - |
| 420-2690-538.59-03 | DEPRECIATION EQUIPMENT | 39,662 | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 322,306 | - | - | - |
| | TOTAL STORMWATER DEPRECIATION | 322,306 | - | - | - |
| | TOTAL STORMWATER OPERATING FUND | 654,299 | 1,361,476 | 1,619,212 | 1,376,375 |

- SOLID WASTE -

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
SOLID WASTE FUND
USES BY CATEGORY**



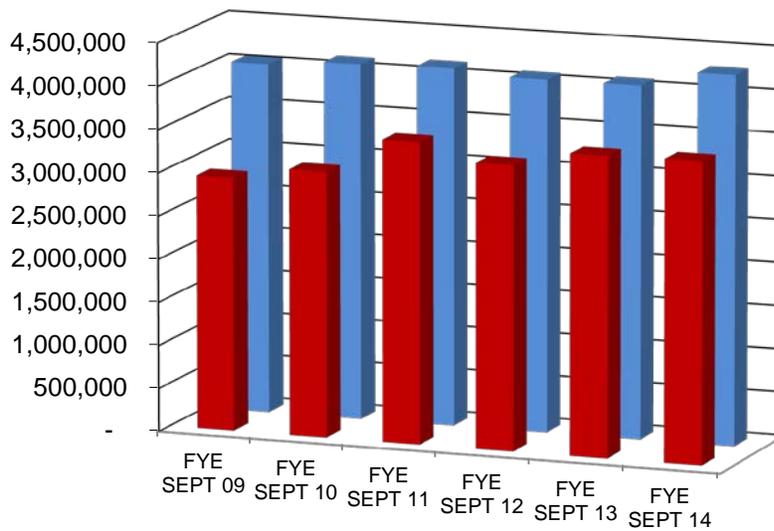
Revenues:

| | |
|-----------------------------|--------------------|
| Service Charges-Residential | \$2,790,168 |
| Service Charges-Commercial | 1,419,036 |
| Other | <u>69,866</u> |
| Total | <u>\$4,279,070</u> |

Expenditures:

| | |
|------------------------|--------------------|
| Personal Services | \$1,191,023 |
| Operating Expenditures | 2,298,931 |
| Capital Outlay | <u>475,768</u> |
| Total | <u>\$3,965,722</u> |

REVENUES AND OPERATING EXPENSES



■ TOTAL OPERATING EXPENSES
■ TOTAL REVENUE



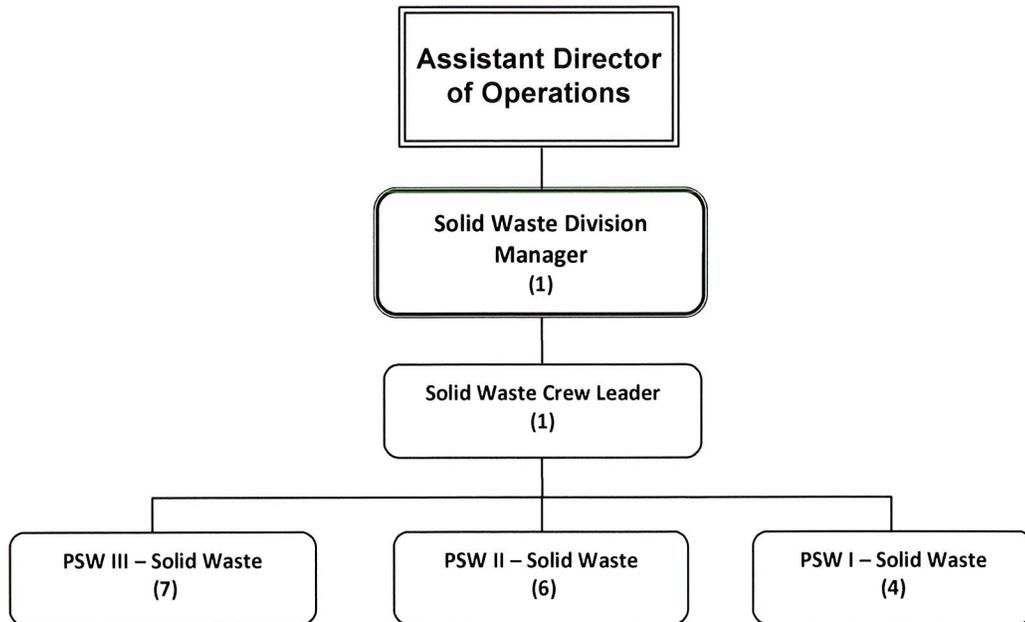
PUBLIC SERVICES DEPARTMENT SOLID WASTE DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|--|--|
| <p>MISSION STATEMENT: Provide responsive as well as efficient collection and disposal of solid waste.</p> | <p>CORE FUNCTIONS:</p> <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 |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Excessive employee turnover • Public apathy towards recycling | <p>BUSINESS ASSUMPTIONS:</p> <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 2013-2014 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--------------------------------------|--------------------|--------------------|--------------------|
| FINANCIAL INDICATOR | | | |
| Solid Waste Direct Cost per Tonnage | \$131.51 | \$125.81 | \$119.52 ↓ |
| OPERATIONAL INDICATORS | | | |
| % of Commercial Accounts Recycling | 4.8% | 6.7% | 6.9% ↑ |
| Recycled Waste as a % of Total Waste | 6.9% | 6.9% | 8% ↑ |

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

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
SOLID WASTE OPERATING FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 430-3134-343.41-01 RESIDENTIAL | 2,744,766 | 2,621,342 | 2,621,342 | 2,790,168 |
| 430-3134-343.41-02 COMMERCIAL | 1,403,026 | 1,426,165 | 1,426,165 | 1,419,036 |
| 430-3134-343.41-03 COMMERCIAL RECYCLING | 17,000 | 17,500 | 17,500 | 32,400 |
| 430-3134-343.41-04 EXTRA CHARGES | 2,670 | 5,500 | 5,500 | 4,979 |
| 430-3134-343.42-01 RESIDENTIAL | 1 | 28 | 28 | 25 |
| 430-3134-343.42-03 RECYCLE BINS FEE | 17,100 | 17,500 | 17,500 | 28,800 |
| TOTAL CHARGES FOR SERVICES | 4,184,563 | 4,088,035 | 4,088,035 | 4,275,408 |
| 430-3134-361.10-00 INTEREST | 70 | - | - | - |
| 430-3134-361.30-00 INCR(DECR) IN FV OF INVST | 6,234 | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 6,304 | - | - | - |
| 430-3134-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP | 3,062 | 1,500 | 1,500 | 3,662 |
| TOTAL MISCELLANEOUS REVENUES | 3,062 | 1,500 | 1,500 | 3,662 |
| TOTAL SOLID WASTE OPERATING FUND REVENUES | 4,193,929 | 4,089,535 | 4,089,535 | 4,279,070 |

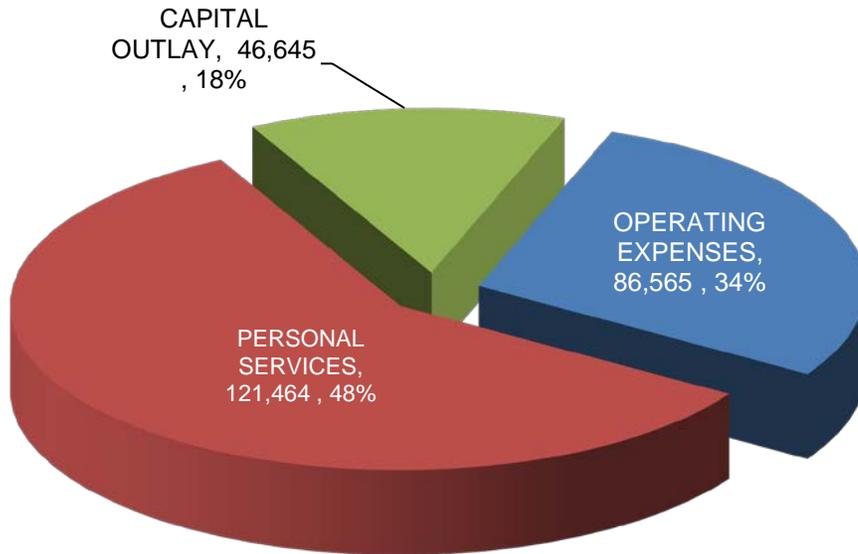
**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
SOLID WASTE OPERATING FUND**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|---------------------------------------|---------------------------------|---|--|--|-----------|
| SOLID WASTE OPERATING DIVISION | | | | | |
| 430-3134-534.12-00 | SALARIES REGULAR | 679,445 | 720,177 | 720,177 | 735,849 |
| 430-3134-534.13-00 | OTHER SALARIES AND WAGES | - | 4,457 | 4,457 | 4,457 |
| 430-3134-534.14-00 | OVERTIME | 56,637 | 53,500 | 53,500 | 53,500 |
| 430-3134-534.21-00 | FICA TAXES | 53,036 | 52,731 | 52,731 | 60,726 |
| 430-3134-534.22-00 | RETIREMENT CONTRIBUTION | 74,262 | 88,683 | 88,683 | 106,927 |
| 430-3134-534.23-00 | EMPLOYEE GROUP INSURANCE | 137,434 | 139,778 | 139,778 | 149,562 |
| 430-3134-534.24-00 | WORKERS COMP INSURANCE | 40,662 | 41,441 | 41,441 | 42,311 |
| 430-3134-534.25-00 | UNEMPLOYMENT COMPENSATION | - | 710 | 710 | 710 |
| 430-3134-534.26-00 | OTHER POST EMPLOYMENT BENEFITS | 38,911 | 38,481 | 38,481 | 36,981 |
| | TOTAL PERSONAL SERVICES | 1,080,387 | 1,139,958 | 1,139,958 | 1,191,023 |
| 430-3134-534.31-01 | PROFESSIONAL SERVICE MISC. | 655 | 55,910 | 55,910 | 5,000 |
| 430-3134-534.31-02 | LEGAL | 700 | 15,000 | 15,000 | 10,000 |
| 430-3134-534.31-06 | MEDICAL | - | 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. | 809 | - | - | 500 |
| 430-3134-534.34-08 | PERSONNEL | 234,031 | 150,000 | 150,000 | 160,000 |
| 430-3134-534.34-12 | TIPPING FEES | 954,947 | 879,439 | 879,439 | 880,176 |
| 430-3134-534.41-02 | TELEPHONE | 3,478 | 2,100 | 2,100 | 2,100 |
| 430-3134-534.41-03 | RADIO | 214 | 250 | 250 | 3,000 |
| 430-3134-534.41-04 | INTERNET SERVICES | 344 | - | - | - |
| 430-3134-534.41-05 | POSTAGE | - | - | - | - |
| 430-3134-534.44-00 | RENTALS & LEASES | 5,442 | 5,310 | 5,310 | 5,310 |
| 430-3134-534.45-00 | GENERAL INSURANCE | 26,789 | 28,701 | 28,701 | 28,701 |
| 430-3134-534.46-01 | REPAIRS & MAINTENANCE MISC. | 2,676 | - | - | - |
| 430-3134-534.46-02 | REPAIRS/MAINT-EQUIPMENT | 3,851 | 3,000 | 3,000 | 5,000 |
| 430-3134-534.46-03 | REPAIRS/MAINT-VEHICLES | 338,289 | 296,792 | 296,792 | 319,709 |
| 430-3134-534.46-05 | REPAIRS/MAINT-COMPUTER SOFTWARE | 1,000 | 1,000 | 1,000 | 1,000 |
| 430-3134-534.46-06 | REPAIRS/MAINT-COMPUTER HARDWARE | 6,638 | 7,640 | 7,640 | 9,114 |
| 430-3134-534.46-10 | BUILDING | 5,149 | 4,224 | 4,224 | 9,912 |
| 430-3134-534.47-01 | PRINTING & BINDING MISC. | - | 1,500 | 1,500 | 3,100 |
| 430-3134-534.48-01 | PROMOTIONAL-ADVERTISEMENTS | 900 | 600 | 600 | 600 |
| 430-3134-534.48-02 | PROMOTIONAL ITEMS | 911 | 1,157 | 1,157 | 1,900 |
| 430-3134-534.49-02 | MANAGEMENT FEES | 428,350 | 427,005 | 427,005 | 430,184 |
| 430-3134-534.49-05 | LICENSES & TAXES | 390 | 400 | 400 | 400 |
| 430-3134-534.49-10 | BAD DEBT EXPENSE | 31,943 | - | - | - |
| 430-3134-534.51-00 | OFFICE SUPPLIES | 817 | 500 | 500 | 500 |
| 430-3134-534.52-01 | OPERATING SUPPLIES MISC. | 98,464 | 221,500 | 221,500 | 185,475 |
| 430-3134-534.52-02 | CHEMICALS | 1,320 | 3,200 | 3,200 | 3,000 |
| 430-3134-534.52-03 | GAS & OIL | 228,650 | 215,000 | 215,000 | 215,000 |
| 430-3134-534.52-04 | UNIFORMS AND ACCESSORIES | 15,470 | 16,000 | 16,000 | 16,000 |
| 430-3134-534.54-01 | DUES & SUBSCRIPTIONS | 35 | - | - | - |
| 430-3134-534.54-02 | SEMINARS AND COURSES | - | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 2,394,762 | 2,339,478 | 2,339,478 | 2,298,931 |

| | | | | | |
|--------------------|---|------------------|------------------|------------------|------------------|
| 430-3134-534.64-00 | MACHINERY & EQUIPMENT | - | 527,090 | 527,090 | 475,768 |
| | TOTAL CAPITAL OUTLAY | - | 527,090 | 527,090 | 475,768 |
| 430-3134-599.99-99 | CARRYFORWARD FUND BALANCE | - | 83,009 | 83,009 | 313,348 |
| | TOTAL OTHER USES | - | 83,009 | 83,009 | 313,348 |
| | TOTAL SOLID WASTE OPERATING | 3,475,149 | 4,089,535 | 4,089,535 | 4,279,070 |
| | SOLID WASTE DEPRECIATION | | | | |
| 430-3190-534.59-91 | DEPRECIATION BUILDING | 26,538 | - | - | - |
| 430-3190-534.59-92 | DEPRECIATION IMPROVEMENTS | 14,944 | - | - | - |
| 430-3190-534.59-93 | DEPRECIATION EQUIPMENT | 312,674 | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 354,156 | - | - | - |
| | TOTAL SOLID WASTE DEPRECIATION | 354,156 | - | - | - |
| | TOTAL SOLID WASTE OPERATING FUND | 3,829,305 | 4,089,535 | 4,089,535 | 4,279,070 |

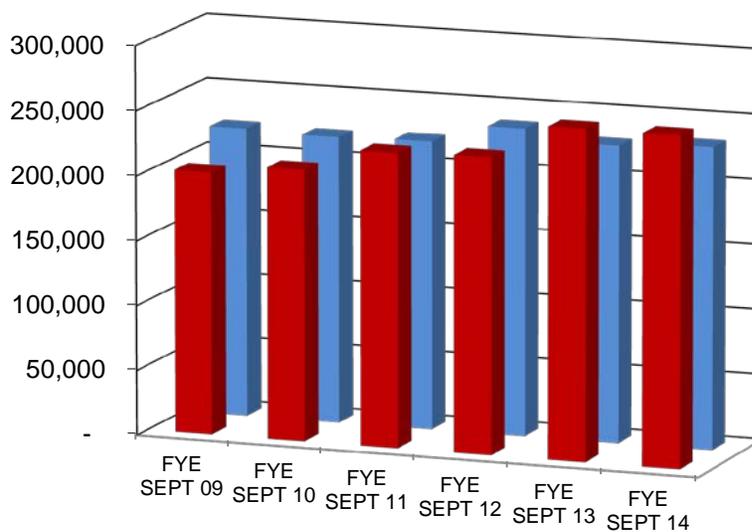
- TRAILER CITY -

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
TRAILER CITY FUND
USES BY CATEGORY**



| | | | |
|-----------------------------|------------------|----------------------|------------------|
| Revenues: | | Expenditures: | |
| Service Charges-Residential | \$227,640 | Personal Services | \$121,464 |
| Other | <u>4,887</u> | Operating Expenses | 86,565 |
| Total | \$232,527 | Capital Outlay | <u>46,645</u> |
| | | Total | \$254,674 |

