

**Safe Communities**

**Mobility**

**Thriving Economy**

*Sense of Community*

**Natural Environment**

*Attractive Communities*

**Recreation, Arts and Culture**

**Fiscal Stability**

**Education and Learning Opportunities**

**Quality Services and Infrastructure**

City of Winter Garden, FL

Fiscal Year 2019-2020

**Adopted Budget**





# WINTER GARDEN

**CITY OF WINTER GARDEN**  
**Fiscal Year 2019/2020**  
**Adopted Budget**

**JOHN REES**

Mayor

**LISA BENNETT**

Commissioner, District 1

**BOB BUCHANAN**

Commissioner, District 2

Mayor Pro Tem

**MARK A. MACIEL**

Commissioner, District 3

**COLIN SHARMAN**

Commissioner, District 4

**MICHAEL BOLLHOEFER**

City Manager

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# BUDGET MESSAGE

Budget Message

September 26, 2019

**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 2019/2020. This document presents the recommended expenditures for operations and for capital improvements for the upcoming fiscal year.

Our City is widely recognized as a well-planned community, successfully balancing the provision of exceptional levels of service, a welcoming business climate and an extensive array of amenities. As the economy continues to strengthen, our citizens and local businesses are making positive economic gains. Building permits continue to be issued at a quick pace and new developments are still coming in. The City's financial status is strong and continuing to grow, generating sufficient revenues to meet increased costs for quality municipal service delivery standards that our constituents have come to expect.

The City of Winter Garden has developed a fiscally responsible budget for FY 2019/20 and I am confident that it will help us remain on sound financial ground. The General Fund revenues budget for FY 2019/20 totals \$43,386,240. This is an increase of \$4,415,944 or 11.3% when compared to the budget for the prior fiscal year budget. Revenue projections are strong due to increased real estate valuations, new construction, and consumer spending. The most significant revenue source in the General Fund budget is ad valorem taxes in the amount of \$16,172,254 which is based on the current millage rate of 4.500. The budget reflects no change to the millage rate. Although the current rate is maintained, ad valorem property tax revenue will increase by approximately \$1,640,457 as a result of the 11.5% increase in Winter Garden's property values. Other Financing Sources has increased by \$16.3 million largely in-part to fund the proposed Dillard Street Redesign project.

The projected unassigned fund balance in the General Fund at the end of fiscal year 2020 is budgeted to be \$15,921,115, bringing unassigned fund balance to 27% of expenditures, which is just below the target minimum of 30%.

While the economic outlook is bright, we continue to adhere to our conservative approach to the budget. We continue to maintain a conservative budget 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.

Citywide Staffing/Salaries and Benefits

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 \$25.37 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 3.0%.

Healthcare costs continue to rise nationwide and fiscal year 2020 is expected to continue to increase. This budget proposes to increase the city paid portion of the health insurance premiums by 10%. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2019. City employees pay between 0-15% of the cost for health insurance. The City provides basic life and long-term disability coverage at no cost to the employee.

On a percentage of pay basis, the City's pension contribution rates will increase slightly from 12.79% to 13.23% for the General Employee pension plan. The City's pension contribution for the Fire and Police pension plan will decrease slightly from 14.30% to 13.32% in the FY2020 budget.

Every department routinely evaluates staffing to analyze the need to eliminate, modify or add positions as necessary to ensure responsive, efficient and effective service delivery to our residents. There is one proposed full-time additional position, a facilities electrician, which will result in total full time equivalent (FTE) employees to go from 359.5 to 360.5 positions.

General Government

The General Government includes the Legislative, City Clerk, Executive, Economic Development, Information Technology, Fiscal Management and Administrative Services departments. The General Government departments as a whole are projected to increase by 11.8% with FY2020 budgeted at \$9.03 million which is an increase of \$954k over the FY2019 budget of \$8.08 million. This increase includes adding a downtown ambassador to help assist with parking management and signs. The increase also includes initial funding for the proposed debt service payment for the Dillard Redesign Street project.

Public Safety

Public safety is often one of the most important funding categories for citizens. 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 over 50% of the General Fund Budget.

The fiscal year 2019-2020 Public Safety budget totals \$20.46 million which is approximately \$576k increase or 3% from FY 2019 budget. The Police Department totals \$12.1 million, an 8.9% increase over the prior year of \$11.1 million. This increase is attributable to the FY20 capital budget which includes replacing 8 marked police vehicles, replacing an unmarked CID vehicle, replacing a crime scene van and replacing the police operating servers with virtual units.

The Fire Rescue Department budget for fiscal year 2020 is \$8.3 million, a 4.8% decrease from the prior year due to the purchase of a replacement tower truck for Tower 22 in FY2019 in the amount of \$1.5 million. The FY2020 budget proposes to add \$857k in personnel and operating expenditures due to the additional positions that were added and approved in FY2018 are all filled.

### Community Development

The Community Development Department budget is budgeted to decrease by \$(135K) with a budget of \$2.47 million compared to \$2.61 million budgeted in FY2019. The FY2020 budget includes funds for Building Inspections services and funding for temporary labor to assist during peak hours to maintain our commitment for a seamless and efficient process in our Community Development services for our citizens and businesses.

### Parks & Land and Recreation

Another service area that is important to many of our citizens is Parks & Land and Recreation. The City of Winter Garden prides itself on providing the highest level of leisure, fitness, and play through various programs and services in our parks, community center, trails, ball fields and green spaces. The City strives to provide programs and amenities that meet the needs of all of our residents and community interests. This budget provides for the ongoing operations and maintenance of existing parks and new amenities, the fiscal year 2020 budget includes just over \$4 million for the continued operations of the City's extensive and growing parks and recreation system and we have added a budget of \$4.17 million in new capital. Details on the budgeted capital can be found in the CIP section of this document.

### Public Services

Over \$19 million is included in the operating and capital budget for the Public Services Department which includes the Streets division, the Cemetery division, and Engineering services for the City. This funding ensures that roadways are in safe and working order, traffic signals function properly, and drainage systems are clear. The Streets division budget is budgeted to increase by \$15.5 million largely due to the \$13.6 million budgeted for the Dillard Street Redesign and \$1.3 million for the Trail Realignment projects which are discussed in detail in the Capital Improvement Plan of this document.

Enterprise Funds

The Utility Department operating budget is budgeted to be \$19.7 million which is an increase of \$10 million from the FY2019 original budget, this is in large part due to the additional \$8.7 million budgeted for capital expenditures in FY2020. The Stormwater Fund budget is budgeted to decrease by \$388k from \$2.27 million to \$1.88 million in FY2020 due to less capital expenditures planned for FY2020. The Solid Waste Fund expenditures are budgeted to increase from \$5.32 million to \$6.19 million largely due to the budgeted capital of \$1.14 million to replace four garbage trucks.

Closing

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 Bollhoefer*

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, 2018**

*Christopher P. Morill*

Executive Director

# CITY OVERVIEW

CITY ORGANIZATIONAL CHART

—

CITY PROFILE

—

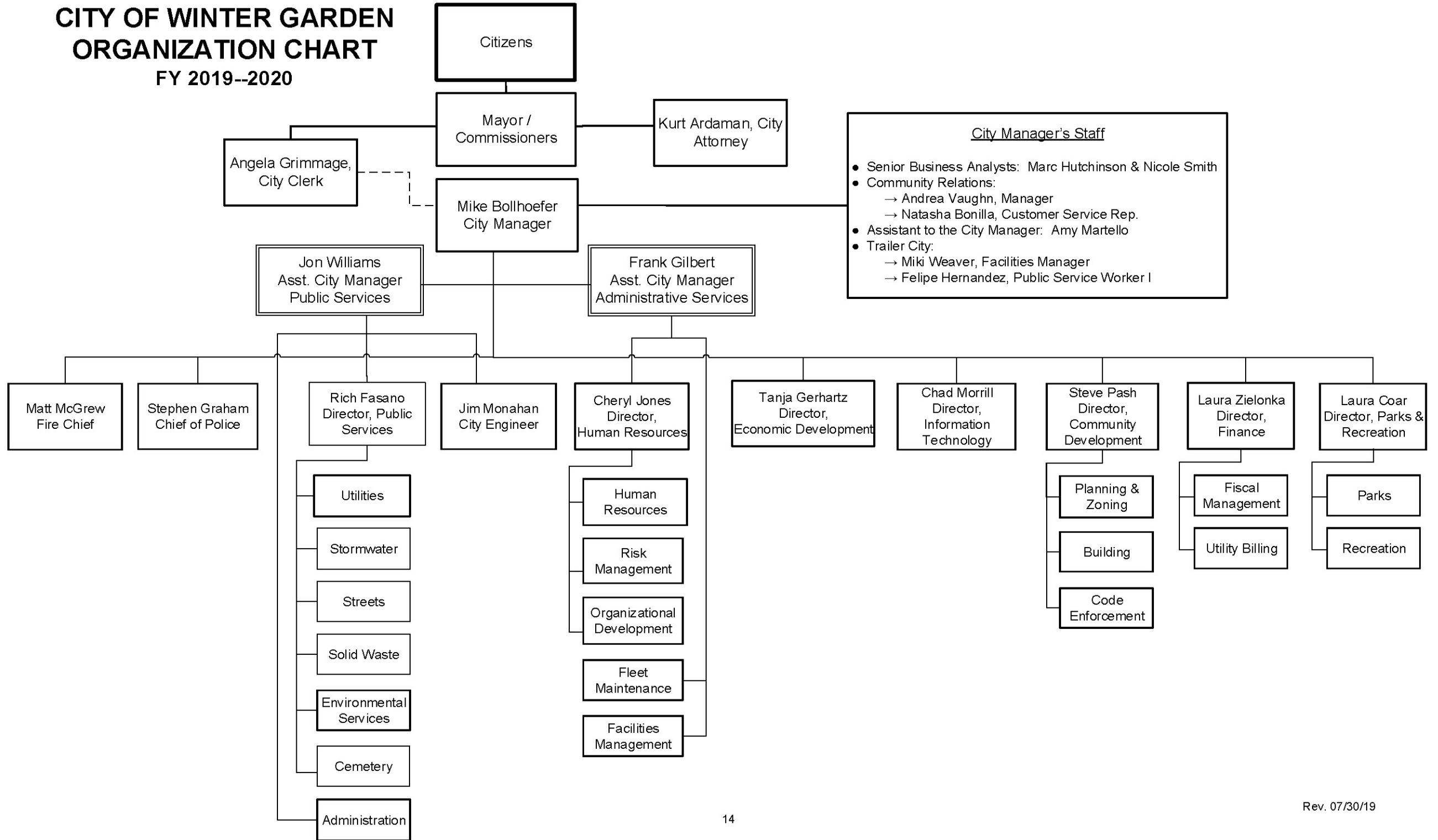
CITY STRATEGIC PLAN

—

FY2020 DEPARTMENTAL GOALS OVERVIEW

City Overview

# CITY OF WINTER GARDEN ORGANIZATION CHART FY 2019--2020



## 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 46,000 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, and one of the lowest millage rates in Orange County, while providing a superior quality of life.



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. 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.

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. Downtown Winter Garden maintains its hometown charm and is always filled with people of all ages strolling its brick-lined streets, walking dogs, and cycling.



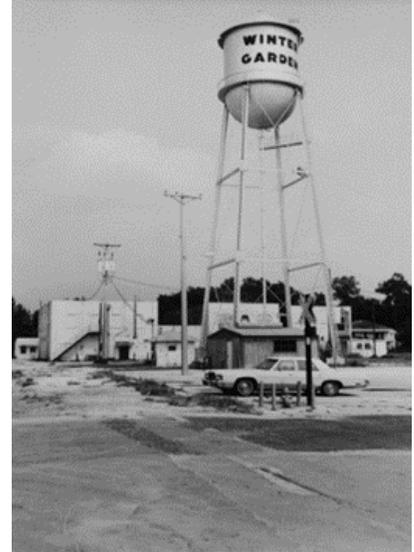
Right in the middle of downtown is an iconic clock tower and "outdoor living room" with a mosaic-tiled public fountain lined with bench swings and a gazebo that serves as a stage for year-round entertainment.

Downtown's aesthetic is warm and understated. A number of complimentary amenities are right in downtown including an interactive splash park, historical museums, an art gallery, and a Downtown Pavilion that is home to the award-winning weekly farmers market. A historically-preserved theatre and an indoor food hall and market anchored by a craft brewery rounds out the downtown entertainment options.



## 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 3 great freezes 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.

In 2008, the City built City Hall which 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 has been 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. The annual Spring Fever in the Garden event, sponsored by the Bloom N Grow Society, is one of the most popular annual events.



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. The community's connection to its roots is felt throughout the year.

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

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 3.1 percent in 2018 which is down from 4.7 percent in 2017, and is expected to stay low 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 <sup>1</sup>		Personal Income <sup>2</sup>		Labor Force (Countywide) <sup>3</sup>			Unemployment Rate <sup>4</sup>
	City of	Orange	City of Winter Garden		Civilian			
	Winter Garden	County	Annual Income	Per Capita	Labor Force	Employed	Unemployed	
2018	44,935	1,349,597	\$ 1,635,051,193	\$ 36,387	755,616	732,303	23,313	3.1
2017	42,959	1,313,880	1,555,373,554	36,206	717,674	683,711	33,963	4.7
2016	41,606	1,280,387	1,513,917,522	36,387	715,726	684,812	30,914	4.3
2015	39,871	1,252,396	1,449,350,721	36,351	692,813	659,768	33,045	4.8
2014	38,442	1,227,995	1,390,447,140	36,170	681,320	643,006	38,314	5.6
2013	37,172	1,202,978	1,337,820,280	35,990	649,312	608,781	40,531	6.2
2012	36,063	1,172,493	1,259,175,708	34,916	637,823	584,475	53,348	8.4
2011	35,281	1,157,342	1,180,537,541	33,461	609,366	547,964	61,402	10.1
2010	34,568	1,145,956	1,248,457,888	36,116	609,900	537,799	72,101	11.8
2009	30,987	1,108,882	1,108,219,068	35,764	604,165	535,531	68,634	11.4

<sup>1</sup>Source: University of Florida, Bureau of Economic and Business Research

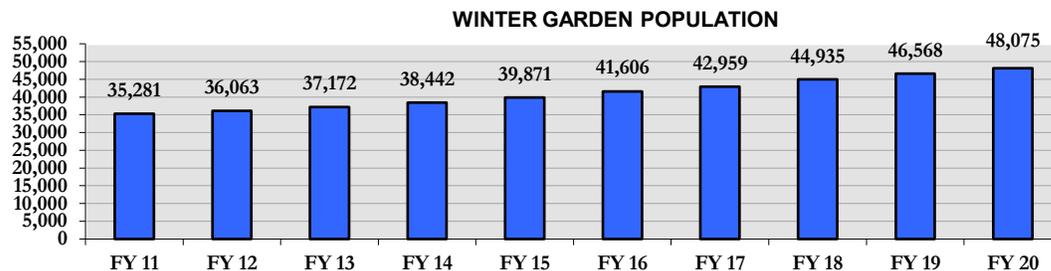
<sup>2</sup>Source: University of Florida, Bureau of Economic and Business Research (2009-2011), other years estimated.

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

<sup>3</sup>Source: Florida Department of Economic Opportunity - Local Area Unemployment Statistics

<sup>4</sup>Countywide

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 44,935 in fiscal year 2018, representing a 21% increase over a five years and 30% increase over ten years.



## 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

The FY2020 Budget represents a proactive approach to governance at the City, focused on influencing the future rather than adapting to it. The City has adopted a Strategic Plan which outlines the vision for the City of Winter Garden’s future and identifies the policies, plans and programs that represent the City’s long-term priorities for achieving the vision. The budget aligns the City’s resources towards the vision and ensures transparency and accountability.

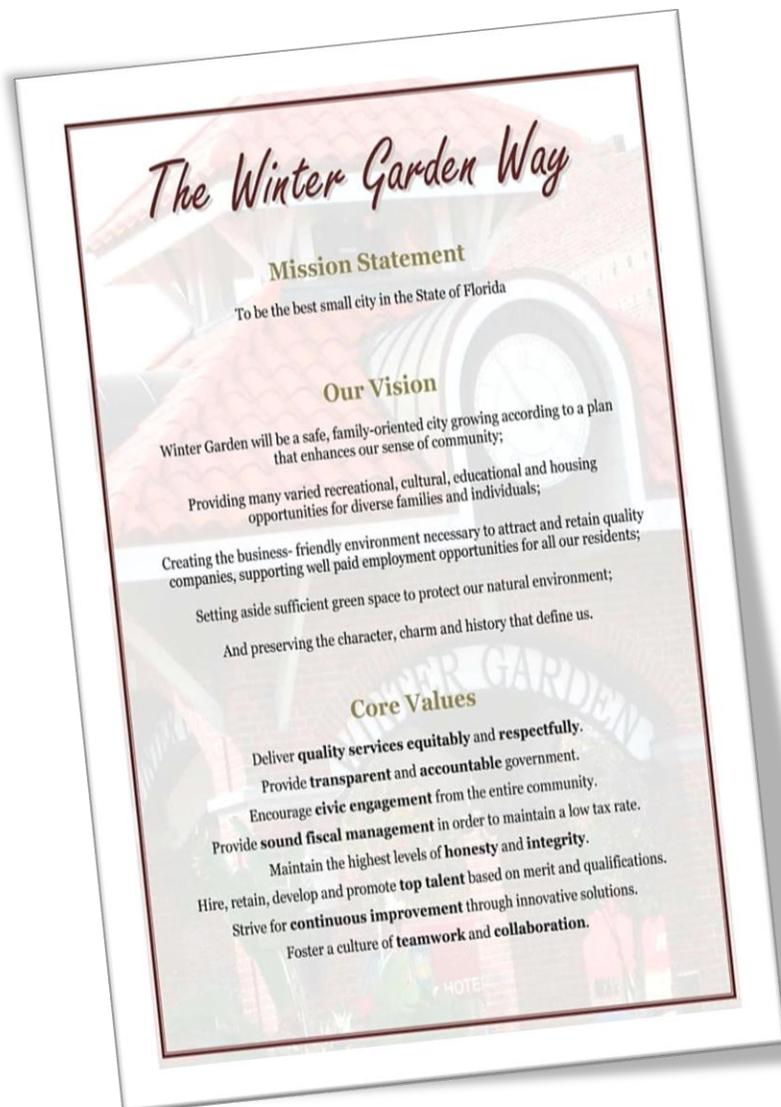
### Strategic Model & Framework

The strategic model is characterized by the pyramid illustrated below. 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 begin 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 can be found in the department breakout section of this document.

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* primary strategic priorities:

- Improve and Maintain Mobility
- Ensure a Safe Community
- Encourage a Thriving Economy
- Protect the Sense of Community
- Preserve the Natural Environment
- Provide an Attractive Community
- Provide Recreation, Arts and Culture
- Support Education and Learning Opportunities
- Maintain Quality Services and Infrastructure

In addition to the nine priorities listed above, the City's *eight* core values identified in *The Garden Way* also serve as secondary priority areas for departments, particularly, the internal services areas that have indirect service contact with citizens. Due to the nature of such departments, for instance Finance, that mostly provide support services to other major areas, some core values

were more of a natural fit for the department’s core functions, and thus, made the use of the City’s core values suitable as a secondary strategic priority. For example, one of the Finance Department’s main strategic focuses uses the core value, “Provide sound fiscal management” to help concentrate efforts on more diligent budget controls. As such, it will not be uncommon to see the City’s core values being used as a strategic priority for some department business plans and, in some rare instances, a combination thereof.

## **FY2020 Departmental Strategic Priorities & Goals**

The City of Winter Garden is committed to offering the best services to its citizens and local businesses. As part of our annual budget process, each department is tasked with setting performance management goals for their respective areas that are aligned with the previously identified City strategic priorities, targets and key initiatives. Below is a summary of the FY2020 department goals aligned by the City’s primary and secondary strategic priorities. For more information, a detailed version of each department’s business plan, including performance indicator definitions, can also be found in the Strategic Plan section.

## STRATEGIC PRIORITIES & GOALS

### ENSURE A SAFE COMMUNITY

Direct police presence around property and personal crimes, providing a sense of safety while also ensuring Fire Department and community readiness for fire, medical and disaster emergencies.



#### **FIRE & RESCUE**

Protection and preservation of life and property



#### **POLICE**

Ensure high sense of safety for all residential and business communities and throughout downtown

### ENCOURAGE A THRIVING ECONOMY

Encourage a sustainable thriving economy that maintains a prosperous downtown and attract high-paying local jobs from targeted segments.



#### **COMMUNITY DEVELOPMENT**

Expedient plan review process while ensuring 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 a shared sense of charm and community.



#### **COMMUNITY RELATIONS**

Cultivate 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 and community charm throughout the City



#### **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**

Contain and control Fire Department's overtime 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



**PUBLIC SERVICES: Wastewater & Reclaimed Water**

Control Waste Water Plant Operating & Maintenance Cost within parameters



**PUBLIC SERVICES: Water Treatment & Pumping**

Control Water Treatment Plant Operating & Maintenance Cost within parameters

**PROVIDE TRANSPARENT AND ACCOUNTABLE GOVERNMENT**

Uphold the sacred public trust in City government affairs by ensuring responsive accessibility and visibility to information.



**CITY CLERK**

Improve access, retention, and integrity of City records

**PRESERVE THE NATURAL ENVIRONMENT**

Protect the natural environment and enhance the footprint of green spaces.



**COMMUNITY DEVELOPMENT**

Safeguard natural land areas and green spaces throughout the City



**PUBLIC SERVICES: Solid Waste**

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill



**PARKS & RECREATION**

Rehab, restore and protect passive green space throughout the City



**PUBLIC SERVICES: Water Treatment & Pumping**

Protect groundwater resources through water conservation

Ensure Water Treatment Plant energy efficiency to minimize carbon footprint



**PUBLIC SERVICES: Wastewater & Reclaimed Water**

Ensure Waste Water Plant energy efficiency to minimize carbon footprint



**PUBLIC SERVICES: Wastewater/Stormwater/Collections**

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

**PROVIDE RECREATION, ARTS & CULTURE**

Provide desirable parks, facilities, programs and events for recreation, arts and culture that cater to active and healthy lifestyles including a mixture of leisure interest for both residents and visitors.



**PARKS & RECREATION**

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

## SUPPORT PUBLIC EDUCATION & LEARNING OPPORTUNITIES

Support elevating the quality of K-12 public education and attract as well as broaden community opportunities for institutions of higher and advanced adult learning.



### **COMMUNITY RELATIONS**

Actively engage and support local K-12 students and families through diverse learning opportunities

## 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

Vigilantly provide and ensure a network of high quality services and infrastructure for all parts of Winter Garden.



### **PUBLIC SERVICES: Engineering**

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



### **PUBLIC SERVICES: Wastewater & Reclaimed Water**

Improve and maintain odor controls at wastewater treatment facility  
Reduce Fats, Oils and Grease from the wastewater stream through industrial pretreatment public education  
More environmentally friendly City with a focus on reducing ground water withdrawals  
Minimize equipment failure through proactive maintenance  
Prolong Waste Water Plant asset and equipment life and minimize failures



### **PUBLIC SERVICES: Wastewater/Stormwater/Collections**

Prolong the service life of the City's infrastructure through timely maintenance  
Reduce flooding incidents thereby reducing citizen storm water complaints



### **PUBLIC SERVICES: Water/Reclaimed Distribution & Streets**

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



### **PUBLIC SERVICES: Water Treatment & Pumping**

Raise consumer confidence in the City's drinking water  
Prolong Water Treatment Plant asset and equipment life and minimize failures

## IMPROVE AND MAINTAIN MOBILITY

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



### **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 customer service excellence in all situations for all stakeholders.



### **FACILITIES MANAGEMENT**

Provide “best in class” customer service through prompt responses and timely completions of PM work orders



### **FISCAL MANAGEMENT**

Deliver high levels of service in all fiscal needs when supporting departments and employees



### **UTILITY BILLING**

Provide a responsive and consistent Utility Billing service experience



### **FLEET MANAGEMENT**

Maximize Fleet asset use and longevity through timely preventive and corrective maintenance



### **INFORMATION TECHNOLOGY**

Enable staff to maintain high levels of productivity when using technology to provide services to the community and throughout the City

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



### **COMMUNITY RELATIONS**

Deliver excellent customer service experience to all citizens & residents at every contact point



### **HUMAN RESOURCES**

Achieve a productive and safe workplace

Excellent and professional HR service experience to all employees and departments



### **PUBLIC SERVICES: Administration**

Ensure safety in all Public Services areas through training and accountability

Prompt and responsive telephone customer service experience on all Public Services inbound calls



### **COMMUNITY DEVELOPMENT**

Provide excellent and responsive customer service to all developers, contractors & residents

## FOSTER A CULTURE OF TEAMWORK AND COLLABORATION

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



### **SHARED GOAL BY ALL DEPARTMENTS**

Promote a high performing organization

## LONG RANGE FINANCIAL 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 2018 was 44,935, an increase of approximately 215% in 18 years.

The Financial Management utilizes modeling tools to project revenues and expenditures at least five (5) years into the future. In creating these projections, staff utilizes all available information, including current and projected micro and macro-economic data, historical trends for specific revenues and expenditures, legislative changes, and input from staff regarding long-term operating plans. The results equip the City's leaders with the information necessary to make good decisions today that are also prudent for the long-term financial health of the city. Projections are updated several times throughout the budget process and any time a significant change occurs to the inputs influencing the projections. Scenario based projections are also produced to illustrate the financial impacts of competing choices.

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 five 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.

FIVE YEAR GROWTH PROJECTION

	Prior Year	Current Year	Projection				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Population	44,935	46,568	48,075	49,517	51,003	52,278	53,585
Growth Rate	4.6%	3.6%	3.2%	3.0%	3.0%	2.5%	2.5%
Taxable Value (000's)	3,032,114	3,361,195	3,747,735	4,122,508	4,452,309	4,808,494	5,193,173
Growth in Taxable Value	10.1%	10.9%	11.5%	10.0%	8.0%	8.0%	8.0%
<b>Utility Growth Assumptions</b>							
Annual Irrigation Sales							
Accounts (at year end)	7,571	7,647	7,723	7,800	7,878	7,957	8,037
Total Gallons Used (000's)	884,430	893,274	902,207	911,229	920,341	929,545	938,840
Avg Gallons per House Hold	10	10	10	10	10	10	10
Growth Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Annual Water Sales							
Accounts (at year end)	15,381	15,858	16,349	16,758	17,093	17,350	17,523
Total Gallons Used (000's)	963,101	992,957	1,023,739	1,049,332	1,070,319	1,086,374	1,097,237
Avg Gallons per House Hold	5	5	5	5	5	5	5
Growth Rate	3.1%	3.1%	3.1%	2.5%	2.0%	1.5%	1.0%
Annual Sewer Sales							
Accounts (at year end)	14,726	15,183	15,653	16,044	16,365	16,611	16,777
Total Gallons Used (000's)	811,008	836,149	862,070	883,622	901,294	914,813	923,962
Avg Gallons per House Hold	5	5	5	5	5	5	5
Growth Rate	3.1%	3.1%	3.1%	2.5%	2.0%	1.5%	1.0%
<b>Solid Waste Growth Assumptions</b>							
Accounts (at year end)	14,412	14,859	15,319	15,702	16,016	16,257	16,419
Account Growth Rate	3.1%	3.1%	3.1%	2.5%	2.0%	1.5%	1.0%
<b>Stormwater Growth Assumptions</b>							
Accounts (at year end)	14,590	15,042	15,509	15,896	16,214	16,457	16,622
Account Growth Rate	3.1%	3.1%	3.1%	2.5%	2.0%	1.5%	1.0%

Long-range planning is an integral part of City's Capital Improvements Program. A significant amount of effort by staff is put into ensuring that all projects in the five-year capital plan are fully funded from beginning to end in order to prevent mid-construction delays or stoppages. Projects are not submitted for inclusion in the capital plan if they cannot be fully funded or if the resulting operating costs cannot be paid for. Planning in this area relies on financial modeling as described above, as well as close coordination with project managers to verify project budgets and timelines. More detailed information on the five year Capital Improvement Program can be found in the CIP section of this document.

PROJECTION ASSUMPTIONS FY 2020 - 2024

	FY 2020 Budget	Five Year Forecast 2020-2024
<b>GOVERNMENTAL REVENUES</b>		
<b>Ad Valorem Taxes</b>	Millage (4.50 mills) on tax base of \$3.748 billion per Tax Appraiser. Assumes 96% collection of gross revenues	Increase in asessed value of 8.5% - 7.0% annually including new construction
<b>Utility Taxes</b>	9.9% growth	Capped at 3.05% Annual Growth increase
<b>Franchise Fees</b>	11.5% growth based on population increase	Capped at 3.05% Annual Growth increase
<b>Communication Service Tax</b>	Estimated by the State Office of Economic and Demographic Research	Contraction through 2020; less than 1% thereafter
<b>Intergovernmental Federal/State/County/Other Grants:</b>	Budget estimate takes into account the projected under performance of 2019 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
<b>Fines &amp; Forfeitures</b>	Based on YE 2019 revenue	Population Growth Rate
<b>Permit Fees</b>		
Building Permits	Based on department projection	Building Projections and Trending
Other Permit Fees	Based on YE 2019 revenue	Population Growth Rate
Land Development Fees	Based on YE 2019 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2019 revenue	Population Growth Rate
<b>Licenses</b>		
Business Tax Receipts	Based on YE 2019 revenue and trend and economic forecasts	Population Growth Rate
<b>Charges for Services</b>		
Recreation	Based on detail of revenues by program	Population Growth Rate
Building Leases	Based on YE 2019 revenue	No increase projected to be conservative
Rentals	Based on YE 2019 revenue	No increase projected to be conservative
<b>Miscellaneous</b>	Based on YE 2019 revenue	No change projected
<b>Impact Fees</b>	Based on Bulding projections times rate	Building Projections and Trending
<b>Interest</b>	Based on estimated 1% rate of return	Flat over five years
<b>ENTERPRISE REVENUES</b>		
<b>Water</b>	Projected customer growth rate 3.1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
<b>Wastewater</b>	Projected customer growth rate 3.1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
<b>Garbage</b>	Projected customer growth rate 3.1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
<b>Stormwater</b>	Projected customer growth rate 3.1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
<b>EXPENDITURES</b>		
<b>Personnel Expenses</b>	Staffing levels requested and benefit increases based on economic data	2-3% cost of living increases; 8% medical benefits increase
<b>Operating Expenses</b>	Estimated by Department Heads	3-5% growth by type of operating expense
<b>Capital Outlay &amp; Operating Impacts</b>	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
<b>Debt Service</b>	Per debt service schedule	Per debt service schedule



# WINTER GARDEN

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# BUDGET STRUCTURE

BUDGET GUIDES

—

BUDGET ADOPTION & MODIFICATION

—

BUDGET POLICY, PROCESS & PREPARATION

—

FY 2020 BUDGET CALENDAR

—

METHOD OF BUDGETING

—

FY2020 BUDGET ASSUMPTIONS

Budget Structure

## 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 2019/20 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 2019/20 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 2020 Budget Calendar for Departments**

<b><u>Event</u></b>	<b><u>Date</u></b>
Budget Manual sent to Departments	May 24, 2019
Budget entry access given to Departments	May 24, 2019
Personnel request forms due to HR Department	July 1, 2019
Capital Improvement Project request forms due to Finance	July 1, 2019
Fleet Maintenance Vehicle Inspection forms due to Finance	July 1, 2019
All budget request to be entered into GMBA	July 1, 2019
Receive DR 420 Forms from Property Appraiser	July 1, 2019
Personnel request forms due to Finance from HR	July 11, 2019
Commission Sets Proposed Millage Rate	July 11, 2019
CIP/Department Head Meetings	July 18 – 21, 2019
Finance submits preliminary budget proposal to City Manager	July 22, 2019
Send in DR 420 Forms to Property Appraiser	July 26, 2019
FTE and Organization Charts due to Finance Department	August 9, 2019
Performance Measurements due to Finance Department	August 9, 2019
Budget Workshop	August 22, 2019
1 <sup>st</sup> Public Hearing	Sep 12, 2019
2 <sup>nd</sup> Public Hearing	Sep 26, 2019
Send in Adopted Ordinance to PA, DOR and Tax Collector	Sept 27, 2019
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 2019. The 2019/20 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. 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.

## E. FY2019-20 BUDGET 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 FY 2019-20 Revenue and Expenditure budget assumptions are as follows:

**Revenues:**

- No increase to the City millage rate, keep flat at 4.5000 for FY 2019-20 fiscal year.
- All revenues except for non-operating revenues, internal service funds, and grant funds include the 5.0% statutory deduction required by Florida Statutes.
- The budget for state-shared revenues, including sales tax revenue, was prepared based on year-to-date actual figures and various economic and legislative assumptions.

**Expenditures:**

- **Personnel Services:** The FY 2019-20 personal services budget includes a 3% salary increase for employees. The employer contribution for the pension rates increased and were budgeted at the amounts provided by the actuary for the employer retirement contributions.
- **Operating Expenses:** Departments were requested to submit a status quo operating budget for FY2019-20; however, increases for certain non-discretionary expenditures such as legislative impacts with appropriate justification and other uncontrollable costs that were deemed critical to meet an acceptable level of service were considered for funding.
- **Capital Outlay:** Departments were requested to submit a status quo capital outlay budget for FY 2019-20. All rolling stock purchase requests are reviewed by the City Fleet Manager.
- **Capital Improvements:** Only new or increased Capital Improvement Projects (CIP) of significant importance were considered, as well as projects necessary to maintain the City's current facilities or other assets. Please refer to the Capital Improvement Program section for the detailed five-year CIP.

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.



# WINTER GARDEN

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# BUDGET SUMMARY

## BUDGET HIGHLIGHTS

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## FUND BALANCE SUMMARY

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## SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCE

## FY 2019/2020 BUDGET HIGHLIGHTS

For the 2019-2020 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 11.50% which follows the prior year increase of 10.85%. Along with the growth in building permits and property values, employment opportunities are also on the rise. The unemployment rate has stayed below 4% again this year which is a significant improvement from the 10% unemployment rate 10 years ago.

With the improvement in the economy, and particularly as more development occurs, we are seeing 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. We have funded the budget to ensure robust economic development and strong public safety. The budget culminates in a financial plan that places major emphasis on public safety and continued investment in capital projects and city infrastructure.

Based on available economic data and the City Commissioners priorities, the Fiscal Year 2019/20 Revenue and Expenditure/Expense budgets were prepared using the following guidelines:

- Maintain citywide millage rate at 4.500 mills.
- 3.0% cost-of-living increase for all employees
- Operating expenditures remain status-quo, increases on a case-by-case basis with justification.

### Revenues

Total budgeted revenues for the General Fund are projected to increase 11.3% to \$43.39 million, which is approximately \$4.42 million more than budgeted revenues in FY2019. This increase in the General Fund revenues is largely due to the fact that most of the City's major revenue sources

are experiencing positive growth due to the improving economy. The budget for the citywide property tax revenue is approximately \$16.2 million. This revenue source, benefiting from the new construction and the improving existing real estate market is about \$1.6 million more than the FY2019 budget. These funds will be used for an array of services and infrastructure improvements including law enforcement, fire capital, 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 and Demographic Research. These revenues may be revised during FY 2019-20 based on updated projections or economic changes. Sales tax revenue is projected to increase from \$6.8 million to \$7.4 million, while state sharing revenue is projected to increase modestly by \$115 thousand over the current year budget. The Utility taxes and franchise fees are projected to increase from \$6.4 million to approximately \$7.1 million in fiscal year 2019/2020.

Other Financing Sources in the General Fund are budgeted to be \$16.3 million which is a combination of budgeted \$2.7 million from the gain on sale of property and \$13.6 million from debt proceeds for the Dillard Street Redesign project.

### 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.

This budget includes a 7% increase in total personnel & operating expenses over last fiscal year. The personnel expenditures increased from \$23.44 million to \$25.48 million due to most vacancies are filled, a 3.0% COLA to all employees, contractual Union agreements and a 10% increase to city portion of health care expenses. The operating expenses are budgeted to increase by 4% over FY2019. The increase in expenses will be used to meet the service needs in areas such as streets maintenance, fire protection, police protection, and parks and recreation.

### 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 2020-2024 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 FY2018/2019” is the budgeted use of fund balance since the current fiscal year is still underway at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

**Spendable Fund Balance Status**

<b>FUND</b>	<b>Fund Balances 09/30/2018</b>	<b>Expected Change FY 18/19</b>	<b>Estimated Balance 09/30/2019</b>	<b>Budgeted Change FY 19/20</b>	<b>Projected Balance 09/30/2020</b>	<b>Percent Change FY 19/20</b>
<b>General Fund</b>	\$20,368,884	(\$4,447,772)	\$15,921,112	\$0	\$15,921,112	0.00%
<b>CRA Fund</b>	773,746	(360,000)	413,746	410,095	823,841	99.12%
<b>Impact Fee Fund</b>	20,219,887	(4,348,172)	15,871,715	333,468	16,205,183	2.10%
<b>Non-Major Governmental</b>	6,762,261	(583,030)	6,179,231	(2,101,736)	4,077,495	-34.01%
<b>Total Governmental Funds</b>	48,124,778	(9,738,974)	38,385,804	(1,358,173)	37,027,631	-3.54%

**BUDGET SUMMARY BY FUND  
FISCAL YEAR 2019/2020**

<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	15,921,112	19,064,386	-	3,400,306	10,528,434	78,544,907	127,459,145
REVENUES							
Ad Valorem Taxes at 4.5000 mils	16,172,254	-	-	-	-	-	16,172,254
Sales, Use, and Fuel Taxes	-	2,226,984	-	-	-	-	2,226,984
Utility and Service Taxes	5,561,982	-	-	-	-	-	5,561,982
Local Business Taxes	275,642	-	-	-	-	-	275,642
Permits, Fees, & Special Assessments	5,420,508	2,405,564	-	-	2,925,643	-	10,751,716
Intergovernmental Revenue	10,315,853	610,497	-	-	-	688,430	11,614,779
Charges for Services	4,676,113	-	-	-	17,666,426	-	22,342,539
Fines and Forfeitures	53,727	43,602	-	-	-	-	97,329
Interest and Other Earnings	481,095	301,045	-	-	307,838	5,002,923	6,092,901
Miscellaneous Revenues	429,066	-	-	-	2,360,562	2,887,016	5,676,644
Total Revenues	43,386,240	5,587,692	-	-	23,260,469	8,578,369	80,812,770
OTHER FINANCING SOURCES							
Gain on Sale of Land	2,700,000	-	-	-	-	-	2,700,000
Interfund Transfers	-	647,378	1,449,641	-	-	-	2,097,019
Debt Proceeds	13,584,357	-	-	-	3,318,050	-	16,902,407
TOTAL REVENUE & OTHER FINANCING SOURCES	59,670,597	6,235,070	1,449,641	-	26,578,519	8,578,369	102,512,196
TOTAL ESTIMATED REVENUES & BALANCES	75,591,709	25,299,456	1,449,641	3,400,306	37,106,953	87,123,276	229,971,341
EXPENDITURES/EXPENSES							
General Government	5,940,625	-	-	2,250,000	-	3,470,332	11,660,958
Public Safety	22,360,003	761,908	-	-	-	-	23,121,911
Physical Environment	2,397,265	-	-	-	28,028,320	-	30,425,585
Transportation	18,500,283	3,793,727	-	-	-	-	22,294,010
Economic Environment	304,823	66,563	-	-	-	-	371,386
Human Services	170,680	-	-	-	-	-	170,680
Culture & Recreation	8,206,672	-	-	-	-	-	8,206,672
Total Expenditures/Expenses	57,880,352	4,622,198	-	2,250,000	28,028,320	3,470,332	96,251,202
NON-EXPENSE DISBURSEMENTS							
Debt Service	-	3,105	1,270,595	-	118,221	-	1,391,921
Interfund Transfers	1,340,214	747,150	-	-	-	-	2,087,364
TOTALS EXPENDITURES/EXPENSES	59,220,566	5,372,453	1,270,595	2,250,000	28,146,541	3,470,332	99,730,487
Reserves	16,371,144	19,927,003	179,046	1,150,306	8,960,413	83,652,943	130,240,855
TOTAL APPROPRIATED EXPENDITURES & RESERVES	75,591,709	25,299,456	1,449,641	3,400,306	37,106,953	87,123,276	229,971,341

# GENERAL FUND

## GENERAL FUND REVENUES SUMMARY

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## GENERAL FUND REVENUES DETAIL

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## GENERAL GOVERNMENT

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## PUBLIC SAFETY

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## COMMUNITY DEVELOPMENT

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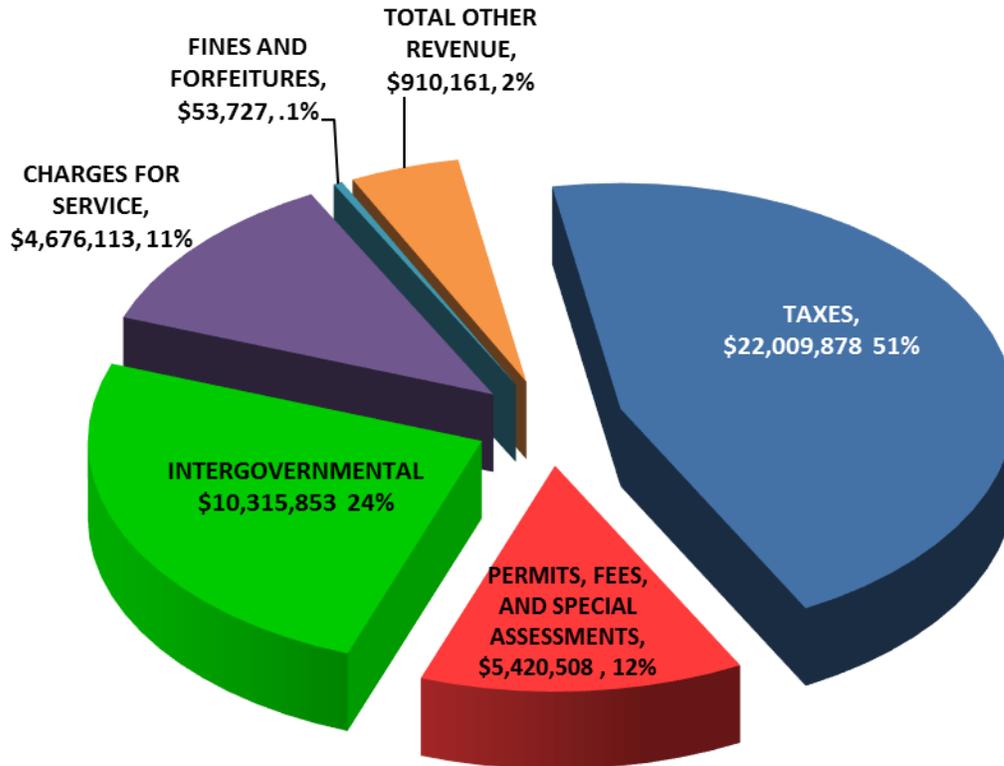
## PUBLIC SERVICES

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## PARKS & LAND AND RECREATION

**- GENERAL FUND REVENUES -**

GENERAL FUND REVENUES BY SOURCE



Total Taxes	\$ 22,009,878
Permits, Fees, and Special Assessments	5,420,508
Intergovernmental	10,315,853
Charges for Services	4,676,113
Fines and Forfeitures	53,727
Other Revenues	910,161
<b>Total</b>	<b>\$43,386,240</b>

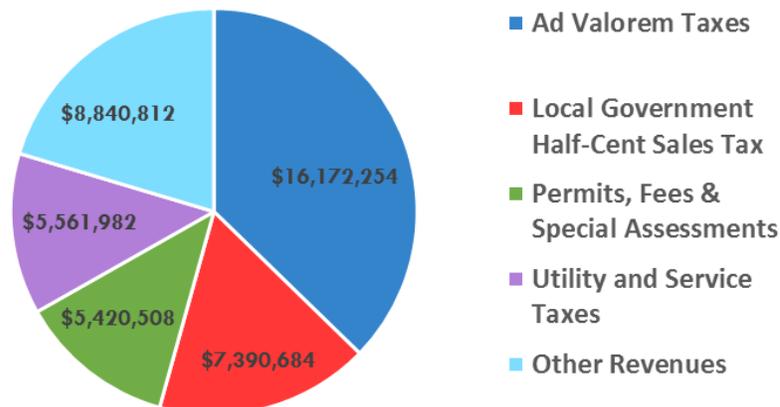
## MAJOR REVENUE SOURCES OF GENERAL FUND

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 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>	<u>Budget 2020</u>
Ad Valorem Taxes	\$10,022,088	\$11,306,597	\$12,430,487	\$14,531,796	\$16,172,254
Local Government Half-Cent Sales Tax	5,920,848	6,357,957	6,999,989	6,834,322	7,390,684
Permits, Fees & Special Assessments	5,285,561	5,476,395	6,035,275	4,891,460	5,420,508
Utility and Service Taxes	4,954,265	5,290,774	5,332,573	5,125,520	5,561,982
Other Revenues	6,430,546	7,169,092	8,055,902	7,591,641	8,840,812

### Major Revenue Sources – Governmental Funds - FY 2020 Budget

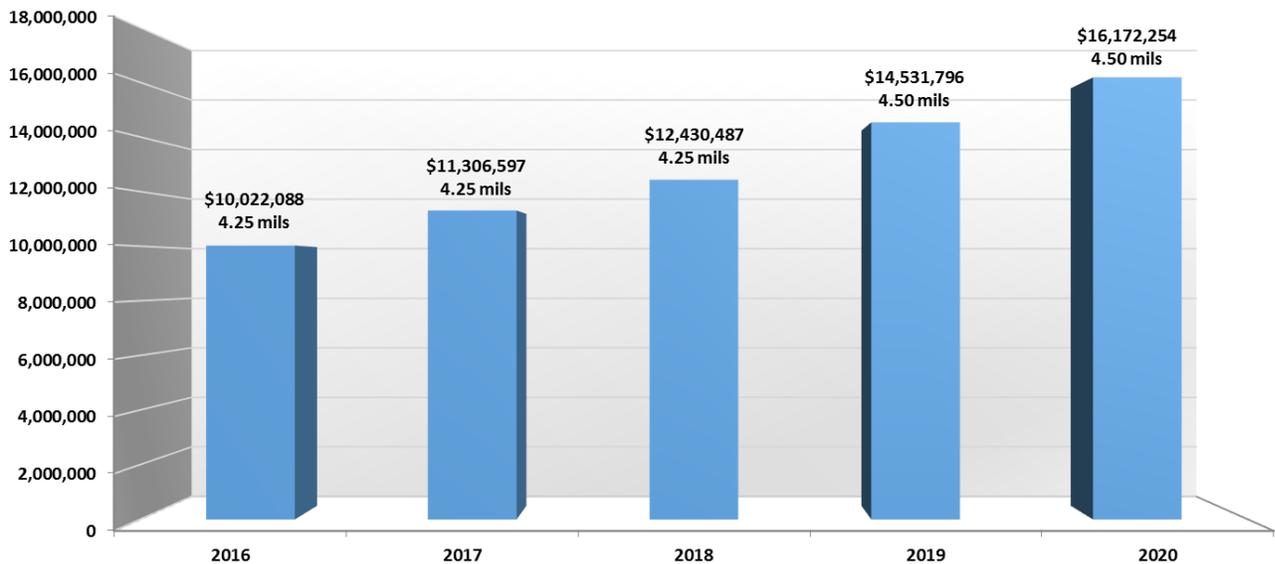


**Ad Valorem Taxes**

Ad Valorem taxes, also known as “property tax”, account for over 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 graph below illustrates the historic and FY2020 estimated property tax revenues for the City. As illustrated, in FY2020 the operating millage remained the same at 4.5000. With the City maintaining its millage rate, property tax revenue is expected to increase by \$1,640,458 as a result of an increase in taxable value due to reassessments and new construction.

