

City of Winter Garden

**Fiscal Year 2015/2016
Adopted Budget**





WINTER GARDEN

CITY OF WINTER GARDEN
Fiscal Year 2015/2016
Adopted Budget

JOHN REES
Mayor

KENT W. MAKIN
Commissioner, District 1

JAMES R. BUCHANAN
Commissioner, District 2
Mayor Pro Tem

ROBERT M. OLSZEWSKI
Commissioner, District 3

COLIN P. SHARMAN
Commissioner, District 4

MICHAEL L. BOLLHOEFER
City Manager

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BUDGET MESSAGE



CITY OF WINTER GARDEN



OFFICE OF THE CITY MANAGER

300 W. PLANT STREET

WINTER GARDEN, FL 34787

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

September 10, 2015

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 2015/2016. This document presents the recommended expenditures for operations and for capital improvements for the upcoming fiscal year.

As the economy continues to strengthen, our citizens and local businesses are making positive economic gains. Local unemployment has fallen from 6.2 percent in 2013 to less than 5 percent today. 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 2015/16 totals \$30,844,011. The most significant revenue source in the General Fund budget is ad valorem taxes in the amount of \$10,006,888 which is based on the current millage rate of 4.250. The budget reflects no change to the millage rate, even though the current rate is maintained, ad valorem property tax revenue will increase by approximately \$1,033,761 as a result of the 12% increase in Winter Garden's property values. The Utility Tax and Franchise Fees are estimated to increase by approximately \$176k. Total projected General Fund Revenues for Fiscal Year 2015/16 are projected to increase by 9.7% from FY 2014/15. The General Fund budgeted expenditures include additional funding to public safety by adding four new police sergeants and a new crime scene supervisor. 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 2016 is \$7,305,365, bringing unassigned fund balance to 24.7% 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. The following are brief highlights and changes that are included in the proposed budget.

General Fund Revenues

Ad Valorem [property] taxes, which comprise 32.5% of budgeted General Fund revenues, are projected to increase by \$1,033,761, or 11.5% as a result of an increase in property values. Local Government Half-Cent Sales Tax and State Revenue Sharing revenues represent 25% of budgeted General Fund revenues, with the Half-Cent Sales Tax Revenue projected to increase \$533,962 or 9.73% and State Shared Revenues projected to increase \$186,453 or 13.45%. Utility Franchise Fees and Taxes have been budgeted at a 3.2% increase, or \$176,090 from last year. These revenues comprise 18% of budgeted general fund revenue. The Communications Service Tax, 3.9% of budgeted General Fund revenue, is projected to decrease by -9.2% due to the new legislative action to reduce communication service tax.

Citywide Staffing/Salaries and Benefits

On the personnel side, there is a 3% cost-of-living/merit increase budgeted for FY 2016.

Health insurance costs are budgeted to increase by 6% over the FY2015 costs. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2016 if the employee meets all of the points criteria. City employees pay between 0-15% of the cost for health insurance dependent upon meeting certain criteria in the City's Wellness Program. Approximately 43% of our employees have some type of dependent coverage. 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 decrease from 14.91% to 10.49% for the General Employee Plan and decrease from 14.61% to 13.80% for the Fire and Police Plan.

General Government

The General Government includes the Legislative, City Clerk, Executive and Economic Development departments. The Legislative budget will decrease 6.5% for fiscal year 2015/16 due to the fact that it is not an election year which decreases elections expense line, the City Clerk budget has an increase of 2.4% in fiscal year 2015/16. The Executive and Economic Development budgets have a slight increase of 2.6% from fiscal year 2014/2015. General Government also includes Administrative Services and Finance Services departments that primarily provide services that support the operations of other City Departments and as such is heavily personnel oriented. The Fiscal Management budget will remain relatively flat for fiscal year 2015/16 with an increase of 1.5%. The Human Resources budget will increase by 3% over 2014/2015 budget. Information Technology has increased by \$260k, or 29%. This increase is a combination of increasing costs for software maintenance and fully funding the IT staff. A new Mechanic I position has been proposed to be added to the Fleet Management Division which increases the budget by 18% over 2014/2015 budget. Facilities Maintenance has increased by 6% due to the increase in janitorial services and elevator maintenance services costs.

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 52% of the General Fund Budget. The FY 2015/16 budget proposes to add 4 new police sergeants and a new crime scene supervisor. The

Police Department budget will increase by 9.9% this year to fund the new positions. The Fire Department budget will increase by 3.9% from fiscal year 2014/2015.

Community Development

The Community Development Department budget increased by 14.2% due to the funding of a new senior plans examiner that was approved in 2015 interim budget and a new customer service representative position proposed for FY2016 in Building Inspections.

Parks and Recreation

The Parks and Recreation budget is increased by 14.2% primarily for capital expenditures. Included in the capital request is the Tucker Ranch Heritage Park phase I for \$550K which will fund the completion of the entry road and Avalon road turn lane, the survey for layout and establishment of the trail routes, the canoe and kayak launch area access, continuation of removal of invasive plant material and also fund the addition of utilities to service and perp the area for bathrooms at the Tucker Ranch Park. A second Tucker Ranch capital request that is included for \$225k is for the Tucker Ranch Farm, this is dependent on receiving a matching grant.

Public Services

The Public Services department is budgeted to increase by 20.8% from the FY 2014/2015 budget due primarily to capital expenditures. The Trail Enhancement project is budgeted for \$400k in accordance to the agreement for the 50/50 matching Florida Recreation Trails grant. This expenditure is dependent on grant award and commission approval.

Special Revenue Funds

The CRA Fund is budgeted to increase by 163% due to the payment of the Parking Garage debt service.

Enterprise Funds

The Utility Department operating budget will decrease -4% from amended 2014/15 budget. The Stormwater Fund budget will decrease by -19% due to Stormwater Capital Improvement Projects that were budgeted in FY2014/2015. The Solid Waste budget will increase by 14% to purchase two new automated new side-load trucks. Trailer City's budget will decrease from 2014/2015 budget by -9% due to a decrease in capital projects budgeted in FY2016.

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

Respectfully submitted,

Michael L. Bollhoefer
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Winter Garden
Florida**

For the Fiscal Year Beginning

October 1, 2014

Executive Director

CITY OVERVIEW



City Overview

CITY ORGANIZATIONAL CHART

—

CITY PROFILE

—

CITY STRATEGIC PLAN

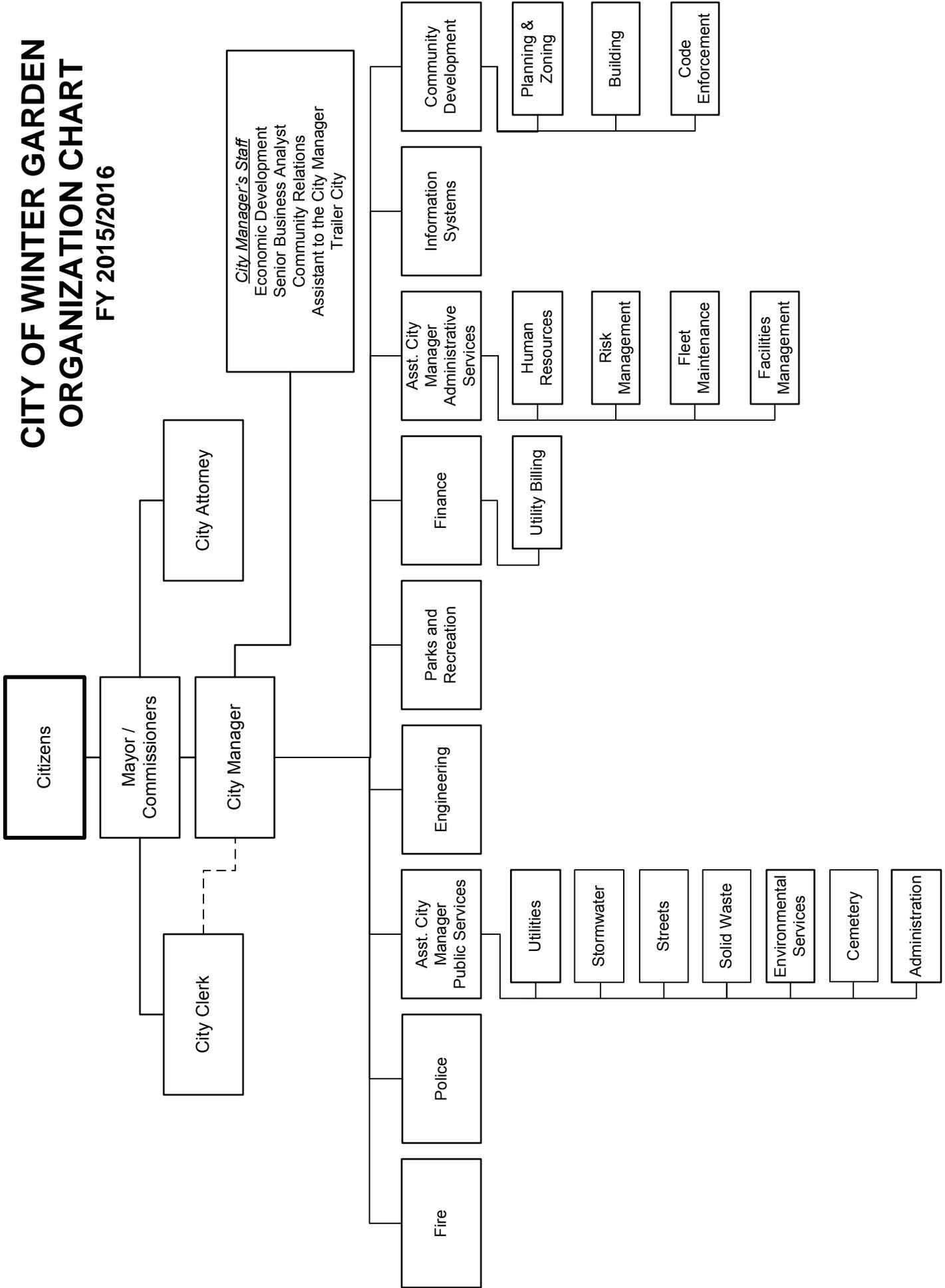
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FY2016 DEPARTMENTAL GOALS OVERVIEW

—

LONG-RANGE PLANNING GOALS

CITY OF WINTER GARDEN ORGANIZATION CHART FY 2015/2016





WINTER GARDEN

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City Profile

The City of Winter Garden, Florida is situated on the south shore of Lake Apopka, and is located 20 minutes west of Orlando. This former citrus town is home to over 40,000 residents and 1,600 businesses. The City of Winter Garden is a desirable place to live and a local gathering place for residents within Central Florida offering a diversity of housing and entertainment options. Winter Garden is known for its warm charm, great schools, one of the lowest millage rates in Orange County, while providing a superior quality of life. From bungalows to art-deco, antebellum to modern, architectural styles are abound in Winter Garden. It is a place for growing families and businesses. Ranked as one of the fastest growing suburbs by Forbes.com, Winter Garden is much more than just another bedroom community.

The historic downtown, listed on the National Registry of Historic Places, is a favorite destination for West Orange residents and those traveling the award-winning West Orange Trail, which will soon be part of the 250 mile Coast to Coast Trail. Over a million people use this trail every year.



Winter Garden's proximity to Orlando and the theme parks has made it an ideal spot for growth. Winter Garden has grown to become the commercial and cultural capital of West Orange County with regional amenities such as the Garden Theatre, several Museums, a new Art Center and the Downtown Pavilion, which is home to the Winter Garden Farmers Market. The weekly farmers market was voted the best of its size in America.



People can browse indie shops on Plant Street or drive a few miles south to the Winter Garden Village at Fowler Groves, a 1.5 million square foot open air center situated on 175 acres. The largest of its kind in Central Florida, Winter Garden Village draws shoppers from all of West Orange County in addition to providing convenient shopping for local residents with its mix of big-box and specialty shops, financial institutions, and more than 20 eateries.

Winter Garden is known for its many recreational amenities, historical assets and special events that make it a great place to live, learn and play.

City History

The City of Winter Garden was incorporated in 1908 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 1980s, the groves suffered a great freeze and the citrus community was dying. The city's leaders were smart in their planning to grow the city and start economic development. They anticipated that two toll roads – State Road 429 and S.R. 408 would kick-start development in Winter Garden, which sits 14 miles west of Orlando and is just a short drive to Disney. In the 1990's the city created a special tax district to boost revenue in order to redevelop and revitalize its downtown with a plan to merge old and new. In 2003, the city bought the Garden Theatre, which was built in 1935 but had been used most recently as a garage for tractors. The restored venue is a big hit, hosting live, local

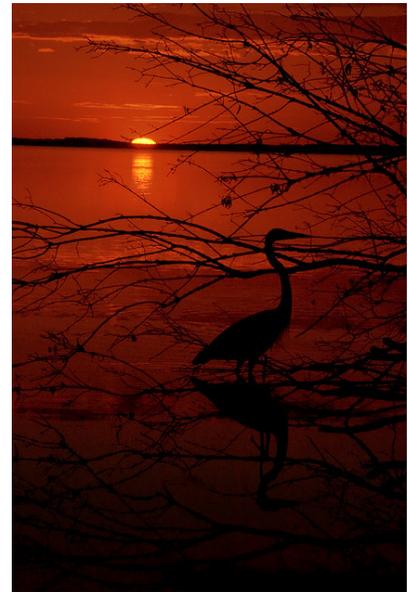
productions and an annual film festival with international entries. The new City Hall, built in 2008, has an art deco façade that resembles a stylish train station from the 1930's.



The city officials understand that you have to constantly reinvest in the city in order for it to grow and be a community where citizens want to live and visit. In 2011, the city built a Splash Park adjacent to the Downtown Pavilion to create an outdoor play area for families. The city also purchased Tucker Ranch, a 209-acre property on the west side of Avalon Road,

boasting an impressive oak hammock. The ranch will be developed into a regional park with trails, camping, a 15-acre working farm and access to John's Lake for canoeing.

Numerous events occur each year in the Winter Garden Historic Downtown District including charitable benefits, art festivals, music festivals, holiday events and more. Newtown Park, on the shore of Lake Apopka, hosts a fireworks show on the Fourth of July. Newton Park is also a great location to enjoy a sunset over Lake Apopka. 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 in addition to the weekly Farmers Market, including a monthly Cruz-N-Car Show, and on most Fridays, you can catch a local musical performer at the Centennial Gazebo.



Today, Winter Garden is referred to as a modern-day Mayberry USA by residents, and as a Florida destination. At the same time, it attracts new business and quality development/redevelopment. The community's connection to its roots is felt throughout

the year. 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.

Local Economy

There are positive signs that the national and local economies are on the path of economic recovery. 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 5.6 percent in 2014 which is down from 6.2 percent in 2013, and is expected to decrease in the near-term. Major industries located in Central Florida include the tourism industry, as well as digital media, software and hardware, and medical industries.

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

| Fiscal Year | Population ¹ | | Personal Income ² | | Labor Force (Countywide) ³ | | | Unemployment Rate ⁴ |
|----------------|--------------------------|------------------|------------------------------|------------|---------------------------------------|----------|------------|-----------------------------------|
| | City of Winter Garden | Orange County | City of Winter Garden | | Civilian | | | |
| | | | Annual Income | Per Capita | Labor Force | Employed | Unemployed | |
| 2014 | 38,442 | 1,227,995 | \$ 1,398,802,547 | \$ 36,387 | 681,320 | 643,006 | 38,314 | 5.6 |
| 2013 | 37,172 | 1,202,978 | 1,351,239,372 | 36,351 | 649,312 | 608,781 | 40,531 | 6.2 |
| 2012 | 36,063 | 1,172,493 | 1,304,398,710 | 36,170 | 637,823 | 584,475 | 53,348 | 8.4 |
| 2011 | 35,281 | 1,157,342 | 1,269,763,190 | 35,990 | 609,366 | 547,964 | 61,402 | 10.1 |
| 2010 | 34,568 | 1,145,956 | 1,206,976,288 | 34,916 | 609,900 | 537,799 | 72,101 | 11.8 |
| 2009 | 30,987 | 1,108,882 | 1,036,856,007 | 33,461 | 604,165 | 535,531 | 68,634 | 11.4 |
| 2008 | 30,838 | 1,114,979 | 1,113,745,208 | 36,116 | 612,686 | 573,838 | 38,848 | 6.3 |
| 2007 | 30,065 | 1,105,603 | 1,075,244,660 | 35,764 | 601,260 | 578,008 | 23,252 | 3.9 |
| 2006 | 28,440 | 1,079,524 | 991,560,600 | 34,865 | 586,102 | 568,257 | 17,845 | 3.0 |
| 2005 | 24,610 | 1,043,437 | 805,411,470 | 32,727 | 560,375 | 540,809 | 19,566 | 3.5 |

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

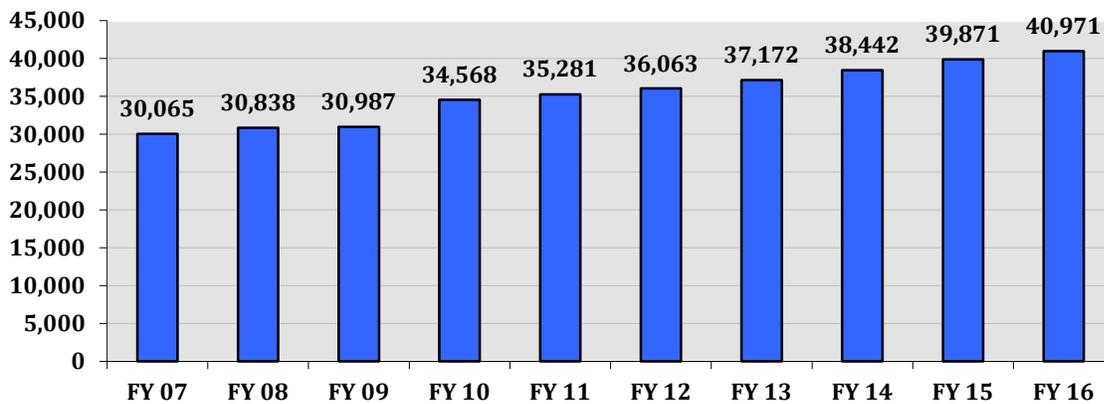
²Source: University of Florida, Bureau of Economic and Business Research (2005-2011), 2014 estimated.
Note: Personal income information is only available for Orange County [not City specific].

³Source: Florida Agency for Workforce Innovation

⁴Countywide

The City of Winter Garden is primarily residential which makes housing statistics and forecasts an integral element of municipal revenue estimates and projections. The City continues to carefully monitor the marketplace seeking information from all available resources to make responsible and timely fiscal decisions. Population estimates based on the University of Florida's Bureau of Economic and Business Research place Winter Garden's population at 39,871 in 2015, representing a 15% increase from 2010 and a 62% increase from 2005.

WINTER GARDEN POPULATION



During the 2015 fiscal year, the city expanded by 19 new commercial properties, 55 townhomes and 435 single family homes. Some of the new residential projects include Oakland Park, Lake Cove Point, Bradford Creek, Johns Lake Point, Black Lake Reserve, Waterside on Johns Lake, Cypress Reserve, Avalon Reserve, Alexander Ridge, Oak Trail, Walkers Grove and Hickory Hammock.



The Florida Hospital of Winter Garden began construction during FY 2015 and is expected to open January 2016. It is located on a 54 acre property adjacent to the Winter Garden Village 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 complete in phases over the next four to seven years. It is believed that this project will be a significant positive for our local economy through both the construction phase and after completion in providing superior healthcare for our citizens into the future.



The Plant Street Market, home to the Crooked Can Brewery, opened in March 2015. The market is aimed at attracting a variety of culinary artisans selling everything from fresh roasted coffee to handmade chocolates.

The City continues to strategically invest in the downtown historic center to help stimulate the local economy and invest in the city's infrastructure to continue improving the property values. The Orlando Solar Bears hockey team is building a recreation center on the opposite side of downtown, where the city is planning a new business park with the City of Ocoee. The city officials and staff believe that this gateway will evolve into a major employment and activity center that will take our community to the next level. Other upcoming new projects include the planning of the new SoBo Art & Design District and the Dillard Street Redesign and Beautification Planning is underway. The City was awarded a CDBG grant in the amount of \$750K to renovate the dilapidated properties within the City, this project started in FY2015 and is moving forward full-steam. On July 23, 2015, the City Commission approved the Downtown Parking Garage contract to design/build a three story two level parking garage in down town Winter Garden. The garage is set to start construction in April 2016 and is scheduled to be complete August 2016.

City Government

The City has a commission/manager form of government with a Mayor and four Commissioners elected as the governing body. The Commission is responsible, for among other things, 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 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.

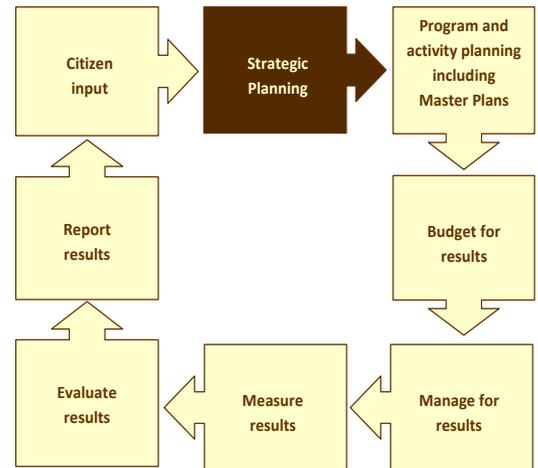
The City provides a full range of services, including police and fire protection; the construction and maintenance of streets, sidewalks, and other infrastructure; planning, community, and economic development; cemetery management and maintenance; code enforcement and building inspections; parks maintenance;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

City Strategic Plan

Strategic Model & Framework

In 2009, the City of Winter Garden engaged in an effort to develop a strategic direction and structure that would offer a more disciplined approach when aligning citizen-driven priorities with business goals and day-to-day service activities. The result was the adoption of a strategic performance management framework that enables effective management decisions that are properly congruent with the targeted desirable outcomes of the community. With ongoing inputs and feedback from the citizens of Winter Garden, this framework ensures a systematic cycle of accountability and ultimately validates the City's broader mission and vision propositions in terms of performance benchmarks and operational accomplishments.



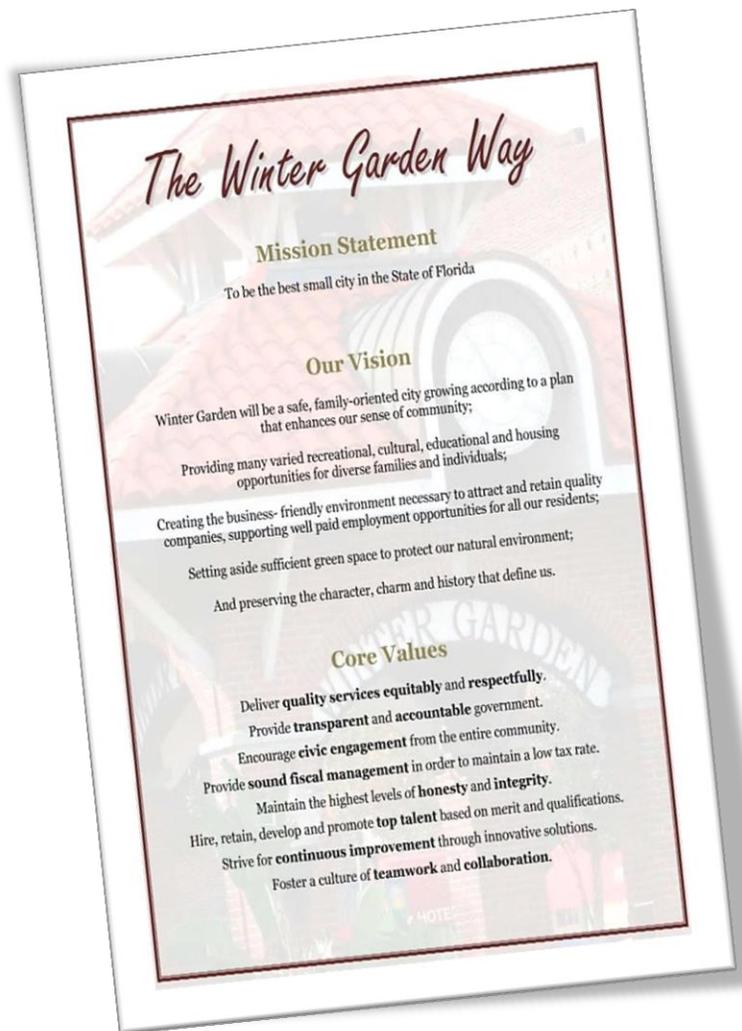
The strategic model is characterized by the pyramid illustrated. It outlines the up and down relationship flow of how the City translates the culmination of mission, vision, core values and strategic priorities into actionable initiatives which result in business plans and operating plans at the department level. Strategic priorities are typically 10-20 years in focus, business plans are 2-5 years in focus and operating plans are 1-2 years in focus. The annual execution of the broader long-term strategies occurs



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

Mission, Vision and Core Values

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



City Strategic Priorities

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

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

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

STRATEGIC PRIORITIES & GOALS

ENSURE A SAFE COMMUNITY

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



FIRE & RESCUE

Protection and preservation of life and property



POLICE

Increase sense of safety throughout downtown and all residential communities

ENCOURAGE A THRIVING COMMUNITY

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



COMMUNITY DEVELOPMENT

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

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

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



ECONOMIC DEVELOPMENT

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

Foster entrepreneurship and empower business start-ups to bolster commerce

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

PROTECT THE SENSE OF COMMUNITY

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



COMMUNITY RELATIONS

Provide an improved sense of community inclusion

PROVIDE AN ATTRACTIVE COMMUNITY

Keep the City and its gateway corridors attractive and clean.



COMMUNITY DEVELOPMENT

Improve and preserve the aesthetics throughout the City



PUBLIC SERVICES: Wastewater, Stormwater, Collections & Streets

Keep the City corridors attractive and clean



PARKS & RECREATION

Develop and sustain beautiful park, pedestrian and landscape areas

PROVIDE SOUND FISCAL MANAGEMENT

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



FIRE & RESCUE

Improve control of Fire Department's operating cost



HUMAN RESOURCES

Reduce healthcare costs to the City



FISCAL MANAGEMENT

Submit balanced budget within appropriate parameters to maintain low tax rates



PUBLIC SERVICES: Administration

Provide alternative funding for City capital improvement projects

PRESERVE THE NATURAL ENVIRONMENT

Protect the natural environment and enhance green spaces.



COMMUNITY DEVELOPMENT

Protect natural land areas throughout the City



FACILITIES MANAGEMENT

Improve sustainability program to make the City more green-friendly



PARKS & RECREATION

Rehab, restore and protect passive green space throughout the City



PUBLIC SERVICES: Administration

More environmentally friendly City focused on reducing ground water withdrawals



PUBLIC SERVICES: Solid Waste

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill



PUBLIC SERVICES: Environmental Services

Protect groundwater resources through water conservation



PUBLIC SERVICES: Wastewater, Stormwater, Collection & Streets

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

PROVIDE RECREATION, ARTS & CULTURE

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



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.



ENGINEERING

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

Proactively safeguard engineering design standards throughout the City



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

Maintain optimal water pressure levels and minimize water service interruptions for residents



PUBLIC SERVICES: Environmental Services

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



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

IMPROVE AND MAINTAIN MOBILITY

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



COMMUNITY DEVELOPMENT

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



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Improve pedestrian infrastructure, bicycle and automobile transportation

DELIVER QUALITY SERVICES EQUITABLY & RESPECTFULLY

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



CITY CLERK

Provide requested records in the least amount of time as possible



FACILITIES MANAGEMENT

Provide "best in class" customer service by completing PM 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

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



COMMUNITY RELATIONS

Deliver excellent customer service to all citizens & residents



HUMAN RESOURCES

Achieve a productive and safe workplace

Deliver service excellence to all internal customers



UTILITY BILLING

Provide a responsive and consistent Utility Billing service experience



COMMUNITY DEVELOPMENT

Provide excellent customer service to all citizens & residents

FOSTER A CULTURE OF TEAMWORK AND COLLABORATION

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



ALL DEPARTMENTS

Promote a high performing organization

Long Range Planning

The City of Winter Garden continues to monitor community characteristics relating to development, provisions of services, environmental protection and governmental activities to meet the goals and objectives of the City's Comprehensive Plan. Since 1998, the City's area has increased by approximately 3.5 square miles through annexation of surrounding unincorporated areas and has undergone rapid growth in recent decades, increasing from 6,789 in 1980 to 14,251 in 2000. The population for 2015 was 39,871, an increase of approximately 180% in the 15 years.

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

THREE YEAR GROWTH PROJECTION

| | Actual | | | Projection | | |
|---------------------------------------|-----------|-----------|-----------|------------|-----------|-----------|
| | FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
| Population | 36,063 | 37,172 | 38,442 | 39,871 | 40,971 | 42,378 |
| Growth Rate | 2.2% | 3.1% | 3.4% | 3.7% | 2.8% | 3.4% |
| Taxable Value (000's) | 1,903,153 | 1,899,977 | 1,986,373 | 2,199,296 | 2,452,669 | 2,550,775 |
| Growth in Taxable Value | -6.3% | -0.2% | 4.5% | 10.7% | 11.5% | 4.0% |
| Utility Growth Assumptions | | | | | | |
| Annual Irrigation Sales | | | | | | |
| Accounts (at year end) | 6,321 | 6,418 | 6,774 | 7,004 | 7,249 | 7,496 |
| Total Gallons Used (000's) | 1,258,310 | 960,013 | 818,240 | 818,241 | 818,242 | 818,243 |
| Growth Rate | 3.5% | 1.5% | 5.5% | 3.4% | 3.5% | 3.4% |
| Annual Water Sales | | | | | | |
| Accounts (at year end) | 13,013 | 13,039 | 13,482 | 13,940 | 14,289 | 14,646 |
| Total Gallons Used (000's) | 1,291,348 | 1,085,204 | 852,410 | 852,411 | 852,412 | 852,413 |
| Growth Rate | 2.0% | 0.2% | 3.4% | 3.4% | 2.5% | 2.5% |
| Annual Sewer Sales | | | | | | |
| Accounts (at year end) | 12,432 | 12,465 | 12,907 | 13,346 | 13,613 | 13,885 |
| Total Gallons Used (000's) | 1,041,844 | 887,609 | 704,810 | 704,811 | 704,812 | 704,813 |
| Growth Rate | 2.0% | 0.3% | 3.5% | 3.4% | 2.0% | 2.0% |
| Solid Waste Growth Assumptions | | | | | | |
| Accounts (at year end) | 12,428 | 12,442 | 12,818 | 12,819 | 12,820 | 12,821 |
| Account Growth Rate | 1.6% | 0.1% | 3.0% | 3.4% | 2.0% | 2.0% |
| Stormwater Growth Assumptions | | | | | | |
| Accounts (at year end) | 12,525 | 12,549 | 12,970 | 12,971 | 12,972 | 12,973 |
| Account Growth Rate | 1.6% | 0.2% | 3.4% | 3.4% | 2.0% | 2.0% |

Projection Assumptions

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

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

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

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

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

PROJECTION ASSUMPTIONS FY 2016 - 2021

| | FY 2016 Budget | Five Year Forecast 2017-2021 |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| GOVERNMENTAL REVENUES | | |
| Ad Valorem Taxes | Millage (4.25 mills) on tax base of \$2.453 billion per Tax Appraiser. Assumes 96% collection of gross revenues | Increase in assessed value of 4% annually including new construction |
| Utility Taxes | 3.5% growth | Capped at .5% Annual Growth increase |
| Franchise Fees | 3.5% growth based on population increase | Capped at .5% Annual Growth increase |
| Communication Service Tax | Estimated by the State Office of Economic and Demographic Research | Contraction through 2017; less than 1% thereafter |
| Intergovernmental Federal/State/County/Other Grants: | Budget estimate takes into account the project under performance of 2014 versus the prior year State estimate and reduces the current year State estimate by a like amount | 1-2% Annual Growth No Projection to be conservative |
| Fines & Forfeitures | Based on YE 2015 revenue | Population Growth Rate |
| Permit Fees | | |
| Building Permits | Based on department projection | Building Projections and Trending |
| Other Permit Fees | Based on YE 2015 revenue | Population Growth Rate |
| Land Development Fees | Based on YE 2015 revenue | Population Growth Rate |
| Public Works Inspections | Based on YE 2015 revenue | Population Growth Rate |
| Licenses | | |
| Business Tax Receipts | Based on YE 2015 revenue and trend and economic forecasts | Population Growth Rate |
| Charges for Services | | |
| Recreation | Based on detail of revenues by program | Population Growth Rate |
| Building Leases | Based on YE 2015 revenue | No increase projected to be conservative |
| Rentals | Based on YE 2015 revenue | No increase projected to be conservative |
| Miscellaneous | Based on YE 2015 revenue | No change projected |
| Impact Fees | Based on Building projections times rate | Building Projections and Trending |
| Interest | Based on estimated 1% rate of return | Flat over five years |
| ENTERPRISE REVENUES | | |
| Water | Projected customer growth rate 3.4% over prior year | Increase only in anticipated customer growth rate, no projected rate increase |
| Wastewater | Projected customer growth rate 3.4% over prior year | Increase only in anticipated customer growth rate, no projected rate increase |
| Garbage | Projected customer growth rate 3.4% over prior year | Increase only in anticipated customer growth rate, no projected rate increase |
| Stormwater | Projected customer growth rate 3.4% over prior year | Increase only in anticipated customer growth rate, no projected rate increase |
| EXPENDITURES | | |
| Personnel Expenses | Staffing levels requested and benefit increases based on economic data | 3-5% cost of living increases; 10% medical benefits increase |
| Operating Expenses | Estimated by Department Heads | 3-5% growth by type of operating expense |
| Capital Outlay & Operating Impacts | Assumes only finishing projects currently in progress and those in the five-year CIP | Assumes only finishing projects currently in progress and those in the five-year CIP |
| Debt Service | Per debt service schedule | Per debt service schedule |

BUDGET HIGHLIGHTS



FY 2016 BUDGET HIGHLIGHTS

—
FUND BALANCES

—
BUDGET POLICY, PROCESS, & PREPARATION

—
BUDGET CALENDAR

—
METHOD OF BUDGETING

—
**SUMMARY OF REVENUES, EXPENDITURES AND FUND
BALANCE**

FY 2015/16 BUDGET HIGHLIGHTS

For the 2015-2016 fiscal year, all signs point to the continued positive economic gains in Winter Garden. The estimated increase in citywide property values for the upcoming budget year is 12% which follows the prior year increase of 10%. Rising taxable property values are a result of the improving real estate market, as well as \$101 million in new construction that occurred last year in the South-West area of the city. Along with the growth in building permits and property values, employment opportunities are also on the rise. The unemployment rate fell below 5% this year which is a significant improvement from the 11% unemployment rate 5 years ago.

With the improvement in the economy, and particularly as more development occurs, we will see a greater demand for government services, from increased safety needs, to an increased use of our roads for work and leisure. The budget addresses these priorities by positioning resources to meet the demand in various areas, such as permit review, roadway maintenance and public safety. All of these economic indicators and the increased demand for government services and infrastructure that come with them have been taken into account in the development of this budget. The proposed budget is balanced and delivers all of the superior services our citizens have come to expect without increasing taxes.

Based on available economic data and the City Commissioners priorities, the Fiscal Year 2015/16 Revenue and Expenditure/Expense budgets were prepared using the following guidelines:

- No tax rate increase. The citywide millage rate remained at 4.250 mills.
- 3.0% cost-of-living/merit increase for all employees
- 6.0% increase in city-paid health insurance premiums
- New positions only based on demand requirements.

Revenues

Total budgeted revenues for the General Fund are projected to be \$30.78 million, which is approximately \$2 million (9%) more than budgeted revenues in FY2015. Most of the City's major revenue sources are experiencing positive growth due to the improving economy. The proposed budget for the citywide property tax revenue is approximately \$10 million. This revenue source, benefiting from the new construction and the improving existing real estate market, is about \$1 million more than the current budget. These funds will be used for an array of services and infrastructure improvements including law enforcement, road maintenance, and parks and recreation programs.

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 2015-16 based on updated projections or economic changes. Sales tax revenue continues to increase and is budgeted at \$6 million, which is 10% more than the current year budget. This continuous increase in the revenue sources is a major reason why the city has been able to continue to maintain and increase the level of service its citizens receive without raising tax rates.

Expenditures/Expenses

Though revenues are increasing this year, the demand for resources still outweigh the availability of funding. The City of Winter Garden provides a wide variety of services to its residents, businesses and visitors. The levels of service have been established over time through City Commission, citizen and staff input and with the goal to preserve a superior quality of service to make us the best city to live, learn and play. This year's budget allocates resources to public safety, critical capital and infrastructure projects, and continues to invest in our staff. City services are only as reliable as the people, equipment, and infrastructure that deliver them.

An improving economy with a lower unemployment rate translates to more people on the roads, more people building homes, and more people requiring various government services. To accommodate the resulting demand, this budget includes adding 7 new positions and funding 1 frozen position. These new positions will be deployed to meet the service needs in areas such as building inspections, police protection, information technology and fleet maintenance services.

Like most service organizations, the single largest component of the City's budget is personnel costs. The total personnel costs for the General Fund are projected to be approximately \$19 million. Recognizing that our employees are our greatest asset, it is important that we continue to be able to recruit and retain quality, talented staff. This budget recommends a Cost of Living increase of 3%. Healthcare costs continue to rise nationwide and fiscal year 2016 is expected to continue to increase. This budget proposes to increase the city paid portion of the health insurance premiums by 6%.

As for operating expenditures, 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 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 balanced budget has been developed with the budget goals and previous year's Capital Improvement Plan in mind. The 2016-2020 Capital Improvement 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. 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.

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 FY2014/2015" 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.

Spensible Fund Balance Status

| Fund | Fund Balances 09/30/2014 | Expected Change FY 14/15 | Estimated Balance 09/30/2015 | Budgeted Change FY 15/16 | Projected Balance 09/30/2016 | Percent Change FY 15/16 |
|--------------------------------------|--------------------------------|--------------------------------|------------------------------------|--------------------------------|------------------------------------|-------------------------------|
| General Fund | \$ 8,235,384 | \$ (930,019) | \$ 7,305,365 | \$ 0 | \$ 7,305,365 | 0.0% |
| Community Redevelopment Agency | 429,031 | 558,738 | 987,769 | (983,130) | 4,639 | -99.5% |
| Impact Fee | 16,192,125 | (4,907,823) | 11,284,302 | 789,427 | 12,073,729 | 7.0% |
| Nonmajor Governmental | 1,120,043 | (893,065) | 226,978 | (209,146) | 17,832 | (92.1%) |
| Total Governmental Funds | <u>\$25,976,583</u> | <u>\$(6,172,169)</u> | <u>\$19,804,414</u> | <u>\$(402,849)</u> | <u>\$19,401,565</u> | <u>-2.0%</u> |

OVERVIEW OF THE BUDGET PROCESS

A. BUDGET GUIDES

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

Policy Document:

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

Operations Guide:

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

Financial Plan:

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

Communications Device:

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

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

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

Powers of Commission

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

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

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

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

Responsibilities of City Commission

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

The Role of the Staff to the City Commission

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

Fiscal Policy Statement

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

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

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

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

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

B. BUDGET ADOPTION AND MODIFICATION

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

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

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

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

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

C. BUDGET PREPARATION

In May the Finance Department develops a fiscal model to project revenues and expenditures for the next fiscal year. This model provides the City with a clear vision of the level of financial control needed to develop upcoming fiscal year budgets. Based on the model's results, target expense levels for FY 2015/16 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 2015/16 budget cycle, the Finance Department made available to each department a budget manual and access to the financial accounting software so that each department's budget could be entered into the system to compare to last fiscal year actual and current fiscal year-to-date figures. This provided a helpful tool to the departments to determine a realistic budget.

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

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

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

FY 2016 Budget Calendar for Departments

| <u>Event</u> | <u>Date</u> |
|-----------------------------------------------------------------|--------------------|
| Budget Manual sent to Departments | May 29, 2015 |
| Budget entry access given to Departments | May 29, 2015 |
| Personnel request forms due to HR Department | June 15, 2015 |
| Capital Improvement Project request forms due to Finance | June 26, 2015 |
| Fleet Maintenance Vehicle Inspection forms due to Finance | June 26, 2015 |
| All budget request to be entered into GMBA | June 26, 2015 |
| Receive DR 420 Forms from Property Appraiser | July 1, 2015 |
| CIP Committee Meetings | July 8 – 10, 2015 |
| Finance submits preliminary budget proposal to City Manager | July 15, 2015 |
| Commission Sets Proposed Millage Rate | July 23, 2015 |
| FTE and Organization Charts due to Finance Department | July 31, 2015 |
| Performance Measurements due to Finance Department | July 31, 2015 |
| Send in DR 420 Forms to Property Appraiser | July 31, 2015 |
| Budget Workshop | August 27, 2015 |
| 1 st Public Hearing | Sept 10, 2015 |
| 2 nd Public Hearing | Sept 24, 2015 |
| Send in Adopted Ordinance to PA, DOR and Tax Collector | Sept 25, 2015 |
| Complete and Deliver Form DR422 and TRIM Package | When received |

D. METHOD OF BUDGETING

Budgetary Basis

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

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

Actual expenditures for the past fiscal year, along with the original and amended budget for the current fiscal year, and a proposed budget for the upcoming fiscal year are listed for each department and division of the City. The amended budget column reflects all budget amendments approved by the City Manager or the City Commission through August 2015. The 2015/16 budget column includes recommendations for the upcoming fiscal year. These recommendations reflect expenditures proposed by the various City departments as modified by the City Manager. Detailed information on proposed capital expenditures is illustrated in both the Capital Outlay and the Five-Year Capital Improvement Plan sections of this document.

Fund Structure

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

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

Governmental Funds include the following five fund types:

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

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

Proprietary Funds include the following fund type:

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

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

Fiduciary Funds include the following fund type:

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

Accounting Structure

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

1. Deposits and investments

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

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

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

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

2. Restricted assets

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

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

3. Capital assets

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial, individual cost of more than \$1,000 and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

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

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

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

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

4. Long-term obligations

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

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

5. Fund balances

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

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

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

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

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

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

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

**SUMMARY OF ADOPTED BUDGETS
FISCAL YEAR 2015/2016**

| <u>CLASSIFICATION</u> | <u>GENERAL FUND</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 | 7,739,012 | 10,349,595 | - | - | 10,479,233 | 58,463,737 | 87,031,577 |
| REVENUES | | | | | | | |
| Ad Valorem Taxes | 10,018,344 | - | - | - | - | - | 10,018,344 |
| Sales, Use, and Fuel Taxes | - | 1,659,012 | - | - | - | - | 1,659,012 |
| Utility and Service Taxes | 4,510,349 | - | - | - | - | - | 4,510,349 |
| Local Business Taxes | 208,276 | - | - | - | - | - | 208,276 |
| Permits, Fees, & Special Assessments | 4,126,276 | 2,728,837 | - | - | 2,838,748 | - | 9,693,861 |
| Intergovernmental Revenue | 7,759,174 | 372,753 | - | - | - | 442,734 | 8,574,661 |
| Charges for Services | 3,653,533 | - | - | - | 14,738,154 | - | 18,391,687 |
| Fines and Forfeitures | 115,199 | 13,056 | - | - | - | - | 128,255 |
| Interest and Other Earnings | 103,219 | 200,343 | - | - | 195,758 | 6,059,147 | 6,558,467 |
| Miscellaneous Revenues | 339,598 | - | - | - | 2,154,155 | 2,090,354 | 4,584,107 |
| Total Revenues | 30,833,968 | 4,974,001 | - | - | 19,926,815 | 8,592,235 | 64,327,018 |
| NON-REVENUES | | | | | | | |
| Interfund Transfers | - | 359,732 | 721,238 | 2,956,533 | 1,353,310 | - | 5,390,813 |
| Other Non-Revenues | - | - | - | 6,000,000 | - | - | 6,000,000 |
| TOTAL REVENUE & OTHER FINANCING SOURCES | 30,833,968 | 5,333,733 | 721,238 | 8,956,533 | 21,280,125 | 8,592,235 | 75,717,831 |
| TOTAL ESTIMATED REVENUES & BALANCES | 38,572,980 | 15,683,328 | 721,238 | 8,956,533 | 31,759,358 | 67,055,972 | 162,749,409 |
| EXPENDITURES/EXPENSES | | | | | | | |
| General Government | 4,775,436 | - | - | - | - | 2,604,094 | 7,379,530 |
| Public Safety | 16,793,795 | 931,648 | - | - | - | - | 17,725,443 |
| Physical Environment | 1,732,955 | - | - | - | 19,695,790 | - | 21,428,746 |
| Transportation | 1,751,386 | 1,579,372 | - | 8,282,672 | - | - | 11,613,430 |
| Economic Environment | 397,772 | 269,087 | - | - | - | - | 666,859 |
| Human Services | 144,680 | - | - | - | - | - | 144,680 |
| Culture & Recreation | 4,164,579 | - | - | - | - | - | 4,164,579 |
| Total Expenditures/Expenses | 29,760,603 | 2,780,107 | - | 8,282,672 | 19,695,790 | 2,604,094 | 63,123,265 |
| NON-EXPENSE DISBURSEMENTS | | | | | | | |
| Debt Service | - | 9,339 | 721,238 | 673,861 | 1,042,244 | - | 2,446,682 |
| Interfund Transfers | 1,083,408 | 1,435,080 | - | - | 1,353,310 | - | 3,871,798 |
| Other Non-Expense Disbursements | - | - | - | - | - | - | - |
| TOTALS EXPENDITURES/EXPENSES | 30,844,011 | 4,224,526 | 721,238 | 8,956,533 | 22,091,344 | 2,604,094 | 69,441,745 |
| Reserves | 7,728,970 | 11,458,802 | - | - | 9,668,014 | 64,451,878 | 93,307,663 |
| TOTAL APPROPRIATED EXPENDITURES & RESERVES | 38,572,980 | 15,683,328 | 721,238 | 8,956,533 | 31,759,358 | 67,055,972 | 162,749,409 |

GENERAL FUND



REVENUES

—

GENERAL GOVERNMENT

—

PUBLIC SAFETY

—

COMMUNITY DEVELOPMENT

—

PUBLIC SERVICES

—

PARKS AND RECREATION

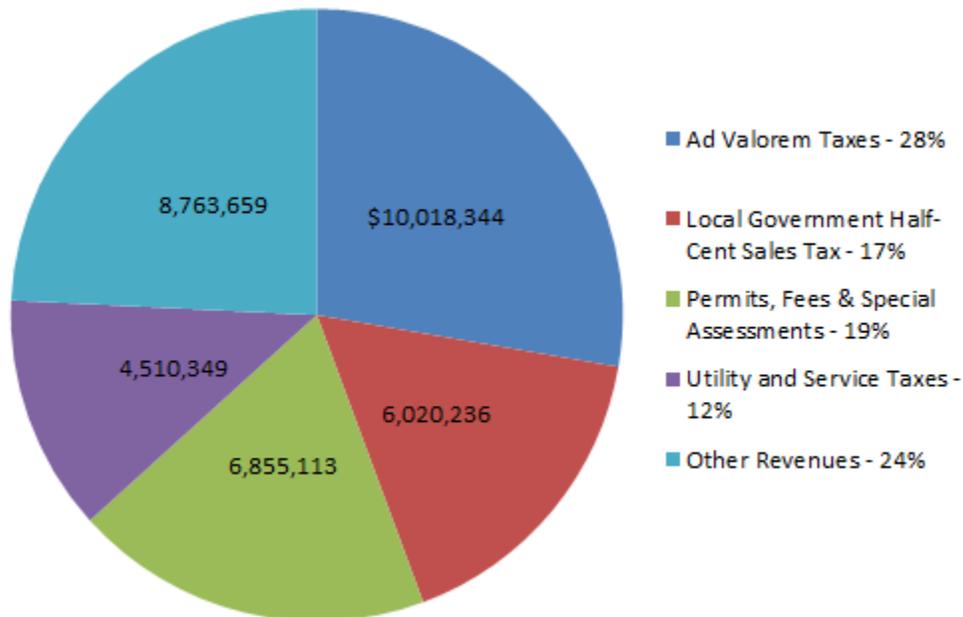
Major Revenue Sources Of Governmental Funds

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

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

| <u>Revenue Description</u> | <u>Actual/ Received 2013</u> | <u>Actual/ Received 2014</u> | <u>Revised Budget 2015</u> | <u>Budget 2016</u> |
|--------------------------------------|--------------------------------------|--------------------------------------|------------------------------------|------------------------|
| Ad Valorem Taxes | \$ 7,790,846 | \$ 8,164,335 | \$ 8,985,856 | \$ 10,018,344 |
| Local Government Half-Cent Sales Tax | 4,823,757 | 5,209,592 | 5,486,274 | 6,020,236 |
| Permits, Fees & Special Assessments | 2,412,752 | 6,638,042 | 5,155,011 | 6,855,113 |
| Utility and Service Taxes | 4,407,895 | 4,845,385 | 4,547,631 | 4,510,349 |
| Other Revenues | 7,574,205 | 7,641,836 | 14,380,780 | 8,763,659 |
| | | | | \$ 36,167,701 |

Major Revenue Sources – Governmental Funds - FY 2016 Budget



Major Revenue Sources Of Governmental Funds

Ad Valorem Taxes

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

The State places a millage limit of 10 mills on the taxing capacity of local municipal governments. The City’s Commission determines the millage rate to be applied to the taxable value of property on an annual basis. The amount of total ad valorem revenue to be received is calculated by applying the taxable value to the millage rate. The amount of Ad Valorem Tax Revenue budgeted for 2016 is based on the millage rate of 4.2500. The City budgets the ad valorem revenue at 96% of the calculated value to factor in the potential for reductions in ad valorem collections caused by valuation adjustments and discounts for early payment. Orange County collects the tax from property owners and then distributes the revenue to the City throughout the year.

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

Major Revenue Sources Of Governmental Funds

Orange County Property Taxable Values and Millage Rates

FY 2014/15 Taxable Values Compared to FY 2015/16 Taxable Values

| Government Organization | Prior Year Taxable Property Value FY 2014/15 | Preliminary Tax Roll Property Value FY 2015/16 | % Increase / (Decrease) in Property Value FY15 to FY16 | FY 2014/15 Millage Rate |
|-------------------------|----------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------|----------------------------|
| Eatonville | 187,148,747 | 200,830,486 | 7.3% | 7.2938 |
| Oakland | 203,084,758 | 213,908,855 | 5.3% | 6.7500 |
| Orlando | 20,032,501,377 | 22,891,151,817 | 14.3% | 6.6500 |
| Ocoee | 1,813,343,338 | 1,949,144,586 | 7.5% | 5.6371 |
| Maitland | 2,033,528,745 | 2,231,767,421 | 9.7% | 5.3600 |
| Edgewood | 275,297,965 | 292,087,833 | 6.1% | 4.7000 |
| Orange County (General) | 90,146,239,935 | 100,929,533,676 | 12.0% | 4.4347 |
| Belle Isle | 589,282,426 | 614,146,295 | 4.2% | 4.4018 |
| Winter Garden | 2,192,434,045 | 2,452,668,589 | 11.9% | 4.2500 |
| Winter Park | 4,184,569,627 | 4,525,751,490 | 8.2% | 4.0923 |
| Windermere | 561,418,511 | 588,101,145 | 4.8% | 3.7896 |
| Apopka | 2,165,152,579 | 2,435,424,793 | 12.5% | 3.2876 |

Major Revenue Sources Of Governmental Funds

Local Government Half-Cent Sales Tax

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

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

Permits, Fees and Special Assessments

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

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

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

Major Revenue Sources Of Governmental Funds

Utility and Service Taxes

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

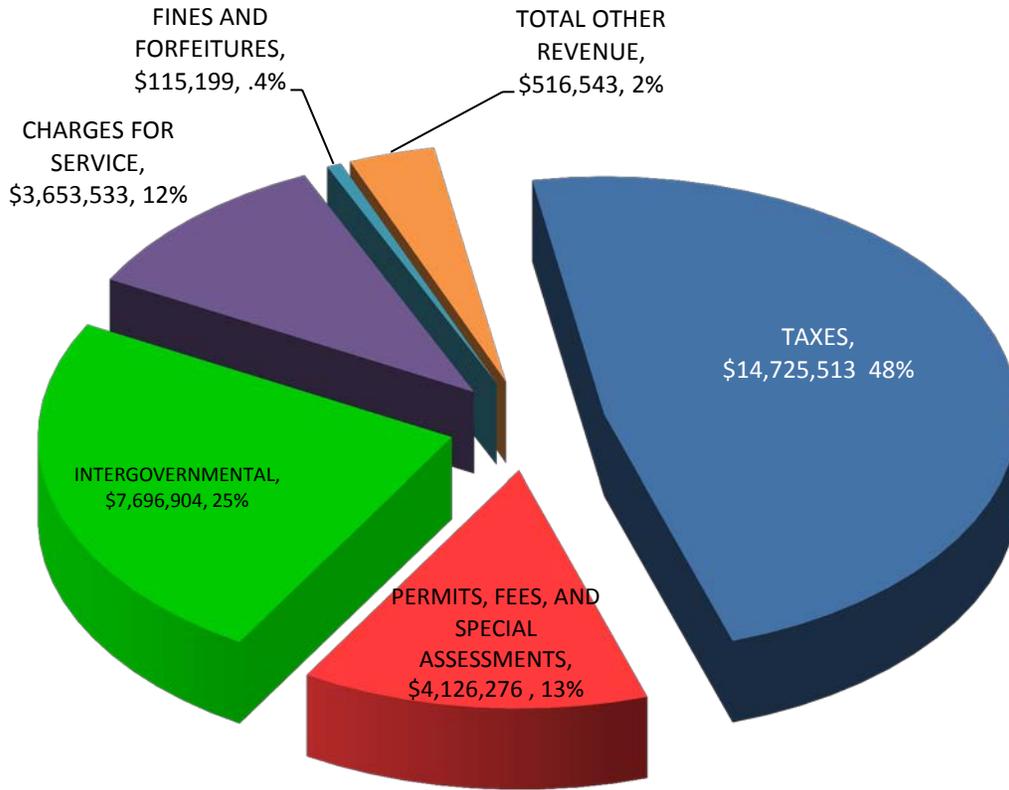
The Utility tax for electricity and natural gas is collected by the utility companies and submitted to the City on a monthly basis. The Utility tax for water is collected directly by the City via monthly invoices. The average tax rate is 10.0 percent of the sales price of such utility service.

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

The City budgets for Utility tax revenue by applying a 2 % increase to the amount budgeted in the prior year. The City budgets for the Communication Services Tax revenue based on an estimate provided by the State.