REVENUES AND OPERATING EXPENSES



■ TOTAL OPERATING EXPENSES
■ TOTAL REVENUE

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
TRAILER CITY FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|--|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 450-3657-361.10-00 INTEREST | 23 | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 23 | - | - | - |
| 450-3657-362.45-00 RENTALS | 217,870 | 222,372 | 222,372 | 227,640 |
| TOTAL CHARGES FOR SERVICES | 217,870 | 222,372 | 222,372 | 227,640 |
| 450-3657-364.00-00 DISPOSITION OF FIXED ASSETS | 12,369 | 2,750 | 2,750 | - |
| 450-3657-369.90-00 OTHER MISC REVENUES | 3,319 | 218 | 218 | 270 |
| 450-3657-369.91-00 COIN LAUNDRY SERVICE | 3,525 | 3,476 | 3,476 | 4,617 |
| TOTAL MISCELLANEOUS REVENUES | 19,213 | 6,444 | 6,444 | 4,887 |
| 450-3657-399.99-99 USE OF FUND BALANCE | - | 4,499 | 26,130 | 22,147 |
| TOTAL OTHER SOURCES | - | 4,499 | 26,130 | 22,147 |
| TOTAL TRAILER CITY FUND | 237,106 | 233,315 | 254,946 | 254,674 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
TRAILER CITY FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|---|--|---|--|--|----------------|
| <u>TRAILER CITY OPERATING</u> | | | | | |
| 450-3657-539.12-00 | SALARIES REGULAR | 79,077 | 78,066 | 78,066 | 79,883 |
| 450-3657-539.14-00 | OVERTIME | 30 | 1,000 | 1,000 | 1,000 |
| 450-3657-539.21-00 | FICA TAXES | 5,836 | 5,844 | 5,844 | 6,188 |
| 450-3657-539.22-00 | RETIREMENT CONTRIBUTION | 8,277 | 10,149 | 10,149 | 10,760 |
| 450-3657-539.23-00 | EMPLOYEE GROUP INSURANCE | 12,614 | 14,752 | 16,778 | 17,952 |
| 450-3657-539.24-00 | WORKERS COMP INSURANCE | 1,837 | 1,800 | 1,800 | 2,039 |
| 450-3657-539.25-00 | UNEMPLOYMENT COMPENSATION | - | 65 | 65 | 65 |
| 450-3657-539.26-00 | OTHER POST EMPLOYMENT BENEFITS | 3,780 | 3,577 | 3,577 | 3,577 |
| | TOTAL PERSONAL SERVICES | 111,451 | 115,253 | 117,279 | 121,464 |
| 450-3657-539.31-01 | PROFESSIONAL SERVICE MISC. | 290 | - | - | - |
| 450-3657-539.31-02 | LEGAL | 44,464 | 4,000 | 20,049 | 2,000 |
| 450-3657-539.31-06 | MEDICAL SERVICES | - | - | - | - |
| 450-3657-539.32-00 | ACCOUNTING AND AUDIT | 1,700 | 2,000 | 2,000 | 2,000 |
| 450-3657-539.34-01 | CONTRACTUAL SVCS MISC. | 4,888 | 6,000 | 6,000 | 10,000 |
| 450-3657-539.34-06 | JANITORIAL SERVICES | 3,000 | 3,000 | 3,000 | 3,000 |
| 450-3657-539.41-02 | TELEPHONE | 1,272 | 1,500 | 1,500 | 1,500 |
| 450-3657-539.41-05 | POSTAGE | 45 | 100 | 100 | 100 |
| 450-3657-539.43-00 | UTILITY SERVICES | 5,549 | 7,100 | 7,100 | 7,100 |
| 450-3657-539.45-00 | GENERAL INSURANCE | 1,795 | 1,786 | 1,786 | 1,786 |
| 450-3657-539.46-02 | REPAIRS/MAINT-EQUIPMENT | 1,920 | 2,000 | 2,000 | 2,000 |
| 450-3657-539.46-03 | REPAIRS/MAINT-VEHICLES | 870 | 632 | 632 | 694 |
| 450-3657-539.46-06 | REPAIRS/MAINT-HARDWARE | 3,319 | 3,820 | 3,820 | 4,557 |
| 450-3657-539.46-10 | REPAIRS/MAINT-BUILDING | 2,793 | 5,000 | 5,000 | 5,000 |
| 450-3657-539.49-01 | MISCELLANEOUS OTHER CHARGES | - | 375 | 375 | 375 |
| 450-3657-539.49-02 | MANAGEMENT FEES | 10,431 | 10,439 | 10,439 | 10,538 |
| 450-3657-539.49-05 | LICENSES & TAXES | 30,765 | 31,140 | 31,140 | 31,140 |
| 450-3657-539.49-10 | BAD DEBT EXPENSE | - | - | - | - |
| 450-3657-539.51-00 | OFFICE SUPPLIES | 379 | 500 | 500 | 500 |
| 450-3657-539.52-01 | OPERATING SUPPLIES MISC. | 1,040 | 2,000 | 2,000 | 2,000 |
| 450-3657-539.52-03 | GASOLINE & OIL | 1,695 | 1,600 | 1,600 | 1,600 |
| 450-3657-539.52-04 | UNIFORMS & ACCESSORIES | 640 | 625 | 625 | 675 |
| 450-3657-539.54-02 | SEMINARS AND COURSES | - | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 116,855 | 83,617 | 99,666 | 86,565 |
| 450-3657-539.62-00 | BUILDINGS | - | - | 2,500 | - |
| 450-3657-539.63-00 | IMPROV OTHER THAN BUILDING | - | 34,445 | 35,501 | 38,445 |
| 450-3657-539.64-00 | MACHINERY & EQUIP | - | - | - | 8,200 |
| | TOTAL CAPITAL OUTLAY | - | 34,445 | 38,001 | 46,645 |
| | TOTAL TRAILER CITY OPERATING | 228,306 | 233,315 | 254,946 | 254,674 |
| <u>TRAILER CITY DEPRECIATION</u> | | | | | |
| 450-3690-539.59-91 | DEPRECIATION BUILDING | 4,147 | - | - | - |
| 450-3690-539.59-92 | DEPRECIATION IMPROVEMENTS | 11,254 | - | - | - |
| 450-3690-539.59-93 | DEPRECIATION EQUIPMENT | 2,525 | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 17,926 | - | - | - |
| | TOTAL TRAILER CITY DEPRECIATION | 17,926 | - | - | - |
| | TOTAL TRAILER CITY FUND | 246,232 | 233,315 | 254,946 | 254,674 |



WINTER GARDEN

FIDUCIARY FUNDS

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 2013/2014 BUDGET
GENERAL EMPLOYEE PENSION FUND REVENUES**

| | <u>2012 ACTUAL</u> | <u>2013 ORIGINAL BUDGET</u> | <u>2013 REVISED BUDGET</u> | <u>2014 ADOPTED BUDGET</u> |
|---|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 610-0000-361.10-00 INTEREST | 161,556 | 156,167 | 156,167 | 127,093 |
| 610-0000-361.20-00 DIVIDENDS | 285,725 | 243,197 | 243,197 | 334,249 |
| 610-0000-361.30-00 INCREASE IN FAIR VALUE OF INVEST | 2,628,194 | 909,380 | 909,380 | 915,724 |
| 610-0000-367.00-00 GAIN ON THE SALE OF INVESTMENTS | (63,750) | 687 | 687 | (13,745) |
| TOTAL INTEREST AND OTHER EARNINGS | 3,011,725 | 1,309,431 | 1,309,431 | 1,363,320 |
| 610-0000-368.00-00 EMPLOYER CONTRIBUTIONS | 654,764 | 729,276 | 729,276 | 964,770 |
| 610-0000-368.02-00 EMPLOYEE CONTRIBUTIONS | 136,711 | 158,538 | 158,538 | 179,059 |
| 610-0000-369.90-00 OTHER MISCELLANEOUS REVENUES | 2,553 | 4,849 | 4,849 | 3,315 |
| TOTAL MISCELLANEOUS REVENUES | 794,028 | 892,663 | 892,663 | 1,147,144 |
| TOTAL GENERAL EMPLOYEE PENSION FUND | 3,805,753 | 2,202,094 | 2,202,094 | 2,510,464 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL EMPLOYEE PENSION FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 610-0000-513.31-01 | 15,547 | 24,084 | 24,084 | 24,084 |
| 610-0000-513.31-02 | 4,320 | 11,949 | 11,949 | 11,949 |
| 610-0000-513.31-03 | 105,671 | 102,565 | 102,565 | 102,565 |
| 610-0000-513.34-01 | 12,589 | 12,919 | 12,919 | 12,919 |
| 610-0000-513.40-00 | - | 597 | 597 | 597 |
| 610-0000-513.45-00 | 4,876 | 5,007 | 5,007 | 5,007 |
| 610-0000-513.49-06 | 242 | 5,383 | 5,383 | 5,383 |
| 610-0000-513.54-01 | 600 | 799 | 799 | 799 |
| 610-0000-513.54-02 | - | 292 | 292 | 292 |
| 610-0000-518.36-00 | 1,003,334 | 933,907 | 933,907 | 933,907 |
| TOTAL OPERATING EXPENDITURES | 1,147,179 | 1,097,502 | 1,097,502 | 1,097,502 |
| 610-0000-599.99-99 | - | 1,104,592 | 1,104,592 | 1,412,962 |
| TOTAL OTHER USES | - | 1,104,592 | 1,104,592 | 1,412,962 |
| TOTAL GENERAL EMPLOYEE PENSION FUND | 1,147,179 | 2,202,094 | 2,202,094 | 2,510,464 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 620-0000-312.51-00 FIRE INSURANCE PREMIUM | 204,660 | 225,163 | 225,163 | 236,483 |
| 620-0000-312.52-00 CASUALTY INS PREMIUM TAX | 202,646 | 212,032 | 212,032 | 212,926 |
| TOTAL INTERGOVERNMENTAL | 407,306 | 437,195 | 437,195 | 449,409 |
| 620-0000-361.10-00 INTEREST | 230,122 | 225,383 | 225,383 | 185,696 |
| 620-0000-361.20-00 DIVIDENDS | 340,690 | 278,666 | 278,666 | 357,584 |
| 620-0000-361.30-00 INCR ON FV OF INV | 2,888,243 | 986,924 | 986,924 | 1,199,250 |
| 620-0000-367.00-00 GAIN ON SALE OF INVESTMENTS | (53,095) | 235,615 | 235,615 | 53,425 |
| TOTAL INTEREST AND OTHER EARNINGS | 3,405,960 | 1,726,588 | 1,726,588 | 1,795,955 |
| 620-0000-368.01-00 EMPLOYER CONTRIBUTIONS | 820,241 | 860,226 | 860,226 | 984,308 |
| 620-0000-368.02-00 EMPLOYEE CONTRIBUTIONS | 202,946 | 230,007 | 230,007 | 247,670 |
| 620-0000-369.90-00 OTHER | 441 | 2,637 | 2,637 | 1,937 |
| TOTAL MISCELLANEOUS REVENUES | 1,023,628 | 1,092,870 | 1,092,870 | 1,233,915 |
| TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND | 4,836,894 | 3,256,653 | 3,256,653 | 3,479,279 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES**

| | <u>2012</u> <u>ACTUAL</u> | <u>2013</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2013</u> <u>REVISED</u> <u>BUDGET</u> | <u>2014</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--|------------------------------|---|--|--|
| 620-0000-513.31-01 PROF SVCS MISC. | 17,672 | 14,046 | 14,046 | 14,046 |
| 620-0000-513.31-02 LEGAL | 12,478 | 17,271 | 17,271 | 17,271 |
| 620-0000-513.31-03 INVESTMENT COUNSEL | 136,897 | 106,341 | 106,341 | 106,341 |
| 620-0000-513.34-01 CONTRACT SVCS MISC | 23,620 | 15,547 | 15,547 | 15,547 |
| 620-0000-513.40-00 TRAVEL AND PER DIEM | 94 | 85 | 85 | 85 |
| 620-0000-513.45-00 GENERAL INSURANCE | 8,939 | 5,121 | 5,121 | 5,121 |
| 620-0000-513.49-06 RTRMT CONTRB REFUNDED | 15,319 | 9,401 | 9,401 | 9,401 |
| 620-0000-513.51-00 OFFICE SUPPLIES | - | 158 | 158 | 158 |
| 620-0000-518.36-00 PENSION BENEFITS | <u>1,135,817</u> | <u>1,107,215</u> | <u>1,107,215</u> | <u>1,107,215</u> |
| TOTAL OPERATING EXPENDITURES | 1,350,836 | 1,275,185 | 1,275,185 | 1,275,185 |
| 620-0000-599.99-99 CARRYFORWARD FUND BALANCE | - | 1,981,468 | 1,981,468 | 2,204,094 |
| TOTAL OTHER USES | - | 1,981,468 | 1,981,468 | 2,204,094 |
| TOTAL FIREFIGHTER'S & POLICE OFFICER'S PENSION FUND | <u>1,350,836</u> | <u>3,256,653</u> | <u>3,256,653</u> | <u>3,479,279</u> |



CAPITAL IMPROVEMENTS AND DEBT

**FY 2013/14 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | | CATEGORY | | | |
|-----------------------------|--|-----------------|----------|------------|---------|
| | | IMPROVEMENTS | | | |
| | | LAND | BUILDING | OTHER THAN | CAPITAL |
| | | 61 | 62 | 63 | 64 |
| GENERAL FUND | | | | | |
| Information Systems | Fiber Internet Connection | - | - | 100,000 | - |
| | IBM Server Blades | - | - | - | 21,000 |
| | Storage Area Network [Police] | - | - | - | 60,000 |
| Police - Sworn | Roof Repair - 110 Henderson St | - | 3,836 | - | - |
| | RTU HVAC - 251 W Plant St | - | 33,000 | - | - |
| | Laptops (12) | - | - | - | 30,000 |
| | Marked Vehicles (6) | - | - | - | 199,860 |
| Police - Comm. | Dispatch Consoles | - | - | - | 100,000 |
| Fire | Bay/Exterior Lighting Upgrade | - | 4,500 | - | - |
| | Concrete Apron Repair - Stations 22 & 23 | - | 17,643 | - | - |
| | SCBA 45 min | - | - | - | 950 |
| | RIT Cylinder | - | - | - | 1,050 |
| | Ventilation Saw | - | - | - | 1,200 |
| | Light Conversion Brush Truck | - | - | - | 1,300 |
| | Roll Rack Hose Cart | - | - | - | 1,800 |
| | Hose Tester | - | - | - | 2,100 |
| | RIT Pak II | - | - | - | 3,100 |
| | Hose Storage Racks (2) | - | - | - | 4,828 |
| | Extractor/Washer | - | - | - | 8,000 |
| Streets | Dillard St Improv - SR 50 to Dillard | - | - | 75,000 | - |
| | Kubota | - | - | - | 13,000 |
| Facilities Maint. | Pavilion AV mini split | - | 1,500 | - | - |
| | Theatre Marquee Relamp | - | 10,500 | - | - |
| Fleet Maint. | Vehicle Lift repair / relocate | - | 5,600 | - | - |
| | Recycling Coolant Svc System | - | - | - | 2,644 |
| | Tire Pressure Monitoring System | - | - | - | 1,470 |
| Parks | Newton Park Pier Replacement | - | - | 180,000 | - |
| | Tucker Ranch Park Phase I | - | - | 200,000 | - |
| | Utility Vehicle | - | - | - | 7,400 |
| | Toro Sand Pro | - | - | - | 9,000 |
| Heritage Museums | Drywood Fumigation - Heritage | - | 2,700 | - | - |
| TOTAL - GENERAL FUND | | - | 79,279 | 555,000 | 468,702 |

**FY 2013/14 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | CATEGORY | | | |
|--|--------------------|------------------------|--|-------------------------------------|
| | LAND 61 | BUILDING 62 | IMPROVEMENTS OTHER THAN BUILDING 63 | CAPITAL EQUIPMENT 64 |
| LAW ENFORCEMENT TRUST FUND | | | | |
| Law Enforcement Memorial Marker | - | - | - | 1,800 |
| TOTAL - LAW ENFORCEMENT TRUST FUND | - | - | - | 1,800 |
| LAW ENFORCEMENT GRANTS FUND | | | | |
| Special Response Equip | - | - | - | 11,553 |
| Portable radios | - | - | - | 9,419 |
| TOTAL - LAW ENFORCEMENT GRANTS FUND | - | - | - | 20,972 |
| LOCAL OPTION GAS TAX FUND | | | | |
| Downtown Brick Pavers | - | - | 30,000 | - |
| Dillard St - Verna to Division | - | - | 179,250 | - |
| Dillard St - Surprise to Division | - | - | 47,840 | - |
| Palm - Regal to Division | - | - | 355,900 | - |
| Tremaine - Main to Dillard | - | - | 49,795 | - |
| Plant St - Dillard to 6th | - | - | 120,000 | - |
| TOTAL - LOCAL OPTION GAS TAX FUND | - | - | 782,785 | - |
| GENERAL IMPACT FEE FUND | | | | |
| Police Marked Vehicles - Fully Equipped (4) | - | - | - | 198,964 |
| TOTAL - GENERAL IMPACT FEE FUND | - | - | - | 198,964 |
| GENERALTRANSPORTATION IMPACT FEE FUND | | | | |
| Streets SBW, Roberson, Windermere Round-about | - | - | 250,000 | - |
| Plant St/Avalon Intersection | - | - | 275,000 | - |
| SunRidge Blvd Four-laning | - | - | 150,000 | - |
| TOTAL - GENERALTRANSPORTATION IMPACT FEE FUND | - | - | 675,000 | - |

**FY 2013/14 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | | CATEGORY | | | |
|--|-----------------------------------|--------------------|------------------------|---------------------------------------|-------------------------------------|
| | | LAND 61 | BUILDING 62 | OTHER THAN BUILDING 63 | CAPITAL EQUIPMENT 64 |
| UTILITIES FUND | | | | | |
| Water | Palmetto Water Tank-Painting | - | - | 150,000 | - |
| Wastewater | Floating Aerator - Dreyfus Plant | - | - | - | 20,000 |
| | Effluent Pump | - | - | - | 39,000 |
| | Influent Pump | - | - | - | 35,000 |
| Distribution | Dillard St - Surprise to Division | - | - | 8,395 | - |
| | Radios (4) | - | - | - | 6,000 |
| | Wet Tapping Kit | - | - | - | 2,130 |
| | Service Trucks (3) | - | - | - | 92,700 |
| | Vactor Trailer | - | - | - | 68,000 |
| Collection | Flygt Pump 5 hp | - | - | - | 5,050 |
| | Flygt Pump 10 hp | - | - | - | 7,523 |
| | Flygt Pump 20 hp | - | - | - | 15,789 |
| | Flygt Pump 30 hp | - | - | - | 32,878 |
| | SCADA system back-up laptop | - | - | - | 3,200 |
| | Generator 125kw | - | - | - | 35,580 |
| | Radios (7) | - | - | - | 10,500 |
| | Service Trucks (3) | - | - | - | 97,500 |
| TOTAL - UTILITIES FUND | | - | - | 158,395 | 470,850 |
| UTILITIES IMPACT FEE FUND | | | | | |
| Distribution | Dillard St - Verna to Division | - | - | 29,375 | - |
| | Fullers Cross Water Main Ext. | - | - | 346,000 | - |
| | Tremaine - Main to Dillard | - | - | 8,280 | - |
| | Woodlark Water Storage Tank 2 | - | - | 2,000,000 | - |
| | Woodlark Well #2 | - | - | 1,500,000 | - |
| | Tilden 12" Reuse retrofit | - | - | 409,000 | - |
| Collection | Palm Dr - Regal to Division | - | - | 77,450 | - |
| TOTAL - UTILITIES IMPACT FEE FUND | | - | - | 4,370,105 | - |

**FY 2013/14 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | | CATEGORY | | | |
|---|--|----------------------------|----------------------------|--|-------------------------------------|
| | | LAND 61 | BUILDING 62 | IMPROVEMENTS OTHER THAN BUILDING 63 | CAPITAL EQUIPMENT 64 |
| UTILITIES RENEWAL & REPLACEMENT FUND | | | | | |
| Distribution | 2" Water Main Upgrades (city-wide) Dillard St Improvements - SR 50 to Plant St | - - | - - | 200,000 350,000 | - - |
| Collection | Dillard St - Verna to Division Dillard St Improvements - SR 50 to Plant St N Dillard - Surprise to Division (Design) Palm Dr - Regal to Division Tremaine St - Main to Dillard (Design) | - - - - - | - - - - - | 38,500 350,000 12,995 73,150 8,800 | - - - - - |
| TOTAL - UTILITIES RENEWAL & REPLACEMENT FUND | | - | - | 1,033,445 | - |
| STORMWATER FUND | | | | | |
| | Dillard St - Verna to Division N Dillard - Surprise to Division (Design) Palm Dr - Regal to Division Tremaine St - Main to Dillard (Design) Stormwater R&R Improvements Brush Cutter for Menzi Muck | - - - - - - | - - - - - - | 67,500 11,960 62,500 9,430 30,000 - | - - - - - 19,000 |
| TOTAL - STORMWATER FUND | | - | - | 181,390 | 19,000 |
| SOLID WASTE FUND | | | | | |
| | Automated Side-load Trucks (2) Radios (3) | - - | - - | - - | 471,268 4,500 |
| TOTAL - SOLID WASTE FUND | | - | - | - | 475,768 |
| TRAILER CITY FUND | | | | | |
| | Trailer City Electrical Upgrades Entrance Improvements Utility Vehicle | - - - | - - - | 34,445 4,000 - | - - 8,200 |
| TOTAL - TRAILER CITY FUND | | - | - | 38,445 | 8,200 |
| TOTAL PROPOSED CAPITAL EXPENDITURES | | - | 79,279 | 7,794,565 | 1,664,256 |