**PROPERTY TAX REVENUES AND MILLAGE RATE**

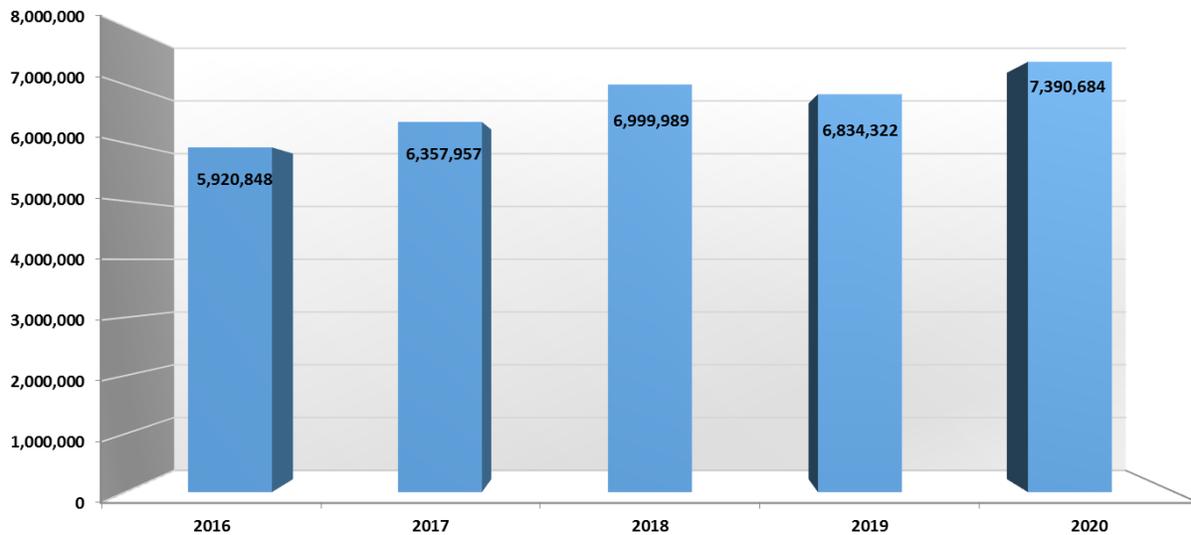


**Local Government Half-Cent Sales Tax**

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.

**LOCAL GOVERNMENT HALF-CENT TAX**



**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.

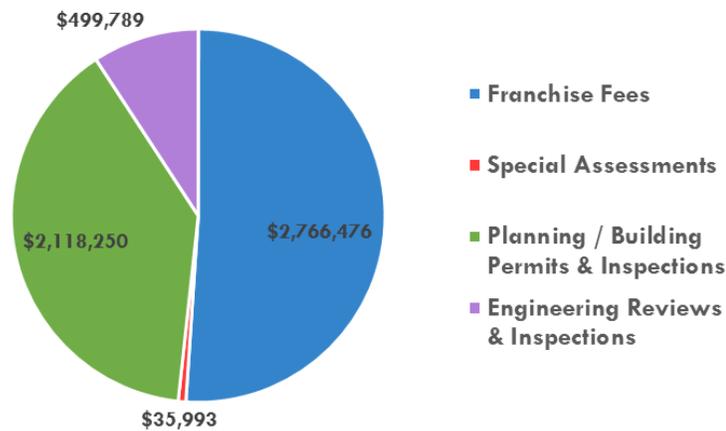
Permits and Fees are charged based on a fee schedule. The revenue estimated for permits and fees takes into consideration both the anticipated construction for the budgeted year and the amount collected in the prior year.

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.

The below graphs show the 5 year historical trend and budget for the permits, fees and special assessments.

<u>Revenue Description</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>	<u>Budget 2020</u>
Franchise Fees	\$2,382,018	\$2,397,647	\$2,694,094	\$2,477,406	\$2,766,476
Special Assessments	20,756	20,673	20,570	36,144	35,993
Planning / Building Permits & Inspection	2,271,504	2,503,276	2,754,605	1,849,287	2,118,250
Engineering Reviews & Inspections	611,283	516,063	566,006	528,624	499,789

**PERMITS, FEES & SPECIAL ASSESSMENTS - FY 2020 BUDGET**



**Utility and Service Taxes**

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

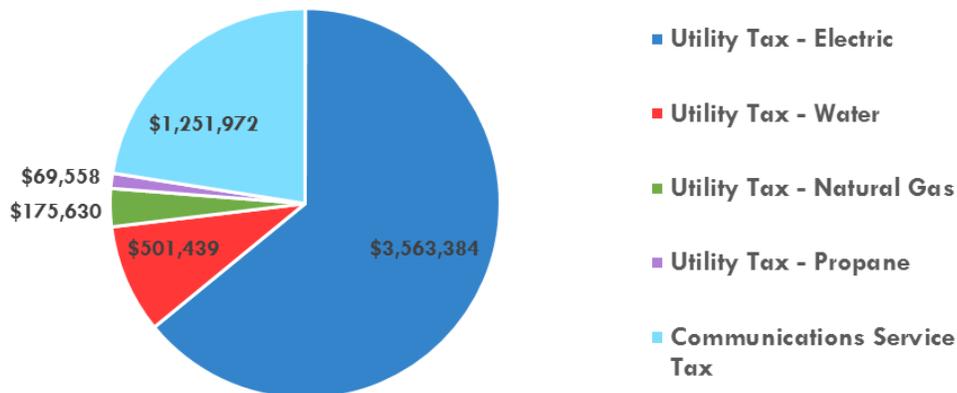
The Utility tax for electricity and natural gas is collected by the utility companies and submitted to the City on a monthly basis. The Utility tax for water is collected directly by the City via monthly invoices. The average tax rate is 10.0 percent of the sales price of such utility service.

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.

As with the franchise fees, revenue derived from utility taxes is expected to increase with the growth of the City. The City budgets for the Communication Services Tax revenue based on an estimate provided by the State.

<b><u>Revenue Description</u></b>	<b><u>Actual 2016</u></b>	<b><u>Actual 2017</u></b>	<b><u>Actual 2018</u></b>	<b><u>Budget 2019</u></b>	<b><u>Budget 2020</u></b>
Utility Tax - Electric	\$3,167,386	\$3,364,551	\$3,419,809	\$3,288,490	\$3,563,384
Utility Tax - Water	473,096	502,457	488,059	492,781	501,439
Utility Tax - Natural Gas	88,868	123,558	134,335	86,678	175,630
Utility Tax - Propane	47,810	63,709	60,761	54,373	69,558
Communications Service Tax	1,177,105	1,236,498	1,229,609	1,203,198	1,251,972

**UTILITY AND SERVICE TAXES - FY 2020 BUDGET**



**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND REVENUES  
EXECUTIVE DEPARTMENT**

		<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0213-311.10-00	ADVALOREM TAXES	12,419,606	14,520,364	14,520,364	16,159,061
001-0213-311.90-00	PENALTIES AND INTEREST	10,881	11,432	11,432	13,193
	TOTAL AD VALOREM	12,430,487	14,531,796	14,531,796	16,172,254
001-0213-314.10-00	UTILITY TAX-ELECTRIC	3,419,809	3,288,490	3,288,490	3,563,384
001-0213-314.30-00	UTILITY TAX-WATER	488,059	492,781	492,781	501,439
001-0213-314.40-00	UTILITY TAX-GAS	134,335	86,678	86,678	175,630
001-0213-314.80-00	UTILITY TAX-PROPANE	60,761	54,373	54,373	69,558
	TOTAL UTILITY TAX	4,102,964	3,922,322	3,922,322	4,310,010
001-0213-315.00-00	COMMUNICATIONS SERVICE TAX	1,229,609	1,203,198	1,203,198	1,251,972
	TOTAL SERVICE TAX	1,229,609	1,203,198	1,203,198	1,251,972
001-0213-323.10-00	FRANCHISE FEES-ELECTRIC	2,588,510	2,394,046	2,394,046	2,636,333
001-0213-323.40-00	FRANCHISE FEES-GAS	105,584	83,360	83,360	130,143
001-0213-325.20-00	WESTSIDE TOWNHOMES	18,030	18,360	18,360	18,360
001-0213-325.30-00	LAKE COVE POINT	2,540	2,676	2,676	2,525
001-0213-325.40-00	BRANDY CREEK	-	15,108	15,108	15,108
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,714,664	2,513,550	2,513,550	2,802,469
001-0215-334-50.00	STATE GRANT PROCEEDS	372,913	-	-	-
001-0213-335-12.00	STATE REVENUE PROCEEDS	2,037,764	2,061,647	2,061,647	2,177,040
001-0213-335.14-00	MOBILE HOME LICENSES	42,960	41,486	41,486	43,230
001-0213-335.15-00	ALCOHOLIC BEVERAGE LICENSES	21,668	19,676	19,676	21,079
001-0213-335.18-00	LOCAL GOVT HALF-CENT SALES TAX	6,999,989	6,834,322	6,834,322	7,390,684
001-0213-338.20-00	COUNTY OCCUPATIONAL LICENSES	48,475	47,919	47,919	45,328
	TOTAL INTERGOVERNMENTAL	9,523,769	9,005,050	9,005,050	9,677,361
001-0213-341.30-01	LIEN SEARCH FEES	40,060	36,363	36,363	38,486
001-0213-341.90-01	INTERFUND MANAGEMENT FEES	770,386	772,433	772,433	636,331
001-0213-341.90-02	OCPS COLLECTION ALLOWANCE	130,290	81,448	81,448	107,012
001-0213-341.91-00	FILING FEES	261	434	434	487
	TOTAL CHARGES FOR SERVICES	940,997	890,678	890,678	782,316
001-0213-361.10-00	INTEREST	386,653	100,211	100,211	464,211
001-0213-361.13-00	INTEREST-ORANGE COUNTY TAX COLL	14,682	4,666	4,666	16,884
001-0213-361.30-00	NET INCR(DECR) IN FAIR VAL OF INVST	(167,235)	-	-	-
001-0213-361.40-00	GAIN ON SALE OF INVESTMENTS	(52,735)	-	-	-
	TOTAL INTEREST AND OTHER EARNINGS	181,365	104,877	104,877	481,095
001-0213-362.11-00	BUILDING LEASES	46,251	13,758	13,758	13,758
001-0213-364.00-00	GAIN ON SALE OF FIXED ASSETS	-	-	-	-
001-0213-369.90-00	OTHER MISCELLANEOUS REVENUES	204,107	13,500	13,500	35,400
001-0213-399.99-99	USE OF FUND BALANCE	-	-	4,447,772	-
	TOTAL MISCELLANEOUS REVENUES	250,358	27,258	4,475,030	49,158
	<b>TOTAL EXECUTIVE DEPARTMENT</b>	<b>31,374,213</b>	<b>32,198,729</b>	<b>36,646,501</b>	<b>35,526,635</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL FUND REVENUES  
 FINANCE DEPARTMENT**

		<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
<b>UTILITY BILLING DIVISION</b>					
001-0223-341.90-01	INTERFUND MANAGEMENT FEES	637,808	640,046	640,046	670,063
	TOTAL CHARGES FOR SERVICES	637,808	640,046	640,046	670,063
<b>TOTAL FINANCE DEPARTMENT</b>		<b>637,808</b>	<b>640,046</b>	<b>640,046</b>	<b>670,063</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND REVENUES  
ADMINISTRATIVE SERVICES DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
<b><u>INFORMATION TECHNOLOGY DIVISION</u></b>				
001-0225-341.90-01 INTERFUND MANAGEMENT FEES	124,811	120,981	120,981	123,186
TOTAL CHARGES FOR SERVICES	124,811	120,981	120,981	123,186
001-0225-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	-	1,026	1,026	1,026
TOTAL MISCELLANEOUS REVENUES	-	1,026	1,026	1,026
<b>TOTAL INFORMATION TECHNOLOGY DIVISION</b>	<b>124,811</b>	<b>122,007</b>	<b>122,007</b>	<b>124,212</b>
<b><u>FACILITIES MANAGEMENT DIVISION</u></b>				
001-0746-341.90-01 INTERFUND MANAGEMENT FEES	148,985	159,663	159,663	165,647
TOTAL CHARGES FOR SERVICE	148,985	159,663	159,663	165,647
001-0746-364.00-00 DISPOSITION OF FIXED ASSETS	-	735	735	544
TOTAL MISCELLANEOUS REVENUES	-	735	735	544
<b>TOTAL FACILITIES MANAGEMENT DIVISION</b>	<b>148,985</b>	<b>160,398</b>	<b>160,398</b>	<b>166,191</b>
<b><u>FLEET MANAGEMENT DIVISION</u></b>				
001-0747-341.90-01 INTERFUND MANAGEMENT FEES	343,145	341,718	341,718	252,335
TOTAL CHARGES FOR SERVICE	343,145	341,718	341,718	252,335
001-0747-364.00-00 DISPOSITION OF FIXED ASSETS	24,989	3,000	3,000	3,000
001-0747-365.00-00 SALE/SURPL MATERIAL/SCRAP	977	500	500	500
TOTAL MISCELLANEOUS REVENUES	25,966	3,500	3,500	3,500
<b>TOTAL FLEET MANAGEMENT DIVISION</b>	<b>369,111</b>	<b>345,218</b>	<b>345,218</b>	<b>255,835</b>
<b>TOTAL ADMINISTRATIVE SERVICES DEPARTMENT</b>	<b>642,907</b>	<b>627,623</b>	<b>627,623</b>	<b>546,238</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND REVENUES  
COMMUNITY DEVELOPMENT DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
<b><u>PLANNING DIVISION</u></b>				
001-0315-329.02-00	30,716	43,358	43,358	55,096
001-0315-329.05-00	8,680	20,860	20,860	4,710
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	39,396	64,218	64,218	59,806
001-0315-369.90-00	47,262	39,720	39,720	40,022
<b>TOTAL PLANNING DIVISION</b>	<b>86,658</b>	<b>103,938</b>	<b>103,938</b>	<b>99,828</b>
<b><u>BUILDING INSPECTION DIVISION</u></b>				
001-0324-322.02-00	2,335,549	1,524,352	1,524,352	1,724,352
001-0324-329.02-00	58,730	51,667	51,667	50,667
001-0324-329.07-00	107,740	38,357	38,357	112,423
001-0324-329.08-00	16,320	14,600	14,600	14,600
001-0324-329.10-00	16,058	13,738	13,738	14,533
001-0324-342.20-02	180,812	138,355	138,355	139,370
001-0324-354.00-00	-	4,000	4,000	2,500
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,715,209	1,785,069	1,785,069	2,058,444
001-0324-369.90-00	9,742	8,539	8,539	10,370
TOTAL MISCELLANEOUS REVENUES	9,742	8,539	8,539	10,370
<b>TOTAL BUILDING INSPECTION DIVISION</b>	<b>2,724,951</b>	<b>1,793,608</b>	<b>1,793,608</b>	<b>2,068,814</b>
<b><u>BUSINESS TAX</u></b>				
001-0331-316.00-00	257,642	204,416	204,416	275,642
<b>TOTAL BUSINESS TAX DIVISION</b>	<b>257,642</b>	<b>204,416</b>	<b>204,416</b>	<b>275,642</b>
<b><u>CODE ENFORCEMENT DIVISION</u></b>				
001-0528-354.20-00	5,416	19,503	19,503	8,503
<b>TOTAL CODE ENFORCEMENT DIVISION</b>	<b>5,416</b>	<b>19,503</b>	<b>19,503</b>	<b>8,503</b>
<b>TOTAL COMMUNITY DEVELOPMENT DEPT</b>	<b>3,074,667</b>	<b>2,121,465</b>	<b>2,121,465</b>	<b>2,452,787</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND REVENUES  
POLICE DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
001-0521-338.30-00	31,191	23,970	23,970	53,949
911 PSAP REIMBURSEMENT				
TOTAL INTERGOVERNMENTAL REVENUE	31,191	23,970	23,970	53,949
001-0521-342.10-01	247,312	227,202	227,202	266,299
SPECIAL DETAIL				
001-0521-342.10-03	-	105,000	105,000	216,000
LIAISON OFFICER				
001-0521-342.10-04	10,300	6,199	6,199	10,781
ACCIDENT REPORTS				
TOTAL CHARGES FOR SERVICES	257,612	338,401	338,401	493,080
001-0521-351.50-01	38,462	72,004	72,004	39,877
COURT FINES				
001-0521-351.50-02	5,092	7,916	7,916	2,093
POLICE TRAINING & EDUCATION FEES				
001-0521-354.20-00	980	1,014	1,014	3,254
CODE VIOLATIONS				
TOTAL FINES AND FORFEITS	44,534	80,935	80,935	45,224
001-0521-366.00-00	300	-	-	-
CONTRIBUTIONS				
001-0521-369.90-00	1,532	1,500	1,500	3,165
OTHER MISCELLANEOUS REVENUES				
TOTAL MISCELLANEOUS REVENUES	1,832	1,500	1,500	3,165
001-0521-389.99-99	-	6,988	6,988	12,811
USE OF FUND BALANCE				
TOTAL OTHER SOURCES	-	6,988	6,988	12,811
001-0530-342.10-06	812,760	670,848	670,848	697,676
DISPATCH SERVICES				
TOTAL NONSWORN COMMUNICATIONS	812,760	670,848	670,848	697,676
<b>TOTAL POLICE DEPARTMENT</b>	<b>1,147,929</b>	<b>1,122,642</b>	<b>1,122,642</b>	<b>1,305,905</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL FUND REVENUES  
 FIRE DEPARTMENT**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0622-331.20-00 FEDERAL GRANT - SAFER	-	-	-	525,105
001-0622-335.21-00 FIREFIGHTER SUPPLEMENTAL COMP	19,020	20,000	20,000	20,720
TOTAL INTERGOVERNMENTAL REVENUE	19,020	20,000	20,000	545,825
001-0622-342.60-02 EMS TRANSPORT	-	417,190	417,190	417,190
TOTAL CHARGES FOR SERVICES	-	417,190	417,190	417,190
001-0622-366.00-00 CONTRIBUTIONS	1,250	1,500	1,500	1,500
001-0622-369.90-00 OTHER MISCELLANEOUS REVENUES	-	-	-	-
TOTAL MISCELLANEOUS REVENUES	1,250	1,500	1,500	1,500
<b>TOTAL FIRE DEPARTMENT</b>	<b>20,270</b>	<b>438,690</b>	<b>438,690</b>	<b>964,515</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL FUND REVENUES  
 PUBLIC SERVICES DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
<b><u>ADMINISTRATION DIVISION</u></b>				
001-0701-341.90-01 INTERFUND MANAGEMENT FEES	218,454	231,511	231,511	287,795
<b>TOTAL ADMINISTRATION DIVISION</b>	<b>218,454</b>	<b>231,511</b>	<b>231,511</b>	<b>287,795</b>
<b><u>CEMETERY DIVISION</u></b>				
001-0739-343.80-01 SERVICE FEES	100,855	114,618	114,618	129,247
001-0739-343.80-02 CEMETERY FOUNDATION CHARGES	4,400	6,375	6,375	4,613
001-0739-343.80-05 CEMETERY LOTS	158,190	151,735	151,735	177,085
TOTAL CHARGES FOR SERVICE	263,445	272,728	272,728	310,945
001-0739-362.00-00 RENTAL INCOME	61,768	66,154	66,154	63,367
TOTAL MISCELLANEOUS REVENUES	61,768	66,154	66,154	63,367
<b>TOTAL CEMETERY DIVISION</b>	<b>325,213</b>	<b>338,882</b>	<b>338,882</b>	<b>374,312</b>
<b><u>STREETS DIVISION</u></b>				
001-0741-335.49-00 OTHER TRANSPORTATION	37,100	45,003	45,003	38,718
TOTAL INTERGOVERNMENTAL REVENUE	37,100	45,003	45,003	38,718
001-0741-364.00-00 DISPOSITION OF FIXED ASSETS	6,056	-	-	-
001-0741-369.90-00 OTHER MISCELLANEOUS REVENUES	22,512	15,515	15,515	20,253
TOTAL MISCELLANEOUS REVENUES	28,568	15,515	15,515	20,253
<b>TOTAL STREETS DIVISION</b>	<b>65,668</b>	<b>60,518</b>	<b>60,518</b>	<b>58,971</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND REVENUES  
PARKS AND RECREATION DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
<b><u>PARKS DIVISION</u></b>				
001-0775-364.00-00	7,264	-	-	-
001-0775-366.00-00	-	-	1,700,000	-
TOTAL MISCELLANEOUS REVENUES	7,264	-	1,700,000	-
<b>TOTAL PARKS DIVISION</b>	<b>7,264</b>	<b>-</b>	<b>1,700,000</b>	<b>-</b>
<b><u>RECREATION DIVISION</u></b>				
001-0872-347.21-01	137,325	118,855	118,855	135,724
001-0872-347.21-02	14,469	15,691	15,691	15,774
001-0872-347.21-03	3,794	9,014	9,014	6,917
001-0872-347.21-04	8,803	7,822	7,822	8,106
001-0872-347.21-05	25,724	25,284	25,284	28,011
001-0872-347.21-06	70,143	64,702	64,702	64,548
001-0872-347.21-07	61,079	60,143	60,143	61,514
001-0872-347.21-10	14,825	15,151	15,151	13,733
001-0872-347.21-11	16,856	15,258	15,258	16,642
001-0872-347.21-12	1,128	1,350	1,350	1,350
001-0872-347.21-14	128,775	121,050	121,050	123,560
TOTAL CHARGES FOR SERVICES	482,921	454,319	454,320	475,880
001-0872-366.01-00	31,179	10,326	10,326	17,185
001-0872-369.90-00	8,939	9,512	9,512	8,881
TOTAL MISCELLANEOUS REVENUES	40,118	19,838	19,838	26,066
<b>TOTAL RECREATION DIVISION</b>	<b>523,039</b>	<b>474,158</b>	<b>474,158</b>	<b>501,946</b>
<b><u>SPECIAL EVENTS DIVISION</u></b>				
001-0874-329.00-00	2,150	-	-	3,000
001-0874-362.00-00	19,097	4,211	4,211	8,674
TOTAL RENTS AND ROYALTIES	21,247	4,211	4,211	11,674
<b>TOTAL SPECIAL EVENTS DIVISION</b>	<b>21,247</b>	<b>4,211</b>	<b>4,211</b>	<b>11,674</b>
<b><u>NEWTON PARK FACILITIES DIVISION</u></b>				
001-3658-362.01-00	17,825	11,660	11,660	15,331
001-3658-362.02-00	173,874	140,348	140,348	150,197
001-3658-362.03-00	24,160	19,462	19,462	21,309
001-3658-362.04-00	3,052	3,474	3,474	3,146
001-3658-369.90-00	10,630	8,253	8,253	8,439
TOTAL MISCELLANEOUS REVENUES	229,541	183,197	183,197	198,422
<b>TOTAL NEWTON PARK FACILITIES DIVISION</b>	<b>229,541</b>	<b>183,197</b>	<b>183,197</b>	<b>198,422</b>
<b>TOTAL PARKS AND RECREATION DEPARTMENT</b>	<b>781,091</b>	<b>661,565</b>	<b>2,361,566</b>	<b>712,041</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL FUND REVENUES  
 PUBLIC SERVICES DEPARTMENT**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
001-1016-329.03-00 ENGINEER INSPECTION FEES	487,351	431,922	431,922	426,956
001-1016-329.04-00 REVIEW FEES	78,655	96,702	96,702	72,833
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	566,006	528,624	528,624	499,789
<b>TOTAL ENGINEERING DIVISION</b>	<b>566,006</b>	<b>528,624</b>	<b>528,624</b>	<b>499,789</b>



# WINTER GARDEN

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**- GENERAL FUND EXPENDITURES -**

## **- GENERAL GOVERNMENT -**

Legislative

Legal

Executive

Economic Development

City Clerk

Finance Department

Administrative Services

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
LEGISLATIVE DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
001-0111-511.13-00 OTHER SALARIES AND WAGES	40,800	40,800	40,800	40,800
001-0111-511.21-00 FICA TAXES	2,570	3,121	3,121	3,121
001-0111-511.23-00 EMPLOYEE GROUP INSURANCE	22,293	35,768	35,768	35,768
001-0111-511.24-00 WORKERS' COMPENSATION	74	95	95	102
TOTAL PERSONAL SERVICES	<u>65,737</u>	<u>79,784</u>	<u>79,784</u>	<u>79,791</u>
001-0111-511.31-01 MISC PROFESSIONAL SERVICES	-	7,500	7,500	7,500
001-0111-511.31-02 LEGAL	-	20,000	20,000	20,000
001-0111-511.34-03 CODE OF ORDINANCES	1,050	5,300	5,300	5,600
001-0111-511.40-00 TRAVEL AND PER DIEM	2	4,198	4,198	4,198
001-0111-511.41-02 TELEPHONE	319	250	250	250
001-0111-511.41-04 INTERNET	3,310	2,000	2,000	2,000
001-0111-511.47-01 MISC PRINTING AND BINDING	-	90	90	90
001-0111-511.48-01 PROMOTIONAL ACTIVITIES	-	500	500	1,000
001-0111-511.49-01 MISC OTHR CUR CHGS & OBLIGATIONS	-	5,500	5,500	2,500
001-0111-511.49-03 ELECTION FEES	935	12,000	12,000	29,000
001-0111-511.51-00 OFFICE SUPPLIES	-	1,000	1,000	1,000
001-0111-511.52-01 MISC. OPERATING SUPPLIES	225	1,350	1,350	1,350
001-0111-511.52-04 UNIFORMS AND ACCESSORIES	324	420	420	420
001-0111-511.54-01 DUES AND SUBSCRIPTIONS	-	11,329	11,329	11,329
001-0111-511.54-02 SEMINARS AND COURSES	-	4,865	4,865	4,865
TOTAL OPERATING EXPENDITURES	<u>6,165</u>	<u>76,302</u>	<u>76,302</u>	<u>91,102</u>
001-0111-511.82-00 AIDS TO PRIVATE ORGANIZATIONS	-	1,500	1,500	1,500
001-0111-564.83-00 OTHER GRANTS AND AIDS	64,957	68,880	68,880	68,880
TOTAL GRANTS AND AIDS	<u>64,957</u>	<u>70,380</u>	<u>70,380</u>	<u>70,380</u>
<b>TOTAL LEGISLATIVE DEPARTMENT</b>	<b><u>136,859</u></b>	<b><u>226,466</u></b>	<b><u>226,466</u></b>	<b><u>241,273</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL FUND EXPENDITURES  
 LEGAL DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
001-0914-514.31-00 LEGAL SERVICES REIMBURSEMENT	(59,411)	(90,069)	(90,069)	(68,515)
001-0914-514.31-02 LEGAL SERVICES	396,766	360,000	360,000	407,677
<b>TOTAL LEGAL DEPARTMENT</b>	<b>337,355</b>	<b>269,931</b>	<b>269,931</b>	<b>339,162</b>



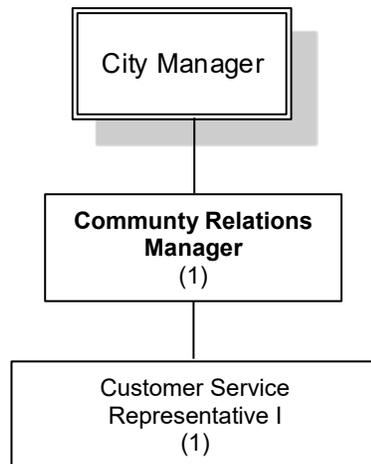
# COMMUNITY RELATIONS DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Proactively engage the Winter Garden community to establish relationships between the City and its residents, businesses, governmental entities, and other stakeholders.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Lead publicity initiatives with residents and businesses regarding City functions, services and programs</li> <li>• Direct marketing programs to enhance the public image of the City</li> <li>• City liaison with community groups, residents, governmental agencies, and the media</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Apathy towards local government</li> <li>• Ensuring the City's efforts to communication are targeted using the right medium and the right message to the right people in the right way</li> </ul>	<p><b>BUSINESS ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>• More information provided to citizens will increase their understanding of City functions</li> <li>• Knowledge of events in the City will lead to increased participation and attendance</li> <li>• Citizens want to experience a sense of community and to be a part of their community</li> </ul>

### Organizational Structure

FTE: 2



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

**Strategic Priority #1**  
**Protect the Sense of Community**

**Department Goal**  
*Cultivate 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

*Actively engage and support local K-12 students and families through diverse learning opportunities*

## Objective

- Collaborate and partner with key City departments to ensure that all outreach and learning enrichment activities in the community maintain a high commitment, are actively monitored and effectively target the diverse values of Winter Garden's K-12 students and families.
- 

## Strategic Priority #3

### Deliver Quality Services Equitably and Respectfully

#### Department Goal

*Deliver excellent customer service experience to all citizens & residents at every contact point*

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Opportunities to Participate in Community Matter Satisfaction Index	73%	77%	79%↑
Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index	80%	74%	80%↑
Sense of Community Satisfaction Index	82%	79%	84%↑
Service Process Satisfaction Rating **	96.2%	94.3%	≥ 95%↑
Service Outcome Satisfaction Rating **	96.4%	94.6%	≥ 95%↑
% Satisfied with Resolution Timeframe **	98.2%	94.6%	100%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time (in seconds)	0:15	0:09	≤ 0:12↓
Call Abandonment Rate	9%	4.7%	≤ 10%↓
% of Requests Resolved ≤ 5 Days	98.5%	97.7%	≥ 95%↑
# of K-12 students who participated in City outreach and learning activities	N/A	26,411	27,000↑

\*\* GovQA citizen survey on service request experience conducted monthly

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
EXECUTIVE DEPARTMENT**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0213-512.12-00	REGULAR SALARIES AND WAGES	443,420	440,556	440,556	602,778
001-0213-512.13-00	OTHER SALARIES & WAGES	-	31,615	31,615	5,408
001-0213-512.14-00	OVERTIME	209	-	-	-
001-0213-512.21-00	FICA TAXES	29,029	36,121	36,121	46,526
001-0213-512.22-00	RETIREMENT CONTRIBUTIONS	51,444	56,347	56,347	80,290
001-0213-512.23-00	LIFE AND HEALTH INSURANCE	45,355	34,239	34,239	52,457
001-0213-512.24-00	WORKERS' COMPENSATION	683	877	877	782
	TOTAL PERSONAL SERVICES	570,140	599,756	599,756	788,241
001-0213-512.31-01	MISC PROFESSIONAL SERVICES	16,134	37,800	37,800	37,800
001-0213-512.31-02	LEGAL SERVICES	172	2,500	2,500	2,500
001-0213-512.34-01	MISC OTHER CONTRACTUAL SERVICES	23,646	26,880	26,880	26,880
001-0213-512.40-00	TRAVEL AND PER DIEM	87	1,500	1,500	1,500
001-0213-512.41-02	TELEPHONE SERVICES	6,981	7,602	7,602	7,602
001-0213-512.41-04	INTERNET SERVICES	433	754	754	754
001-0213-512.41-05	POSTAGE	16,724	24,750	24,750	24,750
001-0213-512.43-00	UTILITY SERVICES	18,478	19,099	19,099	20,110
001-0213-512.44-00	RENTALS AND LEASES	5,724	8,107	8,107	8,107
001-0213-512.45-00	INSURANCE	31,728	27,153	27,153	36,325
001-0213-512.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	400	400	400
001-0213-512.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,618	1,007	1,007	1,007
001-0213-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	51	300	300	300
001-0213-512.46-10	REPAIR AND MAINT SVCS-BUILDING	7,578	6,550	6,550	6,550
001-0213-512.47-01	MISC PRINTING AND BINDING	39,328	48,804	48,804	48,804
001-0213-512.48-01	PROMOTIONAL-ADVERTISEMENTS	5,077	4,646	4,646	4,646
001-0213-512.48-02	PROMOTIONAL ITEMS	1,305	3,300	3,300	3,300
001-0213-512.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	10,684	2,559	2,559	2,559
001-0213-512.49-05	LICENSES/TAXES/CERTIFICATES	645	4,821	4,821	4,821
001-0213-512.49-11	EMPLOYEE SOCIAL EVENTS	5,542	-	-	-
001-0213-512.51-00	OFFICE SUPPLIES	644	1,750	1,750	1,750
001-0213-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	26,061	4,809	4,809	4,809
001-0213-512.52-03	GASOLINE AND OIL	244	644	644	644
001-0213-512.52-04	UNIFORMS AND ACCESSORIES	704	1,000	1,000	1,000
001-0213-512.54-01	DUES AND SUBSCRIPTIONS	21,207	16,652	16,652	16,652
001-0213-512.54-02	SEMINARS AND COURSES	5,160	3,822	3,822	3,822
	TOTAL OPERATING EXPENDITURES	247,955	257,209	257,209	267,392

001-0213-512.61-00	LAND	44,415	-	116,107	-
001-0213-512.64-00	MACHINERY AND EQUIPMENT	2,944	-	-	-
	TOTAL CAPITAL OUTLAY	47,359	-	116,107	-
001-0213-512.82-00	AID TO PRIVATE ORGANIZATIONS	94,300	101,800	101,800	101,800
	TOTAL GRANTS AND AIDS	94,300	101,800	101,800	101,800
001-0213-581.91-01	CONTINGENT EXPENSE	-	100,000	100,000	100,000
	TOTAL OTHER USES	-	100,000	100,000	100,000
	<b>TOTAL EXECUTIVE DEPARTMENT</b>	<b>959,754</b>	<b>1,058,765</b>	<b>1,174,872</b>	<b>1,257,434</b>



# WINTER GARDEN

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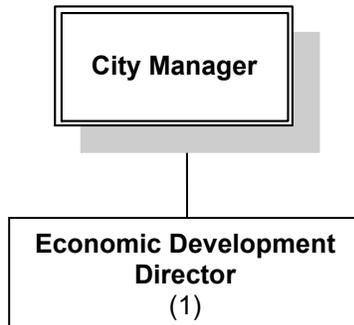


# ECONOMIC DEVELOPMENT DEPARTMENT BUSINESS PLAN & PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Promote a sustainable and thriving economy that maintains a prosperous business community that yields diverse job opportunities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Business Recruitment</li> <li>• Economic Gardening – Business Development, Technical Assistance &amp; Partnerships</li> <li>• Downtown and Redevelopment</li> <li>• Business Marketing &amp; Promotion</li> <li>• Strategic Partnerships</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Recovering economic environment, including:             <ul style="list-style-type: none"> <li>○ Tightened capital markets</li> <li>○ Commercial Occupancy is 98% - No available space for new businesses</li> <li>○ New commercial development underway</li> <li>○ Housing market has slowed</li> <li>○ Modest business growth</li> <li>○ Improved consumer confidence</li> <li>○ Unemployment dropping below 4%</li> </ul> </li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Growth expected within small to mid-sized businesses</li> <li>• Growth expected in health and wellness, manufacturing (agriculture/food), construction, digital and creative technology and retail sectors</li> <li>• Increasing tax revenues and job growth (3%)</li> <li>• Signs of slower sustained growth</li> </ul>

## Organizational Structure

FTE: 1



## FY 2019-2020 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.

- Create a business friendly environment that facilitates and expedites entrepreneurial growth.
- Strengthen and diversify the Downtown District by encouraging and promoting infill and redevelopment.

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employment Opportunity Satisfaction Index	45%	47%	49%↑
Overall Quality of business and service establishment in Winter Garden Satisfaction Index	83%	80%	85%↑
Overall Economic Health of Winter Garden Satisfaction Index	82%	81%	84%↑
Economic Development Satisfaction Index	78%	71%	80%↑
Percent of Citizens Purchasing Goods and Services Locally	99%	96%	99%↑
Vibrant Downtown/Commercial Area Satisfaction Index	87%	91%	93%↑
<b>OPERATIONAL INDICATORS</b>			
City-wide Commercial Occupancy Rate	99.5%	99%	99.5%↑
Downtown Commercial Occupancy Rate	99%	99%	100%↑
Downtown CRA Taxable Value (in millions)	\$131.9 M	\$146.8M	\$172.5 M↑
Annual % Change in Property Values	10.1%	10.3%	12%↑
Total Annual Property Values	\$3,032,114,375	\$3,345,814,314	\$3,747,735,000↑
Construction \$ Value per Commercial Building Permit	\$78,865	\$98,320	\$102,000↑
Construction \$ Value per Residential Building Permit	\$74,886	\$64,344	\$69,000↑
Average Wage of Total Jobs	\$48,204	\$49,942	\$51,000↑
# of Jobs Added	2,443	2,028	2,090↑
City Unemployment Rate	3.2%	2.9%	3.7%↓
Annual % Change in Property Values	10.1%	10.3%	12%↑
% Change in Median Household Income	3.8%	9.5%	2.6%↑
Median Household Income	\$62,265	\$68,169	\$70,000↑
Average Purchase Price of a New Home (Single-Family)	\$373,127	\$445,376	\$500,000↑

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
ECONOMIC DEVELOPMENT DEPARTMENT**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0215-552.12-00	REGULAR SALARIES AND WAGES	124,749	127,735	127,735	153,134
001-0215-552.21-00	FICA TAXES	9,166	9,772	9,772	11,715
001-0215-552.22-00	RETIREMENT CONTRIBUTIONS	14,762	16,337	16,337	17,852
001-0215-552.23-00	LIFE AND HEALTH INSURANCE	14,721	16,107	16,107	20,126
001-0215-552.24-00	WORKERS' COMPENSATION	196	251	251	224
	TOTAL PERSONAL SERVICES	163,594	170,203	170,203	203,051
001-0215-552.31-01	MISC PROFESSIONAL SERVICES	41,803	56,000	56,000	56,000
001-0215-552.34-01	MISC OTHER CONTRACTUAL SERVICES	19,234	17,000	17,000	17,000
001-0215-552.34-02	TRI-CITY CONTRACTUAL SVCS	50,000	-	-	-
001-0215-552.41-02	TELEPHONE SERVICES	1,118	1,390	1,390	1,390
001-0215-552.41-05	POSTAGE	24	200	200	200
001-0215-552.43-00	UTILITY SERVICES	1,253	1,500	1,500	1,500
001-0215-552.44-00	RENTALS AND LEASES	-	700	700	700
001-0215-552.45-00	GENERAL INSURANCE	1,194	1,397	1,397	1,367
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	700	400	400	400
001-0215-552.47-01	MISC PRINTING AND BINDING	-	60	60	60
001-0215-552.48-01	PROMOTIONAL-ADVERTISEMENTS	12,006	10,500	10,500	10,500
001-0215-552.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	500	1,900	1,900	1,900
001-0215-552.51-00	OFFICE SUPPLIES	144	700	700	700
001-0215-552.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,033	500	500	500
001-0215-552.52-03	GASOLINE AND OIL	46	-	-	-
001-0215-552.52-04	UNIFORMS AND ACCESSORIES	200	200	200	200
001-0215-552.54-01	DUES AND SUBSCRIPTIONS	5,735	8,005	8,005	8,005
001-0215-552.54-02	SEMINARS AND COURSES	-	600	600	600
	TOTAL OPERATING EXPENDITURES	134,990	101,802	101,802	101,772
001-0215-552.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	9,425	-	126,277	-
	TOTAL CAPITAL OUTLAY	9,425	-	126,277	-
	<b>TOTAL ECONOMIC DEVELOPMENT DEPARTMENT</b>	<b>308,009</b>	<b>272,005</b>	<b>398,282</b>	<b>304,823</b>



# WINTER GARDEN

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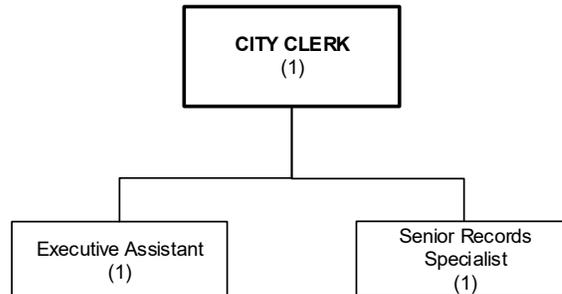
# CITY CLERK'S DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Ensure the integrity of the legislative process, municipal elections, administrative support, information and official public documents.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Legislative Proceedings</li> <li>• Records Custodian and Management</li> <li>• Oath Administration</li> <li>• Supervisor of Municipal Elections</li> <li>• Coordinator of Records Requests and Lien Searches</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Simultaneous multiple records, lien search, and/or cemetery inquiry requests</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Monitoring of legislative statutory or administrative law updates</li> <li>• Continued effective alliances with multiple departments</li> <li>• Preserved integrity of electronic documents and information</li> </ul>

### Organizational Structure

FTE: 3



## FY 2019-2020 STRATEGIC PRIORITY, GOAL & OBJECTIVE

### Strategic Priority #1

Provide Transparent and Accountable Government

#### Department Goal

*Improve access, retention, and integrity of City records*

#### Objective

- Create and execute a multiyear plan to ensure all cemetery records are accurately captured and stored electronically in accordance with the City's retention policy to include all future records generated and also electronic conversion of all existing paper records.