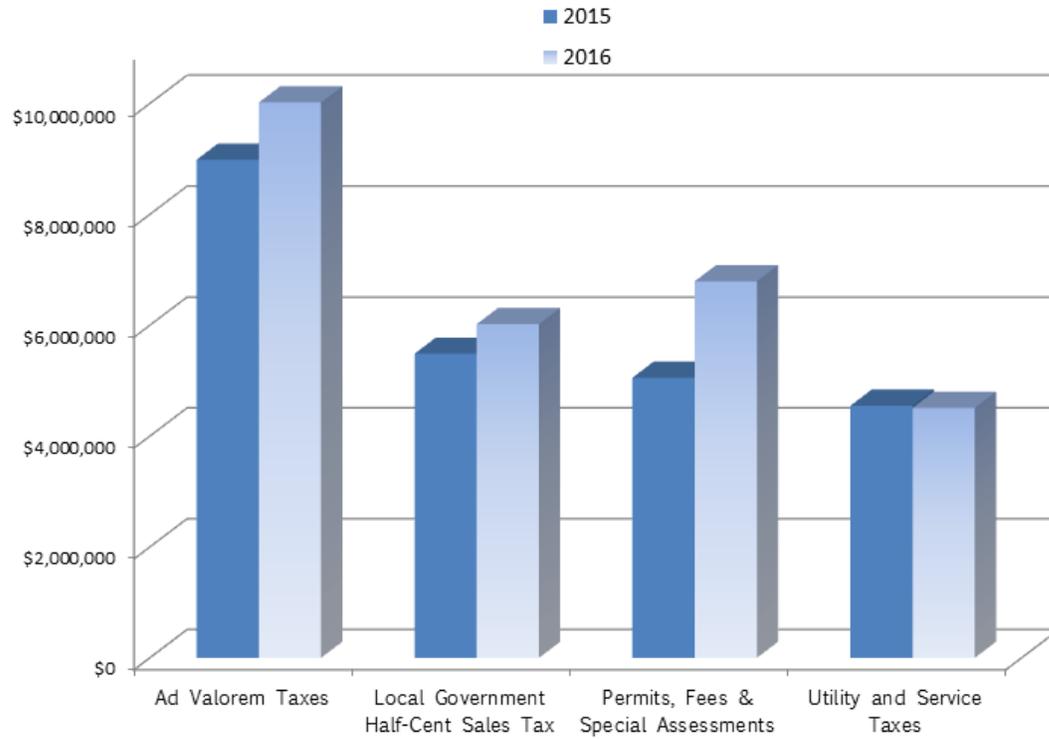
- GENERAL FUND REVENUES -

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND
REVENUES BY SOURCE**



| | |
|-------------------------------------------|----------------|
| Total Taxes | \$ 14,725,513 |
| Permits, Fees, and Special Assessments | 4,126,276 |
| Intergovernmental | 7,696,904 |
| Charges for Services | 3,653,533 |
| Fines and Forfeitures | 115,199 |
| Other Revenues | <u>516,543</u> |
| Total | \$30,833,968 |

**CITY OF WINTER GARDEN
GENERAL FUND MAJOR REVENUE SOURCE COMPARISON
FY2015 BUDGET VERSUS PROPOSED FY2016 BUDGET**



**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND REVENUES
EXECUTIVE DEPARTMENT**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 001-0213-311.10-00 ADVALOREM TAXES | 8,149,289 | 8,973,127 | 8,973,127 | 10,006,888 |
| 001-0213-311.90-00 PENALTIES AND INTEREST | 15,046 | 12,729 | 12,729 | 11,456 |
| TOTAL AD VALOREM | 8,164,335 | 8,985,856 | 8,985,856 | 10,018,344 |
| 001-0213-314.10-00 UTILITY TAX-ELECTRIC | 2,995,652 | 2,692,085 | 2,692,085 | 2,765,316 |
| 001-0213-314.30-00 UTILITY TAX-WATER | 391,466 | 375,802 | 375,802 | 385,104 |
| 001-0213-314.40-00 UTILITY TAX-GAS | 116,446 | 121,719 | 121,719 | 117,147 |
| 001-0213-314.80-00 UTILITY TAX-PROPANE | 50,684 | 46,839 | 46,839 | 51,614 |
| TOTAL UTILITY TAX | 3,554,248 | 3,236,445 | 3,236,445 | 3,319,181 |
| 001-0213-315.00-00 COMMUNICATIONS SERVICE TAX | 1,291,136 | 1,311,187 | 1,311,187 | 1,191,168 |
| TOTAL SERVICE TAX | 1,291,136 | 1,311,187 | 1,311,187 | 1,191,168 |
| 001-0213-323.10-00 FRANCHISE FEES-ELECTRIC | 2,280,203 | 2,073,207 | 2,073,207 | 2,165,041 |
| 001-0213-323.40-00 FRANCHISE FEES-GAS | 119,256 | 122,130 | 122,130 | 123,650 |
| 001-0213-325.20-00 WESTSIDE TOWNHOMES | 18,033 | 18,089 | 18,089 | 18,089 |
| 001-0213-325.30-00 LAKE COVE POINT | 5,838 | 2,400 | 2,400 | 2,400 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 2,423,330 | 2,215,826 | 2,215,826 | 2,309,180 |
| 001-0213-335.12-00 STATE REVENUE PROCEEDS | 1,400,135 | 1,386,167 | 1,386,167 | 1,572,620 |
| 001-0213-335.14-00 MOBILE HOME LICENSES | 42,489 | 41,824 | 41,824 | 41,764 |
| 001-0213-335.15-00 ALCOHOLIC BEVERAGE LICENSES | 16,420 | 16,014 | 16,014 | 16,632 |
| 001-0213-335.18-00 LOCAL GOVT HALF-CENT SALES TAX | 5,209,592 | 5,486,274 | 5,486,274 | 6,020,236 |
| 001-0213-338.20-00 COUNTY OCCUPATIONAL LICENSES | 46,725 | 45,652 | 45,652 | 45,652 |
| TOTAL INTERGOVERNMENTAL | 6,715,361 | 6,975,931 | 6,975,931 | 7,696,904 |
| 001-0213-341.30-01 LIEN SEARCH FEES | 23,415 | 18,940 | 18,940 | 24,848 |
| 001-0213-341.90-01 INTERFUND MANAGEMENT FEES | 735,147 | 737,986 | 737,986 | 865,674 |
| 001-0213-341.90-02 OCPS COLLECTION ALLOWANCE | 60,734 | 39,858 | 39,858 | 39,128 |
| 001-0213-341.91-00 FILING FEES | 444 | 600 | 600 | 696 |
| TOTAL CHARGES FOR SERVICES | 819,740 | 797,384 | 797,384 | 930,346 |
| 001-0213-361.10-00 INTEREST | 108,297 | 93,153 | 93,153 | 102,567 |
| 001-0213-361.13-00 INTEREST-ORANGE COUNTY TAX COLL | 683 | 541 | 541 | 652 |
| 001-0213-361.30-00 NET INCR(DECR) IN FAIR VAL OF INVST | (64,364) | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 44,616 | 93,694 | 93,694 | 103,219 |
| 001-0213-362.11-00 BUILDING LEASES | 94,656 | 89,451 | 89,451 | 45,280 |
| 001-0213-369.90-00 OTHER MISCELLANEOUS REVENUES | 13,140 | 3,132 | 3,132 | 6,276 |
| 001-0213-399.99-99 USE OF FUND BALANCE | - | - | 930,019 | - |
| TOTAL MISCELLANEOUS REVENUES | 107,834 | 92,583 | 1,022,602 | 51,556 |
| 001-0215-381.00-00 INTERFUND TRANSFER | 125,000 | - | - | - |
| TOTAL OTHER SOURCES | 125,000 | - | - | - |
| TOTAL EXECUTIVE DEPARTMENT | 23,245,600 | 23,708,906 | 24,638,925 | 25,619,898 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 GENERAL FUND REVENUES
 FINANCE DEPARTMENT**

| | | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|----------------------------------------|----------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <u>UTILITY BILLING DIVISION</u> | | | | | |
| 001-0223-341.90-01 | INTERFUND MANAGEMENT FEES | 577,048 | 534,831 | 534,831 | 536,288 |
| | TOTAL CHARGES FOR SERVICES | 577,048 | 534,831 | 534,831 | 536,288 |
| TOTAL FINANCE DEPARTMENT | | 577,048 | 534,831 | 534,831 | 536,288 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND REVENUES
ADMINISTRATIVE SERVICES DEPARTMENT**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|----------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>INFORMATION TECHNOLOGY DIVISION</u> | | | | |
| 001-0225-341.90-01 INTERFUND MANAGEMENT FEES | 113,929 | 107,341 | 107,341 | 110,319 |
| TOTAL CHARGES FOR SERVICES | 113,929 | 107,341 | 107,341 | 110,319 |
| 001-0225-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP | - | 3,761 | 3,761 | 1,026 |
| 001-0225-369.90-00 OTHER MISCELLANEOUS REVS | - | 43 | 43 | - |
| TOTAL MISCELLANEOUS REVENUES | - | 3,804 | 3,804 | 1,026 |
| TOTAL INFORMATION TECHNOLOGY DIVISION | 113,929 | 111,145 | 111,145 | 111,345 |
| <u>FACILITIES MANAGEMENT DIVISION</u> | | | | |
| 001-0746-341.90-01 INTERFUND MANAGEMENT FEES | 98,240 | 118,818 | 118,818 | 123,332 |
| TOTAL CHARGES FOR SERVICE | 98,240 | 118,818 | 118,818 | 123,332 |
| 001-0746-364.00-00 DISPOSITION OF FIXED ASSETS | - | 735 | 735 | 735 |
| TOTAL MISCELLANEOUS REVENUES | - | 735 | 735 | 735 |
| TOTAL FACILITIES MANAGEMENT DIVISION | 98,240 | 119,553 | 119,553 | 124,067 |
| <u>FLEET MANAGEMENT DIVISION</u> | | | | |
| 001-0747-341.90-01 INTERFUND MANAGEMENT FEES | 238,626 | 206,485 | 206,485 | 252,374 |
| TOTAL CHARGES FOR SERVICE | 238,626 | 206,485 | 206,485 | 252,374 |
| 001-0747-364.00-00 DISPOSITION OF FIXED ASSETS | 16,324 | 3,681 | 3,681 | 3,681 |
| 001-0747-365.00-00 SALE/SURPL MATERIAL/SCRAP | 345 | 502 | 502 | 502 |
| TOTAL MISCELLANEOUS REVENUES | 16,669 | 4,183 | 4,183 | 4,183 |
| TOTAL FLEET MANAGEMENT DIVISION | 255,295 | 210,668 | 210,668 | 256,557 |
| TOTAL ADMINISTRATIVE SERVICES DEPARTMENT | 467,464 | 441,366 | 441,366 | 491,969 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND REVENUES
POLICE DEPARTMENT**

| | | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--------------------|----------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 001-0521-338.30-00 | 911 PSAP REIMBURSEMENT | 19,489 | 21,906 | 21,906 | 21,906 |
| | TOTAL INTERGOVERNMENTAL REVENUE | 19,489 | 21,906 | 21,906 | 21,906 |
| 001-0521-342.10-01 | SPECIAL DETAIL | 227,276 | 211,932 | 211,932 | 219,604 |
| 001-0521-342.10-03 | LIAISON OFFICER | 75,625 | 81,332 | 81,332 | 90,750 |
| 001-0521-342.10-04 | ACCIDENT REPORTS | 3,694 | 1,440 | 1,440 | 1,440 |
| | TOTAL CHARGES FOR SERVICES | 306,595 | 294,704 | 294,704 | 311,794 |
| 001-0521-351.50-01 | COURT FINES | 67,092 | 57,374 | 118,313 | 77,374 |
| 001-0521-351.50-02 | POLICE TRAINING & EDUCATION FEES | 7,050 | 6,398 | 6,398 | 7,457 |
| 001-0521-354.20-00 | CODE VIOLATIONS | 822 | 2,240 | 2,240 | 3,194 |
| | TOTAL FINES AND FORFEITS | 74,964 | 66,012 | 126,951 | 88,025 |
| 001-0521-366.00-00 | CONTRIBUTIONS | 300 | 700 | 700 | 700 |
| 001-0521-369.90-00 | OTHER MISCELLANEOUS REVENUES | - | 1,600 | 25,141 | 1,600 |
| | TOTAL MISCELLANEOUS REVENUES | 300 | 2,300 | 25,841 | 2,300 |
| 001-0521-389.99-99 | USE OF FUND BALANCE | - | 11,102 | 11,102 | 10,043 |
| | TOTAL OTHER SOURCES | - | 11,102 | 11,102 | 10,043 |
| 001-0530-342.10-06 | DISPATCH SERVICES | 36,180 | 18,000 | 143,000 | 558,192 |
| | TOTAL NONSWORN COMMUNICATIONS | 36,180 | 18,000 | 143,000 | 558,192 |
| | TOTAL POLICE DEPARTMENT | 437,528 | 414,024 | 623,504 | 992,260 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 GENERAL FUND REVENUES
 FIRE DEPARTMENT**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-----------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 001-0622-335.21-00 FIREFIGHTER SUPPLEMENTAL COMP | 13,966 | 11,376 | 11,376 | 13,972 |
| TOTAL INTERGOVERNMENTAL REVENUE | 13,966 | 11,376 | 11,376 | 13,972 |
| 001-0622-366.00-00 CONTRIBUTIONS | 1,800 | 1,500 | 1,500 | 1,500 |
| TOTAL MISCELLANEOUS REVENUES | 1,800 | 1,500 | 1,500 | 1,500 |
| | | | | |
| TOTAL FIRE DEPARTMENT | 15,766 | 12,876 | 12,876 | 15,472 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>ADMINISTRATION DIVISION</u> | | | | |
| 001-0701-341.90-01 INTERFUND MANAGEMENT FEES | 226,247 | 224,242 | 224,242 | 235,338 |
| TOTAL ADMINISTRATION DIVISION | 226,247 | 224,242 | 224,242 | 235,338 |
| <u>CEMETERY DIVISION</u> | | | | |
| 001-0739-343.80-01 SERVICE FEES | 96,125 | 90,583 | 90,583 | 98,145 |
| 001-0739-343.80-02 CEMETERY FOUNDATION CHARGES | 3,560 | 3,574 | 3,574 | 3,750 |
| 001-0739-343.80-05 CEMETERY LOTS | 105,275 | 73,671 | 101,062 | 103,475 |
| TOTAL CHARGES FOR SERVICE | 204,960 | 167,828 | 195,219 | 205,370 |
| 001-0739-362.00-00 RENTAL INCOME | 58,056 | 60,463 | 60,463 | 66,154 |
| 001-0739-369.90-00 OTHER MISCELLANEOUS REV | 25 | - | - | - |
| TOTAL MISCELLANEOUS REVENUES | 58,081 | 60,463 | 60,463 | 66,154 |
| TOTAL CEMETERY DIVISION | 263,041 | 228,291 | 255,682 | 271,524 |
| <u>STREETS DIVISION</u> | | | | |
| 001-0741-335.49-00 OTHER TRANSPORTATION | 28,290 | 25,827 | 25,827 | 26,392 |
| TOTAL INTERGOVERNMENTAL REVENUE | 28,290 | 25,827 | 25,827 | 26,392 |
| 001-0741-364.00-00 DISPOSITION OF FIXED ASSETS | 4,796 | 1,700 | 1,700 | 1,700 |
| 001-0741-369.90-00 OTHER MISCELLANEOUS REVENUES | 5,097 | 10,970 | 10,970 | 12,129 |
| TOTAL MISCELLANEOUS REVENUES | 9,893 | 12,670 | 12,670 | 13,829 |
| TOTAL STREETS DIVISION | 38,183 | 38,497 | 38,497 | 40,221 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

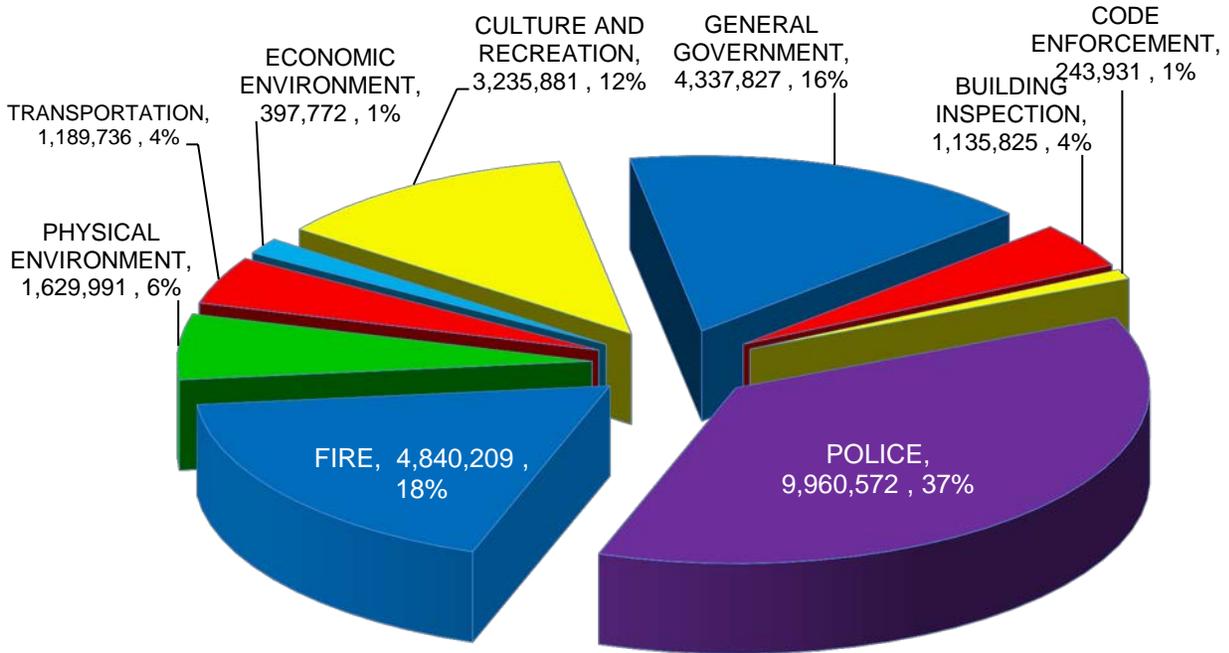
| | | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-----------------------------------------------|----------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <u>PARKS DIVISION</u> | | | | | |
| 001-0775-334.70-00 | STATE GRANT-CULTURE & RECREATION | - | 420,000 | 420,000 | - |
| | TOTAL INTERGOVERNMENTAL | - | 420,000 | 420,000 | - |
| 001-0775-369.90-00 | OTHER MISCELLANEOUS REV | 2,717 | - | - | - |
| | TOTAL MISCELLANEOUS REVENUES | 2,717 | - | - | - |
| TOTAL PARKS DIVISION | | 2,717 | 420,000 | 420,000 | - |
| <u>RECREATION DIVISION</u> | | | | | |
| 001-0872-347.21-01 | DAY CAMP | 113,954 | 97,000 | 97,000 | 120,000 |
| 001-0872-347.21-02 | FIELD RENTAL | 19,740 | 16,000 | 16,000 | 16,000 |
| 001-0872-347.21-03 | POOL | 8,701 | 6,500 | 6,500 | 8,000 |
| 001-0872-347.21-04 | OTHER AQUATIC | 7,656 | 7,000 | 7,000 | 7,000 |
| 001-0872-347.21-05 | SWIMMING LESSONS | 23,104 | 21,500 | 21,500 | 22,000 |
| 001-0872-347.21-06 | SOFTBALL LEAGUE | 60,450 | 61,000 | 61,000 | 54,000 |
| 001-0872-347.21-07 | OTHER PROGRAMS | 58,505 | 51,290 | 51,290 | 53,180 |
| 001-0872-347.21-10 | TENNIS | 14,503 | 16,000 | 16,000 | 13,000 |
| 001-0872-347.21-11 | SENIOR TRIPS | 11,262 | 7,000 | 7,000 | 11,000 |
| 001-0872-347.21-12 | OTHER SENIOR PROGRAMS | 771 | 1,000 | 1,000 | 1,000 |
| 001-0872-347.21-14 | SOCCER PROGRAM | 88,329 | 68,000 | 85,000 | 85,000 |
| | TOTAL CHARGES FOR SERVICES | 406,975 | 352,290 | 369,290 | 390,180 |
| 001-0872-366.01-00 | CONTRIBUTIONS AND DONATIONS | 15,987 | 5,000 | 5,000 | 5,000 |
| 001-0872-369.90-00 | OTHER MISCELLANEOUS REVENUES | 8,028 | 5,000 | 5,000 | 5,000 |
| | TOTAL MISCELLANEOUS REVENUES | 24,015 | 10,000 | 10,000 | 10,000 |
| TOTAL RECREATION DIVISION | | 430,990 | 362,290 | 379,290 | 400,180 |
| <u>SPECIAL EVENTS DIVISION</u> | | | | | |
| 001-0874-362.00-00 | RENTAL INCOME | 3,277 | 2,500 | 2,500 | 2,500 |
| | TOTAL RENTS AND ROYALTIES | 3,277 | 2,500 | 2,500 | 2,500 |
| TOTAL SPECIAL EVENTS DIVISION | | 3,277 | 2,500 | 2,500 | 2,500 |
| <u>NEWTON PARK FACILITIES DIVISION</u> | | | | | |
| 001-3658-362.01-00 | MISCELLANEOUS RENTALS | 9,615 | 11,000 | 11,000 | 11,000 |
| 001-3658-362.02-00 | AUDITORIUM FACILITIES RENTALS | 135,263 | 130,000 | 130,000 | 130,000 |
| 001-3658-362.03-00 | JESSIE BROCK RENTALS | 19,424 | 15,000 | 15,000 | 17,000 |
| 001-3658-362.04-00 | PAVILLION RENTALS | 3,853 | 3,500 | 3,500 | 3,500 |
| 001-3658-369.90-00 | OTHER MISCELLANEOUS REVENUES | 6,181 | 5,000 | 5,000 | 5,000 |
| | TOTAL MISCELLANEOUS REVENUES | 174,336 | 164,500 | 164,500 | 166,500 |
| TOTAL NEWTON PARK FACILITIES DIVISION | | 174,336 | 164,500 | 164,500 | 166,500 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 GENERAL FUND REVENUES
 PUBLIC SERVICES DEPARTMENT**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------------|--------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 001-1016-329.03-00 ENGINEER INSPECTION FEES | 487,517 | 171,428 | 393,926 | 363,428 |
| 001-1016-329.04-00 REVIEW FEES | <u>106,352</u> | <u>91,108</u> | <u>91,108</u> | <u>94,185</u> |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 593,869 | 262,536 | 485,034 | 457,613 |
| TOTAL ENGINEERING DIVISION | 593,869 | 262,536 | 485,034 | 457,613 |
| TOTAL PUBLIC SERVICES DEPARTMENT | 1,732,660 | 1,702,856 | 1,969,745 | 1,573,876 |
| TOTAL GENERAL FUND REVENUES | <u>27,981,521</u> | <u>28,113,418</u> | <u>29,645,546</u> | <u>30,844,011</u> |

- GENERAL FUND EXPENDITURES -

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 GENERAL FUND
 OPERATING EXPENDITURES BY FUNCTION**



**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
LEGISLATIVE DEPARTMENT**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-----------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 001-0111-511.13-00 OTHER SALARIES AND WAGES | 41,860 | 41,616 | 41,616 | 41,616 |
| 001-0111-511.21-00 FICA TAXES | 4,697 | 3,184 | 3,184 | 3,184 |
| 001-0111-511.23-00 EMPLOYEE GROUP INSURANCE | 20,708 | 46,500 | 46,500 | 46,500 |
| 001-0111-511.24-00 WORKERS' COMPENSATION | 78 | 82 | 82 | 82 |
| TOTAL PERSONAL SERVICES | 67,343 | 91,382 | 91,382 | 91,382 |
| 001-0111-511.31-01 MISC PROFESSIONAL SERVICES | - | 600 | 600 | 1,000 |
| 001-0111-511.31-02 LEGAL | - | 500 | 500 | 20,000 |
| 001-0111-511.34-03 CODE OF ORDINANCES | 550 | 7,550 | 7,550 | 4,700 |
| 001-0111-511.40-00 TRAVEL AND PER DIEM | 43 | 7,870 | 7,870 | 1,000 |
| 001-0111-511.41-02 TELEPHONE | 96 | 200 | 200 | 200 |
| 001-0111-511.41-04 INTERNET | 720 | 1,200 | 1,200 | 1,200 |
| 001-0111-511.47-01 MISC PRINTING AND BINDING | 41 | 120 | 120 | 120 |
| 001-0111-511.48-01 PROMOTIONAL ACTIVITIES | - | 200 | 200 | 200 |
| 001-0111-511.48-02 PROMOTIONAL-PROMOTIONAL ITEMS | - | 5,000 | 5,000 | 5,000 |
| 001-0111-511.49-01 MISC OTHR CUR CHGS & OBLIGATIONS | 500 | 500 | 500 | 500 |
| 001-0111-511.49-03 ELECTION FEES | 15,159 | 30,000 | 30,000 | - |
| 001-0111-511.51-00 OFFICE SUPPLIES | - | 2,500 | 2,500 | 1,350 |
| 001-0111-511.52-01 MISC. OPERATING SUPPLIES | 107 | 800 | 800 | 1,000 |
| 001-0111-511.52-04 UNIFORMS AND ACCESSORIES | 200 | 210 | 210 | - |
| 001-0111-511.54-01 DUES AND SUBSCRIPTIONS | 3 | 1,100 | 1,100 | 14,271 |
| 001-0111-511.54-02 SEMINARS AND COURSES | - | 3,561 | 3,561 | 1,000 |
| TOTAL OPERATING EXPENDITURES | 17,419 | 61,911 | 61,911 | 51,541 |
| 001-0111-511.82-00 AIDS TO PRIVATE ORGANIZATIONS | 500 | 1,500 | 101,500 | 1,500 |
| 001-0111-564.83-00 OTHER GRANTS AND AIDS | 68,815 | 68,880 | 68,880 | 64,680 |
| TOTAL GRANTS AND AIDS | 69,315 | 70,380 | 170,380 | 66,180 |
| TOTAL LEGISLATIVE DEPARTMENT | 154,077 | 223,673 | 323,673 | 209,103 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 GENERAL FUND EXPENDITURES
 LEGAL DEPARTMENT**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------------|--------------------|-----------------------------|----------------------------|----------------------------|
| 001-0914-514.31-00 LEGAL SERVICES REIMBURSEMENT | (182,068) | (40,297) | (40,297) | (40,297) |
| 001-0914-514.31-02 LEGAL SERVICES | 441,318 | 275,000 | 275,000 | 275,000 |
| TOTAL LEGAL DEPARTMENT | 259,250 | 234,703 | 234,703 | 234,703 |



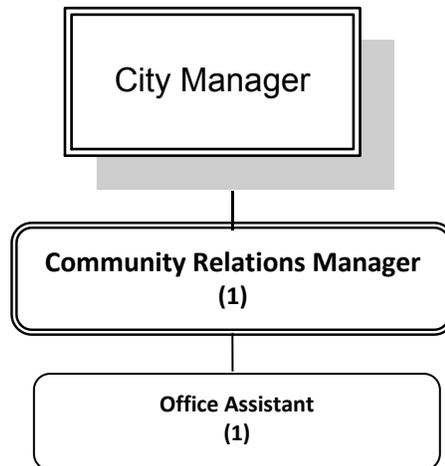
COMMUNITY RELATIONS DEPARTMENT

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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Protect the Sense of Community

Department Goal

Provide an improved sense of community inclusion

Objective

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

Strategic Priority #2

Support Public Education and Learning Opportunities

Department Goal

Continue partnering with local schools

Objective

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

Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

Department Goal

Deliver excellent customer service to all citizens & residents

Objectives

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

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|---------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Opportunities to Participate in Community Matter Satisfaction Index | 73% | 74% | 76%↑ |
| Sense of Community Satisfaction Index | 88% | 81% | 83%↑ |
| Service Process Satisfaction Rating * | 98% | 98% | 100%↑ |
| Service Outcome Satisfaction Rating * | 96.1% | 93% | 100%↑ |
| % Satisfied with Resolution Timeframe * | 94.2% | 97% | 100%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Queue Wait Time (in seconds) | 0:37 | 0:28 | 0:30↓ |
| Call Abandonment Rate | 8% | 11% | 8%↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* GovQA citizen survey on service request experience conducted monthly

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
EXECUTIVE DEPARTMENT**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|----------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|---------|
| 001-0213-512.12-00 | REGULAR SALARIES AND WAGES | 368,716 | 369,067 | 369,067 | 382,087 |
| 001-0213-512.13-00 | OTHER SALARIES & WAGES | 6,117 | 30,844 | 30,844 | 30,844 |
| 001-0213-512.14-00 | OVERTIME | - | - | - | - |
| 001-0213-512.21-00 | FICA TAXES | 25,908 | 31,041 | 31,041 | 31,589 |
| 001-0213-512.22-00 | RETIREMENT CONTRIBUTIONS | 40,560 | 59,048 | 59,048 | 40,081 |
| 001-0213-512.23-00 | LIFE AND HEALTH INSURANCE | 24,161 | 34,414 | 34,414 | 43,599 |
| 001-0213-512.24-00 | WORKERS' COMPENSATION | 699 | 755 | 755 | 755 |
| | TOTAL PERSONAL SERVICES | 466,161 | 525,169 | 525,169 | 528,955 |
| 001-0213-512.31-01 | MISC PROFESSIONAL SERVICES | 87,380 | 46,800 | 46,800 | 46,800 |
| 001-0213-512.31-02 | LEGAL SERVICES | - | 2,500 | 2,500 | 2,500 |
| 001-0213-512.31-06 | MEDICAL SERVICES | - | 15 | 15 | 15 |
| 001-0213-512.34-01 | MISC OTHER CONTRACTUAL SERVICES | 28,067 | 21,880 | 21,880 | 21,880 |
| 001-0213-512.40-00 | TRAVEL AND PER DIEM | 63 | 1,500 | 1,500 | 1,500 |
| 001-0213-512.41-02 | TELEPHONE SERVICES | 7,597 | 7,546 | 7,546 | 7,546 |
| 001-0213-512.41-04 | INTERNET SERVICES | 987 | 750 | 750 | 750 |
| 001-0213-512.41-05 | POSTAGE | 15,837 | 14,750 | 14,750 | 14,750 |
| 001-0213-512.43-00 | UTILITY SERVICES | 21,892 | 22,110 | 22,110 | 22,110 |
| 001-0213-512.44-00 | RENTALS AND LEASES | 10,046 | 9,000 | 9,000 | 9,000 |
| 001-0213-512.45-00 | INSURANCE | 25,205 | 23,381 | 23,381 | 23,381 |
| 001-0213-512.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | - | 400 | 400 | 400 |
| 001-0213-512.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 770 | 900 | 900 | 900 |
| 001-0213-512.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 95 | 12,000 | 12,000 | 12,000 |
| 001-0213-512.46-10 | REPAIR AND MAINT SVCS-BUILDING | 2,941 | 1,230 | 1,230 | 1,230 |
| 001-0213-512.47-01 | MISC PRINTING AND BINDING | 39,287 | 38,804 | 38,804 | 38,804 |
| 001-0213-512.48-01 | PROMOTIONAL-ADVERTISEMENTS | 3,995 | 16,500 | 16,500 | 16,500 |
| 001-0213-512.48-02 | PROMOTIONAL ITEMS | 4,697 | 4,800 | 4,800 | 4,800 |
| 001-0213-512.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | - | 250 | 250 | 250 |
| 001-0213-512.49-05 | LICENSES/TAXES/CERTIFICATES | 3,244 | - | - | - |
| 001-0213-512.49-11 | EMPLOYEE SOCIAL EVENTS | 2,991 | 1,000 | 1,000 | 1,000 |
| 001-0213-512.51-00 | OFFICE SUPPLIES | 894 | 1,750 | 1,750 | 1,750 |
| 001-0213-512.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 4,907 | 4,800 | 4,800 | 4,800 |
| 001-0213-512.52-03 | GASOLINE AND OIL | 1,515 | 1,297 | 1,297 | 1,297 |
| 001-0213-512.52-04 | UNIFORMS AND ACCESSORIES | 800 | 1,000 | 1,000 | 1,000 |
| 001-0213-512.54-01 | DUES AND SUBSCRIPTIONS | 15,258 | 12,350 | 12,350 | 13,152 |
| 001-0213-512.54-02 | SEMINARS AND COURSES | 1,735 | 2,822 | 2,822 | 2,822 |
| 001-0213-512.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | - | 3,000 | 3,000 | 3,000 |
| | TOTAL OPERATING EXPENDITURES | 280,203 | 253,135 | 253,135 | 253,937 |

| | | | | | |
|--------------------|-----------------------------------|------------------|----------------|------------------|----------------|
| 001-0213-512.61-00 | LAND | 181,149 | - | 54,615 | - |
| 001-0213-512.63-00 | IMPROVEMENT OTHER THAN BUILDING | 10,616 | - | 208,504 | - |
| 001-0213-512.64-00 | MACHINERY AND EQUIPMENT | 1,127 | - | - | - |
| | TOTAL CAPITAL OUTLAY | 192,892 | - | 263,119 | - |
| 001-0213-512.82-00 | AID TO PRIVATE ORGANIZATIONS | 66,015 | 80,000 | 80,000 | 80,000 |
| | TOTAL GRANTS AND AIDS | 66,015 | 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 | 1,939,838 | - | - | - |
| | TOTAL OTHER USES | 1,939,838 | 100,000 | 100,000 | 100,000 |
| | TOTAL EXECUTIVE DEPARTMENT | 2,945,109 | 958,304 | 1,221,423 | 962,892 |



WINTER GARDEN

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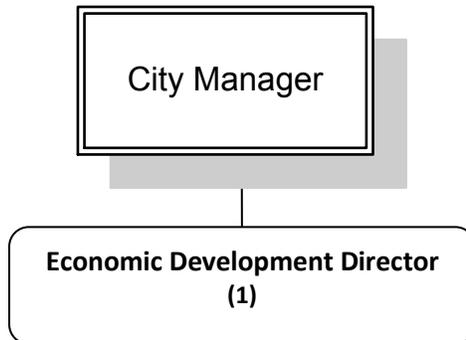
ECONOMIC DEVELOPMENT DEPARTMENT

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 Partnerships |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Recovering economic environment, including: <ul style="list-style-type: none"> ○ Tightened capital markets ○ Commercial Occupancy is 98% - No available space for new businesses ○ Housing market has rebounded ○ Modest business growth ○ Improved consumer confidence ○ Unemployment has dropped to 4% | <p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Growth expected within small to mid-sized businesses • Growth expected in health and wellness, manufacturing, construction, digital and creative technology and retail sectors • Increasing tax revenues and job growth (5%) |

Organizational Structure

FTE: 1



FY 2015-2016 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1 Encourage a Thriving Economy

Department Goals

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

Objectives

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employment Opportunity Satisfaction Index | 42% | 47% | 49% ↑ |
| OPERATIONAL INDICATORS | | | |
| City-wide Commercial Occupancy Rate | 97% | 98% | 98% ↑ |
| Downtown Commercial Occupancy Rate | 99.5% | 99.5% | 100% ↑ |
| Downtown Lease Rates/Square Footage | \$19.00 | \$20.00 | \$21.00 ↑ |
| Construction \$ Value per Residential Building Permit | \$50,910 | \$82,089 | \$58,000 ↑ |
| City Unemployment Rate | 4.3% | 4.3% | 4.5% ↓ |
| # of Targeted Jobs Created | 43 | 260 | 200 ↑ |
| # of Total Jobs Created | 1,928 | 1,120 | 1,000 ↑ |
| Average Wage of Jobs Created | \$46,000 | \$51,153 | \$52,000 ↑ |
| Average Wage of Total Jobs | \$42,336 | \$44,427 | \$46,000 ↑ |
| Annual % Change in Property Values | 4.55% | 10.7% | 11.5% ↑ |
| % Change in Median Household Income | 4.94% | 1.0% | 2.1% ↑ |
| Median Household Income | \$59,175 | \$59,747 | \$61,000 ↑ |
| Average Purchase Price of a New Home (Single-Family) | \$265,000 | \$353,237 | \$395,000 ↑ |

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
ECONOMIC DEVELOPMENT DEPARTMENT**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|----------------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|----------------|
| 001-0215-552.12-00 | REGULAR SALARIES AND WAGES | 111,759 | 112,060 | 112,060 | 115,433 |
| 001-0215-552.21-00 | FICA TAXES | 8,024 | 8,733 | 8,733 | 8,995 |
| 001-0215-552.22-00 | RETIREMENT CONTRIBUTIONS | 15,485 | 16,708 | 16,708 | 12,109 |
| 001-0215-552.23-00 | LIFE AND HEALTH INSURANCE | 12,729 | 13,997 | 13,997 | 14,837 |
| 001-0215-552.24-00 | WORKERS' COMPENSATION | 207 | 216 | 216 | 216 |
| | TOTAL PERSONAL SERVICES | 148,204 | 151,714 | 151,714 | 151,590 |
| 001-0215-552.34-01 | MISC OTHER CONTRACTUAL SERVICES | 30,925 | 192,000 | 119,959 | 17,000 |
| 001-0215-552.34-02 | TRI-CITY CONTRACTUAL SVCS | - | - | 150,000 | 150,000 |
| 001-0215-552.41-02 | TELEPHONE SERVICES | 1,188 | 1,690 | 1,690 | 1,690 |
| 001-0215-552.41-05 | POSTAGE | 158 | 900 | 900 | 900 |
| 001-0215-552.43-00 | UTILITY SERVICES | 1,267 | 1,100 | 1,100 | 1,100 |
| 001-0215-552.45-00 | GENERAL INSURANCE | 1,315 | 1,203 | 1,203 | 1,203 |
| 001-0215-552.46-02 | REPAIR/MAINT SVC-EQUIPMNT | - | 500 | 500 | 500 |
| 001-0215-552.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | - | 250 | 250 | 250 |
| 001-0215-552.46-10 | REPAIR AND MAINT SVCS-BUILDING | 198 | 124 | 124 | 124 |
| 001-0215-552.47-01 | MISC PRINTING AND BINDING | 870 | 60 | 60 | 60 |
| 001-0215-552.48-01 | PROMOTIONAL-ADVERTISEMENTS | 3,326 | 10,500 | 10,500 | 10,500 |
| 001-0215-552.48-02 | PROMOTIONAL-PROMOTIONAL ITEMS | 1,807 | 900 | 900 | 900 |
| 001-0215-552.49-01 | MISC OTHER CUR CHGS & OBLIGATIONS | - | - | 50,000 | - |
| 001-0215-552.51-00 | OFFICE SUPPLIES | 63 | 750 | 750 | 750 |
| 001-0215-552.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 287 | 400 | 8,441 | 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 | 413 | 1,005 | 1,005 | 1,005 |
| 001-0215-552.54-02 | SEMINARS AND COURSES | - | 600 | 600 | 600 |
| | TOTAL OPERATING EXPENDITURES | 42,017 | 212,382 | 348,382 | 187,382 |
| 001-0215-552.82-01 | QTI - QUALIFIED TARGET INDUSTRIES | - | 3,800 | 3,800 | 3,800 |
| | TOTAL GRANTS AND AIDS | - | 3,800 | 3,800 | 3,800 |
| 001-0215-554.34-00 | CDBG ADMIN | 46,935 | - | 78,066 | 50,000 |
| 001-0215-554.34-01 | CDBG MISC | - | - | - | 5,000 |
| 001-0215-554.62-00 | CDBG BUILDING IMPROVEMENTS | - | - | 40,000 | - |
| | TOTAL CDBG | 46,935 | - | 118,066 | 55,000 |
| | TOTAL ECONOMIC DEVELOPMENT DEPARTMENT | 237,156 | 367,896 | 621,962 | 397,772 |



WINTER GARDEN

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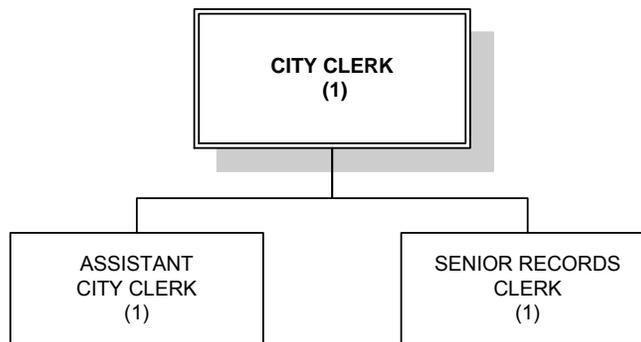
CITY CLERK'S DEPARTMENT

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 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide requested records in the least amount of time as possible

Objective

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-------------------------------------------------------------------|----------------------------|----------------------------|----------------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATOR | | | |
| Percentage of Standard Requests Fulfilled within 10 Business Days | 100% | 100% | 100%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
CITY CLERK DEPARTMENT**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|-------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|-----------------------|
| 001-0218-512.12-00 | REGULAR SALARIES AND WAGES | 168,407 | 173,749 | 173,749 | 185,254 |
| 001-0218-512.14-00 | OVERTIME | 83 | 1,000 | 1,000 | 1,000 |
| 001-0218-512.21-00 | FICA TAXES | 12,448 | 13,567 | 13,567 | 14,248 |
| 001-0218-512.22-00 | RETIREMENT CONTRIBUTIONS | 23,479 | 26,055 | 26,055 | 19,538 |
| 001-0218-512.23-00 | LIFE AND HEALTH INSURANCE | 22,050 | 27,046 | 27,046 | 28,669 |
| 001-0218-512.24-00 | WORKERS' COMPENSATION | 314 | 335 | 335 | 335 |
| 001-0218-512.25-00 | UNEMPLOYMENT COMPENSATION | - | 144 | 144 | - |
| | TOTAL PERSONAL SERVICES | <u>226,781</u> | <u>241,896</u> | <u>241,896</u> | <u>249,044</u> |
| 001-0218-512.31-01 | MISC PROFESSIONAL SERVICES | - | 250 | 250 | - |
| 001-0218-512.34-01 | MISC CONTRACTUAL SERVICES | 122 | - | - | - |
| 001-0218-512.40-00 | TRAVEL AND PER DIEM | 905 | 2,477 | 2,477 | 3,885 |
| 001-0218-512.41-02 | TELEPHONE SERVICES | 1,301 | 1,576 | 1,576 | 1,576 |
| 001-0218-512.41-05 | POSTAGE | 318 | 350 | 350 | 400 |
| 001-0218-512.43-00 | UTILITY SERVICES | 9,501 | 8,700 | 8,700 | 8,700 |
| 001-0218-512.44-00 | RENTALS AND LEASES | 4,010 | 4,908 | 4,908 | 4,908 |
| 001-0218-512.45-00 | GENERAL INSURANCE | 10,581 | 9,682 | 9,682 | 9,682 |
| 001-0218-512.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | - | 300 | 300 | 300 |
| 001-0218-512.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 499 | 500 | 500 | - |
| 001-0218-512.46-10 | REPAIR AND MAINT SVCS-BUILDING | 1,605 | 1,000 | 1,000 | 1,000 |
| 001-0218-512.47-01 | MISC PRINTING AND BINDING | - | 100 | 100 | 100 |
| 001-0218-512.47-02 | RECORDS MANAGEMENT | 117 | 550 | 550 | 200 |
| 001-0218-512.48-01 | PROMOTIONAL-ADVERTISEMENTS | 93 | 250 | 250 | 250 |
| 001-0218-512.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | - | 200 | 200 | 200 |
| 001-0218-512.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 305 | 100 | 100 | 100 |
| 001-0218-512.51-00 | OFFICE SUPPLIES | 800 | 1,000 | 1,000 | 500 |
| 001-0218-512.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,689 | 1,100 | 1,100 | 1,100 |
| 001-0218-512.52-04 | UNIFORMS AND ACCESSORIES | 600 | 600 | 600 | 600 |
| 001-0218-512.54-01 | DUES AND SUBSCRIPTIONS | 998 | 1,369 | 1,369 | 1,329 |
| 001-0218-512.54-02 | SEMINARS AND COURSES | 450 | 1,560 | 1,560 | 1,140 |
| | TOTAL OPERATING EXPENDITURES | <u>33,894</u> | <u>36,572</u> | <u>36,572</u> | <u>35,970</u> |
| | TOTAL CITY CLERK DEPARTMENT | <u>260,675</u> | <u>278,468</u> | <u>278,468</u> | <u>285,014</u> |



WINTER GARDEN

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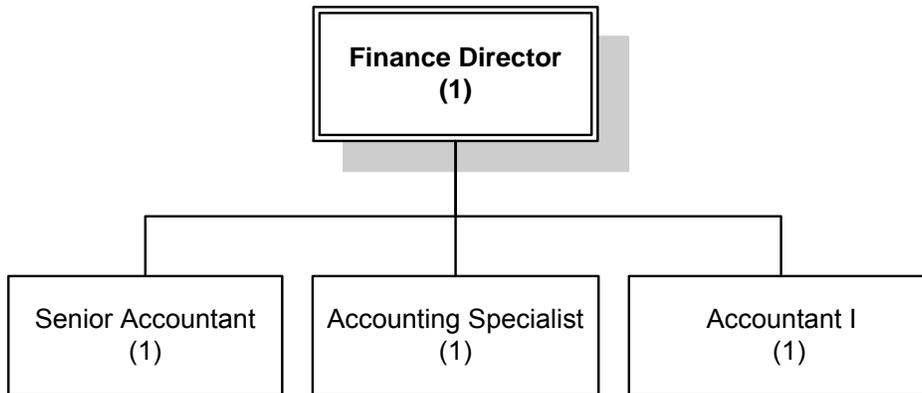
FINANCE DEPARTMENT FISCAL MANAGEMENT

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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Submit balanced budget within appropriate parameters to maintain low tax rates

Objective

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

Strategic Priority #2

Deliver Quality Services Equitably & Respectfully

Department Goal

Deliver service excellence to all internal customers

Objective

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

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Fiscal Management Overall Customer Service Satisfaction Rating * | 96% | 90.1% | 92%↑ |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85%↑ |
| FINANCIAL INDICATOR | | | |
| Budget to Actual Variance Percent (City Overall Financials) ** | +6% | +5% | +5%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

** '+' sign indicates favorable actual compare to budget while '-' sign indicates unfavorable actual compare to budget

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
FISCAL MANAGEMENT DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-----------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0222-513.12-00 | REGULAR SALARIES AND WAGES | 291,544 | 260,873 | 260,873 | 268,706 |
| 001-0222-513.14-00 | OVERTIME | 1,543 | 1,000 | 1,000 | 1,000 |
| 001-0222-513.21-00 | FICA TAXES | 22,181 | 20,202 | 20,202 | 20,633 |
| 001-0222-513.22-00 | RETIREMENT CONTRIBUTIONS | 25,604 | 39,045 | 39,045 | 28,292 |
| 001-0222-513.23-00 | LIFE AND HEALTH INSURANCE | 26,038 | 34,843 | 34,843 | 36,934 |
| 001-0222-513.24-00 | WORKERS' COMPENSATION | 533 | 586 | 586 | 586 |
| 001-0222-513.25-00 | UNEMPLOYMENT COMPENSATION | 2,475 | 4,950 | 4,950 | - |
| | TOTAL PERSONAL SERVICES | 369,918 | 361,499 | 361,499 | 356,151 |
| 001-0222-513.31-01 | MISC PROFESSIONAL SERVICES | 9,023 | - | - | 14,625 |
| 001-0222-513.31-03 | INVESTMENT COUNSEL | 24,776 | 23,864 | 23,864 | 25,200 |
| 001-0222-513.32-00 | ACCOUNTING AND AUDITING | 29,275 | 29,500 | 29,500 | 35,405 |
| 001-0222-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 39,130 | 55,490 | 55,490 | 55,490 |
| 001-0222-513.34-04 | BANKING SERVICES | 17,655 | 25,030 | 25,030 | 15,030 |
| 001-0222-513.40-00 | TRAVEL AND PER DIEM | - | 2,130 | 2,130 | 130 |
| 001-0222-513.41-02 | TELEPHONE SERVICES | 2,581 | 2,650 | 2,650 | 2,650 |
| 001-0222-513.41-05 | POSTAGE | 2,937 | 4,194 | 4,194 | 4,446 |
| 001-0222-513.43-00 | UTILITY SERVICES | 8,692 | 8,611 | 8,611 | 8,611 |
| 001-0222-513.44-00 | RENTALS AND LEASES | 5,522 | 5,304 | 5,304 | 5,304 |
| 001-0222-513.45-00 | INSURANCE | 9,897 | 9,067 | 9,067 | 9,067 |
| 001-0222-513.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | - | 300 | 300 | 300 |
| 001-0222-513.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 19,654 | 19,702 | 19,702 | 20,402 |
| 001-0222-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 1,000 | 2,250 | 2,250 | 2,250 |
| 001-0222-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 1,468 | 1,007 | 1,007 | 3,985 |
| 001-0222-513.47-01 | MISC PRINTING AND BINDING | 1,478 | 1,614 | 1,614 | 1,614 |
| 001-0222-513.48-01 | PROMOTIONAL-ADVERTISEMENTS | 1,694 | 2,150 | 2,150 | 2,150 |
| 001-0222-513.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | - | 90 | 90 | 90 |
| 001-0222-513.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 85 | 110 | 110 | 110 |
| 001-0222-513.51-00 | OFFICE SUPPLIES | 1,947 | 2,345 | 2,345 | 3,345 |
| 001-0222-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,105 | 1,260 | 1,260 | 3,260 |
| 001-0222-513.52-03 | GASOLINE AND OIL | - | 134 | 134 | 134 |
| 001-0222-513.52-04 | UNIFORMS AND ACCESSORIES | 788 | 800 | 800 | 800 |
| 001-0222-513.54-01 | DUES AND SUBSCRIPTIONS | 1,169 | 1,936 | 1,936 | 1,936 |
| 001-0222-513.54-02 | SEMINARS AND COURSES | 585 | 1,186 | 1,186 | 3,486 |
| 001-0222-513.54-03 | EDUCATION REIMBURSEMENT | 2,476 | 12,000 | 12,000 | 12,000 |
| | TOTAL OPERATING EXPENDITURES | 182,937 | 212,724 | 212,724 | 231,820 |
| 001-0222-581.91-00 | INTRAGOVERNMENT TRANSFERS | 1,047,549 | 1,047,519 | 1,072,519 | 1,073,040 |
| | TOTAL OTHER USES | 1,047,549 | 1,047,519 | 1,072,519 | 1,073,040 |
| | TOTAL FISCAL MANAGEMENT DIVISION | 1,600,404 | 1,621,742 | 1,646,742 | 1,661,010 |



WINTER GARDEN

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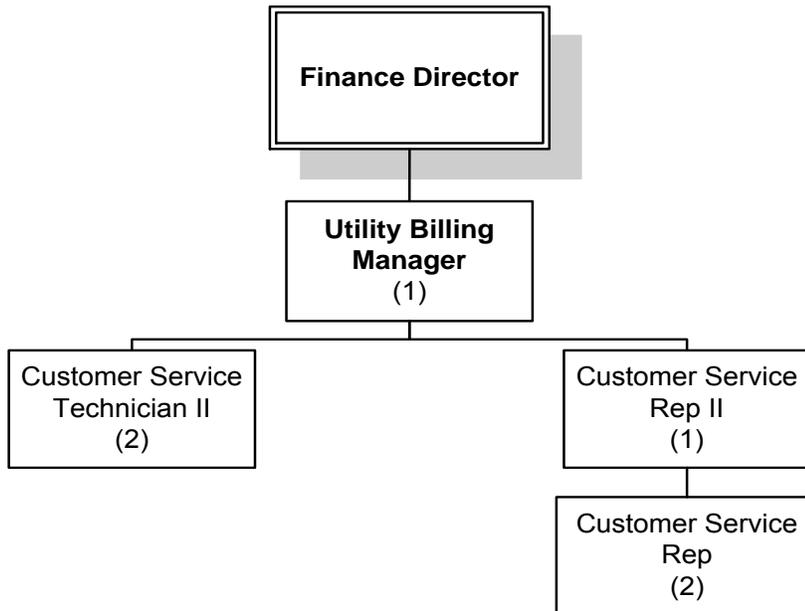
FINANCE DEPARTMENT UTILITY BILLING

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 2015-2016 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 **90%** or higher.
- Monitor and improve telephone customer service to achieve timely and satisfactory outcomes when handling all citizen service needs.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Utility Billing Service Satisfaction Index | 73% | 77% | 79%↑ |
| Overall Service Experience Satisfaction Rating | 98% | 88.5% | 92%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Queue Wait Time (in seconds) | :66 | :51 | :55↓ |
| Call Abandonment Rate | 17.8% | 5.93% | 5%↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
UTILITY BILLING DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|---------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0223-513.12-00 | REGULAR SALARIES AND WAGES | 223,131 | 240,241 | 240,241 | 247,450 |
| 001-0223-513.14-00 | OVERTIME | 1,153 | 2,000 | 2,000 | 2,000 |
| 001-0223-513.21-00 | FICA TAXES | 16,479 | 18,812 | 18,812 | 19,083 |
| 001-0223-513.22-00 | RETIREMENT CONTRIBUTIONS | 31,038 | 36,118 | 36,118 | 26,167 |
| 001-0223-513.23-00 | LIFE AND HEALTH INSURANCE | 38,780 | 47,606 | 47,606 | 50,462 |
| 001-0223-513.24-00 | WORKERS' COMPENSATION | 2,083 | 2,617 | 2,617 | 2,617 |
| 001-0223-513.26-00 | OTHER POSTEMPLOYMENT BENEFITS | 1,750 | 3,000 | 3,000 | - |
| | TOTAL PERSONAL SERVICES | 314,414 | 350,394 | 350,394 | 347,780 |
| 001-0223-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 30,587 | 33,008 | 33,008 | 33,008 |
| 001-0223-513.34-04 | BANKING SERVICES | 466 | 2,000 | 2,000 | 2,000 |
| 001-0223-513.40-00 | TRAVEL AND PER DIEM | 104 | 1,700 | 1,700 | 1,700 |
| 001-0223-513.41-02 | TELEPHONE SERVICES | 6,096 | 6,095 | 6,095 | 5,000 |
| 001-0223-513.41-03 | RADIO SERVICES | 15 | - | - | 15 |
| 001-0223-513.41-04 | INTERNET SERVICES | 1,216 | 1,664 | 1,664 | 1,664 |
| 001-0223-513.41-05 | POSTAGE | 87,582 | 78,264 | 78,264 | 74,617 |
| 001-0223-513.43-00 | UTILITY SERVICES | 5,206 | 4,800 | 4,800 | 4,800 |
| 001-0223-513.44-00 | RENTALS AND LEASES | 3,904 | 3,525 | 3,525 | 3,525 |
| 001-0223-513.45-00 | INSURANCE | 6,276 | 5,759 | 5,759 | 5,759 |
| 001-0223-513.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 391 | 459 | 459 | 459 |
| 001-0223-513.46-03 | REPAIR AND MAINT SVC-VEHICLES | 2,035 | 1,100 | 1,100 | 1,100 |
| 001-0223-513.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 16,422 | 22,950 | 22,950 | 22,950 |
| 001-0223-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 970 | 1,925 | 1,925 | 1,925 |
| 001-0223-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 879 | 750 | 750 | 750 |
| 001-0223-513.47-01 | MISC PRINTING AND BINDING | 5,909 | 8,400 | 8,400 | 8,400 |
| 001-0223-513.48-01 | ADVERTISEMENT-LEGAL, OTHER | 343 | - | - | 53 |
| 001-0223-513.49-01 | MISC OTHER CURRENT CHRGS & OBLG | 53 | - | - | 53 |
| 001-0223-513.49-05 | LICENSES/TAXES/CERTIFICATIONS | 2,428 | 2,500 | 2,500 | 2,500 |
| 001-0223-513.51-00 | OFFICE SUPPLIES | 1,829 | 1,750 | 1,750 | 1,750 |
| 001-0223-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,855 | 1,250 | 1,250 | 1,600 |
| 001-0223-513.52-03 | GASOLINE AND OIL | 7,654 | 9,000 | 9,000 | 9,000 |
| 001-0223-513.52-04 | UNIFORMS AND ACCESSORIES | 1,524 | 1,800 | 1,800 | 1,800 |
| 001-0223-513.54-02 | SEMINARS AND COURSES | - | 1,200 | 1,200 | 1,200 |
| | TOTAL OPERATING EXPENDITURES | 183,744 | 189,899 | 189,899 | 185,628 |
| 001-0223-513.64-00 | MACHINERY AND EQUIPMENT | 4,192 | - | - | - |
| | TOTAL CAPITAL OUTLAY | 4,192 | - | - | - |
| | TOTAL UTILITY BILLING DIVISION | 502,350 | 540,293 | 540,293 | 533,408 |
| | TOTAL FINANCE DEPARTMENT | 2,102,754 | 2,162,035 | 2,187,035 | 2,194,418 |



WINTER GARDEN

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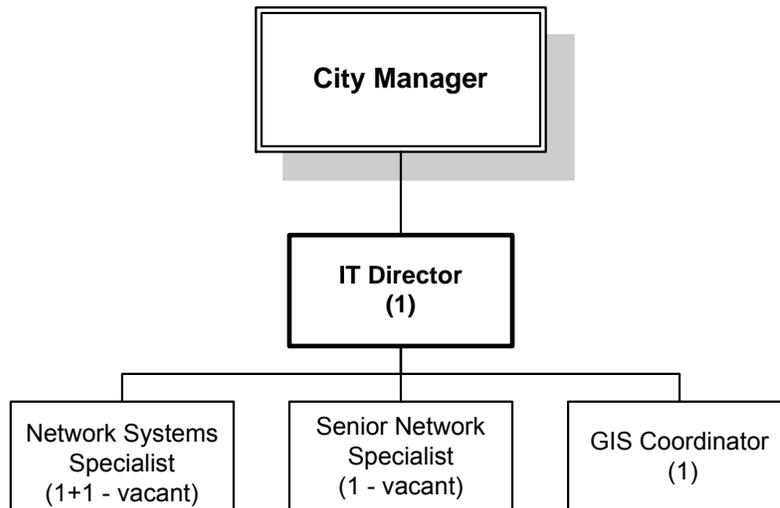
INFORMATION TECHNOLOGY

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"> • Provide service according to the Winter Garden Way • 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 • Aging equipment will require near-future attention | <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 2015-2016 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
High performing hardware and software systems that enable productivity and service delivery*

Objectives

- Enhance interpersonal customer engagement and continue to assess the helpdesk service delivery methods in order to realize improvements in service responsiveness and the manner in which service issues are resolved and followed-up.
- Complete IT re-branding, including the roll-out of our Helpdesk number and software to focus directly on our customers allowing a direct link to IT staff without jumping through hoops.
- Maintain the City's phone system (infrastructure delivery) by ensuring optimal call flow design and reporting visibility for key service areas to help support overall service excellence.
- Monitor and maintain uninterrupted system uptime to effectively ensure high levels of system performance, access and availability throughout the City.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------|-----------------|-----------------|-----------------|
| CUSTOMER SERVICE INDICATORS | | | |
| IT Overall Service Satisfaction Rating * | N/A | 75.7% | 80% ↑ |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85% ↑ |
| OPERATIONAL INDICATORS | | | |
| CISCO Phone System Uptime Rate | 99% | 100% | 99.5% ↑ |
| Involuntary Abandonment Rate | .05% | .07% | 0.05% ↓ |
| % Uptime and Availability of Systems | 99.99% | 99.06% | 99.5% ↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
INFORMATION TECHNOLOGY DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|----------------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0225-513.12-00 | REGULAR SALARIES AND WAGES | 123,260 | 269,819 | 269,819 | 282,773 |
| 001-0225-513.14-00 | OVERTIME | 1,970 | 1,000 | 1,000 | 1,000 |
| 001-0225-513.21-00 | FICA TAXES | 9,217 | 20,809 | 20,809 | 21,709 |
| 001-0225-513.22-00 | RETIREMENT CONTRIBUTIONS | 17,566 | 40,379 | 40,379 | 29,768 |
| 001-0225-513.23-00 | LIFE AND HEALTH INSURANCE | 12,312 | 39,078 | 39,078 | 32,550 |
| 001-0225-513.24-00 | WORKERS' COMPENSATION | 269 | 525 | 525 | 525 |
| | TOTAL PERSONAL SERVICES | 164,594 | 371,610 | 371,610 | 368,324 |
| 001-0225-513.31-01 | MISC PROFESSIONAL SERVICE | 23,050 | 5,000 | 5,000 | 5,000 |
| 001-0225-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 32,709 | 63,300 | 63,300 | 29,340 |
| 001-0225-513.34-08 | PERSONNEL SERVICES | 229,923 | 5,000 | 5,000 | 252,640 |
| 001-0225-513.40-00 | TRAVEL AND PER DIEM | 8 | 1,750 | 1,750 | 1,750 |
| 001-0225-513.41-02 | TELEPHONE SERVICES | 4,433 | 5,200 | 5,200 | 5,200 |
| 001-0225-513.41-04 | INTERNET SERVICES | 41,704 | 42,150 | 42,150 | 42,150 |
| 001-0225-513.41-05 | POSTAGE | 80 | 50 | 50 | 50 |
| 001-0225-513.43-00 | UTILITY SERVICES | 9,044 | 8,400 | 8,400 | 8,400 |
| 001-0225-513.45-00 | INSURANCE | 20,613 | 20,913 | 20,913 | 20,913 |
| 001-0225-513.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | - | 77,550 | 77,550 | 15,000 |
| 001-0225-513.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 28 | 500 | 500 | 500 |
| 001-0225-513.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 243,307 | 96,800 | 96,800 | 199,350 |
| 001-0225-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 131,800 | 56,946 | 56,946 | 125,000 |
| 001-0225-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 2,943 | 952 | 952 | 1,000 |
| 001-0225-513.51-00 | OFFICE SUPPLIES | 12,135 | 43,300 | 43,300 | 15,000 |
| 001-0225-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 26,278 | 77,600 | 77,600 | 46,000 |
| 001-0225-513.52-03 | GASOLINE AND OIL | 48 | 150 | 150 | 150 |
| 001-0225-513.52-04 | UNIFORMS AND ACCESSORIES | 200 | 1,000 | 1,000 | 1,000 |
| 001-0225-513.54-01 | DUES AND SUBSCRIPTIONS | 705 | 975 | 975 | 975 |
| 001-0225-513.54-02 | SEMINARS AND COURSES | 2,142 | 2,470 | 2,470 | 2,470 |
| 001-0225-513.54-03 | EDUCATION ASSISTANCE PROGRAM | - | 4,500 | 4,500 | 4,500 |
| | TOTAL OPERATING EXPENDITURES | 781,150 | 514,506 | 514,506 | 776,388 |
| 001-0225-513.63-00 | IMPROV. OTHER THAN BUILDINGS | - | - | 100,000 | 65,000 |
| 001-0225-513.64-00 | MACHINERY AND EQUIPMENT | 9,843 | 117,000 | 117,000 | - |
| | TOTAL CAPITAL OUTLAY | 9,843 | 117,000 | 217,000 | 65,000 |
| | TOTAL INFORMATION TECHNOLOGY DIVISION | 955,587 | 1,003,116 | 1,103,116 | 1,209,712 |



WINTER GARDEN

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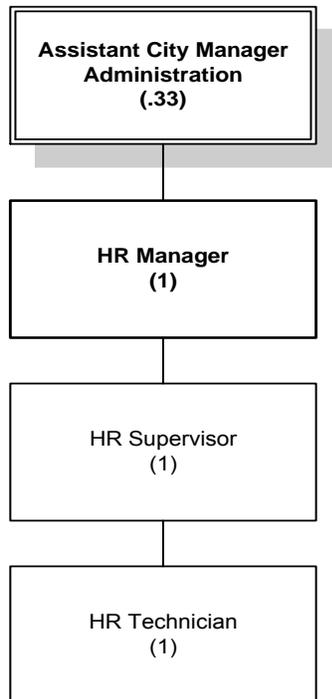
ADMINISTRATIVE SERVICES HUMAN RESOURCES

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

Organizational Structure

FTE: 3.33



FY 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Recruit and Develop Top Talent

Department Goals

Recruit and select high quality candidates for all positions

Increase development opportunities for City employees

Improve productivity of workforce

Objectives

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

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Reduce healthcare costs to the City

Objective

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

Strategic Priority #3

Deliver Quality Services Equitably & Respectfully

Department Goals

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

Objectives

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

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Overall Employee On-Boarding Satisfaction Rate | 98.5% | 97% | 98.8%↑ |
| Training Experience Satisfaction Rating | 99% | 95% | 98.5%↑ |
| HR Overall Customer Service Satisfaction Rating * | 100% | 88.9% | 90%↑ |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Time to Fill High-Level Salaried Position | 134 | 47 | 150↓ |
| Average Time to Fill Mid-Level Salaried Position | 98 | 78 | 120↓ |
| City Insurance Claims Ratio/Rate | 81.5% | 76.6% | 80%↓ |
| Sick Hours per FTE | 39.6 | 44 | ≤ 40↓ |
| Citywide Lost Workday Due to Injury Rate per 100 Employees (days) | 28.39 | 106 | ≤ 25↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES DIVISION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|---------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|----------------|
| 001-0745-513.12-00 | REGULAR SALARIES AND WAGES | 176,387 | 177,365 | 177,365 | 197,465 |
| 001-0745-513.14-00 | OVERTIME | 55 | 750 | 750 | 100 |
| 001-0745-513.21-00 | FICA TAXES | 12,974 | 13,999 | 13,999 | 15,106 |
| 001-0745-513.22-00 | RETIREMENT CONTRIBUTIONS | 24,738 | 26,557 | 26,557 | 20,714 |
| 001-0745-513.23-00 | LIFE AND HEALTH INSURANCE | 19,930 | 30,161 | 30,161 | 31,971 |
| 001-0745-513.24-00 | WORKERS' COMPENSATION | 337 | 378 | 378 | 378 |
| 001-0745-513.26-00 | OTHER POSTEMPLOYMENT BENEFITS | - | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | 234,421 | 252,210 | 252,210 | 268,734 |
| 001-0745-513.31-02 | LEGAL SERVICES | 500 | 2,500 | 2,500 | 2,500 |
| 001-0745-513.31-06 | MEDICAL SERVICES | 22,438 | 32,600 | 32,600 | 32,600 |
| 001-0745-513.34-01 | MISC OTHER CONTRACTUAL SERVICES | 73,098 | 91,800 | 91,800 | 90,300 |
| 001-0745-513.34-08 | PERSONNEL SERVICES | - | 5,000 | 5,000 | - |
| 001-0745-513.40-00 | TRAVEL AND PER DIEM | 45 | 500 | 500 | 500 |
| 001-0745-513.41-02 | TELEPHONE SERVICES | 2,740 | 2,656 | 2,656 | 2,656 |
| 001-0745-513.41-04 | INTERNET SERVICES | 300 | 954 | 954 | 450 |
| 001-0745-513.41-05 | POSTAGE | 1,896 | 350 | 350 | 350 |
| 001-0745-513.43-00 | UTILITY SERVICES | 8,144 | 8,450 | 8,450 | 8,450 |
| 001-0745-513.44-00 | RENTALS AND LEASES | 6,835 | 6,000 | 6,000 | 6,000 |
| 001-0745-513.45-00 | GENERAL INSURANCE | 9,169 | 8,364 | 8,364 | 8,364 |
| 001-0745-513.46-06 | REPAIR AND MAINT SVCS-HARDWARE | - | 350 | 350 | 350 |
| 001-0745-513.46-10 | REPAIR AND MAINT SVCS-BUILDING | 1,897 | 600 | 600 | 600 |
| 001-0745-513.47-01 | MISC PRINTING AND BINDING | - | 200 | 200 | 200 |
| 001-0745-513.48-01 | PROMOTIONAL-ADVERTISEMENTS | 13,230 | 12,500 | 12,500 | 13,000 |
| 001-0745-513.48-02 | PROMOTIONAL-PROMOTIONAL ITEMS | 1,080 | 1,000 | 1,000 | 1,000 |
| 001-0745-513.51-00 | OFFICE SUPPLIES | 2,041 | 2,500 | 2,500 | 2,500 |
| 001-0745-513.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 4,862 | 10,000 | 10,000 | 13,800 |
| 001-0745-513.52-03 | GASOLINE AND OIL | - | 157 | 157 | 150 |
| 001-0745-513.52-04 | UNIFORMS AND ACCESSORIES | 513 | 800 | 800 | 800 |
| 001-0745-513.54-01 | DUES AND SUBSCRIPTIONS | 1,051 | 3,000 | 3,000 | 3,000 |
| 001-0745-513.54-02 | SEMINARS AND COURSES | 8,155 | 20,000 | 20,000 | 20,000 |
| 001-0745-513.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | 475 | 1,300 | 1,300 | 1,300 |
| | TOTAL OPERATING EXPENDITURES | 158,469 | 211,581 | 211,581 | 208,870 |
| | TOTAL HUMAN RESOURCES DIVISION | 392,890 | 463,791 | 463,791 | 477,604 |