FY 2014 Capital Request Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|---|-------------------------------------|--------------------|
| Fiber Internet Connection | Information Systems | \$ 100,000 |
| <u>Description:</u> To provide wifi internet service throughout downtown Winter Garden. Impact on operating budgets: Minor | | |
| IBM Server Blades | Information Systems | \$ 21,000 |
| <u>Description:</u> Increase quantity of server blades to decrease downtime. Impact on operating budgets: Minor | | |
| Storage Area Network [Police] | Information Systems | \$ 60,000 |
| <u>Description:</u> 20TB storage network to replace the existing unit that is nearing end of life. Impact on operating budgets: No Additional Impact | | |
| Roof Repair - 110 Henderson St | Police Department | \$ 3,836 |
| <u>Description:</u> Roof improvements at 110 Henderson St building to allow the roof to withstand strong winds and other inclement weather. Impact on operating budgets: No Additional Impact | | |
| RTU HVAC - 251 W Plant St | Police Department | \$ 33,000 |
| <u>Description:</u> Replace the existing HV/AC roof units that are past their life cycle. Impact on operating budgets: Minor | | |
| Laptops - Qty. 12 | Police Department | \$ 30,000 |
| <u>Description:</u> Twelve 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. 6 | Police Department | \$ 199,860 |
| <u>Description:</u> Six replacement marked and fully equipped police vehicles used for police patrol and emergency response. Impact on operating budgets: Minor | | |
| Dispatch Consoles | Police Communications | \$ 100,000 |
| <u>Description:</u> Digital communication dispatch technology to replace the analog equipment scheduled to become obsolete within the next few years. Impact on operating budgets: Minor | | |
| Bay/Exterior Lighting Upgrade | Fire Department | \$ 4,500 |
| <u>Description:</u> Upgrade the lighting in Fire Station 24's bay. Impact on operating budgets: No Additional Impact | | |

FY 2014 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|--|-------------------------------------|--------------------|
| Concrete Apron Repair | Fire Department | \$ 17,643 |
| <u>Description:</u> Repair concrete aprons at Fire Stations 22 and 23. Impact on operating budgets: No Additional Impact | | |
| SCBA 45 min | Fire Department | \$ 950 |
| <u>Description:</u> Replacement self contained breathing apparatus cylinder at Station 24. Impact on operating budgets: No Additional Impact | | |
| RIT Cylinder | Fire Department | \$ 1,050 |
| <u>Description:</u> Replacement 60 minute rapid intervention team cylinder. Impact on operating budgets: No Additional Impact | | |
| Ventilation Saw | Fire Department | \$ 1,200 |
| <u>Description:</u> Replacement saw for the Tower truck at Fire Station 22. Impact on operating budgets: No Additional Impact | | |
| Light Conversion Brush Truck | Fire Department | \$ 1,300 |
| <u>Description:</u> Upgrade to LED lighting on the Brush Truck. Impact on operating budgets: No Additional Impact | | |
| Roll Rack Hose Cart | Fire Department | \$ 1,800 |
| <u>Description:</u> Hose rack and cart to transport hoses at Fire Station 24. Impact on operating budgets: Minor | | |
| Hose Tester | Fire Department | \$ 2,100 |
| <u>Description:</u> Replacement four outlet hose tester at Fire Station 24. Impact on operating budgets: No Additional Impact | | |
| RIT Pak II | Fire Department | \$ 3,100 |
| <u>Description:</u> Spare rapid intervention team portable air supply system. Impact on operating budgets: Minor | | |
| Hose Storage Racks - Qty. 2 | Fire Department | \$ 4,828 |
| <u>Description:</u> Replacement racks for Fire Station 24. Impact on operating budgets: None | | |
| Extractor/Washer | Fire Department | \$ 8,000 |
| <u>Description:</u> Replacement washer for bunker gear at Fire Station 24. Impact on operating budgets: No Additional Impact | | |

FY 2014 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|--|-------------------------------------|--------------------|
| Mower | Streets | \$ 13,000 |
| <u>Description:</u> Replacement Kubota mower used to maintain right-of-ways. Impact on operating budgets: No Additional Impact | | |
| Pavilion AV mini split | Facilities Division | \$ 1,500 |
| <u>Description:</u> To prevent failures and extend equipment life in the pavilion AV room downtown. Impact on operating budgets: Minor | | |
| Theatre Marquee Relamp | Facilities Division | \$ 10,500 |
| <u>Description:</u> Relamp Garden Theatre marquee to improve the reader board. Impact on operating budgets: No Additional Impact | | |
| Vehicle Lift repair / relocate | Fleet Division | \$ 5,600 |
| <u>Description:</u> Relocation of the vehicle lift to a more suitable place in the shop. Impact on operating budgets: No Additional Impact | | |
| Recycling Coolant Svc System | Fleet Division | \$ 2,644 |
| <u>Description:</u> Flush, recycle and diagnostic tool for coolant system repairs in vehicles. Impact on operating budgets: Minor | | |
| Tire Pressure Monitoring System | Fleet Division | \$ 1,470 |
| <u>Description:</u> System to monitor the tire pressure of vehicle tires. Impact on operating budgets: Minor | | |
| Newton Park Pier Replacement | Parks Department | \$ 180,000 |
| <u>Description:</u> Demolition of old pier and addition of replacement pier made with improved materials. Impact on operating budgets: Minor | | |
| Tucker Ranch Heritage Park | Parks Department | \$ 200,000 |
| <u>Description:</u> Phase I construction for Tucker Ranch Heritage Park on CR 545. Impact on operating budgets: None | | |
| John Deere Gator | Parks Department | \$ 7,400 |
| <u>Description:</u> Replacement utility vehicle for transporting supplies and hauling debris. Impact on operating budgets: Minor | | |
| Toro Sand Pro | Parks Department | \$ 9,000 |
| <u>Description:</u> Utility vehicle used to maintain athletic fields. Impact on operating budgets: Minor | | |

FY 2014 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|---|---|--|
| Drywood Fumigation - Heritage | Heritage Depot/Museum | \$ 2,700 |
| <u>Description:</u> Whole-structure fumigation of the Heritage Museum. Contract to include termite bond. Impact on operating budgets: None | | |
| Law Enf. Memorial Marker | Law Enf. Trust Fund | \$ 1,800 |
| <u>Description:</u> Law enforcement memorial marker Impact on operating budgets: None | | |
| Special Response Equipment | Law Enforcement Grants | \$ 11,553 |
| <u>Description:</u> Equipment to be used in special circumstances. Impact on operating budgets: Minor | | |
| Portable radios - Qty. 7 | Law Enforcement Grants | \$ 9,419 |
| <u>Description:</u> Seven Motorola portable radios for communication with dispatch and officers. Impact on operating budgets: Minor | | |
| Dillard St Improvements: SR 50 to Plant St | Streets Utility Renewal/Replace | \$ 75,000 700,000 |
| <u>Description:</u> Major improvements to include traffic control improvements, and upgrades to the water line and sanitary sewer system. Impact on operating budgets: Minor | | |
| Downtown Brick Pavers | Local Option Gas Tax Fund | \$ 30,000 |
| <u>Description:</u> Repair two street blocks of brick pavers downtown. Impact on operating budgets: No Additional Impact | | |
| Dillard St - Verna to Division | Local Option Gas Tax Fund Utility Impact Fees Utility Renewal/Replace Stormwater | \$ 179,250 29,375 38,500 67,500 |
| <u>Description:</u> Asphalt paving of Dillard St from Verna St north to Division St including drainage, water line upgrades and sanitary sewer. Impact on operating budgets: No Additional Impact | | |
| Palm Dr - Regal to Division | Local Option Gas Tax Fund Utility Impact Fees Utility Renewal/Replace Stormwater | \$ 355,900 77,450 73,150 62,500 |
| <u>Description:</u> Brick paving of Palm Dr to include drainage, water line upgrades and sanitary sewer. Impact on operating budgets: No Additional Impact | | |

FY 2014 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|--|-------------------------------------|--------------------|
| N Dillard St - Surprise to Division | Local Option Gas Tax Fund | \$ 47,840 |
| | Utilities Fund | 8,395 |
| | Utility Renewal/Replace | 12,995 |
| | Stormwater | 11,960 |
| <u>Description:</u> Design costs for upcoming asphalt paving of Dillard St from Surprise to Division including drainage, water line upgrades and sanitary sewer. Impact on operating budgets: No Additional Impact | | |
| Tremaine St - Main to Dillard | Local Option Gas Tax Fund | \$ 49,795 |
| | Utility Impact Fees | 8,280 |
| | Utility Renewal/Replace | 8,800 |
| | Stormwater | 9,430 |
| <u>Description:</u> Design costs for upcoming Tremaine St project to include brick paving, drainage, water line upgrades and sanitary sewer. Impact on operating budgets: No Additional Impact | | |
| Marked Vehicles - Qty. 4 | Police - Impact Fees | \$ 198,964 |
| <u>Description:</u> Four marked and fully equipped police vehicles used for police patrol and emergency response. Impact on operating budgets: Minor | | |
| Stoneybrook Round-about | Trans. Impact Fees | \$ 250,000 |
| <u>Description:</u> Construct a round-about at the intersection of Stoneybrook, Roberson Rd, and Windermere Rd to control traffic. Impact on operating budgets: Minor | | |
| Plant St/Avalon Intersection | Trans. Impact Fees | \$ 275,000 |
| <u>Description:</u> Intersection improvements to include turn lanes, improved traffic signal and street resurfacing. Impact on operating budgets: Minor | | |
| SunRidge Blvd Four laning | Trans. Impact Fees | \$ 150,000 |
| <u>Description:</u> Design cost for the addition of two lanes on SunRidge Blvd (aka Sessions Rd). Impact on operating budgets: Minor | | |
| Palmetto Water Tank Painting | Utilities Fund | \$ 150,000 |
| <u>Description:</u> Scope of work to include removal of wires and antenna, sand blasting and proper disposal of old paint; then repainting the Palmetto St water tank including the addition of a City logo. Impact on operating budgets: No Additional Impact | | |

FY 2014 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|---|-------------------------------------|--------------------|
| Floating Aerator | Utilities Fund | \$ 20,000 |
| <u>Description:</u> Replacement aerator at the Dreyfus Plant. Helps eliminate odors. Impact on operating budgets: No Additional Impact | | |
| Effluent Pump | Utilities Fund | \$ 39,000 |
| <u>Description:</u> Replacement equipment for pumping reclaimed water to tank and ponds. Impact on operating budgets: Minor | | |
| Influent Pump | Utilities Fund | \$ 35,000 |
| <u>Description:</u> Replacement equipment for pumping incoming waste to wastewater plant. Impact on operating budgets: No Additional Impact | | |
| Portable radios - Qty. 11 | Utilities Fund | \$ 16,500 |
| <u>Description:</u> Eleven Motorola portable radios for communication with office throughout the day. Impact on operating budgets: No Additional Impact | | |
| Wet Tapping Kit | Utilities Fund | \$ 2,130 |
| <u>Description:</u> Drill kit to produce new wet taps on existing water mains. Impact on operating budgets: Minor | | |
| Service Trucks - Qty. 6 | Utilities Fund | \$ 190,200 |
| <u>Description:</u> Four replacement and two new truck for transport of existing and new utility field techs to job locations. Impact on operating budgets: Minor | | |
| Vactor and Trailer | Utilities Fund | \$ 68,000 |
| <u>Description:</u> Portable vactor system to help maintain the directional drill machine and to be used during emergency leaks. Impact on operating budgets: Minor | | |
| Flygt Pumps | Utilities Fund | \$ 61,240 |
| <u>Description:</u> Equipment to pump multiple lift stations city-wide. Impact on operating budgets: Minor | | |
| Laptop | Utilities Fund | \$ 3,200 |
| <u>Description:</u> Laptop to perform essential functions to support the lift station SCADA system. Impact on operating budgets: Minor | | |
| Generator | Utilities Fund | \$ 35,580 |

FY 2014 Capital Request Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|---|-------------------------------------|--------------------|
| <u>Description:</u> 125kW generator for operating lift stations during power outages. Impact on operating budgets: Minor | | |
| Fuller's Cross Water Main Ext. | Utility Impact Fees | \$ 346,000 |
| <u>Description:</u> Extend existing 16" water main on Fuller's Cross Rd to provide a looped water system to improve water pressure, flow and fire protection. Impact on operating budgets: Minor | | |
| Woodlark Water Storage Tank 2 | Utility Impact Fees | \$ 2,000,000 |
| <u>Description:</u> Additional water storage tank for Woodlark water treatment plant. Impact on operating budgets: Minor | | |
| Woodlark Well #2 | Utility Impact Fees | \$ 1,500,000 |
| <u>Description:</u> Backup water well for water treatment plant at Woodlark. Impact on operating budgets: Minor | | |
| Tilden Rd Water Main Ext. | Utility Impact Fees | \$ 409,000 |
| <u>Description:</u> Construction to install 12 inch water mains to improve water pressure, flow and fire protection on needed sections of Tilden Rd. 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 | | |
| 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 | | |
| Brush Cutter | Stormwater Fund | \$ 19,000 |
| <u>Description:</u> Brush cutter to maintain ditches and ponds. Replaces old mower. Impact on operating budgets: No Additional Impact | | |
| Side Load Trucks - Qty. 2 | Solid Waste | \$ 471,268 |
| <u>Description:</u> Replacement side load trucks to improve collection services for residential customers. Impact on operating budgets: No Additional Impact | | |
| Portable radios - Qty. 3 | Solid Waste | \$ 4,500 |

FY 2014 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|--|-------------------------------------|--------------------|
| <u>Description:</u> Three Motorola portable radios for communication with office throughout the day. Impact on operating budgets: No Additional Impact | | |
| 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: Minor | | |
| Trailer City Entrance | Trailer City | \$ 4,000 |
| <u>Description:</u> Improvements to be made to the entrance of Trailer City. Impact on operating budgets: Minor | | |
| John Deere Gator | Trailer City | \$ 8,200 |
| <u>Description:</u> Replacement utility vehicle to be used for grounds maintenance. Impact on operating budgets: No Additional Impact | | |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
RECOMMENDED MAJOR CAPITAL EXPENDITURES**

| PROJECT NAME | SOURCE FUND | 2014 | 2015 | 2016 | 2017 | 2018 | Totals |
|--|--------------------|---------------|----------------|------------------|------------------|------------------|------------------|
| Storage Area Network - Police | GF | INFO SYS | 60,000 | - | - | - | 60,000 |
| Fiber Internet Connection | GF | INFO SYS | 100,000 | - | - | - | 100,000 |
| Dispatch Consoles | GF | POLICE | 100,000 | - | - | - | 100,000 |
| Police Station HVAC Units | GF | POLICE | 33,000 | - | - | - | 33,000 |
| 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 | 75,000 | 1,125,000 | - | - | 1,200,000 |
| Newton Park Pier Replacement | GF | PARKS AND REC | 180,000 | - | - | - | 180,000 |
| Lulu Creek Trail Extension | GF | PARKS AND REC | - | 260,000 | - | - | 260,000 |
| Tucker Ranch Heritage Park | GF | PARKS AND REC | 200,000 | - | - | 250,000 | 450,000 |
| General Fund Total | | | 748,000 | 1,535,000 | 1,717,500 | 250,000 | 4,250,500 |
| Dillard St Improvements (SR 50 to Plant St) | CRA | CRA | - | 300,000 | - | - | 300,000 |
| CRA Fund Total | | | - | 300,000 | - | - | 300,000 |
| Fire Station - Southwest | GIF | FIRE | - | - | - | 2,000,000 | 2,000,000 |
| Fire Engine - Southwest Station | GIF | FIRE | - | - | - | 460,000 | 460,000 |
| SBW, Roberson, Windermere Round-About | GIF | STREETS | 250,000 | - | - | - | 250,000 |
| Plant Street/Avalon Intersection | GIF | STREETS | 275,000 | - | - | - | 275,000 |
| Plant Street/Avalon Intersection | GIF | STREETS | 150,000 | 850,000 | - | - | 1,000,000 |
| Marsh Rd (545 to Hickory Hammock) | GIF | STREETS | - | 1,000,000 | 3,250,000 | - | 4,250,000 |
| General Impact Fee Fund Total | | | 675,000 | 1,850,000 | 3,250,000 | 2,460,000 | 8,235,000 |
| Dillard Street - Verna Street north to Division | LOGT | STREETS | 179,250 | - | - | - | 179,250 |
| Downtown Brick Pavers | LOGT | STREETS | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 |
| North Dillard - Surprise to Division | LOGT | STREETS | 47,840 | 239,315 | - | - | 287,155 |
| N. Main Street - Plant to Newell | LOGT | STREETS | - | 19,275 | 128,480 | - | 147,755 |
| S. Highland - Smith to Tremaine | LOGT | STREETS | - | 20,000 | 128,000 | - | 148,000 |
| Palm Drive - Regal Place to Division | LOGT | STREETS | 355,900 | - | - | - | 355,900 |
| Plant Street - Dillard to 6th St | LOGT | STREETS | 120,000 | - | - | - | 120,000 |
| Tremaine Street - Main to Dillard | LOGT | STREETS | 49,795 | 249,205 | - | - | 299,000 |
| Stoneybrook Street Resurfacing | LOGT | STREETS | - | 600,000 | - | - | 600,000 |
| Local Option Gas Tax Total | | | 782,785 | 1,157,795 | 286,480 | 30,000 | 2,287,060 |
| Dillard Street - Verna Street north to Division (Construction) | S | STORMWATER | 67,500 | - | - | - | 67,500 |
| North Dillard - Surprise to Division (Design & Construction) | S | STORMWATER | 11,960 | 59,570 | - | - | 71,530 |
| N. Main Street - Plant to Newell | S | STORMWATER | - | 3,050 | 20,100 | - | 23,150 |
| S. Highland - Smith to Tremaine | S | STORMWATER | - | 10,200 | 68,000 | - | 78,200 |
| Palm Drive - Regal Place to Division | S | STORMWATER | 62,500 | - | - | - | 62,500 |
| Tremaine Street - Main to Dillard (Design & Construction) | S | STORMWATER | 9,430 | 47,035 | - | - | 56,465 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
RECOMMENDED MAJOR CAPITAL EXPENDITURES**

| PROJECT NAME | SOURCE FUND | | 2014 | 2015 | 2016 | 2017 | 2018 | Totals |
|--|--------------------|--------------|------------------|------------------|------------------|------------------|----------------|-------------------|
| Stormwater R&R Improvements | S | STORMWATER | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 |
| Lulu Creek | S | STORMWATER | - | 1,500,000 | - | - | - | 1,500,000 |
| Stormwater Line Upgrade - E Plant/9th St | S | STORMWATER | - | - | - | 1,500,000 | - | 1,500,000 |
| Stormwater Total | | | 181,390 | 1,649,855 | 118,100 | 1,530,000 | 30,000 | 3,509,345 |
| Automated Side-Load Trucks (2) | SW | SOLID WASTE | 471,268 | - | - | - | - | 471,268 |
| Solid Waste Total | | | 471,268 | - | - | - | - | 471,268 |
| Palmetto Water Tank Painting | U-W | WATER | 150,000 | - | - | - | - | 150,000 |
| Portable Industrial Vacuum/Washer | U-W | DISTRIBUTION | 68,000 | - | - | - | - | 68,000 |
| North Dillard - Surprise to Division (Design & Construction) | U-W | DISTRIBUTION | 8,395 | 41,975 | - | - | - | 50,370 |
| Utilities Total | | | 226,395 | 41,975 | - | - | - | 268,370 |
| Dillard Street - Verna Street north to Division | UIF-W | DISTRIBUTION | 29,375 | - | - | - | - | 29,375 |
| Fuller's Cross 16" Water Main Ext. | UIF-W | DISTRIBUTION | 346,000 | - | - | - | - | 346,000 |
| Tremaine Street - Main to Dillard (Design & Construction) | UIF-W | DISTRIBUTION | 8,280 | 41,400 | - | - | - | 49,680 |
| Woodlark Water Storage Tank II | UIF-W | DISTRIBUTION | 2,000,000 | - | - | - | - | 2,000,000 |
| Woodlark Water Well #2 | UIF-W | DISTRIBUTION | 1,500,000 | - | - | - | - | 1,500,000 |
| N. Main Street - Plant to Newell | UIF-W | DISTRIBUTION | - | 2,870 | 19,200 | - | - | 22,070 |
| S. Highland - Smith to Tremaine | UIF-W | DISTRIBUTION | - | 4,500 | 28,175 | - | - | 32,675 |
| Maple St Reuse Water Main Extension | UIF-W | DISTRIBUTION | - | 1,300,000 | - | - | - | 1,300,000 |
| Wintermere Harbour Reuse Main Ext. & Retro | UIF-W | DISTRIBUTION | - | 324,000 | - | - | - | 324,000 |
| Wintermere Pt. Reuse Main Ext. & Retrofit | UIF-W | DISTRIBUTION | - | 1,224,000 | - | - | - | 1,224,000 |
| Windward Cay Reuse Main Ext. & Retrofit | UIF-W | DISTRIBUTION | - | 288,000 | - | - | - | 288,000 |
| Tilden Rd. 12" Reuse Main Ext. (East & West) | UIF-W | DISTRIBUTION | 409,000 | - | - | - | - | 409,000 |
| Marsh Rd Water Tank | UIF-W | DISTRIBUTION | - | - | 900,000 | - | - | 900,000 |
| Marsh Rd Reuse Tank | UIF-W | DISTRIBUTION | - | - | 1,500,000 | - | - | 1,500,000 |
| Westfield Retrofit Phases 1 & 2 | UIF-W | DISTRIBUTION | - | - | - | 500,000 | 500,000 | 1,000,000 |
| Palm Drive - Regal Place to Division | UIF-WW | COLLECTION | 77,450 | - | - | - | - | 77,450 |
| N. Main Street - Plant to Newell | UIF-WW | COLLECTION | - | 5,690 | 38,000 | - | - | 43,690 |
| S. Highland - Smith to Tremaine | UIF-WW | COLLECTION | - | 4,500 | 27,500 | - | - | 32,000 |
| Crest Avenue WWTP Expansion | UIF-WW | WASTEWATER | - | - | 2,500,000 | - | - | 2,500,000 |
| Reclaimed Water PH 3 | UIF-WW | WASTEWATER | - | 2,900,000 | - | - | - | 2,900,000 |
| Dreyfus Flow Improvements | UIF-WW | WASTEWATER | - | 1,200,000 | - | - | - | 1,200,000 |
| Utility Impact Fee Total | | | 4,370,105 | 7,294,960 | 5,012,875 | 500,000 | 500,000 | 17,677,940 |