**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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATOR</b>			
% of Cemetery Space Records Captured Electronically	5.4%	17.7%	60%↑

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
CITY CLERK DEPARTMENT**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0218-512.12-00	REGULAR SALARIES AND WAGES	200,940	195,901	195,901	177,330
001-0218-512.14-00	OVERTIME	103	400	400	1,000
001-0218-512.21-00	FICA TAXES	15,036	15,017	15,017	13,642
001-0218-512.22-00	RETIREMENT CONTRIBUTIONS	22,578	25,056	25,056	23,620
001-0218-512.23-00	LIFE AND HEALTH INSURANCE	19,037	24,287	24,287	27,713
001-0218-512.24-00	WORKERS' COMPENSATION	304	391	391	348
001-0218-512.26-00	OTHER POSTEMPLOYMENT BENEFITS	2,000	-	-	-
	TOTAL PERSONAL SERVICES	259,998	261,051	261,051	243,654
001-0218-512.40-00	TRAVEL AND PER DIEM	1,337	3,036	3,036	3,036
001-0218-512.41-02	TELEPHONE SERVICES	1,158	1,576	1,576	1,576
001-0218-512.41-05	POSTAGE	278	400	400	400
001-0218-512.43-00	UTILITY SERVICES	10,133	9,485	9,485	9,485
001-0218-512.44-00	RENTALS AND LEASES	2,519	2,700	2,700	2,700
001-0218-512.45-00	GENERAL INSURANCE	9,607	11,245	11,245	10,999
001-0218-512.46-10	REPAIR AND MAINT SVCS-BUILDING	5,664	1,700	1,700	1,700
001-0218-512.47-01	MISC PRINTING AND BINDING	58	100	100	100
001-0218-512.47-02	RECORDS MANAGEMENT	-	500	500	500
001-0218-512.48-01	ADVERTISEMENTS	29	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	140	260	260	260
001-0218-512.51-00	OFFICE SUPPLIES	520	600	600	600
001-0218-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	995	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	635	1,344	1,344	1,344
001-0218-512.54-02	SEMINARS AND COURSES	565	1,465	1,465	1,600
001-0218-512.54-03	EDUCATION ASSISTANCE	-	500	500	500
	TOTAL OPERATING EXPENDITURES	34,238	37,061	37,061	36,950
	<b>TOTAL CITY CLERK DEPARTMENT</b>	<b>294,236</b>	<b>298,112</b>	<b>298,112</b>	<b>280,604</b>



# WINTER GARDEN

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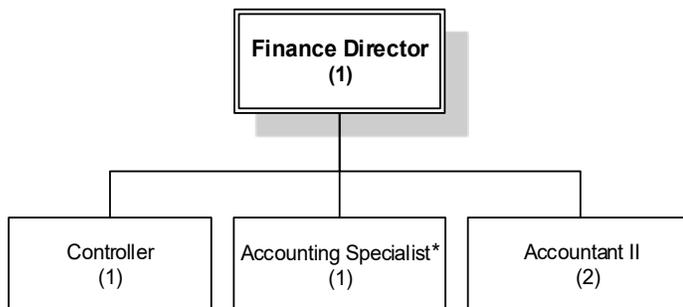


# FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

## Organizational Structure

FTE: 4



\*Position borrowed from Planning

## FY 2019-2020 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 high levels of service in all fiscal needs when supporting departments and employees*

#### 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.

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## 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.

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## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
CUSTOMER SERVICE INDICATORS			
Fiscal Management Overall Customer Service Satisfaction Rating *	95.3%	N/A	95%↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75%↑
FINANCIAL INDICATOR			
Budget to Actual Variance Percent (City Overall Financials) **	+8%	+4%	+5%↑

\* 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

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
FINANCE DEPARTMENT  
FISCAL MANAGEMENT DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0222-513.12-00	REGULAR SALARIES AND WAGES	292,552	359,796	359,796	376,012
001-0222-513.21-00	FICA TAXES	21,986	27,524	27,524	28,765
001-0222-513.22-00	RETIREMENT CONTRIBUTIONS	31,355	46,018	46,018	50,085
001-0222-513.23-00	LIFE AND HEALTH INSURANCE	29,709	32,052	32,052	39,119
001-0222-513.24-00	WORKERS' COMPENSATION	531	682	682	608
	TOTAL PERSONAL SERVICES	<u>376,133</u>	<u>466,072</u>	<u>466,072</u>	<u>494,589</u>
001-0222-513.31-01	MISC PROFESSIONAL SERVICES	22,800	25,425	25,425	26,425
001-0222-513.31-03	INVESTMENT COUNSEL	33,206	29,683	29,683	33,683
001-0222-513.32-00	ACCOUNTING AND AUDITING	24,290	35,405	35,405	35,830
001-0222-513.34-01	MISC OTHER CONTRACTUAL SERVICES	33,135	29,838	29,838	38,043
001-0222-513.34-04	BANKING SERVICES	4,830	6,961	6,961	4,935
001-0222-513.34-08	PERSONNEL SERVICES	25,224	-	-	-
001-0222-513.40-00	TRAVEL AND PER DIEM	548	1,300	1,300	1,300
001-0222-513.41-02	TELEPHONE SERVICES	2,122	2,650	2,650	2,650
001-0222-513.41-05	POSTAGE	3,759	6,137	6,137	6,137
001-0222-513.43-00	UTILITY SERVICES	9,270	8,678	8,678	9,300
001-0222-513.44-00	RENTALS AND LEASES	5,666	5,304	5,304	5,304
001-0222-513.45-00	INSURANCE	9,041	10,605	10,605	10,351
001-0222-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	300	300	300
001-0222-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	23,469	27,059	27,059	27,059
001-0222-513.46-10	REPAIR AND MAINT SVCS-BUILDING	5,181	3,985	3,985	3,985
001-0222-513.47-01	MISC PRINTING AND BINDING	305	1,614	1,614	1,614
001-0222-513.48-01	PROMOTIONAL-ADVERTISEMENTS	1,608	1,750	1,750	1,750
001-0222-513.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	100	100	100
001-0222-513.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	175	175	175
001-0222-513.51-00	OFFICE SUPPLIES	1,434	2,345	2,345	2,345
001-0222-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	910	1,614	1,614	1,315
001-0222-513.52-04	UNIFORMS AND ACCESSORIES	867	800	800	800
001-0222-513.54-01	DUES AND SUBSCRIPTIONS	849	1,446	1,446	1,446
001-0222-513.54-02	SEMINARS AND COURSES	965	2,486	2,486	2,486
001-0222-513.54-03	EDUCATION REIMBURSEMENT	1,289	5,000	5,000	5,000
	TOTAL OPERATING EXPENDITURES	<u>210,768</u>	<u>210,660</u>	<u>210,660</u>	<u>222,333</u>
001-0222-581.91-00	INTRAGOVERNMENT TRANSFERS	<u>1,075,202</u>	<u>1,138,615</u>	<u>1,138,615</u>	<u>1,331,814</u>
	TOTAL OTHER USES	<u>1,075,202</u>	<u>1,138,615</u>	<u>1,138,615</u>	<u>1,331,814</u>
	<b>TOTAL FISCAL MANAGEMENT DIVISION</b>	<b><u>1,662,103</u></b>	<b><u>1,815,347</u></b>	<b><u>1,815,347</u></b>	<b><u>2,048,736</u></b>



# WINTER GARDEN

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# FINANCE DEPARTMENT

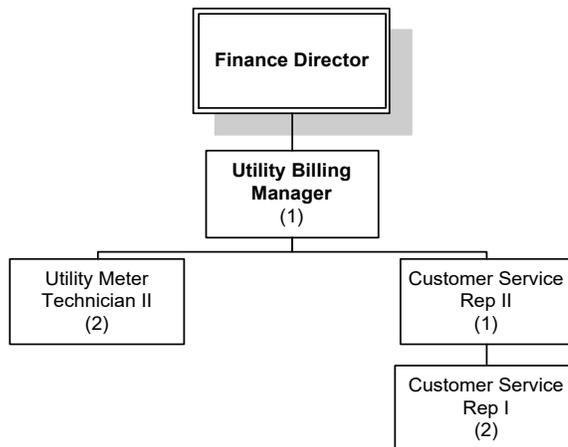
## UTILITY BILLING

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

#### Organizational Structure

FTE: 6



## FY 2019-2020 STRATEGIC PRIORITY, GOAL AND OBJECTIVES

### Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

#### Department Goal

*Provide a responsive and consistent Utility Billing service experience*

### Objectives

- Improve customer service experience and delivery processes through reinforced phone, over-the-counter and field service training to achieve a citizen service satisfaction rating of **90%** or higher.

- Monitor and improve overall telephone customer service with a targeted focus on reducing average call hold times to achieve excellence in all service interactions.

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Utility Billing Service Satisfaction Index	86%	80%	85%↑
Overall Service Experience Satisfaction Rating	97.4%	95.9%	97%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time (in seconds)	:66	:47	≤ :55↓
Call Abandonment Rate	7.6%	5.6%	≤ 5%↓

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

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
FINANCE DEPARTMENT  
UTILITY BILLING DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0223-513.12-00	REGULAR SALARIES AND WAGES	262,347	270,526	270,526	283,889
001-0223-513.14-00	OVERTIME	633	3,218	3,218	3,218
001-0223-513.21-00	FICA TAXES	19,352	20,941	20,941	21,964
001-0223-513.22-00	RETIREMENT CONTRIBUTIONS	31,240	35,012	35,012	38,243
001-0223-513.23-00	LIFE AND HEALTH INSURANCE	50,832	59,480	59,480	61,559
001-0223-513.24-00	WORKERS' COMPENSATION	2,370	3,044	3,044	2,713
	<b>TOTAL PERSONAL SERVICES</b>	<b>366,774</b>	<b>392,222</b>	<b>392,222</b>	<b>411,586</b>
001-0223-513.34-01	MISC OTHER CONTRACTUAL SERVICES	47,709	34,955	34,955	34,955
001-0223-513.34-04	BANKING SERVICES	15,415	11,466	11,466	11,466
001-0223-513.40-00	TRAVEL AND PER DIEM	208	150	150	1,250
001-0223-513.41-02	TELEPHONE SERVICES	6,501	7,096	7,096	7,096
001-0223-513.41-03	RADIO SERVICES	15	20	20	20
001-0223-513.41-04	INTERNET SERVICES	951	1,664	1,664	1,664
001-0223-513.41-05	POSTAGE	40,603	112,618	112,618	112,618
001-0223-513.43-00	UTILITY SERVICES	5,552	5,197	5,197	5,197
001-0223-513.44-00	RENTALS AND LEASES	4,782	4,875	4,875	4,875
001-0223-513.45-00	INSURANCE	5,581	6,532	6,532	6,390
001-0223-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	459	459	459
001-0223-513.46-03	REPAIR AND MAINT SVC-VEHICLES	4,634	6,835	6,835	6,835
001-0223-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	27,043	30,290	30,290	30,290
001-0223-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	6,600	6,600	6,600
001-0223-513.46-10	REPAIR AND MAINT SVCS-BUILDING	3,103	2,179	2,179	2,179
001-0223-513.47-01	MISC PRINTING AND BINDING	600	1,590	1,590	1,590
001-0223-513.48-01	ADVERTISEMENT-LEGAL, OTHER	-	500	500	500
001-0223-513.49-01	MISC OTHER CURRENT CHRGS & OBLG	-	100	100	100
001-0223-513.49-05	LICENSES/TAXES/CERTIFICATIONS	710	2,500	2,500	2,500
001-0223-513.51-00	OFFICE SUPPLIES	3,039	2,510	2,510	2,510
001-0223-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	6,389	8,300	8,300	14,800
001-0223-513.52-03	GASOLINE AND OIL	6,195	6,505	6,505	6,505
001-0223-513.52-04	UNIFORMS AND ACCESSORIES	2,591	2,683	2,683	2,683
001-0223-513.54-02	SEMINARS AND COURSES	990	1,200	1,200	1,850
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>182,611</b>	<b>256,824</b>	<b>256,824</b>	<b>264,932</b>
001-0223-513.64-00	MACHINERY AND EQUIPMENT	24,324	-	-	26,856
	<b>TOTAL CAPITAL OUTLAY</b>	<b>24,324</b>	<b>-</b>	<b>-</b>	<b>26,856</b>
	<b>TOTAL UTILITY BILLING DIVISION</b>	<b>573,709</b>	<b>649,046</b>	<b>649,046</b>	<b>703,374</b>
	<b>TOTAL FINANCE DEPARTMENT</b>	<b>2,235,812</b>	<b>2,464,393</b>	<b>2,464,393</b>	<b>2,752,110</b>



# WINTER GARDEN

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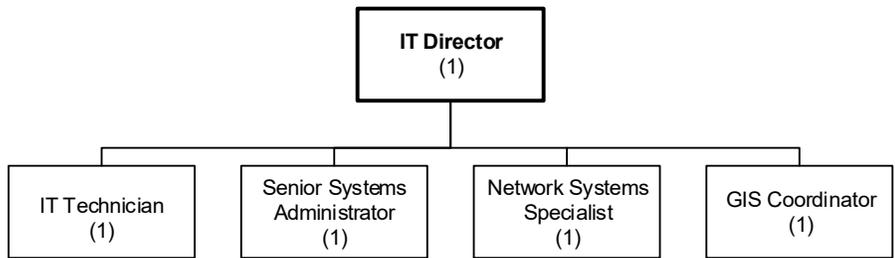
# INFORMATION TECHNOLOGY

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Provide timely and effective end-user support, focusing first on customer service, to ensure that all information and communication systems are secure, reliable and performing as expected.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide service according to the Winter Garden Way</li> <li>• Integrate and support computer hardware, software, and voice technology</li> <li>• Provide quality Geographic Information Services</li> <li>• Support internal service requests</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Failure to receive information or requirements in a timely manner</li> <li>• Upfront costs of needed IT based solutions may not always be affordable</li> <li>• Aging equipment / servers will require near-future attention</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Current security setup will adequately guard data and overall network integrity</li> <li>• Call volumes will remain at a manageable level</li> <li>• Level of staff training will be adequate for any changes in technology</li> <li>• Budget approval for projects/capital items</li> </ul>

### Organizational Structure

FTE: 5



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

### Strategic Priority #1

Deliver Quality Services Equitably & Respectfully

#### Department Goals

*Enable staff to maintain high levels of productivity when using technology to provide services to the community and throughout the City*

*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.
- 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.
- Conduct ongoing monitoring of progress and evaluation of the planned/completed network infrastructure upgrades to ensure stable and consistent system availability for all end users.
- Plan and complete multiple targeted software and hardware upgrades to ensure high performing systems as well as enhance organizational productivity and efficiency.

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
IT Overall Service Satisfaction Rating *	88.8%	N/A	91%↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
CISCO Phone System Uptime Rate	99.7%	100%	≥ 99.5%↑
Involuntary Abandonment Rate	.03%	.01%	≤ 0.05%↓
% Uptime and Availability of Systems	99.9%	99.8%	≥ 99.5%↑

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

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

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
ADMINISTRATIVE SERVICES DEPARTMENT  
INFORMATION TECHNOLOGY DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0225-513.12-00	REGULAR SALARIES AND WAGES	312,374	367,077	367,077	362,239
001-0225-513.14-00	OVERTIME	917	1,267	1,267	1,267
001-0225-513.21-00	FICA TAXES	22,577	28,178	28,178	27,808
001-0225-513.22-00	RETIREMENT CONTRIBUTIONS	36,988	47,111	47,111	48,419
001-0225-513.23-00	LIFE AND HEALTH INSURANCE	47,193	49,978	49,978	64,689
001-0225-513.24-00	WORKERS' COMPENSATION	475	610	610	544
	TOTAL PERSONAL SERVICES	<u>420,524</u>	<u>494,221</u>	<u>494,221</u>	<u>504,966</u>
001-0225-513.31-01	MISC PROFESSIONAL SERVICE	-	5,000	5,000	12,000
001-0225-513.34-01	MISC OTHER CONTRACTUAL SERVICES	7,635	30,640	30,640	66,640
001-0225-513.34-08	PERSONNEL SERVICES	29,204	12,000	12,000	12,000
001-0225-513.41-02	TELEPHONE SERVICES	6,680	7,550	7,550	7,550
001-0225-513.41-04	INTERNET SERVICES	40,695	52,628	52,628	53,997
001-0225-513.41-05	POSTAGE	57	250	250	250
001-0225-513.43-00	UTILITY SERVICES	9,646	8,400	8,400	8,400
001-0225-513.45-00	INSURANCE	32,850	31,629	31,629	37,610
001-0225-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	120	15,000	15,000	15,000
001-0225-513.46-03	REPAIR AND MAINT SVCS-VEHICLES	236	500	500	500
001-0225-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	295,975	272,455	272,455	269,464
001-0225-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	85,267	187,511	187,511	124,870
001-0225-513.46-10	REPAIR AND MAINT SVCS-BUILDING	5,475	3,000	3,000	3,000
001-0225-513.51-00	OFFICE SUPPLIES	8,346	15,000	15,000	15,000
001-0225-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	59,038	53,100	46,300	65,850
001-0225-513.52-03	GASOLINE AND OIL	30	150	150	150
001-0225-513.52-04	UNIFORMS AND ACCESSORIES	600	1,000	1,000	1,000
001-0225-513.54-01	DUES AND SUBSCRIPTIONS	375	1,295	1,295	1,295
001-0225-513.54-02	SEMINARS AND COURSES	1,214	-	-	2,500
001-0225-513.54-03	EDUCATION ASSISTANCE PROGRAM	-	-	-	1,260
	TOTAL OPERATING EXPENDITURES	<u>583,443</u>	<u>697,108</u>	<u>690,308</u>	<u>698,336</u>
001-0225-513.62-00	BUILDINGS	-	-	55,910	-
001-0225-513.63-00	IMPROV. OTHER THAN BUILDINGS	-	-	100,000	-
001-0225-513.64-00	MACHINERY AND EQUIPMENT	37,338	99,536	162,248	186,607
	TOTAL CAPITAL OUTLAY	<u>37,338</u>	<u>99,536</u>	<u>318,158</u>	<u>186,607</u>
	<b>TOTAL INFORMATION TECHNOLOGY DIVISION</b>	<b><u>1,041,305</u></b>	<b><u>1,290,865</u></b>	<b><u>1,502,687</u></b>	<b><u>1,389,909</u></b>



# WINTER GARDEN

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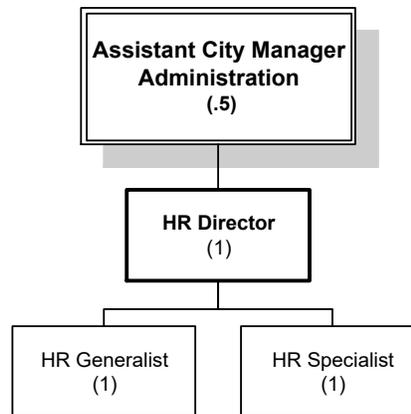


# ADMINISTRATIVE SERVICES HUMAN RESOURCES BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To recruit, engage, develop, support, and retain a skilled, diverse workforce.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Retention</li> <li>• Employee Support Services</li> <li>• Employee Organizational Development</li> <li>• Employee Relations</li> <li>• Risk Management</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Uncertainty of Healthcare Reform Impacts</li> <li>• Learning curve for new HR staff</li> <li>• Employee compliance with safety practices</li> <li>• Ongoing training and support to help Dept. Heads/Supervisors/ Employees successfully navigate program and identify career paths, qualification gaps, and training to "bridge" the gap for employees' IDPs so they may begin working toward career goals</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Employees will want to continue to learn and improve skills if given the opportunity</li> <li>• Will have the resources to continue employee training</li> </ul>

## Organizational Structure

FTE: 3.5



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

### Strategic Priority #1

Recruit, Develop and Retain 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 recruitment, interview, and selection process to impact improved time-to-fill timeframes and quality of hire.
  - Develop and implement targeted employee training programs to increase the skill set quality for management and all employees.
  - Enable, support and monitor the Career Development Program process, activities, and goals to ensure faithful leadership, delivery and program experience for all general employees who pursue career fulfillment and opportunities throughout the City.
  - 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*

*Excellent and professional HR service experience to all employees and departments*

#### 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*

#### Objectives

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

- Create a City-wide employee recognition and rewards program designed to acknowledge and reward employees in order to impact employee morale, engagement, and retention.

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Employee On-Boarding Satisfaction Rate	99.5%	99.5%	100% ↑
Training Experience Satisfaction Rating	97%	N/A	100% ↑
Career Development Leadership Effectiveness Satisfaction Index *	72%	N/A	75% ↑
HR Overall Customer Service Satisfaction Rating *	92.2%	N/A	94% ↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75% ↑
<b>OPERATIONAL INDICATORS</b>			
Average Time to Fill High-Level Salaried Position	41	22	≤ 90 ↓
Average Time to Fill Mid-Level Salaried Position	103	48	≤ 90 ↓
City Insurance Claims Ratio/Rate	84.3%	72%	≤ 80% ↓
Sick Hours per FTE	48.3	35.6	≤ 40 ↓
Average Time Off per FTE (Hours)	165	150.4	≤ 150 ↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	1.04	.31	≤ 0.40 ↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	.18	.76	≤ 0.40 ↓

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

N/A – Indicates a measurement was not assessed or will not be assessed

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
ADMINISTRATIVE SERVICES DEPARTMENT  
HUMAN RESOURCES DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0745-513.12-00	REGULAR SALARIES AND WAGES	237,762	240,631	240,631	259,794
001-0745-513.14-00	OVERTIME	179	200	200	200
001-0745-513.21-00	FICA TAXES	17,441	18,424	18,424	19,890
001-0745-513.22-00	RETIREMENT CONTRIBUTIONS	28,330	30,777	30,777	34,605
001-0745-513.23-00	LIFE AND HEALTH INSURANCE	37,701	46,719	46,719	45,635
001-0745-513.24-00	WORKERS' COMPENSATION	342	440	440	392
	<b>TOTAL PERSONAL SERVICES</b>	<b>321,755</b>	<b>337,190</b>	<b>337,190</b>	<b>360,515</b>
001-0745-513.31-02	LEGAL SERVICES	905	2,500	2,500	2,500
001-0745-513.31-06	MEDICAL SERVICES	29,336	46,500	46,500	46,500
001-0745-513.34-01	MISC OTHER CONTRACTUAL SERVICES	43,191	65,500	65,500	73,080
001-0745-513.34-08	PERSONNEL SERVICES	174	10,000	10,000	10,000
001-0745-513.40-00	TRAVEL AND PER DIEM	-	500	500	500
001-0745-513.41-02	TELEPHONE SERVICES	2,941	2,656	2,656	2,656
001-0745-513.41-04	INTERNET SERVICES	870	850	850	850
001-0745-513.41-05	POSTAGE	834	1,750	1,750	1,750
001-0745-513.43-00	UTILITY SERVICES	8,685	8,450	8,450	8,450
001-0745-513.44-00	RENTALS AND LEASES	5,971	6,000	6,000	6,500
001-0745-513.45-00	GENERAL INSURANCE	8,399	9,713	9,713	9,616
001-0745-513.46-01	MISCELLANEOUS	-	-	-	1,000
001-0745-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	-	-	2,000
001-0745-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	2,345	2,345	2,345
001-0745-513.46-10	REPAIR AND MAINT SVCS-BUILDING	5,044	6,000	6,000	6,000
001-0745-513.47-01	MISC PRINTING AND BINDING	-	200	200	300
001-0745-513.48-01	PROMOTIONAL-ADVERTISEMENTS	2,344	12,000	12,000	12,000
001-0745-513.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	457	2,500	2,500	2,500
001-0745-513.51-00	OFFICE SUPPLIES	3,016	3,000	3,000	3,000
001-0745-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	10,013	33,275	39,025	40,275
001-0745-513.52-03	GASOLINE AND OIL	-	150	150	150
001-0745-513.52-04	UNIFORMS AND ACCESSORIES	554	800	800	1,000
001-0745-513.54-01	DUES AND SUBSCRIPTIONS	2,671	3,300	3,300	3,000
001-0745-513.54-02	SEMINARS AND COURSES	43,910	20,000	20,000	20,000
001-0745-513.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	2,000	2,000	2,000
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>169,315</b>	<b>239,989</b>	<b>245,739</b>	<b>257,972</b>
	<b>TOTAL HUMAN RESOURCES DIVISION</b>	<b>491,070</b>	<b>577,179</b>	<b>582,929</b>	<b>618,487</b>

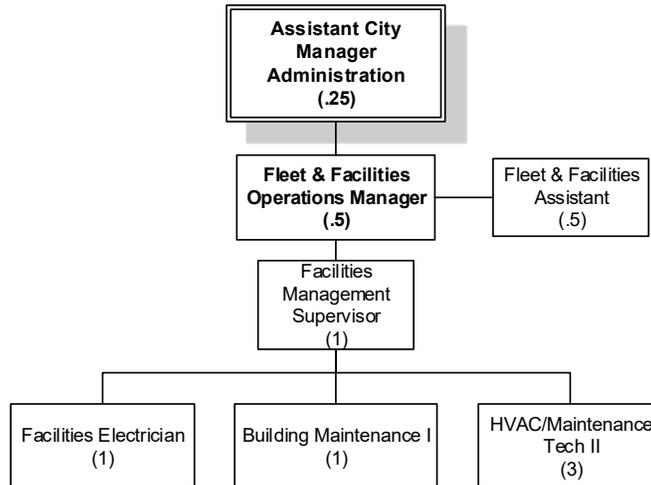


# ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of City facilities</li> <li>• Selection and management of products, contracts and vendors</li> <li>• Monitor and improve condition of City facilities assets</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Cost of sustainability innovations</li> <li>• Staffing levels to adequately maintain facilities at desired service levels</li> <li>• Realizing higher than expected costs of maintaining facilities</li> <li>• Aging facilities and infrastructure</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Sufficient funding will be available for training, education, sustainability and maintenance</li> </ul>

## Organizational Structure

FTE: 7.25



## 2019-2020 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

### Strategic Priority #1

**Deliver Quality Services Equitably and Respectfully**

#### Department Goal

*Provide “best in class” customer service through prompt responses and timely completions of preventive maintenance work orders*

## Objective

- Proactively review the service delivery process and experience to achieve an overall facilities management satisfaction rating of at least **90%**.

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## Strategic Priority #2

### Foster a Culture of Teamwork and Collaboration

#### Department Goal

*Promote a high performing organization*

## Objectives

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
- Collaborate with Fleet Management to provide in-house scheduled preventative and corrective maintenance services to stand-by generators for City Facilities.

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## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	90%	N/A	92%↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75%↑
FINANCIAL INDICATOR			
Cost Savings from Generator Maintenance Performed In-house	\$6,617.12	\$2,325.00	\$3,500↑

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

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
ADMINISTRATIVE SERVICES DEPARTMENT  
FACILITIES MANAGEMENT DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0746-539.12-00	REGULAR SALARIES AND WAGES	272,044	321,058	321,058	388,700
001-0746-539.14-00	OVERTIME	8,558	12,000	12,000	10,284
001-0746-539.21-00	FICA TAXES	20,509	25,280	25,280	30,522
001-0746-539.22-00	RETIREMENT CONTRIBUTIONS	33,114	42,266	42,266	51,290
001-0746-539.23-00	LIFE AND HEALTH INSURANCE	47,267	54,239	54,239	75,065
001-0746-539.24-00	WORKERS' COMPENSATION	5,415	6,956	6,956	6,200
	<b>TOTAL PERSONAL SERVICES</b>	<b>386,907</b>	<b>461,799</b>	<b>461,799</b>	<b>562,061</b>
001-0746-539.34-01	MISC OTHER CONTRACTUAL SERVICES	21,708	31,550	31,550	33,450
001-0746-539.34-06	JANITORIAL SERVICES	80,927	120,025	120,025	123,705
001-0746-539.34-08	PERSONNEL SERVICES	2,872	6,000	6,000	6,000
001-0746-539.40-00	TRAVEL AND PER DIEM	296	600	600	600
001-0746-539.41-02	TELEPHONE SERVICES	6,968	9,085	9,085	9,685
001-0746-539.41-04	INTERNET SERVICES	2,308	2,520	2,520	2,520
001-0746-539.43-00	UTILITY SERVICES	11,023	20,480	20,480	16,800
001-0746-539.44-00	RENTALS AND LEASES	2,539	3,300	3,300	7,800
001-0746-539.45-00	INSURANCE	1,354	4,877	4,877	1,550
001-0746-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	433	3,000	3,000	3,000
001-0746-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	6,979	7,350	7,350	10,950
001-0746-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	742	4,807	4,807	6,200
001-0746-539.46-10	REPAIR AND MAINT SVCS-BUILDING	94,167	105,064	105,064	123,925
001-0746-539.47-01	MISC PRINTING AND BINDING	-	64	64	64
001-0746-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	475	500	500	500
001-0746-539.51-00	OFFICE SUPPLIES	372	360	360	360
001-0746-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	23,211	21,615	21,615	21,615
001-0746-539.52-02	CHEMICALS	57	3,300	3,300	3,300
001-0746-539.52-03	GASOLINE AND OIL	5,655	6,000	6,000	7,000
001-0746-539.52-04	UNIFORMS AND ACCESSORIES	4,698	5,988	5,988	6,720
001-0746-539.54-01	DUES AND SUBSCRIPTIONS	1,993	3,405	3,405	3,405
001-0746-539.54-02	SEMINARS AND COURSES	1,683	6,840	6,840	7,040
001-0746-539.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	2,200	2,200	2,000
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>270,460</b>	<b>368,930</b>	<b>368,930</b>	<b>398,189</b>
001-0746-539.62-00	BUILDINGS	86,562	31,289	34,837	20,000
001-0746-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	6,950	-	-	15,000
001-0746-539.64-00	MACHINERY AND EQUIPMENT	1,589	-	-	35,500
	<b>TOTAL CAPITAL OUTLAY</b>	<b>95,101</b>	<b>31,289</b>	<b>34,837</b>	<b>70,500</b>
	<b>TOTAL FACILITIES MANAGEMENT DIVISION</b>	<b>752,468</b>	<b>862,018</b>	<b>865,566</b>	<b>1,030,750</b>



# WINTER GARDEN

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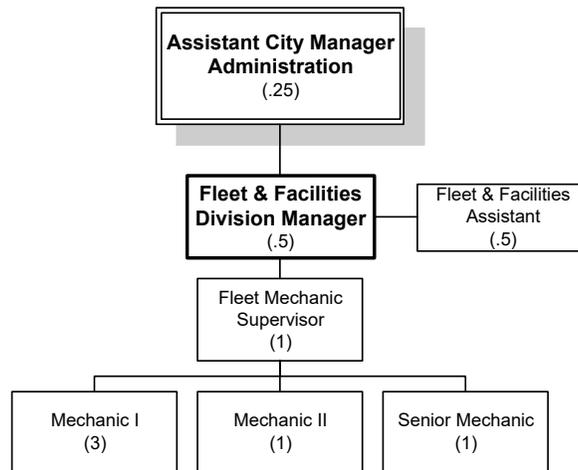


# ADMINISTRATIVE SERVICES FLEET MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<b>MISSION STATEMENT:</b> To efficiently maintain a safe and reliable fleet of City vehicles.	<b>CORE FUNCTIONS:</b> <ul style="list-style-type: none"> <li>Preventive maintenance and repairs of vehicles and equipment</li> <li>Ensure that vehicles and equipment are adequate and ready for use</li> <li>Fuel management and distribution</li> </ul>
<b>CHALLENGES:</b> <ul style="list-style-type: none"> <li>Increasing fleet size has out grown facilities and manpower</li> <li>Increasing costs associated with maintaining an aging fleet</li> <li>Skill level keeping pace with evolving technology</li> </ul>	<b>BUSINESS ASSUMPTIONS:</b> <ul style="list-style-type: none"> <li>Adequate funding and resources are available</li> <li>Vehicle replacement cycles will be continued or increased</li> </ul>

## Organizational Structure

FTE: 7.25



## FY 2019-2020 STRATEGIC PRIORITY, GOAL & OBJECTIVE

### Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

### Department Goal

*Maximize Fleet asset use and longevity through timely preventive and corrective maintenance.*

### 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Fleet Management Satisfaction Rating *	83%	N/A	90%↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Overall Preventative Maintenance Adherence Rate	93.7%	88.2%	95%↑
% Preventive vs. Corrective Maintenance	23.1%	26.6%	27.0%↑
Fleet Average Downtime Hours	5.8	14.36	8.0↓
Fleet Average Downtime Cost	\$307.08	\$618.82	\$400↓
% Repeat Repairs/Failures	1.5%	1%	1.3%↓
Fleet Assets-to-Mechanic Ratio	62.3	70.7	60.0↓
% of Repairs Outsourced	16.4%	16.75%	14.85%↓

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

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
ADMINISTRATIVE SERVICES DEPARTMENT  
FLEET MANAGEMENT DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0747-539.12-00	REGULAR SALARIES AND WAGES	406,278	375,886	375,886	398,778
001-0747-539.14-00	OVERTIME	49,664	26,312	26,312	34,976
001-0747-539.21-00	FICA TAXES	34,251	30,768	30,768	33,182
001-0747-539.22-00	RETIREMENT CONTRIBUTIONS	54,343	51,441	51,441	57,776
001-0747-539.23-00	LIFE AND HEALTH INSURANCE	65,822	64,037	64,037	67,717
001-0747-539.24-00	WORKERS' COMPENSATION	12,854	6,559	6,559	14,717
001-0747-539.26-00	OTHER POST EMPLOYMENT BENEFITS	7,524	7,442	7,442	9,760
	<b>TOTAL PERSONAL SERVICES</b>	<b>630,736</b>	<b>562,445</b>	<b>562,445</b>	<b>616,906</b>
001-0747-539.34-01	MISC OTHER CONTRACTUAL SERVICES	646	8,700	8,700	11,485
001-0747-539.34-08	PERSONNEL SERVICES	3,942	3,000	3,000	5,000
001-0747-539.40-00	TRAVEL AND PER DIEM	2,036	500	500	500
001-0747-539.41-02	TELEPHONE SERVICES	5,573	6,240	6,240	6,130
001-0747-539.41-03	RADIO SERVICES	76	90	90	90
001-0747-539.41-04	INTERNET	1,386	550	550	1,000
001-0747-539.41-05	COMMUNICATIONS/FREIGHT-POSTAGE	238	300	300	300
001-0747-539.43-00	UTILITY SERVICES	1,783	2,000	2,000	3,800
001-0747-539.44-00	RENTALS AND LEASES	10,066	6,260	6,260	6,800
001-0747-539.45-00	INSURANCE	8,892	4,877	4,877	10,180
001-0747-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	6,691	10,500	10,500	12,150
001-0747-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	9,021	5,000	5,000	5,400
001-0747-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	11,717	16,448	16,448	17,627
001-0747-539.46-10	REPAIR AND MAINT SVCS-BUILDING	17,012	19,300	19,300	21,800
001-0747-539.47-01	MISC PRINTING AND BINDING	-	114	114	114
001-0747-539.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	200	200	200
001-0747-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	261	150	150	150
001-0747-539.51-00	OFFICE SUPPLIES	1,086	650	650	4,150
001-0747-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	27,576	24,700	24,700	24,700
001-0747-539.52-02	CHEMICALS	1,831	2,600	2,600	2,600
001-0747-539.52-03	GASOLINE AND OIL	14,655	19,808	19,808	20,711
001-0747-539.52-04	UNIFORMS AND ACCESSORIES	12,585	14,542	14,542	14,634
001-0747-539.54-01	DUES AND SUBSCRIPTIONS	129	700	700	700
001-0747-539.54-02	SEMINARS AND COURSES	4,599	5,250	5,250	5,250
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>141,801</b>	<b>152,479</b>	<b>152,479</b>	<b>175,471</b>
001-0747-539.62-00	BUILDINGS	7,041	34,500	54,024	-
001-0747-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	-	-	-	18,000
001-0747-539.64-00	EQUIPMENT	15,424	11,500	11,500	9,500
	<b>TOTAL CAPITAL OUTLAY</b>	<b>22,465</b>	<b>46,000</b>	<b>65,524</b>	<b>27,500</b>
	<b>TOTAL FLEET MANAGEMENT DIVISION</b>	<b>795,002</b>	<b>760,924</b>	<b>780,448</b>	<b>819,877</b>
	<b>TOTAL ADMINISTRATIVE SERVICES DEPARTMENT</b>	<b>2,038,540</b>	<b>2,200,121</b>	<b>2,228,943</b>	<b>2,469,114</b>

## **- PUBLIC SAFETY -**

Police – Sworn

Police – Non-sworn

Police – Communications

Fire/Rescue Department



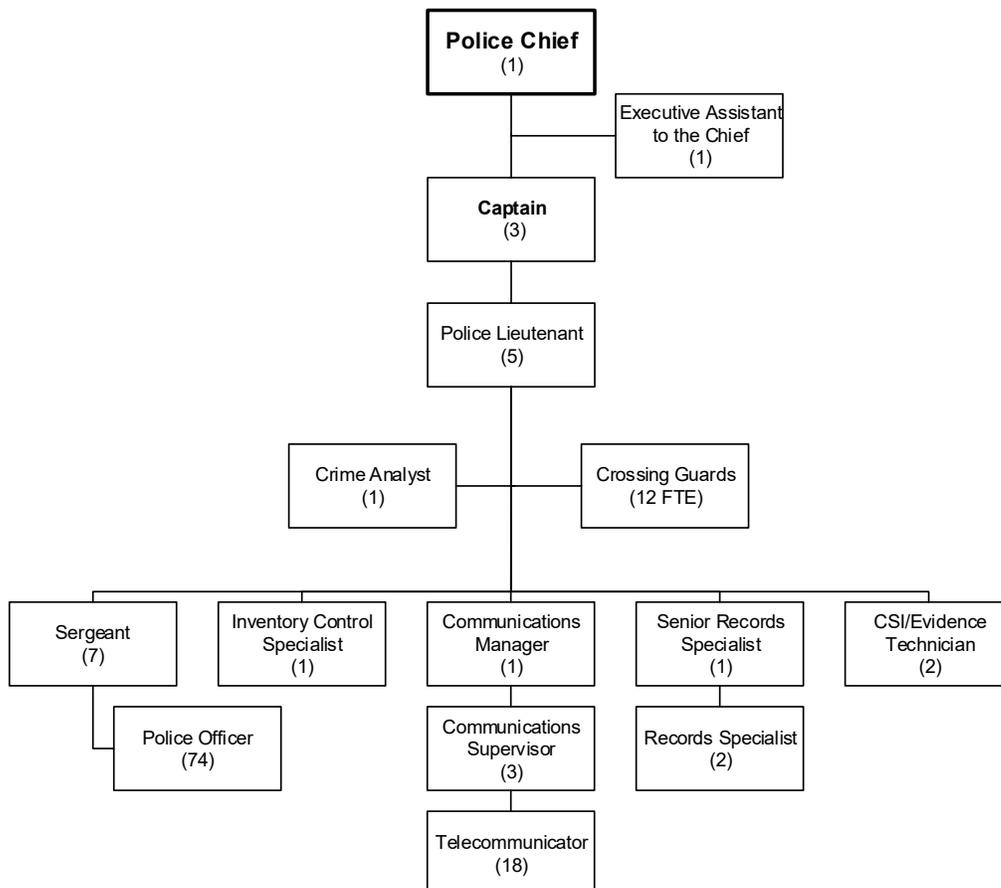
# POLICE DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Patrol</li> <li>Criminal Investigations</li> <li>Community Oriented Policing</li> <li>Forensics</li> <li>Dispatch (911 and Non-Emergency Services)</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Prolonged economic pressures could increase crime and negatively affect police resources</li> <li>Citizen's apathy towards public safety initiatives</li> <li>Having to increase staff to keep pace with the population growth</li> <li>Finding/retaining qualified applicants</li> <li>Outgrowing the current police department buildings</li> <li>Growing privacy concerns in the digital environment making it more difficult to solve cases</li> <li>RMS System software upgrade challenges on crime statistics</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>Citizens will respond favorably to outreach efforts</li> <li>Economy will continue to grow and stabilize</li> <li>Staffing levels will remain</li> <li>Sufficient forfeiture revenue to support 'at risk youth' programs</li> </ul>

### Organizational Structure

FTE: 132



# FY 2019-2020 STRATEGIC PRIORITY, GOAL & OBJECTIVES

## Strategic Priority #1

### Ensure a Safe Community

#### Department Goal

*Ensure high sense of safety for all residential and business communities and throughout downtown*

#### Objectives

- Identify and address crime trends, targeting unlocked vehicles and shoplifting at the mall, to decrease the number of property crimes and improve the safety perceptions of our citizens.
  - 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.
  - Target crime trends 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Safety From Property Crime Index	65%	80%	83%↑
Safety From Violent Crime Index	85%	90%	92%↑
Crime Prevention Index	82%	78%	83%↑
Sense of Safety Throughout the City Composite Satisfaction Index **	90%	91%	92%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Property Crime Clearance Rate	34.2%	39.2%	39%↑
Violent Crime Clearance Rate	57.7%	50.9%	58%↑
Crime Clearance Rate	37.9%	40.3%	39%↑
# of Crimes Reported	1,204	1,352	1,275↓
Crime Rate per 1,000 Residents	28	30.4	27.4↓
Downtown Crime Clearance Rate	50%	76%	60%↑
# of Crimes Reported in Downtown District	70	51	49↓
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	250.63	239.37	229.9↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	6:18	6:22	≤ 6:30↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	22.79	18.0	17.9↓
Code 3 Calls Response Time (high priority emergencies)	4:18	4:15	≤ 4:00↓