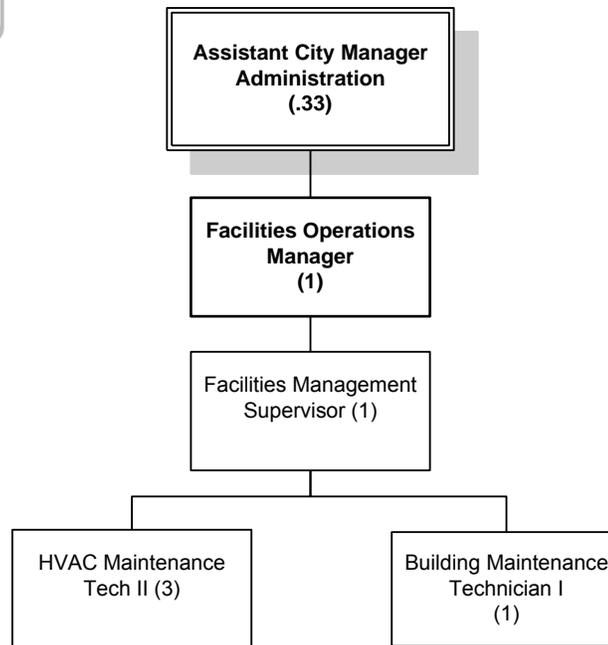
ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT

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: 6.33



FY 2015-2016 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goals

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

Objectives

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

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Improve sustainability program to make the City more green-friendly

Objectives

- Through proactive green maintenance, achieve an energy consumption reduction of **27,996 kWh** or **18.9 CO2e** (Greenhouse Gases Reduced).
 - Continue to support and deploy innovative electric vehicle (EV) sustainable ideas to achieve a carbon dioxide reduction of at least **2,000 GHG (kg)** through greater EV utilization City-wide.
-

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Facilities Overall Customer Service Satisfaction Rating * | 93% | 89% | 95%↑ |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.8% | 85%↑ |
| FINANCIAL INDICATOR | | | |
| Net Cost Savings from Energy Reductions | \$4,055 | \$7,633 | \$3,360↑ |
| OPERATIONAL INDICATOR | | | |
| Energy Consumption Reduction (kWh) | 33,790.80 | 63,609.84 | 27,996↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FACILITIES MANAGEMENT DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|---------------------------------------------|-------------------------------------|------------------------------------|------------------------------------|----------------|
| 001-0746-539.12-00 | REGULAR SALARIES AND WAGES | 239,450 | 280,458 | 280,458 | 298,931 |
| 001-0746-539.14-00 | OVERTIME | 7,663 | 5,000 | 5,000 | 5,000 |
| 001-0746-539.21-00 | FICA TAXES | 18,023 | 22,102 | 22,102 | 23,251 |
| 001-0746-539.22-00 | RETIREMENT CONTRIBUTIONS | 34,215 | 42,562 | 42,562 | 31,882 |
| 001-0746-539.23-00 | LIFE AND HEALTH INSURANCE | 39,897 | 55,496 | 55,496 | 58,826 |
| 001-0746-539.24-00 | WORKERS' COMPENSATION | 5,009 | 5,980 | 5,980 | 5,980 |
| | TOTAL PERSONAL SERVICES | 344,257 | 411,598 | 411,598 | 423,870 |
| 001-0746-539.34-01 | MISC OTHER CONTRACTUAL SERVICES | 30,053 | 23,928 | 23,928 | 25,328 |
| 001-0746-539.34-06 | JANITORIAL SERVICES | 38,293 | 73,594 | 73,594 | 82,177 |
| 001-0746-539.41-02 | TELEPHONE SERVICES | 5,075 | 4,917 | 4,917 | 4,917 |
| 001-0746-539.41-04 | INTERNET SERVICES | 2,022 | 2,160 | 2,160 | 2,520 |
| 001-0746-539.43-00 | UTILITY SERVICES | - | - | - | 3,200 |
| 001-0746-539.44-00 | RENTALS AND LEASES | 1,343 | 2,352 | 2,352 | 2,352 |
| 001-0746-539.45-00 | INSURANCE | 1,360 | 1,463 | 1,463 | - |
| 001-0746-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 344 | 350 | 350 | 350 |
| 001-0746-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 3,075 | 2,400 | 2,400 | 3,000 |
| 001-0746-539.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | - | 1,645 | 1,645 | 4,807 |
| 001-0746-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 106,312 | 56,650 | 56,650 | 64,590 |
| 001-0746-539.47-01 | MISC PRINTING AND BINDING | - | 64 | 64 | 64 |
| 001-0746-539.48-01 | ADVERTISEMENT-LEGAL, OTHER | 79 | - | - | - |
| 001-0746-539.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 443 | 350 | 350 | 710 |
| 001-0746-539.51-00 | OFFICE SUPPLIES | 312 | 360 | 360 | 360 |
| 001-0746-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 14,619 | 20,000 | 20,000 | 20,000 |
| 001-0746-539.52-02 | CHEMICALS | 1,000 | 2,500 | 2,500 | 2,500 |
| 001-0746-539.52-03 | GASOLINE AND OIL | 5,278 | 5,000 | 5,000 | 5,000 |
| 001-0746-539.52-04 | UNIFORMS AND ACCESSORIES | 3,964 | 3,650 | 3,650 | 4,118 |
| 001-0746-539.54-01 | DUES AND SUBSCRIPTIONS | 781 | 1,695 | 1,695 | 1,695 |
| 001-0746-539.54-02 | SEMINARS AND COURSES | 2,358 | 2,300 | 2,300 | 2,100 |
| | TOTAL OPERATING EXPENDITURES | 216,711 | 205,378 | 205,378 | 229,788 |
| 001-0746-539.62-00 | BUILDINGS | 48,541 | 6,000 | 6,000 | 63,000 |
| 001-0746-539.64-00 | MACHINERY AND EQUIPMENT | - | 4,500 | 4,500 | - |
| | TOTAL CAPITAL OUTLAY | 48,541 | 10,500 | 10,500 | 63,000 |
| | TOTAL FACILITIES MANAGEMENT DIVISION | 609,509 | 627,476 | 627,476 | 716,658 |



ADMINISTRATIVE SERVICES

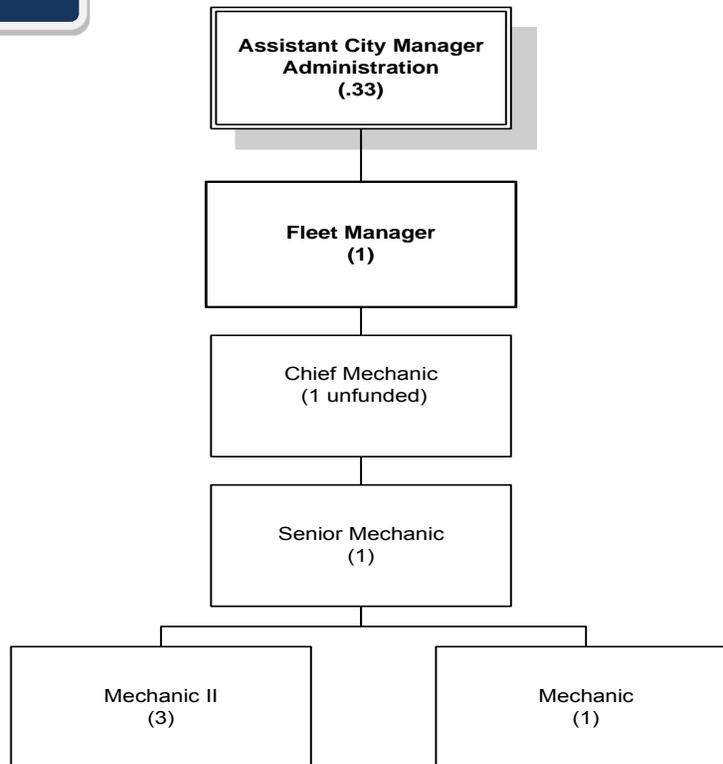
FLEET MANAGEMENT

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: 6.33



FY 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Ensure longevity of City vehicles to maximize economies of scale

Objective

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85%↑ |
| Overall Fleet Management Satisfaction Rating * | 78.9% | 85.7% | 88%↑ |
| OPERATIONAL INDICATORS | | | |
| Overall Preventative Maintenance Adherence Rate | 97% | 71% | 90%↑ |
| % Repeat Repairs/Failures | 22.4% | 10.9% | 10%↓ |
| Average Fleet Availability ** | 99% | 99.3% | 95%↑ |
| Average Fleet Vehicle Productivity (Fleet Utilization) *** | 75.4% | 90.3% | 75%↑ |
| Fleet Assets-to-Mechanic Ratio | 67 | 75.75 | 50↓ |
| % of Repairs Outsourced | 10.5% | 13.2% | 10%↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

** 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 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FLEET MANAGEMENT DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-------------------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0747-539.12-00 | REGULAR SALARIES AND WAGES | 248,979 | 262,756 | 262,756 | 312,916 |
| 001-0747-539.14-00 | OVERTIME | 13,189 | 2,500 | 11,500 | 12,500 |
| 001-0747-539.21-00 | FICA TAXES | 19,528 | 20,547 | 20,547 | 24,894 |
| 001-0747-539.22-00 | RETIREMENT CONTRIBUTIONS | 35,877 | 39,550 | 39,550 | 34,136 |
| 001-0747-539.23-00 | LIFE AND HEALTH INSURANCE | 39,416 | 41,594 | 41,594 | 44,090 |
| 001-0747-539.24-00 | WORKERS' COMPENSATION | 5,182 | 5,639 | 5,639 | 5,639 |
| 001-0747-539.25-00 | UNEMPLOYMENT COMPENSATION | - | - | - | 1,000 |
| 001-0747-539.26-00 | OTHER POST EMPLOYMENT BENEFITS | 6,571 | 9,760 | 9,760 | 9,760 |
| | TOTAL PERSONAL SERVICES | 368,742 | 382,346 | 391,346 | 444,936 |
| 001-0747-539.34-01 | MISC OTHER CONTRACTUAL SERVICES | 456 | 725 | 725 | 725 |
| 001-0747-539.34-08 | PERSONNEL SERVICES | - | - | - | 1,000 |
| 001-0747-539.40-00 | TRAVEL AND PER DIEM | 2,862 | - | - | 250 |
| 001-0747-539.41-02 | TELEPHONE SERVICES | 3,763 | 3,960 | 3,960 | 3,960 |
| 001-0747-539.41-03 | RADIO SERVICES | 76 | 77 | 77 | 77 |
| 001-0747-539.41-04 | INTERNET | - | - | - | 180 |
| 001-0747-539.41-05 | COMMUNICATIONS/FREIGHT-POSTAGE | - | 50 | 50 | 50 |
| 001-0747-539.44-00 | RENTALS AND LEASES | 4,880 | 4,512 | 4,512 | 4,512 |
| 001-0747-539.45-00 | INSURANCE | 3,069 | 4,199 | 4,199 | 4,199 |
| 001-0747-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 2,578 | 2,100 | 2,100 | 6,950 |
| 001-0747-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 6,094 | 2,500 | 18,150 | 5,000 |
| 001-0747-539.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 4,108 | 6,295 | 6,295 | 10,508 |
| 001-0747-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 5,011 | 2,000 | 2,000 | 3,500 |
| 001-0747-539.47-01 | MISC PRINTING AND BINDING | 41 | 160 | 160 | 114 |
| 001-0747-539.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | 600 | 200 | 200 | 200 |
| 001-0747-539.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 50 | 50 | 50 | 50 |
| 001-0747-539.51-00 | OFFICE SUPPLIES | 1,330 | 500 | 500 | 500 |
| 001-0747-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 17,144 | 18,500 | 21,500 | 22,450 |
| 001-0747-539.52-02 | CHEMICALS | 459 | 2,580 | 2,580 | 2,325 |
| 001-0747-539.52-03 | GASOLINE AND OIL | 16,806 | 18,573 | 18,573 | 17,669 |
| 001-0747-539.52-04 | UNIFORMS AND ACCESSORIES | 8,104 | 6,183 | 6,183 | 7,210 |
| 001-0747-539.54-01 | DUES AND SUBSCRIPTIONS | - | 530 | 530 | 550 |
| 001-0747-539.54-02 | SEMINARS AND COURSES | 1,188 | 1,500 | 1,500 | 4,600 |
| | TOTAL OPERATING EXPENDITURES | 78,619 | 75,194 | 93,844 | 96,579 |
| 001-0747-539.62-00 | BUILDINGS | 5,294 | - | - | - |
| 001-0747-539.64-00 | EQUIPMENT | 22,302 | - | - | 15,800 |
| | TOTAL CAPITAL OUTLAY | 27,596 | - | - | 15,800 |
| | TOTAL FLEET MANAGEMENT DIVISION | 474,957 | 457,540 | 485,190 | 557,315 |
| | TOTAL ADMINISTRATIVE SERVICES DEPARTMENT | 1,477,356 | 1,548,807 | 1,576,457 | 1,751,576 |

- PUBLIC SAFETY -

Police – Sworn

Police – Non-sworn

Police – Communications

Fire/Rescue Department



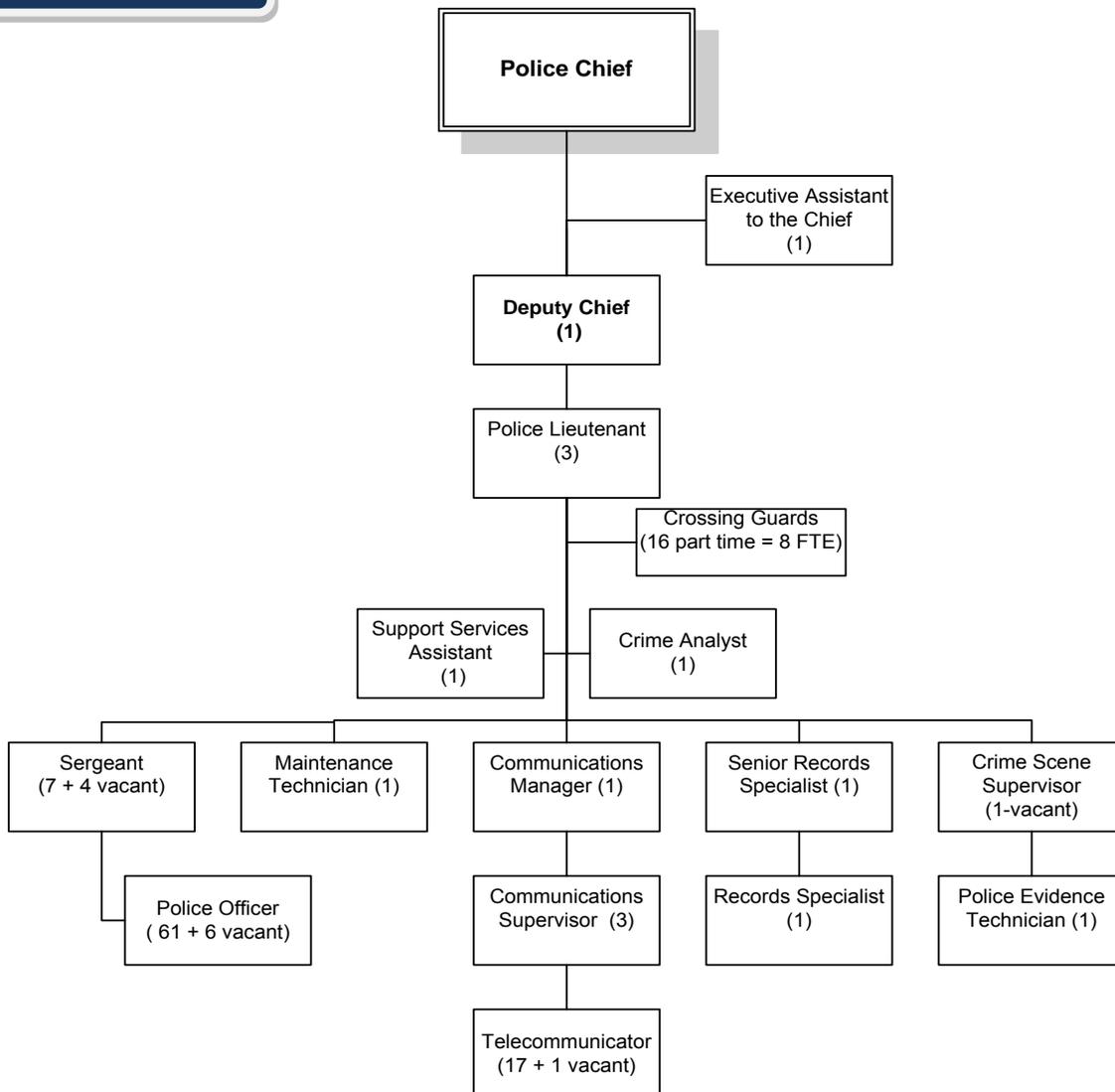
POLICE DEPARTMENT

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 continue to grow and stabilize • Staffing levels will remain • Sufficient forfeiture revenue to support 'at risk youth' programs |

Organizational Structure

FTE: 121



FY 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

Increase sense of safety throughout downtown and all residential communities

Objectives

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|--------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Safety From Property Crime Index | 69% | 75% | 77%↑ |
| Safety From Violent Crime Index | 81% | 88% | 89%↑ |
| Sense of Safety Throughout the City Composite Satisfaction Index * | 87.5% | 91.3% | 92%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Property Crime Clearance Rate | 34.9% | 30.6% | 34%↑ |
| Crime Clearance Rate | 37.8% | 35.8% | 36.5%↑ |
| # of Crimes Reported | 1,439 | 1,210 | 1,380↓ |
| Code 3 Calls per 1,000 Residents (high priority emergencies) | 22.5 | 23.0 | 23.1↓ |
| Code 3 Calls Response Time (high priority emergencies) | 4:52 | 4:55 | 4:00↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
SWORN DIVISION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|-------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|-----------|
| 001-0521-521.12-00 | REGULAR SALARIES AND WAGES | 4,007,069 | 4,253,609 | 4,214,160 | 4,602,294 |
| 001-0521-521.14-00 | OVERTIME | 68,644 | 40,000 | 40,000 | 62,820 |
| 001-0521-521.15-00 | SPECIAL PAY | 64,850 | 64,740 | 64,740 | 64,740 |
| 001-0521-521.16-00 | SPECIAL DETAIL | 195,043 | 211,932 | 211,932 | 224,097 |
| 001-0521-521.21-00 | FICA TAXES | 310,901 | 349,626 | 349,626 | 379,615 |
| 001-0521-521.22-00 | RETIREMENT CONTRIBUTIONS | 586,566 | 625,423 | 625,423 | 652,720 |
| 001-0521-521.23-00 | LIFE AND HEALTH INSURANCE | 595,044 | 681,641 | 681,641 | 701,252 |
| 001-0521-521.24-00 | WORKERS' COMPENSATION | 118,683 | 114,792 | 114,792 | 125,123 |
| 001-0521-521.25-00 | UNEMPLOYMENT COMPENSATION | 3,291 | 4,447 | 4,447 | 4,447 |
| 001-0521-521.26-00 | OTHER POST EMPLOYMENT BENEFITS | 45,749 | 41,735 | 41,735 | 41,735 |
| | TOTAL PERSONAL SERVICES | 5,995,840 | 6,387,945 | 6,348,496 | 6,858,843 |
| 001-0521-521.31-01 | MISC PROFESSIONAL SERVICES | 7,487 | 3,020 | 10,624 | 5,900 |
| 001-0521-521.31-02 | LEGAL SERVICES | 8,880 | 15,000 | 15,000 | 15,000 |
| 001-0521-521.31-06 | MEDICAL SERVICES | 3,150 | 3,400 | 3,400 | 4,925 |
| 001-0521-521.34-01 | MISC OTHER CONTRACTUAL SERVICES | 53,311 | 52,939 | 52,939 | 72,579 |
| 001-0521-521.40-00 | TRAVEL AND PER DIEM | 3,386 | 3,900 | 3,900 | 2,200 |
| 001-0521-521.41-01 | CABLE SERVICES | 762 | 780 | 780 | 660 |
| 001-0521-521.41-02 | TELEPHONE SERVICES | 28,124 | 28,884 | 28,884 | 29,316 |
| 001-0521-521.41-03 | RADIO SERVICES | 5,673 | 5,184 | 5,184 | 5,184 |
| 001-0521-521.41-04 | INTERNET SERVICES | 42,295 | 41,200 | 41,200 | 48,500 |
| 001-0521-521.41-05 | POSTAGE | 2,061 | 1,704 | 1,704 | 2,712 |
| 001-0521-521.43-00 | UTILITY SERVICES | 59,431 | 54,012 | 54,012 | 56,388 |
| 001-0521-521.44-00 | RENTALS AND LEASES | 34,347 | 50,048 | 50,048 | 49,340 |
| 001-0521-521.45-00 | INSURANCE | 46,039 | 42,652 | 42,652 | 42,652 |
| 001-0521-521.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 24,776 | 22,027 | 26,308 | 28,476 |
| 001-0521-521.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 82,190 | 87,179 | 87,179 | 104,232 |
| 001-0521-521.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 80,098 | 84,114 | 84,114 | 90,836 |
| 001-0521-521.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 125 | 250 | 250 | - |
| 001-0521-521.46-10 | REPAIR AND MAINT SVCS-BUILDING | 6,866 | 8,244 | 9,744 | 14,448 |
| 001-0521-521.47-01 | MISC PRINTING AND BINDING | 5,242 | 5,470 | 5,470 | 5,230 |
| 001-0521-521.48-01 | ADVERTISEMENT-LEGAL, OTHER | - | - | - | 250 |
| 001-0521-521.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | 138 | 200 | 200 | 200 |
| 001-0521-521.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 1,451 | 1,100 | 1,100 | 1,800 |
| 001-0521-521.51-00 | OFFICE SUPPLIES | 10,426 | 11,436 | 16,436 | 11,076 |
| 001-0521-521.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 179,639 | 201,766 | 231,660 | 287,525 |
| 001-0521-521.52-03 | GASOLINE AND OIL | 240,147 | 252,000 | 252,000 | 214,236 |
| 001-0521-521.52-04 | UNIFORMS AND ACCESSORIES | 52,291 | 55,033 | 55,033 | 70,352 |
| 001-0521-521.54-01 | DUES AND SUBSCRIPTIONS | 5,774 | 7,205 | 7,205 | 7,386 |
| 001-0521-521.54-02 | SEMINARS AND COURSES | 3,582 | 4,115 | 4,115 | 3,975 |
| 001-0521-521.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | 50,413 | 48,000 | 48,000 | 48,000 |
| 001-0521-521.54-04 | EDUCATION-SECOND DOLLAR FUNDING | 13,043 | 17,500 | 17,500 | 17,500 |
| | TOTAL OPERATING EXPENDITURES | 1,051,147 | 1,108,362 | 1,156,641 | 1,240,878 |

| | | | | | |
|--------------------|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 001-0521-521.62-00 | BUILDING | 40,310 | 30,000 | 30,000 | 40,000 |
| 001-0521-521.64-00 | MACHINERY AND EQUIPMENT | <u>201,111</u> | <u>271,780</u> | <u>402,492</u> | <u>140,106</u> |
| | TOTAL CAPITAL OUTLAY | 241,421 | 301,780 | 432,492 | 180,106 |
| 001-0521-581.91-02 | GRANTS-CITY MATCH | <u>1,478</u> | <u>6,282</u> | <u>6,282</u> | <u>10,368</u> |
| | TOTAL OTHER USES | 1,478 | 6,282 | 6,282 | 10,368 |
| | TOTAL SWORN DIVISION | <u>7,289,886</u> | <u>7,804,369</u> | <u>7,943,911</u> | <u>8,290,195</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-MISCELLANEOUS DIVISION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|----------------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|----------------|
| 001-0520-521.12-00 | REGULAR SALARIES AND WAGES | 276,711 | 282,710 | 282,710 | 312,555 |
| 001-0520-521.13-00 | OTHER SALARIES AND WAGES | 97,803 | 130,375 | 130,375 | 102,084 |
| 001-0520-521.14-00 | OVERTIME | 2,955 | 6,000 | 6,000 | 6,000 |
| 001-0520-521.21-00 | FICA TAXES | 27,796 | 32,060 | 32,060 | 32,179 |
| 001-0520-521.22-00 | RETIREMENT CONTRIBUTIONS | 34,062 | 43,047 | 43,047 | 33,416 |
| 001-0520-521.23-00 | LIFE AND HEALTH INSURANCE | 43,545 | 59,155 | 59,155 | 62,704 |
| 001-0520-521.24-00 | WORKERS' COMPENSATION | 4,772 | 6,705 | 6,705 | 6,705 |
| 001-0520-521.25-00 | UNEMPLOYMENT COMPENSATION | 103 | 343 | 343 | 343 |
| 001-0520-521.26-00 | OTHER POSTEMPLOYMENT BENEFITS | 2,250 | 6,000 | 6,000 | 6,000 |
| | TOTAL PERSONAL SERVICES | 489,997 | 566,395 | 566,395 | 561,987 |
| 001-0520-521.31-01 | MISC PROFESSIONAL SERVICES | 841 | 230 | 230 | 230 |
| 001-0520-521.31-02 | LEGAL SERVICES | 110 | - | - | - |
| 001-0520-521.34-01 | MISC CONTRACTUAL SERVICES | 50 | - | - | - |
| 001-0520-521.40-00 | TRAVEL AND PER DIEM | 196 | 2,625 | 2,625 | 2,506 |
| 001-0520-521.41-02 | TELEPHONE SERVICES | 1,423 | 1,440 | 1,440 | 2,054 |
| 001-0520-521.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 1,474 | 1,475 | 1,475 | 5,590 |
| 001-0520-521.47-01 | MISC PRINTING AND BINDING | - | - | - | 50 |
| 001-0520-521.49-05 | LICNSES/TAXES/CERTIFICTNS | 146 | 294 | 294 | 450 |
| 001-0520-521.51-00 | OFFICE SUPPLIES | - | 1,480 | 1,480 | 1,480 |
| 001-0520-521.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 64 | 450 | 450 | 1,150 |
| 001-0520-521.52-03 | GASOLINE AND OIL | - | - | - | 3,300 |
| 001-0520-521.52-04 | UNIFORMS AND ACCESSORIES | 2,138 | 1,794 | 1,794 | 3,114 |
| 001-0520-521.54-01 | DUES AND SUBSCRIPTIONS | 227 | 345 | 345 | 385 |
| 001-0520-521.54-02 | SEMINARS AND COURSES | 1,515 | 1,050 | 1,050 | 2,480 |
| 001-0520-521.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | 8,626 | 10,000 | 10,000 | 8,000 |
| | TOTAL OPERATING EXPENDITURES | 16,810 | 21,183 | 21,183 | 30,789 |
| | TOTAL NONSWORN-MISCELLANEOUS DIVISION | 506,807 | 587,578 | 587,578 | 592,776 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-COMMUNICATIONS DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-----------------------------------------------|-------------------------------------|------------------------------------|------------------------------------|-------------------|
| 001-0530-521.12-00 | REGULAR SALARIES AND WAGES | 414,273 | 517,765 | 588,747 | 811,315 |
| 001-0530-521.14-00 | OVERTIME | 29,796 | 25,000 | 29,910 | 25,000 |
| 001-0530-521.21-00 | FICA TAXES | 31,855 | 41,549 | 47,132 | 63,978 |
| 001-0530-521.22-00 | RETIREMENT CONTRIBUTIONS | 61,454 | 80,306 | 91,190 | 87,729 |
| 001-0530-521.23-00 | LIFE AND HEALTH INSURANCE | 74,850 | 117,387 | 138,312 | 146,611 |
| 001-0530-521.24-00 | WORKERS' COMPENSATION | 793 | 877 | 1,077 | 1,077 |
| 001-0530-521.26-00 | OTHER POSTEMPLOYMENT BENEFITS | 3,000 | 3,000 | 3,000 | 3,000 |
| | TOTAL PERSONAL SERVICES | 616,021 | 785,884 | 899,368 | 1,138,710 |
| 001-0530-521.31-01 | MISC PROFESSIONAL SERVICES | 100 | 1,725 | 1,725 | 230 |
| 001-0530-521.34-01 | MISC CONTRACTUAL SERVICES | - | - | - | 5,500 |
| 001-0530-521.40-00 | TRAVEL AND PER DIEM | 1,330 | 2,504 | 2,504 | 2,350 |
| 001-0530-521.41-02 | TELEPHONE SERVICES | 1,654 | 2,220 | 2,220 | 1,320 |
| 001-0530-521.43-00 | UTILITY SERVICES | 1,846 | 1,980 | 1,980 | 2,088 |
| 001-0530-521.44-00 | RENTALS AND LEASES | 2,017 | 2,988 | 2,988 | 1,596 |
| 001-0530-521.45-00 | INSURANCE | 11 | 10 | 10 | 10 |
| 001-0530-521.46-02 | REPAIR AND MAINT SVCS-EQUIPMNT | 13,561 | 13,800 | 13,800 | 21,150 |
| 001-0530-521.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 10,000 | 10,000 | 10,000 | 10,000 |
| 001-0530-521.46-10 | REPAIR AND MAINT SVCS-BUILDING | 5,586 | 8,209 | 8,209 | 68,396 |
| 001-0530-521.47-01 | MISC PRINTING AND BINDING | 87 | 100 | 100 | 100 |
| 001-0530-521.49-05 | LICNSES/TAXES/CERTIFICTNS | - | 150 | 150 | 350 |
| 001-0530-521.51-00 | OFFICE SUPPLIES | 267 | 3,030 | 8,061 | 2,380 |
| 001-0530-521.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 4,576 | 3,520 | 13,326 | 4,200 |
| 001-0530-521.52-04 | UNIFORMS AND ACCESSORIES | 1,405 | 3,250 | 3,250 | 4,725 |
| 001-0530-521.54-01 | DUES AND SUBSCRIPTIONS | 230 | 270 | 270 | 720 |
| 001-0530-521.54-02 | SEMINARS AND COURSES | 1,393 | 2,300 | 2,300 | 2,250 |
| 001-0530-521.54-03 | EDUC ASSIST PROG REIMBURS | 972 | 2,000 | 2,000 | 2,000 |
| | TOTAL OPERATING EXPENDITURES | 45,035 | 58,056 | 72,893 | 129,365 |
| 001-0530-521.62-00 | BUILDINGS | - | - | 22,048 | - |
| 001-0530-521.64-00 | MACHINERY AND EQUIPMENT | 118,026 | - | 97,059 | - |
| | TOTAL CAPITAL OUTLAY | 118,026 | - | 119,107 | - |
| | TOTAL NONSWORN-COMMUNICATIONS DIVISION | 779,082 | 843,940 | 1,091,368 | 1,268,075 |
| | TOTAL POLICE DEPARTMENT | 8,575,775 | 9,235,887 | 9,622,857 | 10,151,046 |



WINTER GARDEN

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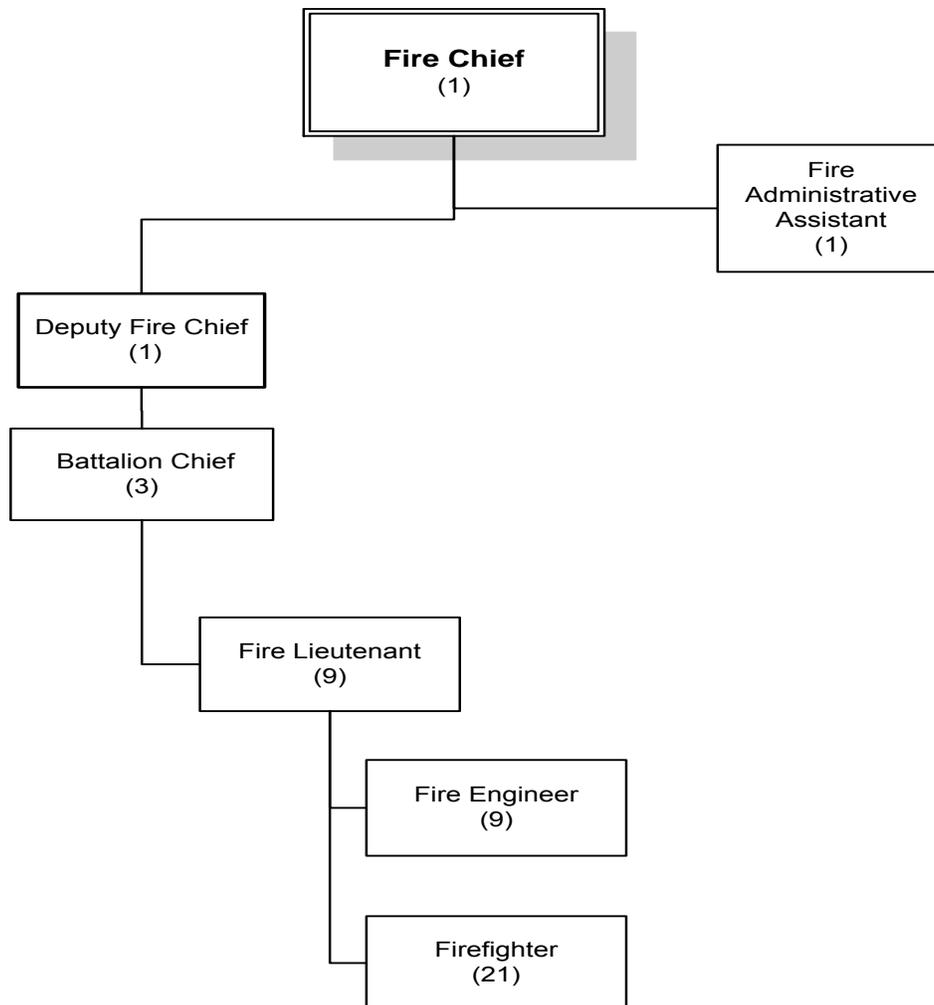
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

Organizational Structure

FTE: 45



FY 2015-2016 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 **21** to **25** (where for every 1,000 residents there are 25 individuals in the community trained to use CPR).
-

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Improve control of Fire Department's operating cost

Objective

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

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Fire Services Satisfaction Index | 92% | 97% | 98%↑ |
| Emergency Medical Services Satisfaction Index | 90% | 96% | 97%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Fire Average Response Time | 5:35 | 5:19 | 5:30↓ |
| EMS Average Response Time | 5:07 | 5:04 | 5:10↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
FIRE DEPARTMENT**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-062X-522.12-00 | REGULAR SALARIES & WAGES | 2,382,262 | 2,509,917 | 2,509,917 | 2,591,945 |
| 001-062X-522.14-00 | OVERTIME | 227,081 | 182,300 | 182,300 | 182,300 |
| 001-062X-522.15-00 | SPECIAL PAY | 109,433 | 35,180 | 35,180 | 35,180 |
| 001-062X-522.21-00 | FICA TAXES | 196,435 | 212,764 | 212,764 | 214,921 |
| 001-062X-522.22-00 | RETIREMENT CONTRIBUTIONS | 385,460 | 391,382 | 391,382 | 387,701 |
| 001-062X-522.23-00 | LIFE AND HEALTH INSURANCE | 360,725 | 450,691 | 450,691 | 477,732 |
| 001-062X-522.24-00 | WORKERS' COMPENSATION | 91,520 | 90,837 | 90,837 | 90,837 |
| 001-062X-522.25-00 | UNEMPLOYMENT COMPENSATION | - | 2,190 | 2,190 | 2,190 |
| 001-062X-522.26-00 | OTHER POST EMPLOYMENT BENEFITS | 6,000 | 7,500 | 7,500 | 6,000 |
| | TOTAL PERSONAL SERVICES | 3,758,916 | 3,882,761 | 3,882,761 | 3,988,806 |
| 001-062X-522.31-01 | MISC PROF SRVC | 4,218 | - | - | - |
| 001-062X-522.31-02 | LEGAL | 12,590 | 7,500 | 7,500 | 7,500 |
| 001-062X-522.31-06 | MEDICAL SERVICES | 17,556 | 16,472 | 16,472 | 19,836 |
| 001-062X-522.34-01 | MISC CONTRACTUAL SERVICES | 194,445 | 188,444 | 188,444 | 202,854 |
| 001-062X-522.40-00 | TRAVEL AND PER DIEM | 1,048 | 1,300 | 1,300 | 1,300 |
| 001-062X-522.41-01 | MISC COMMUNICTN/FRGHT SVC | 1,882 | 1,825 | 1,825 | 2,150 |
| 001-062X-522.41-02 | TELEPHONE SERVICES | 13,617 | 14,900 | 14,900 | 16,100 |
| 001-062X-522.41-03 | RADIO SERVICES | 656 | 750 | 750 | 750 |
| 001-062X-522.41-04 | INTERNET SERVICES | 26,513 | 31,725 | 31,725 | 30,265 |
| 001-062X-522.41-05 | POSTAGE | 804 | 1,000 | 1,000 | 750 |
| 001-062X-522.43-00 | UTILITY SERVICES | 71,461 | 61,860 | 61,860 | 71,000 |
| 001-062X-522.44-00 | RENTALS AND LEASES | 8,829 | 8,900 | 8,900 | 8,900 |
| 001-062X-522.45-00 | INSURANCE | 48,616 | 47,544 | 47,544 | 47,544 |
| 001-062X-522.46-01 | REPAIR/MAINT SVC-MISC | - | 450 | 450 | 450 |
| 001-062X-522.46-02 | REPAIR/MAINT SVC-EQUIPMNT | 20,984 | 25,350 | 25,350 | 24,870 |
| 001-062X-522.46-03 | REPAIR/MAINT SVC-VEHICLES | 75,700 | 73,520 | 73,520 | 88,950 |
| 001-062X-522.46-05 | REPAIR/MAINT SVC-SOFTWARE | - | 1,000 | 1,000 | 1,000 |
| 001-062X-522.46-06 | REPAIR/MAINT SVC-HARDWARE | - | 1,625 | 1,625 | - |
| 001-062X-522.46-10 | REPAIR/MAINT SVC-BUILDING | 26,222 | 18,750 | 18,750 | 19,750 |
| 001-062X-522.47-01 | MISC PRINTING AND BINDING | 2,004 | 2,000 | 2,000 | 2,000 |
| 001-062X-522.48-01 | ADVERTISEMENT-LEGAL,OTHER | 125 | 400 | 400 | 400 |
| 001-062X-522.48-02 | PROMOTIONAL ITEMS | 4,145 | 6,000 | 6,000 | 7,000 |
| 001-062X-522.49-05 | LICNSSES/TAXES/CERTIFICTNS | 2,120 | 3,255 | 3,255 | 3,570 |
| 001-062X-522.51-00 | OFFICE SUPPLIES | 5,185 | 4,650 | 4,650 | 6,125 |
| 001-062X-522.52-01 | MISC OPERATING SUPPLIES | 120,968 | 100,850 | 100,850 | 107,528 |
| 001-062X-522.52-03 | GASOLINE AND OIL | 55,799 | 65,000 | 65,000 | 57,000 |
| 001-062X-522.52-04 | UNIFORMS AND ACCESSORIES | 35,086 | 62,400 | 62,400 | 58,280 |
| 001-062X-522.54-01 | DUES AND SUBSCRIPTIONS | 9,108 | 8,605 | 8,605 | 9,348 |
| 001-062X-522.54-02 | SEMINARS AND COURSES | 1,225 | 3,925 | 3,925 | 4,775 |
| 001-062X-522.54-03 | EDUC ASSIST PROG REIMBURS | 15,247 | 49,400 | 49,400 | 51,408 |
| | TOTAL OPERATING EXPENDITURES | 776,153 | 809,400 | 809,400 | 851,403 |

| | | | | | |
|--------------------|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 001-062X-522.62-00 | BUILDINGS | 4,496 | 17,650 | 35,293 | 64,000 |
| 001-062X-522.64-00 | MACHINERY AND EQUIPMENT | <u>470,397</u> | <u>183,212</u> | <u>183,212</u> | <u>180,697</u> |
| | TOTAL CAPITAL OUTLAY | 474,893 | 200,862 | 218,505 | 244,697 |
| | TOTAL FIRE DEPARTMENT | <u>5,009,962</u> | <u>4,893,023</u> | <u>4,910,666</u> | <u>5,084,906</u> |

- COMMUNITY DEVELOPMENT -

Planning

Building Inspection

Business Tax

Code Enforcement



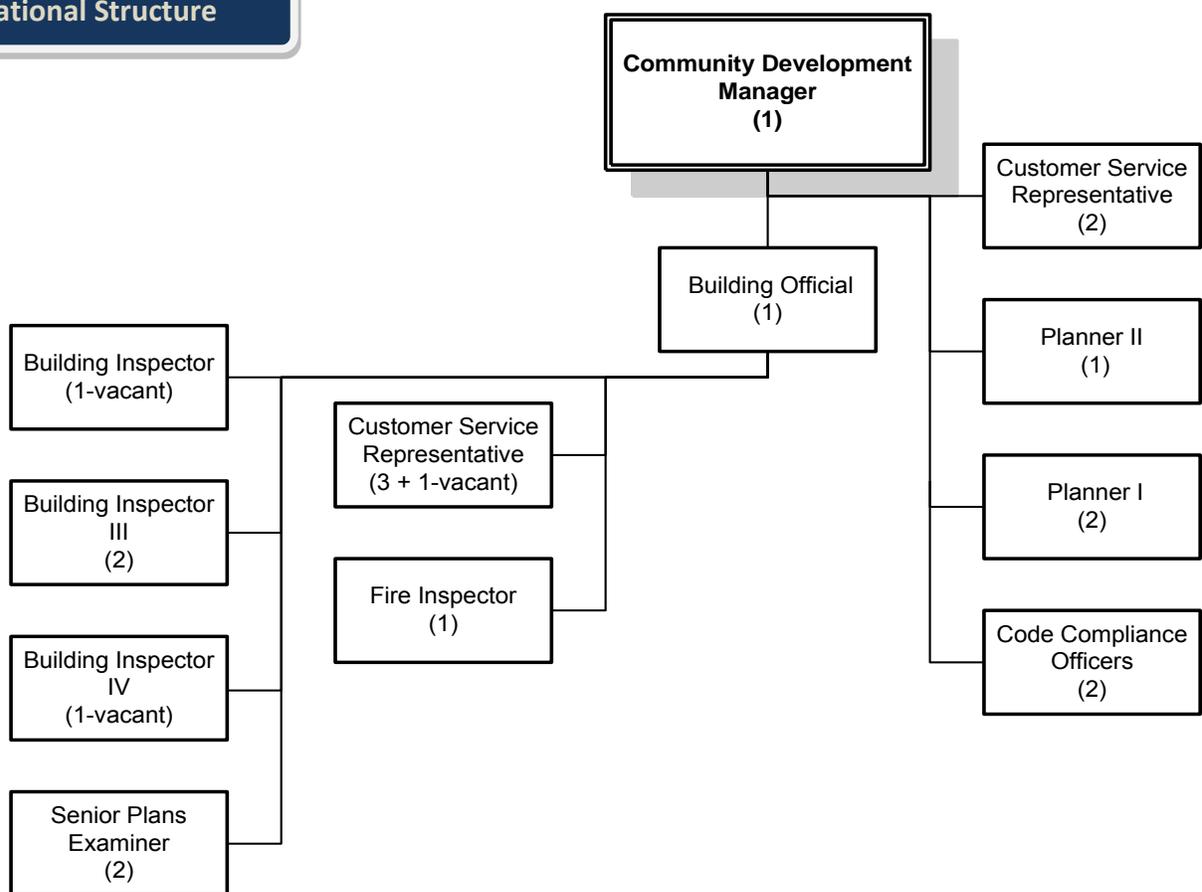
COMMUNITY DEVELOPMENT DEPARTMENT

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: 20



FY 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

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

Objective

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

Strategic Priority #2

Encourage a Thriving Economy

Department Goals

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

Objectives

- Establish and uphold design quality standards that effectively support the plan review process for all commercial and residential development projects.
 - Review and streamline Planning's project plan review processes to achieve average review cycle times of **90** days for sub-division projects and **60** days for commercial projects.
 - Continue to evaluate and improve Building's process for plan review and permitting in order to achieve an average overall permitting turnaround time of **within 14 days**.
 - Continue to monitor and enhance the inspection service delivery procedures and overall responsiveness for all construction and building alteration projects.
 - Evaluate and target unincorporated segments of Winter Garden for annexation opportunities to expand the overall incorporated service area footprint.
-

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Protect natural land areas throughout the City

Objective

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

Strategic Priority #4
Provide an Attractive Community

Department Goal

Improve and preserve the aesthetics throughout the City

Objective

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

Strategic Priority #5
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Strategic Priority #6
Deliver Quality Services Equitably and Respectfully

Department Goal

Provide excellent customer service to all citizens and residents

Objective

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

KEY PERFORMANCE INDICATORS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|--------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Amount of Public Parking Satisfaction Index | 66% | 61% | 65%↑ |
| Ease of Public Parking Satisfaction Index | N/A | 65% | 68%↑ |
| Availability of Paths and Walking Trails Satisfaction Index | 84% | 87% | 89%↑ |
| Ease of Bicycle Travel Satisfaction Index | 82% | 83% | 85%↑ |
| Ease of Car Travel Satisfaction Index | 80% | 90% | 91%↑ |
| Traffic Flow on Major Streets Satisfaction Index | 72% | 73% | 75%↑ |
| Code Enforcement Satisfaction Index | 56% | 67% | 69%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Total Connected Trails & Paths (in feet) | 72,296 | 86,208 | 90,000↑ |
| Total Connected Sidewalks (in feet) | 1,092,082 | 1,199,671 | 1,250,000↑ |
| 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) | 18.9 | 13.34 | 14↓ |
| % of Total Inspections Performed by Requested Date | 98% | 98.1% | 98%↑ |
| Ratio of Unincorporated Winter Garden | 25.8% | 25.3 | 24.8%↓ |
| Average Days Taken to Close a Code Case | 34 | 41.5 | 30↓ |
| % of Complaints/Cases Brought into Compliance without Official Action | 97% | 99% | 100%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|----------------------------------------|-------------------------------------|------------------------------------|------------------------------------|----------------|
| 001-0315-515.12-00 | REGULAR SALARIES AND WAGES | 168,903 | 140,570 | 140,570 | 132,006 |
| 001-0315-515.13-00 | OTHER SALARIES | - | - | - | 31,200 |
| 001-0315-515.21-00 | FICA TAXES | 12,234 | 10,754 | 10,754 | 12,485 |
| 001-0315-515.22-00 | RETIREMENT CONTRIBUTIONS | 22,962 | 20,959 | 20,959 | 13,847 |
| 001-0315-515.23-00 | LIFE AND HEALTH INSURANCE | 21,792 | 38,990 | 38,990 | 27,492 |
| 001-0315-515.24-00 | WORKERS' COMPENSATION | 315 | 357 | 357 | 357 |
| 001-0315-515.25-00 | UNEMPLOYMENT COMPENSATION | - | 11,043 | 11,043 | - |
| | TOTAL PERSONAL SERVICES | 226,206 | 222,673 | 222,673 | 217,387 |
| 001-0315-515.31-01 | MISC PROFESSIONAL SERVICES | 136,095 | 85,000 | 105,000 | 85,000 |
| 001-0315-515.31-04 | ENGINEERING | 6,343 | 15,000 | 15,000 | 15,000 |
| 001-0315-515.34-01 | MISC OTHER CONTRACTUAL SERVICES | 47 | 500 | 500 | 500 |
| 001-0315-515.40-00 | TRAVEL AND PER DIEM | - | 375 | 375 | 375 |
| 001-0315-515.41-02 | TELEPHONE SERVICES | 2,478 | 4,078 | 4,078 | 4,078 |
| 001-0315-515.41-05 | POSTAGE | 2,621 | 2,500 | 2,500 | 2,500 |
| 001-0315-515.43-00 | UTILITY SERVICES | 9,491 | 10,400 | 10,400 | 10,400 |
| 001-0315-515.44-00 | RENTALS AND LEASES | 9,726 | 8,500 | 8,500 | 8,500 |
| 001-0315-515.45-00 | INSURANCE | 10,095 | 9,225 | 9,225 | 9,225 |
| 001-0315-515.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 11,437 | 10,702 | 10,702 | 10,702 |
| 001-0315-515.46-10 | REPAIR AND MAINT SVCS-BUILDING | 4,818 | 1,138 | 1,138 | 1,138 |
| 001-0315-515.47-01 | MISC PRINTING AND BINDING | 235 | 1,200 | 1,200 | 1,200 |
| 001-0315-515.48-01 | PROMOTIONAL-ADVERTISEMENTS | 5,152 | 5,000 | 5,000 | 5,000 |
| 001-0315-515.49-05 | LICENSES/TAXES/CERTIFICATIONS | 159 | - | - | - |
| 001-0315-515.51-00 | OFFICE SUPPLIES | 2,109 | 3,000 | 3,000 | 3,000 |
| 001-0315-515.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,113 | 1,000 | 1,000 | 1,000 |
| 001-0315-515.52-03 | GASOLINE AND OIL | - | 100 | 100 | 100 |
| 001-0315-515.52-04 | UNIFORMS AND ACCESSORIES | 400 | 1,000 | 1,000 | 1,000 |
| 001-0315-515.54-01 | DUES AND SUBSCRIPTIONS | 146 | 1,250 | 1,250 | 1,250 |
| 001-0315-515.54-02 | SEMINARS AND COURSES | - | 350 | 350 | 350 |
| 001-0315-515.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | 3,596 | 8,500 | 8,500 | 8,500 |
| | TOTAL OPERATING EXPENDITURES | 206,061 | 168,818 | 188,818 | 168,818 |
| 001-0315-554.43-00 | UTILITY SERVICES | 72 | - | - | 72 |
| 001-0315-554.49-00 | LICENSES/TAXES/CERTIFICATIONS | 113 | - | - | 115 |
| | TOTAL HOUSING AND URBAN DEVELOP | 185 | - | - | 187 |
| | TOTAL PLANNING DIVISION | 432,452 | 391,491 | 411,491 | 386,392 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING INSPECTION DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-------------------------------------------|-----------------------------|----------------------------|----------------------------|-------------------------|
| 001-0324-524.12-00 | REGULAR SALARIES AND WAGES | 454,487 | 570,338 | 595,338 | 709,174 |
| 001-0324-524.14-00 | OVERTIME | - | 1,000 | 1,000 | 1,000 |
| 001-0324-524.21-00 | FICA TAXES | 32,865 | 44,038 | 45,951 | 54,328 |
| 001-0324-524.22-00 | RETIREMENT CONTRIBUTIONS | 62,449 | 85,186 | 88,914 | 74,497 |
| 001-0324-524.23-00 | LIFE AND HEALTH INSURANCE | 32,588 | 90,361 | 94,236 | 99,890 |
| 001-0324-524.24-00 | WORKERS' COMPENSATION | 5,998 | 7,696 | 7,771 | 7,696 |
| 001-0324-524.26-00 | OTHER POSTEMPLOYMENT BENEFITS | 3,000 | 3,000 | 3,000 | 6,000 |
| | TOTAL PERSONAL SERVICES | <u>591,387</u> | <u>801,619</u> | <u>836,210</u> | <u>952,586</u> |
| 001-0324-524.34-01 | MISC OTHER CONTRACTUAL SERVICES | 133,854 | 67,600 | 67,600 | 67,600 |
| 001-0324-524.34-08 | PERSONNEL SERVICES | 17,670 | - | - | - |
| 001-0324-524.40-00 | TRAVEL AND PER DIEM | 10 | 1,500 | 1,500 | 1,650 |
| 001-0324-524.41-02 | TELEPHONE SERVICES | 10,166 | 10,001 | 10,001 | 12,054 |
| 001-0324-524.41-04 | INTERNET SERVICES | 1,518 | 2,060 | 2,060 | 2,160 |
| 001-0324-524.41-05 | POSTAGE | 112 | 100 | 100 | 100 |
| 001-0324-524.43-00 | UTILITY SERVICES | 14,890 | 15,700 | 15,700 | 15,700 |
| 001-0324-524.44-00 | RENTALS AND LEASES | 3,092 | 5,050 | 5,050 | 5,050 |
| 001-0324-524.45-00 | INSURANCE | 20,843 | 18,926 | 18,926 | 18,926 |
| 001-0324-524.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 3,393 | 2,050 | 2,050 | 2,500 |
| 001-0324-524.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 20,454 | 23,555 | 23,555 | 26,637 |
| 001-0324-524.46-06 | REPAIR AND MAINT SVCS-HARDWARE | 274 | 500 | 500 | 500 |
| 001-0324-524.46-10 | REPAIR AND MAINT SVCS-BUILDING | 9,074 | 1,872 | 1,872 | 1,872 |
| 001-0324-524.47-01 | MISC PRINTING AND BINDING | 481 | 650 | 650 | 650 |
| 001-0324-524.47-02 | RECORDS MANAGEMENT | - | 500 | 500 | 500 |
| 001-0324-524.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 110 | 250 | 250 | 400 |
| 001-0324-524.51-00 | OFFICE SUPPLIES | 2,316 | 1,450 | 1,450 | 2,500 |
| 001-0324-524.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 6,461 | 1,920 | 1,920 | 1,920 |
| 001-0324-524.52-03 | GASOLINE AND OIL | 4,559 | 5,450 | 5,450 | 4,800 |
| 001-0324-524.52-04 | UNIFORMS AND ACCESSORIES | 1,897 | 2,000 | 2,000 | 2,520 |
| 001-0324-524.54-01 | DUES AND SUBSCRIPTIONS | 4,190 | 5,200 | 5,200 | 3,350 |
| 001-0324-524.54-02 | SEMINARS AND COURSES | 860 | 1,325 | 1,325 | 1,850 |
| 001-0324-524.54-03 | EDUCATIONAL ASSIST PROG REIMB | 55 | 10,099 | 10,099 | 10,000 |
| | TOTAL OPERATING EXPENDITURES | <u>256,279</u> | <u>177,758</u> | <u>177,758</u> | <u>183,239</u> |
| 001-0324-524.64-00 | MACHINERY AND EQUIPMENT | 2,345 | - | 2,500 | 188,455 |
| | TOTAL CAPITAL OUTLAY | <u>2,345</u> | <u>-</u> | <u>2,500</u> | <u>188,455</u> |
| 001-0324-599.99-99 | TRANSFER TO FUND BALANCE | 231,945 | 72,528 | 72,528 | 0 |
| | TOTAL BUILDING INSPECTION DIVISION | <u>1,081,956</u> | <u>1,051,905</u> | <u>1,088,996</u> | <u>1,324,281</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUSINESS TAX DIVISION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 001-0331-513.12-00 REGULAR SALARIES AND WAGES | 13,055 | 20,898 | 20,898 | 21,525 |
| 001-0331-513.21-00 FICA TAXES | 995 | 1,599 | 1,599 | 1,647 |
| 001-0331-513.22-00 RETIREMENT CONTRIBUTIONS | 1,823 | 2,907 | 2,907 | 2,258 |
| 001-0331-513.23-00 LIFE AND HEALTH INSURANCE | 9,502 | 3,299 | 3,299 | 3,497 |
| 001-0331-513.24-00 WORKERS' COMPENSATION | 43 | 164 | 164 | 164 |
| TOTAL PERSONAL SERVICES | 25,418 | 28,867 | 28,867 | 29,091 |
| 001-0331-513.41-02 TELEPHONE SERVICES | 273 | 372 | 372 | 372 |
| 001-0331-513.41-05 POSTAGE | 1,196 | 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 | 1,661 | 1,597 | 1,597 | 1,597 |
| 001-0331-513.47-01 MISC PRINTING AND BINDING | - | 700 | 700 | 700 |
| 001-0331-513.51-00 OFFICE SUPPLIES | - | 250 | 250 | 250 |
| 001-0331-513.52-01 MISC OPERATING SUPPLIES | - | 150 | 150 | 150 |
| 001-0331-513.52-04 UNIFORMS AND ACCESSORIES | - | 100 | 100 | 100 |
| TOTAL OPERATING EXPENDITURES | 3,139 | 4,227 | 4,227 | 4,227 |
| TOTAL OCCUPATIONAL LICENSING DIVISION | 28,557 | 33,094 | 33,094 | 33,318 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
CODE ENFORCEMENT DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-----------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0528-521.12-00 | REGULAR SALARIES AND WAGES | 66,631 | 139,288 | 139,288 | 134,404 |
| 001-0528-521.21-00 | FICA TAXES | 5,049 | 10,656 | 10,656 | 10,282 |
| 001-0528-521.22-00 | RETIREMENT CONTRIBUTIONS | 9,235 | 20,768 | 20,768 | 14,099 |
| 001-0528-521.23-00 | LIFE AND HEALTH INSURANCE | 30,264 | 27,356 | 27,356 | 28,998 |
| 001-0528-521.24-00 | WORKERS' COMPENSATION | 715 | 1,928 | 1,928 | 1,928 |
| | TOTAL PERSONAL SERVICES | 111,894 | 199,996 | 199,996 | 189,711 |
| 001-0528-521.31-02 | LEGAL SERVICES | - | 1,000 | 1,000 | 1,000 |
| 001-0528-521.34-01 | MISC OTHER CONTRACTUAL SERVICES | 2,192 | 35,000 | 55,000 | 35,000 |
| 001-0528-521.40-00 | TRAVEL AND PER DIEM | 13 | 1,200 | 1,200 | 1,200 |
| 001-0528-521.41-02 | TELEPHONE SERVICES | 2,251 | 1,966 | 1,966 | 1,966 |
| 001-0528-521.41-04 | INTERNET SERVICES | 776 | 1,272 | 1,272 | 1,272 |
| 001-0528-521.41-05 | POSTAGE | 1,238 | 1,000 | 1,000 | 1,000 |
| 001-0528-521.45-00 | INSURANCE | 429 | 392 | 392 | 392 |
| 001-0528-521.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 2,817 | 600 | 600 | 600 |
| 001-0528-521.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 2,308 | 3,430 | 3,430 | 3,430 |
| 001-0528-521.47-01 | MISC PRINTING AND BINDING | 1,240 | 750 | 750 | 750 |
| 001-0528-521.48-01 | PROMOTIONAL-ADVERTISEMENTS | 1,285 | 500 | 500 | 500 |
| 001-0528-521.49-05 | LICNSES/TAXES/CERTICATIONS | 434 | 1,250 | 1,250 | 1,250 |
| 001-0528-521.51-00 | OFFICE SUPPLIES | 65 | 250 | 250 | 250 |
| 001-0528-521.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 3,043 | 200 | 200 | 200 |
| 001-0528-521.52-03 | GASOLINE AND OIL | 4,558 | 3,750 | 3,750 | 3,750 |
| 001-0528-521.52-04 | UNIFORMS AND ACCESSORIES | 687 | 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 | 23,336 | 54,220 | 74,220 | 54,220 |
| | TOTAL CODE ENFORCEMENT DIVISION | 135,230 | 254,216 | 274,216 | 243,931 |
| | TOTAL COMMUNITY DEVELOPMENT DEPT | 1,678,195 | 1,730,706 | 1,807,797 | 1,987,921 |

- PUBLIC SERVICES -

Administration

Cemetery

Streets

Engineering



WINTER GARDEN

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PUBLIC SERVICES DEPARTMENT

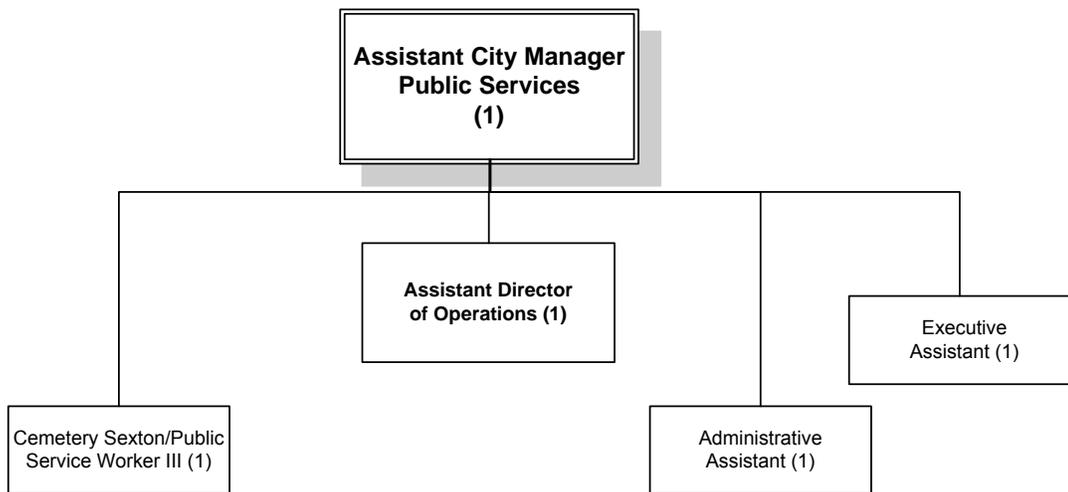
ADMINISTRATION/CEMETERY DIVISIONS

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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

More environmentally friendly City focused on reducing ground water withdrawals

Objective

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

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Provide alternative funding for City capital improvement projects

Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least **10%**.
-

Strategic Priority #3

Maintain Quality Services and Infrastructure

Department Goal

Reduce flooding incidents from adverse weather conditions

Objective

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

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| FINANCIAL INDICATORS | | | |
| Capital Improvements External Funding Rate * | 15% | 0% | 10%↑ |
| Capital Improvements External Funding Received * | \$479,000 | \$0 | \$500,000↑ |
| OPERATIONAL INDICATORS | | | |
| Volume of Ground Water Withdrawals (in million gallons) | 1,823.9 | 1,964 | 1,824↓ |
| 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