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
RECOMMENDED MAJOR CAPITAL EXPENDITURES**

| PROJECT NAME | SOURCE FUND | | 2014 | 2015 | 2016 | 2017 | 2018 | Totals |
|--|--------------------|--------------|-------------------------|--------------------------|--------------------------|-------------------------|-----------------------|--------------------------|
| 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 Street - Verna Street north to Division (Construction) | URR-WW | COLLECTION | 38,500 | - | - | - | - | 38,500 |
| Dillard St Improvements (SR 50 to Plant St) | URR-WW | COLLECTION | 350,000 | - | - | - | - | 350,000 |
| North Dillard - Surprise to Division | URR-WW | COLLECTION | 12,995 | 64,975 | - | - | - | 77,970 |
| Palm Drive - Regal Place to Division | URR-WW | COLLECTION | 73,150 | - | - | - | - | 73,150 |
| Tremaine Street - Main to Dillard (Design & Construction) | URR-WW | COLLECTION | 8,800 | 50,370 | - | - | - | 59,170 |
| Utility Renewal and Replacement Total | | | 1,033,445 | 315,345 | 200,000 | 200,000 | 200,000 | 1,948,790 |
| Trailer City Electrical Upgrades | TC | TRAILER CITY | 34,445 | 34,445 | - | - | - | 68,890 |
| Trailer City Total | | | 34,445 | 34,445 | - | - | - | 68,890 |
| Total | | | <u>8,522,833</u> | <u>14,179,375</u> | <u>10,584,955</u> | <u>4,970,000</u> | <u>760,000</u> | <u>39,017,163</u> |

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.

| | Amount Expected at October 1, 2013 |
|---|--|
| 2001 Community Redevelopment Revenue Note \$3,700,000; principal due in annual installments of 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 beginning October 1, 2004; interest due in semi-annual installments of \$4,146 to \$14,521; interest at 4.93% | \$ 168,177 |
| 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 | 10,380,000 |
| Total Outstanding—Governmental Fund Types | \$10,548,177 |

CITY OF WINTER GARDEN, FLORIDA
DEBT INFORMATION

Summary of Debt Outstanding

| Debt Outstanding—Proprietary Fund Types | Amount Expected at October 1, 2013 |
|--|--|
| 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% | \$ 686,525 |
| 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% | 6,892,307 |
| 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% | 1,283,760 |
| Total Outstanding—Proprietary Fund Types | \$8,862,592 |

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 |
|--------------------|--------------|-------------|--------------|
| 2014 | \$ 280,000 | \$ 444,038 | \$ 724,038 |
| 2015 | 290,000 | 432,838 | 722,838 |
| 2016 | 300,000 | 421,238 | 721,238 |
| 2017-2036 | 9,510,000 | 4,934,225 | 14,444,225 |
| | \$10,380,000 | \$6,232,339 | \$16,612,339 |

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 |
|--------------------|-----------|-----------|-----------|
| 2014 | \$ 52,624 | \$ 22,427 | \$ 75,051 |
| 2015 | 54,391 | 20,660 | 75,051 |
| 2016 | 56,217 | 18,834 | 75,051 |
| 2017-2024 | 523,293 | 77,113 | 600,406 |
| | \$686,525 | \$139,034 | \$825,559 |

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

| Fiscal Year Ending | Principal | Interest | Total |
|--------------------|-------------|-------------|-------------|
| 2014 | \$ 542,579 | \$ 190,564 | \$ 733,143 |
| 2015 | 557,987 | 175,156 | 733,143 |
| 2016 | 573,833 | 159,310 | 733,143 |
| 2017-2024 | 5,217,908 | 647,238 | 5,865,146 |
| | \$6,892,307 | \$1,172,268 | \$8,064,575 |

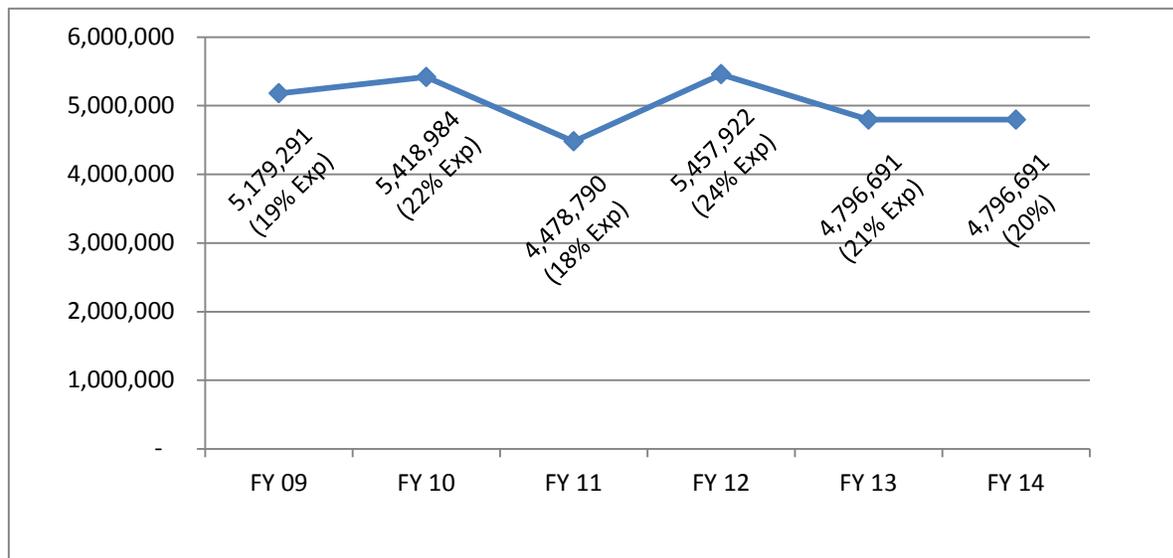
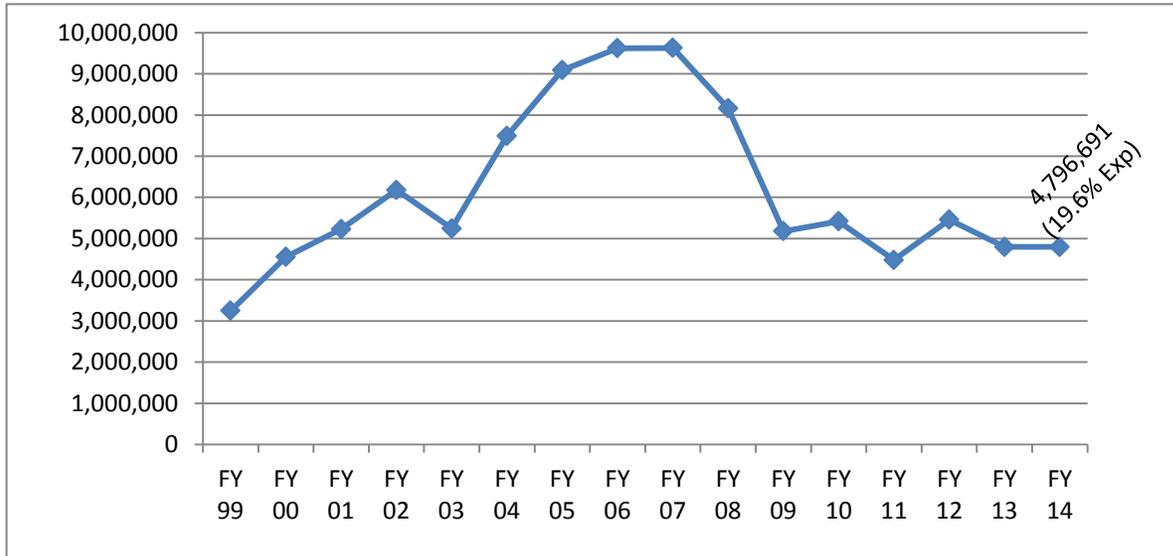
Debt service requirements of the 2004 State Revolving Fund Loan are as follows:

| Fiscal Year Ending | Principal | Interest | Total |
|--------------------|-------------|-----------|-------------|
| 2014 | \$ 101,852 | \$ 33,601 | \$ 135,453 |
| 2015 | 104,590 | 30,863 | 135,453 |
| 2016 | 107,401 | 28,052 | 135,453 |
| 2017-2024 | 969,917 | 113,708 | 1,083,625 |
| | \$1,283,760 | \$206,224 | \$1,489,984 |