\* 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'

N/A – Indicates a measurement was not assessed or will not be assessed

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
POLICE DEPARTMENT  
SWORN DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
001-0521-521.12-00	4,159,045	4,893,283	4,886,783	5,266,875
001-0521-521.14-00	112,809	72,787	72,787	72,787
001-0521-521.15-00	64,238	69,541	69,541	100,390
001-0521-521.16-00	249,079	218,242	218,242	261,533
001-0521-521.21-00	336,142	401,920	401,920	436,171
001-0521-521.22-00	578,324	710,148	710,148	705,903
001-0521-521.23-00	656,978	738,174	738,174	814,119
001-0521-521.24-00	137,295	164,763	164,763	157,189
001-0521-521.25-00	-	3,000	3,000	3,000
001-0521-521.26-00	39,204	46,919	46,919	35,236
TOTAL PERSONAL SERVICES	6,333,114	7,318,777	7,312,277	7,853,204
001-0521-521.31-01	1,986	5,075	5,075	5,075
001-0521-521.31-02	13,365	20,000	20,000	28,000
001-0521-521.31-06	6,468	9,500	9,500	9,500
001-0521-521.34-01	43,631	103,550	103,550	82,020
001-0521-521.40-00	2,590	3,630	3,630	3,630
001-0521-521.41-01	763	708	708	708
001-0521-521.41-02	29,786	29,880	29,880	34,872
001-0521-521.41-03	5,178	5,184	5,184	5,184
001-0521-521.41-04	44,610	44,460	44,460	44,460
001-0521-521.41-05	1,981	2,436	2,436	2,436
001-0521-521.43-00	57,531	52,404	52,404	70,416
001-0521-521.44-00	36,287	47,824	47,824	49,624
001-0521-521.45-00	69,589	80,461	80,461	79,672
001-0521-521.46-02	24,647	27,735	27,735	40,358
001-0521-521.46-03	99,391	107,100	107,100	114,200
001-0521-521.46-05	119,211	107,514	107,514	186,178
001-0521-521.46-10	28,956	22,931	22,931	41,931
001-0521-521.47-01	2,092	5,164	5,164	5,164
001-0521-521.49-01	-	200	200	200
001-0521-521.49-05	2,076	2,550	2,550	2,550
001-0521-521.49-13	-	5,000	5,000	5,000
001-0521-521.51-00	26,531	25,138	25,138	19,613
001-0521-521.52-01	276,219	340,402	319,472	184,015
001-0521-521.52-03	155,809	140,664	140,664	147,698
001-0521-521.52-04	52,220	78,962	78,962	71,717
001-0521-521.54-01	5,391	9,474	9,474	7,984
001-0521-521.54-02	21,092	33,850	33,850	37,445
001-0521-521.54-03	11,566	20,000	20,000	20,000
001-0521-521.54-04	7,684	14,904	14,904	14,904
TOTAL OPERATING EXPENDITURES	1,146,650	1,346,700	1,325,770	1,314,554

001-0521-521.62-00	BUILDING	4,232	68,500	227,933	20,000
001-0521-521.64-00	MACHINERY AND EQUIPMENT	<u>595,979</u>	<u>327,050</u>	<u>465,311</u>	<u>562,374</u>
	TOTAL CAPITAL OUTLAY	600,211	395,550	693,244	582,374
001-0521-581.91-02	GRANTS-CITY MATCH	<u>10,400</u>	<u>8,000</u>	<u>8,000</u>	<u>8,400</u>
	TOTAL OTHER USES	10,400	8,000	8,000	8,400
	<b>TOTAL SWORN DIVISION</b>	<b><u>8,090,375</u></b>	<b><u>9,069,026</u></b>	<b><u>9,339,290</u></b>	<b><u>9,758,532</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
POLICE DEPARTMENT  
NONSWORN-MISCELLANEOUS DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0520-521.12-00	REGULAR SALARIES AND WAGES	310,246	306,545	306,545	352,164
001-0520-521.13-00	OTHER SALARIES AND WAGES	167,976	138,264	138,264	180,157
001-0520-521.14-00	OVERTIME	13,661	9,574	9,574	14,675
001-0520-521.21-00	FICA TAXES	36,192	34,760	34,760	41,845
001-0520-521.22-00	RETIREMENT CONTRIBUTIONS	37,967	40,432	40,432	48,863
001-0520-521.23-00	LIFE AND HEALTH INSURANCE	73,080	61,075	61,075	90,578
001-0520-521.24-00	WORKERS' COMPENSATION	6,072	7,799	7,799	6,952
001-0520-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	648,194	601,449	601,449	738,235
001-0520-521.31-01	MISC PROFESSIONAL SERVICES	-	125	125	250
001-0520-521.34-01	MISC CONTRACTUAL SERVICES	39	2,500	2,500	2,500
001-0520-521.40-00	TRAVEL AND PER DIEM	3,369	3,567	3,567	3,567
001-0520-521.41-02	TELEPHONE SERVICES	1,888	1,920	1,920	2,916
001-0520-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,145	4,215	4,215	4,215
001-0520-521.47-01	MISC PRINTING AND BINDING	-	50	50	324
001-0520-521.49-05	LICNSES/TAXES/CERTIFICTNS	362	260	260	400
001-0520-521.51-00	OFFICE SUPPLIES	6,498	4,305	4,305	1,390
001-0520-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	452	1,600	1,600	1,700
001-0520-521.52-04	UNIFORMS AND ACCESSORIES	3,961	3,628	3,628	3,325
001-0520-521.54-01	DUES AND SUBSCRIPTIONS	405	455	455	455
001-0520-521.54-02	SEMINARS AND COURSES	2,010	2,135	2,135	2,135
001-0520-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	2,000	2,000	-
	TOTAL OPERATING EXPENDITURES	21,129	26,760	26,760	23,177
001-0520-521.64-00	MACHINERY AND EQUIPMENT	-	-	-	46,300
	TOTAL CAPITAL OUTLAY	-	-	-	46,300
	<b>TOTAL NONSWORN-MISCELLANEOUS DIVISION</b>	<b>669,323</b>	<b>628,209</b>	<b>628,209</b>	<b>807,712</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL FUND EXPENDITURES  
 POLICE DEPARTMENT  
 NONSWORN-COMMUNICATIONS DIVISION**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0530-521.12-00	REGULAR SALARIES AND WAGES	841,113	924,061	924,061	931,837
001-0530-521.14-00	OVERTIME	75,541	26,298	26,298	79,318
001-0530-521.21-00	FICA TAXES	67,472	72,702	72,702	77,353
001-0530-521.22-00	RETIREMENT CONTRIBUTIONS	108,069	121,551	121,551	134,686
001-0530-521.23-00	LIFE AND HEALTH INSURANCE	167,665	183,730	183,730	229,055
001-0530-521.24-00	WORKERS' COMPENSATION	975	1,253	1,253	1,116
001-0530-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	<u>1,263,835</u>	<u>1,332,595</u>	<u>1,332,595</u>	<u>1,456,366</u>
001-0530-521.31-01	MISC PROFESSIONAL SERVICES	100	750	750	750
001-0530-521.34-01	MISC CONTRACTUAL SERVICES	18,665	19,566	19,566	20,028
001-0530-521.40-00	TRAVEL AND PER DIEM	1,797	1,700	1,700	1,700
001-0530-521.41-02	TELEPHONE SERVICES	2,938	2,964	2,964	3,456
001-0530-521.43-00	UTILITY SERVICES	2,223	2,256	2,256	2,256
001-0530-521.44-00	RENTALS AND LEASES	1,918	1,776	1,776	1,776
001-0530-521.45-00	INSURANCE	10	12	12	11
001-0530-521.46-02	REPAIR AND MAINT SVCS-EQUIPMNT	-	6,500	6,500	3,500
001-0530-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	12,595	12,595	12,595	10,000
001-0530-521.46-10	REPAIR AND MAINT SVCS-BUILDING	9,539	17,332	17,332	24,332
001-0530-521.47-01	MISC PRINTING AND BINDING	-	250	250	324
001-0530-521.51-00	OFFICE SUPPLIES	8,862	5,520	5,520	2,230
001-0530-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	70	4,600	4,600	4,700
001-0530-521.52-04	UNIFORMS AND ACCESSORIES	5,082	5,565	5,565	5,830
001-0530-521.54-01	DUES AND SUBSCRIPTIONS	207	280	280	300
001-0530-521.54-02	SEMINARS AND COURSES	2,679	2,730	2,730	2,730
001-0530-521.54-03	EDUC ASSIST PROG REIMBURS	14,461	15,000	15,000	15,000
	TOTAL OPERATING EXPENDITURES	<u>81,146</u>	<u>99,396</u>	<u>99,396</u>	<u>98,923</u>
001-0530-521.62-00	BUILDINGS	-	-	123,560	-
	TOTAL CAPITAL OUTLAY	<u>-</u>	<u>-</u>	<u>123,560</u>	<u>-</u>
	<b>TOTAL NONSWORN-COMMUNICATIONS DIVISION</b>	<b><u>1,344,981</u></b>	<b><u>1,431,991</u></b>	<b><u>1,555,551</u></b>	<b><u>1,555,289</u></b>
	<b>TOTAL POLICE DEPARTMENT</b>	<b><u>10,104,679</u></b>	<b><u>11,129,227</u></b>	<b><u>11,523,051</u></b>	<b><u>12,121,533</u></b>



# WINTER GARDEN

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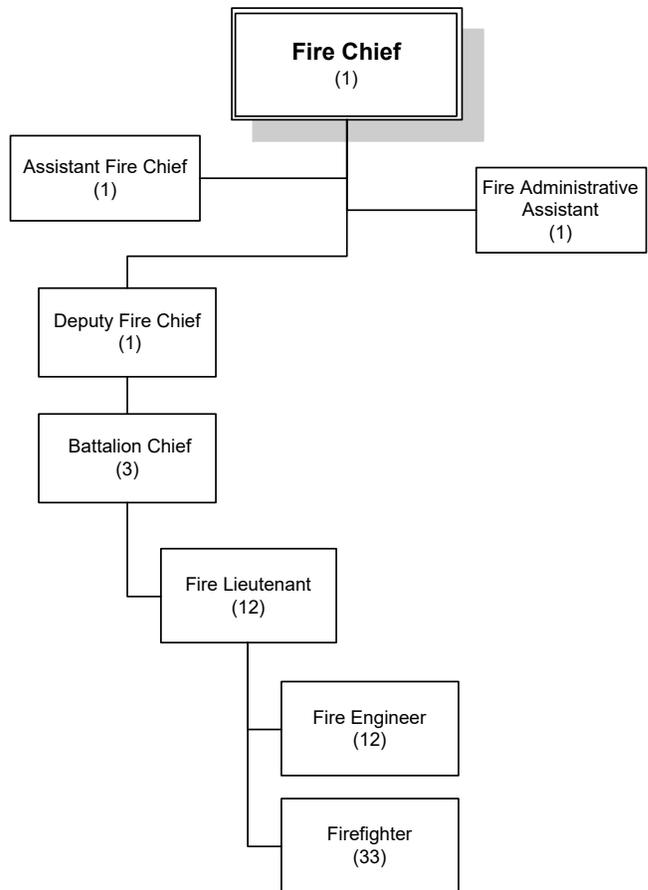
# FIRE/RESCUE DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

### Organizational Structure

FTE: 64



# FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Ensure a Safe Community

#### Department Goal

*Protection and preservation of life and property*

#### Objectives

- Continue the WGFRD emergency preparedness and awareness program to better prepare the community for natural disasters and other emergencies. Seek out opportunities to interact with the public, distribute emergency preparedness guides and 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 24 to 26.
- 

## Strategic Priority #2

### Provide Sound Fiscal Management

#### Department Goal

*Contain and control Fire Department's overtime 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Emergency Preparedness Satisfaction Index	75%	75%	77%↑
Fire Prevention & Education Satisfaction Index	84%	81%	86%↑
Fire Services Satisfaction Index	99%	98%	99%↑
Emergency Medical Services Satisfaction Index	97%	96%	98%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	76%↑
<b>OPERATIONAL INDICATORS</b>			
Fire Average Response Time	5:23	5:34	≤ 5:25↓
EMS Average Response Time	5:12	5:12	≤ 5:05↓
CPR Certified / 1,000 Residents Ratio	23.8	24.8	25.8↑
# of incidents where CPR was used by a citizen prior to a first responder	9	4	19↑

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
FIRE DEPARTMENT**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
001-062X-522.12-00	2,697,632	3,980,097	3,980,097	4,112,476
001-062X-522.14-00	390,667	357,190	357,190	601,767
001-062X-522.15-00	18,250	32,640	32,640	28,560
001-062X-522.21-00	222,442	334,299	334,299	362,824
001-062X-522.22-00	383,818	620,230	620,232	623,223
001-062X-522.23-00	417,030	557,541	557,541	728,016
001-062X-522.24-00	98,913	129,736	129,736	173,577
001-062X-522.26-00	5,000	6,000	6,000	6,000
TOTAL PERSONAL SERVICES	4,233,752	6,017,734	6,017,736	6,636,444
001-062X-522.31-02	270	7,500	7,500	5,000
001-062X-522.31-06	22,440	34,812	34,812	32,815
001-062X-522.34-01	243,278	267,619	267,619	318,311
001-062X-522.40-00	1,529	4,552	4,552	6,850
001-062X-522.41-01	2,352	2,950	2,950	2,700
001-062X-522.41-02	16,032	18,800	18,800	17,950
001-062X-522.41-03	656	975	975	975
001-062X-522.41-04	29,688	40,400	40,400	33,400
001-062X-522.41-05	1,140	700	700	1,250
001-062X-522.43-00	65,832	83,700	83,700	69,250
001-062X-522.44-00	10,965	13,600	13,600	14,500
001-062X-522.45-00	54,918	67,405	67,405	83,835
001-062X-522.46-01	10	600	600	450
001-062X-522.46-02	21,247	45,310	45,310	51,195
001-062X-522.46-03	111,578	119,400	119,400	134,400
001-062X-522.46-05	51	1,000	1,000	1,000
001-062X-522.46-10	34,156	61,500	61,500	32,900
001-062X-522.47-01	1,527	1,500	1,500	1,000
001-062X-522.48-01	-	1,250	1,250	500
001-062X-522.48-02	8,428	10,500	10,500	11,500
001-062X-522.49-05	2,223	3,410	3,410	4,975
001-062X-522.51-00	4,426	5,975	5,975	5,425
001-062X-522.52-01	159,432	138,970	149,353	210,230
001-062X-522.52-03	42,092	61,500	61,500	64,000
001-062X-522.52-04	81,735	103,250	129,947	113,525
001-062X-522.54-01	9,175	11,833	11,833	12,198
001-062X-522.54-02	9,770	6,285	6,285	7,585
001-062X-522.54-03	21,426	47,137	47,137	34,800
001-062X-522.54-04	564	26,619	26,619	154,575
TOTAL OPERATING EXPENDITURES	956,940	1,189,052	1,226,132	1,427,094

001-062X-522.62-00	BUILDINGS	24,315	-	5,000	72,800
001-062X-522.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	12,944	12,944	19,000
001-062X-522.64-00	MACHINERY AND EQUIPMENT	942,503	1,534,385	1,806,132	181,036
	TOTAL CAPITAL OUTLAY	966,818	1,547,329	1,824,076	272,836
	<b>TOTAL FIRE DEPARTMENT</b>	<b>6,157,510</b>	<b>8,754,115</b>	<b>9,067,944</b>	<b>8,336,374</b>

# **- COMMUNITY DEVELOPMENT -**

Planning

Building Inspection

Business Tax

Code Enforcement



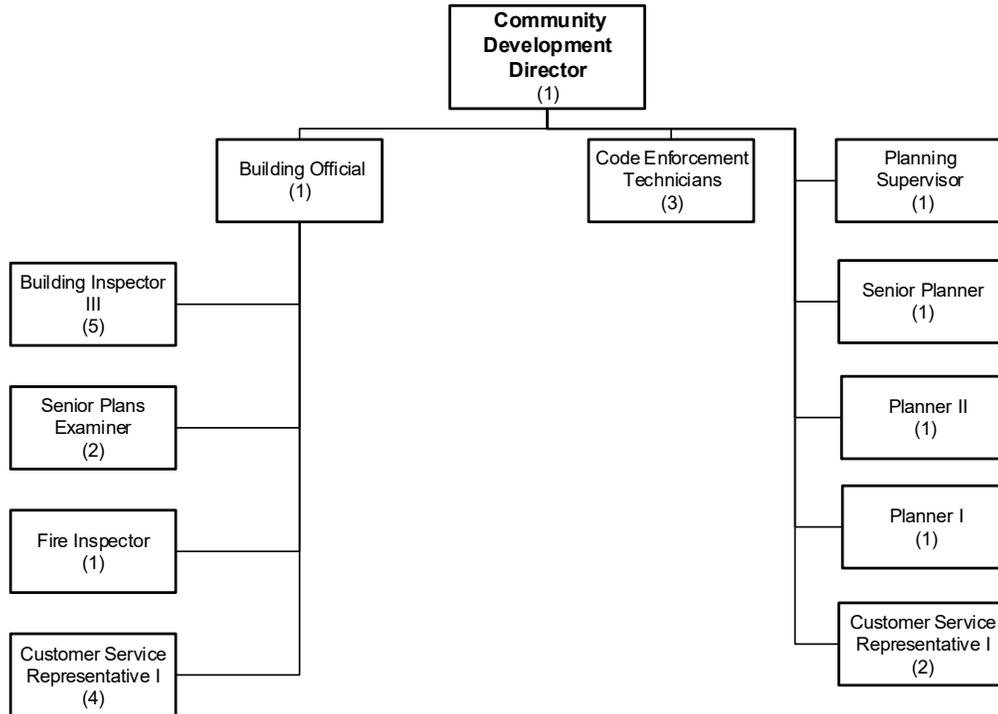
# COMMUNITY DEVELOPMENT DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

### Organizational Structure

FTE: 23



# FY 2019-2020 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 while ensuring 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 including revisions to the plan review application for all commercial and residential development projects.
  - Continue to monitor and streamline Planning's project plan review processes to achieve an average review cycle time **within 30 business days** for both sub-division and 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 15 business 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

*Safeguard natural land areas and green spaces 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 and community charm throughout the City*

**Objective**

- Continue to proactively educate and engage citizens on the City's enforcement standards and work with citizens on the process while placing emphasis on targeted areas of need to achieve as well as maintain higher 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 and responsive customer service to all developers, contractors & residents*

**Objective**

- Monitor and quality control Community Development'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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Amount of Public Parking Satisfaction Index	69%	63%	71%↑
Ease of Public Parking Satisfaction Index	75%	62%	75%↑
Availability of Paths and Walking Trails Satisfaction Index	81%	81%	83%↑
Ease of Bicycle Travel Satisfaction Index	75%	72%	78%↑
Ease of Car Travel Satisfaction Index	77%	73%	79%↑
Traffic Flow on Major Streets Satisfaction Index	66%	42%	68%↑
Code Enforcement Satisfaction Index	60%	65%	67%↑
% Citizen Initiated Complaints	5.73%	3.0%	≤ 5%↓
<b>OPERATIONAL INDICATORS</b>			
Total Connected Trails & Paths (in feet)	103,914	105,444	106,300↑
Total Connected Sidewalks (in feet)	1,338,430	1,341,962	1,378,000↑
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	28	16.3	≤ 30↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	28	24	≤ 30↓
Avg. Overall Permitting Turnaround Time (days)	11.4	11	≤ 15↓
Avg. Commercial Plan Review Time (days)	3.8	3.6	≤ 10↓
Avg. Residential Plan Review Time (days)	3.8	3.0	≤ 5↓
% of Total Inspections Performed by Requested Date	98.7%	99.1%	≥ 98%↑
Average Queue Wait Time (In Seconds)	:26	:26	≤ :25↓
Call Abandonment Rate	4.5%	3.1%	≤ 5.0%↓
Ratio of Unincorporated Winter Garden	21.95%	21.89%	21.82%↓
Average Days Taken to Close a Code Case	58.1	36.0	≤ 45↓
% of Complaints/Cases Brought into Compliance without Official Action	99%	99%	100%↑

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
COMMUNITY DEVELOPMENT DEPARTMENT  
PLANNING DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0315-515.12-00	REGULAR SALARIES AND WAGES	210,667	223,661	223,661	255,847
001-0315-515.14-00	OVERTIME	171	-	-	-
001-0315-515.21-00	FICA TAXES	15,547	17,110	17,110	19,572
001-0315-515.22-00	RETIREMENT CONTRIBUTIONS	21,756	28,606	28,606	34,079
001-0315-515.23-00	LIFE AND HEALTH INSURANCE	23,803	28,608	28,608	44,367
001-0315-515.24-00	WORKERS' COMPENSATION	323	415	415	370
	TOTAL PERSONAL SERVICES	<u>272,267</u>	<u>298,400</u>	<u>298,400</u>	<u>354,235</u>
001-0315-515.31-01	MISC PROFESSIONAL SERVICES	124,924	85,000	85,000	85,000
001-0315-515.31-04	ENGINEERING	-	15,000	15,000	15,000
001-0315-515.34-01	MISC OTHER CONTRACTUAL SERVICES	356	500	500	500
001-0315-515.40-00	TRAVEL AND PER DIEM	-	375	375	375
001-0315-515.41-02	TELEPHONE SERVICES	2,486	2,747	2,747	2,778
001-0315-515.41-05	POSTAGE	2,456	2,500	2,500	2,500
001-0315-515.43-00	UTILITY SERVICES	10,017	9,479	9,479	9,479
001-0315-515.44-00	RENTALS AND LEASES	6,217	8,500	8,500	8,500
001-0315-515.45-00	INSURANCE	9,154	10,714	10,714	10,480
001-0315-515.46-05	REPAIR AND MAINT SVCS-SOFTWARE	12,823	11,606	11,606	11,606
001-0315-515.46-10	REPAIR AND MAINT SVCS-BUILDING	5,217	5,000	5,000	5,000
001-0315-515.47-01	MISC PRINTING AND BINDING	646	1,200	1,200	1,200
001-0315-515.48-01	PROMOTIONAL-ADVERTISEMENTS	5,491	7,500	7,500	7,500
001-0315-515.49-05	LICENSES/TAXES/CERTIFICATIONS	1,109	800	800	800
001-0315-515.51-00	OFFICE SUPPLIES	1,596	3,000	3,000	3,000
001-0315-515.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,216	1,500	1,500	9,750
001-0315-515.52-04	UNIFORMS AND ACCESSORIES	600	600	600	600
001-0315-515.54-01	DUES AND SUBSCRIPTIONS	75	500	500	500
001-0315-515.54-02	SEMINARS AND COURSES	-	100	100	100
001-0315-515.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	3,000	3,000	3,000
	TOTAL OPERATING EXPENDITURES	<u>185,383</u>	<u>169,621</u>	<u>169,621</u>	<u>177,668</u>
001-0315-515.64-00	MACHINERY AND EQUIPMENT	2,579	-	-	1,200
001-0315-554.43-00	UTILITY SERVICES	72	72	72	72
	TOTAL HOUSING AND URBAN DEVELOP	<u>2,651</u>	<u>72</u>	<u>72</u>	<u>1,272</u>
	<b>TOTAL PLANNING DIVISION</b>	<b><u>460,301</u></b>	<b><u>468,093</u></b>	<b><u>468,093</u></b>	<b><u>533,176</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
COMMUNITY DEVELOPMENT DEPARTMENT  
BUILDING INSPECTION DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0324-524.12-00	REGULAR SALARIES AND WAGES	663,320	773,154	773,154	801,598
001-0324-524.14-00	OVERTIME	6,558	5,849	5,849	5,849
001-0324-524.21-00	FICA TAXES	49,543	59,594	59,594	61,770
001-0324-524.22-00	RETIREMENT CONTRIBUTIONS	78,537	99,634	99,634	107,552
001-0324-524.23-00	LIFE AND HEALTH INSURANCE	79,124	119,071	119,071	121,614
001-0324-524.24-00	WORKERS' COMPENSATION	6,970	8,953	8,953	7,980
	TOTAL PERSONAL SERVICES	884,052	1,066,255	1,066,255	1,106,363
001-0324-524.34-01	MISC OTHER CONTRACTUAL SERVICES	190,380	300,000	300,000	300,000
001-0324-524.40-00	TRAVEL AND PER DIEM	7	1,500	1,500	1,500
001-0324-524.41-02	TELEPHONE SERVICES	10,424	12,054	12,054	12,054
001-0324-524.41-04	INTERNET SERVICES	2,544	2,160	2,160	2,160
001-0324-524.41-05	POSTAGE	100	150	150	150
001-0324-524.43-00	UTILITY SERVICES	15,848	15,700	15,700	15,700
001-0324-524.44-00	RENTALS AND LEASES	5,433	20,050	20,050	20,050
001-0324-524.45-00	INSURANCE	18,779	21,980	21,980	21,500
001-0324-524.46-03	REPAIR AND MAINT SVCS-VEHICLES	1,899	13,500	13,500	13,500
001-0324-524.46-05	REPAIR AND MAINT SVCS-SOFTWARE	28,171	26,637	26,637	26,637
001-0324-524.46-06	REPAIR AND MAINT SVCS-HARDWARE	6,653	1,500	1,500	1,500
001-0324-524.46-10	REPAIR AND MAINT SVCS-BUILDING	20,414	1,872	21,875	1,872
001-0324-524.47-01	MISC PRINTING AND BINDING	674	650	650	650
001-0324-524.47-02	RECORDS MANAGEMENT	-	500	500	500
001-0324-524.48-01	ADVERTISEMENT-LEGAL, OTHER	36	-	-	-
001-0324-524.49-05	LICENSES, TAXES, AND CERTIFICATIONS	108	1,500	1,500	1,500
001-0324-524.51-00	OFFICE SUPPLIES	6,787	7,000	7,000	7,000
001-0324-524.52-01	MISCELLANEOUS OPERATING SUPPLIES	12,929	2,570	2,570	8,570
001-0324-524.52-03	GASOLINE AND OIL	6,762	4,800	4,800	4,800
001-0324-524.52-04	UNIFORMS AND ACCESSORIES	1,803	1,800	1,800	1,800
001-0324-524.54-01	DUES AND SUBSCRIPTIONS	1,729	4,000	4,000	4,000
001-0324-524.54-02	SEMINARS AND COURSES	2,022	6,650	6,650	6,650
001-0324-524.54-03	EDUCATIONAL ASSIST PROG REIMB	-	15,000	15,000	5,000
	TOTAL OPERATING EXPENDITURES	333,502	461,573	481,576	457,093
001-0324-524.64-00	MACHINERY AND EQUIPMENT	-	53,050	53,050	8,050
	TOTAL CAPITAL OUTLAY	-	53,050	53,050	8,050
001-0324-599.99-99	TRANSFER TO FUND BALANCE	-	151,133	151,133	462,843
	<b>TOTAL BUILDING INSPECTION DIVISION</b>	<b>1,217,554</b>	<b>1,732,011</b>	<b>1,752,014</b>	<b>2,034,348</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
COMMUNITY DEVELOPMENT DEPARTMENT  
BUSINESS TAX DIVISION**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0331-513.12-00	REGULAR SALARIES AND WAGES	14,597	15,583	15,583	16,380
001-0331-513.21-00	FICA TAXES	1,117	1,192	1,192	1,253
001-0331-513.22-00	RETIREMENT CONTRIBUTIONS	1,705	1,993	1,993	2,182
001-0331-513.23-00	LIFE AND HEALTH INSURANCE	5,878	14,910	14,910	6,754
001-0331-513.24-00	WORKERS' COMPENSATION	148	190	190	169
	TOTAL PERSONAL SERVICES	23,445	33,868	33,868	26,738
001-0331-513.41-02	TELEPHONE SERVICES	284	372	372	372
001-0331-513.41-05	POSTAGE	1,453	1,050	1,050	1,050
001-0331-513.45-00	INSURANCE	7	9	9	8
001-0331-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,930	1,597	1,597	1,597
001-0331-513.47-01	MISC PRINTING AND BINDING	540	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	4,214	4,228	4,228	4,227
	<b>TOTAL OCCUPATIONAL LICENSING DIVISION</b>	<b>27,659</b>	<b>38,096</b>	<b>38,096</b>	<b>30,965</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
COMMUNITY DEVELOPMENT DEPARTMENT  
CODE ENFORCEMENT DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0528-521.12-00	REGULAR SALARIES AND WAGES	129,285	212,824	212,824	210,349
001-0528-521.14-00	OVERTIME	512	-	-	640
001-0528-521.21-00	FICA TAXES	9,888	16,281	16,281	16,092
001-0528-521.22-00	RETIREMENT CONTRIBUTIONS	15,280	27,220	27,220	28,018
001-0528-521.23-00	LIFE AND HEALTH INSURANCE	19,313	54,153	54,153	23,140
001-0528-521.24-00	WORKERS' COMPENSATION	1,746	2,243	2,243	1,999
	<b>TOTAL PERSONAL SERVICES</b>	<b>176,024</b>	<b>312,720</b>	<b>312,720</b>	<b>280,238</b>
001-0528-521.31-02	LEGAL SERVICES	-	1,000	1,000	1,000
001-0528-521.34-01	MISC OTHER CONTRACTUAL SERVICES	3,520	35,000	35,000	35,000
001-0528-521.40-00	TRAVEL AND PER DIEM	64	1,200	1,200	1,200
001-0528-521.41-02	TELEPHONE SERVICES	3,332	3,274	3,274	3,274
001-0528-521.41-04	INTERNET SERVICES	1,551	2,544	2,544	2,544
001-0528-521.41-05	POSTAGE	898	1,000	1,000	1,000
001-0528-521.45-00	INSURANCE	389	456	456	445
001-0528-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	2,347	1,500	1,500	1,500
001-0528-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	3,019	3,430	3,430	3,430
001-0528-521.47-01	MISC PRINTING AND BINDING	121	750	750	750
001-0528-521.48-01	PROMOTIONAL-ADVERTISEMENTS	-	500	500	500
001-0528-521.49-05	LICNSES/TAXES/CERTICATIONS	581	1,250	1,250	1,250
001-0528-521.51-00	OFFICE SUPPLIES	148	250	250	250
001-0528-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	69	200	200	200
001-0528-521.52-03	GASOLINE AND OIL	5,488	4,750	4,750	4,750
001-0528-521.52-04	UNIFORMS AND ACCESSORIES	346	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
001-0528-521.54-03	EDU ASSIST PROG REIMBUR	(1,200)	-	-	-
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>20,673</b>	<b>58,764</b>	<b>58,764</b>	<b>58,753</b>
001-0528-521.64-00	MACHINERY AND EQUIPMENT	37,706	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>37,706</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL CODE ENFORCEMENT DIVISION</b>	<b>234,403</b>	<b>371,484</b>	<b>371,484</b>	<b>338,991</b>
	<b>TOTAL COMMUNITY DEVELOPMENT DEPT</b>	<b>1,939,917</b>	<b>2,609,684</b>	<b>2,629,687</b>	<b>2,937,481</b>

## **- PUBLIC SERVICES -**

Administration

Cemetery

Streets

Engineering



# WINTER GARDEN

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# PUBLIC SERVICES DEPARTMENT

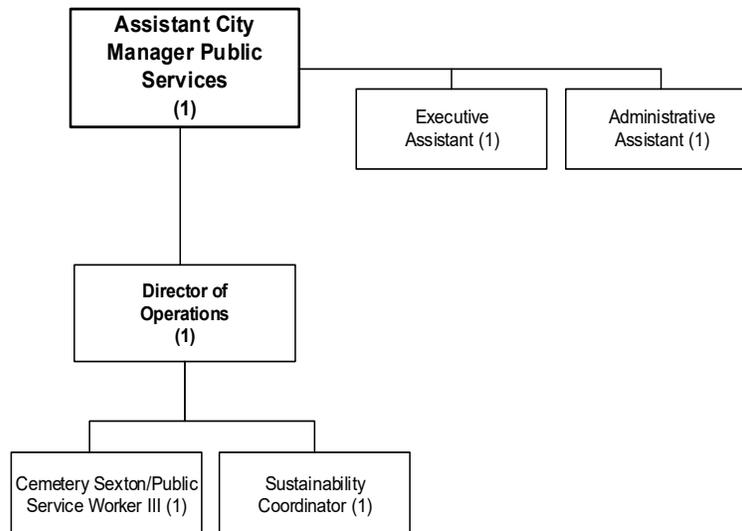
## ADMINISTRATION/CEMETERY DIVISIONS

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b></p> <p><b>Administration:</b> To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p><b>Cemetery:</b> Provide compassionate care to families and assist them with the planning of their cemetery needs.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Public Services Divisions</li> <li>• Liaison to State &amp; Federal Regulatory Agencies</li> <li>• Assist with cemetery needs and maintain attractive cemetery grounds</li> <li>• Administer Water Conservation Program</li> <li>• Green energy and energy optimization</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements)</li> <li>• Additional unexpected mandates from regulatory agencies</li> <li>• Utility rates impact fees have not been adjusted in approximately 10 years</li> <li>• Employee turnover and impending retirement eligibility across divisions</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Commercial &amp; residential consumer utility rates will remain unchanged without the proposed rate study</li> <li>• Alternative water supply plan will increase the City's CUP to accommodate the proposed build out of the City</li> <li>• Water conservation public education will reduce water consumption</li> </ul>

#### Organizational Structure

FTE: 6



# FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

Provide Sound Fiscal Management

### Department Goal

*Provide alternative funding for City capital improvement projects*

### Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least **20%**.
- 

## 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.
- 

## Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

### Department Goals

*Prompt and responsive telephone customer service experience on all Public Services inbound calls*

*Ensure safety in all Public Services areas through training and accountability*

### Objectives

- Proactively monitor and improve the overall telephone customer service delivery experience for all Public Services customers in order to meet or exceed the established service level standards that result in less queue wait times and fewer call abandonments.
  - Establish and maintain a safe and high performing work environment through proactive analysis of common job injury trends, providing targeted safety training, ensure greater staff accountability and by celebrating safety success milestones.
-

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>FINANCIAL INDICATORS</b>			
Capital Improvements External Funding Rate *	30%	38%	38%↑
Capital Improvements External Funding Received *	\$1,446,847	\$625,000	\$625,000↑
<b>OPERATIONAL INDICATORS</b>			
Total Recordable Incident Rate (Accidents Per 100 Employees)	N/A	20.8	0↓
Average Queue Wait Time (In Seconds)	:47	:67	≤ :35↓
Call Abandonment Rate	27.3%	32.3%	≤ 15%↓

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

N/A – Indicates a measurement was not assessed or will not be assessed

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
ADMINISTRATION DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0701-539.12-00	REGULAR SALARIES AND WAGES	78,434	130,841	130,841	166,943
001-0701-539.21-00	FICA TAXES	6,020	10,009	10,009	12,771
001-0701-539.22-00	RETIREMENT CONTRIBUTIONS	8,515	16,735	16,735	22,237
001-0701-539.23-00	LIFE AND HEALTH INSURANCE	7,681	30,356	30,356	48,166
001-0701-539.24-00	WORKERS' COMPENSATION	215	276	276	246
001-0701-539.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	2,500	2,500	2,500
	<b>TOTAL PERSONAL SERVICES</b>	<b>103,865</b>	<b>190,717</b>	<b>190,717</b>	<b>252,863</b>
001-0701-539.31-01	MISC PROFESSIONAL SERVICES	-	300	300	-
001-0701-539.31-04	ENGINEERING	115	500	500	800
001-0701-539.34-01	MISC OTHER CONTRACTUAL SERVICES	77	1,974	1,974	1,974
001-0701-539.34-08	PERSONNEL SERVICES	20,180	3,000	3,000	3,000
001-0701-539.40-00	TRAVEL AND PER DIEM	78	500	500	500
001-0701-539.41-02	TELEPHONE SERVICES	309	2,950	2,950	2,950
001-0701-539.41-03	RADIO SERVICES	15	15	15	15
001-0701-539.41-05	POSTAGE	275	300	300	300
001-0701-539.43-00	UTILITY SERVICES	34,570	35,687	35,687	35,687
001-0701-539.44-00	RENTALS AND LEASES	3,009	3,200	3,200	3,200
001-0701-539.45-00	INSURANCE	8,242	9,647	9,647	9,436
001-0701-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	100	100	100
001-0701-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	-	500	500	500
001-0701-539.46-10	REPAIR AND MAINT SVCS-BUILDING	12,391	6,400	6,400	4,450
001-0701-539.47-01	PRINTING AND BINDING	66	100	100	100
001-0701-539.48-01	PROMOTIONAL-ADVERTISEMENTS	3,186	5,087	5,087	5,087
001-0701-539.49-05	LICENSES/TAXES/CERTIFICATIONS	2,525	1,276	1,276	1,276
001-0701-539.51-00	OFFICE SUPPLIES	-	200	200	200
001-0701-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,552	2,096	2,096	2,596
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	275	1,068	1,068	1,068
001-0701-539.54-02	SEMINARS AND COURSES	-	1,056	1,056	1,056
001-0701-539.54-03	EDUCATIONAL ASSISTANCE PROGRAM	116	-	-	-
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>88,181</b>	<b>78,148</b>	<b>78,148</b>	<b>76,487</b>
001-0701-539.63-00	IMPROVEMENT OTHER THAN BLDG	17,000	15,000	15,000	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>17,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>
	<b>TOTAL ADMINISTRATION DIVISION</b>	<b>209,046</b>	<b>283,865</b>	<b>283,865</b>	<b>329,350</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
CEMETERY DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0739-539.12-00	REGULAR SALARIES AND WAGES	46,658	46,879	46,879	48,991
001-0739-539.14-00	OVERTIME	7,989	4,004	4,004	7,681
001-0739-539.21-00	FICA TAXES	3,627	3,893	3,893	4,335
001-0739-539.22-00	RETIREMENT CONTRIBUTIONS	6,452	6,508	6,508	7,549
001-0739-539.23-00	LIFE AND HEALTH INSURANCE	14,943	15,807	15,807	15,145
001-0739-539.24-00	WORKERS' COMPENSATION	1,993	2,559	2,559	2,282
	TOTAL PERSONAL SERVICES	<u>81,662</u>	<u>79,650</u>	<u>79,650</u>	<u>85,983</u>
001-0739-539.31-06	MEDICAL SERVICES	-	100	100	100
001-0739-539.34-01	MISC CONTRACTUAL SERVICES	16,079	6,788	6,788	6,788
001-0739-539.41-02	TELEPHONE SERVICES	1,887	1,144	1,144	1,144
001-0739-539.41-04	INTERNET	-	400	400	400
001-0739-539.43-00	UTILITY SERVICES	3,887	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	2,082	2,437	2,437	2,384
001-0739-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	739	200	200	200
001-0739-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	134	300	300	300
001-0739-539.46-10	REPAIR AND MAINT SVCS-BUILDING	4,274	6,000	6,000	1,000
001-0739-539.47-01	PRINTING AND BINDING	-	150	150	150
001-0739-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,787	1,300	1,300	1,300
001-0739-539.49-07	VAULT OPENINGS	69,305	66,158	66,158	66,158
001-0739-539.51-00	OFFICE SUPPLIES	79	100	100	100
001-0739-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,504	2,560	2,560	2,560
001-0739-539.52-02	CHEMICALS	185	50	50	200
001-0739-539.52-03	GASOLINE AND OIL	997	1,407	1,407	1,407
001-0739-539.52-04	UNIFORMS AND ACCESSORIES	656	690	690	690
001-0739-539.54-01	DUES AND SUBSCRIPTIONS	-	100	100	100
001-0739-539.54-02	SEMINARS AND COURSES	-	350	350	350
	TOTAL OPERATING EXPENDITURES	<u>104,595</u>	<u>95,752</u>	<u>95,752</u>	<u>90,849</u>
001-0739-539.63-00	IMPROVEMENTS OTHER THAN BUILDING	22,703	25,556	25,556	-
001-0739-539.64-00	MACHINERY AND EQUIPMENT	-	-	-	40,456
	TOTAL CAPITAL OUTLAY	<u>22,703</u>	<u>25,556</u>	<u>25,556</u>	<u>40,456</u>
	<b>TOTAL CEMETERY DIVISION</b>	<b><u>208,960</u></b>	<b><u>200,959</u></b>	<b><u>200,959</u></b>	<b><u>217,287</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
STREETS DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0741-541.12-00	REGULAR SALARIES AND WAGES	25,283	83,854	83,854	86,369
001-0741-541.14-00	OVERTIME	5,465	2,500	2,500	2,500
001-0741-541.21-00	FICA TAXES	2,270	6,606	6,606	6,798
001-0741-541.22-00	RETIREMENT CONTRIBUTIONS	3,498	11,045	11,045	11,837
001-0741-541.23-00	LIFE AND HEALTH INSURANCE	5,332	19,411	19,411	21,754
001-0741-541.24-00	WORKERS' COMPENSATION	5,474	6,500	6,500	6,267
001-0741-541.26-00	OTHER POST EMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	50,322	132,916	132,916	138,526
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	256,194	199,223	199,223	224,223
001-0741-541.34-08	PERSONNEL SERVICES	50,533	40,983	40,983	55,333
001-0741-541.40-00	TRAVEL AND PER DIEM	2	900	900	900
001-0741-541.41-02	TELEPHONE SERVICES	450	600	600	600
001-0741-541.41-03	RADIO SERVICES	214	350	350	350
001-0741-541.41-04	INTERNET SERVICES	331	-	-	-
001-0741-541.43-00	UTILITY SERVICES	5,517	6,930	6,930	6,930
001-0741-541.44-00	RENTALS AND LEASES	17,560	20,774	20,774	34,994
001-0741-541.45-00	INSURANCE	31,782	32,930	32,930	36,387
001-0741-541.46-01	REPAIR AND MAINT SVCS-MISC	-	400	400	400
001-0741-541.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	51,864	42,755	42,755	55,753
001-0741-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	6,938	9,750	9,750	9,750
001-0741-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	3,188	1,710	1,710	24,334
001-0741-541.46-09	REPAIR AND MAINT SVCS-SIDEWALKS	13,280	14,565	14,565	19,920
001-0741-541.46-10	REPAIR AND MAINT SVCS-BUILDING	641	500	500	500
001-0741-541.48-01	ADVERTISEMENT-LEGAL, OTHER	49	-	-	-
001-0741-541.49-04	TRAFFIC SIGNALS AND SIGNS	185,082	185,684	185,684	185,884
001-0741-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	50	2,800	2,800	2,800
001-0741-541.49-08	STREET LIGHTS	122,668	200,000	200,000	200,000
001-0741-541.49-09	MEDIANS	18,000	22,000	22,000	18,000
001-0741-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	21,426	24,448	24,448	24,448
001-0741-541.52-02	CHEMICALS	931	300	300	977
001-0741-541.52-03	GASOLINE AND OIL	1,634	56,054	56,054	56,054
001-0741-541.52-04	UNIFORMS AND ACCESSORIES	502	1,779	1,779	1,779
001-0741-541.53-00	ROAD MATERIALS AND SUPPLIES	26,428	18,554	18,554	18,554
001-0741-541.54-01	DUES AND SUBSCRIPTIONS	30	186	186	186
001-0741-541.54-02	SEMINARS AND COURSES	-	900	900	900
	TOTAL OPERATING EXPENDITURES	815,294	885,575	885,575	980,456
001-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	187,638	1,281,445	2,880,640	16,611,224
001-0741-541.64-00	MACHINERY AND EQUIPMENT	-	8,353	8,353	-
	TOTAL CAPITAL OUTLAY	187,638	1,289,798	2,888,993	16,611,224
	<b>TOTAL STREETS DIVISION</b>	<b>1,053,254</b>	<b>2,308,290</b>	<b>3,907,485</b>	<b>17,730,206</b>