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ADMINISTRATION DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|--------------------------------------|-------------------------------------|------------------------------------|------------------------------------|-----------------------|
| 001-0701-539.12-00 | REGULAR SALARIES AND WAGES | 169,374 | 163,392 | 163,392 | 163,761 |
| 001-0701-539.21-00 | FICA TAXES | 11,839 | 12,955 | 12,955 | 12,528 |
| 001-0701-539.22-00 | RETIREMENT CONTRIBUTIONS | 14,687 | 24,362 | 24,362 | 17,179 |
| 001-0701-539.23-00 | LIFE AND HEALTH INSURANCE | 21,906 | 19,589 | 19,589 | 20,764 |
| 001-0701-539.24-00 | WORKERS' COMPENSATION | 1,374 | 237 | 237 | 237 |
| 001-0701-539.26-00 | OTHER POSTEMPLOYMENT BENEFITS | - | 3,000 | 3,000 | - |
| | TOTAL PERSONAL SERVICES | 219,180 | 223,535 | 223,535 | 214,468 |
| 001-0701-539.31-01 | MISC PROFESSIONAL SERVICES | - | 300 | 300 | 300 |
| 001-0701-539.31-04 | ENGINEERING | - | - | - | 500 |
| 001-0701-539.34-01 | MISC OTHER CONTRACTUAL SERVICES | 123 | 2,084 | 2,084 | 2,590 |
| 001-0701-539.34-08 | PERSONNEL SERVICES | 1,220 | - | - | 3,000 |
| 001-0701-539.40-00 | TRAVEL AND PER DIEM | - | 500 | 500 | 500 |
| 001-0701-539.41-02 | TELEPHONE SERVICES | 2,458 | 2,950 | 2,950 | 2,950 |
| 001-0701-539.41-03 | RADIO SERVICES | 15 | - | - | 15 |
| 001-0701-539.41-05 | POSTAGE | 317 | 300 | 300 | 300 |
| 001-0701-539.43-00 | UTILITY SERVICES | 33,867 | 25,500 | 25,500 | 25,500 |
| 001-0701-539.44-00 | RENTALS AND LEASES | 2,223 | 3,200 | 3,200 | 3,200 |
| 001-0701-539.45-00 | INSURANCE | 9,045 | 8,307 | 8,307 | 8,307 |
| 001-0701-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 69 | 100 | 100 | 100 |
| 001-0701-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | - | 100 | 100 | 500 |
| 001-0701-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 1,637 | 2,100 | 2,100 | 2,100 |
| 001-0701-539.47-01 | PRINTING AND BINDING | 32 | 100 | 100 | 100 |
| 001-0701-539.48-01 | PROMOTIONAL-ADVERTISEMENTS | 147 | - | - | 450 |
| 001-0701-539.51-00 | OFFICE SUPPLIES | 2 | 200 | 200 | 200 |
| 001-0701-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 2,203 | 1,500 | 1,500 | 1,100 |
| 001-0701-539.52-03 | GASOLINE AND OIL | - | 1,500 | 1,500 | 1,500 |
| 001-0701-539.52-04 | UNIFORMS AND ACCESSORIES | 200 | 692 | 692 | 692 |
| 001-0701-539.54-01 | DUES AND SUBSCRIPTIONS | 459 | 300 | 300 | 400 |
| 001-0701-539.54-02 | SEMINARS AND COURSES | - | 300 | 300 | 300 |
| 001-0701-539.54-03 | EDUCATIONAL ASSISTANCE PROGRAM | - | - | 6,488 | 6,488 |
| | TOTAL OPERATING EXPENDITURES | 54,017 | 50,033 | 56,521 | 61,092 |
| | TOTAL ADMINISTRATION DIVISION | <u>273,197</u> | <u>273,568</u> | <u>280,056</u> | <u>275,560</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
CEMETERY DIVISION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|-------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|----------------|
| 001-0739-539.12-00 | REGULAR SALARIES AND WAGES | 41,762 | 38,264 | 38,264 | 39,420 |
| 001-0739-539.14-00 | OVERTIME | 3,631 | 1,500 | 1,500 | 1,500 |
| 001-0739-539.16-00 | SPECIAL DETAIL | 214 | 2,953 | 2,953 | 2,953 |
| 001-0739-539.21-00 | FICA TAXES | 2,954 | 3,268 | 3,268 | 3,356 |
| 001-0739-539.22-00 | RETIREMENT CONTRIBUTIONS | 6,303 | 5,929 | 5,929 | 4,602 |
| 001-0739-539.23-00 | LIFE AND HEALTH INSURANCE | 11,398 | 14,731 | 14,731 | 15,615 |
| 001-0739-539.24-00 | WORKERS' COMPENSATION | 2,397 | 2,201 | 2,201 | 2,201 |
| | TOTAL PERSONAL SERVICES | 68,659 | 68,846 | 68,846 | 69,647 |
| 001-0739-539.31-06 | MEDICAL SERVICES | - | 100 | 100 | 100 |
| 001-0739-539.34-01 | MISC CONTRACTUAL SERVICES | - | - | 7,405 | 5,000 |
| 001-0739-539.41-02 | TELEPHONE SERVICES | 1,311 | 1,144 | 1,144 | 1,144 |
| 001-0739-539.41-04 | INTERNET | 429 | 300 | 300 | 400 |
| 001-0739-539.43-00 | UTILITY SERVICES | 5,438 | 4,518 | 4,518 | 4,518 |
| 001-0739-539.44-00 | RENTALS AND LEASES | - | 1,000 | 1,000 | 1,000 |
| 001-0739-539.45-00 | INSURANCE | 1,216 | 2,099 | 2,099 | 2,099 |
| 001-0739-539.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 53 | 200 | 200 | 200 |
| 001-0739-539.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 1,237 | 300 | 300 | 300 |
| 001-0739-539.46-10 | REPAIR AND MAINT SVCS-BUILDING | 3,390 | 1,000 | 1,000 | 2,000 |
| 001-0739-539.47-01 | PRINTING AND BINDING | 99 | 150 | 150 | 150 |
| 001-0739-539.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 801 | 1,300 | 1,300 | 1,300 |
| 001-0739-539.49-07 | VAULT OPENINGS | 65,927 | 56,158 | 56,158 | 66,158 |
| 001-0739-539.51-00 | OFFICE SUPPLIES | 13 | 100 | 100 | 100 |
| 001-0739-539.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 2,221 | 3,910 | 3,910 | 2,560 |
| 001-0739-539.52-02 | CHEMICALS | - | 50 | 50 | 50 |
| 001-0739-539.52-03 | GASOLINE AND OIL | 1,582 | 1,407 | 1,407 | 1,407 |
| 001-0739-539.52-04 | UNIFORMS AND ACCESSORIES | 625 | 690 | 690 | 690 |
| 001-0739-539.54-01 | DUES AND SUBSCRIPTIONS | 49 | 300 | 300 | 100 |
| 001-0739-539.54-02 | SEMINARS AND COURSES | - | 350 | 350 | 350 |
| | TOTAL OPERATING EXPENDITURES | 84,391 | 75,076 | 82,481 | 89,626 |
| 001-0739-539.64-00 | MACHINERY AND EQUIPMENT | - | - | - | 24,149 |
| | TOTAL CAPITAL OUTLAY | - | - | - | 24,149 |
| | TOTAL CEMETERY DIVISION | 153,050 | 143,922 | 151,327 | 183,422 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
STREETS DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0741-541.12-00 | REGULAR SALARIES AND WAGES | 95,645 | 77,375 | 77,375 | 77,049 |
| 001-0741-541.14-00 | OVERTIME | 4,724 | 6,200 | 6,200 | 6,200 |
| 001-0741-541.21-00 | FICA TAXES | 7,354 | 6,429 | 6,429 | 6,393 |
| 001-0741-541.22-00 | RETIREMENT CONTRIBUTIONS | 9,968 | 12,461 | 12,461 | 8,733 |
| 001-0741-541.23-00 | LIFE AND HEALTH INSURANCE | 18,708 | 33,702 | 33,702 | 30,816 |
| 001-0741-541.24-00 | WORKERS' COMPENSATION | 4,829 | 5,588 | 5,588 | 5,588 |
| 001-0741-541.25-00 | UNEMPLOYMENT COMPENSATION | 3,000 | 3,713 | 3,713 | 3,000 |
| 001-0741-541.26-00 | OTHER POST EMPLOYMENT BENEFITS | 3,750 | 5,750 | 5,750 | 3,000 |
| | TOTAL PERSONAL SERVICES | 147,978 | 151,218 | 151,218 | 140,779 |
| 001-0741-541.31-01 | MISC PROFESSIONAL SERVICES | - | 300 | 300 | 300 |
| 001-0741-541.31-06 | MEDICAL SERVICES | - | 200 | 200 | 200 |
| 001-0741-541.34-01 | MISC OTHER CONTRACTUAL SERVICES | 105,203 | 73,475 | 73,475 | 93,475 |
| 001-0741-541.34-08 | PERSONNEL SERVICES | 25,933 | 21,948 | 21,948 | 24,500 |
| 001-0741-541.40-00 | TRAVEL AND PER DIEM | 6 | - | - | 900 |
| 001-0741-541.41-02 | TELEPHONE SERVICES | 685 | 1,260 | 1,260 | 1,260 |
| 001-0741-541.41-03 | RADIO SERVICES | 214 | 350 | 350 | 350 |
| 001-0741-541.41-05 | POSTAGE | 40 | - | - | - |
| 001-0741-541.43-00 | UTILITY SERVICES | 6,939 | 6,930 | 6,930 | 6,930 |
| 001-0741-541.44-00 | RENTALS AND LEASES | 17,265 | 18,500 | 18,500 | 18,500 |
| 001-0741-541.45-00 | INSURANCE | 22,501 | 28,355 | 28,355 | 28,355 |
| 001-0741-541.46-01 | REPAIR AND MAINT SVCS-MISC | - | 400 | 400 | 400 |
| 001-0741-541.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 34,290 | 26,500 | 26,500 | 26,500 |
| 001-0741-541.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 6,125 | 23,548 | 23,548 | 9,750 |
| 001-0741-541.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 500 | 1,710 | 1,710 | 1,710 |
| 001-0741-541.46-09 | REPAIR AND MAINT SVCS-SIDEWALKS | 11,347 | 14,565 | 14,565 | 14,565 |
| 001-0741-541.46-10 | REPAIR AND MAINT SVCS-BUILDING | 4,120 | 500 | 500 | 500 |
| 001-0741-541.48-01 | ADVERTISEMENT-LEGAL, OTHER | 79 | - | - | - |
| 001-0741-541.49-04 | TRAFFIC SIGNALS AND SIGNS | 23,087 | 28,465 | 86,704 | 83,652 |
| 001-0741-541.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 811 | 2,800 | 2,800 | 2,800 |
| 001-0741-541.49-08 | STREET LIGHTS | 120,697 | 495,500 | 495,500 | 200,000 |
| 001-0741-541.49-09 | MEDIANS | 18,000 | 18,000 | 18,000 | 18,000 |
| 001-0741-541.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 17,190 | 15,650 | 15,650 | 15,650 |
| 001-0741-541.52-02 | CHEMICALS | - | 300 | 300 | 300 |
| 001-0741-541.52-03 | GASOLINE AND OIL | 10,315 | 56,054 | 56,054 | 56,054 |
| 001-0741-541.52-04 | UNIFORMS AND ACCESSORIES | 1,369 | 1,779 | 1,779 | 1,779 |
| 001-0741-541.53-00 | ROAD MATERIALS AND SUPPLIES | 14,734 | 13,093 | 13,093 | 13,093 |
| 001-0741-541.54-01 | DUES AND SUBSCRIPTIONS | 140 | 186 | 186 | 186 |
| 001-0741-541.54-02 | SEMINARS AND COURSES | 550 | - | - | 900 |
| | TOTAL OPERATING EXPENDITURES | 442,140 | 850,368 | 908,607 | 620,609 |
| 001-0741-541.63-00 | IMPROVEMENT OTHER THAN BUILDINGS | 84,383 | - | 50,000 | 550,000 |
| 001-0741-541.64-00 | MACHINERY AND EQUIPMENT | 11,325 | - | - | 11,650 |
| | TOTAL CAPITAL OUTLAY | 95,708 | - | 50,000 | 561,650 |
| | TOTAL STREETS DIVISION | 685,826 | 1,001,586 | 1,109,825 | 1,323,038 |



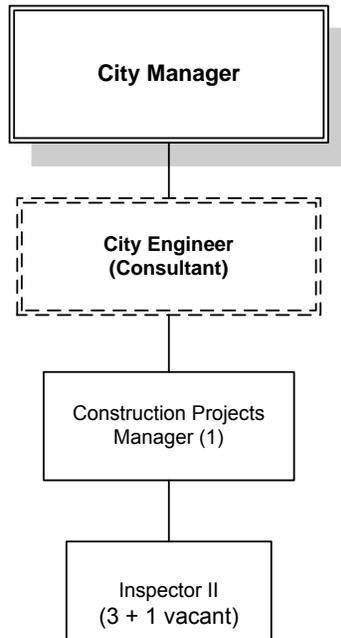
ENGINEERING

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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. | CORE FUNCTIONS: <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 |
| CHALLENGES: <ul style="list-style-type: none">• Additional unexpected mandates from NPDES and FEMA State and Federal regulatory agencies• Progress the Right of Way Program• Management of a growing project load with the current staffing• Implement procedures to manage time to meet the growing needs of a large project load | BUSINESS ASSUMPTIONS: <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 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goals

*Ensure timely and within budget completion of all planned CIP projects annually
Proactively safeguard engineering design standards throughout the City*

Objectives

- Evaluate, improve and diligently monitor Engineering's capital improvement projects process to ensure on-time starts, on-time completions, quality design and controlled costs.
- Improve and monitor targeted engineering site inspections focused on safeguarding CIP, Private and Right of Way projects (including infrastructure) to ensure adherence with the City's quality design standards and monitoring time management while achieving a certificate of completion rate of at least **95%**.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85%↑ |
| FINANCIAL INDICATORS | | | |
| % of CIPs Completed within Bid Amount | 89% | 92% | 95%↑ |
| CIP Bid to Budget Cost Variance % | 69.5% | 3.3% | ≤ 10%↓ |
| CIP Bid to Actual Cost Variance % | 9% | 5.7% | ≤ 5%↓ |
| OPERATIONAL INDICATORS | | | |
| % of On-Time CIP Starts (Design Phase) | N/A | 95% | 95%↑ |
| CIPs Completed and/or on Schedule | 80% | 85% | 95%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ENGINEERING DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-----------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-1016-541.12-00 | REGULAR SALARIES AND WAGES | 91,674 | 192,444 | 192,444 | 197,051 |
| 001-1016-541.14-00 | OVERTIME | 5,312 | 2,000 | 2,000 | 2,000 |
| 001-1016-541.21-00 | FICA TAXES | 7,463 | 15,093 | 15,093 | 15,227 |
| 001-1016-541.22-00 | RETIREMENT CONTRIBUTIONS | 14,370 | 28,992 | 28,992 | 20,880 |
| 001-1016-541.23-00 | LIFE AND HEALTH INSURANCE | 13,691 | 34,570 | 34,570 | 36,644 |
| 001-1016-541.24-00 | WORKERS' COMPENSATION | 1,935 | 2,448 | 2,448 | 2,448 |
| 001-1016-541.25-00 | UNEMPLOYMENT COMPENSATION | 825 | - | - | - |
| | TOTAL PERSONAL SERVICES | 135,270 | 275,547 | 275,547 | 274,251 |
| 001-1016-541.31-04 | ENGINEERING SERVICES | 132,475 | 81,514 | 81,514 | 111,514 |
| 001-1016-541.34-01 | MISC CONTRACTUAL SERVICES | - | 3,000 | 3,000 | 3,000 |
| 001-1016-541.40-00 | TRAVEL AND PER DIEM | 850 | 600 | 600 | 600 |
| 001-1016-541.41-02 | TELEPHONE SERVICES | 3,865 | 4,800 | 4,800 | 4,800 |
| 001-1016-541.41-04 | INTERNET SERVICES | - | 1,450 | 1,450 | 1,450 |
| 001-1016-541.41-05 | POSTAGE | 1 | 100 | 100 | 100 |
| 001-1016-541.45-00 | INSURANCE | 6,032 | 5,501 | 5,501 | 5,501 |
| 001-1016-541.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 3,614 | 3,100 | 3,100 | 3,100 |
| 001-1016-541.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 837 | - | - | - |
| 001-1016-541.47-01 | MISC PRINTING AND BINDING | 148 | 200 | 200 | 200 |
| 001-1016-541.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 336 | 350 | 350 | 350 |
| 001-1016-541.51-00 | OFFICE SUPPLIES | 689 | 400 | 400 | 400 |
| 001-1016-541.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 1,322 | 500 | 500 | 500 |
| 001-1016-541.52-03 | GASOLINE AND OIL | 9,173 | 8,700 | 8,700 | 8,700 |
| 001-1016-541.52-04 | UNIFORMS AND ACCESSORIES | 1,743 | 2,044 | 2,044 | 2,044 |
| 001-1016-541.54-01 | DUES AND SUBSCRIPTIONS | 294 | 299 | 299 | 299 |
| 001-1016-541.54-02 | SEMINARS AND COURSES | 790 | 2,550 | 2,550 | 5,049 |
| 001-1016-541.54-03 | EDUCATIONAL ASSISTANCE | 4,085 | 12,975 | - | 6,490 |
| | TOTAL OPERATING EXPENDITURES | 166,254 | 128,083 | 115,108 | 154,097 |
| 001-1016-541.64-00 | MACHINERY AND EQUIPMENT | 2,164 | 6,487 | 6,487 | - |
| | TOTAL CAPITAL OUTLAY | 2,164 | 6,487 | 6,487 | - |
| | TOTAL ENGINEERING DIVISION | 303,688 | 410,117 | 397,142 | 428,348 |
| | TOTAL PUBLIC SERVICES DEPARTMENT | 4,369,560 | 5,476,799 | 5,757,387 | 6,374,948 |

- PARKS & RECREATION -

Parks

Recreation

Heritage Depot Museum

Special Events

Newton Park



PARKS & RECREATION DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:

To provide desirable and high quality outdoor spaces, parks, recreation programs, events and facilities to ensure exceptional experiences for all residents and visitors to Winter Garden.

CORE FUNCTIONS:

- Provide active and passive recreational facilities for all community segments
- Provide quality outdoor spaces to enhance the downtown and city-wide experience
- Provide diverse recreation programs and rental facilities
- Provide events and diverse cultural experiences for all leisure needs

CHALLENGES:

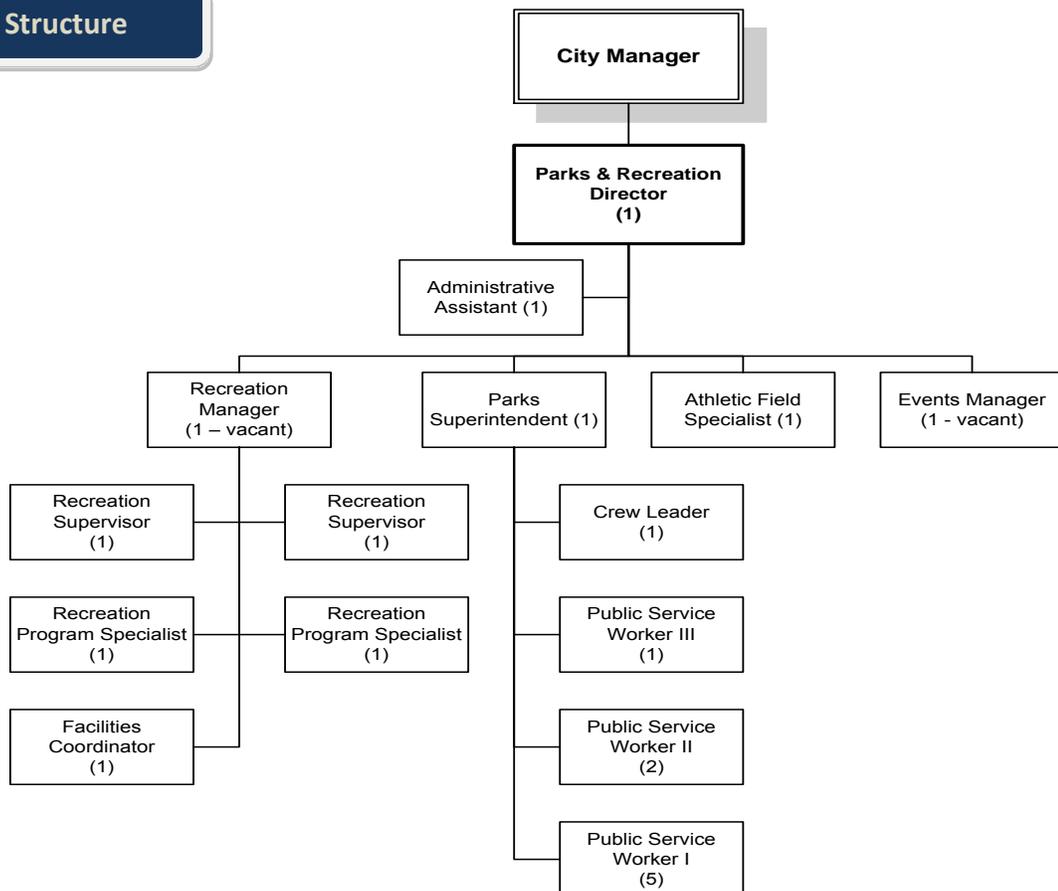
- Inability due to poor funding to maintain outdoor green space and facilities at proper functional and aesthetic levels
- Poor administered Recreation programs and scheduling that result in field overuse/failure
- Deferred maintenance of green/growing assets that result in plant/tree failure poor aesthetics and increased future costs
- Finding the right mix of programs and services that cater to changing needs
- Attract and retain qualified/skill staff

BUSINESS ASSUMPTIONS:

- There will be a growing demand from residents and visitors to participate in recreational and athletic activities
- Availability of appropriate funding to expand/improve and sustain outdoor assets and associated facilities

Organizational Structure

FTE: 20



FY 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide an Attractive Community

Department Goal

Develop and sustain beautiful park, pedestrian and landscape areas

Objective

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

Strategic Priority #2

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 targeted marketing strategies.
-

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Rehab, restore and protect passive green space throughout the City

Objective

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

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|---------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Pedestrian and Landscape Areas Satisfaction Index | 77% | 88% | 90%↑ |
| Quality of City Parks Satisfaction Index | 88% | 89% | 90%↑ |
| Downtown Pedestrian and Landscape Areas Satisfaction Rating | N/A | N/A | 80%↑ |
| Recreational Opportunities Satisfaction Index | 80% | 87% | 90%↑ |
| % Satisfied with Recreation Programs | 93% | 92% | 93%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| Quality of the Overall Natural Environment Satisfaction Index | 86% | 94% | 96%↑ |
| Preservation of Natural Land Areas Satisfaction Index | 66% | 71% | 73%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
PARKS DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|----------------------------------|-------------------------------------|------------------------------------|------------------------------------|-------------------------|
| 001-0775-572.12-00 | REGULAR SALARIES AND WAGES | 327,019 | 446,326 | 446,326 | 458,775 |
| 001-0775-572.14-00 | OVERTIME | 39,201 | 34,500 | 34,500 | 34,500 |
| 001-0775-572.21-00 | FICA TAXES | 27,445 | 37,072 | 37,072 | 37,736 |
| 001-0775-572.22-00 | RETIREMENT CONTRIBUTIONS | 50,617 | 71,691 | 71,691 | 51,745 |
| 001-0775-572.23-00 | LIFE AND HEALTH INSURANCE | 60,825 | 98,687 | 98,687 | 104,608 |
| 001-0775-572.24-00 | WORKERS' COMPENSATION | 11,292 | 10,158 | 10,158 | 10,158 |
| 001-0775-572.25-00 | UNEMPLOYMENT COMPENSATION | 5,225 | 299 | 299 | 3,300 |
| | TOTAL PERSONAL SERVICES | <u>521,624</u> | <u>698,733</u> | <u>698,733</u> | <u>700,821</u> |
| 001-0775-572.34-01 | MISC OTHER CONTRACTUAL SERVICES | 161,462 | 223,000 | 285,313 | 316,180 |
| 001-0775-572.34-02 | LAWN MAINTENANCE | 192,048 | 168,000 | 168,000 | 168,000 |
| 001-0775-572.34-08 | PERSONNEL SERVICES | 77,060 | 55,000 | 55,000 | 55,000 |
| 001-0775-572.40-00 | TRAVEL AND PER DIEM | 42 | 400 | 400 | 400 |
| 001-0775-572.41-02 | TELEPHONE SERVICES | 6,614 | 5,200 | 5,200 | 7,200 |
| 001-0775-572.41-03 | RADIO SERVICES | 168 | 200 | 200 | 200 |
| 001-0775-572.43-00 | UTILITY SERVICES | 156,280 | 145,000 | 145,000 | 145,000 |
| 001-0775-572.44-00 | RENTALS AND LEASES | 3,392 | 5,750 | 5,750 | 5,750 |
| 001-0775-572.45-00 | INSURANCE | 33,666 | 34,133 | 34,133 | 34,133 |
| 001-0775-572.46-01 | REPAIR AND MAINT SVCS-MISC | 8,032 | 16,500 | 16,500 | 16,500 |
| 001-0775-572.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 18,037 | 15,500 | 15,500 | 15,500 |
| 001-0775-572.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 6,386 | 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 | - | 100 | 100 | 100 |
| 001-0775-572.46-10 | REPAIR AND MAINT SVCS-BUILDING | 25,727 | 33,200 | 33,200 | 33,200 |
| 001-0775-572.48-01 | ADVERTISEMENT-LEGAL, OTHER | 794 | 200 | 200 | 200 |
| 001-0775-572.49-05 | LICENSES/TAXES/CERTIFICATIONS | - | 2,200 | 2,200 | 2,200 |
| 001-0775-572.51-00 | OFFICE SUPPLIES | 441 | 1,500 | 1,500 | 1,500 |
| 001-0775-572.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 163,815 | 146,000 | 158,801 | 164,700 |
| 001-0775-572.52-02 | CHEMICALS | 36,271 | 32,000 | 32,000 | 44,700 |
| 001-0775-572.52-03 | GASOLINE AND OIL | 16,596 | 16,000 | 16,000 | 16,000 |
| 001-0775-572.52-04 | UNIFORMS AND ACCESSORIES | 8,923 | 7,900 | 7,900 | 7,900 |
| 001-0775-572.54-01 | DUES AND SUBSCRIPTIONS | 310 | 100 | 100 | 1,100 |
| 001-0775-572.54-02 | SEMINARS AND COURSES | 1,333 | 1,050 | 1,050 | 1,050 |
| | TOTAL OPERATING EXPENDITURES | <u>917,397</u> | <u>917,143</u> | <u>992,257</u> | <u>1,044,723</u> |
| 001-0775-572.63-00 | IMPROVEMENT OTHER THAN BUILDINGS | 302,013 | 725,000 | 761,380 | 825,000 |
| 001-0775-572.64-00 | MACHINERY AND EQUIPMENT | 17,471 | - | 12,613 | 103,698 |
| | TOTAL CAPITAL OUTLAY | <u>319,484</u> | <u>725,000</u> | <u>773,993</u> | <u>928,698</u> |
| | TOTAL PARKS DIVISION | <u>1,758,505</u> | <u>2,340,876</u> | <u>2,464,983</u> | <u>2,674,242</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
RECREATION DIVISION**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> | |
|--------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------|
| 001-0872-572.12-00 | REGULAR SALARIES AND WAGES | 268,353 | 277,264 | 286,014 | 280,847 |
| 001-0872-572.13-00 | OTHER SALARIES AND WAGES | 174,965 | 152,410 | 152,410 | 181,278 |
| 001-0872-572.14-00 | OVERTIME | 3,300 | 4,000 | 4,000 | 4,000 |
| 001-0872-572.21-00 | FICA TAXES | 33,644 | 33,176 | 33,845 | 35,659 |
| 001-0872-572.22-00 | RETIREMENT CONTRIBUTIONS | 37,347 | 41,340 | 42,645 | 29,880 |
| 001-0872-572.23-00 | LIFE AND HEALTH INSURANCE | 36,523 | 51,970 | 51,970 | 55,088 |
| 001-0872-572.24-00 | WORKERS' COMPENSATION | 11,118 | 8,605 | 8,605 | 8,605 |
| 001-0872-572.26-00 | OTHER POSTEMPLOYMENT BENEFITS | 3,000 | 2,500 | 2,500 | 2,500 |
| | TOTAL PERSONAL SERVICES | 568,250 | 571,265 | 581,989 | 597,857 |
| 001-0872-572.31-01 | MISC PROFESSIONAL SERVICES | 4,218 | - | - | 1,000 |
| 001-0872-572.34-02 | LEGAL | - | - | - | 1,000 |
| 001-0872-572.34-01 | MISC OTHER CONTRACTUAL SERVICES | 45,722 | 54,200 | 61,803 | 63,600 |
| 001-0872-572.34-04 | BANKING FEES | 4,886 | 5,000 | 5,000 | 5,000 |
| 001-0872-572.34-06 | JANITORIAL SERVICES | 12,765 | 12,000 | 12,000 | 14,000 |
| 001-0872-572.34-08 | PERSONNEL SERVICES | 78,832 | 82,020 | 82,020 | 68,920 |
| 001-0872-572.40-00 | TRAVEL AND PER DIEM | 1,752 | 4,200 | 4,200 | 3,816 |
| 001-0872-572.41-02 | TELEPHONE SERVICES | 9,192 | 9,000 | 9,000 | 10,000 |
| 001-0872-572.41-04 | INTERNET SERVICES | 8,537 | 9,500 | 9,500 | 9,500 |
| 001-0872-572.41-05 | POSTAGE | 330 | 400 | 400 | 400 |
| 001-0872-572.43-00 | UTILITY SERVICES | 45,146 | 44,000 | 44,000 | 48,000 |
| 001-0872-572.44-00 | RENTALS AND LEASES | 7,915 | 9,100 | 9,100 | 9,400 |
| 001-0872-572.45-00 | INSURANCE | 34,975 | 59,004 | 59,004 | 59,004 |
| 001-0872-572.46-01 | REPAIR AND MAINT SVCS-MISC | - | 1,000 | 1,000 | 1,000 |
| 001-0872-572.46-02 | REPAIR AND MAINT SVCS-EQUIPMENT | 9,448 | 12,000 | 12,000 | 12,000 |
| 001-0872-572.46-03 | REPAIR AND MAINT SVCS-VEHICLES | 1,259 | 1,500 | 1,500 | 2,500 |
| 001-0872-572.46-05 | REPAIR AND MAINT SVCS-SOFTWARE | 6,448 | 5,400 | 5,400 | 5,600 |
| 001-0872-572.46-06 | REPAIR AND MAINT SVCS-HARDWARE | - | 500 | 500 | 500 |
| 001-0872-572.46-10 | REPAIR AND MAINT SVCS-BUILDING | 16,531 | 14,000 | 14,000 | 32,500 |
| 001-0872-572.47-01 | MISC PRINTING AND BINDING | 1,175 | 1,500 | 1,500 | 2,000 |
| 001-0872-572.48-01 | PROMOTIONAL-ADVERTISEMENTS | - | 200 | 200 | 500 |
| 001-0872-572.48-02 | PROMOTIONAL-PROMOTIONAL ITEMS | - | - | - | 750 |
| 001-0872-572.49-01 | MISC OTHR CUR CHGS & OBLIGATIONS | 18,862 | 18,360 | 28,360 | 27,800 |
| 001-0872-572.49-05 | LICENSES, TAXES, AND CERTIFICATIONS | 2,823 | 4,745 | 4,745 | 4,895 |
| 001-0872-572.49-11 | EMPLOYEE SOCIAL EVENTS | 544 | 500 | 500 | 600 |
| 001-0872-572.51-00 | OFFICE SUPPLIES | 2,917 | 3,500 | 3,500 | 3,500 |
| 001-0872-572.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 63,610 | 69,050 | 69,050 | 72,300 |
| 001-0872-572.52-02 | CHEMICALS | 24,469 | 25,000 | 25,000 | 28,000 |
| 001-0872-572.52-03 | GASOLINE AND OIL | 2,085 | 2,500 | 2,500 | 2,500 |
| 001-0872-572.52-04 | UNIFORMS AND ACCESSORIES | 5,457 | 5,400 | 5,400 | 5,700 |
| 001-0872-572.54-01 | DUES AND SUBSCRIPTIONS | 4,179 | 4,285 | 4,285 | 4,285 |
| 001-0872-572.54-02 | SEMINARS AND COURSES | 3,252 | 5,230 | 5,230 | 4,280 |
| 001-0872-572.54-03 | EDUC ASSIST PROG REIMBURS | 4,272 | 4,200 | 4,200 | 4,200 |
| | TOTAL OPERATING EXPENDITURES | 421,601 | 467,294 | 484,897 | 509,050 |
| 001-0872-572.63-00 | IMPROVEMENTS OTHER THAN BUILDING | 6,667 | - | - | - |
| | TOTAL CAPITAL OUTLAY | 6,667 | - | - | - |
| | TOTAL RECREATION DIVISION | 996,518 | 1,038,559 | 1,066,886 | 1,106,907 |

CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
HERITAGE DEPOT MUSEUM DIVISION

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 001-0873-573.45-00 INSURANCE | 3,029 | 2,824 | 2,824 | 2,824 |
| 001-0873-573.46-10 REPAIRS & MAINT. - BUILDING | 1,534 | 2,500 | 2,500 | 2,500 |
| TOTAL OPERATING EXPENDITURES | 4,563 | 5,324 | 5,324 | 5,324 |
| 001-0873-573.62-00 BUILDINGS | 2,479 | - | - | - |
| TOTAL CAPITAL OUTLAY | 2,479 | - | - | - |
| TOTAL HERITAGE DEPOT MUSEUM DIVISION | 7,042 | 5,324 | 5,324 | 5,324 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 GENERAL FUND EXPENDITURES
 PUBLIC SERVICES DEPARTMENT
 SPECIAL EVENTS DIVISION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|------------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 001-0874-574.34-01 MISC OTHER CONTRACTUAL SERVICES | 68,718 | 67,850 | 67,850 | 66,350 |
| 001-0874-574.34-08 PERSONNEL SERVICES | 1,533 | 300 | 300 | 300 |
| 001-0874-574.44-00 RENTALS AND LEASES | 6,039 | 6,800 | 6,800 | 6,800 |
| 001-0874-574.47-01 MISC PRINTING AND BINDING | 75 | - | - | 500 |
| 001-0874-574.48-01 PROMOTIONAL-ADVERTISEMENTS | 972 | 2,400 | 2,400 | 2,400 |
| 001-0874-574.49-01 MISC OTHER CUR CHGS & OBLIGATIONS | 475 | 500 | 500 | 500 |
| 001-0874-574.52-01 MISCELLANEOUS OPERATING SUPPLIES | 14,063 | 13,750 | 13,750 | 16,750 |
| TOTAL OPERATING EXPENDITURES | 91,875 | 91,600 | 91,600 | 93,600 |
| TOTAL SPECIAL EVENTS DIVISION | 91,875 | 91,600 | 91,600 | 93,600 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
NEWTON PARK FACILITIES DIVISION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|--------------------|----------------------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|----------------|
| 001-3658-575.12-00 | REGULAR SALARIES AND WAGES | 2,789 | 34,571 | 50,071 | 69,992 |
| 001-3658-575.13-00 | OTHER SALARIES | 33,821 | 32,000 | 32,000 | 32,000 |
| 001-3658-575.14-00 | OVERTIME | 3 | 2,500 | 2,500 | 2,500 |
| 001-3658-575.21-00 | FICA TAXES | 2,739 | 5,284 | 6,470 | 7,994 |
| 001-3658-575.22-00 | RETIREMENT CONTRIBUTIONS | 1,600 | 5,154 | 7,465 | 10,961 |
| 001-3658-575.23-00 | LIFE AND HEALTH INSURANCE | 4,812 | 9,749 | 9,749 | 9,749 |
| 001-3658-575.24-00 | WORKERS' COMPENSATION | 725 | 670 | 670 | 670 |
| | TOTAL PERSONAL SERVICES | 46,489 | 89,928 | 108,925 | 133,866 |
| 001-3658-575.31-06 | MEDICAL | - | 160 | 160 | - |
| 001-3658-575.34-01 | MISC CONTRACTUAL SERVICES | 1,451 | 3,260 | 3,260 | 10,260 |
| 001-3658-575.34-06 | JANITORIAL SERVICES | 3,682 | 4,800 | 4,800 | 7,500 |
| 001-3658-575.40-00 | TRAVEL AND PER DIEM | - | 100 | 100 | 100 |
| 001-3658-575.41-02 | TELEPHONE SERVICES | 1,331 | 1,500 | 1,500 | 1,500 |
| 001-3658-575.41-04 | INTERNET SERVICES | 668 | 720 | 720 | 750 |
| 001-3658-575.41-05 | POSTAGE | 4 | 50 | 50 | 100 |
| 001-3658-575.43-00 | UTILITY SERVICES | 9,007 | 10,000 | 10,000 | 10,000 |
| 001-3658-575.45-00 | INSURANCE | 13,782 | 12,880 | 12,880 | 12,880 |
| 001-3658-575.46-10 | REPAIR AND MAINT SVCS-BUILDING | 4,699 | 29,250 | 29,250 | 85,750 |
| 001-3658-575.47-01 | MISC PRINTING AND BINDING | - | 100 | 100 | 100 |
| 001-3658-575.51-00 | OFFICE SUPPLIES | 59 | 300 | 300 | 300 |
| 001-3658-575.52-01 | MISCELLANEOUS OPERATING SUPPLIES | 18,661 | 17,850 | 17,850 | 21,050 |
| 001-3658-575.52-04 | UNIFORMS AND ACCESSORIES | 26 | 350 | 350 | 350 |
| | TOTAL OPERATING EXPENDITURES | 53,370 | 81,320 | 81,320 | 150,640 |
| | TOTAL NEWTON PARK FACILITIES DIVISION | 99,859 | 171,248 | 190,245 | 284,506 |

SPECIAL REVENUE FUNDS



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

SPECIAL REVENUE FUNDS

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

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

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 DOWNTOWN PARKING DISTRICT FUND REVENUES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 110-0000-325.10-00 CAPITAL IMPROVEMENT | 44,643 | - | - | 42,080 |
| 110-0000-361.10-00 INTEREST | - | 1,433 | 1,433 | 1,433 |
| TOTAL INTEREST AND OTHER EARNINGS | 44,643 | 1,433 | 1,433 | 43,513 |
| 110-0741-399.99-99 USE OF FUND BALANCE | - | 4,167 | 154,167 | 7,167 |
| TOTAL DOWNTOWN PARKING DISTRICT FUND | 44,643 | 5,600 | 155,600 | 50,680 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 DOWNTOWN PARKING DISTRICT FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 110-0741-545.43-00 UTILITY SERVICES | 3,917 | 5,600 | 5,600 | 5,600 |
| TOTAL OPERATING EXPENDITURES | 3,917 | 5,600 | 5,600 | 5,600 |
| 110-0741-581.91-00 INTRAGOVERNMENTAL TRANSFERS | - | - | 150,000 | 45,080 |
| 110-0741-599.99-99 CARRYFORWARD FUND BALANCE | 40,726 | - | - | - |
| TOTAL OTHER USES | 40,726 | - | 150,000 | 45,080 |
| TOTAL DOWNTOWN PARKING DISTRICT FUND | 44,643 | 5,600 | 155,600 | 50,680 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 120-0213-338.00-00 SHARED REVENUES - OTHER LOCAL | 317,575 | 324,507 | 324,507 | 349,935 |
| 120-0213-361.10-00 INTEREST | - | 5 | 5 | 5 |
| 120-0213-381.00-00 INTER-FUND TRANSFER IN | 328,111 | 310,992 | 310,992 | 335,361 |
| 120-0213-384.00-00 DEBT PROCEEDS | | - | 6,000,000 | - |
| 120-0213-399.99-99 USE OF FUND BALANCE | - | - | 75,000 | 983,125 |
| TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND | <u>645,686</u> | <u>635,504</u> | <u>6,710,504</u> | <u>1,668,426</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|--------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 120-0213-552.31-02 | - | 1,500 | 1,500 | - |
| 120-0213-552.48-01 | - | 200 | 200 | - |
| 120-0213-552.49-02 | 17,564 | 14,436 | 14,436 | 19,087 |
| 120-0213-552.54-01 | - | 200 | 200 | - |
| TOTAL OPERATING EXPENDITURES | 17,564 | 16,336 | 16,336 | 19,087 |
| 120-0213-552.62-00 | - | - | - | 200,000 |
| TOTAL CAPITAL OUTLAY | - | - | - | 200,000 |
| 120-0213-552.72-00 | 11,497 | 10,430 | 10,430 | 9,339 |
| TOTAL DEBT SERVICE | 11,497 | 10,430 | 10,430 | 9,339 |
| 120-0213-552.82-00 | - | 50,000 | 50,000 | 50,000 |
| TOTAL GRANTS AND AIDS | - | 50,000 | 50,000 | 50,000 |
| 120-0213-581.91-00 | - | - | 6,000,000 | 1,390,000 |
| 120-0213-599.99-99 | 616,625 | 558,738 | 633,738 | - |
| TOTAL OTHER USES | 616,625 | 558,738 | 6,633,738 | 1,390,000 |
| TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND | 645,686 | 635,504 | 6,710,504 | 1,668,426 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 LAW ENFORCEMENT TRUST FUND REVENUES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|----------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 121-1121-359.00-00 FORFEITURES | 11,214 | 13,056 | 13,056 | 13,056 |
| 121-1121-399.99-99 USE OF FUND BALANCE-STATE | - | 41,008 | 41,008 | 41,008 |
| 121-1321-359.00-00 FORFEITURES | 34,723 | - | - | - |
| TOTAL LAW ENFORCEMENT TRUST FUND | 45,937 | 54,064 | 54,064 | 54,064 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 LAW ENFORCEMENT TRUST FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-----------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <u>STATE-DESIGNATED</u> | | | | |
| 121-1221-521.34-01 MISC CONTRACTUAL SERVICES | 5,000 | 10,000 | 10,000 | 10,000 |
| 121-1221-521.52-01 MISC OPERATING SUPPLIES | 9,416 | 5,064 | 5,064 | - |
| 121-1221-521.64-00 MACHINERY AND EQUIPMENT | 1,071 | - | - | 3,500 |
| 121-1221-521.82-00 AIDS TO PRIVATE ORGANIZAT | 8,000 | 4,000 | 4,000 | 3,500 |
| 121-1221-599.99-99 CARRYFORWARD TO FUND BALANCE | 12,496 | - | - | 21,564 |
| TOTAL STATE-DESIGNATED | 35,983 | 19,064 | 19,064 | 38,564 |
| <u>FEDERAL-DESIGNATED</u> | | | | |
| 121-1421-521.52-01 MISCELLANEOUS OPERATING SUPPLIES | - | 35,000 | 35,000 | - |
| 121-1421-521.64-00 MACHINERY AND EQUIPMENT | 9,954 | - | - | 15,500 |
| | 9,954 | 35,000 | 35,000 | 15,500 |
| TOTAL LAW ENFORCEMENT TRUST FUND | 45,937 | 54,064 | 54,064 | 54,064 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 LAW ENFORCEMENT GRANTS FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 122-0521-331.21-00 LOCAL LAW ENFORCEMENT GRANT | 29,273 | 30,139 | 30,139 | 22,818 |
| TOTAL INTERGOVERNMENTAL | 29,273 | 30,139 | 30,139 | 22,818 |
| 122-0521-381.00-00 INTER-FUND TRANSFER IN | 1,478 | 6,282 | 6,282 | 6,282 |
| TOTAL OTHER SOURCES | 1,478 | 6,282 | 6,282 | 6,282 |
| TOTAL LAW ENFORCEMENT GRANTS FUND | 30,751 | 36,421 | 36,421 | 29,100 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
LAW ENFORCEMENT GRANTS FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|----------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 122-0521-521.46-06 MAINT/REPAIR - HARDWARE | - | 13,514 | 13,514 | - |
| 122-0521-521.52-01 MISC OPERATING SUPPLIES | 2,562 | 10,343 | 10,343 | 17,634 |
| 122-0521-521.52-04 UNIFORMS AND ACCESSORIES | 2,956 | 12,564 | 12,564 | 10,368 |
| TOTAL OPERATING EXPENDITURES | 5,518 | 36,421 | 36,421 | 28,002 |
| 122-0521-521.64-00 MACHINERY AND EQUIPMENT | 23,074 | - | - | - |
| TOTAL CAPITAL OUTLAY | 23,074 | - | - | - |
| 122-0521-599.99-99 CARRYFORWARD FUND BALANCE | 2,159 | - | - | 1,098 |
| TOTAL OTHER USES | 2,159 | - | - | 1,098 |
| TOTAL LAW ENFORCEMENT GRANTS FUND | 30,751 | 36,421 | 36,421 | 29,100 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 LOCAL OPTION GAS TAX FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 160-0741-312.41-00 LOCAL OPTION GAS TAX | 1,214,280 | 1,211,440 | 1,211,440 | 1,216,278 |
| TOTAL TAXES | 1,214,280 | 1,211,440 | 1,211,440 | 1,216,278 |
| 160-0741-381.91-00 INTRAFUND TRANSFER IN | - | 18,089 | 18,089 | 18,089 |
| 160-0741-399.99-99 USE OF FUND BALANCE | 112,294 | 89,066 | 625,749 | 160,971 |
| TOTAL OTHER SOURCES | 112,294 | 107,155 | 643,838 | 179,060 |
| TOTAL LOCAL OPTION GAS TAX FUND | 1,326,574 | 1,318,595 | 1,855,278 | 1,395,338 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
LOCAL OPTION GAS TAX FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-----------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 160-0741-541.31-04 ENGINEERING FEES | - | - | - | 1,200 |
| 160-0741-541.34-01 MISC CONTRACTUAL SERVICES | 3,911 | 6,500 | 6,500 | 6,500 |
| 160-0741-541.46-02 REPAIR/MAINT SVC-EQUIPMENT | 1,536 | 6,500 | 6,500 | 6,500 |
| 160-0741-541.46-03 REPAIR/MAINT SVC-VEHICLES | 2,163 | - | - | - |
| 160-0741-541.49-04 TRAFFIC SIGNALS AND SIGNS | 54,668 | 61,662 | 61,662 | 61,662 |
| 160-0741-541.49-08 STREET LIGHTS | 288,076 | - | - | 295,500 |
| 160-0741-541.52-01 MISC OPERATING SUPPLIES | - | 1,500 | 1,500 | 1,500 |
| TOTAL OPERATING EXPENDITURES | 350,354 | 76,162 | 76,162 | 372,862 |
| 160-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS | 976,190 | 1,242,433 | 1,779,116 | 1,022,476 |
| TOTAL CAPITAL OUTLAY | 976,190 | 1,242,433 | 1,779,116 | 1,022,476 |
| TOTAL LOCAL OPTION GAS TAX FUND | 1,326,544 | 1,318,595 | 1,855,278 | 1,395,338 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL IMPACT FEE FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>ADMINISTRATION DIVISION</u> | | | | |
| 170-0213-361.10-00 INTEREST | 1,458 | - | - | - |
| 170-0213-361.30-00 INCR (DECR) IN FV OF INVST | (59) | - | - | - |
| 170-0213-361.40-00 GAIN ON SALE OF INVESTMENTS | (412) | - | - | - |
| TOTAL ADMINISTRATION DIVISION | 987 | - | - | - |
| <u>POLICE-SWORN DIVISION</u> | | | | |
| 170-0521-324.11-00 RESIDENTIAL-PUBLIC SAFETY | 108,420 | 55,770 | 55,770 | 127,215 |
| 170-0521-324.12-00 COMMERCIAL-PUBLIC SAFETY | 28,482 | 15,195 | 15,195 | 23,529 |
| 170-0521-399.99-99 USE OF FUND BALANCE | 72,087 | 172,747 | 187,906 | 256,104 |
| TOTAL POLICE-SWORN DIVISION | 208,989 | 243,712 | 258,871 | 406,848 |
| <u>FIRE DEPARTMENT</u> | | | | |
| 170-0622-324.11-00 RESIDENTIAL-PUBLIC SAFETY | 141,780 | 72,930 | 72,930 | 176,135 |
| 170-0622-324.12-00 COMMERCIAL-PUBLIC SAFETY | 34,749 | 18,753 | 18,753 | 28,065 |
| TOTAL FIRE DEPARTMENT | 176,529 | 91,683 | 91,683 | 204,200 |
| <u>RECREATION DIVISION</u> | | | | |
| 170-0872-324.61-00 RECREATION IMPACT FEES | 270,749 | 157,618 | 157,618 | 307,433 |
| TOTAL RECREATION DIVISION | 270,749 | 157,618 | 157,618 | 307,433 |
| TOTAL GENERAL IMPACT FEES FUND | 657,254 | 493,013 | 508,172 | 918,481 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-----------------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>POLICE-SWORN DIVISION</u> | | | | |
| 170-0521-521.62-00 BUILDINGS | - | - | - | 99,800 |
| 170-0521-521.64-00 MACHINERY AND EQUIPMENT | 208,989 | 243,712 | 258,871 | 307,048 |
| TOTAL CAPITAL OUTLAY | 208,989 | 243,712 | 258,871 | 406,848 |
| TOTAL POLICE-SWORN DIVISION | 208,989 | 243,712 | 258,871 | 406,848 |
| <u>FIRE DEPARTMENT</u> | | | | |
| 170-0622-599.99-99 TRANSFER TO FUND BALANCE | 176,529 | 91,683 | 91,683 | 204,200 |
| TOTAL OTHER USES | 176,529 | 91,683 | 91,683 | 204,200 |
| TOTAL FIRE DEPARTMENT | 176,529 | 91,683 | 91,683 | 204,200 |
| <u>RECREATION DIVISION</u> | | | | |
| 170-0872-599.99-99 CARRYFORWARD FUND BALANCE | 271,736 | 157,618 | 157,618 | 307,433 |
| TOTAL OTHER USES | 271,736 | 157,618 | 157,618 | 307,433 |
| TOTAL RECREATION DIVISION | 271,736 | 157,618 | 157,618 | 307,433 |
| TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND | 657,254 | 493,013 | 508,172 | 918,481 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 174-0213-361.10-00 INTEREST | 177,480 | 167,002 | 167,002 | 156,825 |
| 174-0213-361.30-00 INCR (DECR) IN FV OF INVST | (42,544) | - | - | - |
| 174-0213-361.40-00 GAIN (LOSS) ON SALE OF INVESTMENTS | (49,751) | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 85,185 | 167,002 | 167,002 | 156,825 |
| 174-0741-324.31-00 RESIDENTIAL-TRANSPORTATIO | 1,475,962 | 813,572 | 813,572 | 1,409,808 |
| 174-0741-324.32-00 COMMERCIAL-TRANSPORTATION | 446,595 | 177,959 | 177,959 | 656,652 |
| 174-0741-399.99-99 USE OF FUND BALANCE | 1,029,355 | - | 7,191,576 | - |
| TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES | 3,037,097 | 1,158,533 | 8,350,109 | 2,223,285 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|----------------------------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 174-0741-541.61-00 LAND | 5,543 | - | - | - |
| 174-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS | 3,031,554 | 950,000 | 8,350,109 | 178,434 |
| TOTAL CAPITAL OUTLAY | <u>3,037,097</u> | <u>950,000</u> | <u>8,350,109</u> | <u>178,434</u> |
| 174-0741-599.91-00 INTERFUND TRANSFER | - | - | - | 1,510,953 |
| 174-0741-599.90-99 CARRYFORWARD FUND BALANCE | - | 208,533 | - | 533,898 |
| TOTAL OTHER USES | - | 208,533 | - | 2,044,851 |
| TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES | <u>3,037,097</u> | <u>1,158,533</u> | <u>8,350,109</u> | <u>2,223,285</u> |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|------------------------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 190-0000-312.51-00 FIRE INSURANCE PREMIUM | 217,338 | 233,806 | 233,806 | 217,287 |
| 190-0000-312.52-00 CASUALTY INSURANCE PREMIUM TAX | 231,707 | 222,578 | 222,578 | 225,447 |
| TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES | <u>449,045</u> | <u>456,384</u> | <u>456,384</u> | <u>442,734</u> |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-------------------------------------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 190-0000-521.91-00 TRANSFERS | 231,707 | 233,806 | 233,806 | 217,287 |
| 190-0000-522.91-00 TRANSFERS | 217,338 | 222,578 | 222,578 | 225,447 |
| TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES | <u>449,045</u> | <u>456,384</u> | <u>456,384</u> | <u>442,734</u> |

DEBT SERVICE FUND



Debt Service Fund

DEBT SERVICE FUND

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

Sales Tax Revenue Bonds, Series 2006

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 DEBT SERVICE FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 230-0000-381.00-00 INTER-FUND TRANSFER IN | 719,438 | 718,438 | 718,438 | 721,238 |
| 230-0000-381.12-00 INTER-FUND TRANSFER IN | <u>176,582</u> | - | - | - |
| TOTAL OTHER SOURCES | 896,020 | 718,438 | 718,438 | 721,238 |
| TOTAL DEBT SERVICE FUND | <u>896,020</u> | <u>718,438</u> | <u>718,438</u> | <u>721,238</u> |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 DEBT SERVICE FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 230-0000-517.71-00 PRINCIPAL | 448,177 | 280,000 | 280,000 | 300,000 |
| 230-0000-517.72-00 INTEREST | 452,444 | 438,438 | 438,438 | 421,238 |
| TOTAL DEBT SERVICE | 900,621 | 718,438 | 718,438 | 721,238 |
| TOTAL DEBT SERVICE FUND | <u>900,621</u> | <u>718,438</u> | <u>718,438</u> | <u>721,238</u> |

ENTERPRISE FUNDS



UTILITIES
—
STORMWATER
—
SOLID WASTE
—
TRAILER CITY

ENTERPRISE FUNDS

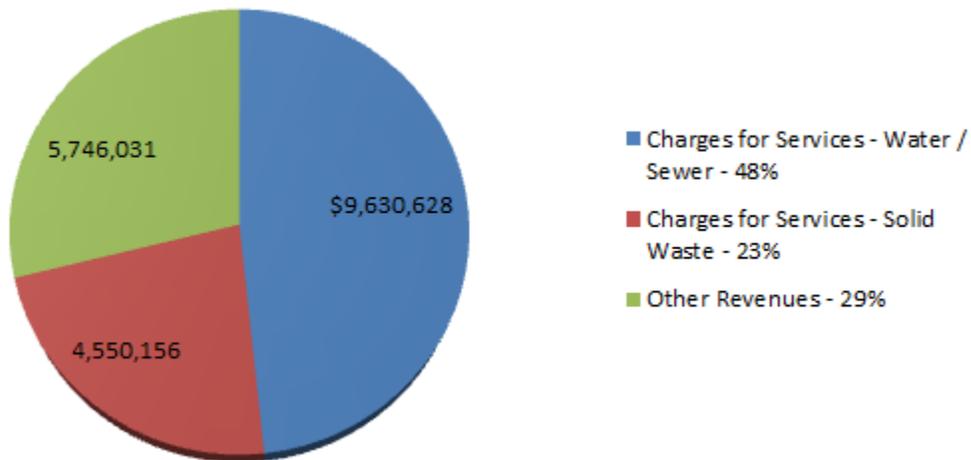
Enterprise Funds are types of funds used for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the cost of providing goods or services to the public on a continuing basis be financed or recovered primarily through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

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

Major Revenue Sources Of Enterprise Funds

| | Budget 2016 |
|--------------------------------------|------------------------|
| Charges for Services - Water / Sewer | \$ 9,630,628 |
| Charges for Services - Solid Waste | 4,550,156 |
| Other Revenues | 5,746,031 |
| | \$ 19,926,815 |

Major Revenue Sources –Enterprise Funds - FY 2016 Budget



Charges for Services

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

The estimate for this revenue takes into consideration projected customer growth.