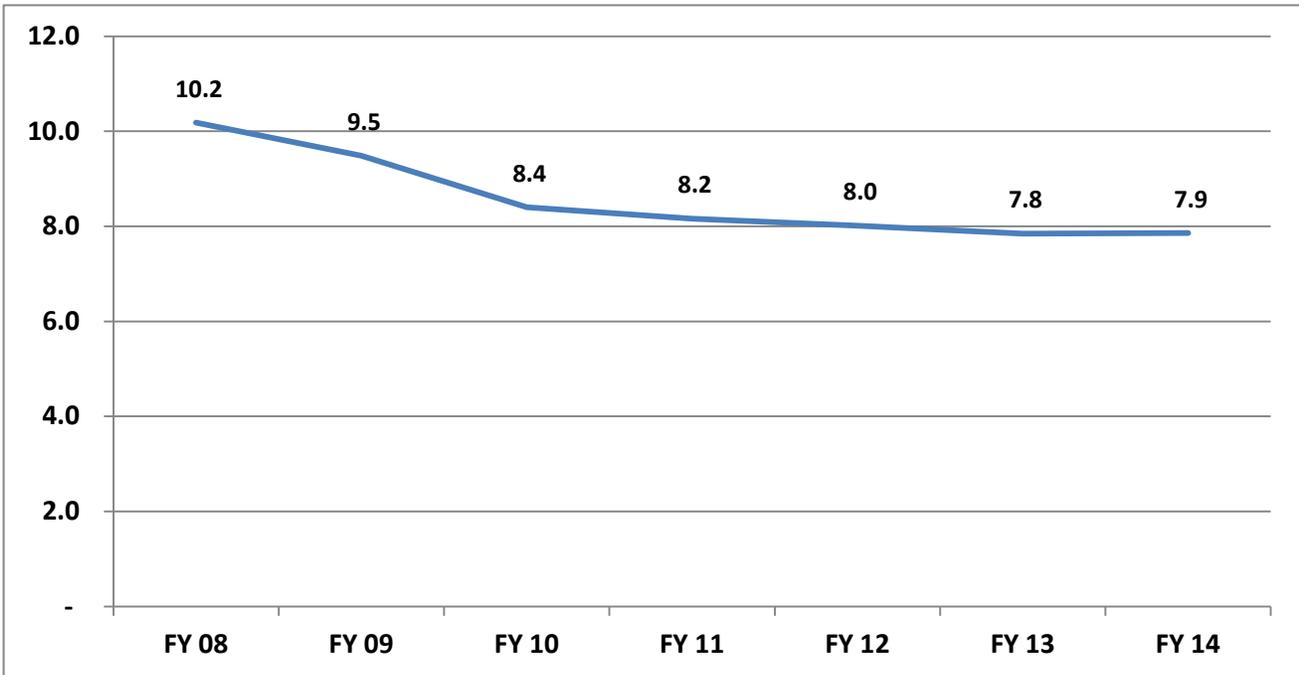
SUPPLEMENTAL INFORMATION

**CITY OF WINTER GARDEN
FY 2013/2014 BUDGET
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND**

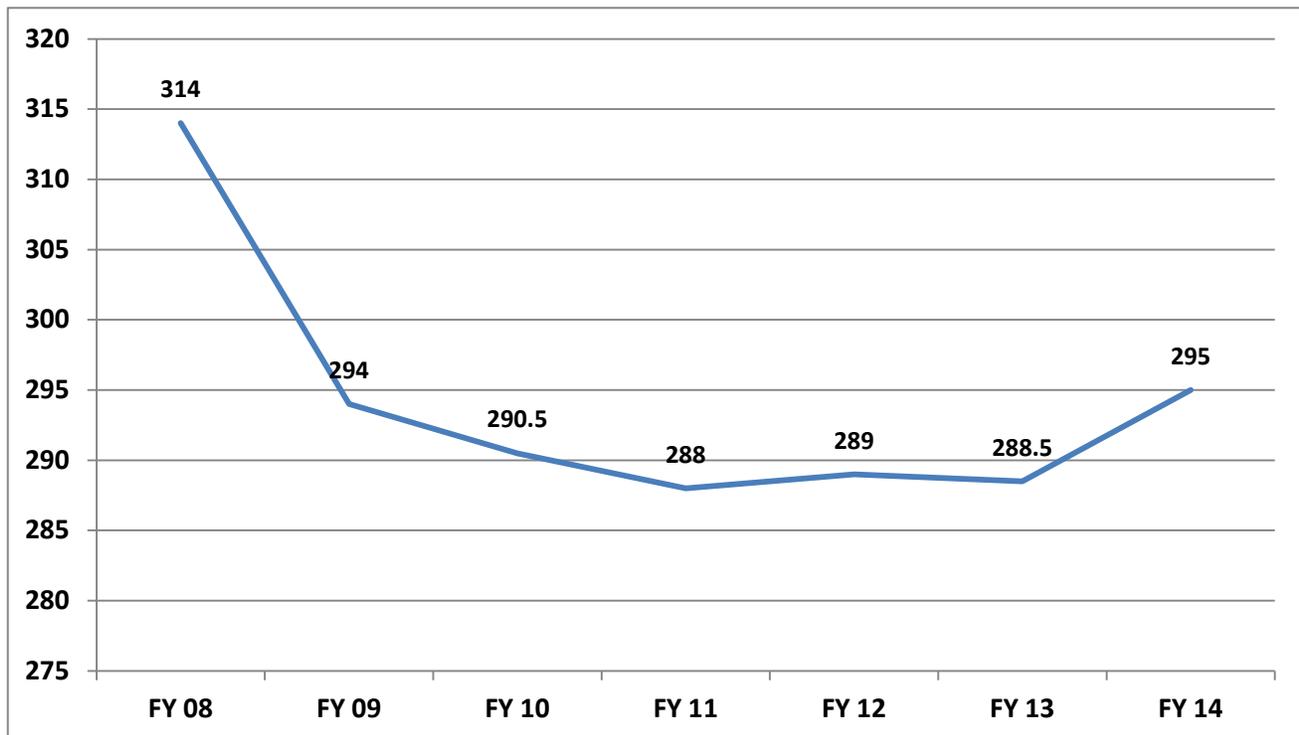


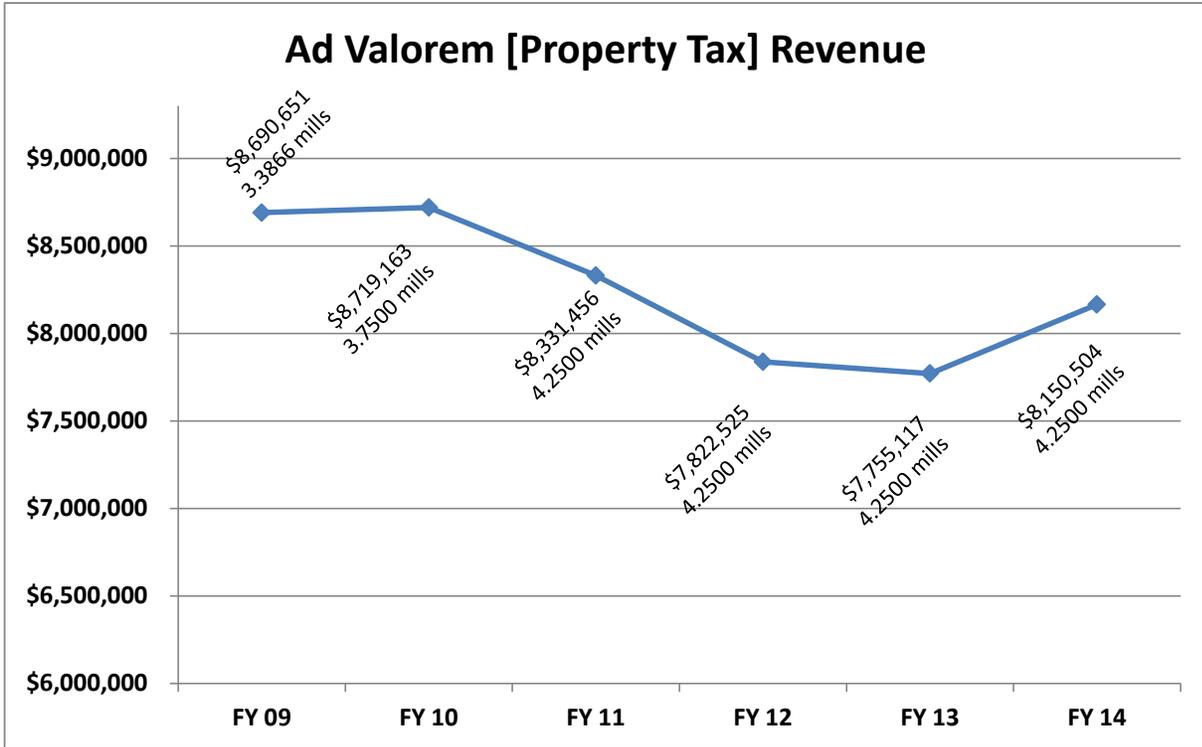
| DEPARTMENT | FY09-10 | FY10-11 | FY11-12 | FY12-13 | Adopted FY13-14 |
|---|--------------|-------------|-------------|-------------|--------------------|
| GENERAL GOVERNMENT | | | | | |
| City Commission | 5 | 5 | 5 | 5 | 5 |
| Executive | 7 | 7 | 7 | 5.5 | 5.5 |
| Economic Development | 1 | 1 | 1 | 1 | 1 |
| City Clerk | 3 | 3 | 3 | 3 | 3 |
| Finance | 11 | 11 | 11 | 11 | 10 |
| ADMINISTRATIVE SERVICES | | | | | |
| Human Resources | 3 | 3 | 3 | 4 | 4 |
| Human Resources part-time | 0.5 | 0.5 | 0.5 | 0 | 0 |
| Human Resources-Building Maint. | 5 | 5 | 0 | 0 | 0 |
| Facilities Management | 0 | 0 | 5 | 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 | 46.5 | 45.5 |
| PUBLIC SAFETY | | | | | |
| Police - sworn | 70 | 70 | 71 | 71 | 75 |
| Police - non-sworn | 17 | 17 | 17 | 17 | 17 |
| Police - non-sworn part-time | 6 | 6 | 6 | 6 | 6 |
| Fire | 47 | 46 | 46 | 46 | 45 |
| TOTAL PUBLIC SAFETY | 140 | 139 | 140 | 140 | 143 |
| COMMUNITY DEVELOPMENT | | | | | |
| Building - Inspection | 5 | 5 | 4 | 4 | 6 |
| Building - Code Enforcement | 2 | 2 | 2 | 2 | 2 |
| Planning - Administration | 6 | 3 | 4 | 4 | 4 |
| Building - Administration | 4 | 5.5 | 6 | 6 | 6 |
| TOTAL COMMUNITY DEVELOPMENT | 17 | 15.5 | 16 | 16 | 18 |
| PUBLIC SERVICES | | | | | |
| Administration | 4 | 4 | 4 | 5 | 4 |
| Streets | 6 | 6 | 3 | 3 | 3 |
| Cemetery | 1 | 1 | 1 | 1 | 1 |
| Engineering | 5 | 5 | 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 | 8 | 9 | 9 | 12 |
| Collection | 10 | 10 | 12 | 12 | 15 |
| TOTAL PUBLIC WORKS AND UTILITIES | 70 | 70 | 65 | 66 | 71 |
| ENGINEERING | 0 | 0 | 5 | 4 | 5 |
| Recreation | 9 | 9 | 8 | 8 | 8 |
| Recreation - part-time FTE | 1 | 1 | 0.5 | 0.5 | 0.5 |
| Parks | 10 | 10 | 11 | 10 | 10 |
| TOTAL PARKS/RECREATION | 20 | 20 | 19.5 | 18.5 | 18.5 |
| TOTAL PUBLIC SERVICES | | | | 88.5 | 94.5 |
| TRAILER CITY | 2 | 2 | 2 | 2 | 2 |
| TOTALS (less Commission) | 290.5 | 288 | 289 | 288 | 298 |

**CITY OF WINTER GARDEN
 FY 2013/2014 BUDGET
 FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**



FULL-TIME EQUIVALENT EMPLOYEES





Orange County Property Taxable Values and Millage Rates

FY 2012/13 Taxable Values Compared to FY 2013/14 Taxable Values

| Government Organization | Prior Year Taxable Property Value FY 2012/13 | Current Year Taxable Property Value FY 2013/14 | % Increase / (Decrease) in Property Value Year over Year | FY 2013/14 Proposed Millage Rate |
|-------------------------|--|--|--|--|
| Oakland | 194,856,282 | 192,533,563 | -1.19% | 7.7500 |
| Eatonville | 173,890,955 | 179,270,454 | 3.09% | 7.2938 |
| Ocoee | 1,657,352,575 | 1,676,861,448 | 1.18% | 5.9037 |
| Orlando | 18,070,656,794 | 18,825,801,663 | 4.18% | 5.6500 |
| Edgewood | 265,900,358 | 269,828,253 | 1.48% | 5.3000 |
| Maitland | 1,944,209,849 | 1,981,896,495 | 1.94% | 4.5800 |
| Orange County (General) | 81,060,443,665 | 84,403,451,791 | 4.12% | 4.4347 |
| Winter Park | 3,772,543,918 | 3,924,769,922 | 4.04% | 4.4019 |
| Belle Isle | 561,272,183 | 584,568,215 | 4.15% | 4.4018 |
| Winter Garden | 1,897,929,375 | 1,997,672,363 | 5.26% | 4.2500 |
| Windermere | 531,782,038 | 539,036,114 | 1.36% | 3.7896 |
| Apopka | 1,931,425,225 | 2,002,650,748 | 3.69% | 3.4727 |

| CRA | Prior Year Taxable Property Value FY 2012/13 | Current Year Taxable Property Value FY 2013/14 | % Increase / (Decrease) in Property Value Year over Year |
|----------------------|--|--|--|
| Apopka | 81,548,786 | 81,178,622 | -0.45% |
| Eatonville | 90,379,336 | 92,012,428 | 1.81% |
| Maitland | 155,355,740 | 157,498,750 | 1.38% |
| Ocoee | 176,740,541 | 180,600,049 | 2.18% |
| Orlando | 3,570,249,405 | 3,688,177,971 | 3.30% |
| Winter Garden | 100,497,778 | 104,877,879 | 4.36% |
| Winter Park | 510,638,070 | 526,072,892 | 3.02% |



WINTER GARDEN

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.



APPENDIX

Detailed Business Plans



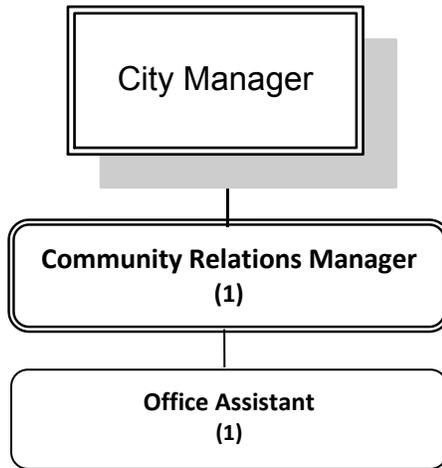
COMMUNITY RELATIONS DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|--|---|
| <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



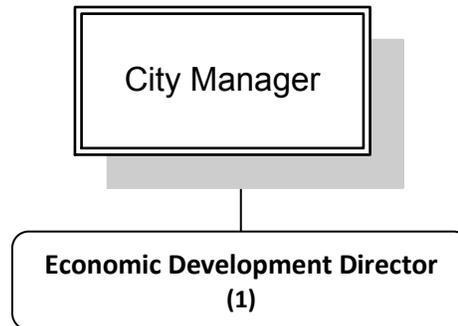


ECONOMIC DEVELOPMENT DEPARTMENT BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| <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 ○ Modest 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 • Modest business growth • Improved consumer confidence • Lower unemployment rate (7%) |

Organizational Structure

FTE: 1



FY 2013-2014 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)

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

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)

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 Base – 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

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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Employment Opportunity Satisfaction Index | 43% | 42% | 45% ↑ |
| Business Community Satisfaction Rating | N/A | 60% | 75% ↑ |
| OPERATIONAL INDICATORS | | | |
| City-wide Occupancy Rate | 88% | 92% | 93% ↑ |
| # of Jobs Created | N/A | 45 | 60 ↑ |
| Jobs Created as % of Total Jobs | N/A | .28% | .38% ↑ |
| Average Wage of Jobs Created | N/A | \$46,638 | \$47,500 ↑ |
| Average Wage of Total Jobs | N/A | \$41,479 | \$42,500 ↑ |
| Average Purchase Price of a New Home (Single-Family) | N/A | \$316,966 | \$400,000 ↑ |
| # of Business Start-Ups & Expansions | 210 | 348 | 365 ↑ |
| % Change in Business Tax Base | 51.2% | -19.2% | 10% ↑ |
| Commercial Construction \$ Value | \$27,877,287 | \$25,145,069 | \$27,500,000 ↑ |
| Construction \$ Value per Commercial Building Permit | \$119,134 | \$97,085 | \$100,000 ↑ |
| Residential Construction \$ Value | \$44,573,103 | \$88,963,238 | \$93,000,000 ↑ |
| Construction \$ Value per Residential Building Permit | \$33,819 | \$46,798 | \$47,500 ↑ |
| Downtown Occupancy Rate | 98% | 98.6% | 100% ↑ |
| Downtown Lease Rates/Square Footage | \$15.00 | \$18.00 | \$19.00 ↑ |

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 2013-2014 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

Objective

- Continue to monitor and improve the GovQA service delivery process to achieve timely and satisfactory outcomes when handling all citizen service needs.

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)

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index | 74% | 73% | 75%↑ |
| Opportunities to Participate in Community Matter Satisfaction Index | 70% | 73% | 75%↑ |
| Sense of Community Satisfaction Index | 79% | 88% | 90%↑ |
| City Participation in Schools Satisfaction Rating | 83.3% | 100% | 85%↑ |
| Service Process Satisfaction Rating * | 90% | 94.3% | 100%↑ |
| Service Outcome Satisfaction Rating * | 89% | 91.3% | 100%↑ |
| % Satisfied with Resolution Timeframe * | 79% | 91.2% | 100%↑ |
| OPERATIONAL INDICATORS | | | |
| Avg. West Orange Consortium Participation % | 80% | 80% | 95%↑ |
| Initial Acknowledgement Response Rate (within 24 hrs.) | 76% | 85.1% | 100%↑ |
| Second Acknowledgement Response Rate (within 72 hrs.) | 64% | 79.6% | 100%↑ |
| % of Requests Resolved within Provided Timeframe | 63.4% | 84.4% | 100%↑ |

* GovQA citizen survey on service request experience conducted monthly

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

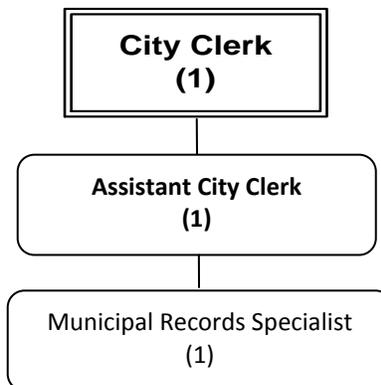


CITY CLERK'S DEPARTMENT BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| <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 receive multiple records requests • Administrative or city staffing turnover challenges response time 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 2013-2014 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.*

PERFORMANCE INDICATOR RESULT & TARGET

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| OPERATIONAL INDICATOR | | | |
| Percentage of Standard Requests Fulfilled within 10 Business Days | 100% | 100% | 100%↑ |

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

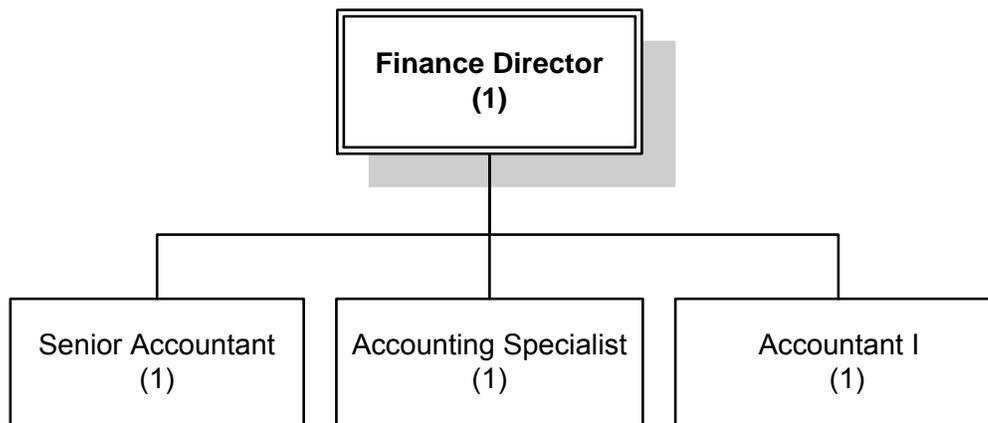


FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| MISSION STATEMENT: Preserve financial wellness and the fiscal integrity of the City as well as facilitate accounting and procurement standards. | CORE FUNCTIONS: <ul style="list-style-type: none"> • Financial Management – Treasury, Management & Budgeting, Accounting & Controls • Payroll Administration • Accounts Payable & Accounts Receivable |
| CHALLENGES: <ul style="list-style-type: none"> • Unfavorable legislative changes • Economic instability of the state and nation • Declining availability of Federal and State funding | BUSINESS ASSUMPTIONS: <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 2013-2014 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Submit balanced budget within control 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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Fiscal Management Overall Customer Service Satisfaction Rating * | N/A | 97.6% | 98%↑ |
| FINANCIAL INDICATOR | | | |
| Budget to Actual Variance ((City Overall Financials) | +1.5% | +2% | ≤ +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.

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



FINANCE DEPARTMENT

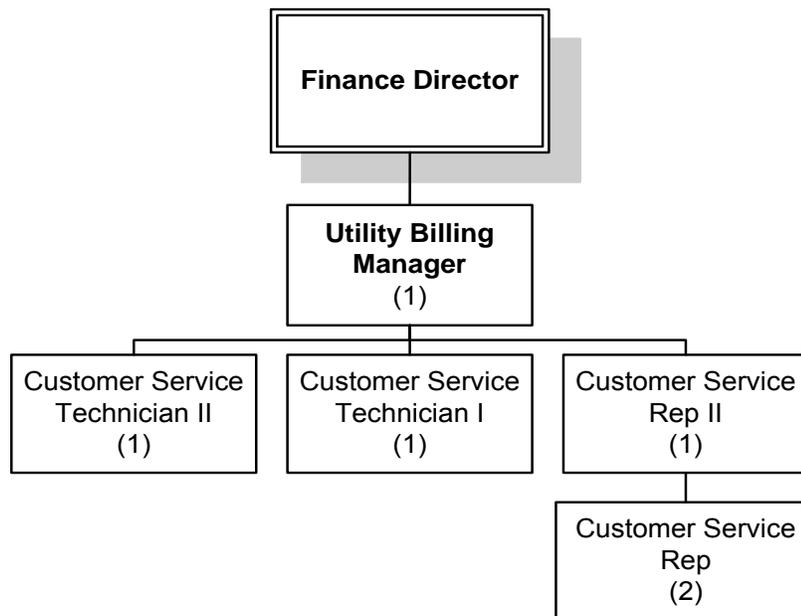
UTILITY BILLING

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 2013-2014 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.

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Utility Billing Service Satisfaction Index | 72% | 73% | 80%↑ |
| Service Resolution Satisfaction Rating-Customer Svc | 85% | 93% | 95%↑ |

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

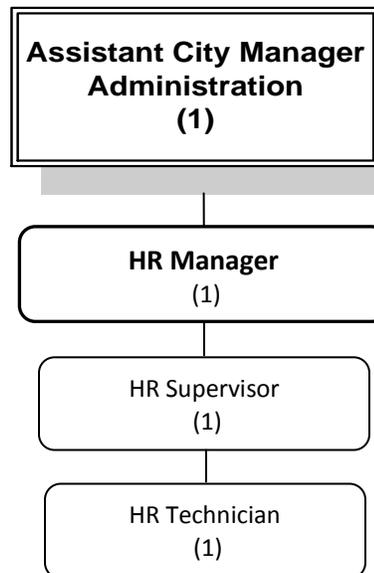


ADMINISTRATIVE SERVICES HUMAN RESOURCES BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|--|
| MISSION STATEMENT: To recruit, retain, develop and support a skilled, diverse workforce. | CORE FUNCTIONS: <ul style="list-style-type: none"> • Recruitment and Retention • Employee Support Services • Organizational Development • Employee Relations • Risk Management |
| CHALLENGES: <ul style="list-style-type: none"> • Uncertainty of Healthcare Reform Impacts • Loss of key personnel • Employee compliance with safety practices | BUSINESS ASSUMPTIONS: <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 2013-2014 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.

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

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

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 Medical Benefits Payments per Employee – Average dollar value of medical only benefits **paid by the City** per employee. Excludes portion paid by employees

Employee Medical Benefits Payments per Employee – Average dollar value of medical only benefits **paid by employees** per employee. Excludes portion paid by City

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

Strategic Priority #3

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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Overall Employee On-Boarding Satisfaction Rate | 77% | 96.14% | 97%↑ |
| HR On-Boarding Satisfaction Rating | N/A | 99.8% | 100%↑ |
| Department On-Boarding Satisfaction Rating | N/A | 94% | 95%↑ |
| Training Experience Satisfaction Rating | N/A | 94% | 95%↑ |
| Medical Benefits Satisfaction Rate | N/A | N/A | 80%↑ |
| HR Overall Customer Service Satisfaction Rating * | N/A | 95.7% | 97%↑ |
| FINANCIAL INDICATORS | | | |
| Internal Training Cost Per Employee | N/A | \$48.46 | \$50.00↑ |
| External Training Cost Per Employee | N/A | \$300.00 | \$300.00↑ |
| City Medical Benefits Payments per Employee | \$515 | \$568 | \$596↓ |
| Employee Medical Benefits Payments per Employee | \$108 | \$120 | \$125↓ |
| OPERATIONAL INDICATORS | | | |
| Average Time to Fill High-Level Salaried Position | N/A | N/A | 150↓ |
| Average Time to Fill Mid-Level Salaried Position | N/A | N/A | 120↓ |
| % of Salaried Positions filled within 120 Days | N/A | N/A | 75%↑ |
| Training Hours Per Supervisory Employee | N/A | 7 | 12↑ |
| Employee Absenteeism Ratio | .035 | .027 | .03↓ |
| Sick Hours per FTE | 21 | 21 | 20↓ |
| Average Time Off per FTE | 184 | 154 | 150↓ |
| Days Lost Due to On-The-Job Injuries per FTE | .33 | .25 | .24↓ |
| Citywide Lost Time Injury Rate | 8.84 | 7.18 | 7↓ |
| Citywide Lost Workday Due to Injury Rate per 100 Employees (days) | 33.61 | 26.8 | 25↓ |

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

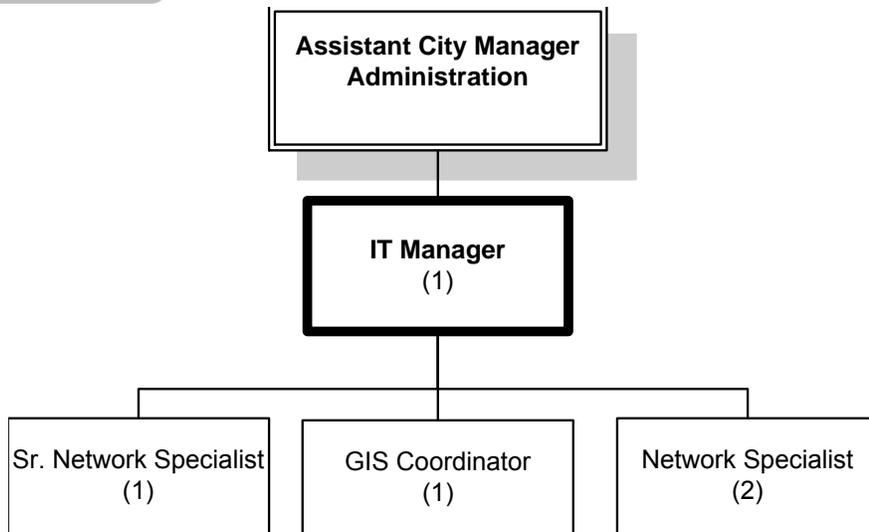


ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|--|--|
| 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



FY 2013-2014 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 targeted areas on the City' website to ensure that **100%** of all content is up-to-date and relevant for citizen and public usefulness.