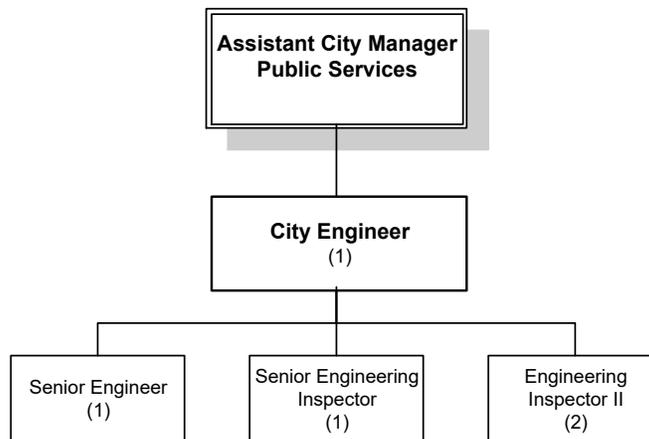
# PUBLIC SERVICES DEPARTMENT ENGINEERING DIVISION

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> 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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Stormwater Management/Planning</li> <li>• Monitor, Report and ensure FDEP National Pollutant Discharge Elimination System (NPDES) Compliance</li> <li>• Capital improvement project management</li> <li>• Construction inspections (public and private development)</li> <li>• Public &amp; private plan reviews and consultation</li> <li>• GIS support for City Assets and Infrastructure</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Additional unexpected mandates from NPDES and FEMA State and Federal regulatory agencies</li> <li>• Management of a growing project load with the current staffing</li> <li>• Time management to meet the growing needs of a large project load</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Minimal change orders and schedule delays on construction projects</li> <li>• Sufficient funding for CIP Projects</li> <li>• External stakeholders will complete their tasks within expected timeframes to avoid delays</li> </ul>

### Organizational Structure

FTE: 5



# FY 2019-2020 STRATEGIC PRIORITY, GOALS & OBJECTIVES

## 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%**.

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>FINANCIAL INDICATORS</b>			
% of CIPs Completed within Bid Amount	60%	100%	≥ 95%↑
CIP Bid to Design Estimate Cost Variance %	2.5%	1.06%	≤ 10%↓
CIP Bid to Actual Cost Variance %	1.8%	2.5%	≤ 5%↓
<b>OPERATIONAL INDICATORS</b>			
% of On-Time CIP Starts (Design Phase)	90%	97%	≥ 95%↑
CIPs Completed and/or on Schedule	100%	93%	≥ 95%↑
Number of Post Installation Asset Failures within 2 Years	0	0	0↓
Number of Post Installation Asset Failures within 5 Years after Warranty	0	0	0↓

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
ENGINEERING DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-1016-541.12-00	REGULAR SALARIES AND WAGES	257,952	412,657	412,657	346,720
001-1016-541.14-00	OVERTIME	2,418	977	977	977
001-1016-541.21-00	FICA TAXES	18,791	31,643	31,643	26,599
001-1016-541.22-00	RETIREMENT CONTRIBUTIONS	30,910	52,904	52,904	46,313
001-1016-541.23-00	LIFE AND HEALTH INSURANCE	40,471	38,225	38,225	52,248
001-1016-541.24-00	WORKERS' COMPENSATION	2,217	2,848	2,848	2,538
	TOTAL PERSONAL SERVICES	<u>352,759</u>	<u>539,254</u>	<u>539,254</u>	<u>475,395</u>
001-1016-541.31-04	ENGINEERING SERVICES	197,763	185,100	185,100	185,100
001-1016-541.34-01	MISC CONTRACTUAL SERVICES	-	3,000	3,000	3,000
001-1016-541.40-00	TRAVEL AND PER DIEM	17	-	-	-
001-1016-541.41-02	TELEPHONE SERVICES	4,305	4,800	4,800	4,800
001-1016-541.41-04	INTERNET SERVICES	2,041	2,017	2,017	2,017
001-1016-541.41-05	POSTAGE	-	100	100	100
001-1016-541.43-00	UTILITY SERVICES	5,016	-	-	-
001-1016-541.45-00	INSURANCE	5,458	6,389	6,389	6,249
001-1016-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,094	4,000	4,000	4,000
001-1016-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	153	-	-	-
001-1016-541.46-10	REPAIR AND MAINT SVCS-BUILDING	10,012	-	-	-
001-1016-541.47-01	MISC PRINTING AND BINDING	131	200	200	200
001-1016-541.48-01	ADVERTISEMENT-LEGAL, OTHER	7,847	7,847	7,847	7,847
001-1016-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	108	350	350	2,900
001-1016-541.51-00	OFFICE SUPPLIES	113	1,200	1,200	1,200
001-1016-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,440	1,500	1,500	1,500
001-1016-541.52-03	GASOLINE AND OIL	6,062	8,700	8,700	8,700
001-1016-541.52-04	UNIFORMS AND ACCESSORIES	748	2,200	2,200	2,200
001-1016-541.54-01	DUES AND SUBSCRIPTIONS	60	299	299	299
001-1016-541.54-02	SEMINARS AND COURSES	-	2,550	2,550	-
001-1016-541.54-03	EDUCATIONAL ASSISTANCE	-	2,000	2,000	2,000
	TOTAL OPERATING EXPENDITURES	<u>246,368</u>	<u>232,252</u>	<u>232,252</u>	<u>232,112</u>
001-1016-541.64-00	MACHINERY AND EQUIPMENT	-	2,000	2,000	62,570
	TOTAL CAPITAL OUTLAY	<u>-</u>	<u>2,000</u>	<u>2,000</u>	<u>62,570</u>
	<b>TOTAL ENGINEERING DIVISION</b>	<b><u>599,127</u></b>	<b><u>773,506</u></b>	<b><u>773,506</u></b>	<b><u>770,077</u></b>
	<b>TOTAL PUBLIC SERVICES DEPARTMENT</b>	<b><u>2,070,387</u></b>	<b><u>3,566,620</u></b>	<b><u>5,165,815</u></b>	<b><u>19,046,921</u></b>

# **- PARKS & RECREATION -**

Parks

Recreation

Heritage Depot Museum

Special Events

Newton Park



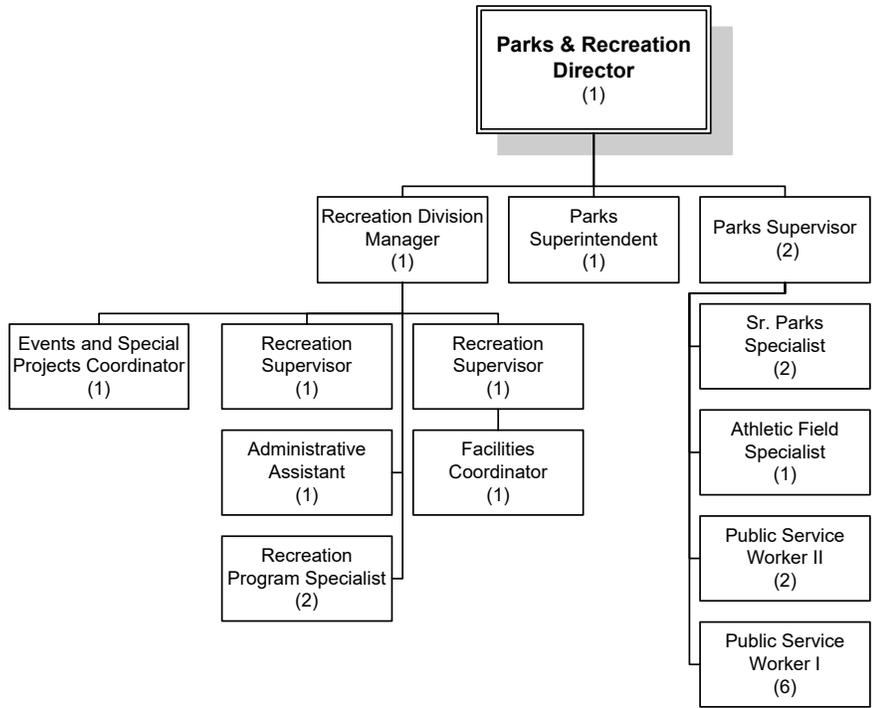
# PARKS & RECREATION DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> 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.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide active and passive recreational facilities for all community segments</li> <li>• Provide quality outdoor spaces to enhance the downtown and city-wide experience</li> <li>• Provide diverse recreation programs and rental facilities</li> <li>• Provide events and diverse cultural experiences for all leisure needs</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Growing community demand for athletic space/fields, especially, during the dormant season will increase stressful conditions resulting in field overuse/failure</li> <li>• Staffing levels keeping pace with demand for support (field use, program growth, special events and quality expectations)</li> <li>• With limited event venue space and capacity, continued attendance growth will add strain</li> <li>• Finding the right mix of programs and services that cater to changing needs</li> <li>• Attract and retain qualified/skilled staff</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• There will be a growing demand from residents and visitors to participate in recreational and athletic activities</li> <li>• As our City continues to grow, there will be additional pressure to update and add parks and recreational venues to accommodate the needs and higher expectations of our residents</li> <li>• Availability of appropriate funding to expand/improve and sustain outdoor assets and associated facilities</li> <li>• Event attendance will continue to grow</li> </ul>

### Organizational Structure

FTE: 23



# FY 2019-2020 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, Dillard Street and Plant Street.
- 

## Strategic Priority #2

Provide Recreation, Arts and Culture

### Department Goal

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

### Objective

- Improve quality of recreation programs through enhanced website redesign/capability, targeted marketing strategies, internal program evaluations and adoption of suitable best practices from peer organizations.
- 

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Pedestrian and Landscape Areas Satisfaction Index	85%	85%	87%↑
Quality of City Parks Satisfaction Index	95%	90%	93%↑
Downtown Pedestrian and Landscape Areas Satisfaction Rating	96.1%	94.1%	96%↑
Recreational Opportunities Satisfaction Index	82%	74%	80%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index	79%	79%	84%↑
Recreation Programs and Classes Satisfaction Index	80%	76%	81%↑
% Satisfied with Recreation Programs (in-house post program survey)	97.9%	96.2%	≥ 95%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
Quality of the Overall Natural Environment Satisfaction Index	83%	89%	91%↑
Preservation of Natural Land Areas Satisfaction Index	63%	65%	68%↑
<b>OPERATIONAL INDICATOR</b>			
# of Total Program/Event Participants (Attendees)	125,157	248,849	215,000↑

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
PARKS AND RECREATION DEPARTMENT  
PARKS & LAND DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0775-572.12-00	REGULAR SALARIES AND WAGES	537,755	617,213	617,213	645,768
001-0775-572.14-00	OVERTIME	48,565	72,600	72,600	49,600
001-0775-572.21-00	FICA TAXES	43,854	52,046	52,046	53,196
001-0775-572.22-00	RETIREMENT CONTRIBUTIONS	67,614	87,016	87,016	92,623
001-0775-572.23-00	LIFE AND HEALTH INSURANCE	91,158	101,170	101,170	150,986
001-0775-572.24-00	WORKERS' COMPENSATION	9,199	15,195	15,195	10,532
001-0775-572.25-00	UNEMPLOYMENT COMPENSATION	365	3,300	3,300	3,300
	TOTAL PERSONAL SERVICES	798,510	948,540	948,540	1,006,005
001-0775-572.34-01	MISC OTHER CONTRACTUAL SERVICES	368,076	351,000	351,000	353,100
001-0775-572.34-02	LAWN MAINTENANCE	252,150	237,200	237,200	212,800
001-0775-572.34-08	PERSONNEL SERVICES	133,432	102,000	102,000	102,000
001-0775-572.40-00	TRAVEL AND PER DIEM	150	650	650	1,070
001-0775-572.41-02	TELEPHONE SERVICES	8,113	7,200	7,200	7,200
001-0775-572.41-03	RADIO SERVICES	168	200	200	200
001-0775-572.41-04	INTERNET	2,115	-	-	-
001-0775-572.43-00	UTILITY SERVICES	176,841	145,000	145,000	145,000
001-0775-572.44-00	RENTALS AND LEASES	3,274	3,350	3,350	3,350
001-0775-572.45-00	INSURANCE	33,866	39,639	39,639	38,773
001-0775-572.46-01	REPAIR AND MAINT SVCS-MISC	14,842	24,050	24,050	49,250
001-0775-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	34,355	36,825	36,825	53,015
001-0775-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	4,830	7,500	7,500	11,700
001-0775-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	3	1,710	1,710	1,710
001-0775-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	-	-	1,200
001-0775-572.46-10	REPAIR AND MAINT SVCS-BUILDING	64,965	31,650	31,650	32,900
001-0775-572.48-01	ADVERTISEMENT-LEGAL, OTHER	-	200	200	200
001-0775-572.49-05	LICENSES/TAXES/CERTIFICATIONS	-	2,200	2,200	2,450
001-0775-572.51-00	OFFICE SUPPLIES	2,178	-	-	1,950
001-0775-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	157,677	247,740	247,740	235,868
001-0775-572.52-02	CHEMICALS	49,068	53,600	53,600	53,600
001-0775-572.52-03	GASOLINE AND OIL	11,848	16,000	16,000	16,000
001-0775-572.52-04	UNIFORMS AND ACCESSORIES	14,842	15,200	15,200	15,200
001-0775-572.54-01	DUES AND SUBSCRIPTIONS	725	2,300	2,300	2,300
001-0775-572.54-02	SEMINARS AND COURSES	249	5,100	5,100	5,100
	TOTAL OPERATING EXPENDITURES	1,333,767	1,330,314	1,330,314	1,345,936
001-0775-572.62-00	BUILDINGS	6,400	353,900	381,471	2,418,500
001-0775-572.63-00	IMPROVEMENT OTHER THAN BUILDINGS	807,591	250,000	3,518,305	988,443
001-0775-572.64-00	MACHINERY AND EQUIPMENT	40,191	38,728	38,728	518,245
	TOTAL CAPITAL OUTLAY	854,182	642,628	3,938,504	3,925,188
	<b>TOTAL PARKS DIVISION</b>	<b>2,986,459</b>	<b>2,921,482</b>	<b>6,217,358</b>	<b>6,277,129</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
PARKS AND RECREATION DEPARTMENT  
RECREATION DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-0872-572.12-00	REGULAR SALARIES AND WAGES	266,344	323,398	323,398	340,964
001-0872-572.13-00	OTHER SALARIES AND WAGES	225,105	181,278	181,278	187,440
001-0872-572.14-00	OVERTIME	10,296	4,266	4,266	8,362
001-0872-572.21-00	FICA TAXES	37,653	41,197	41,197	41,063
001-0872-572.22-00	RETIREMENT CONTRIBUTIONS	32,202	41,908	41,908	46,530
001-0872-572.23-00	LIFE AND HEALTH INSURANCE	43,362	44,430	44,430	55,575
001-0872-572.24-00	WORKERS' COMPENSATION	8,039	10,010	10,010	9,204
	<b>TOTAL PERSONAL SERVICES</b>	<b>623,001</b>	<b>646,487</b>	<b>646,487</b>	<b>689,138</b>
001-0872-572.31-01	MISC PROFESSIONAL SERVICES	-	1,000	1,000	1,000
001-0872-572.34-02	LEGAL	-	1,000	1,000	1,000
001-0872-572.34-01	MISC OTHER CONTRACTUAL SERVICES	64,621	65,612	65,612	65,612
001-0872-572.34-04	BANKING FEES	7,748	5,000	5,000	5,000
001-0872-572.34-06	JANITORIAL SERVICES	-	14,000	14,000	14,000
001-0872-572.34-08	PERSONNEL SERVICES	56,158	76,668	76,668	76,668
001-0872-572.40-00	TRAVEL AND PER DIEM	396	3,816	3,816	3,816
001-0872-572.41-02	TELEPHONE SERVICES	7,842	10,000	10,000	10,000
001-0872-572.41-04	INTERNET SERVICES	7,815	10,400	10,400	10,400
001-0872-572.41-05	POSTAGE	250	400	400	400
001-0872-572.43-00	UTILITY SERVICES	48,770	48,000	48,000	48,000
001-0872-572.44-00	RENTALS AND LEASES	7,776	9,400	9,400	9,400
001-0872-572.45-00	INSURANCE	50,918	63,878	63,878	58,296
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	40,492	41,379	41,379	30,625
001-0872-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,121	3,600	3,600	3,600
001-0872-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	6,066	14,023	14,023	7,850
001-0872-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	2,891	1,500	1,500	3,800
001-0872-572.46-10	REPAIR AND MAINT SVCS-BUILDING	36,471	52,700	52,700	22,400
001-0872-572.47-01	MISC PRINTING AND BINDING	65	2,000	2,000	2,000
001-0872-572.48-01	PROMOTIONAL-ADVERTISEMENTS	150	500	500	500
001-0872-572.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	91	750	750	750
001-0872-572.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	60,950	27,800	27,800	27,800
001-0872-572.49-05	LICENSES, TAXES, AND CERTIFICATIONS	3,556	6,065	6,065	6,635
001-0872-572.49-11	EMPLOYEE SOCIAL EVENTS	-	600	600	600
001-0872-572.51-00	OFFICE SUPPLIES	7,140	9,541	9,541	9,541
001-0872-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	74,572	97,379	97,379	98,469
001-0872-572.52-02	CHEMICALS	21,898	28,000	28,000	28,000
001-0872-572.52-03	GASOLINE AND OIL	2,105	2,500	2,500	2,500
001-0872-572.52-04	UNIFORMS AND ACCESSORIES	6,212	6,966	6,966	6,966
001-0872-572.54-01	DUES AND SUBSCRIPTIONS	1,981	4,285	4,285	4,285
001-0872-572.54-02	SEMINARS AND COURSES	4,062	9,650	9,650	9,650
001-0872-572.54-03	EDUC ASSIST PROG REIMBURS	51	11,824	11,824	11,824
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>524,168</b>	<b>631,236</b>	<b>631,236</b>	<b>582,387</b>
001-0872-572.62-00	BUILDINGS	4,000	43,800	89,800	89,400
001-0872-572.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	26,000	42,020	136,480
	<b>TOTAL CAPITAL OUTLAY</b>	<b>4,000</b>	<b>69,800</b>	<b>131,820</b>	<b>225,880</b>
	<b>TOTAL RECREATION DIVISION</b>	<b>1,151,169</b>	<b>1,347,523</b>	<b>1,409,543</b>	<b>1,497,405</b>

**CITY OF WINTER GARDEN**  
**FY 2019/2020 BUDGET**  
**GENERAL FUND EXPENDITURES**  
**PARKS AND RECREATION DEPARTMENT**  
**HERITAGE DEPOT MUSEUM DIVISION**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0873-573.45-00 INSURANCE	2,803	3,281	3,281	3,209
001-0873-573.46-10 REPAIRS & MAINT. - BUILDING	596	20,500	20,500	17,500
TOTAL OPERATING EXPENDITURES	3,399	23,781	23,781	20,709
<b>TOTAL HERITAGE DEPOT MUSEUM DIVISION</b>	<b><u>3,399</u></b>	<b><u>23,781</u></b>	<b><u>23,781</u></b>	<b><u>20,709</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL FUND EXPENDITURES  
 PARKS AND RECREATION DEPARTMENT  
 SPECIAL EVENTS DIVISION**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0874-574.34-01 MISC OTHER CONTRACTUAL SERVICES	212,357	208,726	208,726	144,279
001-0874-574.34-08 PERSONNEL SERVICES	1,435	1,100	1,100	1,564
001-0874-574.44-00 RENTALS AND LEASES	4,464	6,800	6,800	6,720
001-0874-574.47-01 MISC PRINTING AND BINDING	15	500	500	200
001-0874-574.48-01 PROMOTIONAL-ADVERTISEMENTS	120	7,400	7,400	5,000
001-0874-574.49-01 MISC OTHER CUR CHGS & OBLIGATIONS	1,464	500	500	3,523
001-0874-574.52-01 MISCELLANEOUS OPERATING SUPPLIES	32,011	20,150	20,150	37,931
TOTAL OPERATING EXPENDITURES	251,866	245,176	245,176	199,217
<b>TOTAL SPECIAL EVENTS DIVISION</b>	<b>251,866</b>	<b>245,176</b>	<b>245,176</b>	<b>199,217</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND EXPENDITURES  
PARKS AND RECREATION DEPARTMENT  
NEWTON PARK FACILITIES DIVISION**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>	
001-3658-575.12-00	REGULAR SALARIES AND WAGES	30,667	60,021	60,021	64,406
001-3658-575.13-00	OTHER SALARIES	8,583	8,500	8,500	8,500
001-3658-575.14-00	OVERTIME	-	200	200	200
001-3658-575.21-00	FICA TAXES	2,281	5,257	5,257	5,593
001-3658-575.22-00	RETIREMENT CONTRIBUTIONS	3,666	7,677	7,677	8,579
001-3658-575.23-00	LIFE AND HEALTH INSURANCE	12,485	13,454	13,454	25,344
001-3658-575.24-00	WORKERS' COMPENSATION	606	779	779	694
	TOTAL PERSONAL SERVICES	<u>58,288</u>	<u>95,888</u>	<u>95,888</u>	<u>113,315</u>
001-3658-575.34-01	MISC CONTRACTUAL SERVICES	11,612	10,260	10,260	10,260
001-3658-575.34-06	JANITORIAL SERVICES	1,814	7,500	7,500	7,500
001-3658-575.40-00	TRAVEL AND PER DIEM	-	100	100	100
001-3658-575.41-02	TELEPHONE SERVICES	724	1,500	1,500	1,500
001-3658-575.41-04	INTERNET SERVICES	433	750	750	750
001-3658-575.41-05	POSTAGE	18	100	100	100
001-3658-575.43-00	UTILITY SERVICES	9,684	10,000	10,000	10,000
001-3658-575.45-00	INSURANCE	19,597	16,679	16,679	22,437
001-3658-575.46-10	REPAIR AND MAINT SVCS-BUILDING	27,970	85,750	85,750	10,750
001-3658-575.47-01	MISC PRINTING AND BINDING	-	100	100	100
001-3658-575.51-00	OFFICE SUPPLIES	-	300	300	300
001-3658-575.52-01	MISCELLANEOUS OPERATING SUPPLIES	9,022	20,750	20,750	20,750
001-3658-575.52-04	UNIFORMS AND ACCESSORIES	200	350	350	350
	TOTAL OPERATING EXPENDITURES	<u>81,074</u>	<u>154,139</u>	<u>154,139</u>	<u>84,897</u>
001-3658-575.62-00	BUILDINGS	-	22,000	22,000	8,000
001-3658-575.64-00	EQUIPMENT	-	-	-	6,000
	TOTAL CAPITAL OUTLAY	<u>-</u>	<u>22,000</u>	<u>22,000</u>	<u>14,000</u>
	<b>TOTAL NEWTON PARK FACILITIES DIVISION</b>	<b><u>139,362</u></b>	<b><u>272,027</u></b>	<b><u>272,027</u></b>	<b><u>212,212</u></b>
	<b>TOTAL PARKS AND RECREATION DEPARTMENT</b>	<b><u>4,532,255</u></b>	<b><u>4,809,989</u></b>	<b><u>8,167,885</u></b>	<b><u>8,206,672</u></b>

## OTHER GOVERNMENTAL FUNDS

DOWNTOWN PARKING DISTRICT

—

COMMUNITY REDEVELOPMENT AGENCY

—

LAW ENFORCEMENT TRUST

—

LAW ENFORCEMENT GRANTS

—

LOCAL OPTION GAS TAX

—

GENERAL IMPACT FEES

—

POLICE & FIRE PREMIUM TAX TRUST

—

CAPTIAL PROJECTS FUND

—

DEBT SERVICE FUND

Other Governmental Funds

## **SPECIAL REVENUE FUNDS**

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

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

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 DOWNTOWN PARKING DISTRICT FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0000-325.10-00 SPECIAL ASSESSMENTS	-	6,646	6,646	-
110-0000-361.10-00 INTEREST	383	-	-	454
TOTAL INTEREST AND OTHER EARNINGS	383	6,646	6,646	454
110-0741-399.99-99 USE OF FUND BALANCE	3,026	-	-	3,233
<b>TOTAL DOWNTOWN PARKING DISTRICT FUND</b>	<b>3,409</b>	<b>6,646</b>	<b>6,646</b>	<b>3,687</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 DOWNTOWN PARKING DISTRICT FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0741-545.43-00 UTILITY SERVICES	3,409	6,646	6,646	3,687
TOTAL OPERATING EXPENDITURES	3,409	6,646	6,646	3,687
110-0741-599.99-99 CARRYFORWARD FUND BALANCE	-	-	-	-
TOTAL OTHER USES	-	-	-	-
<b>TOTAL DOWNTOWN PARKING DISTRICT FUND</b>	<b>3,409</b>	<b>6,646</b>	<b>6,646</b>	<b>3,687</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
120-0213-338.00-00 SHARED REVENUES - OTHER LOCAL	455,907	519,218	519,218	602,097
120-0213-361.10-00 INTEREST	11,921	11,039	11,039	15,248
120-0213-381.00-00 INTER-FUND TRANSFER IN	435,838	497,593	497,593	610,962
120-0213-399.99-99 USE OF FUND BALANCE	-	-	360,000	-
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b><u>903,666</u></b>	<b><u>1,027,850</u></b>	<b><u>1,387,850</u></b>	<b><u>1,228,307</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
120-0213-552.48-01	20	-	-	-
120-0213-552.49-02	1,103	17,256	17,256	16,563
120-0213-552.54-01	-	-	-	-
TOTAL OPERATING EXPENDITURES	1,123	17,256	17,256	16,563
120-0213-552.63-00	-	210,047	210,047	-
120-0213-552.63-00	-	-	60,000	-
120-0213-552.63-00	-	-	300,000	-
TOTAL CAPITAL OUTLAY	-	210,047	570,047	-
120-0213-552.72-00	7,081	3,397	3,397	3,105
TOTAL DEBT SERVICE	7,081	3,397	3,397	3,105
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	645,212	747,150	747,150	747,150
120-0213-599.99-99	250,250	-	-	411,489
TOTAL OTHER USES	895,462	747,150	747,150	1,158,639
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>903,666</b>	<b>1,027,850</b>	<b>1,387,850</b>	<b>1,228,307</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 LAW ENFORCEMENT TRUST FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
121-1121-359.00-00 FORFEITURES	11,995	11,995	11,995	9,139
121-1121-361.10-00 INTEREST	833			1,596
121-1321-359.00-00 FORFEITURES	42,393	26,533	26,533	34,463
121-1321-399.99-99 USE OF FUND BALANCE-FEDERAL	-	-	9,082	-
<b>TOTAL LAW ENFORCEMENT TRUST FUND</b>	<b>55,221</b>	<b>38,528</b>	<b>47,610</b>	<b>45,198</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 LAW ENFORCEMENT TRUST FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>STATE-DESIGNATED</u></b>				
121-1221-521.52-01 MISC OPERATING SUPPLIES	870	-	-	-
121-1221-521.64-00 MACHINERY AND EQUIPMENT	15,020	-	-	-
121-1221-521.82-00 AIDS TO PRIVATE ORGANIZAT	7,700	11,200	11,200	11,200
121-1221-599.99-99 CARRYFORWARD TO FUND BALANCE	29,961	16,478	795	4,748
<b>TOTAL STATE-DESIGNATED</b>	53,551	27,678	11,995	15,948
<b><u>FEDERAL-DESIGNATED</u></b>				
121-1421-521.62-00 BUILDINGS	1,670	-	24,765	-
121-1421-521.64-00 MACHINERY AND EQUIPMENT	-	10,850	10,850	29,250
	1,670	10,850	35,615	29,250
<b>TOTAL LAW ENFORCEMENT TRUST FUND</b>	<b>55,221</b>	<b>38,528</b>	<b>47,610</b>	<b>45,198</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 LAW ENFORCEMENT GRANTS FUND REVENUES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
122-0521-331.21-00 LOCAL LAW ENFORCEMENT GRANT	14,616	19,480	19,480	8,400
TOTAL INTERGOVERNMENTAL	14,616	19,480	19,480	8,400
122-0521-361.10-00 INTEREST	1,194	-	-	1,825
TOTAL INTEREST AND OTHER EARNINGS	1,194	-	-	1,825
122-0521-381.00-00 INTER-FUND TRANSFER IN	10,400	10,400	10,400	8,400
122-0521-399.99-99 USE OF FUND BALANCE	-	-	-	9,655
TOTAL OTHER SOURCES	10,400	10,400	10,400	18,055
<b>TOTAL LAW ENFORCEMENT GRANTS FUND</b>	<b>26,210</b>	<b>29,880</b>	<b>29,880</b>	<b>28,280</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 LAW ENFORCEMENT GRANTS FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
122-0521-521.34-01 MISC CONTRACTUAL SERVICES	100	-	-	-
122-0521-521.52-01 MISC OPERATING SUPPLIES	2,193	11,480	11,480	11,480
122-0521-521.52-04 UNIFORMS AND ACCESSORIES	9,318	16,000	16,000	16,800
TOTAL OPERATING EXPENDITURES	11,611	27,480	27,480	28,280
122-0521-599.99-99 CARRYFORWARD FUND BALANCE	14,599	2,400	2,400	-
TOTAL OTHER USES	14,599	2,400	2,400	-
 <b>TOTAL LAW ENFORCEMENT GRANTS FUND</b>	 <b>26,210</b>	 <b>29,880</b>	 <b>29,880</b>	 <b>28,280</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 LOCAL OPTION GAS TAX FUND REVENUES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
160-0741-312.41-00 LOCAL OPTION GAS TAX	1,464,819	1,426,220	1,426,220	1,506,316
TOTAL TAXES	1,464,819	1,426,220	1,426,220	1,506,316
160-0741-361.10-00 INTEREST	25,053	-	-	32,239
TOTAL OTHER EARNINGS	25,053	-	-	32,239
160-0741-381.91-00 INTRAFUND TRANSFER IN	18,030	18,360	18,360	18,360
160-0741-399.99-99 USE OF FUND BALANCE	-	-	699,968	-
TOTAL OTHER SOURCES	18,030	18,360	718,328	18,360
<b>TOTAL LOCAL OPTION GAS TAX FUND</b>	<b><u>1,507,902</u></b>	<b><u>1,444,580</u></b>	<b><u>2,144,548</u></b>	<b><u>1,556,915</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
LOCAL OPTION GAS TAX FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
160-0741-541.31-04 ENGINEERING FEES	-	1,200	1,200	1,200
160-0741-541.34-01 MISC CONTRACTUAL SERVICES	9,250	56,500	56,500	181,500
160-0741-541.46-03 REPAIR/MAINT SVC-VEHICLES	85	-	-	-
160-0741-541.49-04 TRAFFIC SIGNALS AND SIGNS	2,965	61,662	61,662	61,662
160-0741-541.49-08 STREET LIGHTS	275,739	353,147	353,147	353,147
160-0741-541.52-01 MISC OPERATING SUPPLIES	-	1,500	1,500	1,500
TOTAL OPERATING EXPENDITURES	<u>288,039</u>	<u>474,009</u>	<u>474,009</u>	<u>599,009</u>
160-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS	<u>1,207,930</u>	<u>870,000</u>	<u>1,569,968</u>	<u>890,000</u>
TOTAL CAPITAL OUTLAY	<u>1,207,930</u>	<u>870,000</u>	<u>1,569,968</u>	<u>890,000</u>
160-0741-599.99-99 CARRYFORWARD FUND BALANCE	<u>11,933</u>	<u>100,571</u>	<u>100,571</u>	<u>67,906</u>
TOTAL OTHER USES	<u>11,933</u>	<u>100,571</u>	<u>100,571</u>	<u>67,906</u>
<b>TOTAL LOCAL OPTION GAS TAX FUND</b>	<b><u>1,507,902</u></b>	<b><u>1,444,580</u></b>	<b><u>2,144,548</u></b>	<b><u>1,556,915</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL IMPACT FEE FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>ADMINISTRATION DIVISION</u></b>				
170-0213-361.10-00 INTEREST	51,451	37,105	37,105	52,987
170-0213-361.30-00 INCR (DECR) IN FV OF INVST	(31,253)	-	-	-
<b>TOTAL ADMINISTRATION DIVISION</b>	<b>20,198</b>	<b>37,105</b>	<b>37,105</b>	<b>52,987</b>
<b><u>POLICE-SWORN DIVISION</u></b>				
170-0521-324.11-00 RESIDENTIAL-PUBLIC SAFETY	172,551	149,160	149,160	155,093
170-0521-324.12-00 COMMERCIAL-PUBLIC SAFETY	101,010	129,456	129,456	127,276
170-0521-399.99-99 USE OF FUND BALANCE	-	-	39,408	-
<b>TOTAL POLICE-SWORN DIVISION</b>	<b>273,561</b>	<b>278,616</b>	<b>318,024</b>	<b>282,369</b>
<b><u>FIRE DEPARTMENT</u></b>				
170-0622-324.11-00 RESIDENTIAL-PUBLIC SAFETY	249,951	216,083	216,083	224,641
170-0622-324.12-00 COMMERCIAL-PUBLIC SAFETY	133,820	171,595	171,595	164,847
170-0622-399.99-99 USE OF FUND BALANCE	300,183	-	1,429,974	-
<b>TOTAL FIRE DEPARTMENT</b>	<b>683,954</b>	<b>387,678</b>	<b>1,817,652</b>	<b>389,488</b>
<b><u>RECREATION DIVISION</u></b>				
170-0872-324.61-00 RECREATION IMPACT FEES	602,257	518,463	518,463	482,852
170-0872-399.99-99 USE OF FUND BALANCE	991,838	-	1,044,432	-
<b>TOTAL RECREATION DIVISION</b>	<b>1,594,095</b>	<b>518,463</b>	<b>1,562,895</b>	<b>482,852</b>
<b>TOTAL GENERAL IMPACT FEES FUND</b>	<b>2,571,808</b>	<b>1,221,862</b>	<b>3,735,676</b>	<b>1,207,696</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
<b><u>POLICE-SWORN DIVISION</u></b>				
170-0521-521.64-00 MACHINERY AND EQUIPMENT	148,038	-	39,408	-
TOTAL CAPITAL OUTLAY	148,038	-	39,408	-
170-0521-599.99-99 TRANSFER TO FUND BALANCE	125,523	278,616	278,616	335,356
TOTAL OTHER USES	125,523	278,616	278,616	335,356
<b>TOTAL POLICE-SWORN DIVISION</b>	<b><u>273,561</u></b>	<b><u>278,616</u></b>	<b><u>318,024</u></b>	<b><u>335,356</u></b>
<b><u>FIRE DEPARTMENT</u></b>				
170-0620-621.62-00 BUILDINGS	-	-	1,786,750	-
170-0620-621.64-00 MACHINERY AND EQUIPMENT	683,954	-	30,902	-
TOTAL CAPITAL OUTLAY	683,954	-	1,817,652	-
170-0622-599.99-99 TRANSFER TO FUND BALANCE	-	387,678	-	389,488
TOTAL OTHER USES	-	387,678	-	389,488
<b>TOTAL FIRE DEPARTMENT</b>	<b><u>683,954</u></b>	<b><u>387,678</u></b>	<b><u>1,817,652</u></b>	<b><u>389,488</u></b>
<b><u>RECREATION DIVISION</u></b>				
170-0872-572.61-00 LAND	1,614,293	-	1,600,000	-
TOTAL CAPITAL OUTLAY	1,614,293	-	1,600,000	-
170-0872-599.99-99 CARRYFORWARD FUND BALANCE	-	555,568	-	482,852
TOTAL OTHER USES	-	555,568	-	482,852
<b>TOTAL RECREATION DIVISION</b>	<b><u>1,614,293</u></b>	<b><u>555,568</u></b>	<b><u>1,600,000</u></b>	<b><u>482,852</u></b>
<b>TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND</b>	<b><u>2,571,808</u></b>	<b><u>1,221,862</u></b>	<b><u>3,735,676</u></b>	<b><u>1,207,696</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0213-361.10-00 INTEREST	202,199	165,615	165,615	228,935
174-0213-361.30-00 INCR (DECR) IN FV OF INVST	(140,897)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	61,302	165,615	165,615	228,935
174-0741-324.31-00 RESIDENTIAL-TRANSPORTATIO	1,717,152	1,470,779	1,470,779	859,695
174-0741-324.32-00 COMMERCIAL-TRANSPORTATION	1,406,765	604,989	604,989	391,160
174-0741-399.99-99 USE OF FUND BALANCE	-	-	2,016,942	821,241
<b>TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES</b>	<b><u>3,185,219</u></b>	<b><u>2,241,383</u></b>	<b><u>4,258,325</u></b>	<b><u>2,301,031</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS	385,357	-	4,258,325	2,301,031
TOTAL CAPITAL OUTLAY	385,357	-	4,258,325	2,301,031
174-0741-599.90-99 CARRYFORWARD FUND BALANCE	2,799,862	2,241,383	-	-
TOTAL OTHER USES	2,799,862	2,241,383	-	-
<b>TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES</b>	<b>3,185,219</b>	<b>2,241,383</b>	<b>4,258,325</b>	<b>2,301,031</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-312.51-00 FIRE INSURANCE PREMIUM	251,630	259,641	259,641	286,822
190-0000-312.52-00 CASUALTY INSURANCE PREMIUM TAX	361,076	378,121	378,121	401,608
<b>TOTAL POLICE AND FIRE PREMIUM TAX TRUST          FUND REVENUES</b>	<b><u>612,706</u></b>	<b><u>637,762</u></b>	<b><u>637,762</u></b>	<b><u>688,430</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-521.91-00 TRANSFERS	251,630	259,641	259,641	401,608
190-0000-522.91-00 TRANSFERS	361,076	378,121	378,121	286,822
<b>TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES</b>	<b><u>612,706</u></b>	<b><u>637,762</u></b>	<b><u>637,762</u></b>	<b><u>688,430</u></b>

## **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.**

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 CAPITAL PROJECTS FUND - REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-361.10-00 INTEREST	10,355	-	-	-
335-0213-399.99-99 USE OF FUND BALANCE	47,645	-	-	2,250,000
TOTAL CAPITAL PROJECTS FUND	58,000	-	-	2,250,000
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>58,000</b>	<b>-</b>	<b>-</b>	<b>2,250,000</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
CAPITAL PROJECTS FUND**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-552.62-00 LAND/BUILDING	-	-	-	1,500,000
335-0213-552.63-00 IMPROVEMENT OTHER THAN BLDG	-	-	-	750,000
TOTAL CAPITAL	-	-	-	2,250,000
335-0213-581.91-00 INTERGOVERNMENTAL TRANSFERS	58,000	-	-	-
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>58,000</b>	<b>-</b>	<b>-</b>	<b>2,250,000</b>

## **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 2016A**

**Sales Tax Revenue Bonds, Series 2016B**

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 DEBT SERVICE FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-381.00-00 INTER-FUND TRANSFER IN	621,334	622,662	622,662	702,491
230-0000-381.12-00 INTER-FUND TRANSFER IN	645,213	747,150	747,150	747,150
TOTAL OTHER SOURCES	1,266,547	1,369,812	1,369,812	1,449,641
<b>TOTAL DEBT SERVICE FUND</b>	<b>1,266,547</b>	<b>1,369,812</b>	<b>1,369,812</b>	<b>1,449,641</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 DEBT SERVICE FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-517.71-00 PRINCIPAL	795,000	816,000	816,000	839,000
230-0000-517.72-00 INTEREST	471,547	451,830	451,830	431,595
TOTAL DEBT SERVICE	1,266,547	1,267,830	1,267,830	1,270,595
230-0000-599.99-99 CARRYFORWARD FUND BALANCE	-	101,982	101,982	179,046
TOTAL OTHER USES	-	101,982	101,982	179,046
<b>TOTAL DEBT SERVICE FUND</b>	<b><u>1,266,547</u></b>	<b><u>1,369,812</u></b>	<b><u>1,369,812</u></b>	<b><u>1,449,641</u></b>

# ENTERPRISE FUNDS

UTILITIES

—

STORMWATER

—

SOLID WASTE

—

TRAILER CITY

Enterprise Funds

## MAJOR REVENUE SOURCES OF ENTERPRISE FUNDS

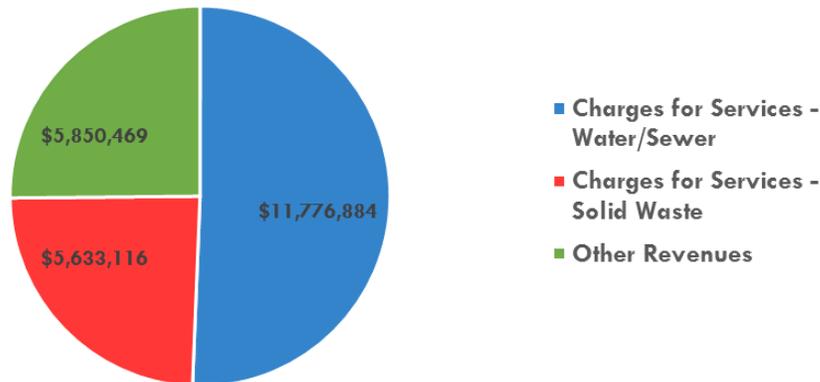
### Charges for Services

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.