- UTILITIES -

Administration

Water

Distribution

Wastewater

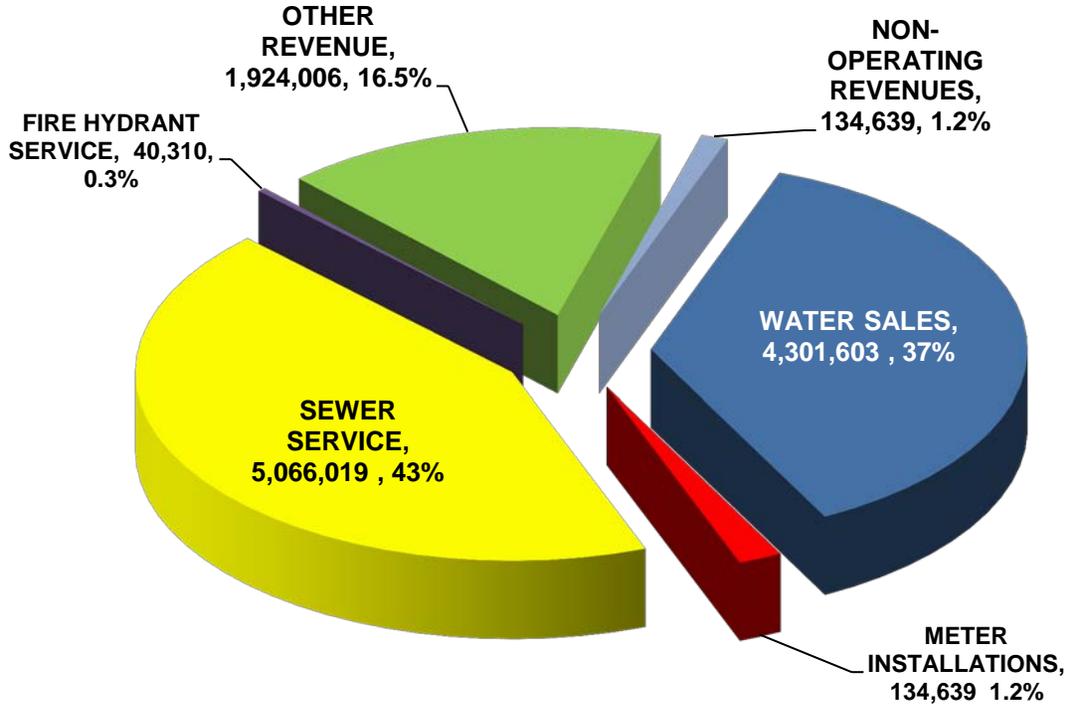
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 UTILITIES OPERATING FUND
 REVENUES BY SOURCE**

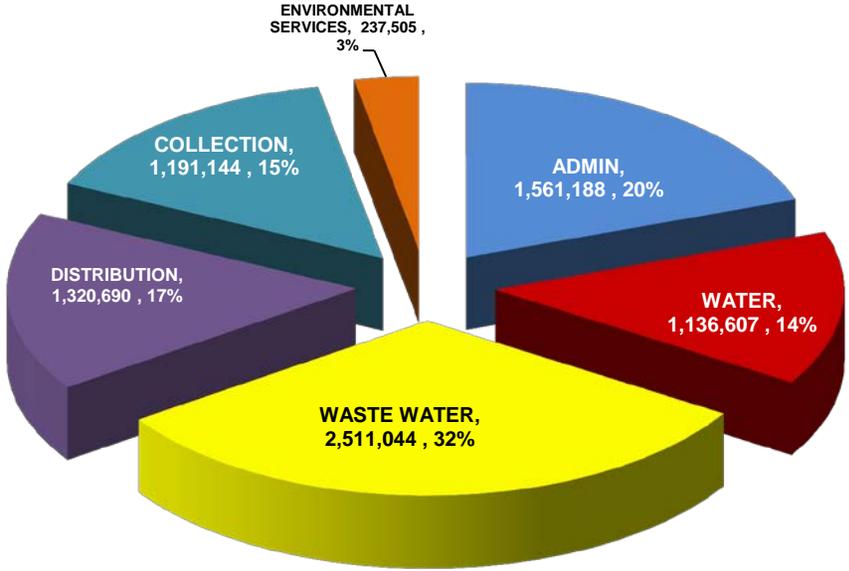


| | |
|------------------------|----------------|
| Water Sales | \$4,301,603 |
| Meter Installations | 219,760 |
| Sewer Service | 5,066,019 |
| Fire Hydrant Service | 40,310 |
| Other Revenue | 1,924,006 |
| Non-operating Revenues | <u>134,639</u> |
| Total | \$11,686,337 |

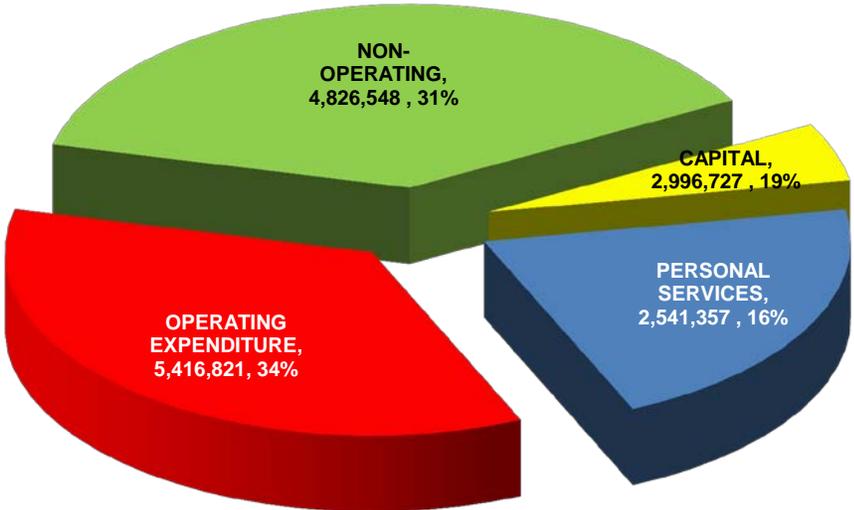
**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES OPERATING FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2116-329.09-00 | 10,300 | 8,571 | 8,571 | 10,170 |
| IRRIGATION & WELLS | | | | |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 10,300 | 8,571 | 8,571 | 10,170 |
| 410-2116-343.30-00 | 4,207,896 | 4,050,633 | 4,050,633 | 4,301,603 |
| 410-2116-343.30-01 | 36,755 | 33,668 | 33,668 | 39,440 |
| 410-2116-343.30-02 | 1,720 | 1,872 | 1,872 | 1,750 |
| 410-2116-343.31-00 | 200,374 | 105,410 | 105,410 | 219,760 |
| 410-2116-343.32-00 | 41,003 | 15,207 | 15,207 | 40,310 |
| 410-2116-343.33-00 | 227,189 | 225,852 | 225,852 | 221,816 |
| 410-2116-343.50-00 | 4,948,344 | 4,797,421 | 4,797,421 | 5,066,019 |
| 410-2116-343.50-01 | - | 118 | 118 | - |
| 410-2116-343.68-00 | 63,255 | 60,510 | 60,510 | 69,360 |
| TOTAL CHARGES FOR SERVICES | 9,726,536 | 9,290,691 | 9,290,691 | 9,960,058 |
| 410-2116-361.10-00 | 195,943 | 104,831 | 104,831 | 128,148 |
| 410-2116-361.30-00 | (87,191) | - | - | - |
| 410-2116-361.40-00 | (20,329) | - | - | - |
| TOTAL INTEREST AND OTHER EARNINGS | 88,423 | 104,831 | 104,831 | 128,148 |
| 410-2116-362.00-00 | 6,000 | - | - | - |
| 410-2116-369.90-00 | - | 706 | 706 | 706 |
| 410-2116-369.92-00 | 282 | - | - | - |
| 410-2116-389.40-00 | 1,770,836 | - | - | 1,581,470 |
| 410-2117-364.00-00 | - | 915 | 915 | 915 |
| 410-2117-365.00-00 | - | 531 | 531 | 531 |
| 410-2117-389.40-00 | 1,901,733 | - | - | - |
| 410-2127-343.50-02 | - | 3,789 | 3,789 | 3,789 |
| 410-2127-369.90-00 | 1,266 | 550 | 550 | 550 |
| TOTAL MISCELLANEOUS REVENUES | 3,680,117 | 6,491 | 6,491 | 1,587,961 |
| 410-2116-399.99-99 | - | - | 3,614,819 | 811,219 |
| TOTAL OTHER SOURCES | - | - | 3,614,819 | 811,219 |
| TOTAL UTILITIES OPERATING FUND | 13,505,376 | 9,410,584 | 13,025,403 | 12,497,556 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 UTILITIES OPERATING FUND
 OPERATING USES BY DIVISION**



USES BY CATEGORY



**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES OPERATING FUND
ADMINISTRATIVE DIVISION EXPENDITURES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-----------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2113-536.12-00 SALARIES | 130,536 | 130,358 | 130,358 | 130,358 |
| 410-2113-536.14-00 OVERTIME | - | - | - | - |
| 410-2113-536.21-00 FICA TAXES | 9,259 | 9,972 | 9,972 | 9,972 |
| 410-2113-536.22-00 RETIREMENT CONTRIBUTION | 17,807 | 19,436 | 19,436 | 13,675 |
| 410-2113-536.23-00 EMPLOYEE GROUP INSURANCE | 5,963 | 10,568 | 10,568 | 10,568 |
| 410-2113-536.24-00 WORKERS COMP INSURANCE | 1,154 | 224 | 224 | 224 |
| 410-2113-536.25-00 UNEMPLOYMENT COMPENSATION | - | 163 | 163 | - |
| TOTAL PERSONAL SERVICES | 164,719 | 170,721 | 170,721 | 164,797 |
| 410-2113-536.31-01 PROFESSIONAL SERVICE MISC | 47,275 | 5,800 | 5,800 | 15,800 |
| 410-2113-536.31-02 LEGAL | 5,490 | 7,200 | 7,200 | 5,500 |
| 410-2113-536.31-03 INVESTMENT COUNSEL | 26,733 | 27,304 | 27,304 | 27,304 |
| 410-2113-536.31-04 ENGINEERING | 1,450 | 5,500 | 5,500 | 5,500 |
| 410-2113-536.32-00 ACCOUNTING AND AUDIT | 15,000 | 16,000 | 16,000 | 16,000 |
| 410-2113-536.34-01 CONTRACTUAL SVCS MISC | 1,220 | - | - | - |
| 410-2113-536.40-00 TRAVEL | 50 | 300 | 300 | 300 |
| 410-2113-536.41-02 TELEPHONE | 2,197 | 1,650 | 1,650 | 1,650 |
| 410-2113-536.41-04 INTERNET | - | 500 | 500 | 500 |
| 410-2113-536.41-05 POSTAGE | 69 | 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 | 1,612 | 3,573 | 3,573 | 3,200 |
| 410-2113-536.45-00 GENERAL INSURANCE | 3,621 | 33,505 | 33,505 | 33,505 |
| 410-2113-536.46-03 REPAIRS/MAINT-VEHICLES | 5,172 | 4,495 | 4,495 | 4,495 |
| 410-2113-536.46-05 REPAIRS/MAINT-SOFTWARE | - | 1,000 | 1,000 | 1,000 |
| 410-2113-536.46-06 REPAIRS/MAINT-HARDWARE | 38,193 | 38,193 | 38,193 | 38,193 |
| 410-2113-536.46-10 REPAIRS/MAINT-BUILDING | 4,912 | 4,912 | 4,912 | 4,912 |
| 410-2113-536.47-01 MISC PRINTING AND BINDING | - | 150 | 150 | 150 |
| 410-2113-536.48-01 PROMOTIONAL-ADVERTISEMENTS | 147 | 500 | 500 | 500 |
| 410-2113-536.49-01 MISCELLANEOUS | - | - | - | - |
| 410-2113-536.49-02 MANAGEMENT FEES | 950,875 | 966,030 | 966,030 | 1,219,879 |
| 410-2113-536.49-05 LICENSES & TAXES | - | 1,638 | 1,638 | 1,638 |
| 410-2113-536.49-10 BAD DEBT EXPENSE | (4,459) | - | - | - |
| 410-2113-536.51-00 OFFICE SUPPLIES | 772 | 750 | 750 | 750 |
| 410-2113-536.52-01 OPERATING SUPPLIES MISC | 1,666 | 200 | 200 | 200 |
| 410-2113-536.52-03 GASOLINE & OIL | 1,181 | 1,100 | 1,100 | 1,100 |
| 410-2113-536.52-04 UNIFORMS & ACCESSORIES | 200 | 800 | 800 | 800 |
| 410-2113-536.54-01 DUES & SUBSCRIPTIONS | 3,161 | 3,100 | 3,100 | 3,100 |
| 410-2113-536.54-02 SEMINARS & COURSES | - | 500 | 500 | 1,200 |
| 410-2113-536.54-03 EDU REIMBURSEMENT | - | - | 6,487 | 6,487 |
| TOTAL OPERATING EXPENDITURES | 1,106,781 | 1,127,428 | 1,133,915 | 1,396,391 |

| | | | | | |
|--------------------|--------------------------------------|------------------|------------------|------------------|------------------|
| 410-2113-536.64-00 | MACHINERY AND EQUIPMENT | - | 21,861 | 21,861 | - |
| | TOTAL CAPITAL OUTLAY | - | 21,861 | 21,861 | - |
| 410-2113-536.91-01 | CONTINGENT EXPENSE | - | 150,000 | 150,000 | 150,000 |
| 410-2113-581.91-00 | INTRAFUND TRANSFERS | | 835,575 | 3,442,177 | 1,353,310 |
| 410-2113-590.90-00 | CARRYFORWARD FUND BALANCE | 3,850,295 | 618,454 | - | - |
| | TOTAL OTHER USES | 3,850,295 | 1,604,029 | 3,592,177 | 1,503,310 |
| | TOTAL ADMINISTRATIVE DIVISION | 5,121,795 | 2,924,039 | 4,918,674 | 3,064,498 |



WINTER GARDEN

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PUBLIC SERVICES DEPARTMENT

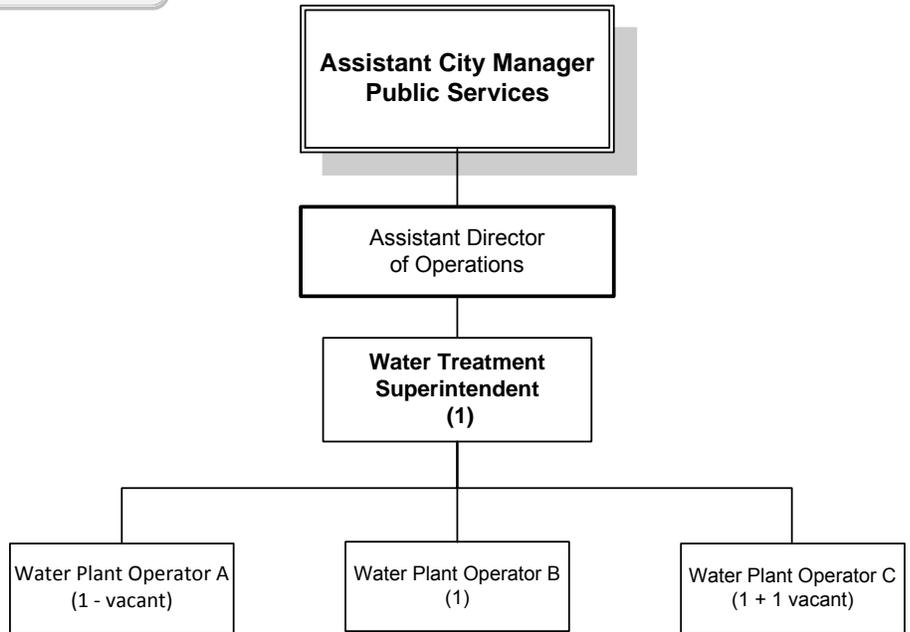
WATER TREATMENT & PUMPING DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MISSION STATEMENT: Provide quality and safe drinking water. | CORE FUNCTIONS: <ul style="list-style-type: none">• Provide safe drinking water• Maintain water system pressures and flows |
| CHALLENGES: <ul style="list-style-type: none">• St. John River Water Management District requirements for Alternative Water Supply Projects, using the expansion of the City's Reclaimed Water System as our Alternative Water Supply Project. | BUSINESS ASSUMPTIONS: <ul style="list-style-type: none">• Continue to meet compliance with the City's CUP as mandated by the SJRWMD.• 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 2015-2016 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 minimizing the number of service interruptions, boiled water notices, and reduced system pressure.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Drinking Water Quality Satisfaction Index | 61% | 71% | 73% ↑ |
| OPERATIONAL INDICATOR | | | |
| # of Water Pressure Interruptions that Resulted in < 50 PSI | 5 | 4 | 4 ↓ |

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES OPERATING FUND
WATER DIVISION EXPENDITURES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|----------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2116-533.12-00 SALARIES REGULAR | 126,866 | 216,629 | 216,629 | 216,629 |
| 410-2116-533.13-00 OTHER SALARIES AND WAGES | 131 | 4,457 | 4,457 | 4,457 |
| 410-2116-533.14-00 OVERTIME | 3,674 | 3,100 | 3,100 | 3,100 |
| 410-2116-533.21-00 FICA TAXES | 9,256 | 17,281 | 17,281 | 17,150 |
| 410-2116-533.22-00 RETIREMENT CONTRIBUTION | 16,758 | 33,426 | 33,426 | 23,517 |
| 410-2116-533.23-00 EMPLOYEE GROUP INSURANCE | 21,536 | 48,740 | 48,740 | 48,740 |
| 410-2116-533.24-00 WORKERS COMP INSURANCE | 4,260 | 7,495 | 7,495 | 7,495 |
| 410-2116-533.25-00 UNEMPLOYMENT COMPENSATION | - | 196 | 196 | - |
| 410-2116-533.26-00 OTHER POST EMPLOYMENT BENEFITS | 16,148 | 15,000 | 15,000 | 6,000 |
| TOTAL PERSONAL SERVICES | 198,629 | 346,324 | 346,324 | 327,088 |
| 410-2116-533.31-01 MISC PROFESSIONAL SVCS | 65 | 6,500 | 6,500 | 4,500 |
| 410-2116-533.31-04 ENGINEERING | 26,231 | 15,500 | 24,500 | 20,000 |
| 410-2116-533.34-01 CONTRACTUAL SVCS MISC. | 50,975 | 37,526 | 48,128 | 37,526 |
| 410-2116-533.34-02 LAWN MAINTENANCE SERVICES | - | - | - | 25,000 |
| 410-2116-533.34-08 PERSONNEL SERVICES | 28,763 | - | - | 5,000 |
| 410-2116-533.40-00 TRAVEL EXPENSE | 463 | 1,440 | 1,440 | 1,440 |
| 410-2116-533.41-02 TELEPHONE | 4,020 | 3,676 | 3,676 | 3,676 |
| 410-2116-533.41-03 RADIO | 92 | 250 | 250 | 100 |
| 410-2116-533.41-04 INTERNET SERVICES | 543 | 500 | 500 | 500 |
| 410-2116-533.41-05 POSTAGE | 90 | 1,825 | 1,825 | 1,825 |
| 410-2116-533.43-00 UTILITY SERVICES | 327,661 | 336,237 | 336,237 | 336,237 |
| 410-2116-533.44-00 RENTALS AND LEASES | 6,282 | 9,288 | 9,288 | 5,000 |
| 410-2116-533.45-00 GENERAL INSURANCE | 59,466 | 54,525 | 54,525 | 54,525 |
| 410-2116-533.46-01 REPAIRS & MAINTENANCE MISC. | 830 | 1,854 | 1,854 | 88,806 |
| 410-2116-533.46-02 REPAIRS/MAINT-EQUIPMENT | 19,259 | 29,994 | 29,994 | 86,590 |
| 410-2116-533.46-03 REPAIRS/MAINT-VEHICLES | 5,583 | 4,648 | 4,648 | 4,648 |
| 410-2116-533.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE | 500 | 1,000 | 1,000 | 1,000 |
| 410-2116-533.46-06 REPAIRS/MAINT-COMPUTER HARDWARE | 14,323 | 14,323 | 14,323 | 14,323 |
| 410-2116-533.46-10 BUILDING | 55,480 | 44,208 | 44,208 | 44,208 |
| 410-2116.533.47-01 PRINTING AND BINDING MISC. | 1,839 | 1,800 | 1,800 | 1,800 |
| 410-2116.533.48-01 ADVERTISEMENT-LEGAL, OTHER | 148 | - | - | 250 |
| 410-2116-533.49-05 LICENSES & TAXES | 100 | 1,050 | 1,050 | 7,050 |
| 410-2116-533.51-00 OFFICE SUPPLIES | 74 | 200 | 200 | 100 |
| 410-2116-533.52-01 OPERATING SUPPLIES MISC. | 3,167 | 2,200 | 2,200 | 2,200 |
| 410-2116-533.52-02 CHEMICALS | 54,909 | 50,365 | 50,365 | 50,365 |
| 410-2116-533.52-03 GASOLINE & OIL | 12,490 | 9,500 | 9,500 | 9,500 |
| 410-2116-533.52-04 UNIFORMS & ACCESSORIES | 1,966 | 2,100 | 2,100 | 2,100 |
| 410-2116-533.54-01 DUES AND SUBSCRIPTIONS | 90 | 500 | 500 | 500 |
| 410-2116-533.54-02 SEMINARS AND COURSES | 525 | 750 | 750 | 750 |
| TOTAL OPERATING EXPENDITURES | 675,934 | 631,759 | 651,361 | 809,519 |
| 410-2116-533.62-00 BUILDINGS | - | - | - | 150,000 |
| 410-2116-533.63-00 IMPROVEMENTS O/T BUILDING | - | 100,000 | 729,395 | - |
| 410-2116-533.64-00 MACHINERY & EQUIPMENT | - | 66,120 | 66,120 | - |
| TOTAL CAPITAL OUTLAY | - | 166,120 | 795,515 | 150,000 |
| 410-2116-591.93-00 SERVICE DEPOSIT INTEREST | 43,412 | 39,341 | 39,341 | 39,341 |
| TOTAL OTHER USES | 43,412 | 39,341 | 39,341 | 39,341 |
| TOTAL WATER DIVISION | 917,975 | 1,183,544 | 1,832,541 | 1,325,948 |



WINTER GARDEN

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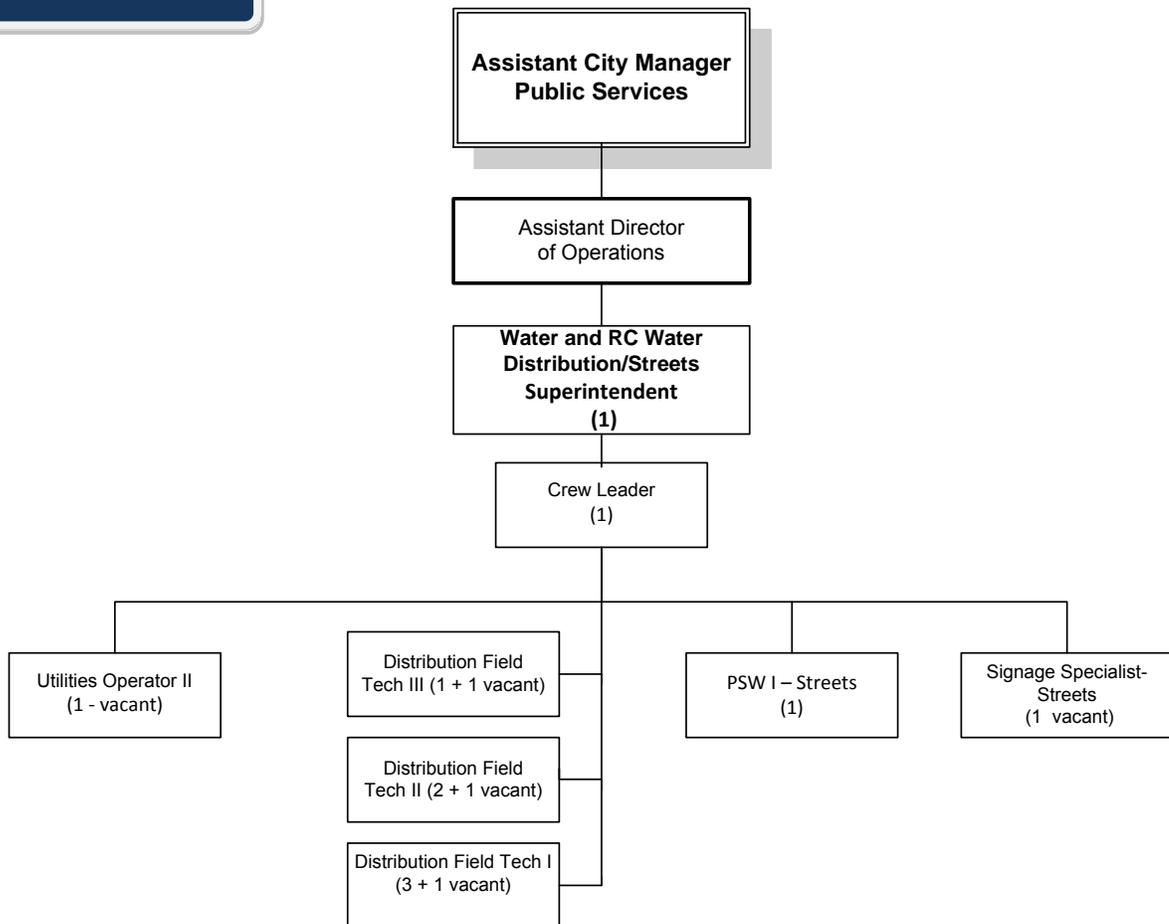
PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION

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



**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES OPERATING FUND
DISTRIBUTION DIVISION EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 410-2126-533.12-00 | 290,197 | 405,775 | 405,775 | 405,775 |
| 410-2126-533.14-00 | 16,556 | 17,540 | 17,540 | 17,540 |
| 410-2126-533.21-00 | 20,137 | 32,509 | 32,509 | 32,509 |
| 410-2126-533.22-00 | 43,174 | 63,116 | 63,116 | 44,406 |
| 410-2126-533.23-00 | 81,229 | 133,754 | 133,754 | 133,754 |
| 410-2126-533.24-00 | 11,924 | 13,009 | 13,009 | 13,009 |
| 410-2126-533.25-00 | - | 277 | 277 | - |
| 410-2126-533.26-00 | 21,766 | 14,308 | 14,308 | 9,000 |
| TOTAL PERSONAL SERVICES | 484,983 | 680,288 | 680,288 | 655,993 |
| 410-2126-533.31-04 | - | 5,000 | 5,000 | 5,000 |
| 410-2126-533.31-06 | - | 200 | 200 | 200 |
| 410-2126-533.34-01 | 12,314 | 12,945 | 12,945 | 12,945 |
| 410-2126-533.40-00 | 605 | 1,872 | 1,872 | 1,872 |
| 410-2126-533.41-02 | 1,914 | 2,319 | 2,319 | 2,319 |
| 410-2126-533.41-03 | 137 | 150 | 150 | 150 |
| 410-2126-533.41-04 | 507 | 507 | 507 | 507 |
| 410-2126-533.44-00 | 97 | 2,500 | 2,500 | 2,500 |
| 410-2126-533.45-00 | 14,539 | 18,035 | 18,035 | 18,035 |
| 410-2126-533.46-01 | 4,000 | 500 | 500 | 500 |
| 410-2126-533.46-02 | 2,313 | 5,600 | 5,600 | 5,600 |
| 410-2126-533.46-03 | 13,192 | 11,761 | 11,761 | 11,761 |
| 410-2117-535.46-05 | 2,000 | 3,710 | 3,710 | 3,710 |
| 410-2126-533.46-06 | 14,323 | 14,323 | 14,323 | 14,323 |
| 410-2126-533.46-07 | 75,367 | 85,017 | 85,017 | 85,017 |
| 410-2126-533.48-01 | 274 | - | - | - |
| 410-2126-533.49-05 | 1,466 | 1,602 | 1,602 | 1,602 |
| 410-2126-533.51-00 | 164 | 250 | 250 | 250 |
| 410-2126-533.52-01 | 349,665 | 400,950 | 432,700 | 462,500 |
| 410-2126-533.52-03 | 29,636 | 30,000 | 30,000 | 21,100 |
| 410-2126-533.52-04 | 6,114 | 10,950 | 10,950 | 10,950 |
| 410-2126-533.54-01 | 818 | 2,500 | 2,500 | 2,500 |
| 410-2126-533.54-02 | 1,195 | 1,356 | 1,356 | 1,356 |
| TOTAL OPERATING EXPENDITURES | 530,640 | 612,047 | 643,797 | 664,697 |
| 410-2126-533.63-00 | - | 100,000 | 163,916 | 1,596,375 |
| 410-2126-533.64-00 | - | 69,980 | 69,980 | 16,386 |
| TOTAL CAPITAL OUTLAY | - | 169,980 | 233,896 | 1,612,761 |
| TOTAL DISTRIBUTION DIVISION | 1,015,623 | 1,462,315 | 1,557,981 | 2,933,451 |



PUBLIC SERVICES DEPARTMENT

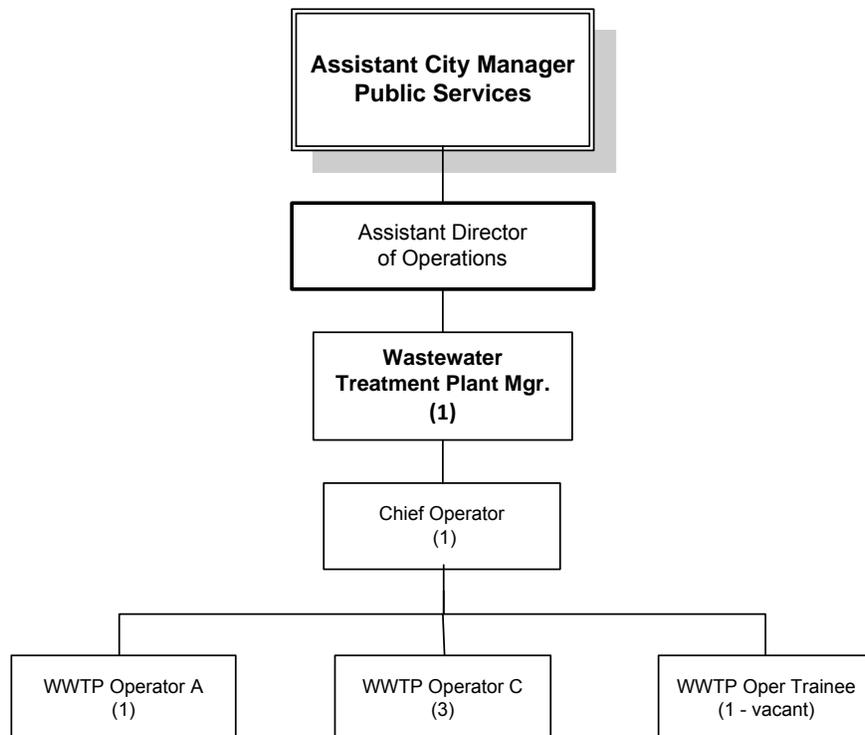
WASTEWATER & RECLAIMED WATER DIVISION

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 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Improve odor control at wastewater treatment facility

Objective

- Monitor the odor control equipment on the Headworks and Influent Wetwell to ensure the proper operation 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 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-----------------------------------------------------------------|--------------------|--------------------|--------------------|
| OPERATIONAL INDICATORS | | | |
| Number of Odor Complaints (Wastewater Treatment Plant) | 0 | 0 | 0↓ |
| Number of Repeated Odor Complaints (Wastewater Treatment Plant) | 0 | 0 | 0↓ |

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES OPERATING FUND
WASTEWATER DIVISION EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|----------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 410-2117-535.12-00 SALARIES REGULAR | 284,994 | 322,319 | 322,319 | 322,319 |
| 410-2117-535.13-00 OTHER SALARIES AND WAGES | 131 | 4,457 | 4,457 | 4,457 |
| 410-2117-535.14-00 SALARIES OVERTIME 1.5 | 16,074 | 13,200 | 21,200 | 13,200 |
| 410-2117-535.21-00 FICA TAXES | 21,157 | 26,251 | 26,251 | 26,251 |
| 410-2117-535.22-00 RETIREMENT CONTRIBUTION | 40,027 | 50,690 | 50,690 | 35,663 |
| 410-2117-535.23-00 EMPLOYEE GROUP INSURANCE | 44,883 | 69,642 | 69,642 | 69,642 |
| 410-2117-535.24-00 WORKERS COMP INSURANCE | 6,326 | 6,306 | 6,306 | 6,306 |
| 410-2117-535.25-00 UNEMPLOYMENT COMPENSATION | - | 262 | 262 | - |
| 410-2117-535.26-00 OTHER POST EMPLOYMENT BENEFITS | 17,207 | 15,000 | 15,000 | 3,000 |
| TOTAL PERSONAL SERVICES | 430,799 | 508,127 | 516,127 | 480,838 |
| 410-2117-535.31-01 MISC PROFESSIONAL SERVICES | 6,612 | 9,366 | 9,366 | 9,366 |
| 410-2117-535.31-04 ENGINEERING | - | 4,802 | 4,802 | 2,000 |
| 410-2117-535.34-01 CONTRACTUAL SVCS MISC. | 525,675 | 500,326 | 655,326 | 955,074 |
| 410-2117-535.34-02 LAWN MAINTENANCE | 1,895 | 4,355 | 4,355 | 4,355 |
| 410-2117-535.34-06 JANITORIAL | 500 | 1,469 | 1,469 | 1,469 |
| 410-2117-535.34-08 PERSONNEL SERVICES | 21,350 | - | - | - |
| 410-2117-535.40-00 TRAVEL EXPENSES | 1,114 | 2,160 | 2,160 | 2,160 |
| 410-2117-535.41-02 TELEPHONE | 7,338 | 6,349 | 6,349 | 6,349 |
| 410-2117-535.41-03 RADIO | 61 | 150 | 150 | 150 |
| 410-2117-535.41-05 POSTAGE | 159 | 200 | 200 | 200 |
| 410-2117-535.43-00 UTILITY SERVICES | 472,198 | 444,434 | 444,434 | 444,434 |
| 410-2117-535.44-00 RENTALS & LEASES | 2,006 | 4,113 | 4,113 | 3,000 |
| 410-2117-535.45-00 GENERAL INSURANCE | 143,691 | 132,778 | 132,778 | 132,778 |
| 410-2117-535.46-01 REPAIRS & MAINTENANCE MISC. | 34,714 | 44,394 | 44,394 | 44,394 |
| 410-2117-535.46-02 REPAIRS/MAINT-EQUIPMENT | 69,801 | 90,385 | 90,385 | 94,850 |
| 410-2117-535.46-03 REPAIRS/MAINT-VEHICLES | 4,585 | 4,493 | 4,493 | 4,493 |
| 410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE | 9,395 | 19,526 | 19,526 | 2,000 |
| 410-2117-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE | 9,948 | 10,493 | 10,493 | 11,548 |
| 410-2117-535.46-10 BUILDING | 74,198 | 67,710 | 67,710 | 81,556 |
| 410-2117-535.48-01 ADVERTISEMENT | 257 | - | - | - |
| 410-2117-535.49-05 LICENSES & TAXES | 190 | 5,100 | 6,300 | 5,100 |
| 410-2117-535.51-00 OFFICE SUPPLIES | 777 | 1,075 | 1,075 | 1,075 |
| 410-2117-535.52-01 OPERATING SUPPLIES MISC. | 11,421 | 9,932 | 9,932 | 9,932 |
| 410-2117-535.52-02 CHEMICALS | 207,314 | 196,429 | 196,429 | 196,429 |
| 410-2117-535.52-03 GASOLINE & OIL | 4,353 | 4,558 | 4,558 | 4,558 |
| 410-2117-535.52-04 UNIFORMS & ACCESSORIES | 4,459 | 4,615 | 4,615 | 4,615 |
| 410-2117-535.52-05 LABORATORY SUPPLIES | 7,318 | 6,415 | 6,415 | 6,415 |
| 410-2117-535.54-01 DUES & SUBSCRIPTIONS | 300 | 550 | 550 | 550 |
| 410-2117-535.54-02 SEMINARS & COURSES | 1,772 | 1,356 | 1,356 | 1,356 |
| TOTAL OPERATING EXPENDITURES | 1,623,401 | 1,577,533 | 1,733,733 | 2,030,206 |
| 410-2117-535.62-00 IMPROV OTHER THAN BUILDING | - | - | 29,000 | - |
| 410-2117-535.63-00 IMPROV OTHER THAN BUILDING | - | 79,000 | 474,514 | 1,059,750 |
| 410-2117-535.64-00 MACHINERY & EQUIPMENT | - | 52,184 | 71,784 | 11,000 |
| TOTAL CAPITAL OUTLAY | - | 131,184 | 575,298 | 1,070,750 |
| TOTAL WASTEWATER | 2,054,200 | 2,216,844 | 2,825,158 | 3,581,794 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES OPERATING FUND
COLLECTION DIVISION EXPENDITURES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|----------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 410-2127-535.12-00 | 277,484 | 465,816 | 465,816 | 465,816 |
| 410-2127-535.14-00 | 14,395 | 25,350 | 25,350 | 25,350 |
| 410-2127-535.21-00 | 20,743 | 37,895 | 37,895 | 37,574 |
| 410-2127-535.22-00 | 40,218 | 73,233 | 73,233 | 51,523 |
| 410-2127-535.23-00 | 48,648 | 128,394 | 128,394 | 128,394 |
| 410-2127-535.24-00 | 8,854 | 14,226 | 14,226 | 14,226 |
| 410-2127-535.25-00 | - | 301 | 301 | - |
| 410-2127-535.26-00 | 24,354 | 17,885 | 17,885 | 6,000 |
| TOTAL PERSONAL SERVICES | 434,696 | 763,100 | 763,100 | 728,884 |
| 410-2127-535.31-01 | 66 | - | - | - |
| 410-2127-535.31-04 | 2,500 | 3,000 | 3,000 | 3,000 |
| 410-2127-535.31-06 | - | 200 | 200 | 200 |
| 410-2127-535.34-01 | 782 | 10,000 | 10,000 | 10,000 |
| 410-2127-535.34-08 | - | 4,000 | 4,000 | 5,585 |
| 410-2127-535.40-00 | 2,935 | 1,260 | 1,260 | 1,260 |
| 410-2127-535.41-02 | 12,396 | 12,500 | 12,500 | 13,215 |
| 410-2127-535.41-03 | 122 | 300 | 300 | 300 |
| 410-2127-535.41-04 | 911 | 1,200 | 1,200 | 1,200 |
| 410-2127-535.41-05 | 48 | 100 | 100 | 100 |
| 410-2127-535.43-00 | 96,220 | 92,500 | 92,500 | 92,500 |
| 410-2127-535.44-00 | 2,232 | 2,200 | 2,200 | 1,000 |
| 410-2127-535.45-00 | 48,039 | 46,649 | 46,649 | 46,649 |
| 410-2127-535.46-01 | - | 1,000 | 1,000 | 500 |
| 410-2127-535.46-02 | 4,034 | 10,588 | 10,588 | 9,145 |
| 410-2127-535.46-03 | 64,040 | 69,578 | 69,578 | 69,578 |
| 410-2127-535.46-04 | 84,158 | 80,443 | 80,443 | 93,369 |
| 410-2117-535.46-05 | 1,000 | 2,710 | 2,710 | 8,300 |
| 410-2127-535.46-06 | 9,548 | 9,685 | 9,685 | 9,685 |
| 410-2127-535.46-07 | 11,580 | 16,243 | 16,243 | 17,969 |
| 410-2127-535.46-10 | 13,827 | 9,824 | 9,824 | 9,824 |
| 410-2127-535.47-01 | 30 | 450 | 450 | 200 |
| 410-2127-535.48-01 | 1,112 | 100 | 100 | 250 |
| 410-2127-535.49-05 | 577 | 450 | 450 | 450 |
| 410-2127-535.51-00 | 166 | 550 | 550 | 200 |
| 410-2127-535.52-01 | 20,954 | 25,288 | 25,288 | 8,500 |
| 410-2127-535.52-02 | 5,856 | 3,000 | 3,000 | 11,250 |
| 410-2127-535.52-03 | 33,326 | 33,718 | 33,718 | 33,718 |
| 410-2127-535.52-04 | 7,320 | 11,450 | 11,450 | 11,450 |
| 410-2127-535.54-01 | 818 | 1,000 | 1,000 | 1,000 |
| 410-2127-535.54-02 | 2,513 | 1,863 | 1,863 | 1,863 |
| TOTAL OPERATING EXPENDITURES | 427,110 | 451,849 | 451,849 | 462,260 |
| 410-2127-535.63-00 | - | - | 267,207 | 118,232 |
| 410-2127-535.64-00 | - | 156,189 | 156,189 | 44,984 |
| TOTAL CAPITAL OUTLAY | - | 156,189 | 423,396 | 163,216 |
| TOTAL COLLECTION DIVISION | 861,806 | 1,371,138 | 1,638,345 | 1,354,360 |

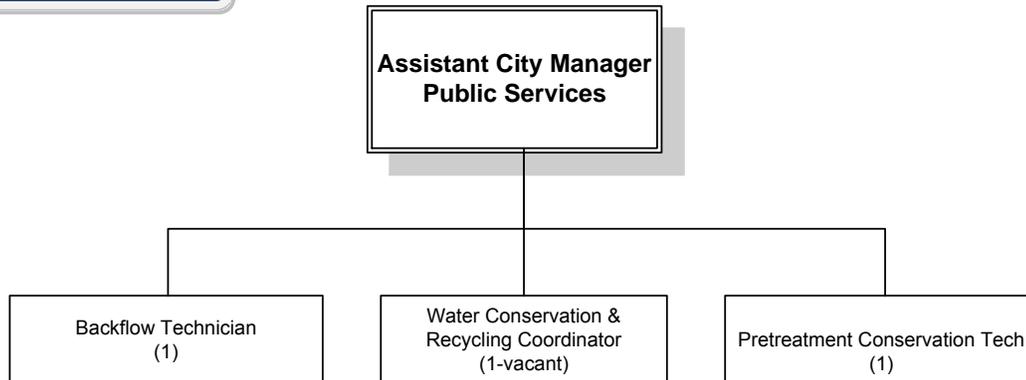


**PUBLIC SERVICES DEPARTMENT
ENVIRONMENTAL SERVICES DIVISION
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY**

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

- Continue focus on grease reduction in the City's waste water system through restaurant owner reinforced education on proper grease trap management and maintenance.

Strategic Priority #2
Preserve the Natural Environment

Department Goal

Protect groundwater resources through water conservation

Objective

- Ensure compliance with St John's Water allocation through proactive conservation awareness efforts that will prevent exceeding allowable groundwater withdrawal restrictions.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-----------------------------------------------------|----------------------------|----------------------------|----------------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Water Conservation Participation Index | 78% | 85% | 87%↑ |
| OPERATIONAL INDICATORS | | | |
| Restaurant Site Inspection Compliance Rate * | 100% | 100% | 100%↑ |
| Million Gallons / Day in Groundwater Withdrawals ** | 4.99 | 5.4 | 4.80↓ |

* 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.

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES OPERATING FUND
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-----------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 410-2132-537.12-00 SALARIES REGULAR | 85,211 | 121,094 | 121,094 | 121,094 |
| 410-2132-537.14-00 SALARIES OVERTIME 1.5 | 80 | 358 | 358 | 358 |
| 410-2132-537.21-00 FICA TAXES | 5,845 | 9,310 | 9,310 | 9,291 |
| 410-2132-537.22-00 RETIREMENT CONTRIBUTION | 11,594 | 18,055 | 18,055 | 12,740 |
| 410-2132-537.23-00 EMPLOYEE GROUP INSURANCE | 17,231 | 33,309 | 33,309 | 33,309 |
| 410-2132-537.24-00 WORKERS COMP INSURANCE | 2,900 | 3,965 | 3,965 | 3,965 |
| 410-2132-537.26-00 OTHER POST EMPLOYMENT BENEFITS | 9,089 | 8,365 | 8,365 | 3,000 |
| TOTAL PERSONAL SERVICES | <u>131,950</u> | <u>194,456</u> | <u>194,456</u> | <u>183,757</u> |
| 410-2132-537.40-00 TRAVEL EXPENSES | - | 900 | 900 | 900 |
| 410-2132-537.41-02 COMMUNICATIONS/FREIGHT-PHONE | 927 | 800 | 800 | 800 |
| 410-2132-537.41-03 RADIO | 15 | - | - | - |
| 410-2132-537.41-04 INTERNET | 456 | - | - | - |
| 410-2132-537.41-05 POSTAGE | 4,273 | 4,950 | 4,950 | 4,950 |
| 410-2132-537.45-00 GENERAL INSURANCE | 202 | 85 | 85 | 85 |
| 410-2132-537.46-02 REPAIRS/MAINT-EQUIPMENT | 226 | 500 | 500 | 500 |
| 410-2132-537.46-03 VEHICLES | 1,454 | 890 | 890 | 890 |
| 410-2132-537.46-05 COMPUTER SOFTWARE | 530 | 1,750 | 1,750 | 1,750 |
| 410-2132-537.46-06 COMPUTER HARDWARE | 14,323 | 14,323 | 14,323 | 14,323 |
| 410-2132-537.47-01 PRINTING & BINDING | 5,098 | 3,530 | 3,530 | 3,530 |
| 410-2132-537.48-01 PROMOTIONAL-ADVERTISEMENTS | 11,310 | 12,100 | 12,100 | 12,100 |
| 410-2132-537.48-02 PROMOTIONAL-PROMOTIONAL ITEMS | 6,874 | 7,130 | 7,130 | 7,130 |
| 410-2132-537.49-05 LICENSES & TAXES | - | 200 | 200 | 200 |
| 410-2132-537.51-00 OFFICE SUPPLIES | 227 | 300 | 300 | 300 |
| 410-2132-537.52-01 OPERATING SUPPLIES-MISCELLANEOUS | 1,540 | 1,500 | 1,500 | 1,500 |
| 410-2132-537.52-03 GASOLINE & OIL | 2,162 | 3,500 | 3,500 | 2,500 |
| 410-2132-537.52-04 UNIFORMS & ACCESSORIES | 845 | 750 | 750 | 750 |
| 410-2132-537.54-01 DUES AND SUBSCRIPTIONS | 608 | 700 | 700 | 700 |
| 410-2132-537.54-02 SEMINARS & COURSES | 85 | 840 | 840 | 840 |
| 410-2132-537.54-03 OTHER EDUCATIONAL SERVICE | 1,113 | 3,500 | 3,500 | - |
| TOTAL OPERATING EXPENDITURES | <u>52,268</u> | <u>58,248</u> | <u>58,248</u> | <u>53,748</u> |
| TOTAL ENVIRONMENTAL SERVICES DIVISION | <u>184,218</u> | <u>252,704</u> | <u>252,704</u> | <u>237,505</u> |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 UTILITIES OPERATING FUND EXPENDITURES
 DEPRECIATION**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|----------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 410-2190-536.59-01 DEPRECIATION BUILDING | 128,796 | - | - | - |
| 410-2190-536.59-02 DEPRECIATION IMPROVEMENTS | 2,953,984 | - | - | - |
| 410-2190-536.59-03 DEPRECIATION EQUIPMENT | 266,979 | - | - | - |
| TOTAL OPERATING EXPENDITURES | 3,349,759 | - | - | - |
| TOTAL DEPRECIATION | <u>3,349,759</u> | - | - | - |
| TOTAL UTILITIES OPERATING FUND | <u>13,505,376</u> | <u>9,410,584</u> | <u>13,025,403</u> | <u>12,497,556</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES IMPACT FEES FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-----------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 411-2116-324.21-00 RESIDENTIAL-PHYSICAL ENVR | 994,949 | 786,947 | 786,947 | 815,954 |
| 411-2116-324.22-00 COMMERCIAL-PHYSICAL ENVIR | 186,376 | 17,447 | 17,447 | 29,800 |
| 411-2117-324.21-00 RESIDENTIAL-PHYSICAL ENVR | 817,954 | 452,793 | 452,793 | 577,246 |
| 411-2117-324.22-00 COMMERCIAL-PHYSICAL ENVIR | 211,309 | 6,058 | 6,058 | 6,058 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 2,210,588 | 1,263,245 | 1,263,245 | 1,429,058 |
| 411-2116-361.10-00 INTEREST | 99,313 | 95,304 | 95,304 | 67,610 |
| 411-2116-361.30-00 INCR(DECR) IN FV OF INVST | (46,543) | - | - | - |
| 411-2116-361.40-00 GAIN (LOSS) ON SALE OF INVESTMNT | (6,034) | - | - | - |
| TOTAL INVESTMENTS | 46,736 | 95,304 | 95,304 | 67,610 |
| 411-2116-363.23-01 IMPACT FEES WATER SRVC | 103,894 | 25,612 | 25,612 | 63,126 |
| 411-2116-363.23-02 IMPACT FEES SEWER SRVC | 15,701 | 6,647 | 6,647 | 16,197 |
| 411-2117-389.40-00 OTHER GRANTS & DONATIONS | - | - | - | 479,040 |
| TOTAL MISCELLANEOUS REVENUES | 119,595 | 32,259 | 32,259 | 558,363 |
| 411-2116-399.99-99 USE OF FUND BALANCE-WATER | - | - | 6,735,900 | - |
| 411-2117-399.99-99 USE OF FUND BALANCE-WASTEWATER | - | - | 691,883 | - |
| TOTAL NON-OPERATING REVENUES | - | - | 7,427,783 | - |
| TOTAL UTILITIES IMPACT FEES FUND | 2,376,919 | 1,390,808 | 8,818,591 | 2,055,031 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
UTILITIES IMPACT FEE FUND EXPENDITURES**

| | | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-----------------------------------------|----------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <u>WATER DIVISION</u> | | | | | |
| 411-2116-517.72-00 | INTEREST | 33,601 | 33,601 | 33,601 | 33,601 |
| | TOTAL DEBT SERVICE | 33,601 | 33,601 | 33,601 | 33,601 |
| 411-2116-599.99-99 | CARRYFORWARD FUND BALANCE | 1,314,055 | 838,881 | 838,881 | 938,636 |
| | TOTAL DEBT SERVICE | 1,314,055 | 838,881 | 838,881 | 938,636 |
| TOTAL WATER DIVISION | | 1,347,656 | 872,482 | 872,482 | 972,237 |
| <u>WASTEWATER DIVISION</u> | | | | | |
| 411-2117-535.63-00 | IMPROV OTHER THAN BUILDING | - | - | 664,815 | - |
| | TOTAL CAPITAL OUTLAY | - | - | 664,815 | - |
| 411-2117-517.72-00 | INTEREST | 214,337 | 213,027 | 213,027 | 213,027 |
| 411-2117-599.99-99 | CARRYFORWARD FUND BALANCE | 814,926 | 245,824 | 245,824 | 829,217 |
| | TOTAL DEBT SERVICE | 1,029,263 | 458,851 | 458,851 | 1,042,244 |
| TOTAL WASTEWATER DIVISION | | 1,029,263 | 458,851 | 1,123,666 | 1,042,244 |
| <u>DISTRIBUTION DIVISION</u> | | | | | |
| 411-2126-533.63-00 | IMPROV OTHER THAN BUILDING | - | 59,475 | 6,795,375 | 20,450 |
| | TOTAL CAPITAL OUTLAY | - | 59,475 | 6,795,375 | 20,450 |
| TOTAL DISTRIBUTION DIVISION | | - | 59,475 | 6,795,375 | 20,450 |
| <u>COLLECTION DIVISION</u> | | | | | |
| 411-2127-535.63-00 | IMPROV OTHER THAN BUILDING | - | - | 27,068 | 20,100 |
| | TOTAL CAPITAL OUTLAY | - | - | 27,068 | 20,100 |
| TOTAL COLLECTION DIVISION | | - | - | 27,068 | 20,100 |
| TOTAL UTILITIES IMPACT FEES FUND | | 2,376,919 | 1,390,808 | 8,818,591 | 2,055,031 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-----------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 412-2116-381.41-00 INTERFUND TRANSFER | - | 835,575 | 3,442,177 | 1,353,310 |
| TOTAL NON-OPERATING REVENUES | - | 835,575 | 3,442,177 | 1,353,310 |
| TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND | - | 835,575 | 3,442,177 | 1,353,310 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| <u>DISTRIBUTION DIVISION</u> | | | | |
| 412-2126-533.63-00 IMPROV OTHER THAN BUILDING | - | 200,000 | 900,000 | 552,250 |
| TOTAL CAPITAL OUTLAY | - | 200,000 | 900,000 | 552,250 |
| TOTAL DISTRIBUTION DIVISION | - | 200,000 | 900,000 | 552,250 |
| <u>COLLECTION DIVISION</u> | | | | |
| 412-2127-535.63-00 IMPROV OTHER THAN BUILDING | - | 635,575 | 2,542,177 | 801,060 |
| TOTAL CAPITAL OUTLAY | - | 635,575 | 2,542,177 | 801,060 |
| TOTAL COLLECTION DIVISION | - | 635,575 | 2,542,177 | 801,060 |
| TOTAL UTILITIES RENEWAL & REPLACEMENT FUND | - | 835,575 | 3,442,177 | 1,353,310 |

- STORMWATER -



WINTER GARDEN

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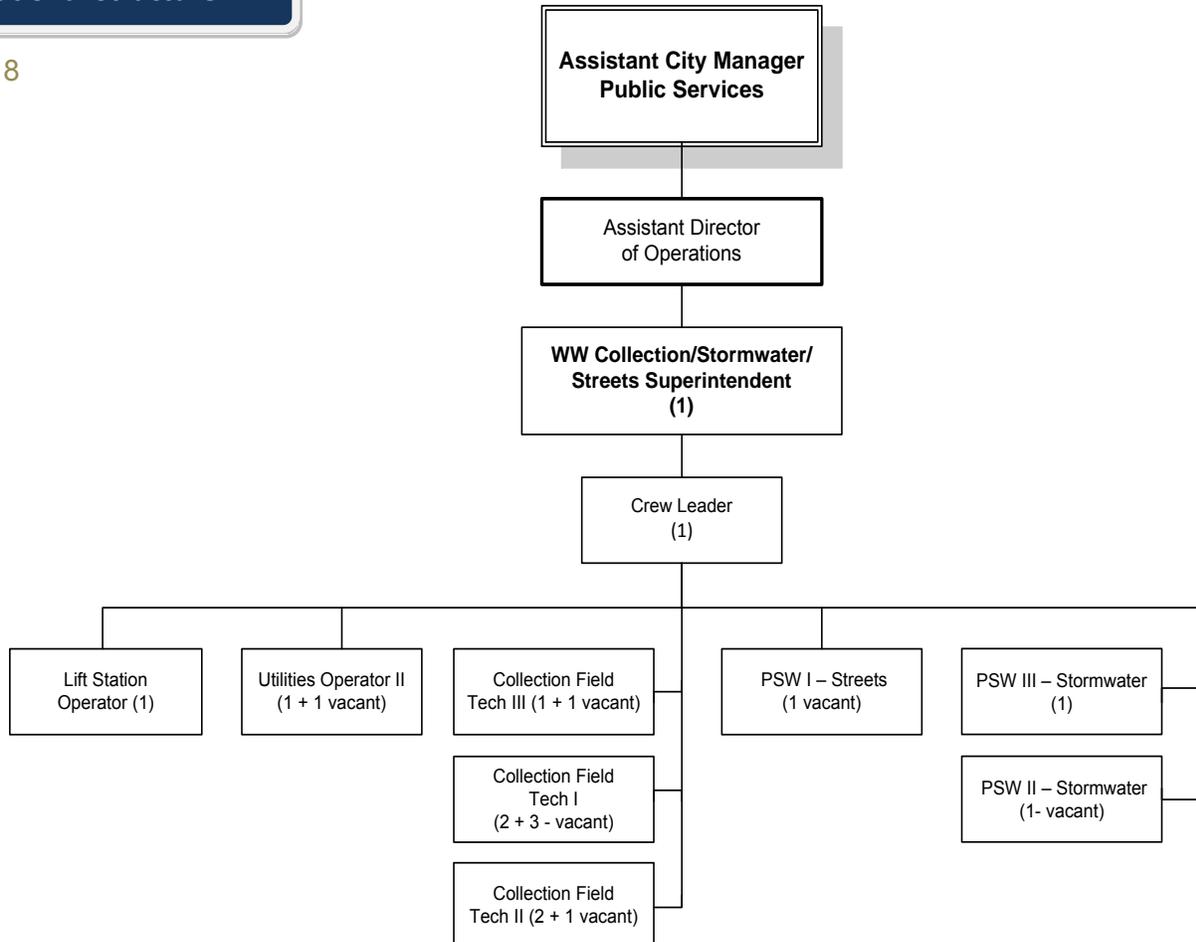
PUBLIC SERVICES DEPARTMENT WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

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

Objective

- Improve and maintain a high level of service with the street cleaning and storm water system maintenance program to increase the volume of pollutants removed from the storm water drains.
-

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 investigating and interviewing the citizens related to their concerns and/or storm water problems. As a result of the investigation/interview, remedies may be performed by the City, while others may be a private property issue.
-

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

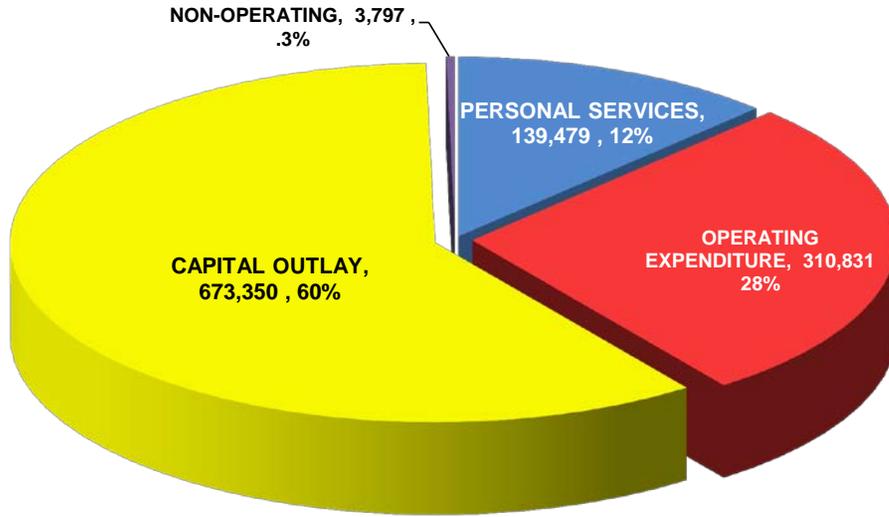
| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-----------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Street Cleaning Satisfaction Index | 77% | 85% | 87%↑ |
| Sewer Service Satisfaction Index | 86% | 90% | 91%↑ |
| Storm Water Drainage Satisfaction Index | 81% | 84% | 86%↑ |
| OPERATIONAL INDICATORS | | | |
| % of Sewer Calls Responded to Within 45 Minutes | 99.92% | 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 2015/2016 BUDGET
STORMWATER OPERATING FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 420-2618-329.00-00 STORMWATER | 1,401,641 | 1,394,956 | 1,394,956 | 1,399,520 |
| TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS | 1,401,641 | 1,394,956 | 1,394,956 | 1,399,520 |
| 420-2618-364.00-00 DISPOSITION/FIXED ASSETS | - | 1,487 | 1,487 | 1,487 |
| TOTAL MISCELLANEOUS REVENUES | - | 1,487 | 1,487 | 1,487 |
| 420-2618-389.40-00 OTHER GRANTS & DONATIONS | 826,835 | - | - | - |
| TOTAL NON-OPERATING REVENUES | 826,835 | - | - | - |
| 420-2618-399.99-99 USE OF FUND BALANCE | - | - | 1,086,249 | - |
| TOTAL OTHER SOURCES | - | - | 1,086,249 | - |
| TOTAL STORMWATER OPERATING FUND | 2,228,476 | 1,396,443 | 2,482,692 | 1,401,007 |

CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
STORMWATER FUND
USES BY CATEGORY



**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
STORMWATER OPERATING FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--------------------------------------|---------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| STORMWATER OPERATING DIVISION | | | | |
| 420-2618-538.12-00 | SALARIES REGULAR | 78,503 | 80,128 | 80,128 |
| 420-2618-538.13-00 | OTHER SALARIES AND WAGES | 131 | 4,457 | 4,457 |
| 420-2618-538.14-00 | OVERTIME | 7,058 | 6,765 | 9,795 |
| 420-2618-538.21-00 | FICA TAXES | 7,660 | 7,075 | 7,220 |
| 420-2618-538.22-00 | RETIREMENT CONTRIBUTION | 12,563 | 13,701 | 9,433 |
| 420-2618-538.23-00 | EMPLOYEE GROUP INSURANCE | 12,399 | 18,184 | 18,184 |
| 420-2618-538.24-00 | WORKERS COMP INSURANCE | 4,297 | 4,262 | 4,262 |
| 420-2618-538.25-00 | UNEMPLOYMENT COMPENSATION | - | 131 | - |
| 420-2618-538.26-00 | OTHER POST EMPLOYMENT BENEFITS | 7,059 | 6,577 | 6,000 |
| | TOTAL PERSONAL SERVICES | 129,670 | 141,280 | 139,479 |
| 420-2618-538.31-01 | MISCELLANEOUS PROFESSIONAL SVCS | 10,871 | - | 7,650 |
| 420-2618-538.31-04 | ENGINEERING | 24,179 | 6,000 | 6,000 |
| 420-2618-538.31-06 | MEDICAL | - | 147 | 147 |
| 420-2618-538.32-00 | ACCOUNTING AND AUDIT | 2,200 | 2,500 | 2,500 |
| 420-2618-538.34-01 | CONTRACTUAL SVCS MISC. | 5,023 | 23,625 | 105,092 |
| 420-2618-538.34-08 | PERSONNEL SERVICES | 1,641 | - | 3,102 |
| 420-2618-538.34-12 | TIPPING FEES | 19,301 | 17,913 | 17,913 |
| 420-2618-538.40-00 | TRAVEL AND PER DIEM | 785 | 934 | 934 |
| 420-2618-538.41-02 | TELEPHONE SERVICES | 96 | 300 | 300 |
| 420-2618-538.41-03 | RADIO | 46 | 100 | 100 |
| 420-2618-538.43-00 | WATER/SEWER UTILITIES | - | 200 | 200 |
| 420-2618-538.44-00 | RENTALS AND LEASES | 1,105 | 1,657 | 1,657 |
| 420-2618-538.45-00 | GENERAL INSURANCE | 4,766 | 4,785 | 4,785 |
| 420-2618-538.46-01 | REPAIRS & MAINTENANCE MISC. | 4,644 | 500 | 500 |
| 420-2618-538.46-02 | REPAIRS/MAINT-EQUIPMENT | 14,189 | 13,314 | 13,314 |
| 420-2618-538.46-03 | REPAIRS/MAINT-VEHICLES | 20,420 | 31,553 | 31,553 |
| 420-2618-538.46-05 | REPAIRS/MAINT-COMPUTER SOFTWARE | 680 | 1,000 | 1,000 |
| 420-2618-538.46-07 | REPAIRS/MAINT-UTILITY LINES | 45 | 2,500 | 2,500 |
| 420-2618-538.48-02 | PROMOTIONAL ITEMS | 30 | 500 | 500 |
| 420-2618-538.49-02 | MANAGEMENT FEES | 128,131 | 121,235 | 121,235 |
| 420-2618-538.49-05 | LICENSES & TAXES | 1,005 | 3,000 | 3,000 |
| 420-2618-538.49-10 | BAD DEBT EXPENSE | 1,167 | - | - |
| 420-2618-538.51-00 | OFFICE SUPPLIES | 85 | 100 | 100 |
| 420-2618-538.52-01 | OPERATING SUPPLIES MISC. | 3,268 | 3,689 | 22,017 |
| 420-2618-538.52-02 | CHEMICALS | 810 | 2,000 | 2,000 |
| 420-2618-538.52-03 | GASOLINE & OIL | 24,133 | 28,549 | 28,549 |
| 420-2618-538.52-04 | UNIFORMS | 720 | 1,300 | 1,300 |
| 420-2618-538.54-01 | MEMBERSHIP DUES | 741 | 741 | 741 |
| 420-2618-538.54-02 | SEMINARS AND COURSES | 520 | 1,356 | 1,356 |
| | TOTAL OPERATING EXPENDITURES | 270,601 | 269,498 | 380,045 |
| | | | 310,831 | |

| | | | | | |
|--------------------|----------------------------------------|------------------|------------------|------------------|------------------|
| 420-2618-538.63-00 | CAPITAL IMPROVEMENTS | - | 730,305 | 1,717,853 | 673,350 |
| 420-2618-538.64-00 | CAPITAL EQUIPMENT | - | 239,717 | 239,717 | - |
| | TOTAL CAPITAL OUTLAY | - | 970,022 | 1,957,570 | 673,350 |
| 420-2618-517.72-00 | INTEREST | - | 3,797 | 3,797 | 3,797 |
| | TOTAL DEBT SERVICE | - | 3,797 | 3,797 | 3,797 |
| 420-2618-599.99-99 | CARRYFORWARD FUND BALANCE | 1,501,194 | 11,846 | - | 273,550 |
| | TOTAL OTHER USES | 1,501,194 | 11,846 | - | 273,550 |
| | TOTAL STORMWATER OPERATING | 1,901,465 | 1,396,443 | 2,482,692 | 1,401,007 |
| | <u>STORMWATER DEPRECIATION</u> | | | | |
| 420-2690-538.59-02 | DEPRECIATION IMPROVEMENTS | 256,828 | - | - | - |
| 420-2690-538.59-03 | DEPRECIATION EQUIPMENT | 38,543 | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 295,371 | - | - | - |
| | TOTAL STORMWATER DEPRECIATION | 295,371 | - | - | - |
| | TOTAL STORMWATER OPERATING FUND | 2,196,836 | 1,396,443 | 2,482,692 | 1,401,007 |



WINTER GARDEN

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- SOLID WASTE -



WINTER GARDEN

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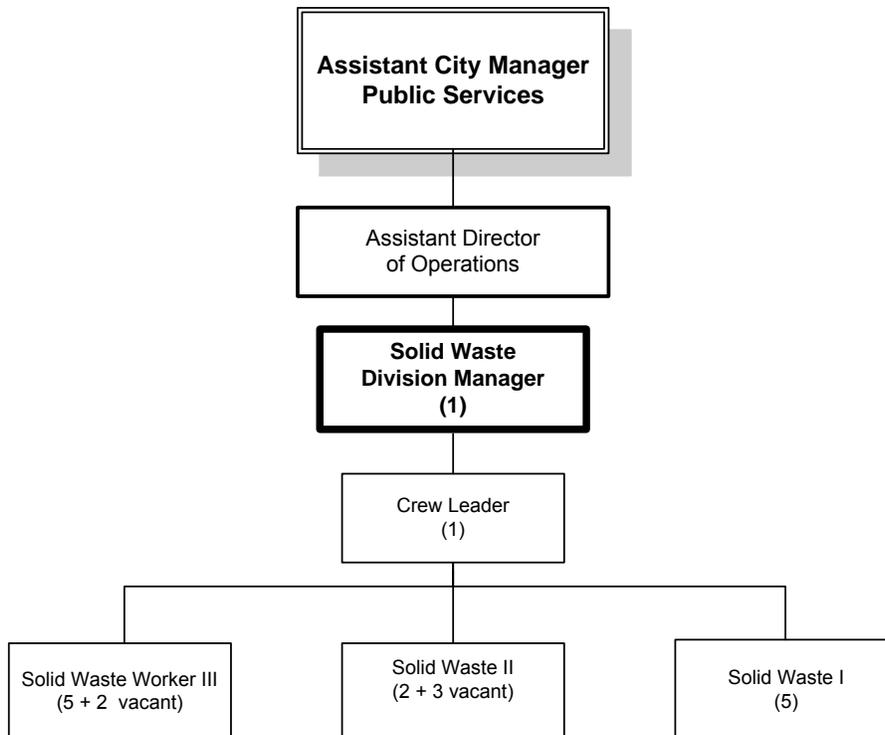
PUBLIC SERVICES DEPARTMENT SOLID WASTE DIVISION

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 2015-2016 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Departmental Goals