Performance Indicator

% of Accurate Web Content – Measure or number of target area content on the City's website that is current and accurate compared to the total measure or number content items contained in the target areas (in Megabytes)

Department Goal

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

Objectives

- Enhance the City's phone system (infrastructure delivery and service handling) by ensuring optimal call flow design and reporting visibility for key service areas to help improve overall service excellence.
- Acquire uptime monitoring software to effectively ensure high levels of system performance, access and availability throughout the City.

Performance Indicators

Average Talk Time – Time taken (seconds or minutes) to process a call by each customer service attendant from when a call is picked up a live person to when the call is terminated city-wide (excludes hold time). Service areas include: CD, Public Svc, UB & Reception

Call Abandonment Rate – Number of callers or calls entering the City's phone system that voluntarily terminated or abandoned the call before a live person picked-up. Service areas include: CD, Public Svc, UB & Reception

Average Hold Time – The time that elapses (seconds or minutes) while each caller is in the queue awaiting pick-up by a live person city-wide and time elapsed when an attendant places the caller on hold. Service areas include: CD, Public Svc, UB & Reception

% of Calls Handled – Number of calls that entered the City's phone system and were answered by a live person compared to total calls entering the City's phone system. Service areas include: CD, Public Svc, UB & Reception

% 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

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

Establish an initiative to properly document **100%** of all utility assets in the City's GIS system with "install dates" to help improve replacement assessments on aging infrastructure.

Performance Indicators

% of Overall Utility assets documented in GIS – Total number of Utility assets identified with asset date of installation info in GIS compared to total Utility assets in GIS

% of Reclaim Assets Documented in GIS – # of Reclaimed Water assets identified with asset date of installation info in GIS compared to total Reclaimed Water assets in GIS

% of Water Assets Documented in GIS – # of Water assets identified with asset date of installation info in GIS compared to total Water assets in GIS

% of Sewer Assets Documented in GIS – # of Sewer assets identified with asset date of installation info in GIS compared to total Sewer assets in GIS

% of Storm Water Assets Documented in GIS – # of Storm water assets identified with asset date of installation info in GIS compared to total Storm water assets in GIS

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| IT Overall Service Satisfaction Rating * | N/A | 66.7% | 80%↑ |
| OPERATIONAL INDICATORS | | | |
| % of Overall Utility Assets Documented in GIS | 16.5% | 42% | 60%↑ |
| % of Reclaim Assets Documented in GIS | 100% | 100% | 100%↑ |
| % of Water Assets Documented in GIS | 28.6% | 80.6% | 100%↑ |
| % of Sewer Assets Documented in GIS | N/A | 10.6% | 100%↑ |
| % of Storm Water Assets Documented in GIS | N/A | 10.5% | 65%↑ |
| % of Accurate Web Content | N/A | N/A | 100%↑ |
| Average Talk Time (minutes) | N/A | 1:46 | ≤ 2:00↓ |
| Call Abandonment Rate | N/A | 23.6% | 5%↓ |
| Average Hold Time (minutes) | N/A | :35 | ≤ 1:00↓ |
| % of Calls Handled | N/A | 76.4% | 95%↑ |
| % Uptime and Availability of Systems | N/A | N/A | 99.9%↑ |

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

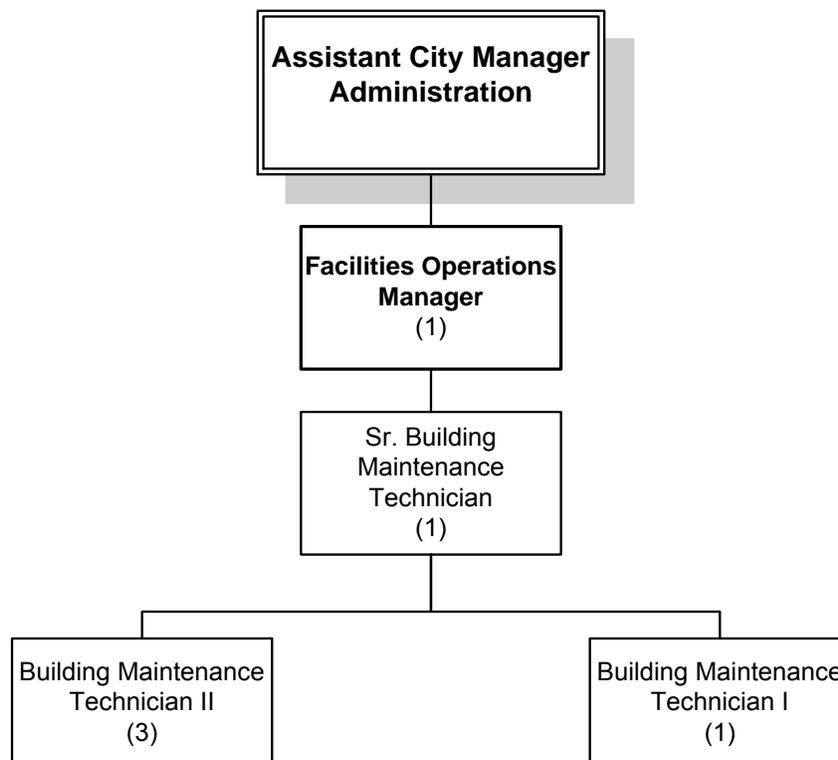


ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|--|--|
| 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 2013-2014 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

% of Level 1 Service Requests Processed – Total level 1 requests processed compared to total overall work orders completed quarterly and annually

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

% 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 **23,000 kWh** or **16.2 CO₂e** (Greenhouse Gases Reduced).
- Through innovative EV fleet sustainable ideas, achieve a carbon dioxide reduction of at least **1,600 GHG (kg)**.

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).

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Facilities Overall Customer Service Satisfaction Rating * | N/A | 79.5% | 85%↑ |
| FINANCIAL INDICATOR | | | |
| Net Cost Savings from Energy Reductions | \$3,064.00 | \$2,671.00 | \$2,760.00↑ |
| OPERATIONAL INDICATORS | | | |
| % of Level 1 Service Requests Processed | 4% | 4% | 3%↓ |
| % Clean Janitorial Inspections | 88.7% | 83.8% | 85%↑ |
| Energy Consumption Reduction (kWh) | 25,535 | 22,260 | 23,000↑ |
| Greenhouse Gases Reduced (CO ₂ e) | 17.6 | 16 | 16.2↑ |
| Carbon Dioxide Reduced (kg) | 133.54 | 1,541.3 | 1,600↑ |

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

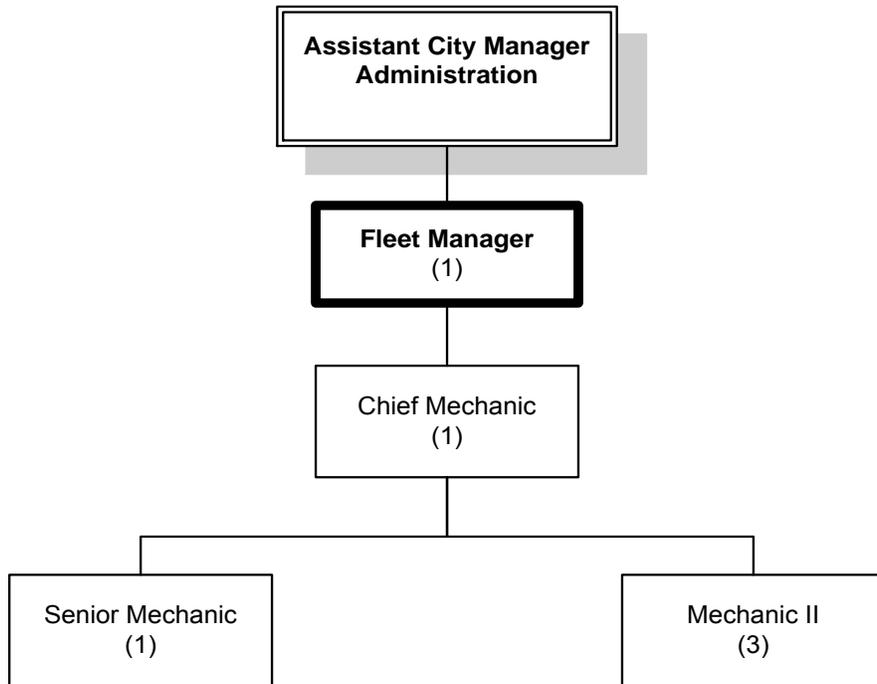
FLEET MANAGEMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|--|---|
| <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



FY 2013-2014 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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Overall Fleet Management Satisfaction Rating * | N/A | 86.1% | 90%↑ |
| OPERATIONAL INDICATORS | | | |
| Overall Preventive Maintenance Adherence Rate | N/A | 85% | 95%↑ |
| F1-Fire Dept. Scheduled PM Adherence Rate | N/A | 87.5% | 90%↑ |
| F2-Police Dept. Scheduled PM Adherence Rate | N/A | 99.0% | 100%↑ |
| F3-Solid Waste Scheduled PM Adherence Rate | N/A | 58.3% | 65%↑ |
| F4-General Support Scheduled PM Adherence Rate | N/A | 92.7% | 95%↑ |
| Vehicle Cost per Mile | N/A | N/A | \$.42↓ |
| Average Repair & PM Cost Per Fire Vehicle | N/A | \$2,405 † | \$4,668↓ |
| Average Repair & PM Cost Per Police Vehicle | N/A | \$909 † | \$1,308↓ |
| Average Repair & PM Cost Per Solid Waste Vehicle | N/A | \$4,041 † | \$6,401↓ |
| Average Repair & PM Cost Per Regular Vehicle | N/A | \$996 † | \$1,679↓ |
| Average Age of Fleet Vehicles | N/A | 8.9 | 8↓ |
| Preventive vs. Corrective Maintenance Ratio | N/A | 79.5% | 85%↑ |
| Fleet Average Downtime Hours | N/A | N/A | 15↓ |
| Fleet Average PM Downtime Hours | N/A | N/A | 5↓ |
| Fleet Average Downtime Cost | N/A | N/A | \$1,280↓ |
| % Repeat Repairs/Failures | N/A | 30% | 12%↓ |
| Average Fleet Availability ** | N/A | N/A | 97%↑ |
| Average Fleet Vehicle Productivity (Fleet Utilization) *** | N/A | N/A | 75%↑ |
| Vehicle-to-Mechanic Ratio | N/A | 68 | 75↓ |
| % of Repairs Outsourced | N/A | 6.3% | 15%↓ |

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

† Cost based on direct labor and parts only. Future costs will be fully burdened based on labor, parts and operating overhead

* 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



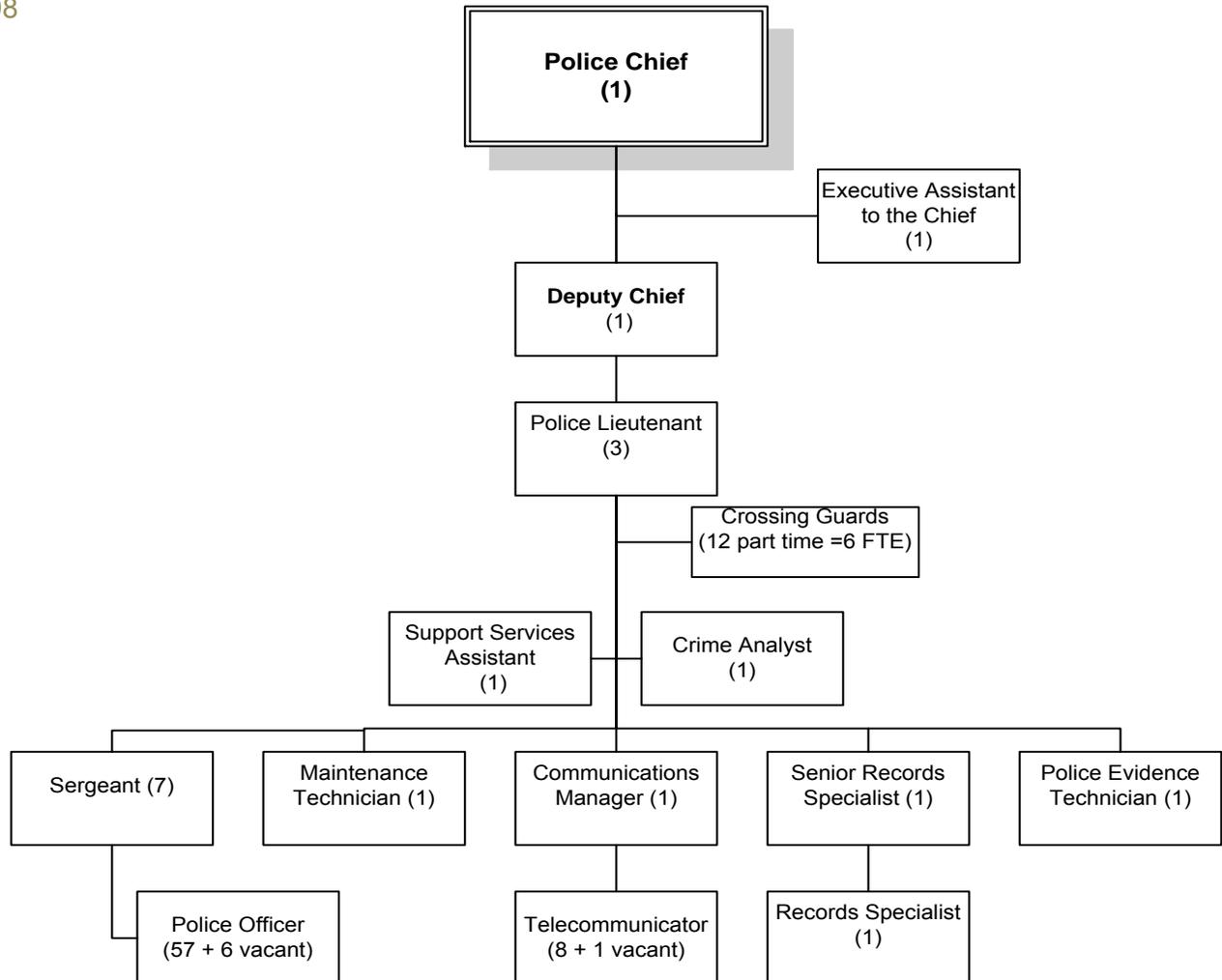
POLICE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| <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: 98



FY 2013-2014 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 WSPD 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 WSPD 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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Safety From Property Crime Index | 71% | 69% | 72%↑ |
| Safety From Violent Crime Index | 81% | 81% | 83%↑ |
| Crime Prevention Index | 83% | 81% | 83%↑ |
| Average Safety in Your Neighborhood Index (day & night combined) | 89% | 86% | 88%↑ |
| Safety in Downtown Winter Garden during the Day Index | 96% | 95% | 96%↑ |
| Safety in Downtown Winter Garden after Dark Index | 82% | 82% | 84%↑ |
| OPERATIONAL INDICATORS | | | |
| # of Property Crimes Reported | 1,317 | 1,351 | 1,300↓ |
| Property Crime Clearance Rate | 34.9% | 37.6% | 39%↑ |
| Property Crime Rate per 1,000 Residents | 37.6 | 37.5 | 35.1↓ |
| # of Violent Crimes Reported | 222 | 212 | 200↓ |
| Violent Crime Clearance Rate | 54.1% | 50.7% | 55%↑ |
| Violent Crime Rate per 1,000 Residents | 6.3 | 5.9 | 5.4↓ |
| # of Crimes Reported | 1,539 | 1,563 | 1,500↓ |
| Crime Clearance Rate | 37.6% | 39.5% | 41%↑ |
| Crime Rate per 1,000 Residents | 44 | 43.4 | 40.5↓ |
| Code 2 Calls Response Time (non-emergencies) | 7:24 | 7:44 | 7:30↓ |
| Code 2 Calls Received (non-emergencies) | 8,933 | 7,337 | 9,000↑ |
| Code 2 Calls per 1,000 Residents | 255.2 | 203.8 | 243.2↑ |
| Code 3 Calls Response Time (high priority emergencies) | 6:21 | 6:37 | 4:00↓ |
| Code 3 Calls Received (high priority emergencies) | 3,128 | 2,431 | 3,000↑ |
| Code 3 Calls per 1,000 Residents | 89.4 | 67.5 | 81.1↑ |
| # of Crimes Reported in Downtown District | 63 | 74 | 60↓ |
| # of Unsecured Properties Downtown | 149 | 95 | 65↓ |

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



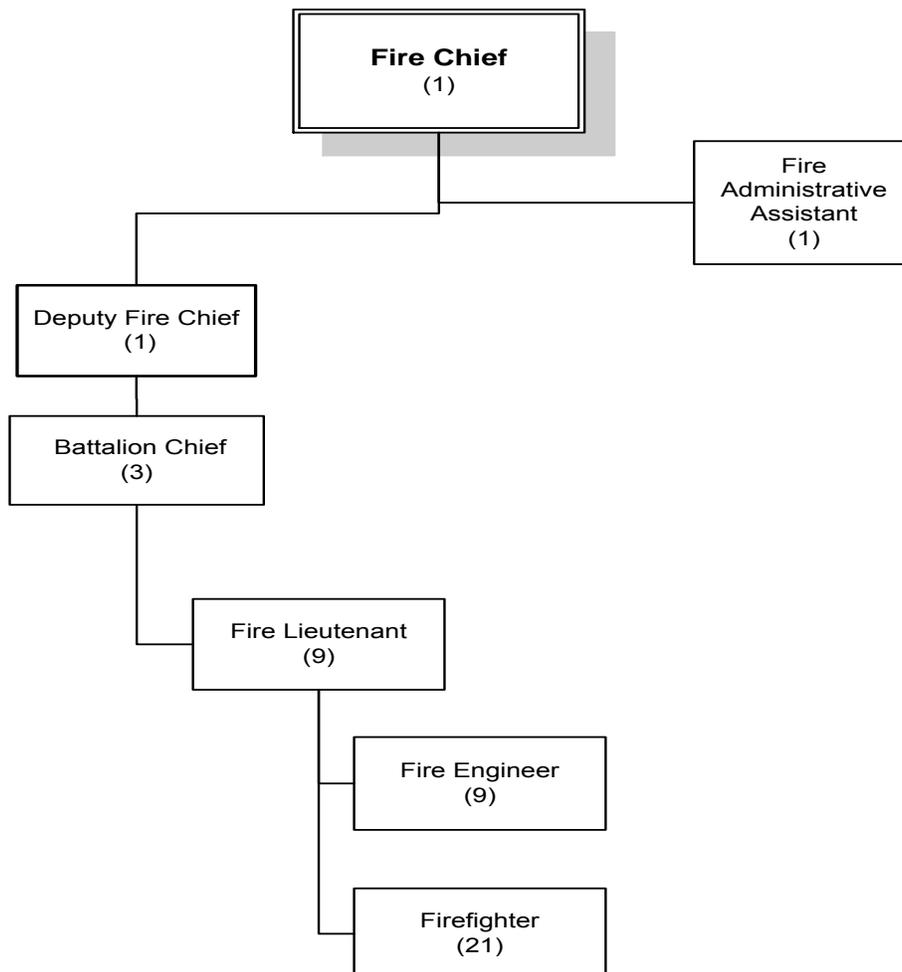
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|--|---|
| <p>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.</p> | <p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Fire, medical, and other incident responses • Fire inspections • Emergency Preparedness |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Insufficient funding to maintain service levels in a weak poor economy | <p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Reliable dispatching/communication services • Citizens will respond well to outreach efforts |

Organizational Structure

FTE: 45



FY 2013-2014 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 10 individuals in the community trained to use CPR).