<u>Revenue Description</u>	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Budget 2019</u>	<u>Budget 2020</u>
Charges for Services - Water/Sewer	\$10,807,767	\$11,107,325	\$11,432,197	\$11,403,593	\$11,776,884
Charges for Services - Solid Waste	4,718,558	4,917,629	5,271,826	5,296,194	5,633,116
Other Revenues	5,772,537	8,120,268	6,549,235	5,764,365	5,850,469

### ENTERPRISE FUNDS MAJOR REVENUE SOURCES - FY 2020 BUDGET



## **- UTILITIES -**

Administration

Water

Distribution

Wastewater

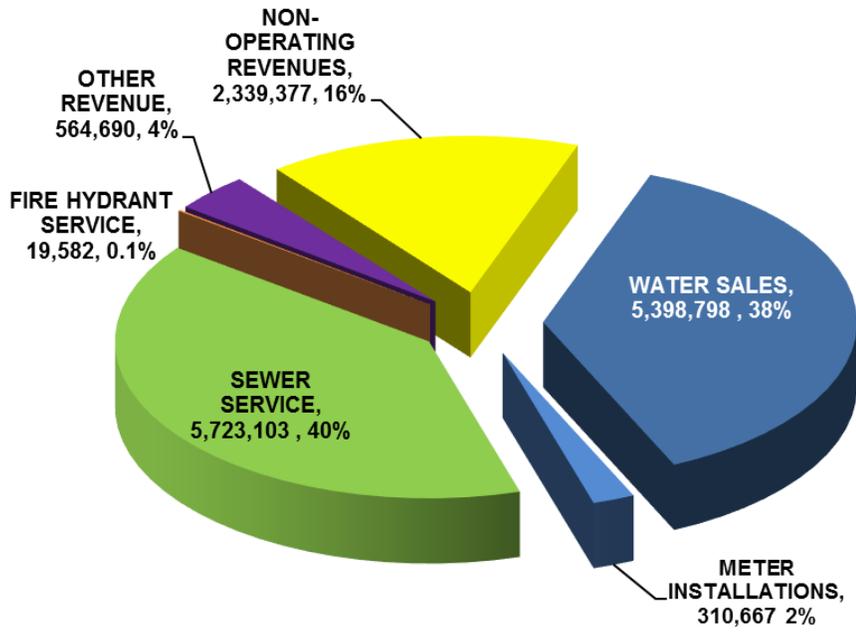
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

UTILITIES OPERATING FUND REVENUES BY SOURCE



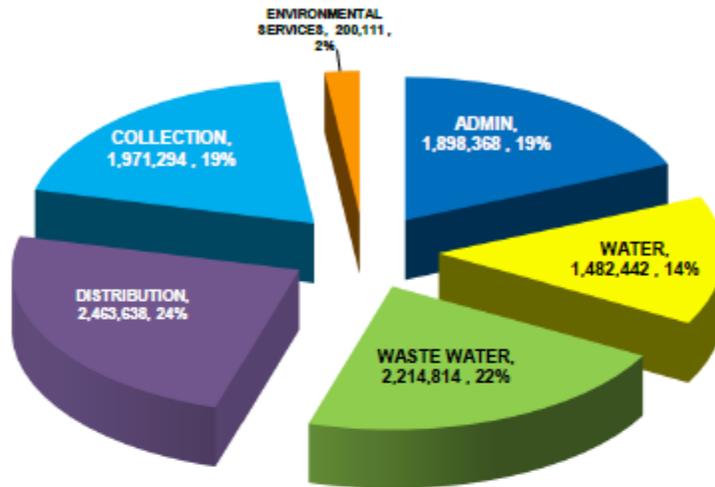
Water Sales	\$5,398,798
Meter Installations	310,667
Sewer Service	5,723,103
Fire Hydrant Service	19,582
Other Revenue	564,690
Non-operating Revenues	2,339,377
Total	<u>\$14,356,217</u>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES OPERATING FUND REVENUES**

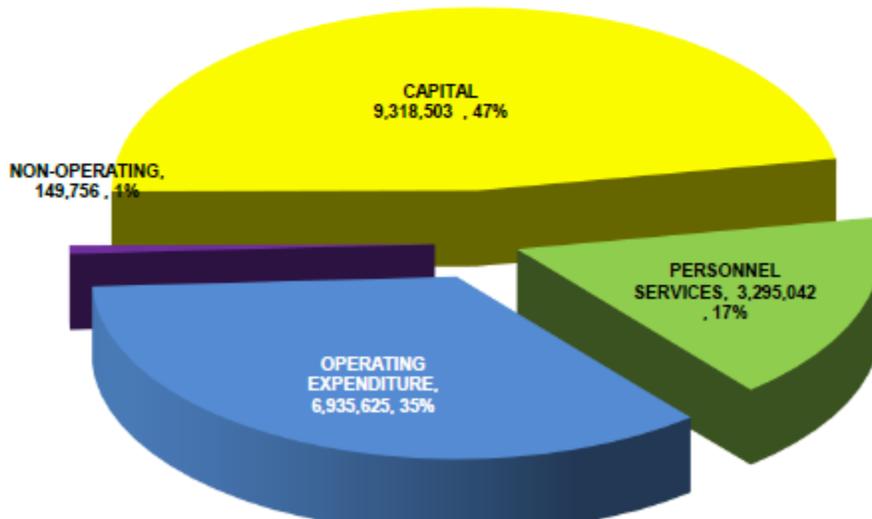
	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
410-2116-329.09-00 IRRIGATION & WELLS	11,550	10,467	10,467	8,800
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	11,550	10,467	10,467	8,800
410-2116-334.31-00 GRANT - WATER SUPPLY	45,836	-	-	-
TOTAL INTERGOVERNMENTAL	45,836	-	-	-
410-2116-343.30-00 WATER SERVICE	5,190,990	5,328,772	5,328,772	5,398,798
410-2116-343.30-01 INITIATION FEE	37,965	36,160	36,160	38,551
410-2116-343.30-02 WATER TAP-IN CHARGE	3,410	994	994	972
410-2116-343.31-00 METER INSTALLATIONS	301,618	220,913	220,913	310,667
410-2116-343.32-00 FIRE HYDRANT SERVICE	41,068	39,654	39,654	19,582
410-2116-343.33-00 SERVICE CHARGES	218,708	223,433	223,433	219,045
410-2116-343.50-00 SEWER SERVICE	5,561,892	5,491,435	5,491,435	5,723,103
410-2116-343.50-01 SEWER CONNECTION FEE	910	910	910	1,007
410-2116-343.68-00 PENALTIES	75,636	61,322	61,322	65,159
TOTAL CHARGES FOR SERVICES	11,432,197	11,403,593	11,403,593	11,776,884
410-2116-361.10-00 INTEREST	278,414	229,257	229,257	231,157
410-2116-361.30-00 INCR (DECR) IN FV OF INVST	(220,047)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	58,367	229,257	229,257	231,157
410-2116-362.00-00 RENTAL INCOME	20,069	20,256	20,256	20,671
410-2116-364.00-00 DISPOSITION OF FIXED ASSETS	2,476	-	-	-
410-2116-369.90-00 OTHER	3,271	-	-	-
410-2116-389.40-00 OTHER GRANTS & DONATIONS	1,223,625	1,066,470	1,066,470	1,145,048
410-2117-389.40-00 OTHER GRANTS & DONATIONS	1,611,755	732,461	732,461	1,172,108
410-2127-343.50-02 TV UTILITY LINES	-	1,765	1,765	-
410-2127-365.00-00 SALE/SURPLUS MATERIAL/SCRAP	16,374	-	-	-
410-2127-369.90-00 OTHER MISCELLANEOUS REVS	3,099	1,550	1,550	1,550
TOTAL MISCELLANEOUS REVENUES	2,880,669	1,822,502	1,822,502	2,339,377
410-2116-399.99-99 USE OF FUND BALANCE	4,161,793	-	6,069,745	5,342,710
TOTAL OTHER SOURCES	4,161,793	-	6,069,745	5,342,710
<b>TOTAL UTILITIES OPERATING FUND</b>	<b>18,590,412</b>	<b>13,465,819</b>	<b>19,535,564</b>	<b>19,698,927</b>

### UTILITIES OPERATING FUND EXPENDITURES BY USE

CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES OPERATING FUND  
OPERATING USES BY DIVISION



USES BY CATEGORY



**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES OPERATING FUND  
ADMINISTRATIVE DIVISION EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
410-2113-536.12-00 SALARIES	136,715	151,532	151,532	173,144
410-2113-536.21-00 FICA TAXES	9,840	11,592	11,592	13,246
410-2113-536.22-00 RETIREMENT CONTRIBUTION	14,516	19,381	19,381	23,063
410-2113-536.23-00 EMPLOYEE GROUP INSURANCE	7,382	12,335	12,335	12,338
410-2113-536.24-00 WORKERS COMP INSURANCE	203	261	261	232
410-2113-536.27-00 PENSION EXPENSE	7,031	-	-	8,308
TOTAL PERSONAL SERVICES	175,687	195,101	195,101	230,331
410-2113-536.31-01 PROFESSIONAL SERVICE MISC	-	11,250	11,250	11,250
410-2113-536.31-02 LEGAL	-	9,500	9,500	9,500
410-2113-536.31-03 INVESTMENT COUNSEL	21,933	27,304	27,304	27,304
410-2113-536.31-04 ENGINEERING	-	5,500	5,500	5,500
410-2113-536.32-00 ACCOUNTING AND AUDIT	15,168	16,000	16,000	16,000
410-2113-536.34-08 PERSONNEL SERVICES	-	250	250	250
410-2113-536.40-00 TRAVEL	-	1,595	1,595	1,595
410-2113-536.41-02 TELEPHONE	2,547	2,683	2,683	2,683
410-2113-536.41-04 INTERNET	364	800	800	800
410-2113-536.41-05 POSTAGE	53	5,050	5,050	5,050
410-2113-536.43-00 UTILITY SERVICES	905	2,628	2,628	2,628
410-2113-536.44-00 RENTALS AND LEASE	3,020	3,600	3,600	3,600
410-2113-536.45-00 GENERAL INSURANCE	29,076	33,505	33,505	33,289
410-2113-536.46-03 REPAIRS/MAINT-VEHICLES	7,932	4,495	4,495	4,495
410-2113-536.46-05 REPAIRS/MAINT-SOFTWARE	51	2,750	2,750	2,750
410-2113-536.46-06 REPAIRS/MAINT-HARDWARE	48,074	58,193	58,193	58,193
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	-	3,830	3,830	3,830
410-2113-536.48-01 PROMOTIONAL-ADVERTISEMENTS	844	17,000	17,000	2,800
410-2113-536.49-02 MANAGEMENT FEES	1,244,843	1,378,183	1,378,183	1,452,690
410-2113-536.49-05 LICENSES & TAXES	2,500	3,476	3,476	3,476
410-2113-536.49-10 BAD DEBT EXPENSE	(6,725)	-	-	-
410-2113-536.51-00 OFFICE SUPPLIES	535	1,650	1,650	1,650
410-2113-536.52-01 OPERATING SUPPLIES MISC	3,104	4,402	4,402	4,402
410-2113-536.52-03 GASOLINE & OIL	3,794	2,850	2,850	2,850
410-2113-536.52-04 UNIFORMS & ACCESSORIES	107	1,175	1,175	1,175
410-2113-536.54-01 DUES & SUBSCRIPTIONS	3,987	3,450	3,450	3,450
410-2113-536.54-02 SEMINARS & COURSES	-	1,620	1,620	1,915
TOTAL OPERATING EXPENDITURES	1,387,024	1,607,651	1,607,651	1,668,037

410-2113-536.91-01	CONTINGENT EXPENSE	-	100,000	100,000	100,000
410-2113-581.91-00	INTRAFUND TRANSFERS	4,000,000	-	-	-
410-2113-590.90-00	CARRYFORWARD FUND BALANCE	-	3,742,842	-	-
	TOTAL OTHER USES	4,000,000	3,842,842	100,000	100,000
	<b>TOTAL ADMINISTRATIVE DIVISION</b>	<b><u>5,562,711</u></b>	<b><u>5,645,594</u></b>	<b><u>1,902,752</u></b>	<b><u>1,998,368</u></b>



# PUBLIC SERVICES DEPARTMENT

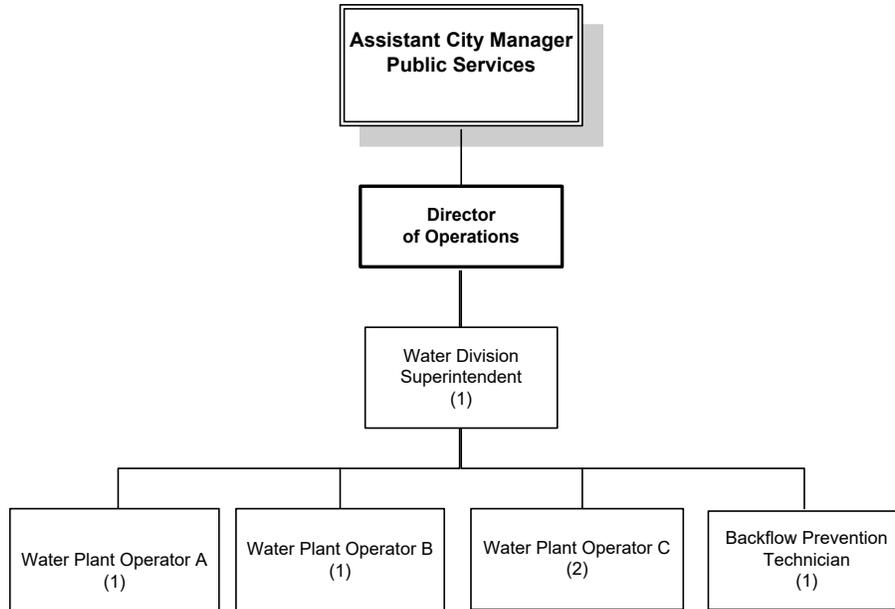
## WATER TREATMENT & PUMPING DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Provide quality and safe drinking water that is desirable for use.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide safe drinking water</li> <li>• Maintain water system pressures and flows</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Continue to meet compliance with the City's CUP as mandated by the SJRWMD</li> <li>• Continue reduction in water use through water conservation; according to the recent Water and Sewer Rate Study, the City achieved a 3% reduction in water consumption through water conservation</li> </ul>

#### Organizational Structure

FTE: 6



# FY 2019-2020 STRATEGIC PRIORITY, GOALS & OBJECTIVES

## Strategic Priority #1

### Maintain Quality Services and Infrastructure

#### Department Goals

*Raise consumer confidence in the City's drinking water  
Prolong Water Treatment Plant asset and equipment life and minimize failures*

#### Objectives

- Continue to sustain and improve the drinking water public education program in an effort to elevate the 'drinking water quality satisfaction index'.
  - More adequate planning and timely execution around Water Plant preventive equipment maintenance.
- 

## Strategic Priority #2

### Preserve The Natural Environment

#### Department Goals

*Protect groundwater resources through water conservation  
Ensure Water Treatment Plant energy efficiency to minimize carbon footprint*

#### Objectives

- Ensure compliance with St. John's Water allocation through proactive conservation awareness efforts that will prevent exceeding allowable groundwater withdrawal restrictions.
  - Improve/evaluate water plant operations, processes, and equipment for energy efficiency, includes replacing old equipment with new, more efficient equipment.
- 

## Strategic Priority #3

### Provide Sound Fiscal Management

#### Department Goal

*Control Water Treatment Plant Operating & Maintenance Cost within parameters*

#### Objective

- Monitor as well as control operating and maintenance costs at the Water Treatment Plant to identify areas for improvement.
-

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

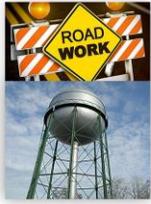
Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Drinking Water Quality Satisfaction Index	71%	68%	73% ↑
<b>FINANCIAL INDICATORS</b>			
Preventative Maintenance to Production (Cost per Hour)	\$20.07	\$10.42	\$20.15 ↓
Preventative Maintenance to Production (Cost per Million of Gallon)	\$.03	\$.03	\$.03 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$55.00	\$53.62	\$52.00 ↓
<b>OPERATIONAL INDICATORS</b>			
Million Gallons/Day in Groundwater Withdrawals	5.36	5.33	≤ 5.5 ↓
Rainfall Volume (in inches)	73.1	66.9	≥ 58.00 ↑
Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	632,148	565,557	588,235 ↓

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES OPERATING FUND  
WATER DIVISION EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
410-2116-533.12-00 SALARIES REGULAR	171,168	247,156	247,156	258,568
410-2116-533.14-00 OVERTIME	12,949	5,798	5,798	13,596
410-2116-533.21-00 FICA TAXES	13,309	19,351	19,351	20,821
410-2116-533.22-00 RETIREMENT CONTRIBUTION	21,732	32,353	32,353	36,252
410-2116-533.23-00 EMPLOYEE GROUP INSURANCE	28,470	42,140	42,140	43,814
410-2116-533.24-00 WORKERS COMP INSURANCE	6,787	8,718	8,718	7,770
410-2116-533.26-00 OTHER POST EMPLOYMENT BENEFITS	166,116	20,115	20,115	17,615
410-2116-533.27-00 PENSION EXPENSE	10,547	-	-	12,656
TOTAL PERSONAL SERVICES	431,078	375,631	375,631	411,093
410-2116-533.31-01 MISC PROFESSIONAL SVCS	-	24,000	24,000	24,000
410-2116-533.31-04 ENGINEERING	20,490	20,000	20,000	200,000
410-2116-533.34-01 CONTRACTUAL SVCS MISC.	15,712	70,117	70,117	70,117
410-2116-533.34-02 LAWN MAINTENANCE SERVICES	31,611	31,210	31,210	31,210
410-2116-533.34-08 PERSONNEL SERVICES	-	5,000	5,000	5,000
410-2116-533.40-00 TRAVEL EXPENSE	1,378	1,440	1,440	1,440
410-2116-533.41-02 TELEPHONE	3,929	3,676	3,676	3,676
410-2116-533.41-03 RADIO	92	100	100	100
410-2116-533.41-04 INTERNET SERVICES	3,793	500	500	500
410-2116-533.41-05 POSTAGE	-	6,775	6,775	6,775
410-2116-533.43-00 UTILITY SERVICES	338,105	336,237	336,237	336,237
410-2116-533.44-00 RENTALS AND LEASES	2,266	5,000	5,000	5,000
410-2116-533.45-00 GENERAL INSURANCE	57,357	63,323	63,323	65,668
410-2116-533.46-01 REPAIRS & MAINTENANCE MISC.	55,680	88,806	88,806	88,806
410-2116-533.46-02 REPAIRS/MAINT-EQUIPMENT	54,371	86,590	86,590	86,590
410-2116-533.46-03 REPAIRS/MAINT-VEHICLES	9,488	4,648	4,648	4,648
410-2116-533.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	-	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	26,008	44,208	44,208	44,208
410-2116.533.47-01 PRINTING AND BINDING MISC.	2,897	5,330	5,330	5,330
410-2116.533.48-01 ADVERTISEMENT-LEGAL, OTHER	92	250	250	250
410-2116-533.49-05 LICENSES & TAXES	6,100	7,050	7,050	7,050
410-2116-533.51-00 OFFICE SUPPLIES	-	850	850	850
410-2116-533.52-01 OPERATING SUPPLIES MISC.	3,129	3,763	3,763	5,356
410-2116-533.52-02 CHEMICALS	59,327	50,365	50,365	50,365
410-2116-533.52-03 GASOLINE & OIL	9,192	9,500	9,500	9,500
410-2116-533.52-04 UNIFORMS & ACCESSORIES	1,907	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	639	750	750	750
TOTAL OPERATING EXPENDITURES	717,976	887,411	887,411	1,071,349
410-2116-533.63-00 IMPROVEMENTS O/T BUILDING	162,777	-	7,559,295	1,891,358
410-2116-533.64-00 MACHINERY & EQUIPMENT	27,483	9,251	9,251	276,856
TOTAL CAPITAL OUTLAY	190,260	9,251	7,568,546	2,168,214
410-2116-591.93-00 SERVICE DEPOSIT INTEREST	49,113	44,893	44,893	49,756
TOTAL OTHER USES	49,113	44,893	44,893	49,756
<b>TOTAL WATER DIVISION</b>	<b>1,388,427</b>	<b>1,317,185</b>	<b>8,876,480</b>	<b>3,700,412</b>



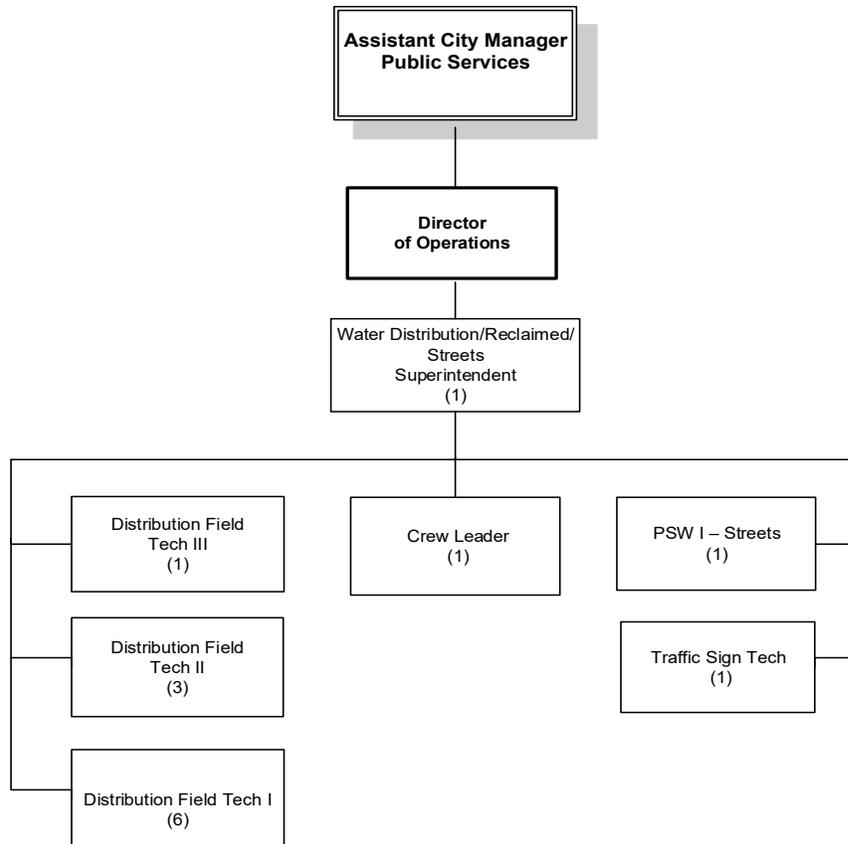
# PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b>  <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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Provide reliable water services</li> <li>Provide and maintain roadways and sidewalks</li> <li>Maintain traffic signs, traffic lights and street lights</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Adverse and abnormal weather patterns and conditions</li> <li>Sufficient staff to adequately handle the demand of water meter repair and replacement work</li> <li>Loss of three workdays per month to support Utility Billing Turn-off/Turn-On operations</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>Completion of Phase II installation of the new FlexNet water meters, which allows water meter consumption to be read remotely</li> </ul>

### Organizational Structure

FTE: 14



# FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Improve and Maintain Mobility

#### Department Goal

*Improve pedestrian infrastructure, bicycle and automobile transportation*

#### Objectives

- Execute and continuously evaluate City street maintenance program, including bicycle lanes, to increase the 'street repair/maintenance satisfaction index'.
  - Execute and continuously evaluate City sidewalk maintenance plan, including bicycle trails, to improve the 'sidewalk maintenance satisfaction index'.
  - 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'.
- 

## Strategic Priority #2

### Maintain Quality Services and Infrastructure

#### Department Goal

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

#### Objectives

- Timely execute water main capital improvements and provide enhanced Fire Dept. personnel training information to reduce water main breaks that occur annually.
  - 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 17/18 Actual	FY 18/19 Forecast*	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Repair/Maintenance Satisfaction Index	62%	63%	70%↑
Sidewalk Maintenance Satisfaction Index	70%	72%	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index	77%	73%	80%↑
<b>OPERATIONAL INDICATORS</b>			
Number of Water Main Breaks	5	6	2↓
Street Repair Ratio (based on linear feet)	.30%	7.91%	8%↑
Sidewalk Repair Ratio (based on linear feet)	.30%	1.35%	1.69%↑
Number of Service Line Breaks	155	300	150↓
# of Boiled Water Notices Issued	4	5	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	0	6	0↓

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES OPERATING FUND  
DISTRIBUTION DIVISION EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>	
410-2126-533.12-00	SALARIES REGULAR	353,445	433,016	433,016	454,850
410-2126-533.14-00	SALARIES OVERTIME 1.5	59,869	51,851	51,851	48,385
410-2126-533.21-00	FICA TAXES	28,390	37,092	37,092	38,497
410-2126-533.22-00	RETIREMENT CONTRIBUTION	42,800	62,014	62,014	67,031
410-2126-533.23-00	EMPLOYEE GROUP INSURANCE	95,826	98,832	98,832	166,542
410-2126-533.24-00	WORKERS COMP INSURANCE	11,781	15,133	15,133	13,488
410-2126-533.26-00	OTHER POST EMPLOYMENT BENEFITS	182,428	39,084	39,084	38,443
410-2126-533.27-00	PENSION EXPENSE	19,335	-	-	23,202
	TOTAL PERSONAL SERVICES	793,874	737,023	737,023	850,438
410-2126-533.31-04	ENGINEERING	-	5,000	5,000	5,000
410-2126-533.31-06	MEDICAL	-	200	200	200
410-2126-533.34-01	CONTRACTUAL SVCS MISC.	14,010	12,945	12,945	974,996
410-2126-533.34-08	PERSONNEL SVCS	4,744	-	-	-
410-2126-533.40-00	TRAVEL EXPENSE	2,926	1,872	1,872	1,872
410-2126-533.41-02	TELEPHONE	2,784	2,319	2,319	2,319
410-2126-533.41-03	RADIO	137	150	150	150
410-2126-533.41-04	INTERNET	2,893	507	507	2,993
410-2126-533.44-00	RENTALS AND LEASES	161	3,500	3,500	3,500
410-2126-533.45-00	GENERAL INSURANCE	17,895	20,945	20,945	20,488
410-2126-533.46-01	REPAIRS & MAINTENANCE MISC.	-	500	500	500
410-2126-533.46-02	REPAIRS/MAINT-EQUIPMENT	1,426	2,000	2,000	6,226
410-2126-533.46-03	REPAIRS/MAINT-VEHICLES	35,893	11,761	11,761	11,761
410-2117-535.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	3,189	3,710	3,710	28,044
410-2126-533.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	14,323	14,323	14,323	14,323
410-2126-533.46-07	UTILITY LINE	76,738	85,017	85,017	85,017
410-2126-533.48-01	ADVERTISEMENT-LEGAL, OTHER	724	-	-	-
410-2126-533.49-05	LICNSES/TAXES/CERTIFICTNS	-	1,602	1,602	1,602
410-2126-533.51-00	OFFICE SUPPLIES	223	250	250	250
410-2126-533.52-01	OPERATING SUPPLIES MISC.	1,134,274	462,500	712,856	418,053
410-2126-533.52-03	GASOLINE & OIL	30,110	21,100	21,100	21,100
410-2126-533.52-04	UNIFORMS & ACCESSORIES	8,901	10,950	10,950	10,950
410-2126-533.54-01	DUES & SUBSCRIPTIONS	941	2,500	2,500	2,500
410-2126-533.54-02	SEMINARS & COURSES	2,483	1,356	1,356	1,356
	TOTAL OPERATING EXPENDITURES	1,354,775	665,007	915,363	1,613,200
410-2126-533.62-00	BUILDING	-	57,000	57,000	-
410-2126-533.63-00	IMPROVEMENTS O/T BUILDING	259,714	-	1,452,936	615,000
410-2126-533.64-00	MACHINERY & EQUIPMENT	31,245	54,093	54,093	1,398,508
	TOTAL CAPITAL OUTLAY	290,959	111,093	1,564,029	2,013,508
	<b>TOTAL DISTRIBUTION DIVISION</b>	<b>2,439,608</b>	<b>1,513,123</b>	<b>3,216,415</b>	<b>4,477,146</b>



# PUBLIC SERVICES DEPARTMENT

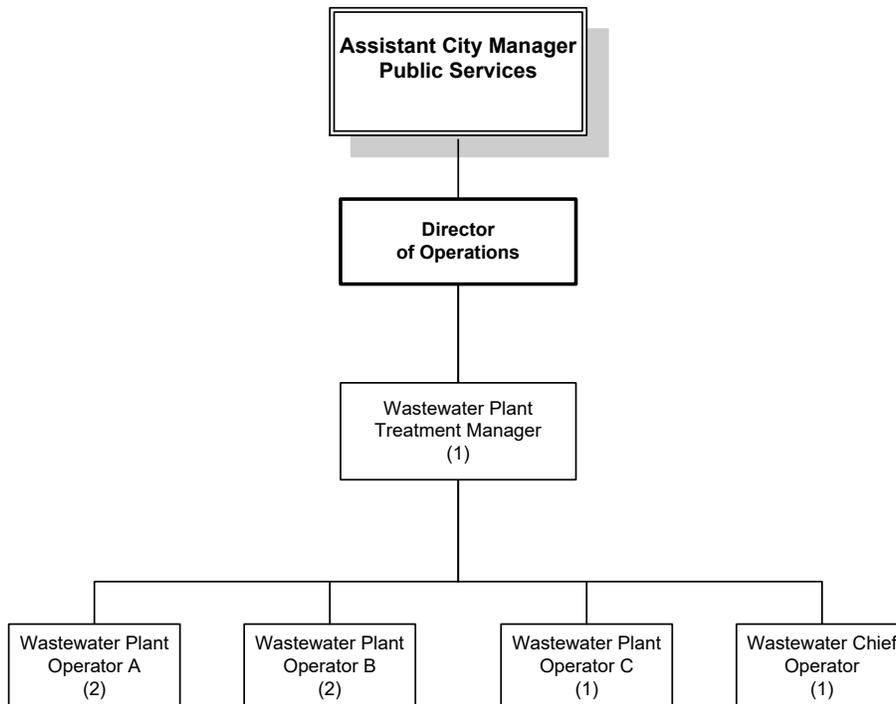
## WASTEWATER & RECLAIMED WATER DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Treatment of sewage to FDEP Permit levels</li> <li>Production of reclaimed water</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Excessive rainfall leading to higher infiltration to the collection system</li> <li>Plant capacity for the future build out of the City requires the services of an engineering consultant</li> <li>Unfunded FDEP's requirements for reductions in oils, fats and grease that enter the City's wastewater system</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>City will be able to continue to dispose of the sludge produced by the treatment plant</li> <li>Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses</li> </ul>

#### Organizational Structure

FTE: 7



# FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Maintain Quality Services and Infrastructure

#### Department Goals

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

*Improve and maintain odor controls at wastewater treatment facility*

*More environmentally friendly City with a focus on reducing ground water withdrawals*

*Minimize equipment failure through proactive maintenance*

*Prolong Waste Water Plant asset and equipment life and minimize failures*

#### Objectives

- Continue focus on grease reduction in the City's waste water system through restaurant owner reinforced education on proper grease trap management and maintenance.
  - 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.
  - Enhance wastewater and reclaimed water infrastructure, expand system for future growth, and educate consumers on water conservation to reduce the volume of ground water withdrawals.
  - Perform more timely preventative maintenance scheduled on pumps and motors, including more frequent adherence and active replacement of aging parts to minimize failures.
  - Establish more adequate planning, protocols and timely execution around preventive equipment maintenance activities to minimize repairs costs and repair frequency.
- 

## Strategic Priority #2

### Provide Sound Fiscal Management

#### Department Goal

*Control Waste Water Plant Operating & Maintenance Cost within parameters*

#### Objective

- Monitor and control operating and maintenance costs at the Waste Water Treatment Plant to identify areas for improvement.
- 

## Strategic Priority #3

### Preserve the Natural Environment

#### Department Goal

*Ensure Waste Water Plant energy efficiency to minimize carbon footprint*

#### Objective

- Improve/evaluate operations, processes, and equipment for energy efficiency, includes replacing old equipment with new, more efficient equipment.
-

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Water Conservation Participation Satisfaction Index	90%	87%	91%↑
<b>FINANCIAL INDICATORS</b>			
Preventive Maintenance to Production (Dollars per Hour)	\$15.93	\$9.32	\$16.01↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$.04	\$.04	\$.04↓
Treatment Operating and Maintenance Cost per Service Connection	\$300.68	\$194.41	\$370.00↓
<b>OPERATIONAL INDICATORS</b>			
Number of Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
% Pump and Motor Failures	2.76%	5%	5%↓
Pump and Motor Maintenance Rate	54%	80%	75%↑
Restaurant Site Inspection Compliance Rate *	100%	100%	100%↑
Waste Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	104,962	86,200	85,351↓

\* Annual grease trap inspections of 84 total local restaurants to reduce grease contaminants in the waste water System

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES OPERATING FUND  
WASTEWATER DIVISION EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2117-535.12-00 SALARIES REGULAR	361,595	390,809	390,809	413,194
410-2117-535.14-00 SALARIES OVERTIME 1.5	33,695	27,431	27,431	35,380
410-2117-535.21-00 FICA TAXES	29,029	31,995	31,995	34,316
410-2117-535.22-00 RETIREMENT CONTRIBUTION	46,180	53,493	53,493	59,750
410-2117-535.23-00 EMPLOYEE GROUP INSURANCE	53,344	48,623	48,623	61,616
410-2117-535.24-00 WORKERS COMP INSURANCE	5,710	7,335	7,335	6,537
410-2117-535.26-00 OTHER POST EMPLOYMENT BENEFITS	180,178	23,540	23,540	23,540
410-2117-535.27-00 PENSION EXPENSE	19,335	-	-	23,202
TOTAL PERSONAL SERVICES	729,066	583,227	583,227	657,535
410-2117-535.31-01 MISC PROFESSIONAL SERVICES	4,360	24,500	24,500	27,126
410-2117-535.31-04 ENGINEERING	-	5,500	5,500	5,500
410-2117-535.34-01 CONTRACTUAL SVCS MISC.	1,074,001	1,083,781	1,083,781	366,900
410-2117-535.34-02 LAWN MAINTENANCE	16,897	23,332	23,332	23,332
410-2117-535.34-06 JANITORIAL	1,205	1,469	1,469	1,469
410-2117-535.34-08 PERSONNEL SERVICES	2,266	5,200	5,200	5,200
410-2117-535.40-00 TRAVEL EXPENSES	1,353	2,880	2,880	2,880
410-2117-535.41-02 TELEPHONE	5,559	6,349	6,349	6,349
410-2117-535.41-03 RADIO	61	150	150	150
410-2117-535.41-04 INTERNET	6,036	2,700	2,700	5,400
410-2117-535.41-05 POSTAGE	49	200	200	200
410-2117-535.43-00 UTILITY SERVICES	496,388	456,100	456,100	477,031
410-2117-535.44-00 RENTALS & LEASES	1,652	3,000	3,000	3,000
410-2117-535.45-00 GENERAL INSURANCE	134,686	154,200	154,200	154,202
410-2117-535.46-01 REPAIRS & MAINTENANCE MISC.	32,206	44,394	44,394	46,189
410-2117-535.46-02 REPAIRS/MAINT-EQUIPMENT	125,601	94,850	94,850	94,850
410-2117-535.46-03 REPAIRS/MAINT-VEHICLES	6,679	4,493	4,493	4,493
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	800	2,000	2,000	2,000
410-2117-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	9,548	11,548	11,548	11,548
410-2117-535.46-10 BUILDING	54,116	95,935	95,935	56,725
410-2117-535.48-01 ADVERTISEMENT	1,555	-	-	-
410-2117-535.49-05 LICENSES & TAXES	5,520	6,088	6,088	6,088
410-2117-535.51-00 OFFICE SUPPLIES	924	1,075	1,075	1,075
410-2117-535.52-01 OPERATING SUPPLIES MISC.	15,951	16,753	16,753	16,753
410-2117-535.52-02 CHEMICALS	213,495	214,798	214,798	214,798
410-2117-535.52-03 GASOLINE & OIL	11,367	10,316	10,316	10,316
410-2117-535.52-04 UNIFORMS & ACCESSORIES	7,297	5,384	5,384	5,384
410-2117-535.52-05 LABORATORY SUPPLIES	9,742	6,415	6,415	6,415
410-2117-535.54-01 DUES & SUBSCRIPTIONS	180	550	550	550
410-2117-535.54-02 SEMINARS & COURSES	1,218	1,356	1,356	1,356
TOTAL OPERATING EXPENDITURES	2,240,712	2,285,316	2,285,316	1,557,279
410-2117-535.63-00 IMPROV OTHER THAN BUILDING	1,171,630	280,500	830,500	2,910,680
410-2117-535.64-00 MACHINERY & EQUIPMENT	36,574	60,058	60,058	965,922
TOTAL CAPITAL OUTLAY	1,208,204	340,558	890,558	3,876,602
<b>TOTAL WASTEWATER</b>	<b>4,177,982</b>	<b>3,209,100</b>	<b>3,759,100</b>	<b>6,091,416</b>



# PUBLIC SERVICES DEPARTMENT

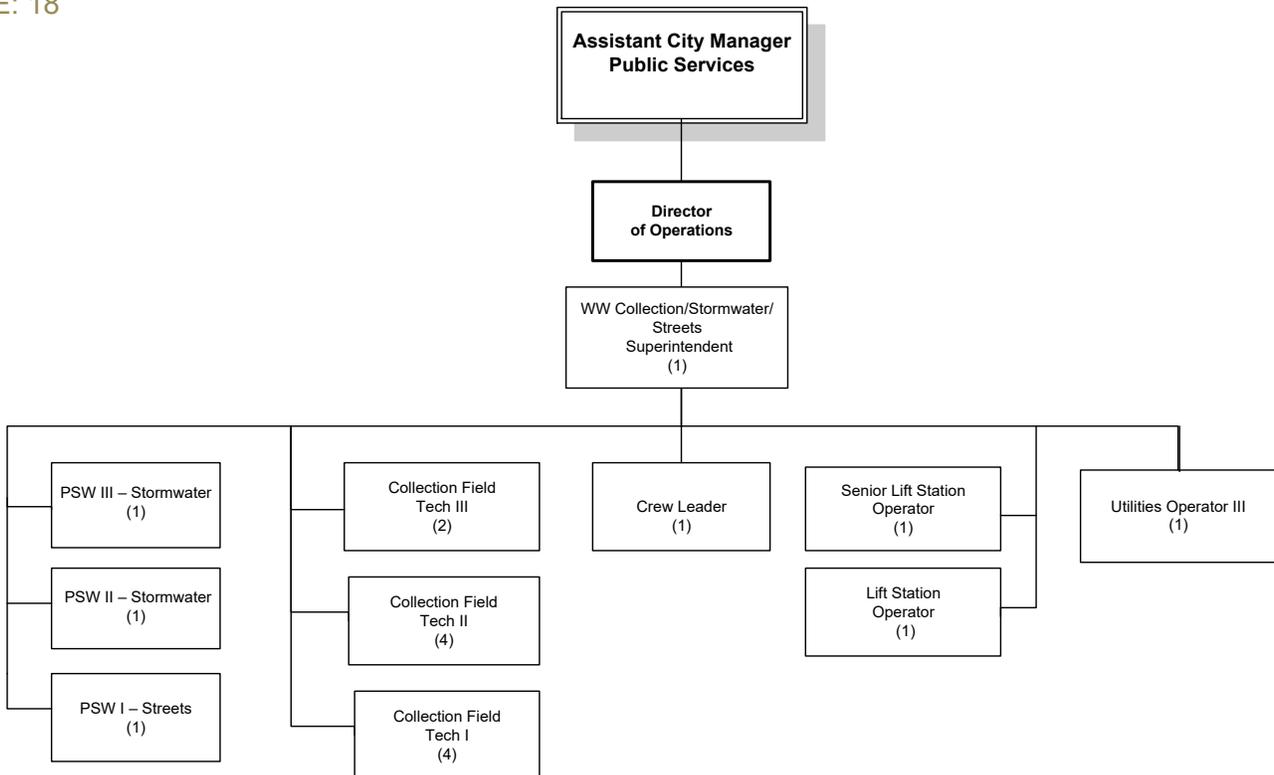
## WASTEWATER/STORMWATER/STREETS DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b></p> <p><b>Wastewater/Stormwater Collection:</b> Provide citizens with efficient and responsive collection services for wastewater/stormwater.</p> <p><b>Streets:</b> To keep the City and its gateway corridors attractive, clean and safe for all modes of travel.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Maintain wastewater and stormwater collection systems</li> <li>• Monitoring lift stations</li> <li>• Mowing and maintenance of street right-of-ways, sidewalks and stormwater ponds</li> <li>• Assist with Farmer's Market, Special Events, and any other specified assignments from City Administration</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Adverse weather conditions and tropical storms</li> <li>• State and Federal Environmental Mandates</li> <li>• Lack of cooperation from Federal, State and Regional agencies</li> <li>• Lack of funding for Storm Water Action Team (SWAT)</li> <li>• Loss of two workdays a month to assist Utility Billing with monthly turn-on's/turn-off's</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Use of Computerized Maintenance Management Work Order System will improve operational efficiency and effectiveness</li> </ul>

#### Organizational Structure

FTE: 18



# FY 2019-2020 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

### Maintain Quality Services and Infrastructure

#### Department Goals

*Prolong the service life of the City's infrastructure through timely maintenance  
Reduce flooding incidents thereby reducing citizen storm water complaints*

#### Objectives

- Ensure timely and proactive sewer preventative maintenance to increase the 'sewer satisfaction index.'
  - Identify and correct problem areas, utilizing both citizen and employee feedback, in the storm water system to minimize flooding incidents.
-