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

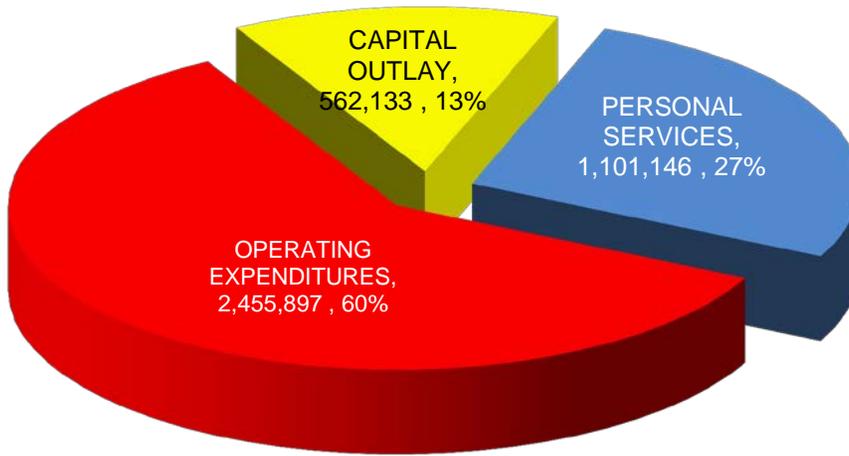
| Key Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|--------------------------------------|--------------------|--------------------|--------------------|
| FINANCIAL INDICATOR | | | |
| Solid Waste Direct Cost per Tonnage | \$147.91 | \$129.32 | \$128.00↓ |
| OPERATIONAL INDICATORS | | | |
| % of Commercial Accounts Recycling | 6.7% | 6.7% | 7%↑ |
| Recycled Waste as a % of Total Waste | 6.2% | 6.6% | 7%↑ |

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
SOLID WASTE OPERATING FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|----------------------------------------------------|-------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 430-3134-343.41-01 RESIDENTIAL | 2,857,426 | 2,836,803 | 2,836,803 | 2,909,632 |
| 430-3134-343.41-02 COMMERCIAL | 1,465,229 | 1,449,300 | 1,449,300 | 1,528,452 |
| 430-3134-343.41-03 COMMERCIAL RECYCLING | 42,700 | 17,500 | 17,500 | 57,600 |
| 430-3134-343.41-04 EXTRA CHARGES | 5,406 | 5,500 | 5,500 | 5,740 |
| 430-3134-343.42-01 RESIDENTIAL | 1 | 25 | 25 | 25 |
| 430-3134-343.42-03 RECYCLE BINS FEE | 42,510 | 17,500 | 17,500 | 48,707 |
| TOTAL CHARGES FOR SERVICES | <u>4,413,272</u> | <u>4,326,628</u> | <u>4,326,628</u> | <u>4,550,156</u> |
| 430-3134-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP | 1,498 | 1,500 | 1,500 | 1,500 |
| TOTAL MISCELLANEOUS REVENUES | <u>1,498</u> | <u>1,500</u> | <u>1,500</u> | <u>1,500</u> |
| 430-3134-399.99-99 USE OF FUND BALANCE | - | - | 115,007 | - |
| TOTAL OTHER SOURCES | <u>-</u> | <u>-</u> | <u>115,007</u> | <u>-</u> |
| TOTAL SOLID WASTE OPERATING FUND REVENUES | <u>4,414,771</u> | <u>4,328,128</u> | <u>4,443,135</u> | <u>4,551,656</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
SOLID WASTE FUND
USES BY CATEGORY**



**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
SOLID WASTE OPERATING FUND**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> | |
|---------------------------------------|---------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|-----------|
| SOLID WASTE OPERATING DIVISION | | | | | |
| 430-3134-534.12-00 | SALARIES REGULAR | 607,068 | 665,851 | 671,899 | 687,142 |
| 430-3134-534.13-00 | OTHER SALARIES AND WAGES | 131 | 4,457 | 4,457 | 4,457 |
| 430-3134-534.14-00 | OVERTIME | 87,227 | 53,500 | 53,500 | 53,500 |
| 430-3134-534.21-00 | FICA TAXES | 50,713 | 55,723 | 56,186 | 57,000 |
| 430-3134-534.22-00 | RETIREMENT CONTRIBUTION | 90,223 | 107,920 | 108,824 | 78,161 |
| 430-3134-534.23-00 | EMPLOYEE GROUP INSURANCE | 123,746 | 157,653 | 157,653 | 157,653 |
| 430-3134-534.24-00 | WORKERS COMP INSURANCE | 44,372 | 53,523 | 53,523 | 53,523 |
| 430-3134-534.25-00 | UNEMPLOYMENT COMPENSATION | 275 | 710 | 710 | 6,710 |
| 430-3134-534.26-00 | OTHER POST EMPLOYMENT BENEFITS | 39,561 | 33,981 | 33,981 | 3,000 |
| | TOTAL PERSONAL SERVICES | 1,043,316 | 1,133,318 | 1,140,733 | 1,101,146 |
| 430-3134-534.31-01 | PROFESSIONAL SERVICE MISC. | 65 | 5,000 | 5,000 | 1,000 |
| 430-3134-534.31-02 | LEGAL | 2,380 | 10,000 | 10,000 | 10,000 |
| 430-3134-534.31-06 | MEDICAL | - | 500 | 500 | 100 |
| 430-3134-534.32-00 | ACCOUNTING AND AUDIT | 2,600 | 2,750 | 2,750 | 2,750 |
| 430-3134-534.34-01 | CONTRACTUAL SVCS MISC. | 581 | 500 | 500 | 750 |
| 430-3134-534.34-08 | PERSONNEL | 175,974 | 150,775 | 150,775 | 158,312 |
| 430-3134-534.34-12 | TIPPING FEES | 1,001,977 | 924,176 | 924,176 | 988,868 |
| 430-3134-534.41-02 | TELEPHONE | 5,075 | 4,000 | 4,000 | 4,000 |
| 430-3134-534.41-03 | RADIO | 214 | - | - | - |
| 430-3134-534.41-05 | POSTAGE | 34 | - | - | - |
| 430-3134-534.44-00 | RENTALS & LEASES | 1,643 | 5,150 | 5,150 | 2,500 |
| 430-3134-534.45-00 | GENERAL INSURANCE | 31,650 | 30,311 | 30,311 | 30,311 |
| 430-3134-534.46-01 | REPAIRS & MAINTENANCE MISC. | 313 | - | - | - |
| 430-3134-534.46-02 | REPAIRS/MAINT-EQUIPMENT | 2,828 | 5,000 | 5,000 | 5,000 |
| 430-3134-534.46-03 | REPAIRS/MAINT-VEHICLES | 380,910 | 316,834 | 316,834 | 316,834 |
| 430-3134-534.46-05 | REPAIRS/MAINT-COMPUTER SOFTWARE | - | 1,000 | 1,000 | 1,000 |
| 430-3134-534.46-06 | REPAIRS/MAINT-COMPUTER HARDWARE | 9,114 | 9,114 | 9,114 | 9,114 |
| 430-3134-534.46-10 | BUILDING | 13,434 | 4,912 | 4,912 | 4,912 |
| 430-3134-534.47-01 | PRINTING & BINDING MISC. | 909 | 2,550 | 2,550 | 2,550 |
| 430-3134-534.48-01 | PROMOTIONAL-ADVERTISEMENTS | 79 | 600 | 600 | 600 |
| 430-3134-534.48-02 | PROMOTIONAL ITEMS | - | 1,900 | 1,900 | 1,900 |
| 430-3134-534.49-02 | MANAGEMENT FEES | 430,184 | 423,127 | 423,127 | 461,860 |
| 430-3134-534.49-05 | LICENSES & TAXES | 417 | 400 | 400 | 400 |
| 430-3134-534.49-10 | BAD DEBT EXPENSE | 3,934 | - | - | - |
| 430-3134-534.51-00 | OFFICE SUPPLIES | 222 | 500 | 500 | 500 |
| 430-3134-534.52-01 | OPERATING SUPPLIES MISC. | 194,536 | 198,420 | 299,670 | 208,341 |
| 430-3134-534.52-02 | CHEMICALS | 1,746 | 3,000 | 3,000 | 3,000 |
| 430-3134-534.52-03 | GAS & OIL | 241,145 | 247,707 | 247,707 | 225,000 |
| 430-3134-534.52-04 | UNIFORMS AND ACCESSORIES | 12,216 | 15,500 | 15,500 | 15,500 |
| 430-3134-534.54-01 | DUES & SUBSCRIPTIONS | - | 795 | 795 | 795 |
| | TOTAL OPERATING EXPENDITURES | 2,514,180 | 2,364,521 | 2,465,771 | 2,455,897 |
| 430-3134-534.64-00 | MACHINERY & EQUIPMENT | - | 478,976 | 478,976 | 562,133 |
| | TOTAL CAPITAL OUTLAY | - | 478,976 | 478,976 | 562,133 |

| | | | | | |
|--------------------|-----------------------------------------|------------------|------------------|------------------|------------------|
| 430-3134-599.99-99 | CARRYFORWARD FUND BALANCE | 431,575 | 351,313 | 357,655 | 432,480 |
| | TOTAL OTHER USES | 431,575 | 351,313 | 357,655 | 432,480 |
| | TOTAL SOLID WASTE OPERATING | 3,989,071 | 4,328,128 | 4,443,135 | 4,551,656 |
| | <u>SOLID WASTE DEPRECIATION</u> | | | | |
| 430-3190-534.59-91 | DEPRECIATION BUILDING | 22,673 | - | - | - |
| 430-3190-534.59-92 | DEPRECIATION IMPROVEMENTS | 15,196 | - | - | - |
| 430-3190-534.59-93 | DEPRECIATION EQUIPMENT | 395,699 | - | - | - |
| | TOTAL OPERATING EXPENDITURES | 433,568 | - | - | - |
| | TOTAL SOLID WASTE DEPRECIATION | 433,568 | - | - | - |
| | TOTAL SOLID WASTE OPERATING FUND | 4,422,639 | 4,328,128 | 4,443,135 | 4,551,656 |

- TRAILER CITY -

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
TRAILER CITY FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-----------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 450-3657-362.45-00 RENTALS | 229,905 | 227,940 | 227,940 | 227,940 |
| TOTAL CHARGES FOR SERVICES | 229,905 | 227,940 | 227,940 | 227,940 |
| 450-3657-369.90-00 OTHER MISC REVENUES | 200 | 270 | 270 | 200 |
| 450-3657-369.91-00 COIN LAUNDRY SERVICE | 4,187 | 4,617 | 4,617 | 4,644 |
| TOTAL MISCELLANEOUS REVENUES | 4,387 | 4,887 | 4,887 | 4,844 |
| 450-3657-399.99-99 USE OF FUND BALANCE | - | 22,578 | 26,578 | - |
| TOTAL OTHER SOURCES | - | 22,578 | 26,578 | - |
| TOTAL TRAILER CITY FUND | <u>234,292</u> | <u>255,405</u> | <u>259,405</u> | <u>232,784</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
TRAILER CITY FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|---------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| <u>TRAILER CITY OPERATING</u> | | | | |
| 450-3657-539.12-00 SALARIES REGULAR | 80,402 | 81,073 | 81,073 | 81,073 |
| 450-3657-539.14-00 OVERTIME | 105 | 1,000 | 1,000 | 1,000 |
| 450-3657-539.21-00 FICA TAXES | 5,920 | 6,394 | 6,394 | 6,279 |
| 450-3657-539.22-00 RETIREMENT CONTRIBUTION | 11,244 | 12,237 | 12,237 | 8,609 |
| 450-3657-539.23-00 EMPLOYEE GROUP INSURANCE | 14,409 | 20,622 | 20,622 | 20,622 |
| 450-3657-539.24-00 WORKERS COMP INSURANCE | 2,442 | 2,579 | 2,579 | 2,579 |
| 450-3657-539.25-00 UNEMPLOYMENT COMPENSATION | - | 65 | 65 | - |
| 450-3657-539.26-00 OTHER POST EMPLOYMENT BENEFITS | 4,059 | 3,577 | 3,577 | 2,000 |
| TOTAL PERSONAL SERVICES | 118,581 | 127,547 | 127,547 | 122,162 |
| 450-3657-539.31-02 LEGAL | 645 | 2,000 | 2,000 | 2,000 |
| 450-3657-539.32-00 ACCOUNTING AND AUDIT | 1,800 | 2,000 | 2,000 | 2,000 |
| 450-3657-539.34-01 CONTRACTUAL SVCS MISC. | 1,496 | 16,000 | 16,000 | 10,000 |
| 450-3657-539.34-06 JANITORIAL SERVICES | 3,000 | 3,000 | 3,000 | 3,000 |
| 450-3657-539.41-02 TELEPHONE | 1,592 | 1,500 | 1,500 | 1,500 |
| 450-3657-539.41-05 POSTAGE | 28 | 100 | 100 | 100 |
| 450-3657-539.43-00 UTILITY SERVICES | 5,436 | 7,100 | 7,100 | 7,100 |
| 450-3657-539.45-00 GENERAL INSURANCE | 1,970 | 2,194 | 2,194 | 2,194 |
| 450-3657-539.46-02 REPAIRS/MAINT-EQUIPMENT | 1,006 | 2,000 | 2,000 | 2,000 |
| 450-3657-539.46-03 REPAIRS/MAINT-VEHICLES | 776 | 1,000 | 1,000 | 1,000 |
| 450-3657-539.46-06 REPAIRS/MAINT-HARDWARE | 4,557 | 4,557 | 4,557 | 4,557 |
| 450-3657-539.46-10 REPAIRS/MAINT-BUILDING | 1,386 | 5,000 | 5,000 | 5,000 |
| 450-3657-539.49-01 MISCELLANEOUS OTHER CHARGES | - | 375 | 375 | 375 |
| 450-3657-539.49-02 MANAGEMENT FEES | 10,538 | 10,672 | 10,672 | 12,334 |
| 450-3657-539.49-05 LICENSES & TAXES | 30,896 | 31,140 | 31,140 | 31,140 |
| 450-3657-539.51-00 OFFICE SUPPLIES | 242 | 500 | 500 | 500 |
| 450-3657-539.52-01 OPERATING SUPPLIES MISC. | 151 | 2,000 | 2,000 | 2,000 |
| 450-3657-539.52-03 GASOLINE & OIL | 1,069 | 1,600 | 1,600 | 1,600 |
| 450-3657-539.52-04 UNIFORMS & ACCESSORIES | 603 | 675 | 675 | 675 |
| TOTAL OPERATING EXPENDITURES | 67,191 | 93,413 | 93,413 | 89,075 |
| 450-3657-539.63-00 IMPROV OTHER THAN BUILDING | - | 34,445 | 38,445 | 4,000 |
| TOTAL CAPITAL OUTLAY | - | 34,445 | 38,445 | 4,000 |
| 450-3657-599.99-99 CARRYFORWARD FUND BALANCE | 28,199 | - | - | 17,547 |
| TOTAL OTHER USES | 28,199 | - | - | 17,547 |
| TOTAL TRAILER CITY OPERATING | 213,971 | 255,405 | 259,405 | 232,784 |
| <u>TRAILER CITY DEPRECIATION</u> | | | | |
| 450-3690-539.59-91 DEPRECIATION BUILDING | 4,539 | - | - | - |
| 450-3690-539.59-92 DEPRECIATION IMPROVEMENTS | 13,486 | - | - | - |
| 450-3690-539.59-93 DEPRECIATION EQUIPMENT | 2,296 | - | - | - |
| TOTAL OPERATING EXPENDITURES | 20,321 | - | - | - |
| TOTAL TRAILER CITY DEPRECIATION | 20,321 | - | - | - |
| TOTAL TRAILER CITY FUND | 234,292 | 255,405 | 259,405 | 232,784 |

FIDUCIARY FUNDS



GENERAL EMPLOYEE PENSION FUND

—

POLICE OFFICERS' AND FIREFIGHTERS' PENSION FUND

FIDUCIARY FUNDS

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

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

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL EMPLOYEE PENSION FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|-----------------------------------------------------|------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 610-0000-361.10-00 INTEREST | 168,894 | 127,093 | 127,093 | 172,317 |
| 610-0000-361.20-00 DIVIDENDS | 388,058 | 334,249 | 334,249 | 398,083 |
| 610-0000-361.30-00 INCREASE IN FAIR VALUE OF INVEST | 1,856,455 | 2,003,321 | 2,003,321 | 2,040,799 |
| 610-0000-367.00-00 GAIN ON THE SALE OF INVESTMENTS | (17,515) | (9,428) | (9,428) | (19,686) |
| TOTAL INTEREST AND OTHER EARNINGS | 2,395,892 | 2,455,235 | 2,455,235 | 2,591,513 |
| 610-0000-368.00-00 EMPLOYER CONTRIBUTIONS | 883,975 | 981,674 | 981,674 | 626,843 |
| 610-0000-368.02-00 EMPLOYEE CONTRIBUTIONS | 164,063 | 164,600 | 164,600 | 206,081 |
| 610-0000-369.90-00 OTHER MISCELLANEOUS REVENUES | 1,288 | 3,315 | 3,315 | 3,293 |
| TOTAL MISCELLANEOUS REVENUES | 1,049,326 | 1,149,589 | 1,149,589 | 836,217 |
| TOTAL GENERAL EMPLOYEE PENSION FUND | 3,445,218 | 3,604,824 | 3,604,824 | 3,427,730 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL EMPLOYEE PENSION FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-----------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 610-0000-513.31-01 PROF SVCS MISC. | 12,980 | 14,184 | 14,184 | 18,340 |
| 610-0000-513.31-02 LEGAL | 5,891 | 6,749 | 6,749 | 12,319 |
| 610-0000-513.31-03 INVESTMENT COUNSEL | 118,603 | 108,371 | 108,371 | 118,015 |
| 610-0000-513.34-01 CONTRACT SVCS MISC | 19,150 | 10,819 | 10,819 | 18,919 |
| 610-0000-513.40-00 TRAVEL AND PER DIEM | - | 200 | 200 | - |
| 610-0000-513.45-00 INSURANCE | 5,583 | 5,007 | 5,007 | 5,529 |
| 610-0000-513.49-06 RETIREMENT CONTRB REFUNDED | 3,335 | 6,370 | 6,370 | 15,702 |
| 610-0000-513.54-01 DUES AND SUBSCRIPTIONS | - | 100 | 100 | - |
| 610-0000-513.54-02 SEMINARS AND COURSES | - | 200 | 200 | - |
| 610-0000-518.36-00 PENSION BENEFITS | <u>1,280,796</u> | <u>1,026,307</u> | <u>1,026,307</u> | <u>1,074,681</u> |
| TOTAL OPERATING EXPENDITURES | <u>1,446,338</u> | <u>1,178,307</u> | <u>1,178,307</u> | <u>1,263,506</u> |
| 610-0000-599.99-99 CARRYFORWARD FUND BALANCE | <u>1,998,880</u> | <u>2,426,517</u> | <u>2,426,517</u> | <u>2,164,224</u> |
| TOTAL OTHER USES | <u>1,998,880</u> | <u>2,426,517</u> | <u>2,426,517</u> | <u>2,164,224</u> |
| TOTAL GENERAL EMPLOYEE PENSION FUND | <u>3,445,218</u> | <u>3,604,824</u> | <u>3,604,824</u> | <u>3,427,730</u> |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES**

| | <u>2014 ACTUAL</u> | <u>2015 ORIGINAL BUDGET</u> | <u>2015 AMENDED BUDGET</u> | <u>2016 ADOPTED BUDGET</u> |
|------------------------------------------------------------------|-------------------------|-------------------------------------|------------------------------------|------------------------------------|
| 620-0000-312.51-00 FIRE INSURANCE PREMIUM | 217,338 | 233,806 | 233,806 | 217,287 |
| 620-0000-312.52-00 CASUALTY INS PREMIUM TAX | 231,707 | 222,578 | 222,578 | 225,447 |
| TOTAL INTERGOVERNMENTAL | 449,045 | 456,384 | 456,384 | 442,734 |
| 620-0000-361.10-00 INTEREST | 215,000 | 185,696 | 185,696 | 189,283 |
| 620-0000-361.20-00 DIVIDENDS | 435,218 | 357,584 | 357,584 | 581,235 |
| 620-0000-361.30-00 INCR ON FV OF INV | 2,672,985 | 2,087,756 | 2,087,756 | 2,741,211 |
| 620-0000-367.00-00 GAIN ON SALE OF INVESTMENTS | (700,084) | 53,425 | 53,425 | (44,095) |
| TOTAL INTEREST AND OTHER EARNINGS | 2,623,119 | 2,684,461 | 2,684,461 | 3,467,634 |
| 620-0000-368.01-00 EMPLOYER CONTRIBUTIONS | 992,159 | 1,007,863 | 1,007,863 | 1,001,681 |
| 620-0000-368.02-00 EMPLOYEE CONTRIBUTIONS | 247,075 | 245,575 | 245,575 | 250,519 |
| 620-0000-369.90-00 OTHER | 685 | 1,937 | 1,937 | 1,937 |
| TOTAL MISCELLANEOUS REVENUES | 1,239,919 | 1,255,375 | 1,255,375 | 1,254,137 |
| TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND | <u>4,312,083</u> | <u>4,396,220</u> | <u>4,396,220</u> | <u>5,164,505</u> |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|--------------------------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 620-0000-513.31-01 ACTUARIAL SERVICE | 28,186 | 14,046 | 14,046 | 25,000 |
| 620-0000-513.31-02 LEGAL | 6,035 | 17,271 | 17,271 | 10,000 |
| 620-0000-513.31-03 INVESTMENT COUNSEL | 98,697 | 113,291 | 113,291 | 62,000 |
| 620-0000-513.34-01 CONTRACT SVCS MISC | 29,302 | 31,966 | 31,966 | 10,000 |
| 620-0000-513.40-00 TRAVEL AND PER DIEM | 81 | 85 | 85 | - |
| 620-0000-513.45-00 GENERAL INSURANCE | - | 5,121 | 5,121 | 5,000 |
| 620-0000-513.49-06 RTRMT CONTRB REFUNDED | 15,873 | 9,401 | 9,401 | - |
| 620-0000-513.51-00 OFFICE SUPPLIES | - | 158 | 158 | - |
| 620-0000-513.52-01 MISCELLANEOUS OPERATING | - | - | - | 10,000 |
| 620-0000-513.54-01 DUES AND SUBSCRIPTIONS | 600 | - | - | 1,000 |
| 620-0000-513.54-02 SEMINARS AND COURSES | 500 | - | - | 10,000 |
| 620-0000-518.36-00 PENSION BENEFITS | <u>1,305,495</u> | <u>1,178,553</u> | <u>1,178,553</u> | <u>1,207,588</u> |
| TOTAL OPERATING EXPENDITURES | <u>1,484,769</u> | <u>1,369,892</u> | <u>1,369,892</u> | <u>1,340,588</u> |
| 620-0000-599.99-99 CARRYFORWARD FUND BALANCE | <u>2,828,414</u> | <u>3,026,328</u> | <u>3,026,328</u> | <u>3,823,917</u> |
| TOTAL OTHER USES | <u>2,828,414</u> | <u>3,026,328</u> | <u>3,026,328</u> | <u>3,823,917</u> |
| TOTAL FIREFIGHTER'S & POLICE OFFICER'S PENSION FUND | <u>4,313,183</u> | <u>4,396,220</u> | <u>4,396,220</u> | <u>5,164,505</u> |

CAPITAL PROJECTS FUND, CAPITAL IMPROVEMENTS AND DEBT



CAPITAL PROJECTS FUND
—
CAPITAL EXPENDITURES
—
FIVE-YEAR CAPITAL IMPROVEMENT PLAN
—
DEBT OUTSTANDING

CAPITAL PROJECTS FUNDS

Capital Projects Funds are funds used to account for financial resources to be used for the acquisition or construction of major capital facilities. The City has one Capital Projects Fund:

The Capital Projects Fund – Downtown Parking Garage

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 CAPITAL PROJECTS FUND - DOWNTOWN PARKING GARAGE REVENUES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 334-0213-381.00-00 INTER-FUND TRANSFER IN - 174 | - | - | - | 1,510,953 |
| 334-0213-381.02-00 INTER-FUND TRANSFER IN - 001 | - | - | 25,000 | 10,500 |
| 334-0213-381.06-00 INTER-FUND TRANSFER IN - 110 | - | - | 150,000 | 45,080 |
| 334-0213-381.12-00 INTER-FUND TRANSFER IN -120 | - | - | - | 1,390,000 |
| 334-0213-384.00-00 DEBT PROCEEDS | - | - | - | 6,000,000 |
| 334-0213-399.99-99 USE OF FUND BALANCE | - | - | - | - |
| TOTAL OTHER SOURCES | - | - | 175,000 | 8,956,533 |
| TOTAL DOWNTOWN PARKING GARAGE FUND | - | - | 175,000 | 8,956,533 |

**CITY OF WINTER GARDEN
 FY 2015/2016 BUDGET
 CAPITAL PROJECTS FUND - DOWNTOWN PARKING GARAGE EXPENDITURES**

| | <u>2014</u> <u>ACTUAL</u> | <u>2015</u> <u>ORIGINAL</u> <u>BUDGET</u> | <u>2015</u> <u>AMENDED</u> <u>BUDGET</u> | <u>2016</u> <u>ADOPTED</u> <u>BUDGET</u> |
|-------------------------------------------|------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------------------------|
| 334-0213-552.31-01 | - | - | 126,265 | 125,000 |
| 334-0213-552.31-04 | - | - | 41,719 | 41,719 |
| 334-0213-552.34-01 | - | - | - | 10,000 |
| TOTAL OPERATING EXPENSE | - | - | 167,984 | 176,719 |
| 334-0213-552.62-00 | - | - | 7,016 | 8,105,953 |
| 334-0213-552.63-00 | - | - | - | - |
| TOTAL CAPITAL | - | - | 7,016 | 8,105,953 |
| 334-0213-552.71-00 | - | - | - | 352,261 |
| 334-0213-552.72-00 | - | - | - | 321,600 |
| TOTAL DEBT SERVICE | - | - | - | 673,861 |
| 334-0213-599.99-99 | - | - | - | - |
| TOTAL DOWNTOWN PARKING GARAGE FUND | - | - | 175,000 | 8,956,533 |

**FY 2015/16 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | | CATEGORY | | | TOTAL CAPITAL |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------|----------------------------------------------|----------------------------|------------------|
| | | BUILDING 62 | IMPROVEMENTS OTHER THAN BUILDING 63 | CAPITAL EQUIPMENT 64 | |
| GENERAL FUND | | | | | |
| Building | Replacement Computers (6) | - | - | 6,000 | |
| | Vehicles (6) | - | - | 122,455 | |
| | Data Storage | | | 60,000 | |
| IT | City Hall & Police Firewalls | - | 65,000 | - | |
| Police - Sworn | Generator * | 40,000 | - | - | |
| | Laptop Replacements (15) | - | - | 47,400 | |
| | Replacement Marked Vehicles (1) | - | - | 34,706 | |
| | Replacement Unmarked Vehicles (2) | - | - | 58,000 | |
| Fire | Station 22 - Bay door paint | 12,000 | - | - | |
| | Station 22 - Exterior paint | 16,000 | - | - | |
| | Station 24 - Bay Door Replacement | 23,000 | - | - | |
| | Station 24 - Bunker gear enclosure | 13,000 | - | - | |
| | Battalion Chief ER Vehicle | - | - | 50,851 | |
| | Sparky Dog Costume | - | - | 1,430 | |
| | LifePak 15 CO Detection Program | - | - | 4,671 | |
| | Lifepak AED kits (4) | - | - | 5,920 | |
| | Thermal imaging camera (T22) | - | - | 10,169 | |
| | Motorola radios (5) | - | - | 24,061 | |
| | Station alerting systems (3) | - | - | 83,595 | |
| Cemetery | Kubota Tractor | - | - | 24,149 | |
| Streets | Dillard St Improv - SR 50 to Dillard (design only) | - | 150,000 | - | |
| | Trail Enhancement (Oval) | - | 400,000 | - | |
| | Kubota Mower | - | - | 11,650 | |
| Facilities Maintenance | Theatre - Exterior Paint | 2,000 | - | - | |
| | Downtown Street Light Retrofit | 61,000 | - | - | |
| Fleet Maintenance | Hydraulic press | - | - | 1,300 | |
| | Vertical band saw | - | - | 1,500 | |
| | Lift relocation | - | - | 2,500 | |
| | Diesel exhaust fluid distributor | - | - | 10,500 | |
| Parks | Braddock Park Field Renovation | - | 50,000 | - | |
| | Tucker Ranch Heritage Park ** | - | 550,000 | - | |
| | Tucker Ranch Farm *** | - | 225,000 | - | |
| | Restroom Trailer | - | - | 40,359 | |
| | Auger | - | - | 1,079 | |
| | Pesticide Sprayer | - | - | 4,190 | |
| | Sod Cutter | - | - | 4,264 | |
| | Field Groomer | - | - | 8,508 | |
| | Top Dresser | - | - | 12,229 | |
| | Aerator | - | - | 13,581 | |
| | Landscape Cart | - | - | 19,488 | |
| | TOTAL - GENERAL FUND | | 167,000 | 1,440,000 | 664,555 |
| * Set aside for future capital acquisition in 3 years | | | | | |
| ** Includes addition of utilities to service bathrooms; completion of road entry; survey trail routes; canoe/kayak launch access | | | | | |
| *** Dependent upon receiving matching grant | | | | | |

**FY 2015/16 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | CATEGORY | | | TOTAL CAPITAL |
|--------------------------------------------------------------------|------------------------|--------------------------------------------------------|-------------------------------------|--------------------------|
| | BUILDING 62 | IMPROVEMENTS OTHER THAN BUILDING 63 | CAPITAL EQUIPMENT 64 | |
| COMMUNITY REDEVELOPMENT | - | 200,000 | - | - |
| LOCAL OPTION GAS TAX FUND | | | | |
| Downtown Brick Pavers | - | 30,000 | - | |
| Midget Pl - Surprise to Palm | - | 47,300 | - | |
| N. Main Street - Plant to Newell | - | 22,250 | - | |
| S. Highland - Smith to Maple | - | 21,163 | - | |
| S. Highland - Smith to Tremaine | - | 21,163 | - | |
| Palm Dr - Regal to Division | - | 94,600 | - | |
| Park Ave Stormwater Rehabilitation | - | 36,000 | - | |
| Pavement Striping | - | 50,000 | - | |
| Stoneybrook Street Resurfacing | - | 700,000 | - | |
| TOTAL - LOCAL OPTION GAS TAX FUND | - | 1,022,476 | - | 1,022,476 |
| GENERAL IMPACT FEE FUND | | | | |
| Police Station Remodel | 99,800 | - | - | |
| Cars and equipment for new Police employees | - | - | 307,048 | |
| Roads E. Crown Point (Plant to Crown Pt Cross Rd) (Design Only) | - | 178,434 | - | |
| TOTAL - GENERAL IMPACT FEE FUND | 99,800 | 178,434 | 307,048 | - |
| DOWNTOWN PARKING GARAGE | 8,105,953 | - | - | |

**FY 2015/16 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | | CATEGORY | | | TOTAL CAPITAL |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------|------------------------------------------------|--------------------------|
| | | IMPROVEMENTS OTHER THAN | CAPITAL | | |
| | | BUILDING 62 | BUILDING 63 | EQUIPMENT 64 | |
| UTILITIES FUND | | | | | |
| Water | Palmetto Water Tank Painting | 150,000 | - | - | |
| Wastewater | WWTP Aeration Upgrade - 40 Train WWTP Disc Filter Utilities - JD Gator | - - - | 300,000 759,750 | - - 11,000 | |
| Distribution | Meter Read Antenna/Tower (2) Southwest Reuse Expansion Phase III Stoneybrook West Reuse Backflows Utilities - Dewatering pumps (5) Utilities - Utility locator Utilities - Cut off saws (2) | - - - - - - | 70,000 1,400,000 126,375 | - - - 9,286 4,500 2,600 | |
| Collection | Portable Generator Crane Truck Chassis Utilities - Flygt pumps 5 HP (3) Utilities - Flygt pump 15 HP Utilities - Flygt pump 20 HP | - - - - - | - - - - - | 58,043 60,189 16,026 13,979 14,979 | |
| TOTAL - UTILITIES FUND | | 150,000 | 2,656,125 | 190,602 | 2,996,727 |
| UTILITIES IMPACT FEE FUND | | | | | |
| Distribution | Midget PI - Surprise to Palm N. Main Street - Plant to Newell S. Highland - Smith to Maple S. Highland - Smith to Tremaine Palm Dr - Regal to Division | - - - - - | 8,700 3,000 4,250 4,500 20,100 | - - - - - | |
| TOTAL - UTILITIES IMPACT FEE FUND | | - | 40,550 | - | 40,550 |

**FY 2015/16 BUDGET
ADOPTED CAPITAL EXPENDITURES**

| | | CATEGORY | | | TOTAL CAPITAL |
|---------------------------------------------------------|---------------------------------------------|----------------------------|------------------|----------------------|--------------------------|
| | | IMPROVEMENTS OTHER THAN | | CAPITAL EQUIPMENT | |
| | | BUILDING 62 | BUILDING 63 | | |
| UTILITIES RENEWAL & REPLACEMENT FUND | | | | | |
| Distribution | 2" Water Main Upgrades | - | 200,000 | - | |
| | Dillard St Improvements - SR 50 to Plant St | - | 350,000 | - | |
| | E. Crown Point (Plant to Crown Pt Cross Rd) | | 2,250 | | |
| Collection | Dillard St Improvements - SR 50 to Plant St | - | 350,000 | - | |
| | Gravity Sewer Rehabilitation | - | 200,000 | - | |
| | Lift Station #41 Upgrades | - | 198,750 | - | |
| | Midget PI - Surprise to Palm | - | 12,200 | - | |
| | N. Main Street - Plant to Newell | - | 6,100 | - | |
| | Palm Dr - Regal to Division | - | 22,800 | - | |
| | S. Highland - Smith to Maple | - | 4,460 | - | |
| | S. Highland - Smith to Tremaine | - | 4,500 | - | |
| | E. Crown Point (Plant to Crown Pt Cross Rd) | - | 2,250 | - | |
| TOTAL - UTILITIES RENEWAL & REPLACEMENT FUND | | - | 1,353,310 | - | 1,353,310 |
| STORMWATER FUND | | | | | |
| | Dillard St Improvements - SR 50 to Plant St | - | 500,000 | - | |
| | Downtown Stormwater Design | - | 50,000 | - | |
| | S. Highland - Smith to Maple | - | 10,300 | - | |
| | S. Highland - Smith to Tremaine | - | 10,300 | - | |
| | N. Main Street - Plant to Newell | - | 3,400 | - | |
| | Midget PI - Surprise to Palm | - | 10,750 | - | |
| | Palm Dr - Regal to Division | - | 18,600 | - | |
| | Park Ave Stormwater Rehabilitation | - | 40,000 | - | |
| | Stormwater R&R Improvements | - | 30,000 | - | |
| TOTAL - STORMWATER FUND | | - | 673,350 | - | 673,350 |
| SOLID WASTE FUND | | | | | |
| | Automated Side-load Truck (2) | - | - | 546,994 | |
| | Flat bed/lift additions to utility truck | - | - | 15,139 | |
| TOTAL - SOLID WASTE FUND | | - | - | 562,133 | 562,133 |
| TRAILER CITY FUND | | | | | |
| | Upgrade City Owned Lot 15 Camellia Dr. | - | 4,000 | - | |
| TOTAL - TRAILER CITY FUND | | - | 4,000 | - | 4,000 |
| TOTAL ADOPTED CAPITAL EXPENDITURES | | 8,522,753 | 7,568,245 | 1,724,338 | 8,924,101 |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| Firewalls | Information Systems | \$ 65,000 |
| <u>Description:</u> Additional firewalls for protection of City Hall and Police Department networks. Impact on operating budgets: Minor | | |
| Desktop Computers - Qty. 6 | Building Department | \$ 6,000 |
| <u>Description:</u> Six replacement desktop computers for use by permit technicians and inspectors. Impact on operating budgets: No Additional Impact | | |
| Vehicles - Qty. 6 | Building Department | \$ 122,455 |
| <u>Description:</u> Six replacement vehicles used for building and code inspections. Impact on operating budgets: No Additional Impact | | |
| Data Storage | Building Department | \$ 60,000 |
| <u>Description:</u> Storage area network to accommodate increased data storage space needs. Impact on operating budgets: Minor | | |
| Generator | Police Department | \$ 40,000 |
| <u>Description:</u> Setting aside a portion of the future cost of a new generator. Impact on operating budgets: None this fiscal year | | |
| Laptops - Qty. 15 | Police Department | \$ 47,400 |
| <u>Description:</u> 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 | | |
| Vehicles - Qty. 3 | Police Department | \$ 92,706 |
| <u>Description:</u> One replacement marked and fully equipped police vehicle for patrol and emergency response and two replacement unmarked vehicles for use by detectives. Impact on operating budgets: Minor | | |
| Station 22 - Bay Door Paint | Fire Department | \$ 12,000 |
| <u>Description:</u> Paint bay door frames red at Station 22. Impact on operating budgets: No impact | | |
| Station 22 - Exterior paint | Fire Department | \$ 16,000 |
| <u>Description:</u> Paint exterior of Station 22. Impact on operating budgets: No impact | | |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| Station 24 - Bay Door | Fire Department | \$ 23,000 |
| <u>Description:</u> Replacement of bay door at Station 24 with a hurricane rated door. Impact on operating budgets: No Additional Impact | | |
| Station 24 - Bunker Enclosure | Fire Department | \$ 13,000 |
| <u>Description:</u> Addition of an enclosure for bunker gear storage at Station 24. Impact on operating budgets: Minor | | |
| Batallion Chief Vehicle | Fire Department | \$ 50,851 |
| <u>Description:</u> Replacement vehicle for batallion chief emergency response. Impact on operating budgets: No Additional Impact | | |
| Sparky Dog Costume | Fire Department | \$ 1,430 |
| <u>Description:</u> Replacement of fire prevention costume. Impact on operating budgets: No impact | | |
| LifePak CO Detection Program | Fire Department | \$ 4,671 |
| <u>Description:</u> Carbon monoxide blood detection program for LifePak defibrillators. Impact on operating budgets: No Additional Impact | | |
| Lifepak AED Kits - Qty. 4 | Fire Department | \$ 5,920 |
| <u>Description:</u> Replacement automatic electronic difibrillators with voice prompts. Impact on operating budgets: No Additional Impact | | |
| Thermal imaging camera | Fire Department | \$ 10,169 |
| <u>Description:</u> Thermal imaging camera replacement for Tower 22 truck. Impact on operating budgets: No Additional Impact | | |
| Portable radios - Qty. 5 | Fire Department | \$ 24,061 |
| <u>Description:</u> Replacement radios for command staff. Impact on operating budgets: No Additional Impact | | |
| Station Alerting Systems - Qty. 3 | Fire Department | \$ 83,595 |
| <u>Description:</u> Replacement alerting systems for all three fire stations. Impact on operating budgets: No Additional Impact | | |
| Tractor | Cemetery | \$ 24,149 |
| <u>Description:</u> Replacement Kubota tractor used to maintain the City cemetery. Impact on operating budgets: No Additional Impact | | |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------|
| Mower | Streets | \$ 11,650 |
| <u>Description:</u> Replacement Kubota mower used to maintain right-of-ways. Impact on operating budgets: No Additional Impact | | |
| Dillard St Improvements: SR 50 to Plant St | Streets Utility Renewal/Replace Stormwater | \$ 150,000 700,000 500,000 |
| <u>Description:</u> Design of major improvements to include traffic control improvements, and upgrades to the water line, sanitary sewer system and drainage. Impact on operating budgets: No Additional Impact | | |
| Trail Enhancement (Oval) | Streets | \$ 400,000 |
| <u>Description:</u> Enhancement of West Orange Trail between Park Avenue and City Hall to include reconfiguration of the oval. Impact on operating budgets: No Additional Impact | | |
| Theatre - Exterior Paint | Facilities Maintenance | \$ 2,000 |
| <u>Description:</u> Recoat and repaint the storefront exterior of the downtown theatre. Impact on operating budgets: Minor | | |
| Downtown Street Light Retrofit | Facilities Maintenance | \$ 61,000 |
| <u>Description:</u> Sustainability initiative to convert the current streetlights to LED. Impact on operating budgets: Minor | | |
| Hydraulic Press | Fleet Division | \$ 1,300 |
| <u>Description:</u> 45 ton hydraulic air press tool for efficiency in maintenance of City vehicles. Impact on operating budgets: Minor | | |
| Vertical Band Saw | Fleet Division | \$ 1,500 |
| <u>Description:</u> Effective cutting tool used for maintenance of vehicles. Impact on operating budgets: Minor | | |
| Lift Relocation | Fleet Division | \$ 2,500 |
| <u>Description:</u> Relocation of 40,000 lb drive-on lift to provide additional work space in the shop. Impact on operating budgets: None | | |
| Exhaust Fluid Distributor | Fleet Division | \$ 10,500 |
| <u>Description:</u> Diesel exhaust fluid bulk distribution unit to be installed on fuel island. Impact on operating budgets: Minor | | |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| Tucker Ranch Heritage Park | Parks Department | \$ 550,000 |
| <u>Description:</u> This phase is to include completion of road entry, restroom service, trail routes, and kayak/canoe launch access. Impact on operating budgets: Major | | |
| Tucker Ranch Farm | Parks Department | \$ 225,000 |
| <u>Description:</u> Cultivate portion of Tucker Ranch land for farm use, upon receiving matching grant. Impact on operating budgets: Minor | | |
| Braddock Park Field Renovation | Parks Department | \$ 50,000 |
| <u>Description:</u> Full renovation of ball fields to include smoothing and the addition of new sod. Impact on operating budgets: No Additional Impact | | |
| Restroom Trailer | Parks Department | \$ 40,359 |
| <u>Description:</u> Portable restroom trailer to be used for City events. Impact on operating budgets: Minor | | |
| Auger | Parks Department | \$ 1,079 |
| <u>Description:</u> Gas powered auger with various sized bits for efficiency with planting. Impact on operating budgets: Minor | | |
| Pesticide Sprayer | Parks Department | \$ 4,190 |
| <u>Description:</u> 68 gallon replacement sprayer for pest application on park fields and turf areas. Impact on operating budgets: No Additional Impact | | |
| Sod Cutter | Parks Department | \$ 4,264 |
| <u>Description:</u> Sod cutter for proper repair and renovation of parks and landscape areas. Impact on operating budgets: Minor | | |
| Field Groomer | Parks Department | \$ 8,508 |
| <u>Description:</u> Additional groomer for efficiency in maintaining the condition of park fields. Impact on operating budgets: Minor | | |
| Top Dresser | Parks Department | \$ 12,229 |
| <u>Description:</u> Replacement top dresser for application of materials to ball fields. Impact on operating budgets: No Additional Impact | | |
| Aerator | Parks Department | \$ 13,581 |
| <u>Description:</u> Additional equipment for effective aeration of the athletic fields. Impact on operating budgets: Minor | | |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| Landscape Cart | Parks Department | \$ 19,488 |
| <u>Description:</u> Replacement Toro Workman landscape cart. Impact on operating budgets: No Additional Impact | | |
| 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 | | |
| Midget Place - Surprise to Palm | Local Option Gas Tax Fund | \$ 47,300 |
| | Utility Impact Fees | 8,700 |
| | Utility Renewal/Replace | 12,200 |
| | Stormwater | 10,750 |
| <u>Description:</u> Design costs for Midget PI improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact | | |
| N Main St - Plant to Newll | Local Option Gas Tax Fund | \$ 22,250 |
| | Utility Impact Fees | 3,000 |
| | Utility Renewal/Replace | 6,100 |
| | Stormwater | 3,400 |
| <u>Description:</u> Design costs for Main St improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact | | |
| S. Highland - Smith to Maple | Local Option Gas Tax Fund | \$ 21,163 |
| | Utility Impact Fees | 4,250 |
| | Utility Renewal/Replace | 4,460 |
| | Stormwater | 10,300 |
| <u>Description:</u> Design costs for Highland Av improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact | | |
| S. Highland - Smith to Tremaine | Local Option Gas Tax Fund | \$ 21,163 |
| | Utility Impact Fees | 4,500 |
| | Utility Renewal/Replace | 4,500 |
| | Stormwater | 10,300 |
| <u>Description:</u> Design costs for Highland Av improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact | | |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| Palm Dr - Regal to Division | Local Option Gas Tax Fund | \$ 94,600 |
| | Utility Impact Fees | 20,100 |
| | Utility Renewal/Replace | 22,800 |
| | Stormwater | 18,600 |
| <u>Description:</u> Design phase: brick paving plus drainage, water line and sanitary sewer upgrades. Impact on operating budgets: No Additional Impact | | |
| Park Avenue Stormwater Rehabilitation | Local Option Gas Tax Fund | \$ 36,000 |
| | Stormwater | 40,000 |
| <u>Description:</u> Replacement of failing storm sewer pipe on Park Av at Smith Street. Impact on operating budgets: No Additional Impact | | |
| Stoneybrook West Parkway | Local Option Gas Tax Fund | \$ 700,000 |
| <u>Description:</u> Resurface Stoneybrook West Parkway from Avalon Rd to Windermere Rd. Impact on operating budgets: No Additional Impact | | |
| Police Station Remodel | Police - Impact Fees | \$ 99,800 |
| <u>Description:</u> Additional office space is needed to accommodate growth in department staff. Impact on operating budgets: None | | |
| New Officer Vehicles / Equipment | Police - Impact Fees | \$ 307,048 |
| <u>Description:</u> Police vehicles and equipment for new officers. Impact on operating budgets: No Additional Impact | | |
| E. Crown Point Road Improvements (Design) | Trans. Impact Fees | \$ 178,434 |
| | Utility Renewal/Replace | 4,500 |
| <u>Description:</u> Design of E. Crown Point Rd improvements, from Plant St to Crown Point Cross Rd, to include 3-lane section, curb, sidewalk, and possibly upgrades to other infrastructure. Impact on operating budgets: No Additional Impact | | |
| 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: None | | |
| WWTP Aeration Upgrade | Utilities Fund | \$ 300,000 |
| <u>Description:</u> Upgrade of existing aeration equipment at WWTP to 40 train modern technology. Impact on operating budgets: Minor | | |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| WWTP Disc Filter | Utilities Fund | \$ 759,750 |
| <u>Description:</u> Construction of enhancements to improve the wastewater filtration process in regards to capacity and quality. Impact on operating budgets: None | | |
| John Deere Gator | Utilities Fund | \$ 11,000 |
| <u>Description:</u> Replacement utility vehicle for transporting equipment and hauling debris. Impact on operating budgets: Minor | | |
| Meter Read Antennas/Towers | Utilities Fund | \$ 70,000 |
| <u>Description:</u> Antenna installation to improve meter read signal for the south side of the City. Impact on operating budgets: No Additional Impact | | |
| Southwest Reuse Expansion Ph 3 (De | Utilities Fund | \$ 1,400,000 |
| <u>Description:</u> Phase 3 of the reuse retrofit project for reclaimed water to include areas within the Stoneybrook West subdivision. Impact on operating budgets: No Additional Impact | | |
| Stoneybrook Backflow Prevention | Utilities Fund | \$ 126,375 |
| <u>Description:</u> Installation of backflow devices on reuse water services in Pebble Ridge, Lakehurst, and Foxhunt to prevent potential potable water cross contamination. Impact on operating budgets: Minor | | |
| Dewatering Pumps - Qty. 5 | Utilities Fund | \$ 9,286 |
| <u>Description:</u> Submersible equipment used to pump down water in meter vaults. Impact on operating budgets: Minor | | |
| Utility Locator | Utilities Fund | \$ 4,500 |
| <u>Description:</u> Replacement equipment used for locating underground utilities prior to excavation in areas of construction or other work being performed. Impact on operating budgets: No Additional Impact | | |
| Cut-off Saws - Qty. 2 | Utilities Fund | \$ 2,600 |
| <u>Description:</u> Replacement equipment to cut asphalt, concrete and pipe during repairs. Impact on operating budgets: No Additional Impact | | |
| Portable Generator | Utilities Fund | \$ 58,043 |
| <u>Description:</u> Generator to maintain power to lift stations in the event of a power failure. Impact on operating budgets: Minor | | |

FY 2016 Capital Request
Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| Flygt Pumps | Utilities Fund | \$ 44,984 |
| <u>Description:</u> Equipment to pump multiple lift stations city-wide. Impact on operating budgets: No Additional Impact | | |
| Crane Truck Chassis | Utilities Fund | \$ 60,189 |
| <u>Description:</u> Improved chassis will be mounted to existing truck to support the weight of the crane. Impact on operating budgets: Minor | | |
| 2" Water Main Upgrades | Utility Renewal/Replace | \$ 200,000 |
| <u>Description:</u> Replacement of aged water mains with improved water mains that are sized for fire protection use. This project spans multiple fiscal years. Impact on operating budgets: No Additional Impact | | |
| Gravity Sewer Rehabilitation | Utility Renewal/Replace | \$ 200,000 |
| <u>Description:</u> Rehabilitation of aging sewer infrastructure. This will be a re-occurring project. Specific location sites to be determined. Impact on operating budgets: No Additional Impact | | |
| Lift Station #41 Upgrades | Utility Renewal/Replace | \$ 198,750 |
| <u>Description:</u> Electrical service panel and pump upgrades to Lift Station #41. Location: Hennis Rd 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 | | |
| Downtown Stormwater Design | Stormwater Fund | \$ 50,000 |
| <u>Description:</u> Stormwater study for accomodation of new development projects downtown. Impact on operating budgets: No Additional Impact | | |

FY 2016 Capital Request
 Descriptions and Detailed Information

| Item/ Project | Department/ Division Responsible | Amount Budgeted |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------|
| Truck Retrofit | Solid Waste | \$ 15,139 |
| <u>Description:</u> Addition of flatbed and lift gate to existing truck chassis to improve its utility. Impact on operating budgets: Minor | | |
| Side Load Trucks - Qty. 2 | Solid Waste | \$ 546,994 |
| <u>Description:</u> Replacement trucks to improve waste collection service for residential customers. Impact on operating budgets: No Additional Impact | | |
| Trailer City Lot Enhancement | Trailer City | \$ 4,000 |
| <u>Description:</u> Upgrades to City owned lot at 15 Camellia Dr. Impact on operating budgets: No Additional Impact | | |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
ADOPTED MAJOR CAPITAL EXPENDITURES**

| PROJECT NAME | SOURCE FUND | 2016 | 2017 | 2018 | 2019 | 2020 | Totals |
|---------------------------------------------|--------------------|----------------|------------------|------------------|------------------|---------------|------------------|
| Firewalls - City Hall and Police Dept | GF | INFO SYS | 65,000 | - | - | - | 65,000 |
| Data Storage Device | GF | BUILDING | 60,000 | - | - | - | 60,000 |
| Station Generator | GF | POLICE | 40,000 | 40,000 | 40,000 | - | 120,000 |
| Fire Station 24 - Bay Door Replacement | GF | FIRE | 23,000 | - | - | - | 23,000 |
| Battalion Chief Emergency Response Vehicle | GF | FIRE | 50,851 | - | - | - | 50,851 |
| Fire Station 23 - Hennis Rd | GF | FIRE | - | 150,000 | 1,200,000 | - | 1,350,000 |
| Fire Engine - Station 24 (Palmetto) | GF | FIRE | - | 599,820 | - | - | 599,820 |
| Dillard St Improvements - SR 50 to Plant St | GF | STREETS | 150,000 | 1,050,000 | - | - | 1,200,000 |
| Trail Enhancement (Oval) | GF | STREETS | 400,000 | - | - | - | 400,000 |
| Downtown Street Light Retrofit | GF | FACILITIES | 61,000 | - | - | - | 61,000 |
| Restroom Trailer | GF | PARKS AND LAND | 40,359 | - | - | - | 40,359 |
| Braddock Park Field Renovation | GF | PARKS AND LAND | 50,000 | - | - | - | 50,000 |
| Tucker Ranch Farm | GF | PARKS AND LAND | 225,000 | - | - | - | 225,000 |
| Tucker Ranch Heritage Park | GF | PARKS AND LAND | 550,000 | 250,000 | 1,000,000 | - | 1,800,000 |
| General Fund Total | | | 1,715,210 | 2,089,820 | 2,240,000 | - | 6,045,030 |
| E Winter Garden Zone 1 Housing | CRA | CRA | 200,000 | - | - | - | 200,000 |
| CRA Fund Total | | | 200,000 | - | - | - | 200,000 |
| Fire Station - Southwest | GIF | FIRE | - | 2,000,000 | - | - | 2,000,000 |
| Fire Engine - Southwest Station | GIF | FIRE | - | 460,000 | - | - | 460,000 |
| Police Station Remodel | GF | POLICE | 99,800 | - | - | - | 99,800 |
| E Crown Pt Rd - Plant St to Crown Pt Cross | GIF | STREETS | 178,434 | 1,189,560 | - | - | 1,367,994 |
| Marsh Rd (545 to Hickory Hammock) | GIF | STREETS | - | 1,000,000 | 3,250,000 | - | 4,250,000 |
| General Impact Fee Fund Total | | | 278,234 | 4,649,560 | 3,250,000 | - | 8,177,794 |
| Downtown Brick Pavers | LOGT | STREETS | 30,000 | 30,000 | 30,000 | 30,000 | 120,000 |
| Midget Pl - Surprise to Palm | LOGT | STREETS | 47,300 | 236,400 | - | - | 283,700 |
| N. Main Street - Plant to Newell | LOGT | STREETS | 22,250 | 148,250 | - | - | 170,500 |
| S. Highland - Smith to Maple | LOGT | STREETS | 21,163 | 141,100 | - | - | 162,263 |
| S. Highland - Smith to Tremaine | LOGT | STREETS | 21,163 | 141,100 | - | - | 162,263 |
| Palm Dr - Regal to Division | LOGT | STREETS | 94,600 | 473,000 | - | - | 567,600 |
| Park Ave Stormwater Rehabilitation | LOGT | STREETS | 36,000 | - | - | - | 36,000 |
| Pavement Striping | LOGT | STREETS | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Stoneybrook Street Resurfacing | LOGT | STREETS | 700,000 | - | - | - | 700,000 |
| Local Option Gas Tax Total | | | 1,022,476 | 1,219,850 | 80,000 | 80,000 | 2,452,326 |
| Downtown Parking Garage | CP | ECO DEV | 8,105,953 | - | - | - | 8,105,953 |
| Downtown Parking Garage Total | | | 8,105,953 | - | - | - | 8,105,953 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
ADOPTED MAJOR CAPITAL EXPENDITURES**

| PROJECT NAME | SOURCE FUND | 2016 | 2017 | 2018 | 2019 | 2020 | Totals |
|---------------------------------------------|--------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Dillard St Improvements - SR 50 to Plant St | S STORMWATER | 500,000 | - | - | - | - | 500,000 |
| Downtown Stormwater Design | S STORMWATER | 50,000 | - | - | - | - | 50,000 |
| S. Highland - Smith to Maple | S STORMWATER | 10,300 | 69,000 | - | - | - | 79,300 |
| S. Highland - Smith to Tremaine | S STORMWATER | 10,300 | 69,000 | - | - | - | 79,300 |
| N. Main Street - Plant to Newell | S STORMWATER | 3,400 | 22,850 | - | - | - | 26,250 |
| Midget Pl - Surprise to Palm | S STORMWATER | 10,750 | 53,700 | - | - | - | 64,450 |
| Palm Dr - Regal to Division | S STORMWATER | 18,600 | 92,900 | - | - | - | 111,500 |
| Park Ave Stormwater Rehabilitation | S STORMWATER | 40,000 | - | - | - | - | 40,000 |
| Stormwater R&R Improvements | S STORMWATER | 30,000 | 30,000 | 30,000 | 30,000 | - | 120,000 |
| Orange Cove Drainage and Underdrain | S STORMWATER | - | 205,750 | - | - | - | 205,750 |
| Stormwater Pollution Control Boxes | S STORMWATER | - | 74,500 | 225,500 | - | - | 300,000 |
| 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 | | 673,350 | 617,700 | 1,755,500 | 1,530,000 | - | 4,576,550 |
| Automated Side-Load Trucks | SW SOLID WASTE | 546,994 | - | - | - | - | 546,994 |
| Solid Waste Total | | 546,994 | - | - | - | - | 546,994 |
| Palmetto Water Tank Painting | U-W WATER | 150,000 | - | - | - | - | 150,000 |
| Marsh Rd Potable and Reuse Water Tanks | U-W WATER | - | 4,400,000 | - | - | - | 4,400,000 |
| Meter Read Antenna/Tower (2) | U-W DISTRIBUTION | 70,000 | - | - | - | - | 70,000 |
| Southwest Reuse Expansion Phase III | U-W DISTRIBUTION | 1,400,000 | - | - | - | - | 1,400,000 |
| Stoneybrook West Reuse Backflows | U-W DISTRIBUTION | 126,375 | - | - | - | - | 126,375 |
| Wintermere Harbour Reuse Main Ext. & Retro | U-W DISTRIBUTION | - | - | 324,000 | - | - | 324,000 |
| Wintermere Pt. Reuse Main Ext. & Retrofit | U-W DISTRIBUTION | - | - | 1,224,000 | - | - | 1,224,000 |
| Maple St Reuse Water Main Extension | U-W DISTRIBUTION | - | - | - | 1,300,000 | - | 1,300,000 |
| Fullers Potable Well #7 | U-W DISTRIBUTION | - | - | - | 90,000 | 1,200,000 | 1,290,000 |
| Portable Generator | U-WW COLLECTION | 58,043 | - | - | - | - | 58,043 |
| Crane Truck Chassis | U-WW COLLECTION | 60,189 | - | - | - | - | 60,189 |
| WWTP Aeration Upgrade - 40 Train | U-WW WASTEWATER | 300,000 | - | - | - | - | 300,000 |
| WWTP Disc Filter | U-WW WASTEWATER | 759,750 | - | - | - | - | 759,750 |
| WWTP Equalization Basin Cover | U-W WASTEWATER | - | - | 100,000 | 1,000,000 | - | 1,100,000 |
| Utilities Total | | 2,924,357 | 4,400,000 | 1,648,000 | 2,390,000 | 1,200,000 | 12,562,357 |

**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
ADOPTED MAJOR CAPITAL EXPENDITURES**

| PROJECT NAME | SOURCE FUND | | 2016 | 2017 | 2018 | 2019 | 2020 | Totals |
|----------------------------------------------|--------------------|--------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------|--------------------------|
| Midget Pl - Surprise to Palm | UIF-W | DISTRIBUTION | 8,700 | 43,400 | - | - | - | 52,100 |
| N. Main Street - Plant to Newell | UIF-W | DISTRIBUTION | 3,000 | 19,750 | - | - | - | 22,750 |
| S. Highland - Smith to Maple | UIF-W | DISTRIBUTION | 4,250 | 28,175 | - | - | - | 32,425 |
| S. Highland - Smith to Tremaine | UIF-W | DISTRIBUTION | 4,500 | 28,175 | - | - | - | 32,675 |
| Windward Cay Reuse Main Ext. & Retrofit | UIF-W | DISTRIBUTION | - | 288,000 | - | - | - | 288,000 |
| Westfield Retrofit Phases 1 & 2 | UIF-W | DISTRIBUTION | - | - | 500,000 | 500,000 | - | 1,000,000 |
| Palm Dr - Regal to Division | U-WW | COLLECTION | 20,100 | 100,650 | - | - | - | 120,750 |
| Crest Avenue WWTP Expansion | UIF-WW | WASTEWATER | - | - | 300,000 | 2,200,000 | - | 2,500,000 |
| Reclaimed Water PH 3 | UIF-WW | WASTEWATER | - | - | 200,000 | 2,700,000 | - | 2,900,000 |
| Dreyfus Flow Improvements | UIF-WW | WASTEWATER | - | - | - | 1,200,000 | - | 1,200,000 |
| Utility Impact Fee Total | | | 40,550 | 508,150 | 1,000,000 | 6,600,000 | - | 8,148,700 |
| 2" Water Main Upgrades | URR-W | DISTRIBUTION | 200,000 | 200,000 | 200,000 | 200,000 | - | 800,000 |
| Dillard St Improvements - SR 50 to Plant St | URR-W | DISTRIBUTION | 350,000 | - | - | - | - | 350,000 |
| E Crown Pt Rd - Plant St to Crown Pt Cross | URR-W | DISTRIBUTION | 2,250 | 15,000 | - | - | - | 17,250 |
| E Crown Pt Rd - Plant St to Crown Pt Cross | URR-WW | COLLECTION | 2,250 | 15,000 | - | - | - | 17,250 |
| Dillard St Improvements - SR 50 to Plant St | URR-WW | COLLECTION | 350,000 | - | - | - | - | 350,000 |
| Gravity Sewer Rehabilitation | URR-WW | COLLECTION | 200,000 | 200,000 | 200,000 | 200,000 | - | 800,000 |
| Lift Station #41 Upgrades | URR-WW | COLLECTION | 198,750 | - | - | - | - | 198,750 |
| Midget Pl - Surprise to Palm | URR-WW | COLLECTION | 12,200 | 61,000 | - | - | - | 73,200 |
| N. Main Street - Plant to Newell | URR-WW | COLLECTION | 6,100 | 40,650 | - | - | - | 46,750 |
| Palm Dr - Regal to Division | URR-WW | COLLECTION | 22,800 | 114,100 | - | - | - | 136,900 |
| S. Highland - Smith to Maple | URR-WW | COLLECTION | 4,460 | 29,750 | - | - | - | 34,210 |
| S. Highland - Smith to Tremaine | URR-WW | COLLECTION | 4,500 | 29,750 | - | - | - | 34,250 |
| Utility Renewal and Replacement Total | | | 1,353,310 | 705,250 | 400,000 | 400,000 | - | 2,858,560 |
| Total | | | <u>16,860,434</u> | <u>14,190,330</u> | <u>10,373,500</u> | <u>11,000,000</u> | <u>1,250,000</u> | <u>53,674,264</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, 2015 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Debt Outstanding—Governmental Fund Types: | |
| 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 | 9,810,000 |
| Total Outstanding—Governmental Fund Types | \$9,810,000 |
| | |
| | Amount Expected at October 1, 2015 |
| Debt Outstanding—Proprietary Fund Types | |
| 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% | \$ 579,510 |
| 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% | 5,791,741 |
| 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% | 1,077,318 |
| Total Outstanding—Proprietary Fund Types | \$7,448,569 |