Performance Indicator

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

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.

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Emergency Preparedness Satisfaction Index | 68% | 63% | 65%↑ |
| Fire Prevention & Education Satisfaction Index | 82% | 82% | 84%↑ |
| Fire Services Satisfaction Index | 96% | 92% | 94%↑ |
| Emergency Medical Services Satisfaction Index | 94% | 90% | 92%↑ |
| FINANCIAL INDICATORS | | | |
| Labor Cost % of Total Fire Dept. Expense | 85.7% | 85.1% | 77%↓ |
| Fire Labor Expense Variance to Budget | (\$267,267) | (\$275,772) | (\$180,000)↓ |
| Over-Time Cost % of Total Fire Dept. Expenses | 5.5% | 4.7% | 4.2%↓ |
| Fire OT Expense Variance to Budget | (\$48,000) | (\$18,709) | (\$27,700)↓ |
| OPERATIONAL INDICATORS | | | |
| False Alarms as a % of Total Calls | 1% | 1.2% | 1%↓ |
| Fire Calls as a % of Total Calls | 3.48% | 3.35% | 3.25%↓ |
| Fire Average Response Time | 6:37 | 7:09 | 6:50↓ |
| EMS Calls as a % of Total Calls | 72.79% | 75.83% | 75%↓ |
| Average EMS Response Time | 6:01 | 5:57 | 5:55↓ |
| CPR Certified / 1,000 Residents Ratio | 6.8 | 12.24 | 17.65↑ |

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



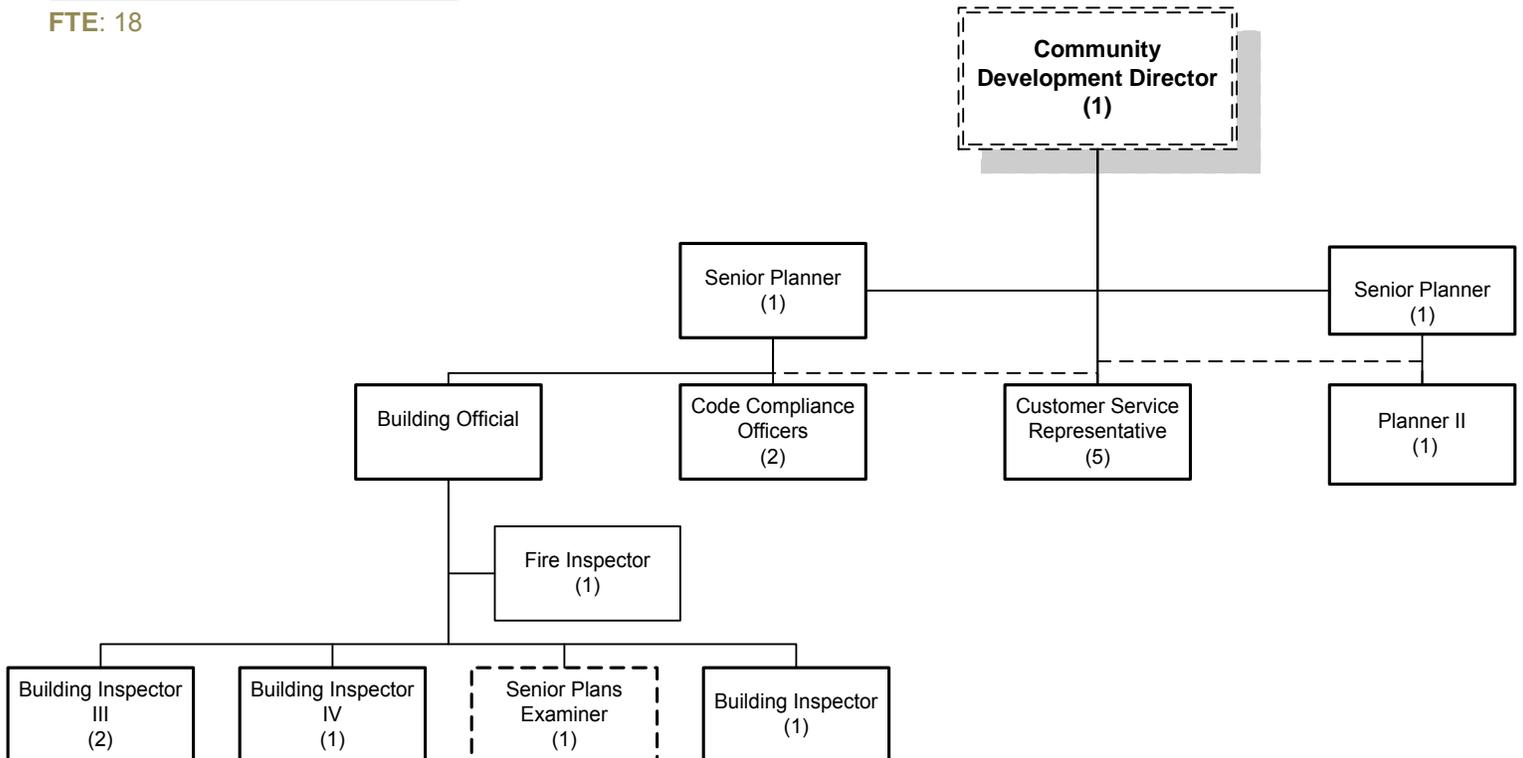
COMMUNITY DEVELOPMENT DEPARTMENT

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 2013-2014 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve vehicular and pedestrian mobility throughout the City

Objective

- Partner with developers and community stakeholders to redesign as well as improve transportation 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

Strategic Priority #2

Encourage a Thriving Economy

Department Goal

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

Objective

- 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 **6%** from **16** days to **15** 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

% 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

% 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

Expand City limits 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

Incorporated Winter Garden Conversion Rate – Percentage of total unincorporated segments in Winter Garden converted to incorporated status in Winter Garden annually. Calculation: $\frac{\text{Unincorporated Segments Converted for the year in acres}}{\text{Total Unincorporated Segments available for conversion annually in acres}}$

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: $\frac{\text{Total Unincorporated WG in Acres}}{\text{Total WG City Limit in notification of permit issuance}}$

Total JPA Acreage – Total acreage within the Winter Garden/Orange County Joint Planning Area (agreed upon City boundaries)

Total Incorporated Acreage – Total acreage within the Winter Garden/Orange County Joint Planning Area that is incorporated

Total Unincorporated Acreage – Total acreage within the Winter Garden/Orange County Joint Planning Area that is not incorporated

Unincorporated Acreage Converted – Total unincorporated acreage annexed into the City of Winter Garden

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Increase 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

Preservation of Natural Land Areas Satisfaction Index – Percentage of Citizens who feel positive about Winter Garden's preservation of open space, farmlands and greenbelts

Total Acreage of City Green space – Measure in acres of total green space inventories and assets throughout the City

City Green space % – Percentage of green inventories and assets (public and private) throughout the City

Strategic Priority #4

Provide an Attractive Community

Department Goal

Improve the aesthetics of both public and private areas of 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 that Become Violations** – Percentage of reported complaints which become actual cases reported by citizens
- % 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

PERFORMANCE INDICATORS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Amount of Public Parking Satisfaction Index | 68% | 66% | 70%↑ |
| Availability of Paths and Walking Trails Satisfaction Index | 80% | 84% | 85%↑ |
| Ease of Bicycle Travel Satisfaction Index | 74% | 82% | 84%↑ |
| Ease of Car Travel Satisfaction Index | 72% | 80% | 82%↑ |
| Ease of Walking Satisfaction Index | 77% | 80% | 82%↑ |
| Traffic Flow on Major Streets Satisfaction Index | 63% | 72% | 74%↑ |
| Preservation of Natural Land Areas Satisfaction Index | 66% | 68% | 70%↑ |
| Code Enforcement Satisfaction Index | 67% | 56% | 60%↑ |
| % Citizen Initiated Complaints | 25% | 13% | 10%↓ |
| % Citizen Initiated Complaints that Become Violations | 89% | 99.5% | 100%↑ |
| % of Code Complaints responded to within 24hrs | N/A | 82% | 90%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Overall Cycle Time for Project Plan Reviews -Subdivision (days) | N/A | N/A | 90↓ |
| Average # of Plan Reviews per Project Submittal - Subdivision (days) | N/A | N/A | 3↓ |
| Average Overall Cycle Time for Project Plan Reviews -Commercial (days) | N/A | N/A | 60↓ |
| Average # of Plan Reviews per Project Submittal - Commercial (days) | N/A | N/A | 3↓ |
| Avg. Overall Permitting Turnaround Time (days) | 15 | 15.7 | 15↓ |
| Avg. Commercial Permitting Turnaround Time (days) | 26 | 19.4 | 18↓ |
| Avg. Residential Permitting Turnaround Time (days) | 12 | 30 | 12↓ |
| % of Commercial Permits within Review Standard | 29% | 30.1% | 75%↑ |
| % of Residential Permits within Review Standard | 19% | 13.3% | 75%↑ |
| Average Cycle Time for Sign Permits (days) | 13.8 | 19.5 | 8↓ |
| # of Inspections per Inspector per Day | 9.9 | 20.6 | 15↓ |
| % of Commercial Building Inspections Performed within 24hrs of Request | N/A | N/A | 100%↑ |
| % of Residential Building Inspections Performed within 24hrs of Request | N/A | N/A | 100%↑ |
| % of Total Inspections Performed by Requested Date | N/A | 98% | 100%↑ |
| Incorporated Winter Garden Conversion Rate | N/A | 5% | 3%↑ |

| | | | |
|---|-------|-----------|------------|
| Ratio of Unincorporated Winter Garden | N/A | 26.1% | 25.5%↓ |
| Total JPA Acreage | N/A | 14,711.74 | 14,711.74↑ |
| Total Incorporated Acreage | N/A | 10,864.83 | 10,964.83↑ |
| Total Unincorporated Acreage | N/A | 3,846.91 | 3,746.91↓ |
| Unincorporated Acreage Converted | N/A | 205.6 | 100↑ |
| Total Acreage of City Green Space | 435.5 | 584.7 | 600↑ |
| City Green Space % | 6.4% | 5.4% | 6.5%↑ |
| Average Days Taken to Close a Code Case | 39 | 25 | 24↓ |
| % Staff Driven Violations | 79% | 86.8% | 90%↑ |
| % of Complaints/Cases Brought into Compliance without Official Action | 98% | 91% | 100%↑ |
| # of Code Complaints, Cases and/or Violations per 1,000 Service Connections | N/A | 100 | 70↓ |
| # of Code Complaints, Cases and/or Violations per Code Officer | N/A | 750 | 500↓ |

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

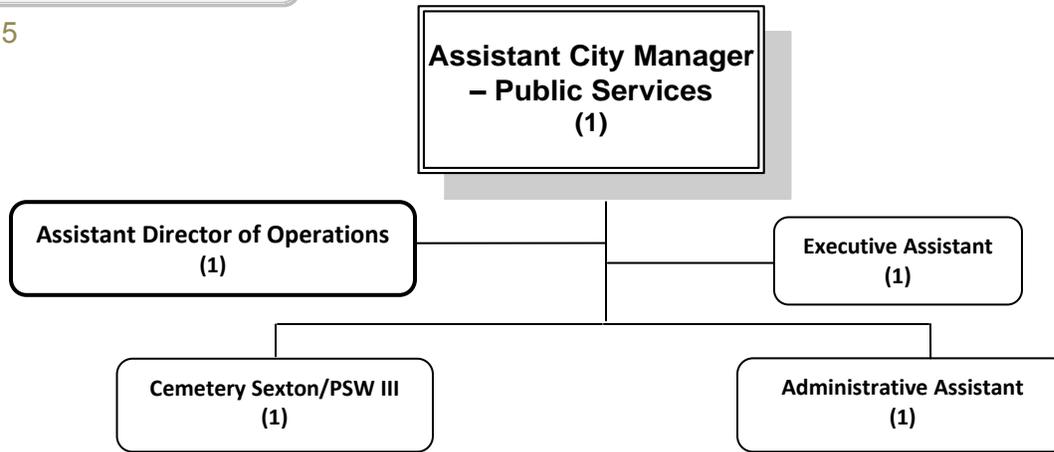


PUBLIC SERVICES DEPARTMENT ADMINISTRATION/CEMETERY DIVISIONS BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|--|--|
| <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 2013-2014 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

City capital improvements provided at a low cost

Objective

- Develop and execute a plan to acquire external funding to facilitate infrastructure improvements by achieving a capital improvements external funding ratio of **5%**.

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| FINANCIAL INDICATORS | | | |
| Capital Improvements External Funding Rate * | 13% | 0% | 5%↑ |
| Capital Improvements External Funding Received * | \$1,400,000 | \$0 | \$479,040↑ |
| OPERATIONAL INDICATORS | | | |
| Volume of Ground Water Withdrawals (in million gallons) | 2,083.6 | 1,858.8 | 1,850↓ |
| Total Number of Flooding Incidents | 1 | 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

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



PUBLIC SERVICES DEPARTMENT

WATER & RECLAIMED WATER

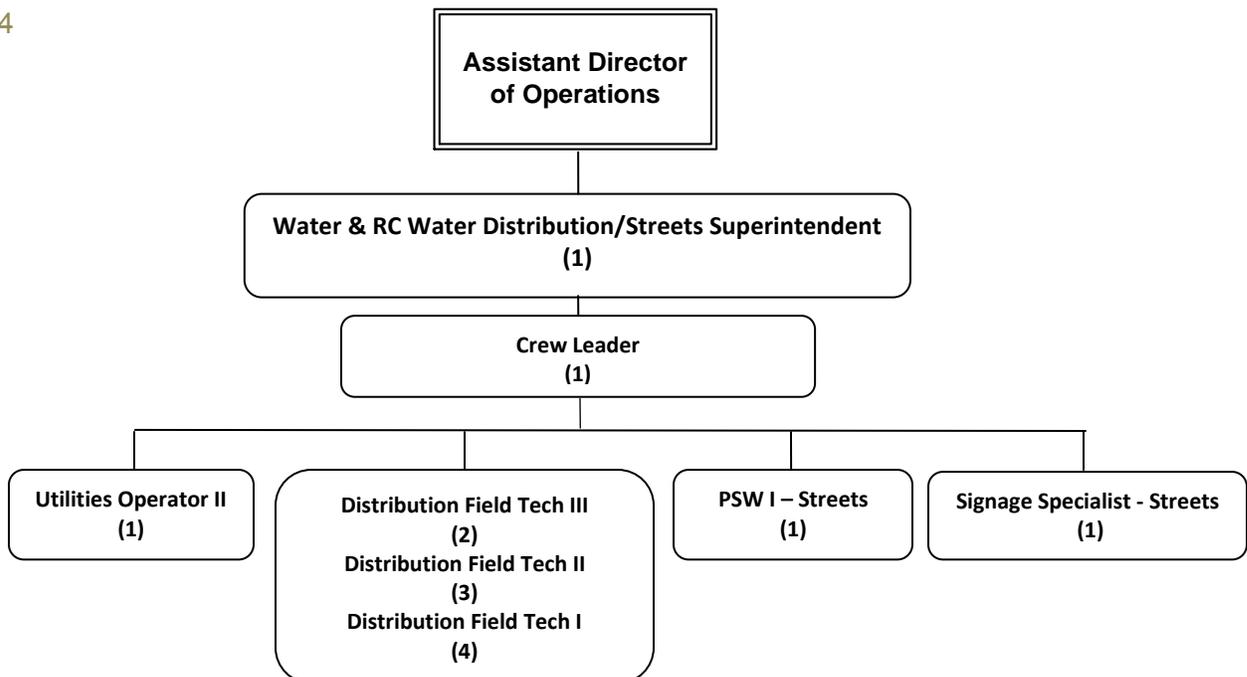
DISTRIBUTION/STREETS DIVISION

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 2013-2014 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve automobile transportation and pedestrian infrastructure

Objective

- Execute and perpetually 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 perpetually 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Street Repair/Maintenance Satisfaction Index | 60% | 64% | 66%↑ |
| Sidewalk Maintenance Satisfaction Index | 72% | 72% | 75%↑ |
| Ease of Car Travel in Winter Garden Satisfaction Index | 72% | 80% | 82%↑ |
| OPERATIONAL INDICATORS | | | |
| % Street Repairs Resolved Within Timeframe Standard | 100% | 100% | 100%↑ |
| % of Sidewalk Repairs Resolved Within Timeframe Standard | 100% | 100% | 100%↑ |
| Number of Water Main Breaks | 9 | 9 | 5↓ |

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



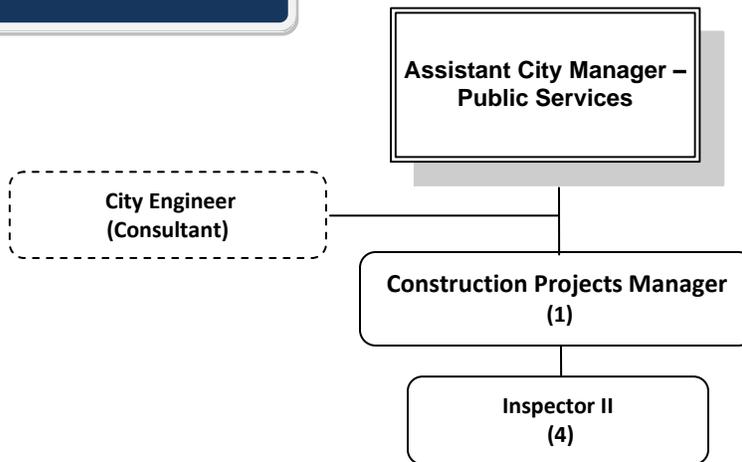
ENGINEERING DEPARTMENT

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 2013-2014 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Ensure timely completion of all planned CIP projects annually

Objective

- Re-examine current Engineering capital improvement projects bidding process and implement better cost evaluation solutions to ensure on-time project completions that are within cost parameters.