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Cleaning Satisfaction Index	80%	83%	86%↑
Sewer Service Satisfaction Index	90%	86%	90%↑
Storm Water Drainage Satisfaction Index	87%	79%	82%↑
<b>OPERATIONAL INDICATORS</b>			
Volume of Pollutants Removed from Storm Water Drains (in tons)	858	1,382.5	1,200↑
% of Total Sewer Pipes Cleaned	40%	7%	40%↑
% of Total Sewer Pipes TV Inspected	21%	6.3%	10%↑
% of Total Storm Water Lines TV Inspected	1.37%	.32%	25%↑
Total Number of Flooding Incidents	11	1	0↓
% of Sewer Calls Responded to Within 45 Minutes	100%	92.8%	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 2019/2020 BUDGET  
UTILITIES OPERATING FUND  
COLLECTION DIVISION EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
410-2127-535.12-00 SALARIES REGULAR	347,442	545,668	545,668	571,854
410-2127-535.14-00 SALARIES OVERTIME 1.5	54,179	46,478	46,478	57,430
410-2127-535.21-00 FICA TAXES	31,379	45,299	45,299	48,140
410-2127-535.22-00 RETIREMENT CONTRIBUTION	39,317	75,735	75,735	83,821
410-2127-535.23-00 EMPLOYEE GROUP INSURANCE	73,925	92,974	92,974	145,006
410-2127-535.24-00 WORKERS COMP INSURANCE	12,882	16,548	16,548	14,749
410-2127-535.25-00 UNEMPLOYMENT	88	-	-	-
410-2127-535.26-00 OTHER POST EMPLOYMENT BENEFITS	182,428	44,160	44,160	44,993
410-2127-535.27-00 PENSION EXPENSE	19,335	-	-	23,202
TOTAL PERSONAL SERVICES	760,975	866,862	866,862	989,194
410-2127-535.31-04 ENGINEERING SERVICES	-	3,000	3,000	3,000
410-2127-535.31-06 MEDICAL	-	200	200	200
410-2127-535.34-01 CONTRACTUAL SVCS MISC.	119,649	69,100	69,100	142,243
410-2127-535.34-08 PERSONNEL	29,114	27,560	27,560	27,560
410-2127-535.40-00 TRAVEL EXPENSES	1,522	1,260	1,260	1,260
410-2127-535.41-02 TELEPHONE	6,735	12,500	12,500	12,500
410-2127-535.41-03 RADIO	122	300	300	300
410-2127-535.41-04 INTERNET SERVICES	2,932	1,200	1,200	1,200
410-2127-535.41-05 COMMUNICATIONS/FREIGHT-POSTAGE	7	100	100	100
410-2127-535.43-00 UTILITY SERVICES	90,334	92,500	92,500	92,500
410-2127-535.44-00 RENTALS AND LEASES	191	4,500	4,500	4,500
410-2127-535.45-00 GENERAL INSURANCE	46,285	54,175	54,175	52,992
410-2127-535.46-01 REPAIRS & MAINTENANCE MISC.	-	500	500	500
410-2127-535.46-02 REPAIRS/MAINT-EQUIPMENT	19,515	10,925	10,925	10,925
410-2127-535.46-03 REPAIRS/MAINT-VEHICLES	71,960	69,578	69,578	69,578
410-2127-535.46-04 REPAIRS/MAINT-LIFT STATIONS	114,893	93,369	93,369	197,504
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	9,567	30,907	30,907	242,178
410-2127-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	9,548	9,685	9,685	9,685
410-2127-535.46-07 UTILITY LINE	21,935	16,243	16,243	16,243
410-2127-535.46-10 BUILDING	9,824	9,824	9,824	9,824
410-2127-535.47-01 PRINTING & BINDING	-	200	200	200
410-2127-535.48-01 ADVERTISEMENT-LEGAL, OTHER	724	250	250	250
410-2127-535.49-05 LICENSES & TAXES	476	450	450	6,945
410-2127-535.51-00 OFFICE SUPPLIES	76	200	200	200
410-2127-535.52-01 OPERATING SUPPLIES MISC.	14,382	10,200	10,200	24,400
410-2127-535.52-02 CHEMICALS	15,000	14,500	14,500	14,500
410-2127-535.52-03 GASOLINE & OIL	32,313	26,500	26,500	26,500
410-2127-535.52-04 UNIFORMS & ACCESSORIES	9,144	11,450	11,450	11,450
410-2127-535.54-01 DUES AND SUBSCRIPTIONS	308	1,000	1,000	1,000
410-2127-535.54-02 SEMINARS & COURSES	445	1,863	1,863	1,863
TOTAL OPERATING EXPENDITURES	627,001	574,039	574,039	982,100
410-2127-535.62-00 BUILDING	-	57,000	57,000	-
410-2127-535.63-00 IMPROVEMENTS OTHER THAN BLDGS	356,174	101,852	101,852	1,065,000
410-2127-535.64-00 MACHINERY & EQUIPMENT	62,405	-	-	195,180
TOTAL CAPITAL OUTLAY	418,579	158,852	158,852	1,260,180
<b>TOTAL COLLECTION DIVISION</b>	<b>1,806,555</b>	<b>1,599,753</b>	<b>1,599,753</b>	<b>3,231,474</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES OPERATING FUND  
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
410-2132-537.12-00 SALARIES REGULAR	34,481	79,359	79,359	91,021
410-2132-537.14-00 SALARIES OVERTIME 1.5	1,029	800	800	800
410-2132-537.21-00 FICA TAXES	2,309	6,132	6,132	7,024
410-2132-537.22-00 RETIREMENT CONTRIBUTION	4,225	10,252	10,252	12,231
410-2132-537.23-00 EMPLOYEE GROUP INSURANCE	12,823	17,249	17,249	27,877
410-2132-537.24-00 WORKERS COMP INSURANCE	3,590	4,612	4,612	4,110
410-2132-537.26-00 OTHER POST EMPLOYMENT BENEFITS	35,623	8,897	8,897	9,167
410-2132-537.27-00 PENSION EXPENSE	3,517	-	-	4,220
TOTAL PERSONAL SERVICES	<u>97,597</u>	<u>127,301</u>	<u>127,301</u>	<u>156,451</u>
410-2132-537.40-00 TRAVEL EXPENSES	-	900	900	900
410-2132-537.41-02 COMMUNICATIONS/FREIGHT-PHONE	1,236	800	800	800
410-2132-537.41-03 RADIO	15	-	-	-
410-2132-537.41-05 POSTAGE	2,455	4,950	4,950	4,950
410-2132-537.44-00 RENTALS & LEASES	2,271	-	-	-
410-2132-537.45-00 GENERAL INSURANCE	84	98	98	96
410-2132-537.46-02 REPAIRS/MAINT-EQUIPMENT	198	500	500	500
410-2132-537.46-03 VEHICLES	2,078	890	890	890
410-2132-537.46-05 COMPUTER SOFTWARE	-	1,750	1,750	1,750
410-2132-537.46-06 COMPUTER HARDWARE	14,324	14,324	14,324	14,324
410-2132-537.47-01 PRINTING & BINDING	3,533	3,530	3,530	2,530
410-2132-537.48-01 PROMOTIONAL-ADVERTISEMENTS	3,634	12,100	12,100	2,100
410-2132-537.48-02 PROMOTIONAL-PROMOTIONAL ITEMS	6,966	7,130	7,130	8,130
410-2132-537.49-05 LICENSES & TAXES	-	200	200	100
410-2132-537.51-00 OFFICE SUPPLIES	206	300	300	300
410-2132-537.52-01 OPERATING SUPPLIES-MISCELLANEOUS	2,129	1,500	1,500	1,500
410-2132-537.52-03 GASOLINE & OIL	901	2,500	2,500	2,500
410-2132-537.52-04 UNIFORMS & ACCESSORIES	646	750	750	750
410-2132-537.54-01 DUES AND SUBSCRIPTIONS	68	700	700	700
410-2132-537.54-02 SEMINARS & COURSES	85	840	840	840
TOTAL OPERATING EXPENDITURES	<u>40,829</u>	<u>53,762</u>	<u>53,762</u>	<u>43,660</u>
<b>TOTAL ENVIRONMENTAL SERVICES DIVISION</b>	<b><u>138,426</u></b>	<b><u>181,064</u></b>	<b><u>181,064</u></b>	<b><u>200,111</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 UTILITIES OPERATING FUND EXPENDITURES  
 DEPRECIATION**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2190-536.59-01 DEPRECIATION BUILDING	128,800	-	-	-
410-2190-536.59-02 DEPRECIATION IMPROVEMENTS	4,642,526	-	-	-
410-2190-536.59-03 DEPRECIATION EQUIPMENT	413,379	-	-	-
TOTAL OPERATING EXPENDITURES	5,184,705	-	-	-
<b>TOTAL DEPRECIATION</b>	<b>5,184,705</b>	-	-	-
<b>TOTAL UTILITIES OPERATING FUND</b>	<b>20,698,414</b>	<b>13,465,820</b>	<b>19,535,565</b>	<b>19,698,927</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES IMPACT FEES FUND REVENUES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
411-2116-324.21-00 RESIDENTIAL-PHYSICAL ENVR	768,901	610,787	610,787	639,085
411-2116-324.22-00 COMMERCIAL-PHYSICAL ENVIR	58,644	157,196	157,196	135,828
411-2117-324.21-00 RESIDENTIAL-PHYSICAL ENVR	797,592	723,379	723,379	458,738
411-2117-324.22-00 COMMERCIAL-PHYSICAL ENVIR	50,361	51,833	51,833	119,526
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	<u>1,675,498</u>	<u>1,543,195</u>	<u>1,543,195</u>	<u>1,353,177</u>
411-2116-361.10-00 INTEREST	39,702	34,892	34,892	34,794
411-2116-361.30-00 INCR(DECR) IN FV OF INVST	(29,048)	-	-	-
TOTAL INVESTMENTS	<u>10,654</u>	<u>34,892</u>	<u>34,892</u>	<u>34,794</u>
411-2116-363.23-01 IMPACT FEES WATER SRVC	22,225	26,737	26,737	13,032
411-2116-363.23-02 IMPACT FEES SEWER SRVC	<u>2,853</u>	<u>2,356</u>	<u>2,356</u>	<u>2,473</u>
TOTAL MISCELLANEOUS REVENUES	<u>25,078</u>	<u>29,093</u>	<u>29,093</u>	<u>15,505</u>
411-2116-399.99-99 USE OF FUND BALANCE-WATER	-	-	1,745,154	-
TOTAL NON-OPERATING REVENUES	<u>-</u>	<u>-</u>	<u>1,745,154</u>	<u>-</u>
<b>TOTAL UTILITIES IMPACT FEES FUND</b>	<b><u>1,711,230</u></b>	<b><u>1,607,180</u></b>	<b><u>3,352,334</u></b>	<b><u>1,403,476</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
UTILITIES IMPACT FEE FUND EXPENDITURES**

		<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>WATER DIVISION</u></b>					
411-2116-517.72-00	INTEREST	22,201	19,157	19,157	16,031
	TOTAL DEBT SERVICE	22,201	19,157	19,157	16,031
411-2116-599.99-99	CARRYFORWARD FUND BALANCE	841,076	812,811	-	809,181
	TOTAL DEBT SERVICE	841,076	812,811	-	809,181
	<b>TOTAL WATER DIVISION</b>	<b><u>863,277</u></b>	<b><u>831,968</u></b>	<b><u>19,157</u></b>	<b><u>825,212</u></b>
<b><u>WASTEWATER DIVISION</u></b>					
411-2117-517.72-00	INTEREST	136,074	124,019	124,019	102,190
411-2117-599.99-99	CARRYFORWARD FUND BALANCE	711,879	651,193	651,193	476,074
	TOTAL DEBT SERVICE	847,953	775,212	775,212	578,264
	<b>TOTAL WASTEWATER DIVISION</b>	<b><u>847,953</u></b>	<b><u>775,212</u></b>	<b><u>775,212</u></b>	<b><u>578,264</u></b>
<b><u>DISTRIBUTION DIVISION</u></b>					
411-2126-533.63-00	IMPROV OTHER THAN BUILDING	1,927,105	-	2,557,965	-
	TOTAL CAPITAL OUTLAY	1,927,105	-	2,557,965	-
	<b>TOTAL DISTRIBUTION DIVISION</b>	<b><u>1,927,105</u></b>	<b><u>-</u></b>	<b><u>2,557,965</u></b>	<b><u>-</u></b>
<b><u>COLLECTION DIVISION</u></b>					
411-2127-535.63-00	IMPROV OTHER THAN BUILDING	28,573	-	-	-
	TOTAL CAPITAL OUTLAY	28,573	-	-	-
	<b>TOTAL COLLECTION DIVISION</b>	<b><u>28,573</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
	<b>TOTAL UTILITIES IMPACT FEES FUND</b>	<b><u>3,666,908</u></b>	<b><u>1,607,180</u></b>	<b><u>3,352,334</u></b>	<b><u>1,403,476</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES**

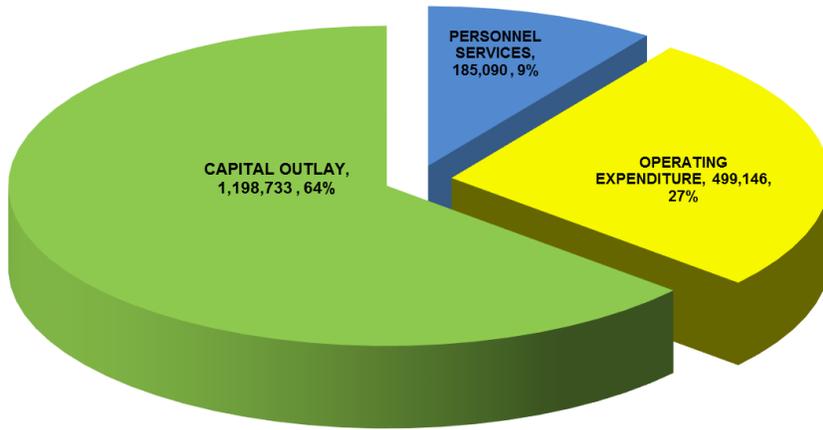
	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
412-2116-361.10-00 INTEREST	2,913	-	-	-
TOTAL INVESTMENTS	2,913	-	-	-
412-2116-381.41-00 INTERFUND TRANSFER	4,000,000	-	-	-
TOTAL NON-OPERATING REVENUES	4,000,000	-	-	-
412-2116-399.99-99 USE OF FUND BALANCE	-	-	3,588,080	-
TOTAL OTHER USES	-	-	3,588,080	-
<b>TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND</b>	<b><u>4,002,913</u></b>	<b><u>-</u></b>	<b><u>3,588,080</u></b>	<b><u>-</u></b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
<b><u>WATER DIVISION</u></b>				
412-2126-533.63-00 IMPROV OTHER THAN BUILDING	972,287	-	-	-
412-2116-599.99-99 FUND BALANCE	3,030,626	-	-	-
TOTAL OTHER USES	<b>4,002,913</b>	-	-	-
<b><u>COLLECTION DIVISION</u></b>				
412-2127-535.63-00 IMPROV OTHER THAN BUILDING	42,471	-	3,588,080	-
TOTAL CAPITAL OUTLAY	42,471	-	3,588,080	-
<b>TOTAL UTILITIES RENEWAL &amp; REPLACEMENT FUND</b>	<b><u>3,073,097</u></b>	<b>-</b>	<b><u>3,588,080</u></b>	<b>-</b>

# **- STORMWATER -**

STORMWATER FUND EXPENDITURES BY USE



**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
STORMWATER OPERATING FUND REVENUES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
420-2618-329.00-00 STORMWATER	1,547,517	1,540,558	1,540,558	1,563,666
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	1,547,517	1,540,558	1,540,558	1,563,666
420-2618-361.10-00 INTEREST	24,419	-	-	27,022
TOTAL INTEREST AND OTHER EARNINGS	24,419	-	-	27,022
420-2618-369.90-00 MISCELLANEOUS REVENUES	-	300,000	300,000	-
TOTAL MISCELLANEOUS REVENUES	-	300,000	300,000	-
420-2618-389.40-00 OTHER GRANTS & DONATIONS	703,137	-	-	-
TOTAL NON-OPERATING REVENUES	703,137	-	-	-
420-2618-399.99-99 USE OF FUND BALANCE	-	430,297	799,863	292,281
TOTAL OTHER SOURCES	-	430,297	799,863	292,281
<b>TOTAL STORMWATER OPERATING FUND</b>	<b>2,275,073</b>	<b>2,270,855</b>	<b>2,640,421</b>	<b>1,882,969</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
STORMWATER OPERATING FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>	
<b>STORMWATER OPERATING DIVISION</b>					
420-2618-538.12-00	SALARIES REGULAR	59,939	92,858	92,858	110,877
420-2618-538.14-00	OVERTIME	13,624	15,878	15,878	12,262
420-2618-538.21-00	FICA TAXES	5,467	8,318	8,318	9,420
420-2618-538.22-00	RETIREMENT CONTRIBUTION	8,424	12,700	12,700	16,402
420-2618-538.23-00	EMPLOYEE GROUP INSURANCE	10,550	18,708	18,708	15,729
420-2618-538.24-00	WORKERS COMP INSURANCE	3,859	4,957	4,957	4,418
420-2618-538.26-00	OTHER POST EMPLOYMENT BENEFITS	44,665	12,000	12,000	12,840
420-2618-538.27-00	PENSION EXPENSE	2,910	-	-	3,143
	TOTAL PERSONAL SERVICES	149,438	165,420	165,420	185,090
420-2618-538.31-01	MISCELLANEOUS PROFESSIONAL SVCS	-	15,000	15,000	15,000
420-2618-538.31-04	ENGINEERING	26,898	25,500	25,500	150,500
420-2618-538.31-06	MEDICAL	-	147	147	147
420-2618-538.32-00	ACCOUNTING AND AUDIT	2,224	2,500	2,500	2,500
420-2618-538.34-01	CONTRACTUAL SVCS MISC.	168,958	5,023	5,023	25,023
420-2618-538.34-08	PERSONNEL SERVICES	7,856	1,641	1,641	1,641
420-2618-538.34-12	TIPPING FEES	32,254	34,829	34,829	42,817
420-2618-538.40-00	TRAVEL AND PER DIEM	127	934	934	934
420-2618-538.41-02	TELEPHONE SERVICES	119	300	300	300
420-2618-538.41-03	RADIO	46	100	100	100
420-2618-538.41-04	INTERNET	536	-	-	-
420-2618-538.43-00	WATER/SEWER UTILITIES	-	200	200	200
420-2618-538.44-00	RENTALS AND LEASES	6,093	1,657	1,657	12,657
420-2618-538.45-00	GENERAL INSURANCE	4,374	5,120	5,120	5,008
420-2618-538.46-01	REPAIRS & MAINTENANCE MISC.	823	4,280	4,280	2,169
420-2618-538.46-02	REPAIRS/MAINT-EQUIPMENT	7,821	19,092	19,092	19,092
420-2618-538.46-03	REPAIRS/MAINT-VEHICLES	30,600	31,553	31,553	31,553
420-2618-538.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	-	1,000	1,000	1,000
420-2618-538.46-07	REPAIRS/MAINT-UTILITY LINES	-	1,631	1,631	1,631
420-2618-538.48-02	PROMOTIONAL ITEMS	724	500	500	500
420-2618-538.49-02	MANAGEMENT FEES	83,439	148,135	148,135	154,462
420-2618-538.49-05	LICENSES & TAXES	1,005	3,000	3,000	3,000
420-2618-538.49-10	BAD DEBT EXPENSE	(2,235)	-	-	-
420-2618-538.51-00	OFFICE SUPPLIES	18	100	100	100
420-2618-538.52-01	OPERATING SUPPLIES MISC.	17,554	4,669	4,669	7,669
420-2618-538.52-02	CHEMICALS	2,746	2,850	2,850	2,850
420-2618-538.52-03	GASOLINE & OIL	12,792	28,549	28,549	14,896
420-2618-538.52-04	UNIFORMS	330	1,300	1,300	1,300
420-2618-538.54-01	MEMBERSHIP DUES	830	741	741	741
420-2618-538.54-02	SEMINARS AND COURSES	78	1,356	1,356	1,356
	TOTAL OPERATING EXPENDITURES	406,010	341,707	341,707	499,146

420-2618-538.63-00	CAPITAL IMPROVEMENTS	37,933	1,505,000	1,874,566	1,166,612
420-2618-538.64-00	CAPITAL EQUIPMENT	56,086	254,931	254,931	32,121
	TOTAL CAPITAL OUTLAY	94,019	1,759,931	2,129,497	1,198,733
420-2618-517.72-00	INTEREST	-	3,797	3,797	-
	TOTAL DEBT SERVICE	-	3,797	3,797	-
420-2618-599.99-99	CARRYFORWARD FUND BALANCE	1,085,950	-	-	-
	TOTAL OTHER USES	1,085,950	-	-	-
	<b>TOTAL STORMWATER OPERATING</b>	<b>1,735,417</b>	<b>2,270,855</b>	<b>2,640,421</b>	<b>1,882,969</b>
	<b><u>STORMWATER DEPRECIATION</u></b>				
420-2690-538.59-02	DEPRECIATION IMPROVEMENTS	563,968	-	-	-
420-2690-538.59-03	DEPRECIATION EQUIPMENT	69,707	-	-	-
	TOTAL OPERATING EXPENDITURES	633,675	-	-	-
	<b>TOTAL STORMWATER DEPRECIATION</b>	<b>633,675</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL STORMWATER OPERATING FUND</b>	<b>2,369,092</b>	<b>2,270,855</b>	<b>2,640,421</b>	<b>1,882,969</b>

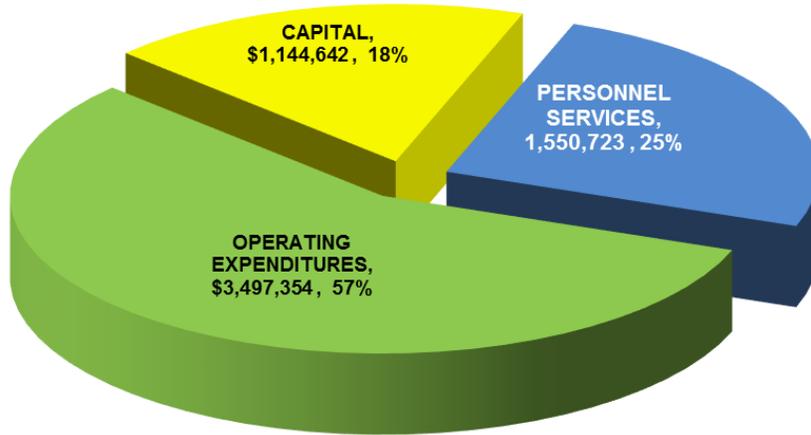


# WINTER GARDEN

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**- SOLID WASTE -**

SOLID WASTE FUND EXPENDITURES BY USE





# PUBLIC SERVICES DEPARTMENT

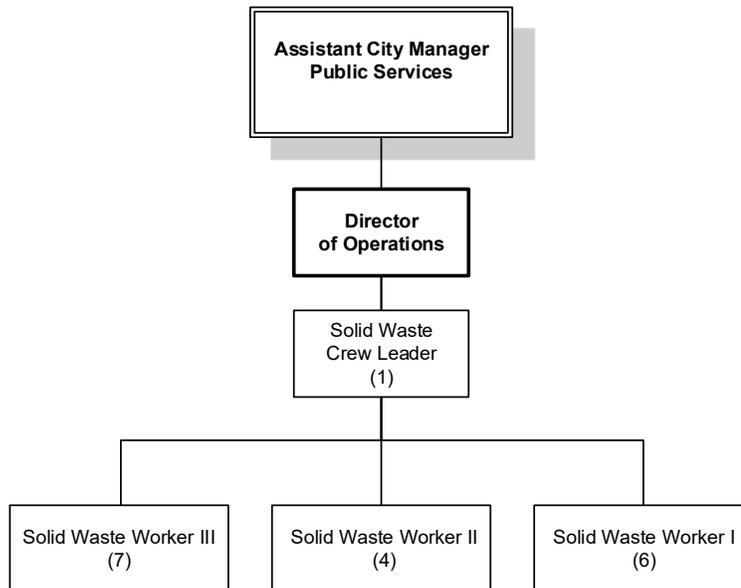
## SOLID WASTE DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Provide responsive as well as efficient collection and disposal of solid waste.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Collection and removal of solid waste materials             <ul style="list-style-type: none"> <li>○ Residential/Commercial garbage</li> <li>○ Recyclables</li> <li>○ Yard Waste</li> </ul> </li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Continuation of the Orange County contract is currently unknown</li> <li>• Public apathy towards recycling</li> <li>• Contract with OC recycling ending leading to an increase in cost</li> <li>• Recycling ban from China and its impact on the demand</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• The Orange County Landfill will continue to accept solid waste from the City of Winter Garden</li> <li>• Recycling will now cost \$47 per ton for disposal due to market conditions of recyclables and rising costs of processing</li> <li>• Vehicles and equipment will be properly maintained in a timely manner</li> <li>• Public will comply with disposal requirements</li> </ul>

#### Organizational Structure

FTE: 18



# FY 2019-2020 STRATEGIC PRIORITY, GOALS & OBJECTIVE

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Garbage Collection Satisfaction Index	91%	96%	97%↑
Recycling Service Satisfaction Index	93%	90%	92%↑
Yard Waste Pick-up Satisfaction Index	91%	95%	96%↑
<b>FINANCIAL INDICATOR</b>			
Solid Waste Direct Cost per Tonnage	\$137.16	\$140.71	\$138.00↓
<b>OPERATIONAL INDICATORS</b>			
% of Homes Converting to New Recycling Carts	79.1%	82.8%	90.0%↑
% of Commercial Accounts Recycling	6.7%	6.7%	7%↑
Recycled Waste as a % of Total Waste	8.9%	9.1%	9.3%↑
Tonnage of Recycle Waste per 1,000 Residents	51.49	57.65	62↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	287.66	292	292↓
Tonnage per Trip	10.8	11.1	11.0↑

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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
SOLID WASTE OPERATING FUND REVENUES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
430-3134-343.41-01 RESIDENTIAL	3,230,634	3,219,110	3,219,110	3,435,950
430-3134-343.41-02 COMMERCIAL	1,764,474	1,775,339	1,775,339	1,930,115
430-3134-343.41-03 COMMERCIAL RECYCLING	211,172	243,833	243,833	217,507
430-3134-343.41-04 EXTRA CHARGES	8,697	7,559	7,559	8,978
430-3134-343.42-01 RESIDENTIAL	3	26	26	25
430-3134-343.42-03 RECYCLE BINS FEE	56,846	50,327	50,327	40,590
TOTAL CHARGES FOR SERVICES	5,271,826	5,296,194	5,296,194	5,633,166
430-3134-361.10-00 INTEREST	30,093	18,081	18,081	12,093
430-3134-361.30-00 INCR(DECR) IN FV OF INVST	(16,968)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	13,125	18,081	18,081	12,093
430-3134-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	1,072	4,427	4,427	1,099
TOTAL MISCELLANEOUS REVENUES	1,072	4,427	4,427	1,099
430-3134-399.99-99 USE OF FUND BALANCE	1,186,299	-	47,756	546,361
TOTAL OTHER SOURCES	1,186,299	-	47,756	546,361
<b>TOTAL SOLID WASTE OPERATING FUND REVENUES</b>	<b><u>6,472,322</u></b>	<b><u>5,318,702</u></b>	<b><u>5,366,458</u></b>	<b><u>6,192,719</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
SOLID WASTE OPERATING FUND**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>	
<b>SOLID WASTE OPERATING DIVISION</b>					
430-3134-534.12-00	SALARIES REGULAR	647,336	703,546	703,546	813,776
430-3134-534.14-00	OVERTIME	236,623	173,164	173,164	176,268
430-3134-534.21-00	FICA TAXES	64,525	67,068	67,068	75,738
430-3134-534.22-00	RETIREMENT CONTRIBUTION	102,996	112,131	112,131	131,874
430-3134-534.23-00	EMPLOYEE GROUP INSURANCE	125,982	148,608	148,608	176,972
430-3134-534.24-00	WORKERS COMP INSURANCE	52,284	61,671	61,671	59,860
430-3134-534.25-00	UNEMPLOYMENT COMPENSATION	-	6,710	6,710	6,710
430-3134-534.26-00	OTHER POST EMPLOYMENT BENEFITS	371,369	53,151	53,151	55,277
430-3134-534.27-00	PENSION EXPENSE	50,230	-	-	54,248
	TOTAL PERSONAL SERVICES	1,651,345	1,326,048	1,326,048	1,550,723
430-3134-534.31-01	PROFESSIONAL SERVICE MISC.	-	1,000	1,000	1,000
430-3134-534.31-02	LEGAL	-	5,000	5,000	5,000
430-3134-534.31-06	MEDICAL	-	500	500	500
430-3134-534.32-00	ACCOUNTING AND AUDIT	2,528	2,750	2,750	2,750
430-3134-534.34-01	CONTRACTUAL SVCS MISC.	154,337	500	500	133,611
430-3134-534.34-08	PERSONNEL	255,567	150,775	255,776	276,389
430-3134-534.34-12	TIPPING FEES	1,512,294	1,213,100	1,213,100	1,435,601
430-3134-534.40-00	TRAVEL AND PER DIEM	2,192	-	-	-
430-3134-534.41-02	TELEPHONE	4,711	4,000	4,000	4,000
430-3134-534.41-03	RADIO	214	-	-	215
430-3134-534.41-04	INTERNET SERVICES	5,382	-	-	6,700
430-3134-534.44-00	RENTALS & LEASES	80,157	5,150	5,150	84,226
430-3134-534.45-00	GENERAL INSURANCE	72,393	35,201	35,201	82,883
430-3134-534.46-01	REPAIRS & MAINTENANCE MISC.	2,202	-	-	-
430-3134-534.46-02	REPAIRS/MAINT-EQUIPMENT	1,826	2,500	2,500	2,500
430-3134-534.46-03	REPAIRS/MAINT-VEHICLES	629,257	316,834	626,834	495,555
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	21,597	26,881	26,881	26,881
430-3134-534.47-01	PRINTING & BINDING MISC.	1,195	2,550	2,550	2,550
430-3134-534.48-01	PROMOTIONAL-ADVERTISEMENTS	724	600	600	600
430-3134-534.48-02	PROMOTIONAL ITEMS	-	1,900	1,900	2,700
430-3134-534.49-02	MANAGEMENT FEES	435,417	706,183	706,183	494,546
430-3134-534.49-05	LICENSES & TAXES	672	400	400	767
430-3134-534.49-10	BAD DEBT EXPENSE	(5,135)	-	-	-
430-3134-534.51-00	OFFICE SUPPLIES	320	500	500	500
430-3134-534.52-01	OPERATING SUPPLIES MISC.	197,561	165,810	165,810	175,810
430-3134-534.52-02	CHEMICALS	5,086	3,000	3,000	4,750
430-3134-534.52-03	GAS & OIL	226,009	225,000	225,000	225,000
430-3134-534.52-04	UNIFORMS AND ACCESSORIES	19,337	15,500	15,500	19,917
430-3134-534.54-01	DUES & SUBSCRIPTIONS	212	795	795	795
430-3134-534.54-02	SEMINARS AND COURSES	1,004	1,495	1,495	1,495
	TOTAL OPERATING EXPENDITURES	3,636,173	2,898,038	3,313,039	3,497,354

430-3134-534.62-00	BUILDING	21,272	55,000	159,306	-
430-3134-534.63-00	IMPROVEMENTS OTHER THAN BLDG	17,000	15,000	15,000	15,000
430-3134-534.64-00	MACHINERY & EQUIPMENT	639,954	323,015	553,065	1,129,642
	TOTAL CAPITAL OUTLAY	678,226	393,015	727,371	1,144,642
430-3134-599.99-99	CARRYFORWARD FUND BALANCE	-	701,601	-	-
	TOTAL OTHER USES	-	701,601	-	-
	<b>TOTAL SOLID WASTE OPERATING</b>	<b>5,965,744</b>	<b>5,318,702</b>	<b>5,366,458</b>	<b>6,192,719</b>
	<b>SOLID WASTE DEPRECIATION</b>				
430-3190-534.59-91	DEPRECIATION BUILDING	22,966	-	-	-
430-3190-534.59-92	DEPRECIATION IMPROVEMENTS	15,211	-	-	-
430-3190-534.59-93	DEPRECIATION EQUIPMENT	468,401	-	-	-
	TOTAL OPERATING EXPENDITURES	506,578	-	-	-
	<b>TOTAL SOLID WASTE DEPRECIATION</b>	<b>506,578</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL SOLID WASTE OPERATING FUND</b>	<b>6,472,322</b>	<b>5,318,702</b>	<b>5,366,458</b>	<b>6,192,719</b>

874,017

**- TRAILER CITY -**

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
TRAILER CITY FUND REVENUES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
450-3657-361.10-00 INTEREST	2,263	-	-	2,772
TOTAL INTEREST AND OTHER EARNINGS	2,263	-	-	2,772
450-3657-362.45-00 RENTALS	245,134	238,041	238,041	256,376
TOTAL CHARGES FOR SERVICES	245,134	238,041	238,041	256,376
450-3657-369.90-00 OTHER MISC REVENUES	465	399	399	278
450-3657-369.91-00 COIN LAUNDRY SERVICE	4,675	5,460	5,460	4,304
TOTAL MISCELLANEOUS REVENUES	5,140	5,859	5,859	4,582
450-3657-399.99-99 USE OF FUND BALANCE	36,621	-	185,550	-
TOTAL OTHER SOURCES	36,621	-	185,550	-
<b>TOTAL TRAILER CITY FUND</b>	<b>289,158</b>	<b>243,900</b>	<b>429,450</b>	<b>263,730</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
TRAILER CITY FUND EXPENDITURES**

	<u>2018 ACTUAL</u>	<u>2019 ORIGINAL BUDGET</u>	<u>2019 AMENDED BUDGET</u>	<u>2020 ADOPTED BUDGET</u>
<b><u>TRAILER CITY OPERATING</u></b>				
450-3657-539.12-00	107,621	94,117	94,117	91,204
450-3657-539.21-00	7,919	7,200	7,200	6,977
450-3657-539.22-00	9,919	12,038	12,038	12,148
450-3657-539.23-00	14,617	15,205	15,205	19,008
450-3657-539.24-00	2,336	3,000	3,000	2,674
450-3657-539.26-00	41,665	5,817	5,817	11,193
450-3657-539.27-00	4,808	-	-	5,193
TOTAL PERSONAL SERVICES	188,885	137,377	137,377	148,398
450-3657-539.31-02	293	2,000	2,000	2,000
450-3657-539.32-00	1,720	2,000	2,000	2,000
450-3657-539.34-01	6,023	8,000	8,000	8,000
450-3657-539.34-06	-	5,000	5,000	5,000
450-3657-539.41-02	1,950	1,500	1,500	2,000
450-3657-539.41-04	433	1,500	1,500	1,500
450-3657-539.41-05	37	100	100	100
450-3657-539.43-00	5,502	7,099	7,099	7,099
450-3657-539.45-00	2,177	2,548	2,548	2,492
450-3657-539.46-02	1,971	2,000	2,000	2,000
450-3657-539.46-03	2,422	1,000	1,000	1,500
450-3657-539.46-06	5,557	5,557	5,557	5,557
450-3657-539.46-10	1,539	5,000	5,000	4,000
450-3657-539.49-01	-	375	375	375
450-3657-539.49-02	10,989	16,597	16,597	15,885
450-3657-539.49-05	38,470	41,023	41,023	41,023
450-3657-539.51-00	28	500	500	500
450-3657-539.52-01	951	2,000	2,000	2,000
450-3657-539.52-03	458	1,600	1,600	1,600
450-3657-539.52-04	803	675	675	675
TOTAL OPERATING EXPENDITURES	81,323	106,074	106,074	105,306
450-3657-539.62-00	15,000	-	182,000	-
450-3657-539.63-00	-	-	4,000	-
TOTAL CAPITAL OUTLAY	15,000	-	186,000	-
450-3657-599.99-99	-	450	-	10,026
TOTAL OTHER USES	-	450	-	10,026
<b>TOTAL TRAILER CITY OPERATING</b>	<b>285,208</b>	<b>243,900</b>	<b>429,450</b>	<b>263,730</b>
<b><u>TRAILER CITY DEPRECIATION</u></b>				
450-3690-539.59-91	4,016	-	-	-
450-3690-539.59-92	11,468	-	-	-
450-3690-539.59-93	3,466	-	-	-
TOTAL OPERATING EXPENDITURES	18,950	-	-	-
<b>TOTAL TRAILER CITY DEPRECIATION</b>	<b>18,950</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRAILER CITY FUND</b>	<b>304,158</b>	<b>243,900</b>	<b>429,450</b>	<b>263,730</b>

# FIDUCIARY FUNDS

GENERAL EMPLOYEE PENSION FUND

—

POLICE OFFICERS' AND FIREFIGHTERS'  
PENSION FUND

Fiduciary Funds

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL EMPLOYEE PENSION FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-361.10-00 INTEREST	177,019	168,701	168,701	239,241
610-0000-361.20-00 DIVIDENDS	469,337	444,704	444,704	616,262
610-0000-361.30-00 INC (DEC) IN FAIR VALUE OF INVEST	2,177,548	1,193,189	1,193,189	1,169,325
610-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	(136,101)	59,706	59,706	59,445
TOTAL INTEREST AND OTHER EARNINGS	2,687,803	1,866,300	1,866,300	2,084,273
610-0000-368.00-00 EMPLOYER CONTRIBUTIONS	979,821	951,817	951,817	1,223,464
610-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	223,523	236,239	236,239	228,292
610-0000-369.90-00 OTHER MISCELLANEOUS REVENUES	5,410	5,143	5,143	2,345
TOTAL MISCELLANEOUS REVENUES	1,208,754	1,193,199	1,193,199	1,454,101
<b>TOTAL GENERAL EMPLOYEE PENSION FUND</b>	<b>3,896,557</b>	<b>3,059,499</b>	<b>3,059,499</b>	<b>3,538,374</b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL EMPLOYEE PENSION FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-513.31-01 PROF SVCS MISC.	20,819	26,061	26,061	21,444
610-0000-513.31-02 LEGAL	8,091	6,838	6,838	8,334
610-0000-513.31-03 INVESTMENT COUNSEL	153,271	147,218	147,218	157,869
610-0000-513.34-01 CONTRACT SVCS MISC	15,711	16,062	16,062	16,182
610-0000-513.45-00 INSURANCE	5,820	5,820	5,820	5,995
610-0000-513.49-06 RETIREMENT CONTRB REFUNDED	27,895	24,308	24,308	28,732
610-0000-513.54-01 DUES AND SUBSCRIPTIONS	600	600	600	600
610-0000-513.54-02 SEMINARS AND COURSES	2,100	2,100	2,100	2,100
610-0000-518.36-00 PENSION BENEFITS	<u>1,311,684</u>	<u>1,359,318</u>	<u>1,359,318</u>	<u>1,515,635</u>
TOTAL OPERATING EXPENDITURES	1,545,991	1,588,325	1,588,325	1,756,890
610-0000-599.99-99 CARRYFORWARD FUND BALANCE	<u>2,350,566</u>	<u>1,471,174</u>	<u>1,471,174</u>	<u>1,781,484</u>
TOTAL OTHER USES	2,350,566	1,471,174	1,471,174	1,781,484
<b>TOTAL GENERAL EMPLOYEE PENSION FUND</b>	<b><u>3,896,557</u></b>	<b><u>3,059,499</u></b>	<b><u>3,059,499</u></b>	<b><u>3,538,374</u></b>

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
620-0000-312.51-00 FIRE INSURANCE PREMIUM	251,630	266,728	266,728	286,822
620-0000-312.52-00 CASUALTY INS PREMIUM TAX	361,076	382,741	382,741	401,608
TOTAL INTERGOVERNMENTAL	612,706	649,469	649,469	688,430
620-0000-361.10-00 INTEREST	205,622	198,491	198,491	266,551
620-0000-361.20-00 DIVIDENDS	888,046	902,453	902,453	978,748
620-0000-361.30-00 INCR / (DEC) ON FV OF INV	3,244,468	1,811,669	1,811,669	1,721,086
620-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	(22,818)	(25,749)	(25,749)	(47,735)
TOTAL INTEREST AND OTHER EARNINGS	4,315,318	2,886,864	2,886,864	2,918,650
620-0000-368.01-00 EMPLOYER CONTRIBUTIONS	946,156	1,130,894	1,130,894	1,146,600
620-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	271,763	283,556	283,556	281,684
620-0000-369.90-00 OTHER	4,496	4,353	4,353	4,631
TOTAL MISCELLANEOUS REVENUES	1,222,415	1,418,803	1,418,803	1,432,915
<b>TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND</b>	<b>6,150,439</b>	<b>4,955,136</b>	<b>4,955,136</b>	<b>5,039,994</b>

**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2019</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2020</u> <u>ADOPTED</u> <u>BUDGET</u>
620-0000-513.31-01 ACTUARIAL SERVICE	26,682	25,000	25,000	25,000
620-0000-513.31-02 LEGAL	19,720	10,000	10,000	10,000
620-0000-513.31-03 INVESTMENT COUNSEL	140,899	62,000	62,000	62,000
620-0000-513.34-01 CONTRACT SVCS MISC	32,222	5,000	5,000	5,000
620-0000-513.40-00 TRAVEL AND PER DIEM	-	-	-	-
620-0000-513.45-00 GENERAL INSURANCE	4,542	5,000	5,000	5,000
620-0000-513.49-06 RTRMT CONTRB REFUNDED	32,983	42,395	42,395	92,592
620-0000-513.52-01 MISCELLANEOUS OPERATING	-	15,000	15,000	15,000
620-0000-513.54-01 DUES AND SUBSCRIPTIONS	600	1,000	1,000	1,000
620-0000-513.54-02 SEMINARS AND COURSES	30	10,000	10,000	10,000
620-0000-518.36-00 PENSION BENEFITS	<u>1,460,973</u>	<u>1,468,473</u>	<u>1,468,473</u>	<u>1,487,850</u>
TOTAL OPERATING EXPENDITURES	<u>1,718,651</u>	<u>1,643,868</u>	<u>1,643,868</u>	<u>1,713,442</u>
620-0000-599.99-99 CARRYFORWARD FUND BALANCE	<u>4,431,788</u>	<u>3,311,268</u>	<u>3,311,268</u>	<u>3,326,552</u>
TOTAL OTHER USES	<u>4,431,788</u>	<u>3,311,268</u>	<u>3,311,268</u>	<u>3,326,552</u>
<b>TOTAL FIREFIGHTER'S &amp; POLICE OFFICER'S PENSION FUND</b>	<b><u>6,150,439</u></b>	<b><u>4,955,136</u></b>	<b><u>4,955,136</u></b>	<b><u>5,039,994</u></b>



# WINTER GARDEN

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# CAPITAL EXPENDITURES & 5-YEAR CIP

CAPITAL EXPENDITURES

—

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

—

DEBT OUTSTANDING

**FY 2020 BUDGET  
CAPITAL EXPENDITURES**

		<b>CATEGORY</b>			<b>TOTAL CAPITAL</b>
		<b>BUILDING 62</b>	<b>IMPROVEMENTS OTHER THAN BUILDING 63</b>	<b>CAPITAL EQUIPMENT 64</b>	
<b>GENERAL FUND</b>					
IT	New server hosts for virtual server environment (4)	-	-	50,312	
	Power supply system City Hall data center	-	-	24,914	
	Performance storage for virtual server environmt	-	-	51,976	
	Kemp e-mail load balancer for e-mail server	-	-	3,375	
	Chambers audio and video upgrades	-	-	56,030	
Planning / Building	1 new laptop and docking station	-	-	1,200	
	7 new router & antennas for inspector vehicles	-	-	8,050	
Police - Non Sworn	Crime Scene Van replacement	-	-	46,300	
Police - Sworn	Police Dept Card Access Upgrade	20,000	-	-	
	Tasers (5) replacement	-	-	6,000	
	Replace Police operating servers w/virtual units	-	-	78,142	
	Web-based generator monitor/control system	-	-	3,500	
	Marked Vehicles (8) - Replacement	-	-	421,984	
	Unmarked CID Vehicle Replacement	-	-	52,748	
Fire	Replace HVAC system at Fire Admin	38,000	-	-	
	Station 22 concrete apron replacement	30,000	-	-	
	Station 22 LED lighting upgrade	4,800	-	-	
	Station 24 training pad	-	19,000	-	
	1 LifePak CR Plus AED kit	-	-	1,680	
	LifePak 15 with heart monitor & defibrillator	-	-	33,975	
	PC & 55" mondo pod display monitor at Admin	-	-	1,730	
	2 surface pro LTE devices for EMS	-	-	3,400	
	Hydrant testing water diverter	-	-	1,400	
	New tower 22 capital equipment	-	-	58,000	
	Decontamination system	-	-	12,147	
	Replace washer extractor for bunker gear	-	-	10,050	
	2 replacement RIT PAKs	-	-	5,600	
	2 capture diesel exhaust removal systems	-	-	17,480	
	Lifeline emergency escape system (qty 33)	-	-	35,574	
Cemetery	Replacement of 1999 Kubota	-	-	13,600	
	Replacement Ford 4X2	-	-	26,856	
Utility Billing	Replacement Ford Pick Up Truck	-	-	26,856	
Streets	Street Resurfacing	-	905,544	-	
	Tildenville School Road Trail Realignment	-	150,000	-	
	Repair Joiner Street Parking Lot	-	250,000	-	
	Carter Road Intersection Improvements	-	400,000	-	
	Trail Enhancement - Oval Realignment	-	1,321,323	-	
	Dillard Street Project SR50>Plant	-	13,584,357	-	