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 |
|--------------------|-------------|-------------|--------------|
| 2016 | \$ 300,000 | \$ 415,238 | \$ 715,238 |
| 2017 | 315,000 | 402,938 | 717,938 |
| 2018-2036 | 9,195,000 | 4,326,669 | 13,521,669 |
| | \$9,810,000 | \$5,144,845 | \$14,954,845 |

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 |
|--------------------|------------------|-----------------|------------------|
| 2016 | \$ 56,217 | \$ 18,834 | \$ 75,051 |
| 2017 | 58,105 | 16,946 | 75,051 |
| 2018-2024 | 465,188 | 60,167 | 525,355 |
| | <u>\$579,510</u> | <u>\$95,947</u> | <u>\$675,457</u> |

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

| Fiscal Year Ending | Principal | Interest | Total |
|--------------------|--------------------|------------------|--------------------|
| 2016 | \$ 573,833 | \$ 159,310 | \$ 733,143 |
| 2017 | 590,130 | 143,014 | 733,144 |
| 2018-2024 | 4,627,778 | 504,224 | 5,132,002 |
| | <u>\$5,791,741</u> | <u>\$806,548</u> | <u>\$6,598,289</u> |

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

| Fiscal Year Ending | Principal | Interest | Total |
|--------------------|--------------------|------------------|--------------------|
| 2016 | \$ 107,401 | \$ 28,052 | \$ 135,453 |
| 2017 | 110,288 | 25,166 | 135,454 |
| 2018-2024 | 859,630 | 88,542 | 948,172 |
| | <u>\$1,077,319</u> | <u>\$141,760</u> | <u>\$1,219,079</u> |

SUPPLEMENTAL INFORMATION



PERSONNEL AUTHORIZATIONS

—

FULL TIME EQUIVALENT EMPLOYEES PER THOUSAND

—

GENERAL FUND UNRESERVED FUND BALANCE HISTORY

—

AD VALOREM REVENUE HISTORICAL COMPARISON

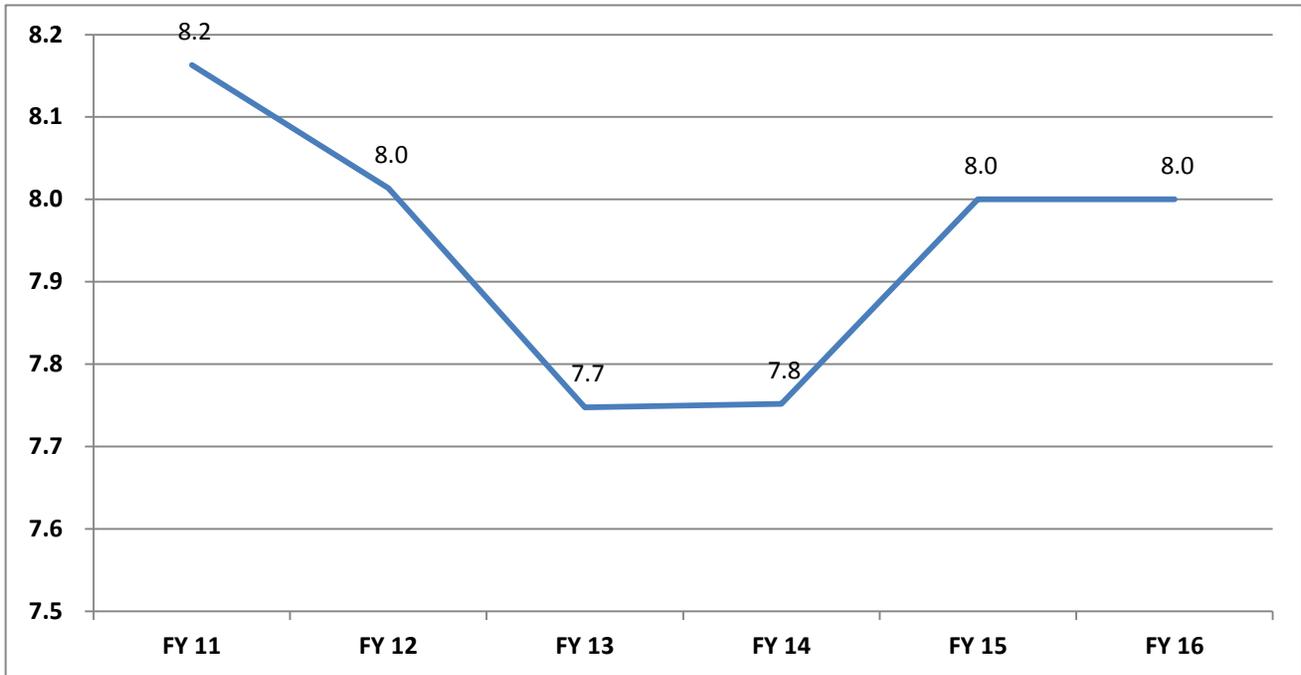
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TAXABLE VALUE AND MILLAGE HISTORICAL COMPARISON

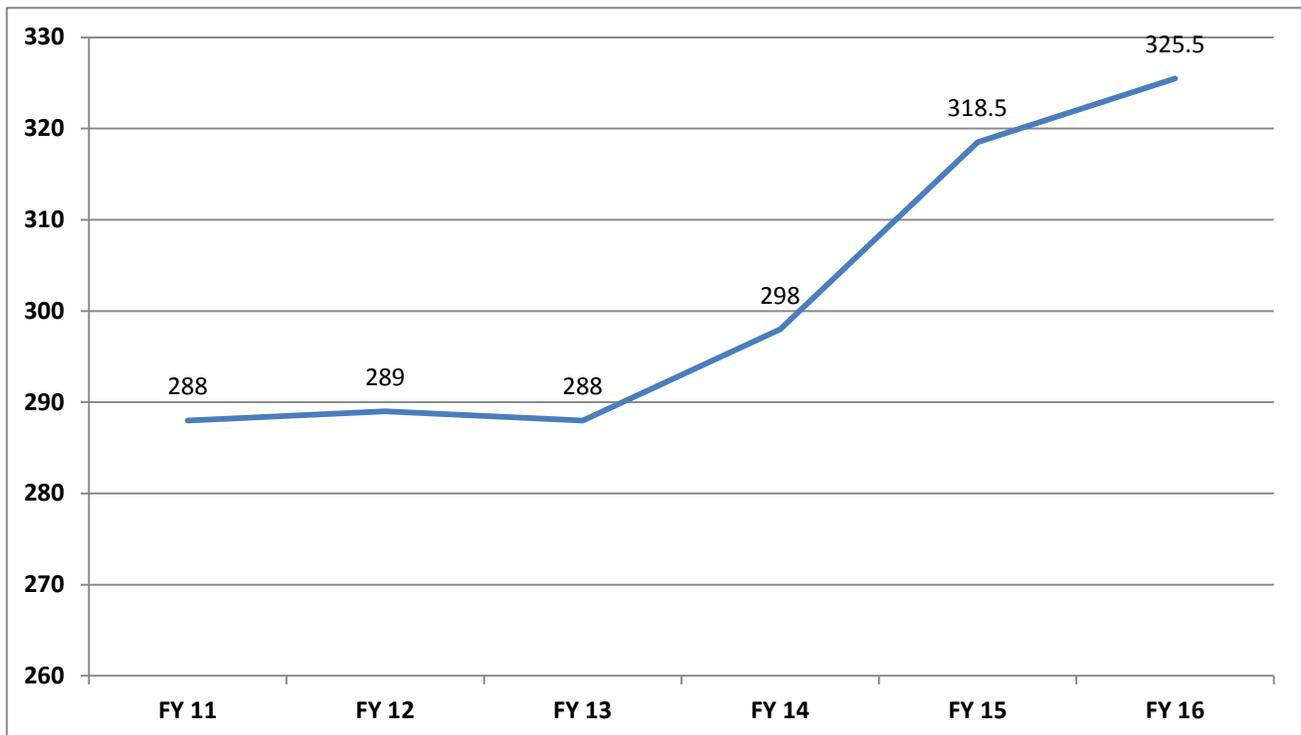
CITY OF WINTER GARDEN
Proposed FULL TIME EQUIVALENT FISCAL YEAR 2015-2016

| DEPARTMENT | FY11-12 | FY12-13 | FY13-14 | FY14-15 | Amended FY14-15 | Proposed FY15-16 |
|-----------------------------------------|-------------|-------------|-------------|-------------|--------------------|---------------------|
| GENERAL GOVERNMENT | | | | | | |
| City Commission | 5 | 5 | 5 | 5 | 5 | 5 |
| Executive | 7 | 5.5 | 5.5 | 5.5 | 5.5 | 5.5 |
| Economic Development | 1 | 1 | 1 | 1 | 1 | 1 |
| City Clerk | 3 | 3 | 3 | 3 | 3 | 3 |
| Finance | 11 | 11 | 10 | 10 | 10 | 10 |
| Information Systems | 5 | 5 | 5 | 5 | 5 | 5 |
| ADMINISTRATIVE SERVICES | | | | | | |
| Human Resources | 3 | 4 | 4 | 4 | 4 | 4 |
| Human Resources part-time | 0.5 | 0 | 0 | 0 | 0 | 0 |
| Facilities Management | 5 | 6 | 6 | 6 | 6 | 6 |
| Fleet Management | 6 | 6 | 6 | 6 | 6 | 7 |
| TOTAL GENERAL GOVERNMENT | 46.5 | 46.5 | 45.5 | 45.5 | 45.5 | 46.5 |
| PUBLIC SAFETY | | | | | | |
| Police - sworn | 71 | 71 | 75 | 79 | 79 | 83 |
| Police - non-sworn | 17 | 17 | 17 | 20 | 29 | 30 |
| Police - non-sworn part-time | 6 | 6 | 6 | 8 | 8 | 8 |
| Fire | 46 | 46 | 45 | 45 | 45 | 45 |
| TOTAL PUBLIC SAFETY | 140 | 140 | 143 | 152 | 161 | 166 |
| COMMUNITY DEVELOPMENT | | | | | | |
| Building - Inspection | 4 | 4 | 6 | 6 | 7 | 7 |
| Building - Code Enforcement | 2 | 2 | 2 | 2 | 2 | 2 |
| Planning - Administration | 4 | 4 | 4 | 4 | 4 | 4 |
| Building - Administration | 6 | 6 | 6 | 6 | 6 | 7 |
| TOTAL COMMUNITY DEVELOPMENT | 16 | 16 | 18 | 18 | 19 | 20 |
| PUBLIC SERVICES | | | | | | |
| Administration | 4 | 5 | 4 | 4 | 4 | 4 |
| Streets | 3 | 3 | 3 | 3 | 3 | 3 |
| Cemetery | 1 | 1 | 1 | 1 | 1 | 1 |
| Sanitation | 19 | 19 | 19 | 19 | 19 | 19 |
| Stormwater | 2 | 2 | 2 | 2 | 2 | 2 |
| Environmental Services | 3 | 3 | 3 | 3 | 3 | 3 |
| Water | 5 | 5 | 5 | 5 | 5 | 5 |
| Wastewater | 7 | 7 | 7 | 7 | 7 | 7 |
| Distribution | 9 | 9 | 12 | 12 | 12 | 12 |
| Collection | 12 | 12 | 15 | 15 | 15 | 15 |
| TOTAL PUBLIC WORKS AND UTILITIES | 65 | 66 | 71 | 71 | 71 | 71 |
| ENGINEERING | 5 | 4 | 5 | 5 | 5 | 5 |
| PARKS and RECREATION | | | | | | |
| Recreation | 8 | 8 | 8 | 7 | 7 | 8 |
| Recreation - part-time FTE | 0.5 | 0.5 | 0.5 | 0.5 | 1 | 0 |
| Parks | 11 | 10 | 10 | 12 | 12 | 12 |
| TOTAL PARKS/RECREATION | 19.5 | 18.5 | 18.5 | 19.5 | 20 | 20 |
| TOTAL PUBLIC SERVICES | 88.5 | 88.5 | 88.5 | 95.5 | 96 | 96 |
| TRAILER CITY | 2 | 2 | 2 | 2 | 2 | 2 |
| TOTALS (less Commission) | 289 | 288 | 298 | 308 | 318.5 | 325.5 |

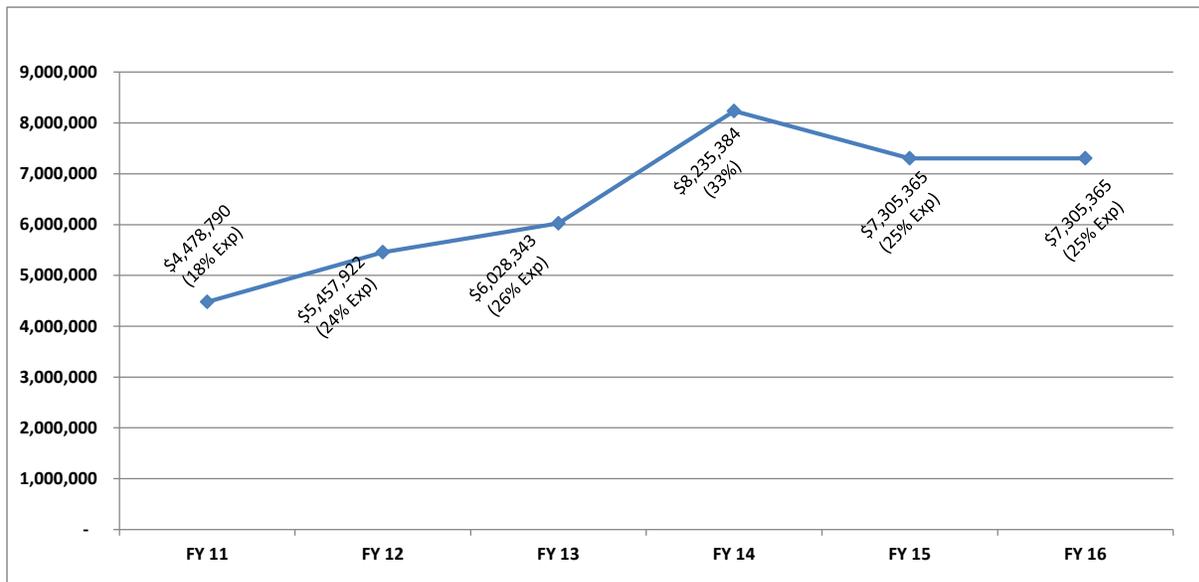
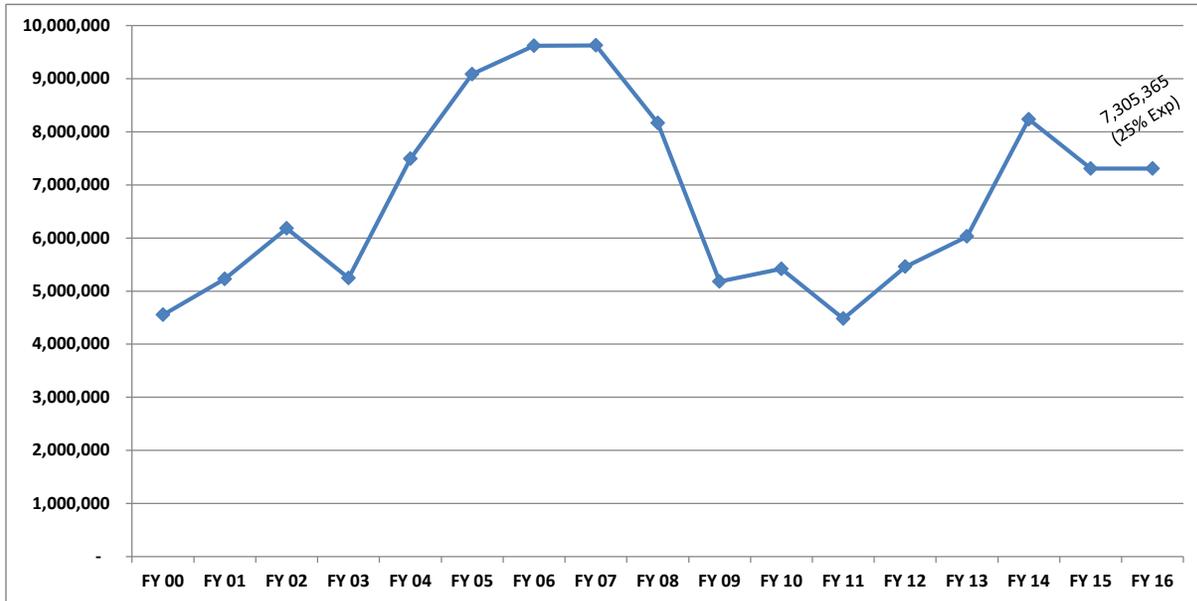
**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**



FULL-TIME EQUIVALENT EMPLOYEES

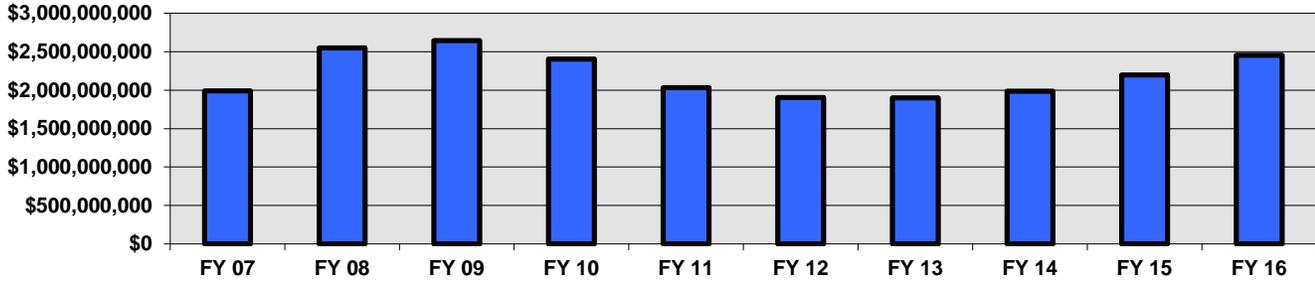


**CITY OF WINTER GARDEN
FY 2015/2016 BUDGET
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND**

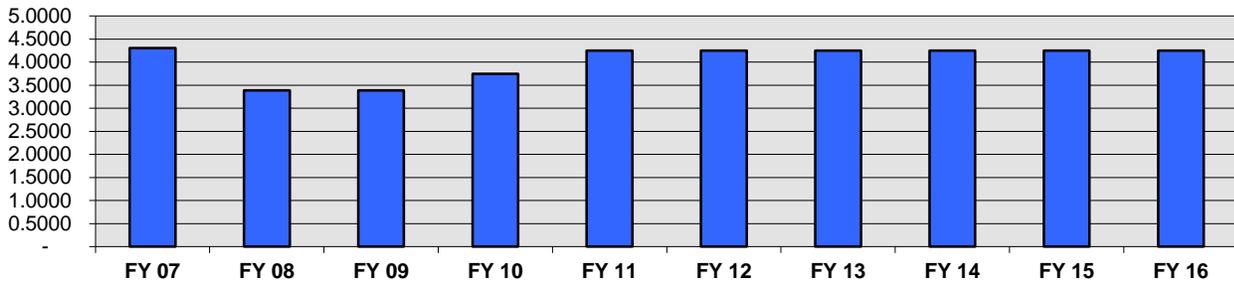


CITY OF WINTER GARDEN AD VALOREM TAXES

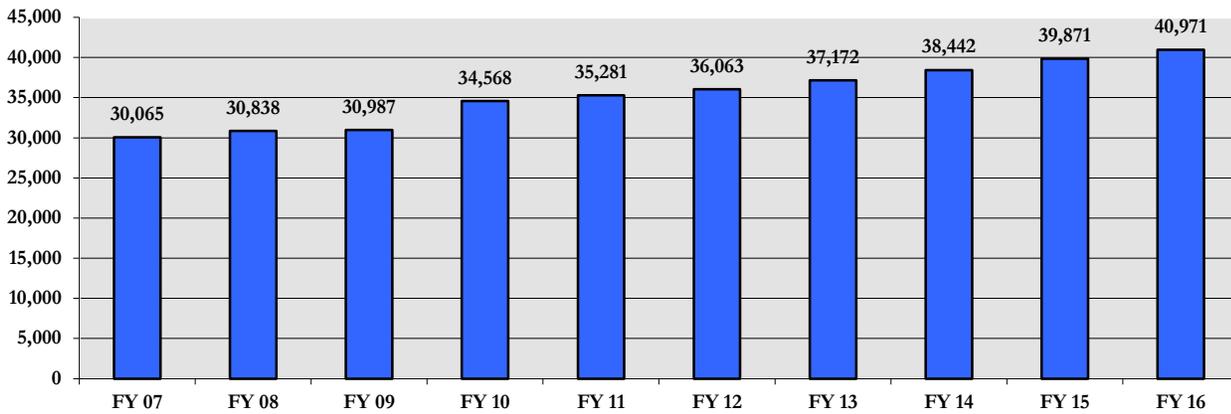
TOTAL ASSESSED VALUATION



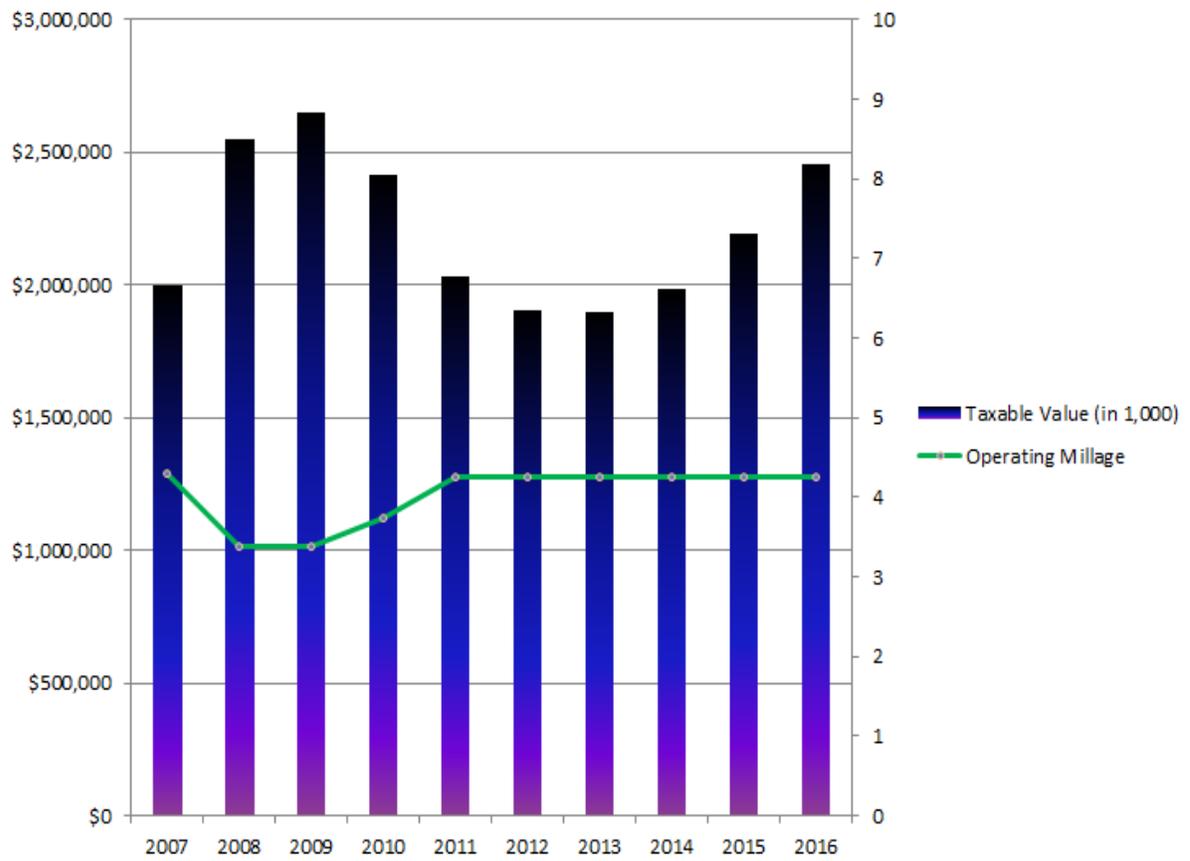
MILLAGE RATE



WINTER GARDEN POPULATION



TAXABLE VALUE AND OPERATING MILLAGE FY2016 AND LAST NINE FISCAL YEARS



City of Winter Garden
STRATEGIC PLAN



WINTER GARDEN

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The Winter Garden Way

Mission Statement

To be the best small city in the State of Florida

Our Vision

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

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

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

Setting aside sufficient green space to protect our natural environment;

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

Core Values

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

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

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

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

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

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

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

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



WINTER GARDEN

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Strategic Priorities

Mobility

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

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



Target Areas:

- Highway 50 traffic flow.
- Transportation infrastructure needs improving.
- Bicycle travel is underutilized.
- Parking challenges with a growing downtown.

Key Initiatives:

- Improve bicycle, pedestrian and vehicle inter-connections to all parts of the City and, especially, the Downtown District.
- Reduce congestion throughout and increase downtown public parking.
- 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.
- Focus on fire & emergency prevention, preparedness and response.

Key Initiatives:

- Maintain strong police presence downtown and throughout city.
- Promote sense of safety in neighborhoods during the day and after dark
- 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.
- Conduct natural disaster awareness/fire prevention campaigns and outreach.
- Ensure efficient fire and EMS response on emergency calls.



Thriving Economy

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



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

Target Areas:

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

Key Initiatives:

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



Sense of Community

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



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

Target Areas:

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



Key Initiatives:

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

Natural Environment

Protect the natural environment and enhance green spaces.

It is no fad to claim that caring for the natural environment is the responsibility of all people. Besides the long term value of keeping our planet healthy, there are obvious short term gains from improving the quality of community life by expanding places for recreation and contemplation. As Winter Garden grows, there will be pressure to use all available land for development: however, a reasonable balance must be struck to grow wisely, protection what nature has provided this part of West Orange County.

Target Areas:

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



Key Initiatives:

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

Attractive Community

Keep the City and its gateway corridors attractive and clean.

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

Target Areas:

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



Key Initiatives:

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



Recreation, Arts and Culture

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

Not only because it is important in each person's life, but more and more as the county ages, people need to have the right balance of work and play. Many people will be unanchored from jobs both because of retirement and because technological advances will permit folks to choose their home location while working remotely using telecommunications and the Internet. Recreation, arts and culture form a strong magnet and, when done well, provide wonderful opportunities for residents of all ages to enjoy their surroundings and maintain healthy lifestyles.



Target Areas:

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

Key Initiatives:

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



Education and Learning Opportunities

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

As potential newcomers consider the places they might like to reside, excellent education for their children and life-long learning for themselves are prime motivators. Though a municipality does not directly control a school system, a city's reputation is affected by the variety and quality of K-12 schooling as well as the availability of technical and vocational education. Local schools also are important enough to influence relocation decisions among those looking to retool or refresh their skills. Toward the latter part of life, retirees, especially, seek opportunities to continue to learn through exciting and organized classes.



Target Areas:

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

Key Initiatives:

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

Quality Services and Infrastructure

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

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



Target Areas:

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

Key Initiatives:

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





WINTER GARDEN

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DETAILED BUSINESS PLANS



WINTER GARDEN

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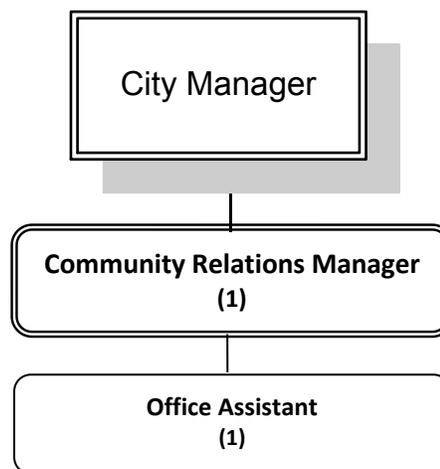
COMMUNITY RELATIONS DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

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

Organizational Structure

FTE: 2



FY 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Protect the Sense of Community

Department Goal

Provide an improved sense of community inclusion

Objective

- Monitor and determine strategies to encourage and better engage Winter Garden citizens in order to achieve higher levels of inclusion and a stronger sense of community towards City affairs, events, services 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 Indicator

City Participation in Schools Satisfaction Rating – Percentage of principals who rated the City's participation in local public schools (that Winter Garden children attend) as good or excellent (on a 5pt scoring scale) determined by the use of surveys

Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

Department Goal

Deliver excellent customer service to all citizens & residents

Objectives

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

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

Performance Indicators

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

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

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

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

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

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

Average Queue Wait Time – The time that elapses on average (seconds or minutes) once a caller enters the Reception Queue to the point when a call is picked-up or answered by a call agent or live person. Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc...

Average Talk Time – Time taken (seconds or minutes) to service or complete Reception calls from when a presented call is picked up or answered by a call agent or a live person to when the call is terminated (excludes hold time during a call). Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc...

Average Hold Time – The total time that elapses on average (seconds or minutes) when a caller is placed on hold by a call agent or live person at any point when a call is being handled or serviced in the Reception Queue. Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc...

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

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

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index | 73% | 70% | 72%↑ |
| Opportunities to Participate in Community Matter Satisfaction Index | 73% | 74% | 76%↑ |
| Sense of Community Satisfaction Index | 88% | 81% | 83%↑ |
| City Participation in Schools Satisfaction Rating | 96% | 100% | 98%↑ |
| Service Process Satisfaction Rating * | 98% | 97.4% | 100%↑ |
| Service Outcome Satisfaction Rating * | 96.1% | 92.8% | 100%↑ |
| % Satisfied with Resolution Timeframe * | 94.2% | 96.5% | 100%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Queue Wait Time (in seconds) | :37 | :34 | :30↓ |
| Average Talk Time (in seconds) | :37 | :31 | :31↓ |
| Average Hold Time (in seconds) | :06 | :08 | :06↓ |
| Call Abandonment Rate | 8.0% | 12.7% | 8.0%↓ |
| % of Calls Handled | 92.0% | 87.3% | 92.0%↑ |
| Initial Acknowledgement Response Rate (within 24 hrs.) | 90.3% | 91.6% | 100%↑ |
| Second Acknowledgement Response Rate (within 72 hrs.) | 83.1% | 84.8% | 100%↑ |
| % of Requests Resolved within Provided Timeframe | 85.2% | 91.9% | 100%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* GovQA citizen survey on service request experience conducted monthly

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

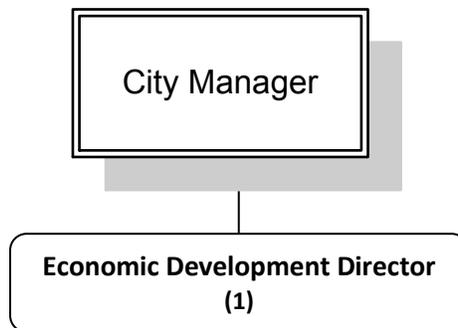


ECONOMIC DEVELOPMENT DEPARTMENT BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <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 Partnerships |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Recovering economic environment, including: <ul style="list-style-type: none"> ○ Tightened capital markets ○ Commercial Occupancy is 98% - No available space for new businesses ○ Housing market has rebounded ○ Modest business growth ○ Improved consumer confidence ○ Unemployment has dropped to 4% | <p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Growth expected within small to mid-sized businesses • Growth expected in health and wellness, manufacturing, construction, digital and creative technology and retail sectors • Increasing tax revenues and job growth (5%) |

Organizational Structure

FTE: 1



FY 2015-2016 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

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

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

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

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

of Total Jobs Created - Annual number of total new jobs added to the Winter Garden employment base (includes targeted value-added jobs)

of Targeted 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

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

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

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

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

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

Median Household Income – Median income generated or earned per household in Winter Garden. It is determined by identifying the middle income value within a data set or range of household income values throughout Winter Garden.

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

Department Goal

Foster entrepreneurship and empower business start-ups to bolster commerce

Objective

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

Performance Indicators

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

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

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

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

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

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

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

Department Goal

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

Objective

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

Performance Indicators

Downtown Commercial Occupancy Rate – Occupied commercial 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 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employment Opportunity Satisfaction Index | 42% | 47% | 49%↑ |
| OPERATIONAL INDICATORS | | | |
| City Population | 38,442 | 38,871 | 41,000↑ |
| City Population% Change in City Population | 3.4% | 3.7% | 3%↑ |
| City-wide Commercial Occupancy Rate | 97% | 98% | 98%↑ |
| City Unemployment Rate | 4.3% | 4.3% | 4.5%↓ |
| # of Total Jobs Created | 1,928 | 1,120 | 1,000↑ |
| # of Targeted Jobs Created | 43 | 260 | 200↑ |
| Targeted Jobs Created as % of Total Jobs | .26% | 1.3% | .9%↑ |
| Average Wage of Targeted Jobs Created | \$46,000 | \$51,153 | \$52,000↑ |
| Average Wage of Total Jobs | \$42,336 | \$44,427 | \$46,000↑ |
| Annual % Change in Property Values | 4.55% | 10.7% | 11.5%↑ |
| Total Annual Property Values | \$1,986,372,701 | \$2,199,295,739 | \$2,452,668,589↑ |
| % Change in Median Household Income | 4.94% | 1.0% | 2.1%↑ |
| Median Household Income | \$59,175 | \$59,747 | \$61,000↑ |
| Average Purchase Price of a New Home (Single-Family) | \$265,000 | \$353,237 | \$395,000↑ |
| # of Business Start-Ups & Expansions | 367 | 397 | 300↑ |

| | | | |
|-------------------------------------------------------|---------------|---------------|----------------|
| % Change in Business Tax Base | 11% | 9% | 12.7%↑ |
| Annual Business Tax Receipts | \$209,938 | \$229,132 | \$258,232↑ |
| Commercial Construction \$ Value | \$27,989,788 | \$62,776,785 | \$40,000,000↑ |
| Construction \$ Value per Commercial Building Permit | \$79,516 | \$120,957 | \$90,000↑ |
| Residential Construction \$ Value | \$108,591,287 | \$231,759,695 | \$150,000,000↑ |
| Construction \$ Value per Residential Building Permit | \$50,910 | \$82,089 | \$58,000↑ |
| Downtown Commercial Occupancy Rate | 99.5% | 99.5% | 100%↑ |
| Downtown Lease Rates/Square Footage | \$19.00 | \$20.00 | \$21.00↑ |

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



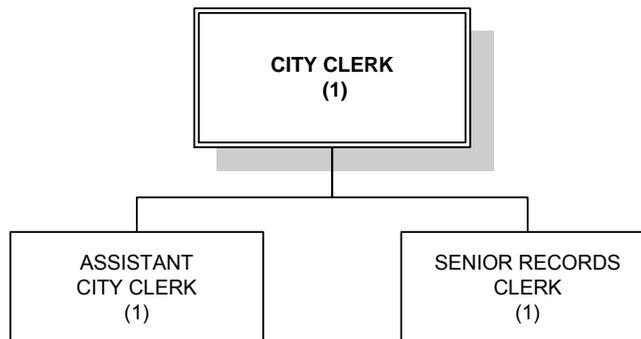
CITY CLERK'S DEPARTMENT

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 receiving multiple records requests • Greater than normal staff turnover could challenge response times to public records requests and completion of records projects | <p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Monitoring of legislative statutory or administrative law actions related to records • Maintaining good partnerships with departments to reduce records request response times • Prompt notification by the City Attorney of impending litigation to ensure proper maintenance of the related records • Necessary tools available to properly maintain and secure the city's public records, both paper and electronic |

Organizational Structure

FTE: 3



FY 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide requested records in the least amount of time as possible

Objective

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

Performance Indicator

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULT & TARGET

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATOR | | | |
| Percentage of Standard Requests Fulfilled within 10 Business Days | 100% | 100% | 100%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

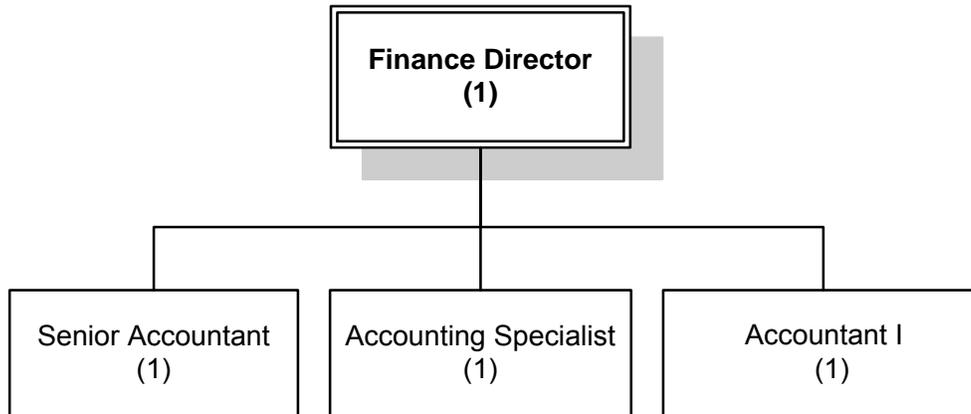


FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Submit balanced budget within appropriate parameters to maintain low tax rates

Objective

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

Performance Indicator

Budget to Actual Variance Percentage – Percentage difference between overall actual results and original budget expectations relative to the City's (unaudited) financials where '+' sign = favorable compare to budget while '-' sign = unfavorable compare to budget

Strategic Priority #2

Deliver Quality Services Equitably & Respectfully

Department Goal

Deliver service excellence to all internal customers

Objective

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

Performance Indicator

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

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85%↑ |
| Fiscal Management Overall Customer Service Satisfaction Rating * | 96% | 90.1% | 92%↑ |
| FINANCIAL INDICATOR | | | |
| Budget to Actual Variance (City Overall Financials) ** | +6% | +5% | +5%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

** '+' sign indicates favorable actual compare to budget while '-' sign indicates unfavorable actual compare to budget

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



FINANCE DEPARTMENT

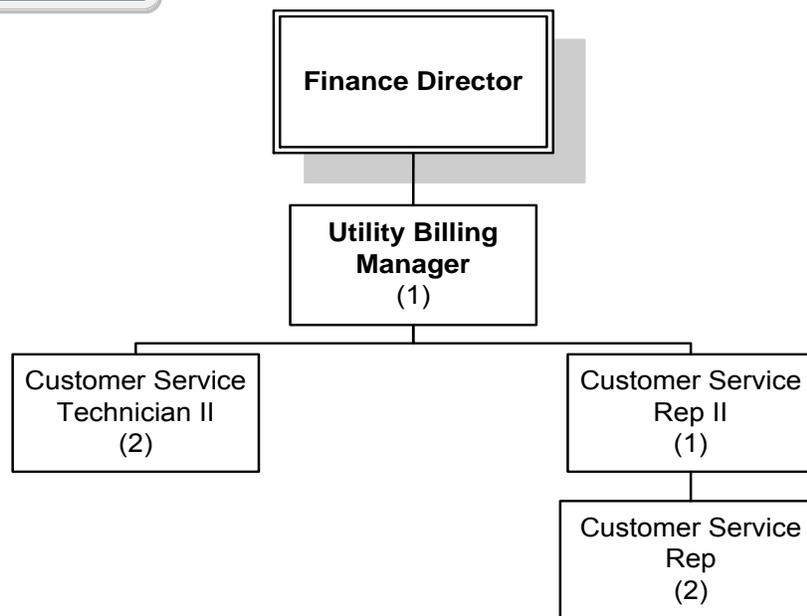
UTILITY BILLING

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 2015-2016 STRATEGIC PRIORITY, GOAL AND OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide a responsive and consistent Utility Billing service experience

Objectives

- Improve customer service delivery processes through reinforced phone and counter service training to achieve a citizen service satisfaction rating of **90%** or higher.
- Monitor and improve telephone customer service to achieve timely and satisfactory outcomes when handling all citizen service needs.

Performance Indicators

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

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

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

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

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

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

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Utility Billing Service Satisfaction Index | 73% | 77% | 79%↑ |
| Overall Service Experience Satisfaction Rating | 98% | 88.5% | 92%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| Average Queue Wait Time (in seconds) | :66 | :51 | :55↓ |
| Average Talk Time (in seconds) | :130 | :127 | :115↓ |
| Average Hold Time (in seconds) | :46 | :102 | :90↓ |
| Call Abandonment Rate | 17.8% | 5.93% | 5.0%↓ |
| % of Calls Handled | 82.2% | 94.04% | 95.0%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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

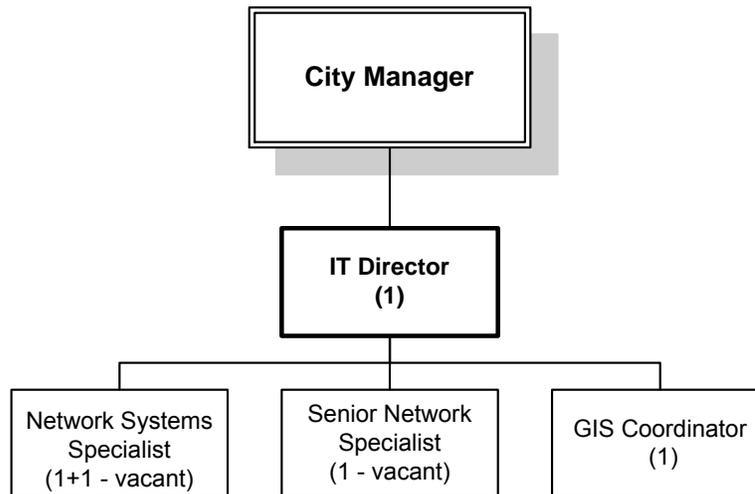


ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>MISSION STATEMENT: Provide timely and effective end-user support to ensure that all information and communication systems are secure, reliable and performing as expected.</p> | <p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Integrate and support computer hardware, software, and voice technology • Provide quality Geographic Information Services • Support internal service requests |
| <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Service demands may exceed staff's ability to fully meet operational needs • Failure to receive information or requirements in a timely manner • Upfront costs of IT based solutions may not always be affordable • Aging equipment will require near-future attention | <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 2015-2016 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

- Enhance interpersonal customer engagement and continue to assess the helpdesk service delivery methods in order to realize improvements in service responsiveness and the manner in which service issues are resolved and followed-up.
- Complete IT re-branding, including the roll-out of our Helpdesk number and software to focus directly on our customers allowing a direct link to IT staff without jumping through hoops.

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

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

Objectives

- Maintain the City's phone system (infrastructure delivery) by ensuring optimal call flow design and reporting visibility for key service areas to help support overall service excellence.
- Monitor and maintain uninterrupted system uptime to effectively ensure high levels of system performance, access and availability throughout the City.

Performance Indicators

CISCO Phone System Uptime Rate – Percentage of time the CISCO phone system is up, available and ready for use to enable customer service and overall operations
Involuntary Abandonment Rate – Percentage of time callers are involuntarily aborted or rejected by the City's phone system due to technical defect or failure (calls aborted = exception in the call workflow; calls rejected = a system resource capacity issues due to not enough port).
% Uptime and Availability of Systems – Percentage of time or occasions where the system network was available for productive use for all service areas and employees

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| IT Overall Service Satisfaction Rating * | N/A | 75.7% | 80%↑ |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| CISCO Phone System Uptime Rate | 99% | 100% | 99.5%↑ |
| Involuntary Abandonment Rate | .05% | .07% | 0.05%↓ |
| % Uptime and Availability of Systems | 99.99% | 99.06% | 99.5%↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

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

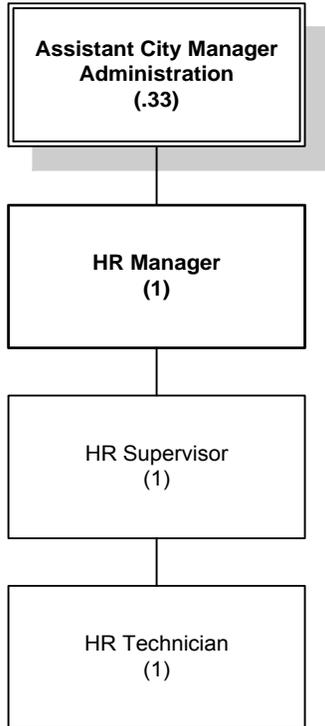


**ADMINISTRATIVE SERVICES
HUMAN RESOURCES
BUSINESS PLAN & PERFORMANCE INDICATORS**

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

Organizational Structure

FTE: 3.33



FY 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Recruit and Develop Top Talent

Department Goal

Recruit and select high quality candidates for all positions

Objective

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

Performance Indicators

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

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

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

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

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

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

Department Goal

Increase development opportunities for City employees

Objective

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

Performance Indicators

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

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

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

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

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

Department Goal

Improve productivity of workforce

Objective

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

Performance Indicators

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

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

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

Strategic Priority #3

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

Net City Health Care Cost per Member – Total annual negotiated health care cost less total employee premium contributions divided by total number of members enrolled in health benefits (i.e. employees, children, spouse, dependents etc.)

Total City Health Care Cost per Member – Total annual negotiated health care cost divided by total number of members enrolled in health benefits (i.e. employees, children, spouse, dependents etc.)

Net City Health Care Cost per Employee – Total annual negotiated health care cost less total employee premium contributions divided by total number employees enrolled in health benefits. Employees reflect both active and retired

Total City Health Care Cost per Employee – Total annual negotiated health care cost divided by total number employees enrolled in health benefits. Employees reflect both active and retired

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

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

Strategic Priority #4

Deliver Quality Services Equitably & Respectfully

Department Goal

Achieve a productive and safe workplace

Objective

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

Performance Indicators

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

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

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

Department Goal

Deliver service excellence to all internal customers

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Overall Employee On-Boarding Satisfaction Rate | 98.5% | 97% | 98.8%↑ |
| HR On-Boarding Satisfaction Rating | 99.5% | 98.3% | 99.8%↑ |
| Department On-Boarding Satisfaction Rating | 96% | 95.3% | 98%↑ |
| Training Experience Satisfaction Rating | 99% | 95% | 98.5%↑ |
| Medical Benefits Satisfaction Rate | 86.7% | 71.3% | 75%↑ |
| HR Overall Customer Service Satisfaction Rating * | 100% | 88.9% | 90%↑ |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85%↑ |
| FINANCIAL INDICATORS | | | |
| Internal Training Cost Per Employee | \$42.19 | \$74.47 | \$50↑ |
| External Training Cost Per Employee | \$63.17 | \$516.91 | \$300↑ |
| Net City Health Care Cost per Member | \$2,920 | \$3,485 | \$3,343↓ |
| Total City Health Care Cost per Member | \$4,297 | \$4,627 | \$4,919↓ |
| Net City Health Care Cost per Employee | \$5,936 | \$6,353 | \$6,796↓ |
| Total City Health Care Cost per Employee | \$8,735 | \$8,434 | \$10,000↓ |
| City Insurance Claims Ratio/Rate | 81.5% | 76.6% | 80%↓ |
| OPERATIONAL INDICATORS | | | |
| Average Time to Fill High-Level Salaried Position | 134 | 47 | 150↓ |
| Average Time to Fill Mid-Level Salaried Position | 98 | 78 | 120↓ |
| % of Salaried Positions filled within 120 Days | 50% | 67% | 75%↑ |
| Training Hours Per Supervisory Employee | 9 | 14 | 12↑ |
| Percentage of Employees Informed | N/A | 100% | 50%↑ |
| Employee Absenteeism Ratio | .021 | .03 | .029↓ |
| Sick Hours per FTE | 39.6 | 44 | ≤ 40↓ |
| Average Time Off per FTE | 151 | 166 | 150↓ |
| Days Lost Due to On-The-Job Injuries per FTE | .37 | .88 | .40↓ |
| Citywide Lost Time Injury Rate | 3.09 | 6.59 | ≤ 7↓ |
| Citywide Lost Workday Due to Injury Rate per 100 Employees (days) | 28.39 | 106 | ≤ 25↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

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

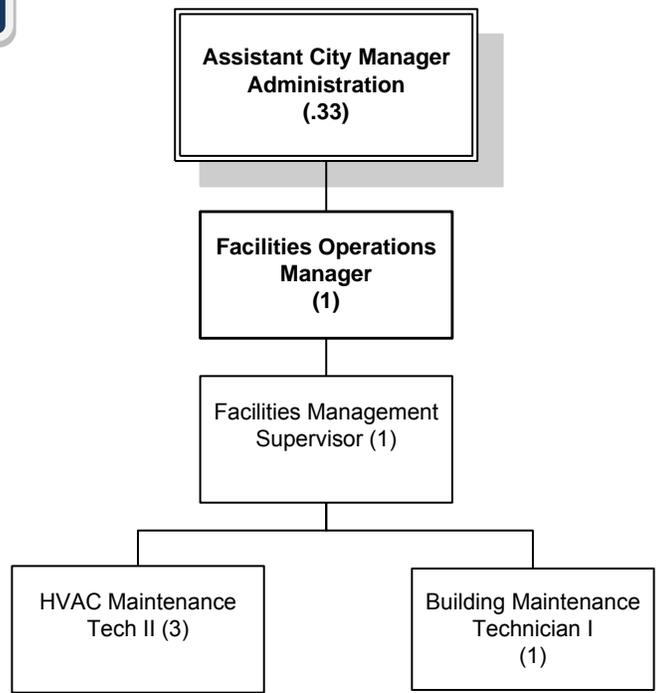


ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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: 6.33



FY 2015-2016 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide “best in class” customer service by completing PM 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 **95%**.

Performance Indicator

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

Department Goal

Ensure high quality janitorial services throughout the City

Objective

- Provide janitorial staff with steady feedback on the overall cleaning performance to maintain high janitorial satisfaction levels and increase the percentage of clean or pass inspections.

Performance Indicator

% of Clean Janitorial Inspections – Number of janitorial inspections that met janitorial work standards compared to total number of janitorial inspections. Reflects an average score measuring clean inspections throughout the City (10pt. scale used where 1=extremely dissatisfied and 10=exceeds expectations)

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Improve sustainability program to make the City more green-friendly

Objectives

- Through proactive green maintenance, achieve an energy consumption reduction of **27,996 kWh** or **18.9 CO₂e** (Greenhouse Gases Reduced).
- Continue to support and deploy innovative electric vehicle (EV) sustainable ideas to achieve a carbon dioxide reduction of at least **2,000 GHG (kg)** through greater EV utilization City-wide.

Performance Indicators

Energy Consumption Reduction – Total metric tons of electricity used or reduced through light fixtures (retrofits), water heaters, ACs and/or proactive preventive maintenance throughout the City maintained buildings as measured by converting kilowatt hours (kWh) saved into the carbon footprint measure of CO₂e

Greenhouse Gases Reduced (GHG) – Total metric tons of GHG reduced by retrofits and preventive maintenance throughout the city maintained buildings as measured by converting kilowatt hours saved into the carbon footprint measure of CO₂e

Net Cost Savings from Energy Reductions – Average savings realized in \$/kWh reduced through retrofits and preventive maintenance less any direct cost incurred to conduct the retrofits

Carbon Dioxide Reduction (GHG kg) – Total reduction of carbon dioxide emitted per gallon of motor gasoline per fiscal year burned by converting the number of EV charging sessions/kWh measured in GHG (kg)

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Facilities Overall Customer Service Satisfaction Rating * | 93% | 89% | 95%↑ |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.8% | 85%↑ |
| FINANCIAL INDICATOR | | | |
| Net Cost Savings from Energy Reductions | \$4,055 | \$7,633 | \$3,360↑ |
| OPERATIONAL INDICATORS | | | |
| % Clean Janitorial Inspections | 86% | 79% | 89%↑ |
| Energy Consumption Reduction (kWh) | 33,790.80 | 63,609.84 | 27,996↑ |
| Greenhouse Gases Reduced (CO2e) | 23.3 | 43.9 | 18.9↑ |
| Carbon Dioxide Reduced (GHG kg) | 3,539 | 3,111 | 2,000↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

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



ADMINISTRATIVE SERVICES

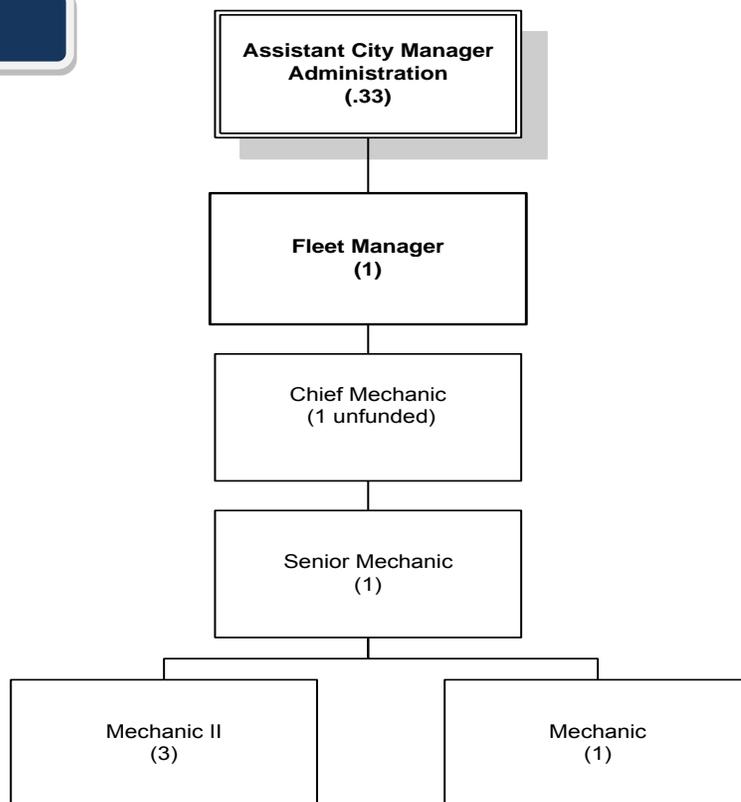
FLEET MANAGEMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

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

Organizational Structure

FTE: 6.33



FY 2015-2016 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. Preventive 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. Preventive 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 Preventive 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 Preventive 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 All Fleet Vehicles – Average age of all fleet vehicles (all categories) from vehicle manufacture date to the most current date of in-service user

Average Age of Primary Fleet Vehicles -Average age of all fleet vehicles in primary daily use (excluding reserve vehicles) 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: Hourly downtime cost or rate X 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: $(\text{Actual productive service hours} / \text{Total scheduled service hours}) \times 100$

Fleet Assets-to-Mechanic Ratio – Relationship or number of active City fleet vehicles per technician. Calculation: $(\text{number of active vehicles} / \text{number of technicians})$

% of Repairs Outsourced – Number of repairs sent to outside agencies for repairs compared total number of repairs

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Employee Motivation and Productivity Satisfaction Rating * | N/A | 77.7% | 85%↑ |
| Overall Fleet Management Satisfaction Rating * | 78.9% | 85.7% | 88%↑ |
| OPERATIONAL INDICATORS | | | |
| Overall Preventive Maintenance Adherence Rate | 97% | 71% | 90%↑ |
| Fire Dept. Preventive Maintenance Adherence Rate | 100% | 73% | 90%↑ |
| Police Dept. Preventive Maintenance Adherence Rate | 97% | 86% | 90%↑ |
| Solid Waste Preventive Maintenance Adherence Rate | 94% | 61% | 75%↑ |
| General Support Preventive Maintenance Adherence Rate | 98% | 61% | 75%↑ |
| Vehicle Cost per Mile | \$1.09 | \$.77 | \$.90↓ |
| Average Repair & PM Cost Per Fire Vehicle | \$2,599 | \$1,853 | \$2,500↓ |
| Average Repair & PM Cost Per Police Vehicle | \$437 | \$481 | \$500↓ |
| Average Repair & PM Cost Per Solid Waste Vehicle | \$1,488 | \$2,400 | \$2,500↓ |
| Average Repair & PM Cost Per Regular Vehicle | \$551 | \$501 | \$550↓ |
| Average Age of All Fleet Vehicles (years) | 8.9 | 8.3 | 8.0↓ |

| | | | |
|------------------------------------------------------------|-------|---------|----------|
| Average Age of Primary Fleet Vehicles (years) | N/A | N/A | 6.0↓ |
| Preventive vs. Corrective Maintenance Ratio | 53% | 54% | 60%↑ |
| Fleet Average Downtime Hours | 15.2 | 23.93 | 30↓ |
| Fleet Average PM Downtime Hours | 6.95 | 8.2 | 7↓ |
| Fleet Average Downtime Cost | \$859 | \$1,355 | \$1,700↓ |
| % Repeat Repairs/Failures | 22.4% | 10.9% | 10%↓ |
| Average Fleet Availability ** | 99% | 99.3% | 95%↑ |
| Average Fleet Vehicle Productivity (Fleet Utilization) *** | 75.4% | 90.3% | 75%↑ |
| Fleet Assets-to-Mechanic Ratio | 67 | 75.8 | 50↓ |
| % of Repairs Outsourced | 10.5% | 13.2% | 10%↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

* Employee engagement and customer service survey conducted annually by City Administration and distributed to all employees.

** 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



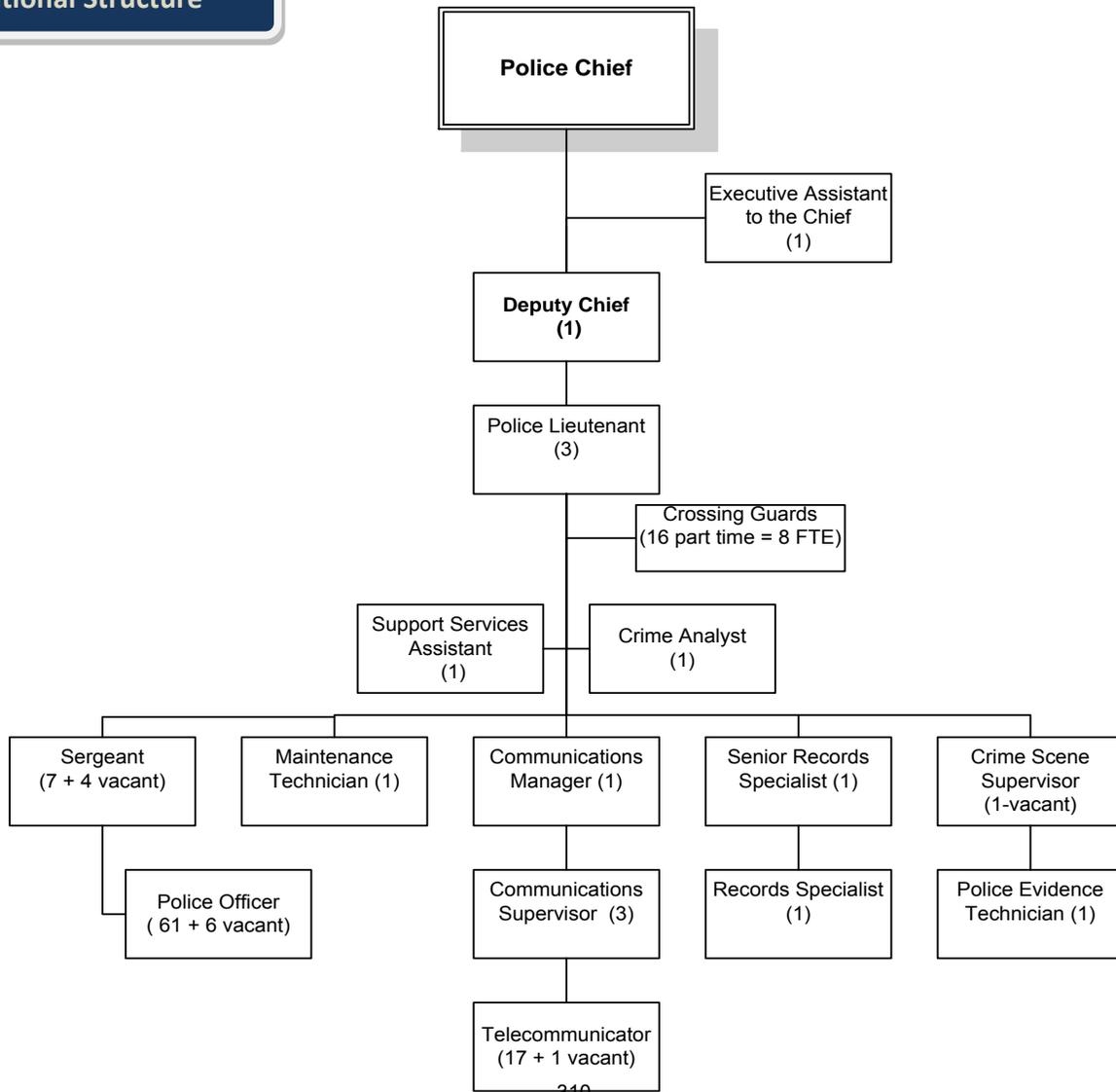
POLICE DEPARTMENT

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 continue to grow and stabilize Staffing levels will remain Sufficient forfeiture revenue to support 'at risk youth' programs |

Organizational Structure

FTE: 121



FY 2015-2016 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 positive or 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 or feel safe from violent crimes (murder, forcible rape, robbery & aggravated assault)
of Violent Crimes Reported – # of reported violent crimes annually (murder, forcible rape, robbery, aggravated assault)
Violent Crime Clearance Rate – % of violent crimes solved (by an arrest or exceptional means) compare to total violent crimes committed annually
Violent Crime Rate per 1,000 Residents – Number of violent crimes reported annually per 1,000 Winter Garden residents.
Calculation: total # of violent crimes for the year / (total city population/1,000)

Objective

- Expand Crime Prevention initiatives to improve the sense of safety around the 'crime prevention index'.