Performance Indicators

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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---------------------------------------|--------------------|--------------------|--------------------|
| FINANCIAL INDICATORS | | | |
| CIP Bid to Budget Cost Variance % | 5.4% | -125.9% | ≤ 2% ↓ |
| CIP Bid to Actual Cost Variance % | 14.5% | 16.6% | ≤ 2% ↓ |
| OPERATIONAL INDICATORS | | | |
| CIPs Completed and/or on Schedule | 90% | 82% | 95% ↑ |
| % of CIPs Completed within Bid Amount | 26% | 50% | 95% ↑ |

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



PUBLIC SERVICES DEPARTMENT

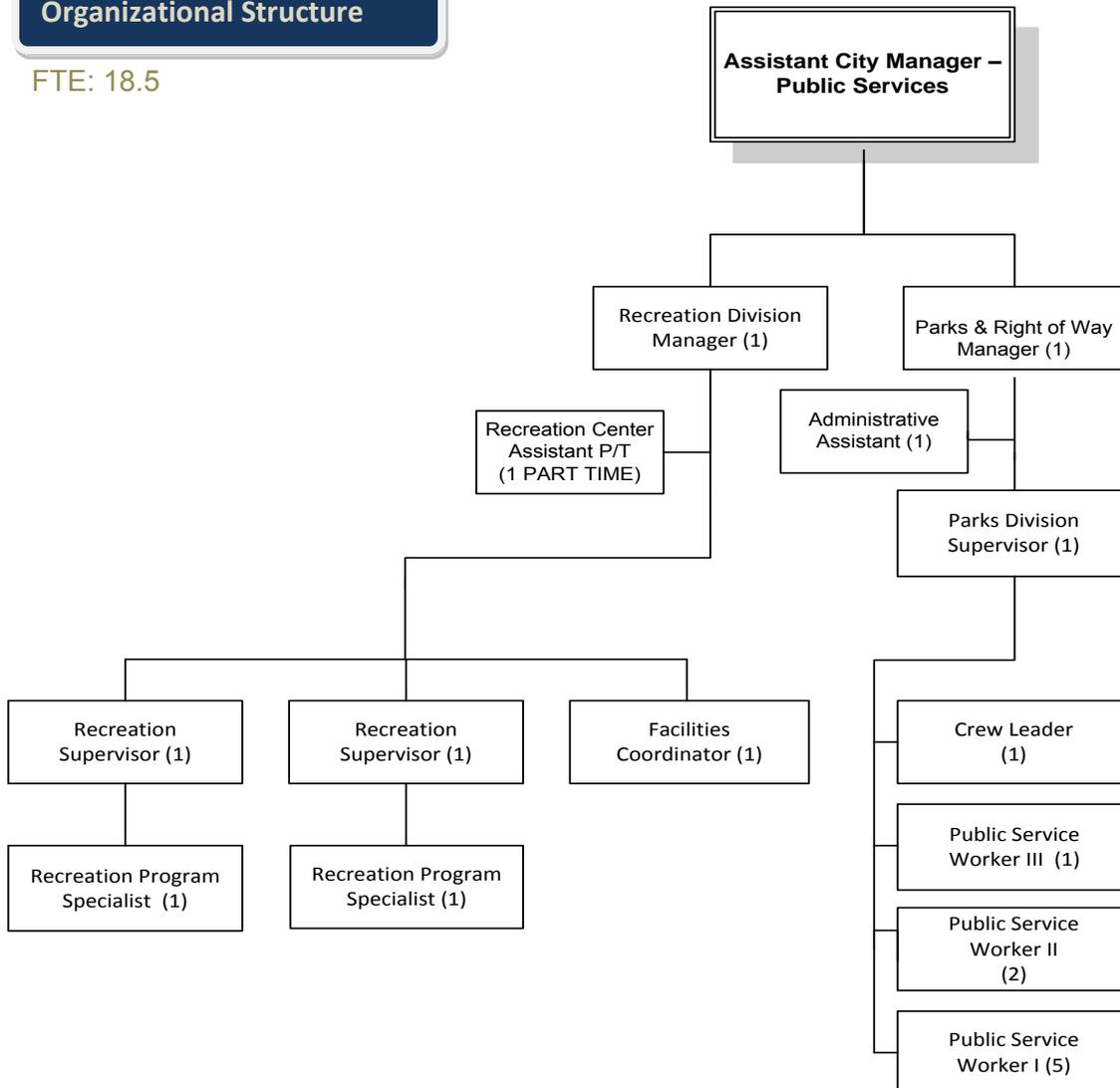
PARKS AND RECREATION

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| <p>MISSION STATEMENT: To provide desirable and high quality recreation programs, parks, and facilities to ensure exceptional leisure experiences for the residents of 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 Provide programs and events that cater to diverse leisure needs |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> Budget constraints could cause Parks and Recreation programs to be reduced or eliminated Possible lack of taxpayer support for increased athletic field space 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 Availability of appropriate funding to carry out programming |

Organizational Structure

FTE: 18.5



FY 2013-2014 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

Provide an Attractive Community

Department Goal

Keep pedestrian areas and landscapes beautiful

Objective

- Continuously evaluate and improve hardscape and landscape maintenance throughout the City and Downtown to ensure high citizen satisfaction levels.

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

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Participated in a Recreation Program or Activity Satisfaction Index | 40% | 40% | 45%↑ |
| Recreational Opportunities Satisfaction Index | 79% | 80% | 82%↑ |
| % Satisfied with Recreation programs | 93% | 92.8% | 95%↑ |
| Pedestrian and Landscape Areas Satisfaction Index | 77% | 77% | 90%↑ |
| Downtown Pedestrian and Landscape Areas Satisfaction Rating | 100% | N/A | 100%↑ |
| OPERATIONAL INDICATOR | | | |
| # of Total Program/Events Participants | 85,364 | 94,253 | 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

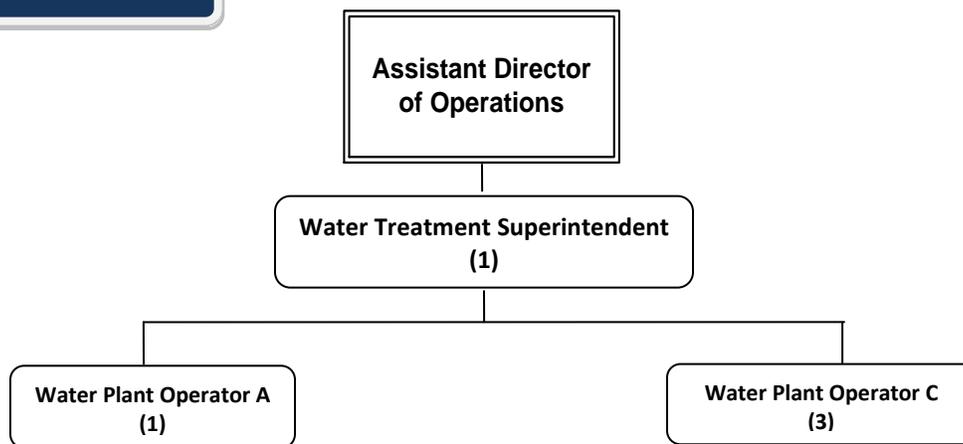


PUBLIC SERVICES DEPARTMENT WATER TREATMENT & PUMPING DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|--|
| 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



FY 2013-2014 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 **90%** of the time.

Performance Indicator

Percentage of time Water Pressure \geq 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Drinking Water Quality Satisfaction Index | 66% | 61% | 63%↑ |
| OPERATIONAL INDICATORS | | | |
| Percentage of time Water Pressure \geq 50 PSI During Hydrant Static Testing * | 100% | 75% | 90%↑ |
| # of Water Pressure Interruptions that Resulted in < 50 PSI | 6 | 7 | 6↓ |

* 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

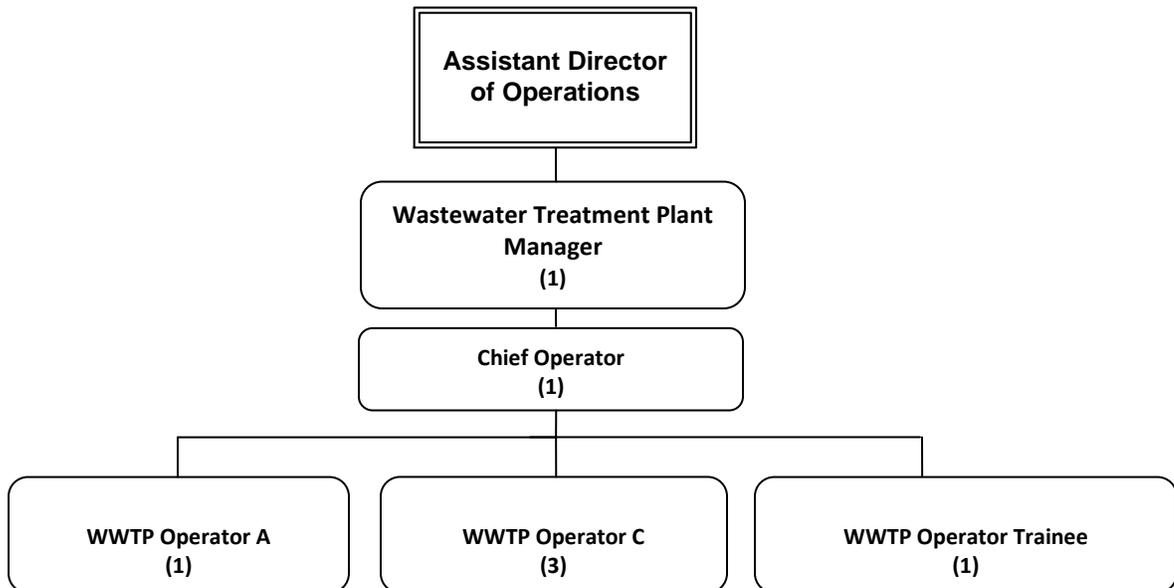


PUBLIC SERVICES DEPARTMENT WASTEWATER & RECLAIMED WATER DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|--|
| 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 2013-2014 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|----------------------------------|--------------------|--------------------|--------------------|
| OPERATIONAL INDICATORS | | | |
| Number of Odor Complaints | 1 | 1 | 0↓ |
| Number of Repeat Odor Complaints | 1 | 0 | 0↓ |

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

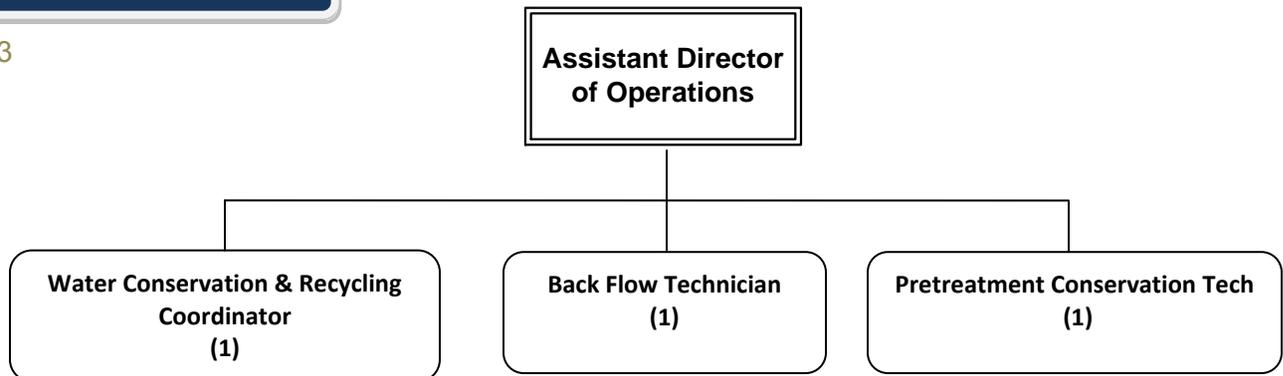


PUBLIC SERVICES DEPARTMENT ENVIRONMENTAL SERVICES DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| 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 2013-2014 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.

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 not to exceed 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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|---|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Water Conservation Participation Index | 75% | 78% | 80%↑ |
| OPERATIONAL INDICATORS | | | |
| Restaurant Site Inspection Compliance Rate * | 100% | 100% | 100%↑ |
| Million Gallons / Day in Groundwater Withdrawals ** | 5.71 | 5.09 | 5.00↓ |

* 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



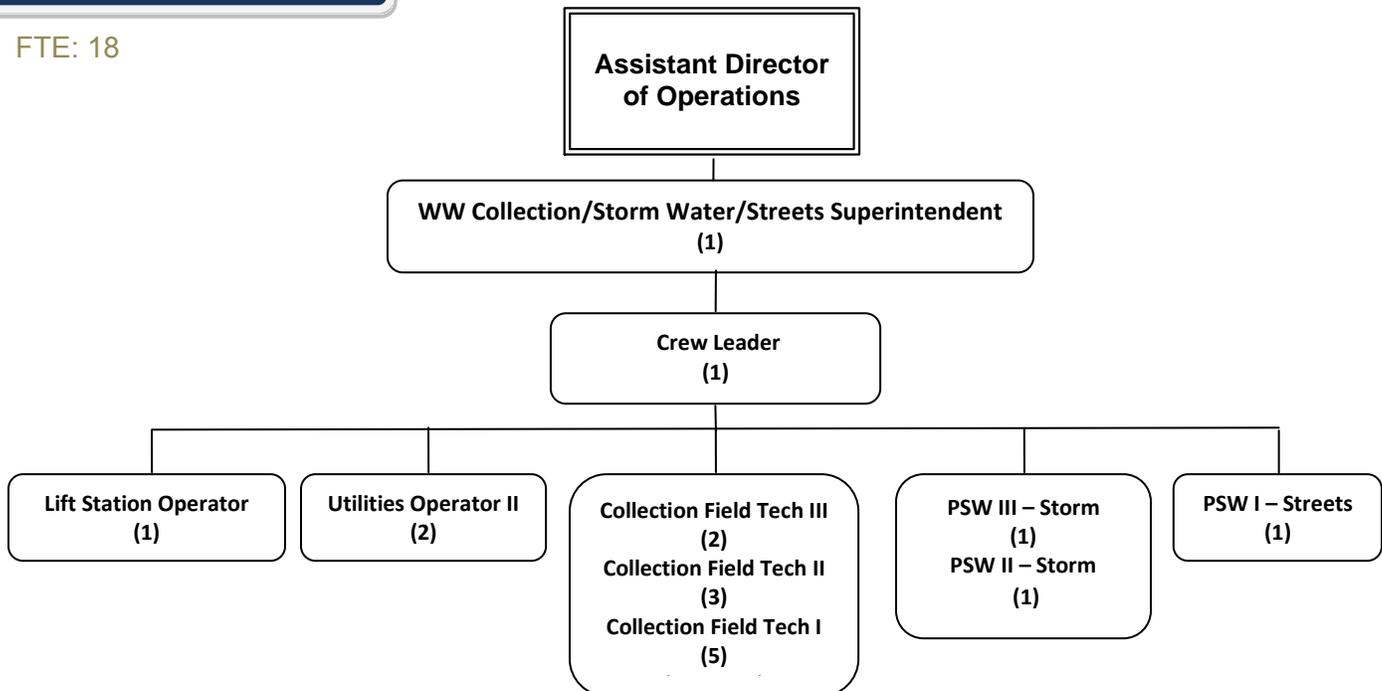
PUBLIC SERVICES DEPARTMENT WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| <p>MISSION STATEMENT:</p> <p>Wastewater/Stormwater Collection: Provide citizens with efficient and responsive collection services for wastewater/stormwater.</p> <p>Streets: 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 2013-2014 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.

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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Street Cleaning Satisfaction Index | 77% | 77% | 78%↑ |
| Sewer Service Satisfaction Index | 85% | 86% | 87%↑ |
| Storm Water Drainage Satisfaction Index | 79% | 81% | 82%↑ |
| OPERATIONAL INDICATORS | | | |
| Volume of Pollutants Removed from Storm Water Drains (in tons) | 506 | 704.2 | 750↑ |
| Linear Feet of Sewer Pipes Cleaned | 196,378 | 181,733 | 184,800↑ |
| % of Sewer Calls Responded to Within 45 Minutes | 100% | 100% | 100%↑ |
| % of Total Sewer Pipes Cleaned | 26% | 19.7% | 40%↑ |
| % 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

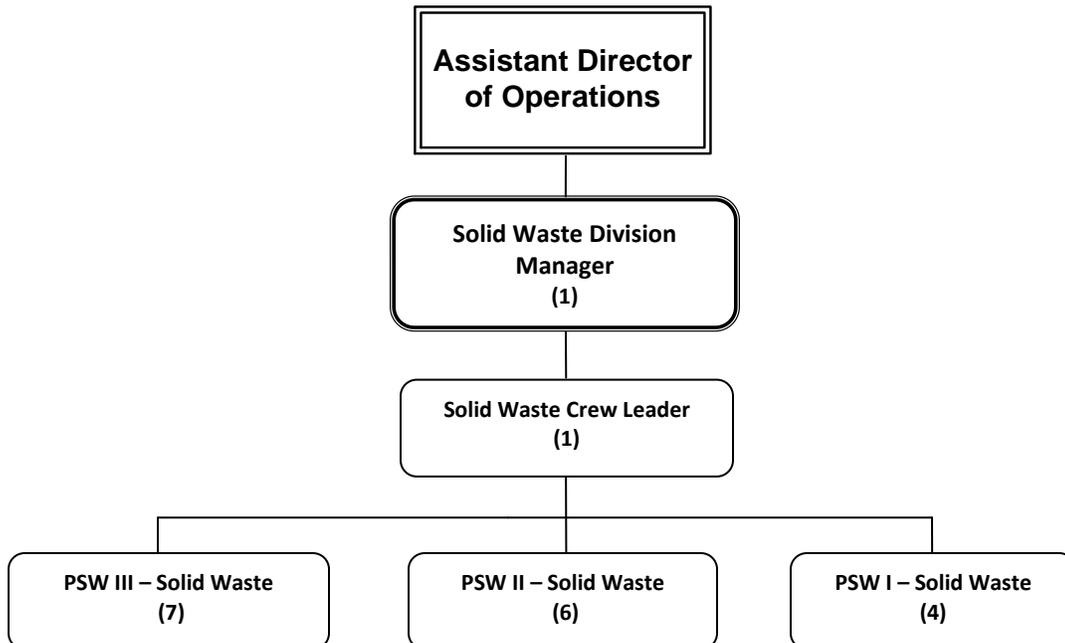


PUBLIC SERVICES DEPARTMENT SOLID WASTE DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---|---|
| 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 2013-2014 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.

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 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 Solid Waste Refuse per 1,000 Residents – Total solid waste refuse (commercial & residential), including recycling waste measured in tons per 1,000 Winter Garden residents. Calculation: total tonnage in solid waste refuse / (total city population/1,000)

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 11/12 Actual | FY 12/13 Actual | FY 13/14 Target |
|--|--------------------|--------------------|--------------------|
| FINANCIAL INDICATORS | | | |
| Solid Waste Direct Cost per Tonnage | 131.51 | \$125.81 | \$119.52↓ |
| OPERATIONAL INDICATORS | | | |
| Recycled Used Paper, Cans or Bottles from Your Home Survey Index | 87% | 81% | 83%↑ |
| % of Homes Converting to New Recycling Bins | 47% | 59.6% | 61%↑ |
| Tons of Solid Waste Refuse | 21,685 | 18,987 | 18,500↓ |
| Tons of Recycle Waste Collected | 1,600 | 1,705 | 1,800↑ |
| Recycled Waste as a % of Total Waste | 6.9% | 6.9% | 8%↑ |
| % of Commercial Accounts Recycling | 4.8% | 6.7% | 6.9%↑ |
| Tonnage of Solid Waste Refuse per 1,000 Residents | 602.36 | 513.2 | 500.0↓ |
| Tonnage of Recycle Waste per 1,000 Residents | 44.44 | 46.08 | 48.6↑ |
| Tonnage per Trip | 6.1 | 7.29 | 8.1↑ |

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