Performance Indicators

Crime Prevention Index – Percentage of citizens who feel positive about crime prevention efforts throughout the City (murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft & arson)

of Crimes Reported – Number of reported crimes annually (murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft & arson)

Crime Clearance Rate – % of crimes solved (by an arrest or exceptional means) compared to total crimes reported annually

Crime Rate per 1,000 Residents – Number of total crimes reported (violent & property) annually per 1,000 Winter Garden residents.
Calculation: total # of all crimes for the year / (total city population/1,000)

Code 2 Calls Response Time – Average time taken to respond to non-emergencies from the point a call is answered to the arrival of the first dispatched unit to the scene

Code 2 Calls Received – Number of non-emergency calls received and responded to by WGPD officers

Code 2 Calls per 1,000 Residents – Number of non-emergency calls received and responded to per 1,000 Winter garden residents.
Calculation: total number non-emergency calls received / (total city population/1,000)

Code 3 Calls Response Time – Average time taken to respond to high priority emergencies from the point a call is answered to the arrival of the first dispatched unit to the scene

Code 3 Calls Received – Number of high priority emergency calls received and responded to by WGPD officers

Code 3 Calls per 1,000 Residents – Number of high priority emergency calls received and responded to per 1,000 Winter garden residents. Calculation: total number high priority calls received / (total city population/1,000)

Objective

- Provide proactive education and community awareness through increased use of technology-based solutions to improve how residents feel about neighborhood safety.

Performance Indicator

Average Safety in Your Neighborhood Index – Combined percentage rating of citizens who feel positive about safety in their neighborhood during the day and after dark

Objective

- Improve patrol presence and activity throughout the downtown district to increase the overall sense of safety throughout Winter Garden's downtown district.

Performance Indicators

Safety in Downtown Winter Garden After Dark Index – Percentage of citizens (residents and merchants) who feel safe after dark in Winter Garden's downtown district

Safety in Downtown Winter Garden during the Day Index – Percentage of citizens (residents and merchants) who feel safe during the day in Winter Garden's downtown district

Crimes Reported in Downtown District – Number of reported crimes that occur (day & night) throughout Winter Garden's Downtown District monthly

of Unsecured Properties Downtown – Number of times officers identify and notify about unsecured dwellings, structures or conveyance throughout the Downtown District

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Safety From Property Crime Index | 69% | 75% | 77%↑ |
| Safety From Violent Crime Index | 81% | 88% | 89%↑ |
| Crime Prevention Index | 81% | 84% | 86%↑ |
| Average Safety in Your Neighborhood Index (day & night combined) | 86% | 92% | 93%↑ |
| Safety in Downtown Winter Garden during the Day Index | 95% | 96% | 97%↑ |
| Safety in Downtown Winter Garden after Dark Index | 82% | 86% | 88%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| OPERATIONAL INDICATORS | | | |
| # of Property Crimes Reported | 1,266 | 1,022 | 1,200↓ |
| Property Crime Clearance Rate | 34.9% | 30.6% | 34%↑ |
| Property Crime Rate per 1,000 Residents | 34.2 | 26.9 | 30.8↓ |
| # of Violent Crimes Reported | 173 | 188 | 180↓ |
| Violent Crime Clearance Rate | 57.4% | 64.4% | 60%↑ |
| Violent Crime Rate per 1,000 Residents | 4.7 | 4.95 | 4.6↓ |
| # of Crimes Reported | 1,439 | 1,210 | 1,380↓ |
| Crime Clearance Rate | 37.8% | 35.8% | 36.5%↑ |
| Crime Rate per 1,000 Residents | 38.9 | 31.8 | 35.4↓ |
| Code 2 Calls Response Time (non-emergencies) | 6:23 | 6:41 | 6:30↓ |
| Code 2 Calls Received (non-emergencies) | 8,554 | 9,034 | 9,200↑ |
| Code 2 Calls per 1,000 Residents (non-emergencies) | 231.2 | 237.7 | 235.9↑ |
| Code 3 Calls Response Time (high priority emergencies) | 4:52 | 4:55 | 4:00↓ |
| Code 3 Calls Received (high priority emergencies) | 834 | 876 | 900↓ |
| Code 3 Calls per 1,000 Residents (high priority emergencies) | 22.5 | 23 | 23.1↓ |
| # of Crimes Reported in Downtown District | 24 | 34 | 30↓ |
| # of Unsecured Properties Downtown | 53 | 66 | 48↓ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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



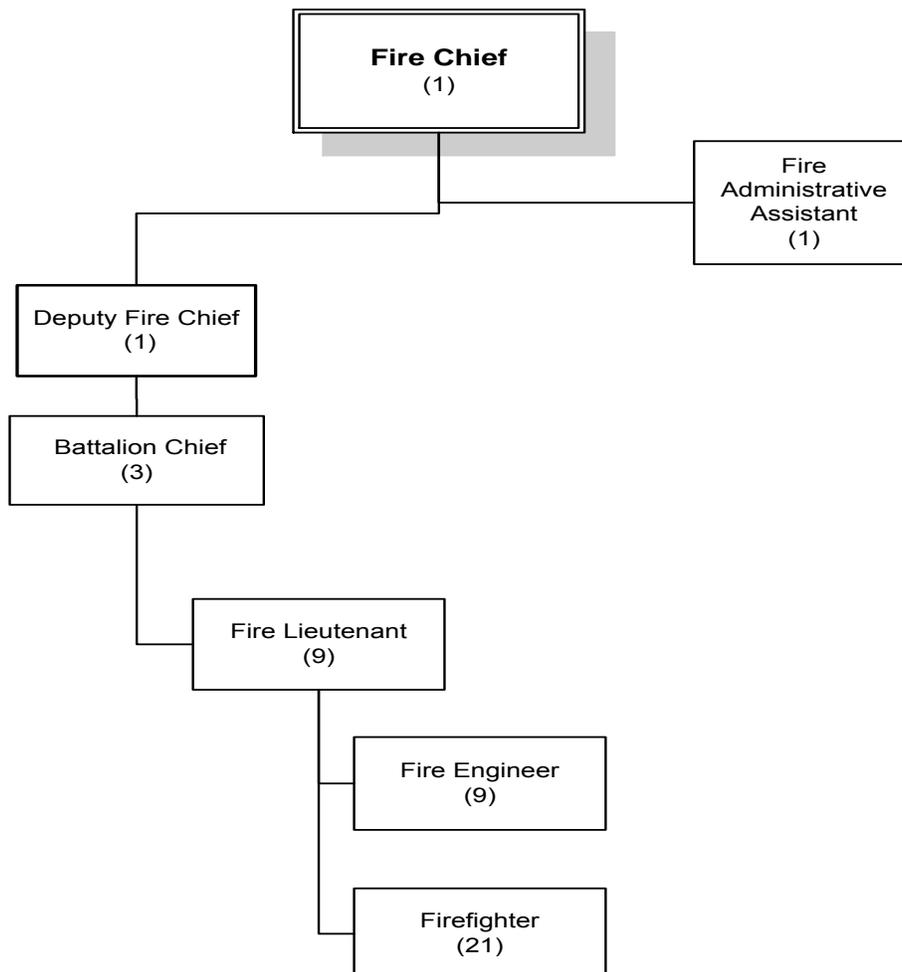
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

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

Organizational Structure

FTE: 45



FY 2015-2016 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 **21** to **25** (where for every 1,000 residents there are 25 individuals in the community trained to use CPR).

Performance Indicators

CPR Certified / 1,000 Residents Ratio – The number of individuals (residents and business owners) CPR trained and certified to-date compared to per 1,000 Winter Garden residents in any given year. (Formula: Total number of residents CPR trained / (Total City population (37,000) divided by 1,000 = 37). Alternatively, this measure reflects the number of WG residents who are trained in CPR life-saving techniques on a per 1,000 residents basis

of Incidents where CPR was used by a citizen prior to a first responder – Number of Fire or EMS incidents where CPR was administered by a resident/citizen prior to the arrival of a Fire and Rescue first responder and where the patient did not expire

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Improve control of Fire Department's operating cost

Objective

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

Performance Indicators

Labor Cost % of Total Fire Dept. Expense – Labor expenditures (salaries, wages, OT and benefits in dollars) realized monthly/annually compared to total Fire & Rescue Department expenditures

Fire Labor Expense Variance to Budget – Difference or change (in dollars) between actual and budgeted labor expenditures in the Fire & Rescue Dept.

Over-Time Cost % of Total Fire Dept. Expenses – Total labor over-time expenses (in dollars) realized monthly/annually compared to total Fire & Rescue Department expenditures

Fire OT Expense Variance to Budget – Difference or change (in dollars) between actual and budgeted over-time expenditures in the Fire & Rescue Dept.

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Emergency Preparedness Satisfaction Index | 63% | 70% | 72%↑ |
| Fire Prevention & Education Satisfaction Index | 82% | 80% | 83%↑ |
| Fire Services Satisfaction Index | 92% | 97% | 98%↑ |
| Emergency Medical Services Satisfaction Index | 90% | 96% | 97%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85%↑ |
| FINANCIAL INDICATORS | | | |
| Labor Cost % of Total Fire Dept. Expense | 75.1% | 80.98% | 80.5%↓ |
| Fire Labor Expense Variance to Budget | \$71,443 | (\$176,552) | (\$188,021)↓ |
| Over-Time Cost % of Total Fire Dept. Expenses | 4.57% | 4.94% | 5.21%↓ |
| Fire OT Expense Variance to Budget | (\$44,782) | (\$80,149) | (\$88,021)↓ |
| OPERATIONAL INDICATORS | | | |
| False Alarms as a % of Total Calls | 1.02% | .9% | 1%↓ |
| Fire Calls as a % of Total Calls | 2.48% | 2.39% | 2.5%↓ |
| Fire Average Response Time | 5:35 | 5:19 | 5:30↓ |
| EMS Calls as a % of Total Calls | 74.4% | 74.3% | 75%↓ |

| | | | |
|---------------------------------------------------------------------------|-------|------|-------|
| Average EMS Response Time | 5:57 | 5:04 | 5:10↓ |
| CPR Certified / 1,000 Residents Ratio | 12.24 | 21 | 24↑ |
| # of Incidents where CPR was used by a citizen prior to a first responder | N/A | 13 | 10↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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



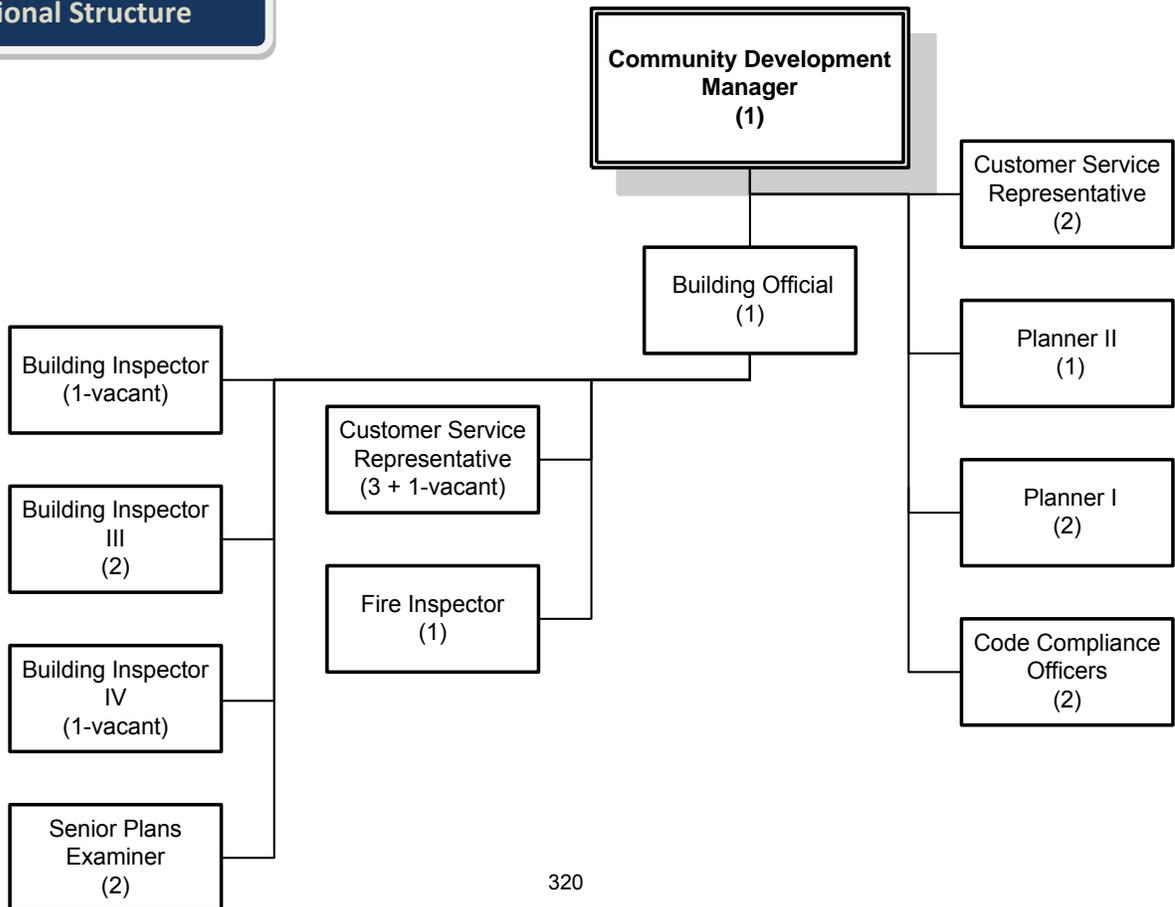
COMMUNITY DEVELOPMENT DEPARTMENT

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: 20



FY 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

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

Objective

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

Performance Indicators

Amount of Public Parking Satisfaction Index – Percentage of citizens who feel positive about the availability and access to public parking and parking facilities throughout the City

Ease of Public Parking Satisfaction Index – Percentage of citizens who feel positive about the convenience or the ease with which public parking is accessible or can be found throughout the City

Availability of Paths and Walking Trails Satisfaction Index – Percentage of citizens who feel positive about the availability and access to paths trails throughout the City

Ease of Bicycle Travel Satisfaction Index – Percentage of citizens who feel positive about traveling by bicycle throughout the City

Ease of Car Travel Satisfaction Index – Percentage of citizens who feel positive about vehicle travel and mobility throughout the City

Ease of Walking Satisfaction Index – Percentage of citizens who feel positive about pedestrian mobility throughout the City

Traffic Flow on Major Streets Satisfaction Index – Percentage of citizens who feel positive about traffic movement throughout the City

Total Connected Trails & Paths (in feet) – Measure (in feet) of total trails and paths throughout the City that are connected to the downtown district

Total Connected Sidewalks (in feet) – Measure (in feet) of total sidewalks throughout the City that are connected to the downtown district

Strategic Priority #2

Encourage a Thriving Economy

Department Goal

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

Objectives

- Establish and uphold design quality standards that effectively support the plan review process for all commercial and residential development projects.
- Review and streamline Planning's project plan review processes to achieve average review cycle times of **90** days for sub-division projects and **60** days for commercial projects.

Performance Indicators

Average Overall Cycle Time for Project Plan Reviews (Subdivision Constructions) – 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 Constructions) – Number of quality control plan reviews performed for each subdivision project submittal

Average Overall Cycle Time for Project Plan Reviews (Commercial Site Plan) – 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 Site Plan) – Number of quality control plan reviews performed for each commercial project submittal

Department Goal

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

Objective

- Continue to evaluate and improve Building's process for plan review and permitting in order to achieve an average overall permitting turnaround time of **within 14 days**.

Performance Indicators

Average Overall Permitting Turnaround Time – Time taken to turnaround commercial and residential permit from application to notification of permit issuance

Average Commercial Permitting Turnaround Time – Overall permitting turnaround time for commercial applications only from application to notice of permit issuance

Average Residential Permitting Turnaround Time – Overall permitting turnaround time for residential applications only from application to notice of permit issuance. (To include SFR attached and detached only)

% of Commercial Permits within Review Standard – Number of commercial permits that were turned around within the required # of review days for all commercial permit types compared to total commercial permits processed

% of Residential Permits within Review Standard – Number of residential permits that were turned around within the required # of review days for all residential types compared to total residential permits processed

Average Cycle Time for Sign Permits – Average time taken (in days) to turnaround an application for a sign permit from application submission to notification

Objective

- Continue to monitor and enhance the inspection service delivery procedures and overall responsiveness for all construction and building alteration projects.

Performance Indicators

of Inspections per Inspector per Day – Count of inspections performed by each building inspector daily. Does not reflect site visits only for inspections... but rather a pure count of discrete inspections performed at all sites in a given day on average

% of Commercial Building Inspections Performed within 24hrs of Request – Number of commercial inspections that were performed within 24 hours of contractor request compared to all commercial inspection requests

% of Residential Building Inspections Performed within 24hrs of Request – Number of residential inspections that were performed within 24 hours of contractor request compared to all residential inspection requests

% of Total Inspections Performed by Requested Date – Number of inspections fulfilled within contractor requested date compared to all inspection requests

Department Goal

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

Objective

- Evaluate and target unincorporated segments of Winter Garden for annexation opportunities to expand the overall incorporated service area footprint.

Performance Indicators

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

Protect natural land areas throughout the City

Objective

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

Performance Indicators

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. Includes: water bodies, water ways, wetlands, parks, conservation areas, neighborhood parks, residential open green space, bike trails and golf courses. Undeveloped lands and unincorporated areas were excluded.

City Green space % – Percentage of green or natural inventories and assets (public and private) throughout the City. Includes: water bodies, water ways, wetlands, parks, conservation areas, neighborhood parks, residential open green space, bike trails and golf courses. Undeveloped lands and unincorporated areas were excluded. Calculation: $\frac{\text{total green space acreage}}{\text{total incorporated acreage}}$

Strategic Priority #4

Provide an Attractive Community

Department Goal

Improve and preserve the aesthetics throughout the City

Objective

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

Performance Indicators

Code Enforcement Satisfaction Index – Percentage of citizens who feel positive about the enforcement of the City's Code throughout Winter Garden

% Citizen Initiated Complaints – Number of citizen reported complaints received by phone, e-mail and GovQa compared to total complaints received (from all sources)

% Citizen Initiated Complaints handled through Voluntary Compliance – Percentage of citizen initiated complaints which did not have a Notice of Violation issued (complaints were handled through voluntary compliance).

% Staff Driven Violations – Number of code cases reported or generated by staff compared to total code cases

Average Days Taken to Close a Code Case – Number of days to obtain compliance on a violation once it becomes a case

% of Complaints/Cases Brought into Compliance without Official Action – Number of complaints, violations and cases that voluntarily complied before an official citation was given and/or Code Enforcement Board hearing compared to total code complaints, violations and cases

% of Code Complaints responded to within 24hrs – Number of citizen complaints (valid or invalid) received through GovQA that are acknowledged by a code officer within a 24 hour period compared to total code complaints by citizen

of Code Complaints, Cases and/or Violations per 1,000 Service Connections – Number of code complaints (GovQa or staff initiated), non-case violations and/or cases acknowledged or processed by Code Enforcement Division annually for every 1,000 utility service connections (residential and commercial) in Winter Garden. (# of complaints, violations and cases divided by 16) '16' = approx. 16,000 service connections/1,000

of Code Complaints, Cases and/or Violations per Code Officer – Number of code complaints (GovQa or staff initiated), non-case violations and/or cases acknowledged or processed by each code enforcement officer annually

Strategic Priority #5

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

Strategic Priority #6

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide excellent customer service to all citizens & residents

Objective

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

Performance Indicators

Average Queue Wait Time – The time that elapses on average (seconds or minutes) once a caller enters the Building/Planning Queue to the point when a call is picked-up or answered by a call agent or live person. Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc...

Average Talk Time – Time taken (seconds or minutes) to service or complete Building/Planning calls from when a presented call is picked-up or answered by a call agent or a live person to when the call is terminated. (Excludes hold time during a call). Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc...

Average Hold Time – The total time that elapses on average (seconds or minutes) when a caller is placed on hold status by a call agent or live person at any point when a call is being handled or serviced in the Building/Planning Queue. Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc...

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

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

PERFORMANCE INDICATORS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|---------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Amount of Public Parking Satisfaction Index | 66% | 61% | 65%↑ |
| Ease of Public Parking Satisfaction Index | N/A | 65% | 68%↑ |
| Availability of Paths and Walking Trails Satisfaction Index | 84% | 87% | 89%↑ |
| Ease of Bicycle Travel Satisfaction Index | 82% | 83% | 85%↑ |
| Ease of Car Travel Satisfaction Index | 80% | 90% | 91%↑ |
| Ease of Walking Satisfaction Index | 80% | 83% | 85%↑ |
| Traffic Flow on Major Streets Satisfaction Index | 72% | 73% | 75%↑ |
| Preservation of Natural Land Areas Satisfaction Index | 68% | 71% | 73%↑ |
| Code Enforcement Satisfaction Index | 56% | 67% | 69%↑ |
| % Citizen Initiated Complaints | 2% | 8% | 5%↓ |
| % Citizen Initiated Complaints handled through Voluntary Compliance | 98% | 100% | 100%↑ |
| % of Code Complaints responded to within 24hrs | 76% | 87% | 90%↑ |

| | | | |
|--------------------------------------------------------------------------|-----------|-----------|------------|
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85%↑ |
| 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) | 18.9 | 13.34 | 14↓ |
| Avg. Commercial Permitting Turnaround Time (days) | 13.8 | 12.63 | 15↓ |
| Avg. Residential Permitting Turnaround Time (days) | 22.6 | 13.6 | 10↓ |
| % of Commercial Permits within Review Standard | 26% | 79.4% | 75%↑ |
| % of Residential Permits within Review Standard | 27% | 69.3% | 75%↑ |
| Average Cycle Time for Sign Permits (days) | 16 | 13.9 | 10↓ |
| # of Inspections per Inspector per Day | 9 | 6.7 | 20↓ |
| % of Commercial Building Inspections Performed within 24hrs of Request | 94% | 96.3% | 98%↑ |
| % of Residential Building Inspections Performed within 24hrs of Request | 99% | 98.3% | 98%↑ |
| % of Total Inspections Performed by Requested Date | 98% | 98.1% | 98%↑ |
| Total Connected Trails & Paths (in feet) | 72,296 | 86,208 | 90,000↑ |
| Total Connected Sidewalks (in feet) | 1,092,082 | 1,199,671 | 1,250,000↑ |
| Incorporated Winter Garden Conversion Rate | 2% | 2% | 2%↑ |
| Ratio of Unincorporated Winter Garden | 25.8% | 25.3% | 24.8%↓ |
| Total JPA Acreage | 14,711.74 | 14,711.74 | 14,711.74↑ |
| Total Incorporated Acreage | 10,922.80 | 10,987.81 | 11,063↑ |
| Total Unincorporated Acreage | 3,788.94 | 3723.93 | 3,648.51↓ |
| Unincorporated Acreage Converted | 58 | 65 | 76↑ |
| Average Queue Wait Time (Planning) – in seconds | :46 | :48 | :90↓ |
| Average Talk Time (Planning) – in seconds | :115 | :92 | :120↓ |
| Average Hold Time (Planning) – in seconds | :33 | :47 | :40↓ |
| Call Abandonment Rate (Planning) | 22.3% | 18.7% | 5%↓ |
| % of Calls Handled (Planning) | 77.7% | 81.3% | 95%↑ |
| Average Queue Wait Time (Building) – in seconds | :66 | :74 | :90↓ |
| Average Talk Time (Building) – in seconds | :97 | :102 | :120↓ |
| Average Hold Time (Building) – in seconds | :25 | :46 | :40↓ |

| | | | |
|-----------------------------------------------------------------------------|-------|-------|--------|
| Call Abandonment Rate (Building) – in seconds | 15.1% | 20.6% | 5%↓ |
| % of Calls Handled (Building) | 84.9% | 79.4% | 95%↑ |
| Total Acreage of City Green Space | 3,219 | 3,340 | 3,360↑ |
| City Green Space % | 29.5% | 30.5% | 31%↑ |
| Average Days Taken to Close a Code Case | 34 | 41.5 | 30↓ |
| % Staff Driven Violations | 98% | 92% | 95%↑ |
| % of Complaints/Cases Brought into Compliance without Official Action | 97% | 99% | 100%↑ |
| # of Code Complaints, Cases and/or Violations per 1,000 Service Connections | 29 | 18 | 50↓ |
| # of Code Complaints, Cases and/or Violations per Code Officer | 272 | 79 | 300↓ |

A value denoted by “N/A” indicates a measurement was not assessed for the reporting period

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



PUBLIC SERVICES DEPARTMENT

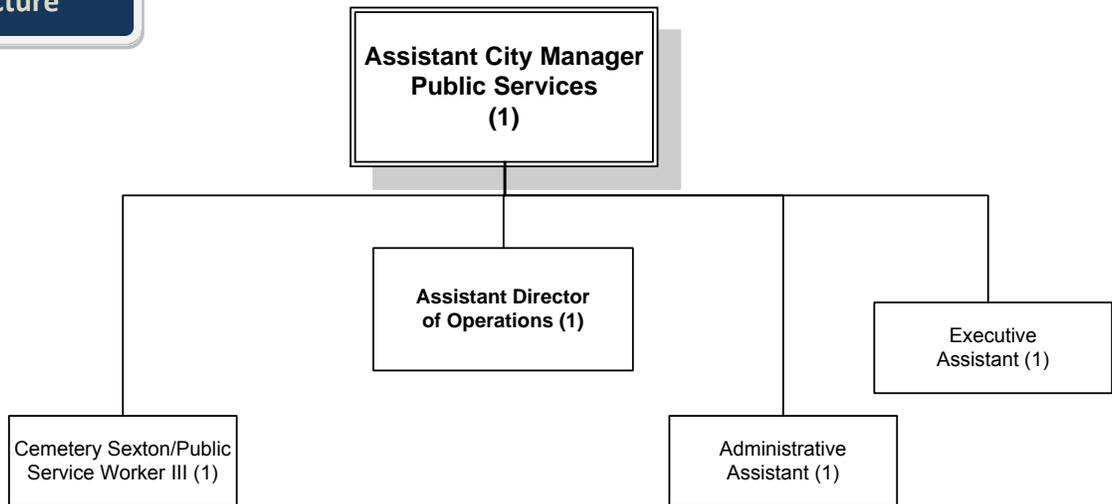
ADMINISTRATION/CEMETERY DIVISIONS

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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

More environmentally friendly City focused on reducing ground water withdrawals

Objective

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

Performance Indicator

Volume of Ground Water Withdrawals – Number of million gallons of water being pumped out of the aquifer by the City

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Provide alternative funding for City capital improvement projects

Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least **10%**.

Performance Indicators

Capital Improvements External Funding Rate – Percentage of external funding received for capital improvements compared to total capital cost required

Capital Improvements External Funding Received – Capital Improvements External Funding Received

Strategic Priority #3

Maintain Quality Services and Infrastructure

Department Goal

Reduce flooding incidents from adverse weather conditions

Objective

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

Performance Indicator

Total Number of Severe Flooding Incidents – Number of times water collection occurs and results in damage to personal and real property

Strategic Priority #4
Foster a Culture of Teamwork and Collaboration

Department Goal
Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|----------------------------|----------------------------|----------------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| FINANCIAL INDICATORS | | | |
| Capital Improvements External Funding Rate * | 15% | 0% | 10%↑ |
| Capital Improvements External Funding Received * | \$479,000 | \$0 | \$500,000↑ |
| OPERATIONAL INDICATORS | | | |
| Volume of Ground Water Withdrawals (in million gallons) | 1,823.9 | 1,964 | 1,824↓ |
| 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

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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



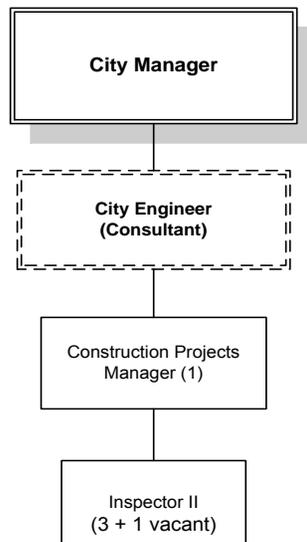
ENGINEERING DEPARTMENT

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 • Progress the Right of Way Program • Management of a growing project load with the current staffing • Implement procedures to manage time to meet the growing needs of a large project load | <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 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1
Maintain Quality Services and Infrastructure

Department Goal

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

Objective

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

Performance Indicators

% of On-Time CIP Starts (Design Phase) – Number of capital improvement projects annually at the design phase that started either before or on the originally scheduled commencement date divided by total number of scheduled capital improvement projects for the year for the design phase

CIPs Completed and/or on Schedule – Number of capital improvement projects completed or on schedule in the planned construction timeframe compared to total capital improvement projects completed

% of CIPs Completed within Bid Amount – Annual total number of completed capital improvement projects compared to number of completed CIPs that had actual cost realized within bid value

CIP Bid to Budget Cost Variance % – Annual percentage difference between budgeted cost of capital improvement projects and the original proposed bid value. (value should be less than or equal to the stated target)

CIP Bid to Actual Cost Variance % – Annual percentage difference between the proposed bid costs of planned capital improvement projects and the actual project cost incurred. (value should be less than or equal to the stated target)

Department Goal

Proactively safeguard engineering design standards throughout the City

Objective

- Improve and monitor targeted engineering site inspections focused on safeguarding CIP, Private and Right of Way projects (including infrastructure) to ensure adherence with the City's quality design standards and monitoring time management while achieving a certificate of completion rate of at least **95%**.

Performance Indicators

Number of Active Capital Improvement Projects - Number of capital improvement projects actively ongoing

CIP Site Visits - Number of capital improvement projects site visits by the inspection staff to ensure quality control of the project

CIP Carryover from Previous Period - Annual number of capital improvement projects which were active during the previous reporting period and have been carried over to the current reporting period.

CIP New Starts per Period - Number of capital improvement projects which actively started construction during the current quarterly reporting period

CIP C of Cs per period - Number of capital improvement projects which completed construction to the City standard and level of quality

Number of Active Private Projects - Number of private projects (including development and commercial projects) actively ongoing

Private Project Site Visits - Number of private projects (including development and commercial projects) site visits by the inspection staff to ensure quality control of the project

Private Project Carryover from Previous Period - Annual number of private projects (including development and commercial projects) which were active during the previous reporting period and have been carried over to the current reporting period

Private Project New Starts per Period - Number of private projects (including development and commercial projects) which actively started construction

Private Project C of Cs per Period - Number of private projects (including development and commercial projects) which completed construction to the City standard and level of quality

Number of Active Right of Way Permits - Number of right of way permits/projects actively ongoing

Right of Way Site Visits - Number of right of way permits/projects site visits by the inspection staff to ensure quality control of the project

Right of Way Project Carryover from Previous Period - Annual number of right of way permits/projects which were active during the previous reporting period and have been carried over to the current reporting period

Right of Way Project New Starts per Period - Number of right of way permits/projects which actively started construction

Right of Way Project C of Cs per Period - Number of right of way permits/projects which completed construction to the City standard and level of quality

Strategic Priority #2
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|----------------------------|----------------------------|----------------------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.8% | 85% ↑ |
| FINANCIAL INDICATORS | | | |
| % of CIPs Completed within Bid Amount | 89% | 92% | 95% ↑ |
| CIP Bid to Budget Cost Variance % | 69.5% | 3.3% | ≤ 10% ↓ |
| CIP Bid to Actual Cost Variance % | 9% | 5.7% | ≤ 5% ↓ |
| OPERATIONAL INDICATORS | | | |
| % of On-Time CIP Starts (Design Phase) | N/A | 95% | 95% ↑ |
| CIPs Completed and/or on Schedule | 80% | 85% | 95% ↑ |
| Number of Active Capital Improvement Projects | 18 | 13 | 21 ↑ |
| # CIP Site Visits | 2,459 | 2,341 | 2,500 ↑ |
| # CIP Carryover from Previous Period | N/A | 9 | 8 ↓ |
| # CIP New Starts per Period | 12 | 4 | 4 ↑ |
| # CIP C of Cs per period | 9 | 7 | 6 ↑ |
| Number of Active Private Projects | 27 | 31 | 35 ↑ |
| # Private Project Site Visits | 1,732 | 1,803 | 1,800 ↑ |
| # Private Project Carryover from Previous Period | N/A | 9 | 10 ↓ |

| | | | |
|-------------------------------------------------------|-----|-----|-------|
| # Private Project New Starts per Period | 15 | 22 | 25 ↑ |
| # Private Project C of Cs per Period | 5 | 15 | 25 ↑ |
| Number of Active Right of Way Permits | 96 | 106 | 141 ↑ |
| # Right of Way Site Visits | 436 | 396 | 450 ↑ |
| # Right of Way Project Carryover from Previous Period | N/A | 22 | 35 ↓ |
| # Right of Way Project New Starts per Period | N/A | 84 | 110 ↑ |
| # Right of Way Project C of Cs per Period | 96 | 58 | 90 ↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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



PARKS AND RECREATION DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:

To provide desirable and high quality outdoor spaces, parks, recreation programs, events and facilities to ensure exceptional experiences for all residents and visitors to Winter Garden.

CORE FUNCTIONS:

- Provide active and passive recreational facilities for all community segments
- Provide quality outdoor spaces to enhance the downtown and city-wide experience
- Provide diverse recreation programs and rental facilities
- Provide events and diverse cultural experiences for all leisure needs

CHALLENGES:

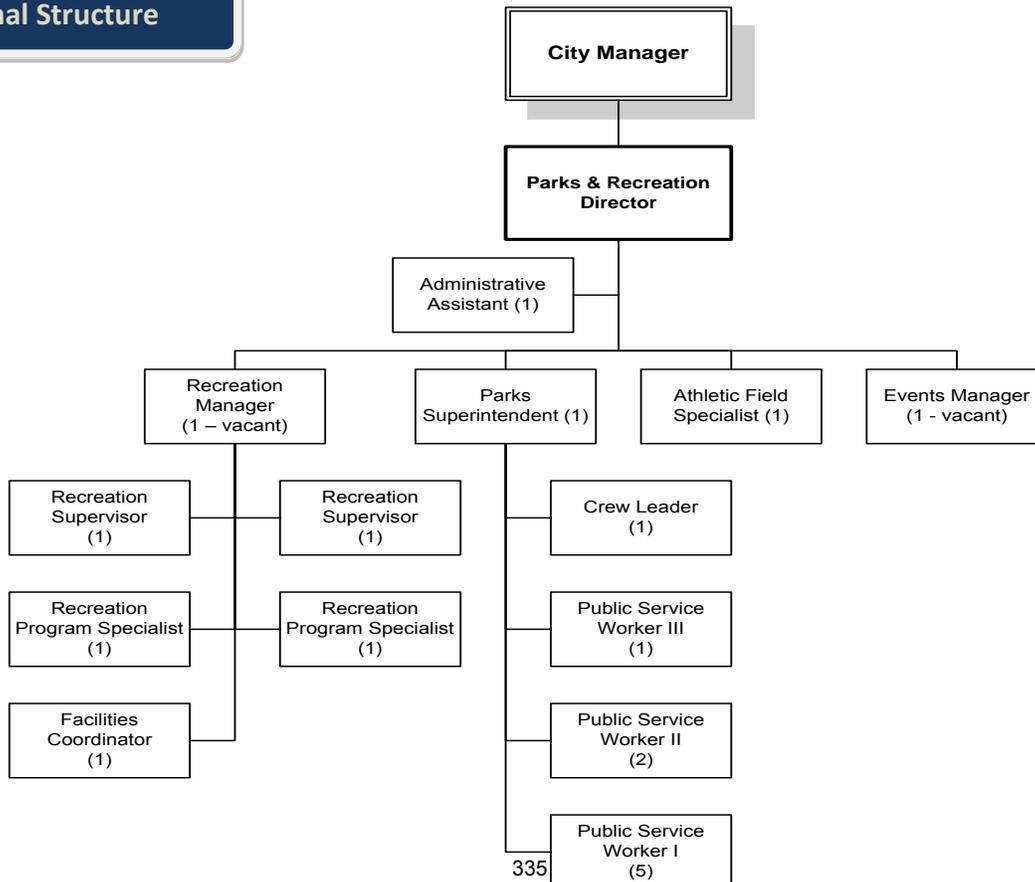
- Inability due to poor funding to maintain outdoor green space and facilities at proper functional and aesthetic levels
- Poor administered Recreation programs and scheduling that result in field overuse/failure
- Deferred maintenance of green/growing assets that result in plant/tree failure poor aesthetics and increased future costs
- Finding the right mix of programs and services that cater to changing needs
- Attract and retain qualified/skilled staff

BUSINESS ASSUMPTIONS:

- There will be a growing demand from residents and visitors to participate in recreational and athletic activities
- Availability of appropriate funding to expand/improve and sustain outdoor assets and associated facilities

Organizational Structure

FTE: 20



FY 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide an Attractive Community

Department Goal

Develop and sustain beautiful park, pedestrian and landscape areas

Objectives

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

Performance Indicators

Pedestrian and Landscape Areas Satisfaction Index - Percentage of citizens who feel positive about the way the City maintains its hardscape and landscape areas

Quality of City parks Satisfaction Index - Based on the Citizens Survey, the percentage of citizens who feel positive about the appearance and the maintenance upkeep of the City's park areas

Downtown Pedestrian and Landscape Areas Satisfaction Rating - Percentage of local Downtown businesses (surveyed) that felt positive about the appearance/maintenance quality of Downtown's pedestrian and landscape areas

Strategic Priority #2

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

of Recreation Instructor Applications Received - The total number of number of applications received applying for recreation program instructor positions within the Recreation Department.

% Satisfied with Recreation programs - Percentage of post program survey participants who had a positive experience

Strategic Priority #3
Preserve the Natural Environment

Department Goal

Rehab, restore and protect passive green space throughout the City

Objective

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

Performance Indicators

Quality of the Overall Natural Environment Satisfaction Index - Percentage of Citizens who feel positive about the characteristics of Winter Garden's overall natural environment
Preservation of Natural Land Areas Satisfaction Index- Percentage of Citizens who feel positive about Winter Garden's preservation of open space, farmlands and greenbelts

Strategic Priority #4
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|---------------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Pedestrian and Landscape Areas Satisfaction Index | 77% | 88% | 90%↑ |
| Downtown Pedestrian and Landscape Areas Satisfaction Rating | N/A | N/A | 80%↑ |
| Participated in a Recreation Program or Activity Satisfaction Index | 40% | 58% | 60%↑ |
| Recreational Opportunities Satisfaction Index | 80% | 87% | 90%↑ |
| % Satisfied with Recreation programs | 92.8% | 92% | 95%↑ |
| Quality of City parks Satisfaction Index | 88% | 89% | 90%↑ |
| Employee Motivation and Productivity Satisfaction Rating | N/A | 77.7% | 85%↑ |
| Quality of the Overall Natural Environment Satisfaction Index | 86% | 94% | 96%↑ |
| Preservation of Natural Land Areas Satisfaction Index | 68% | 71% | 75%↑ |
| OPERATIONAL INDICATORS | | | |
| # of Recreation Instructor Applications Received | N/A | 19 | 25↑ |
| # of Total Program/Events Participants * | 103,496 | 99,194 | 105,000↑ |

A value denoted by "N/A" indicates a measurement was not assessed for the reporting period

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



PUBLIC SERVICES DEPARTMENT

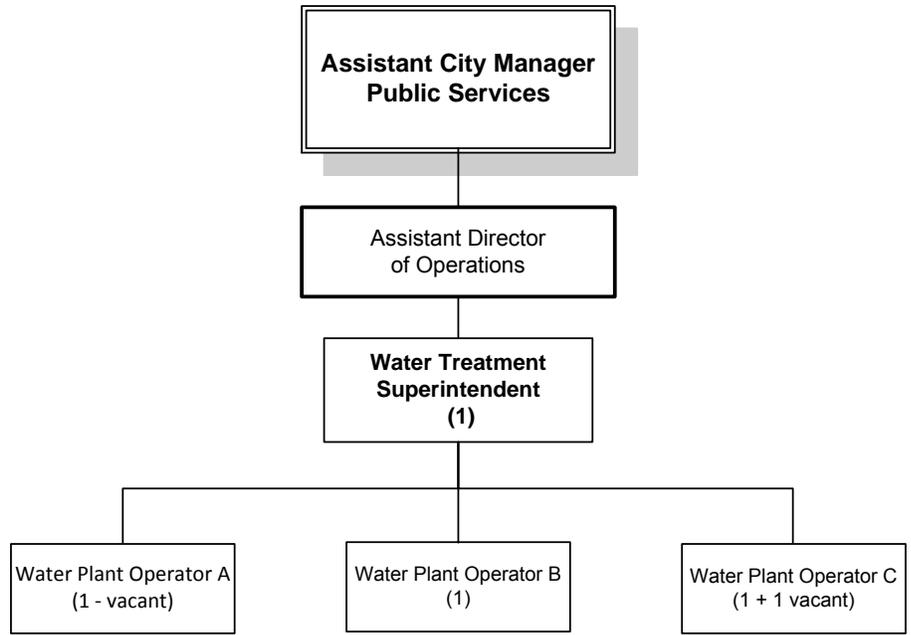
WATER TREATMENT & PUMPING DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <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. • 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 2015-2016 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 minimizing the number of service interruptions, boiled water notices, and reduced system pressure.

Performance Indicators

#of Boiled Water Notices Issued – Number of times that the city issued boiled water notices due to reduced water system pressure
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 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-------------------------------------------------------------|-----------------|-----------------|-----------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Drinking Water Quality Satisfaction Index | 61% | 71% | 73%↑ |
| OPERATIONAL INDICATORS | | | |
| #of Boiled Water Notices Issued | 0 | 4 | 0↓ |
| # of Water Pressure Interruptions that Resulted in < 50 PSI | 5 | 4 | 4↓ |

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



PUBLIC SERVICES DEPARTMENT

WATER & RECLAIMED WATER

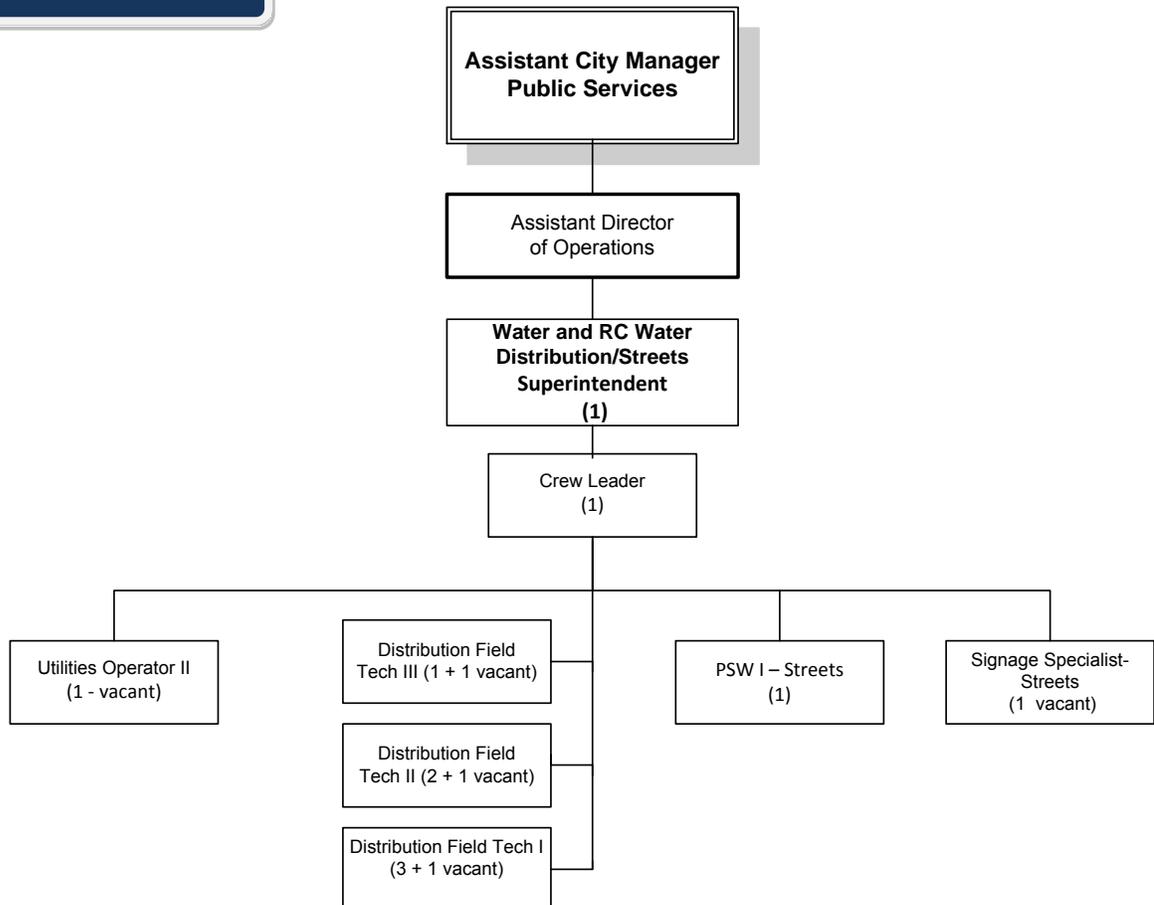
DISTRIBUTION/STREETS DIVISION

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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve pedestrian infrastructure, bicycle and automobile transportation

Objective

- Execute and continuously evaluate City street maintenance program to increase the 'street repair/maintenance satisfaction index'.

Performance Indicators

Street Repair/Maintenance Satisfaction Index – Percentage of citizens who feel satisfied with street repair and maintenance throughout the City

% Street Repairs Resolved Within Timeframe Standard – Percentage of times street repairs are resolved within establish service standards (Level 1 - 24 hrs.; Level 2 - 72 hrs.; Level 3 - 10 days)

Objective

- Execute and continuously evaluate City sidewalk maintenance plan to improve the 'sidewalk maintenance satisfaction index'.

Performance Indicators

Sidewalk Maintenance Satisfaction Index – Percentage of citizens who feel satisfied with sidewalk maintenance throughout the City

% of Sidewalk Repairs Resolved Within Timeframe Standard – Percentage of times sidewalk repairs are resolved within establish service standards (Level 1 - 24 hrs.; Level 2 - 72 hrs.; Level 3 - 10 days)

Objective

- Proactively ensure timely and accurate traffic communication to the public prior to or during scheduled or unscheduled road maintenance work 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

Maintain optimal water pressure levels 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 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------|----------------------------|----------------------------|----------------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Street Repair/Maintenance Satisfaction Index | 64% | 71% | 73%↑ |
| Sidewalk Maintenance Satisfaction Index | 72% | 79% | 81%↑ |
| Ease of Car Travel in Winter Garden Satisfaction Index | 80% | 90% | 91%↑ |
| 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 | 5 | 7 | 5↓ |

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



PUBLIC SERVICES DEPARTMENT

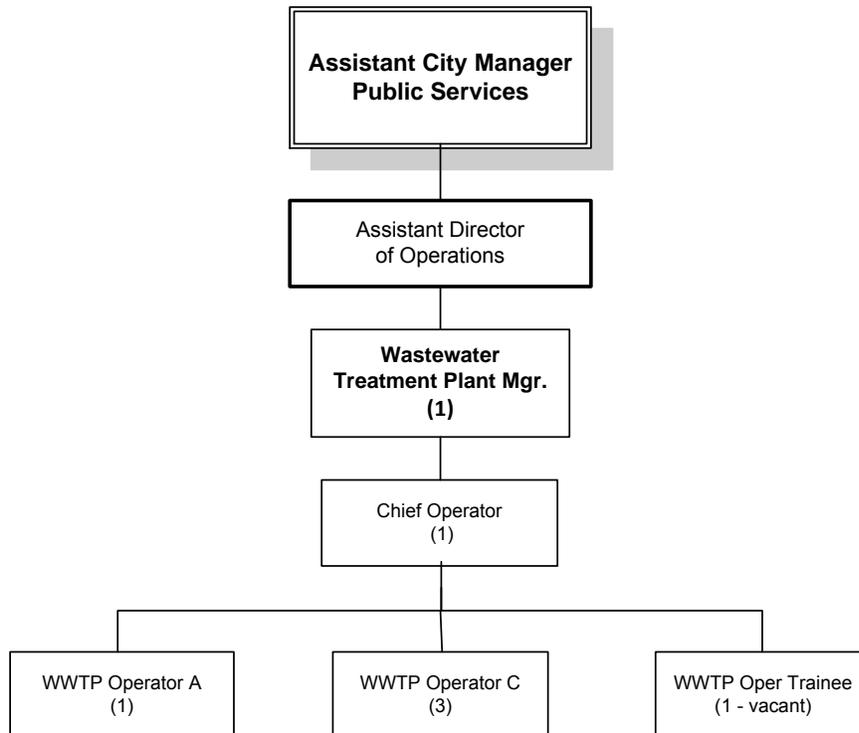
WASTEWATER & RECLAIMED WATER DIVISION

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 2015-2016 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Improve odor control at wastewater treatment facility

Objective

- Monitor the odor control equipment on the Headworks and Influent Wetwell to ensure the proper operation 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 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|---------------------------------------------------------------|--------------------|--------------------|--------------------|
| OPERATIONAL INDICATORS | | | |
| Number of Odor Complaints (Wastewater Treatment Plant) | 0 | 0 | 0↓ |
| Number of Repeat Odor Complaints (Wastewater Treatment Plant) | 0 | 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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

- Continue focus on grease reduction in the City's waste water system through restaurant owner reinforced education on proper grease trap management and maintenance.

Performance Indicator

Restaurant Site Inspection Compliance Rate – Percentage of restaurants that successfully pass grease trap inspections compared to total restaurants inspected

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Protect groundwater resources through water conservation

Objective

- Ensure compliance with St John's Water allocation through proactive conservation awareness efforts that will prevent exceeding allowable groundwater withdrawal restrictions.

Performance Indicators

Water Conservation Participation Index – Results from Citizen Survey indicating how many people practice some form of water conservation (at least 3 – 12 times or more per year)

Million Gallons / Day in Groundwater Withdrawals – Amount of groundwater measured in million gallons per day that the City withdrew per calendar year as outlined and defined in the City's St. John's consumptive use permit

PERFORMANCE INDICATOR RESULTS & TARGETS

| Performance Indicators | FY 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|-----------------------------------------------------|-----------------|-----------------|-----------------|
| CUSTOMER SERVICE INDICATOR | | | |
| Water Conservation Participation Index | 78% | 85% | 87%↑ |
| OPERATIONAL INDICATORS | | | |
| Restaurant Site Inspection Compliance Rate * | 100% | 100% | 100%↑ |
| Million Gallons / Day in Groundwater Withdrawals ** | 4.99 | 5.4 | 4.80↓ |

* 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.

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



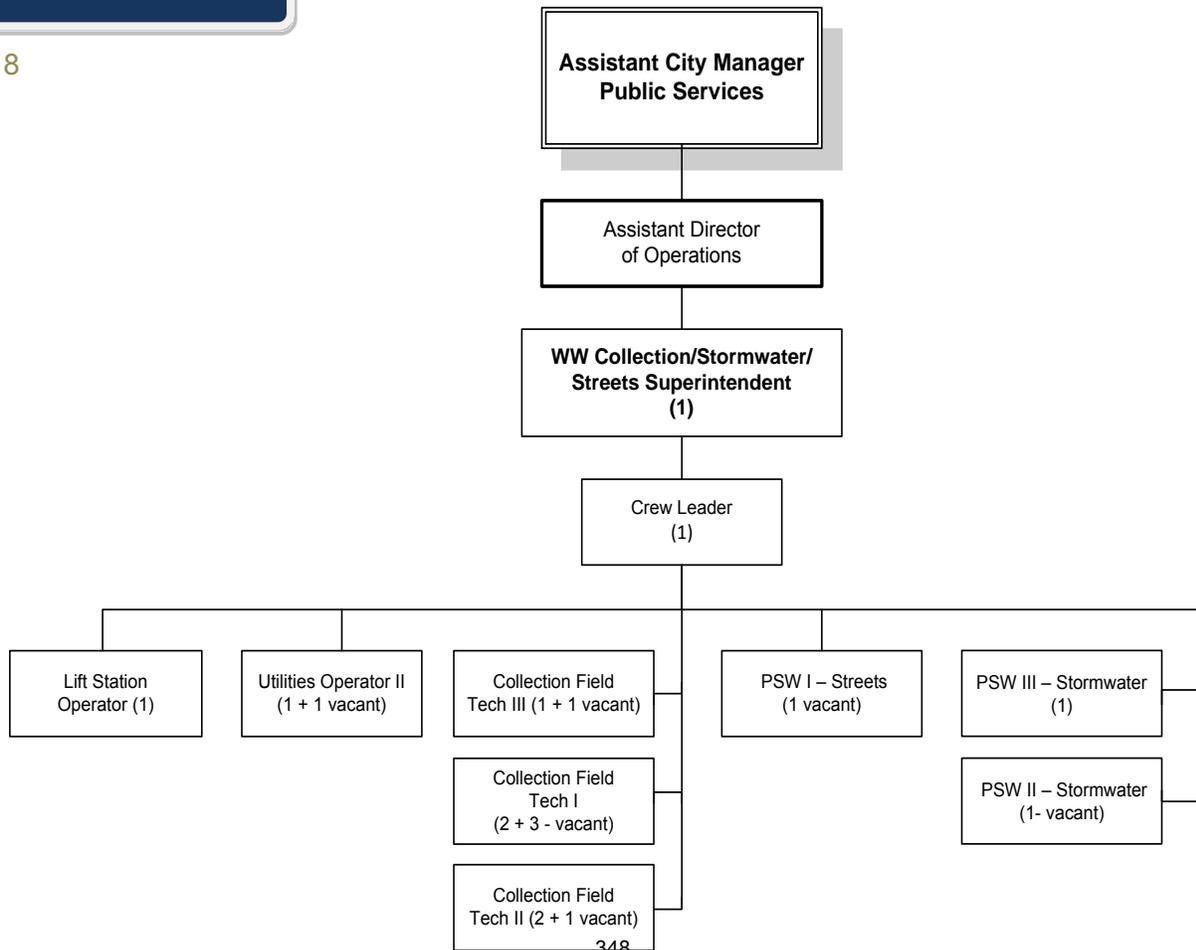
PUBLIC SERVICES DEPARTMENT WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>MISSION STATEMENT: <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 2015-2016 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

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

Objective

- Improve and maintain a high level of service with the street cleaning and storm water system maintenance program to increase the volume of pollutants removed from storm water drains.

Performance Indicator

Volume of Pollutants Removed from Storm Water Drains – Amount of debris, measured in tonnage, that have been extracted from the drainage system to reduce pollution

Strategic Priority #2

Provide an Attractive Community

Department Goal

Keep the City corridors attractive and clean

Objective

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

Performance Indicator

Street Cleaning Satisfaction Index – Percentage of citizens who felt positive about the street cleanliness throughout the City (mowing, litter clean-up & street sweeping)

Strategic Priority #3

Maintain Quality Services and Infrastructure

Department Goal

Prolong the service life of the City's infrastructure

Objective

- Improve sewer preventative maintenance to increase the 'sewer satisfaction index'.

Performance Indicators

Sewer Satisfaction Index – Percentage of citizens who feel positive about the City's sewer services
Linear Feet of Sewer Pipes Cleaned – Distance in linear feet of sewer pipes cleaned for scheduled troublesome areas throughout the City
% of Sewer Calls Responded to Within 45 Minutes – Number of sewer line blockage service requests (calls by residents) responded to within 45 minutes compared to total number of sewer line blockage service request responses
% of Total Sewer Pipes Cleaned – Percentage of sewer pipes (in linear feet) cleaned and maintained annually compared to total sewer pipes in the City's system

Department Goal

Reduce citizen storm water complaints

Objective

- Ensure timely assessment and resolution of citizen storm water complaints or requests by investigating and interviewing the citizens related to their concerns and/or storm water problems. As a result of the investigation/interview, remedies may be performed by the City, while others may be a private property issue.

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 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|----------------------------------------------------------------|--------------------|--------------------|--------------------|
| CUSTOMER SERVICE INDICATORS | | | |
| Street Cleaning Satisfaction Index | 77% | 85% | 87%↑ |
| Sewer Service Satisfaction Index | 86% | 90% | 91%↑ |
| Storm Water Drainage Satisfaction Index | 81% | 84% | 86%↑ |
| OPERATIONAL INDICATORS | | | |
| Volume of Pollutants Removed from Storm Water Drains (in tons) | 570.48 | 866.53 | 800↑ |
| Linear Feet of Sewer Pipes Cleaned | 204,972 | 241,644 | 323,000↑ |
| % of Sewer Calls Responded to Within 45 Minutes | 99.92% | 100% | 100%↑ |
| % of Total Sewer Pipes Cleaned | 22.2% | 26.2% | 35%↑ |
| % 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

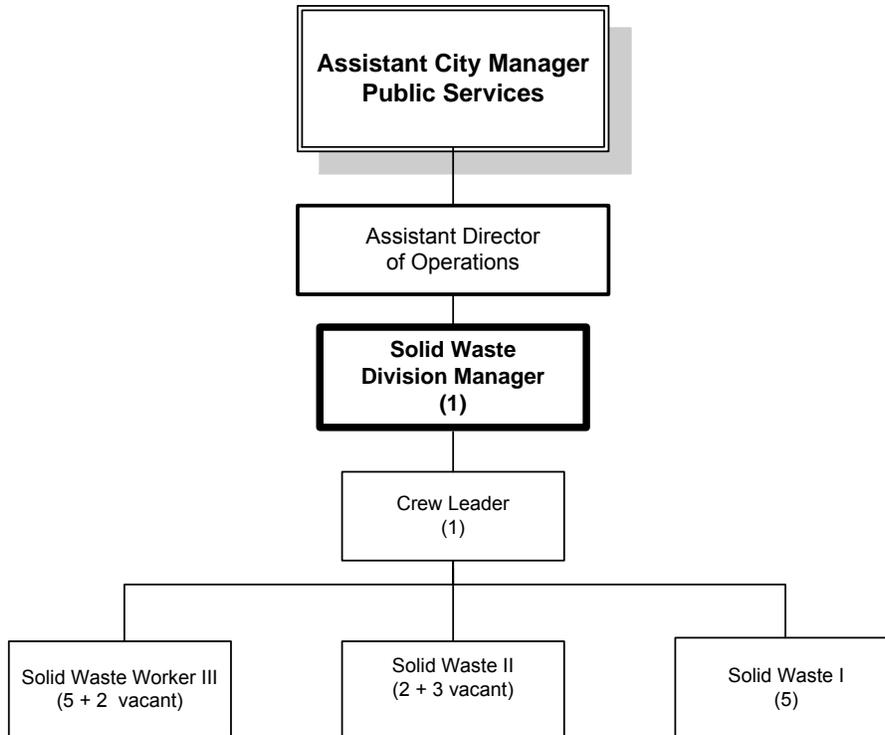
SOLID WASTE DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <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 2015-2016 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Departmental Goals

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill

Objective

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

Performance Indicators

Recycled Used Paper, Cans or Bottles from Your Home Survey Index – Percentage of citizens who recycled paper, cans, or bottles at home

% of Homes Converting to New Recycling Bins – Number of homes that converted or replace small recycle bins with larger ones (to-date) compared to the total homes recycling (or total homes that have bins)

Tons of Solid Waste Refuse – Combined total tonnage of commercial and residential solid waste refuse collected and transferred to transfer stations and landfills. Excludes yard and recycling waste.

Tons of Commercial Solid Waste Refuse – Total tonnage of commercial solid waste refuse collected and disposed at transfer stations and landfills (excludes 96 gallon receptacle pick-ups which are already part of residential service pick-up). Excludes yard and recycling waste.

Tons of Residential Solid Waste Refuse – Total tonnage of residential solid waste refuse collected and disposed at transfer stations and landfills (includes 96 gallon receptacle commercial pickups which are done as part of residential service). Excludes yard and recycling 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 Commercial Solid Waste Refuse per Service Account – Total commercial solid waste refuse measured in tons per commercial utility account serviced in Winter Garden. Calculation: total commercial tonnage in solid waste refuse / total commercial accounts with garbage pickup service. Excludes recycling and commercial 96 gallon receptacle pickup service

Tonnage of Residential Solid Waste Refuse per 1,000 Residents – Total residential solid waste refuse measured in tons per 1,000 Winter Garden residents. Calculation: total tonnage in solid waste refuse / (total city population/1,000) = 39. Excludes Recycling.

Tonnage of Recycle Waste per 1,000 Residents – Total recycling waste (commercial & residential) measured in tons per 1,000 Winter Garden residents. Calculation: total tonnage in solid waste refuse / (total city population/1,000) = 39

Tonnage per Trip – Total commercial and residential solid waste refuse (includes recycling and yard waste) measured in tons per number of trips to the transfer station and/or landfill. Note: Measure excludes yard waste collected using Boom trucks, however, yard waste collected using Compacted trucks are included.

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 13/14 Actual | FY 14/15 Actual | FY 15/16 Target |
|------------------------------------------------------------------|--------------------|--------------------|--------------------|
| FINANCIAL INDICATOR | | | |
| Solid Waste Direct Cost per Tonnage | \$147.01 | \$129.32 | \$128.00↓ |
| OPERATIONAL INDICATORS | | | |
| Recycled Used Paper, Cans or Bottles from Your Home Survey Index | 81% | 88% | 90%↑ |
| % of Homes Converting to New Recycling Bins | 65.32% | 69% | 100%↑ |
| Tons of Solid Waste Refuse | 19,523 | 20,840 | 21,500↑ |
| Tons of Commercial Solid Waste Refuse | 9,418 | 10,258 | 10,500↑ |
| Tons of Residential Solid Waste Refuse | 9,938 | 10,582 | 11,000↑ |
| Tons of Recycle Waste Collected | 1,694 | 1,949 | 2,150↑ |
| Recycled Waste as a % of Total Waste | 6.2% | 6.6% | 7%↑ |
| % of Commercial Accounts Recycling | 6.7% | 6.7% | 7%↑ |
| Tonnage of Commercial Solid Waste Refuse per Service Account | 13.8 | 14.26 | 15.0↑ |
| Tonnage of Residential Solid Waste Refuse per 1,000 Residents | 268.6 | 280.28 | 285.0↓ |
| Tonnage of Recycle Waste per 1,000 Residents | 45.77 | 51.64 | 55.0↑ |
| Tonnage per Trip | 6.86 | 7.02 | 8.0↑ |

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



WINTER GARDEN

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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.