**FY 2020 BUDGET  
CAPITAL EXPENDITURES**

		<b>CATEGORY</b>			<b>TOTAL CAPITAL</b>
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	
Facilities Maint.	Repair ceiling at SoBo building	20,000	-	-	
	Downtown Outlets	-	15,000	-	
	Replace 5 outdated Ipads	-	-	9,500	
	Web-based generator control system City Hall	-	-	3,500	
	Permanent generator for facilities bldg	-	-	6,500	
	CostShare: manlift for buildings & downtown	-	-	16,000	
Fleet Maint.	Replacement concrete pad at fuel island	-	18,000	-	
	New fork lift	-	-	9,500	
Parks & Land	Purchase Veterans Park	1,200,000	-	-	
	Purchase Property for soccer fields	1,200,000	-	-	
	Farmers Market Pavilion Supply Room	18,500	-	-	
	Ball Fields Phase I - Sr League Field	-	650,000	-	
	Braddock Park Athletic Fields	-	100,000	-	
	Field Repairs - Veterans Park Softball	-	17,560	-	
	Hwy 50 Median Improvements	-	100,000	-	
	Downtown Fountain Rehab	-	96,800	-	
	Splash Pad Artificial Turf	-	24,083	-	
	Farmers Market Pavillion Bollards	-	-	130,000	
	Dugout Shade tops (qty 4)	-	-	5,740	
	Braddock Park public address (PA) system	-	-	3,450	
	Replace Newton Park Playground Equipment	-	-	107,320	
	Replace Maple St Park Playground Equipment	-	-	93,434	
	Additional portable restroom trailer	-	-	42,000	
	CostShare: manlift for buildings & downtown	-	-	16,000	
	Replace 6X12 dump low rider trailer	-	-	4,551	
	Replace Field groomer and rake for athletic fields	-	-	13,953	
	Replace compact utility tractor	-	-	33,600	
	Replace John Deer utility cart	-	-	14,485	
Replacement Ford 4X2 (3)	-	-	53,712		
Recreation	Jessie Brock Room Divider Replacement	14,000	-	-	
	Jessie Brock HVAC Replacement	64,000	-	-	
	Jessie Brock Security Upgrade	11,400	-	-	
	Farnsworth Pool Resurface, Tile & Deck Reno	-	136,480	-	
Engineering	Replacement Ford 4X4 (2)	-	-	62,570	
Newton Park Fac.	Tanner Hall Security Upgrade	8,000	-	-	
	Replace ice machine at Tanner Hall	-	-	6,000	
<b>TOTAL - GENERAL FUND</b>		<b>2,628,700</b>	<b>17,788,147</b>	<b>1,684,694</b>	<b>22,101,541</b>

<b>LAW ENFORCEMENT TRUST</b>					
	Field training software	-	-	7,800	
	Interactive video training system	-	-	21,450	

**FY 2020 BUDGET  
CAPITAL EXPENDITURES**

	<b>CATEGORY</b>			<b>TOTAL CAPITAL</b>
	<b>BUILDING 62</b>	<b>IMPROVEMENTS OTHER THAN BUILDING 63</b>	<b>CAPITAL EQUIPMENT 64</b>	
<b>LOCAL OPTION GAS TAX FUND</b>				
Street Resurfacing	-	870,000	-	
Relocate Pedestrian Crossing Beulah	-	20,000	-	
<b>TOTAL - LOCAL OPTION GAS TAX FUND</b>	<b>-</b>	<b>890,000</b>	<b>-</b>	<b>890,000</b>

<b>GENERAL IMPACT FEE FUND</b>				
Roads				
Stoneybrook Roundabout turn lanes	-	200,000	-	
Dillard Street Roundabouts - SR50>Plant	-	2,101,031	-	
<b>TOTAL - GENERAL IMPACT FEE FUND</b>	<b>-</b>	<b>2,301,031</b>	<b>-</b>	<b>2,301,031</b>

<b>CAPITAL PROJECTS FUND</b>				
Downtown				
Purchase property on N Boyd St for surface parking	1,500,000	-	-	
Construct North Parking Lot downtown	-	750,000	-	
<b>TOTAL - CAPITAL PROJECTS FUND</b>	<b>1,500,000</b>	<b>750,000</b>	<b>-</b>	<b>2,250,000</b>

<b>UTILITIES FUND</b>				
Water				
NW Reuse Storage and Main Extension	-	370,000	-	
Western Storage Potable Well	-	180,000	-	
Dillard Street Project SR50>Plant	-	1,310,883	-	
Trail Enhancement (Oval)	-	30,475	-	
SCADA System Upgrade	-	-	250,000	
Replacement Ford F150 4X2	-	-	26,856	
Wastewater				
WWTP Expansion (engineering & design)	-	1,800,000	-	
Dillard Street Project SR50>Plant	-	1,080,205	-	
Trail Enhancement (Oval)	-	30,475	-	
Belt Filter Press & Pumps	-	-	566,950	
SCADA System Upgrade	-	-	250,000	
Mixer for the Dryeufus Plant	-	-	25,188	
New effluent pump to WWTP	-	-	15,563	
2 new return pumps to pump activated sludge	-	-	16,309	
New influent pump for WWTP	-	-	40,338	
2 new mixers to maintain flow patterns	-	-	24,718	
Replacement Ford F150 4X2	-	-	26,856	

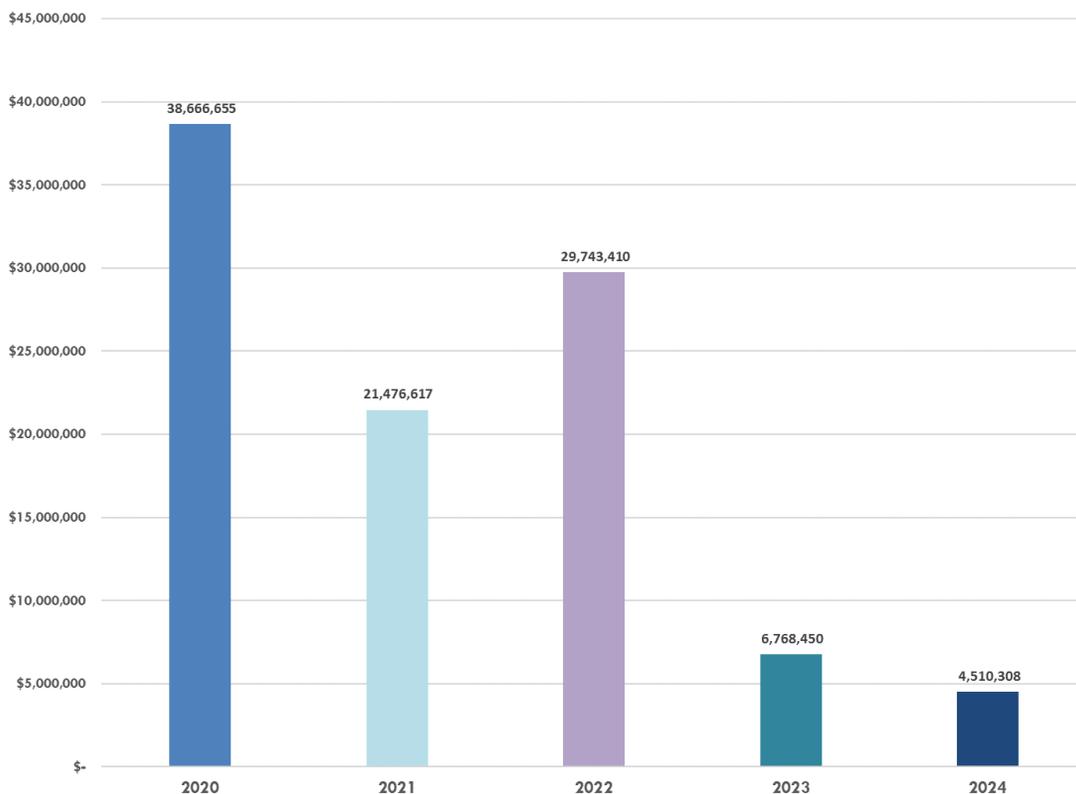
**FY 2020 BUDGET  
CAPITAL EXPENDITURES**

		<b>CATEGORY</b>			<b>TOTAL CAPITAL</b>
		<b>BUILDING 62</b>	<b>IMPROVEMENTS OTHER THAN BUILDING 63</b>	<b>CAPITAL EQUIPMENT 64</b>	
Distribution	Public Svcs Complex Expansion	-	15,000	-	
	Westfield Reuse Retrofit 1&2 ( <i>engineering/design</i> )	-	500,000	-	
	Reuse Line Relocation at Tiny & Tilden	-	100,000	-	
	Water Meter Replacement - last phase	-	-	1,175,363	
	Sensus Flexnet signal repeater for towers	-	-	22,888	
	Radiodetection Pipe locator	-	-	9,297	
	Replace directional drill w/modular mixing tank	-	-	60,297	
	Replacement Sullair Trailer Compressor	-	-	22,987	
	Cost-share w/Coll Vactron Trailer Excavator	-	-	34,581	
	2 replacement Pickup vehicles	-	-	73,095	
Collection	Public Svcs Complex Expansion	-	15,000	-	
	Lift Station Rehab for various lift stations	-	200,000	-	
	SR50 Manhole Rehabilitation on SR50	-	650,000	-	
	Slip Lining of 1600' 8 inch gravity sewer	-	200,000	-	
	Replacement TV truck for TV'ing sewer pipes	-	-	47,941	
	New mobile lift station generator	-	-	74,037	
	Cost-share w/Dist Vactron Trailer Excavator	-	-	34,581	
	Replacement 4X4 pickup truck	-	-	32,121	
	New 20' Trailer to haul mowers & equipment	-	-	6,500	
<b>TOTAL - UTILITIES FUND</b>	-	<b>6,482,038</b>	<b>2,836,465</b>	<b>9,318,503</b>	
<b>STORMWATER FUND</b>					
	Dillard Street Project SR50>Plant	-	926,962	-	
	Trail Enhancement (Oval)	-	34,300	-	
	Stormwater R&R	-	50,000	-	
	Regal Point Canal Fabriform (Winter St - Summer)	-	155,350	-	
	Replacement Ford F150 4X4 vehicle	-	-	32,121	
<b>TOTAL - STORMWATER FUND</b>	-	<b>1,166,612</b>	<b>32,121</b>	<b>1,198,733</b>	
<b>SOLID WASTE FUND</b>					
	Public Svcs Complex Expansion	-	15,000	-	
	Mack Commercial Garbage Truck replacement	-	-	272,648	
	Mack ASL Garbage Truck replacements (2)	-	-	596,994	
	Mack Tipper Garbage Truck replacement	-	-	260,000	
<b>TOTAL - SOLID WASTE FUND</b>	-	<b>15,000</b>	<b>1,129,642</b>	<b>1,144,642</b>	
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>4,128,700</b>	<b>29,392,828</b>	<b>5,712,172</b>	<b>39,233,700</b>	

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN

The Five-Year Capital Improvement Plan (CIP) reflects planned expenditures over the next five years for items that have a useful life of more than one year, are capital in nature and equal to or exceed \$25,000. The CIP plan identifies capital projects and equipment, provides a planning schedule and identifies options for financing the plan. The CIP is reviewed and updated each year by City Staff and the City Manager. Projects are often reprioritized as Commission and community priorities shift, unforeseen needs arise or available funds change.

The fiscal year 2020 CIP includes a total investment of \$38.67 million in projects over the next five years. The majority of the total capital projects are slated for FY2020. All further capital projects will be critically assessed and funding sources fully evaluated to determine whether to start or defer projects. The chart below shows a budgetary summary of the \$101.17 million five-year CIP.



The CIP shows a five year projection of the City’s needs and desired services. The City is responsible for providing municipal services to the public, including the acquisition or construction of needed improvements or infrastructure. The City must also furnish and maintain capital facilities and equipment, such as roadways and parks. This CIP reflects the City’s long-term commitment to parks, roads, drainage systems, utilities, and other public infrastructure.

While projects may be financed through regular operating funds such as the General Fund, it is generally more viable to use other funds so that capital projects do not compete with regular operations for funding.

The chart below summarizes the five-year Capital Improvement Program budget by fund.

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
FIVE YEAR CIP**

FUND	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTALS
General Fund	21,602,007	966,240	1,538,740	338,740	338,740	<b>24,784,467</b>
CRA Fund	-	50,000	50,000	50,000	50,000	<b>200,000</b>
General Impact Fee Fund	2,301,031	4,439,560	285,000	1,100,000	1,100,000	<b>9,225,591</b>
Capital Projects Fund	2,250,000	-	-	-	-	<b>2,250,000</b>
Local Option Gas Tax	870,000	230,000	436,476	1,163,374	230,000	<b>2,929,850</b>
Stormwater	1,298,733	275,500	1,603,350	304,100	357,450	<b>3,839,133</b>
Solid Waste	1,144,642	596,994	596,994	596,994	596,994	<b>3,532,618</b>
Utilities Fund	9,200,242	12,773,323	21,782,790	2,790,052	1,637,124	<b>48,183,531</b>
Utility Impact Fee	-	1,900,000	3,200,000	-	-	<b>5,100,000</b>
Utility Renewal and Replacement	-	245,000	250,060	425,190	200,000	<b>1,120,250</b>
<b>TOTAL</b>	<b>\$38,666,655</b>	<b>\$21,476,617</b>	<b>\$29,743,410</b>	<b>\$6,768,450</b>	<b>\$4,510,308</b>	<b>\$101,165,440</b>

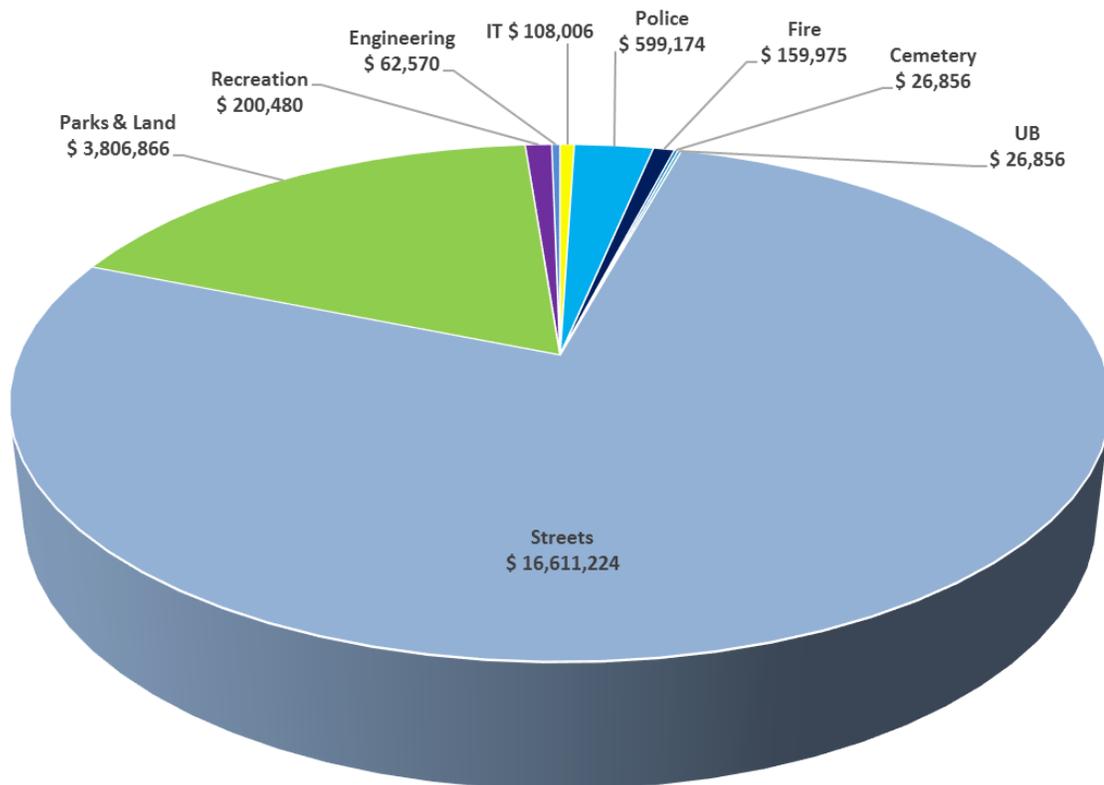
The Five-Year 2020-2024 Capital Improvement Fund Schedule shows all capital improvements broken down by funding source.

## CAPITAL IMPROVEMENT PLAN PROJECT BY FUND FOR FY 2020

### GENERAL FUND

Planned spending in the General Fund will be approximately \$16.07 million in FY 2020.

General Fund CIP Projects by Category FY2020



#### Streets Capital Improvement Projects:

**Streets & Sidewalk Resurfacing:** This project traditionally provides for capital repairs and replacement as needed throughout the city. In FY20, \$906K from the General Fund has been allocated to for street resurfacing improvements to 9<sup>th</sup> Street, Tildenville School Rd, Fullers Cross, Carter Rd, Marsh Rd. E Smith St, E. Bay Street, E. Maple St, W. Crown Point, W. Joiner St, Joiner St., W. Newell, S. Highland, 11<sup>th</sup> St, Maxey Drive, and SW Crown Point.

***Dillard Street Redesign Project:*** The Dillard Street Redesign includes state-of-the-art complete street practices spanning from Plant Street to Colonial Drive (SR50). This one-mile corridor is an important gateway into historic downtown Winter Garden. The project design removes two lanes from the current five-lane section to incorporate three roundabouts, a bike trail and on-street parking.

The redesign will have an improved effect on traffic flow and roadway operation. The current design encourages high speeds and aggressive driver behavior and simultaneously discourages walking and cycling. In addition, it is a physical and psychological barrier in the City and is a deterrent to investment and development along its length. Its current condition also limits development interest in areas to the east of Dillard Street.

The purpose of the street reconstruction is to replace underground utilities, to create a more inviting streetscape that comfortably accommodates all modes of travel (walking, bicycling and motor vehicle), to better support the land uses on both side of the street and nearby, to create a better gateway or arrival experience into the downtown district to enhance the overall image of the city and to better connect the adjacent neighborhoods to each other as well as the downtown.

This is a large scale project that is being funded by several funds. The General Fund Streets allocation of this project is budgeted to be \$8.6 million of the total \$19 million cost of the project. This cost will be funded primarily from debt financing proceeds.

***Trail Enhancement (Oval) Project:*** The West Orange Trail and newly designated C2C Connector runs right through the heart of historic Downtown Winter Garden which is listed on the National Register of Historic Places. Increased popularity of the trail and downtown Winter Garden has prompted the City to look at enhancing safety and accessibility along one portion of the trail. The area near Park and Plant has line of sight issues. This project will redesigned trail alignment to make the trail crossings easier and improve pedestrian safety. In addition to the safety enhancements, this project is includes improved accessibility, education and trail-friendly amenities along the trail. Specifically, the project includes two strategically located handicapped

parking spaces, along with bike racks, water/charge stations, signage and bike repair stations within the trail area. The length of the project area is approximately 700 linear feet. The trail width is 14 feet approaching into downtown and tapers at the crossing to 10 ft. Over 1 M people ride the trail every year, with over 12,000 daily trips on West Plant Street along with a great deal of pedestrian traffic. Redesigning the street and trail will create usable open space with benches, water fountains, shade trees, street lights and trash cans. Creating a safe trail with great places to stop and recharge is the goal of this project. This project also redesigns public right of way to create a block long linear green space, with the trail running right through the middle of the park. The construction start date is planned for Spring of 2020 and the project will take approximately one year to complete.

This project is also a large scale project that is being funded by several funds, the budgeted cost for the General Fund portion of this project is \$1.3 million in FY20. The City is has been awarded grant funding from the State to help with the cost-share of this project.

***Other Streets Improvements:*** The FY20 budget has allocated \$250k for the Joiner Street Parking lot repairs. The parking lot will be repaved, restriped, and have new landscaping added. There is also \$400k allocated to Carter Road intersection improvements and \$150k allocated for the trail realignment at Tildenville School Rd.

**Fire and Police Capital Improvement Projects:**

***Police Projects:*** The police department replaces rolling stock every year, the total FY 20 funding for vehicle replacements is \$521k. Also included in the Police CIP are the replacement of police operating servers with virtual servers for \$78k.

***Fire Projects:*** Tower Truck 22 was replaced in FY19, an additional \$58k is budgeted in FY20 for the capital equipment to be replaced that was not able to be converted over from the old tower truck. Fire has \$38k budgeted to replace the HVAC system at Fire Admin and \$30k for concrete apron repair at Station 22. There is also \$34k set aside to replace a LifePak 15 with heart monitor and defibrillator.

**Information Technology Capital Improvement Projects:**

***Information Technology Upgrades:*** As more and more city service delivery relies on technology for the communication, completion and payment of daily operational functions, funding for upgrades to the technology infrastructure of the city has been added to continue to support the upgrade of critical IT network and security infrastructures to ensure confidentiality, integrity, and availability of essential electronic data. Total CIP funding in FY 20 will be \$108k.

**Parks & Land and Recreation:**

***General Parks Major Maintenance:*** This project traditionally provides for capital repairs and replacement as needed throughout the city. In FY20 these projects include \$96k for the downtown fountain restoration, \$100k for SR50 median landscaping and \$130k to purchase bollards for the downtown Farmers Market Pavilion.

***Parks and Open Space:*** This budget allocates \$1.2 million to purchase Veterans Park and \$1.2 million to purchase property for soccer fields. Acquisition of these properties will provide opportunities to increase recreational amenities including sports fields and additional green space. The City's parks, open spaces and recreation facilities contribute to the health of the City's residents, enhance the quality of the natural environment and attract visitors to the Community. With the acquisition of this land, the City will be able to optimize the City's existing parks and recreation assets as well as strategically plan for the future. The City will be preparing a Parks and Recreation Master Plan that will provide a 20-year vision for the City's parks, recreation, trails and open spaces.

***Ball Fields and Playgrounds:*** The city focuses on recreation and ballfields. The FY20 budget funds \$951k towards ballfields and playgrounds. The Senior League ball field will be moved and rebuilt for a budgeted cost of \$650k. There is \$100k allocated for the Braddock Park Athletic Fields to be rehabbed. The playground equipment at Newton Park and at Maple Street Park will be replaced with a budget of approximately \$100k each.

### GENERAL IMPACT FEES FUND

*Roundabouts:* The city will be adding 3 roundabouts on Dillard Street from Plant to SR50, \$2.1 million has been allocated for partial funding of the roundabouts. There is also an additional \$200k added in the FY20 budget for the current Stoneybrook Round-about project.

*Future Transportation Projects:* The CIP also includes planned future funding for additional transportation projects including E Crown Pt Rd from Plant St to Crown Pt Cross for \$3.25 million, \$3.250 million for Marsh Rd from 545 to Hickory Hammock and \$2.5 million for the portion of Story Road from Dillard Street to 9<sup>th</sup> Street.

### CAPITAL PROJECTS FUND

*Downtown:* The city will be adding a surface parking lot on the North Side of downtown. \$1.5 million has been allocated to purchase property on N Boyd Street and \$750k has been allocated to build a surface parking lot on that property. The purpose of the surface parking lot is to provide sufficient public parking for existing uses and events, as well as providing parking for future growth of the downtown district.

### LOCAL OPTION GAS TAX FUND

*Pavement Resurfacing and Sidewalk Repairs:* The FY20 budget allocates \$870k toward street resurfacing in conjunction with the General Fund streets resurfacing projects.

*Street Improvements:* Funding for these improvements have been planned at a level to be in-line with anticipated repairs/replacement and funding for new projects and initiatives, while also maintaining high quality rights-of-way throughout the city. Total future funding allocates \$150k each year.

### STORMWATER FUND

*Drainage Improvements:* These funds will provide for the storm sewer repairs and upgrades necessary to improve water quality and meet current city standards. Funding of \$50k has been allocated to these improvements in FY20 as well as \$100k additional funding for Stormwater Master Plan for downtown.

## WATER & WASTEWATER UTILITY FUND

The Water and Wastewater Utility has spent the last few years engaged in major projects in the South Western part of the City due to the expansion of new developments.

***Routine Rehabilitation and Upgrades:*** This includes sewer mains, sanitary manholes, short line sewer installations, water mains, asbestos force main replacement, and lift station upgrades. Lift station rehab at multiple lift station spending will total \$200k annually , rehab of fiberglass manholes on SR50 will total \$650k annually, and slip lining of 1,600 of 8” gravity sewer spending will total \$200k annually.

## OPERATING IMPACT

The impact of capital project operating costs on the annual budget requires careful consideration. Operating costs are a fundamental element of the City’s CIP plan and the overall all budget. Reliable operating cost estimates are necessary from the onset of each budget cycle, as the City must determine specific ongoing expenses it will incur once a project has been completed.

The following chart illustrates the estimated annual personnel, operating, and capital outlay financial impact for the City’s recurring and non-recurring capital projects.

**CITY OF WINTER GARDEN**  
**Capital Improvement Plan**  
**Fiscal Year 2019-2020**

<u>Function</u>	<u>PROJECT</u>	<u>Primary Funding Source</u>	<u>Amount</u>	<u>Impact on Operating Budgets</u>
INFORMATION TECHNOLOGY	Performance storage for virtual server environ.	General Fund	\$51,976	None
INFORMATION TECHNOLOGY	Chambers audio & video upgrades	General Fund	\$56,030	No additional impact
POLICE - NON SWORN	Crime Scene Van	General Fund	\$46,300	No additional impact
POLICE	Replace police operating servers w/virtual units	General Fund	\$78,142	No additional impact
POLICE	Police Marked Vehicles	General Fund	\$421,984	No additional impact
POLICE	Police CID Vehicle Replacement	General Fund	\$52,748	No additional impact
FIRE	Replace HVAC system at Fire Admin	General Fund	\$38,000	No additional impact
FIRE	Fire Station 22 - Concrete Apron replacement	General Fund	\$30,000	None
FIRE	LifePak 15 with heart monitor & defibrillator	General Fund	\$33,975	No additional impact
FIRE	Replace Ladder / Tower Truck Stn. 22	General Fund	\$58,000	No additional impact
CEMETERY	Replace Ford 4X2	General Fund	\$26,856	No additional impact
UTILITY BILLING	Replace Ford Pick Up Truck	General Fund	\$26,856	No additional impact
STREETS	Trail Enhancement (Oval)	General Fund	\$1,321,323	No additional impact
STREETS	Streets & Sidewalks Resurfacing/Improvements	General Fund	\$905,544	None
STREETS	Carter Rd intersection improvements	General Fund	\$400,000	None
STREETS	Dillard St Improvements - SR 50 to Plant St	General Fund	\$8,584,357	Moderate
PARKS AND LAND	Downtown Fountain Restoration	General Fund	\$96,800	No additional impact
PARKS AND LAND	Purchase of Veterans Park Property	General Fund	\$1,200,000	Moderate
PARKS AND LAND	Purchase Property at 9th St & Story	General Fund	\$1,200,000	Minor
PARKS AND LAND	Ball Fields Phase I - Sr League Filed	General Fund	\$650,000	Moderate
PARKS AND LAND	Braddock Park Athletic Fields	General Fund	\$100,000	No additional impact
PARKS AND LAND	Replace Newton Park Playground Equipment	General Fund	\$107,320	No additional impact
PARKS AND LAND	Replace Maple Street Park Playground Equipment	General Fund	\$93,434	No additional impact
PARKS AND LAND	Additional portable restroom trailer	General Fund	\$42,000	Minor
PARKS AND LAND	Replace Utility Compact trailer	General Fund	\$33,600	No additional impact
PARKS AND LAND	Replace Ford 4X2 (2)	General Fund	\$53,712	No additional impact
PARKS AND LAND	SR 50 Median Lanscaping	General Fund	\$100,000	No additional impact
RECREATION	Jessie Brock HVAC Replacement	General Fund	\$64,000	No additional impact
RECREATION	Farnsworth Pool Resurface & Tile	General Fund	\$136,480	No additional impact
ENGINEERING	Replace Ford 4X4 (2)	General Fund	\$62,570	No additional impact
<b>General Fund Total</b>			<b>\$16,072,007</b>	

CITY OF WINTER GARDEN  
 Capital Improvement Plan  
 Fiscal Year 2019-2020

<u>Function</u>	<u>PROJECT</u>	<u>Primary Funding Source</u>	<u>Amount</u>	<u>Impact on Operating Budgets</u>
STREETS	Dillard St Improvements - SR 50 to Plant St	GIF	\$7,101,031	Moderate
STREETS	Stoneybrook Round-about	GIF	\$200,000	No additional impact
<b>General Impact Fee Fund Total</b>			<b>\$7,301,031</b>	
DOWNTOWN	Warehouse Purchase for North Parking	CPF	\$1,500,000	Minor
DOWNTOWN	Construct North Parking Lot Downtown	CPF	\$750,000	Minor
<b>Capital Projects Fund Total</b>			<b>\$2,250,000</b>	
STREETS	Street Resurfacing	LOGT	\$870,000	No additional impact
<b>Local Option Gas Tax Total</b>			<b>\$870,000</b>	
STORMWATER	Dillard St Improvements - SR 50 to Plant St	S	\$926,962	Moderate
STORMWATER	Trail Enhancement (Oval)	S	\$34,300	No additional impact
STORMWATER	Regal Point (9th St) Canal Fabri-Form	S	\$155,350	Minor
STORMWATER	Stormwater Master Plan	S	\$100,000	None
STORMWATER	Replacement Ford F150 4X4	S	\$32,121	No additional impact
STORMWATER	Stormwater R&R Improvements	S	\$50,000	No additional impact
<b>Stormwater Total</b>			<b>\$1,298,733</b>	
SOLID WASTE	Public Svc Complex Expansion (Cost Share w/ Dist, Coll, & SW)	SW	\$15,000	No additional impact
SOLID WASTE	Mack Commercial Garbage Truck replacement	SW	\$272,648	No additional impact
SOLID WASTE	Mack Tipper Garbage Truck Replacement	SW	\$260,000	No additional impact
SOLID WASTE	Automated Side-Load Trucks	SW	\$596,994	No additional impact
<b>Solid Waste Total</b>			<b>\$1,144,642</b>	

**CITY OF WINTER GARDEN**  
**Capital Improvement Plan**  
**Fiscal Year 2019-2020**

<b>Function</b>	<b>PROJECT</b>	<b>Primary Funding Source</b>	<b>Amount</b>	<b>Impact on Operating Budgets</b>
WATER	NW Reuse Storage and Main Extension (engineering design)	U-W	\$370,000	None
WATER	Western Storage Potable Well (engineering design)	U-W	\$180,000	None
WATER	Vehicle Replacement	U-W	\$26,856	No additional impact
WATER	Dillard St Improvements - SR 50 to Plant St	U-W	\$1,310,883	Moderate
WATER	Trail Enhancement (Oval)	U-W	\$30,475	None
WATER	SCADA System Upgrade - Water	U-W	\$250,000	No additional impact
WASTEWATER	SCADA System Upgrade - Waste Water	UF-WW	\$250,000	No additional impact
WASTEWATER	WWTP Expansion at Crest Ave (engineering design)	UF-WW	\$1,800,000	None
WASTEWATER	Dillard St Improvements - SR 50 to Plant St	UF-WW	\$1,080,205	Moderate
WASTEWATER	Trail Enhancement (Oval)	UF-WW	\$30,475	None
WASTEWATER	Belt Filter Press & Pumps	UF-WW	\$566,950	Moderate
WASTEWATER	Mixer for Dryeufus Plant	UF-WW	\$25,188	Minor
WASTEWATER	New influent pump for WWTP	UF-WW	\$40,338	Minor
WASTEWATER	Vehicle Replacement	UF-WW	\$26,856	None
DISTRIBUTION, COLLECTION	Public Svc Complex Expansion (Cost Share w/ Dist, Coll, & SW)	U-W	\$30,000	No additional impact
DISTRIBUTION	Westfield Reuse Retrofit 1&2 (engineering design)	U-W	\$500,000	None
DISTRIBUTION	Reuse Line Relocation @ Tiny & Tilden (cost includes design & construction)	U-W	\$100,000	Minor
DISTRIBUTION	Water Meter Replacements	U-W	\$1,175,363	No additional impact
DISTRIBUTION	Replace directional drill w/modular mixing tank	U-W	\$60,297	No additional impact
DISTRIBUTION	Cost/share w/Collections Vactron Trailer Excavator	U-W	\$34,581	Minor
DISTRIBUTION	Vehicle Replacements	U-W	\$73,095	No additional impact
COLLECTION	Replacement TV Truck for TV'ing sewer pipes	U-WW	\$47,941	No additional impact
COLLECTION	New mobile lift station generator	U-WW	\$74,037	Minor
COLLECTION	Cost/share w/Distribution Vactron Trailer Excavator	U-WW	\$34,581	Minor
COLLECTION	Vehicle Replacement	U-WW	\$32,121	No additional impact
COLLECTION	Lift Station Rehab at multiple lift stations	U-WW	\$200,000	No additional impact
COLLECTION	Rehab fiberglass manholes on SR50	U-WW	\$650,000	No additional impact
COLLECTION	Slip Lining of 1,600' of 8" gravity sewer	U-WW	\$200,000	No additional impact

**Utilities Fund Total**

**\$9,200,242**

**CITY OF WINTER GARDEN**  
**Capital Improvement Plan**  
**Fiscal Year 2019-2020**

<u>Function</u>	<u>PROJECT</u>	<u>Primary Funding Source</u>	<u>Amount</u>	<u>Impact on Operating Budgets</u>
WATER	NW Reuse Storage and Main Extension (engineering design)	U-W	\$370,000	None
WATER	Western Storage Potable Well (engineering design)	U-W	\$180,000	None
WATER	Vehicle Replacement	U-W	\$26,856	No additional impact
WATER	Dillard St Improvements - SR 50 to Plant St	U-W	\$1,310,883	Moderate
WATER	Trail Enhancement (Oval)	U-W	\$30,475	None
WATER	SCADA System Upgrade - Water	U-W	\$250,000	No additional impact
WASTEWATER	SCADA System Upgrade - Waste Water	UF-WW	\$250,000	No additional impact
WASTEWATER	WWTP Expansion at Crest Ave (engineering design)	UF-WW	\$1,800,000	None
WASTEWATER	Dillard St Improvements - SR 50 to Plant St	UF-WW	\$1,080,205	Moderate
WASTEWATER	Trail Enhancement (Oval)	UF-WW	\$30,475	None
WASTEWATER	Belt Filter Press & Pumps	UF-WW	\$566,950	Moderate
WASTEWATER	Mixer for Dryeufus Plant	UF-WW	\$25,188	Minor
WASTEWATER	New influent pump for WWTP	UF-WW	\$40,338	Minor
WASTEWATER	Vehicle Replacement	UF-WW	\$26,856	None
DISTRIBUTION, COLLECTION	Public Svc Complex Expansion (Cost Share w/ Dist, Coll, & SW)	U-W	\$30,000	No additional impact
DISTRIBUTION	Westfield Reuse Retrofit 1&2 (engineering design)	U-W	\$500,000	None
DISTRIBUTION	Reuse Line Relocation @ Tiny & Tilden (cost includes design & construction)	U-W	\$100,000	Minor
DISTRIBUTION	Water Meter Replacements	U-W	\$1,175,363	No additional impact
DISTRIBUTION	Replace directional drill w/modular mixing tank	U-W	\$60,297	No additional impact
DISTRIBUTION	Cost/share w/Collections Vactron Trailer Excavator	U-W	\$34,581	Minor
DISTRIBUTION	Vehicle Replacements	U-W	\$73,095	No additional impact
COLLECTION	Replacement TV Truck for TV'ing sewer pipes	U-WW	\$47,941	No additional impact
COLLECTION	New mobile lift station generator	U-WW	\$74,037	Minor
COLLECTION	Cost/share w/Distribution Vactron Trailer Excavator	U-WW	\$34,581	Minor
COLLECTION	Vehicle Replacement	U-WW	\$32,121	No additional impact
COLLECTION	Lift Station Rehab at multiple lift stations	U-WW	\$200,000	No additional impact
COLLECTION	Rehab fiberglass manholes on SR50	U-WW	\$650,000	No additional impact
COLLECTION	Slip Lining of 1,600' of 8" gravity sewer	U-WW	\$200,000	No additional impact

**Utilities Fund Total**

**\$9,200,242**

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
FIVE YEAR CIP**

<b>PROJECT NAME</b>	<b>SOURCE FUND</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Totals</b>	
Performance storage for virtual server environ.	GF	Information Technology	51,976	-	-	-	-	51,976
Chambers audio & video upgrades	GF	Information Technology	56,030	-	-	-	-	56,030
Crime Scene Van	GF	Police - Non Sworn	46,300	-	-	-	-	46,300
Replace police operating servers w/virtual units	GF	Police	78,142	-	-	-	-	78,142
Police Marked Vehicles	GF	Police	421,984	263,740	263,740	263,740	263,740	1,476,944
Police CID Vehicle Replacement	GF	Police	52,748	-	-	-	-	52,748
Replace HVAC system at Fire Admin	GF	Fire	38,000	-	-	-	-	38,000
Fire Station 22 - Concrete Apron replacement	GF	Fire	30,000	-	-	-	-	30,000
Fire Station 23 - Hennis Rd	GF	Fire	-	150,000	1,200,000	-	-	1,350,000
LifePak 15 with heart monitor & defibrillator	GF	Fire	33,975	-	-	-	-	33,975
Replace Ladder / Tower Truck Stn. 22	GF	Fire	58,000	-	-	-	-	58,000
Replace Ford 4X2	GF	Cemetery	26,856	-	-	-	-	26,856
Replace Ford Pick Up Truck	GF	Utility Billing	26,856	-	-	-	-	26,856
Trail Enhancement (Oval)	GF	Streets	1,321,323	-	-	-	-	1,321,323
Streets & Sidewalks Resurfacing/Improvements	GF	Streets	905,544	250,000	75,000	75,000	75,000	1,380,544
Tildenville School Road Trail Realignment	GF	Streets	150,000	-	-	-	-	150,000
Repair Joiner Street Parking Lot	GF	Streets	250,000	-	-	-	-	250,000
Carter Rd intersection improvements	GF	Streets	400,000	-	-	-	-	400,000
Dillard St Improvements - SR 50 to Plant St	GF	Streets	13,584,357	-	-	-	-	13,584,357
Downtown Fountain Restoration	GF	Parks & Land	96,800	302,500	-	-	-	399,300
Purchase of Veterans Park Property	GF	Parks & Land	1,200,000	-	-	-	-	1,200,000
Purchase Property for Soccer Fields	GF	Parks & Land	1,200,000	-	-	-	-	1,200,000
Ball Fields Phase I - Sr League Field	GF	Parks & Land	650,000	-	-	-	-	650,000
Braddock Park Athletic Fields	GF	Parks & Land	100,000	-	-	-	-	100,000
Farmers Market Pavillion Bollards	GF	Parks & Land	130,000	-	-	-	-	130,000
Replace Newton Park Playground Equipment	GF	Parks & Land	107,320	-	-	-	-	107,320
Replace Maple Street Park Playground Equipment	GF	Parks & Land	93,434	-	-	-	-	93,434
Additional portable restroom trailer	GF	Parks & Land	42,000	-	-	-	-	42,000
Replace Utility Compact trailer	GF	Parks & Land	33,600	-	-	-	-	33,600
Replace Ford 4X2 (2)	GF	Parks & Land	53,712	-	-	-	-	53,712
SR 50 Median Lanscaping	GF	Parks & Land	100,000	-	-	-	-	100,000
Jessie Brock HVAC Replacement	GF	Recreation	64,000	-	-	-	-	64,000

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
FIVE YEAR CIP**

<b>PROJECT NAME</b>	<b>SOURCE FUND</b>		<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Totals</b>
Farnsworth Pool Resurface & Tile	GF	Recreation	136,480	-	-	-	-	136,480
Replace Ford 4X4 (2)	GF	Engineering	62,570	-	-	-	-	62,570
<b>General Fund Total</b>			<b>21,602,007</b>	<b>966,240</b>	<b>1,538,740</b>	<b>338,740</b>	<b>338,740</b>	<b>24,784,467</b>
Funding for board approved capital projects	CRA	CRA	-	50,000	50,000	50,000	50,000	200,000
<b>CRA Fund Total</b>			<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>200,000</b>
E Crown Pt Rd - Plant St to Crown Pt Cross	GIF	Streets	-	1,189,560	-	-	-	1,189,560
Marsh Rd (545 to Hickory Hammock)	GIF	Streets	-	3,250,000	-	-	-	3,250,000
Story Rd (Dillard St to 9th St)	GIF	Streets	-	-	285,000	1,100,000	1,100,000	2,485,000
Dillard St Improvements - SR 50 to Plant St	GIF	Streets	2,101,031	-	-	-	-	2,101,031
Stoneybrook Round-about	GIF	Streets	200,000	-	-	-	-	200,000
<b>General Impact Fee Fund Total</b>			<b>2,301,031</b>	<b>4,439,560</b>	<b>285,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>9,225,591</b>
Purchase property on N Boyd St for surface parking	CPF	Downtown	1,500,000	-	-	-	-	1,500,000
Construct North Parking Lot Downtown	CPF	Downtown	750,000	-	-	-	-	750,000
<b>Capital Projects Fund Total</b>			<b>2,250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,250,000</b>
Downtown Brick Pavers	LOGT	Streets	-	30,000	30,000	30,000	30,000	120,000
Midget Pl - Surprise to Palm	LOGT	Streets	-	-	47,300	189,100	-	236,400
N. Main Street - Plant to Newell	LOGT	Streets	-	-	22,250	126,000	-	148,250
S. Highland - Smith to Maple	LOGT	Streets	-	-	21,163	119,937	-	141,100
S. Highland - Smith to Tremaine	LOGT	Streets	-	-	21,163	119,937	-	141,100
Palm Dr - Regal to Division	LOGT	Streets	-	-	94,600	378,400	-	473,000
Street Resurfacing	LOGT	Streets	870,000	150,000	150,000	150,000	150,000	1,470,000
Pavement Striping	LOGT	Streets	-	50,000	50,000	50,000	50,000	200,000
<b>Local Option Gas Tax Total</b>			<b>870,000</b>	<b>230,000</b>	<b>436,476</b>	<b>1,163,374</b>	<b>230,000</b>	<b>2,929,850</b>
Dillard St Improvements - SR 50 to Plant St	S	Stormwater	926,962	-	-	-	-	926,962
Trail Enhancement (Oval)	S	Stormwater	34,300	-	-	-	-	34,300
Regal Point (9th St) Canal Fabri-Form	S	Stormwater	155,350	-	-	-	-	155,350
Stormwater Pollution Control	S	Stormwater	-	225,500	-	-	-	225,500
S. Highland - Smith to Maple	S	Stormwater	-	-	10,300	58,700	69,000	138,000
S. Highland - Smith to Tremaine	S	Stormwater	-	-	10,300	58,700	69,000	138,000
N. Main Street - Plant to Newell	S	Stormwater	-	-	3,400	19,450	22,850	45,700

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
FIVE YEAR CIP**

Midget Pl - Surprise to Palm	S	Stormwater	-	-	10,750	42,950	53,700	107,400
Palm Dr - Regal to Division	S	Stormwater	-	-	18,600	74,300	92,900	185,800
Stormwater Master Plan	S	Stormwater	100,000	-	-	-	-	100,000
Replacement Ford F150 4X4	S	Stormwater	32,121	-	-	-	-	32,121
Stormwater Line Upgrade - E Plant/9th St	S	Stormwater	-	-	1,500,000	-	-	1,500,000
Stormwater R&R Improvements	S	Stormwater	50,000	50,000	50,000	50,000	50,000	250,000
Public Svc Complex Expansion (Cost Share w/ Dist, Coll, & SW)	SW	Solid Waste	15,000	-	-	-	-	15,000
Mack Commercial Garbage Truck replacement	SW	Solid Waste	272,648	-	-	-	-	272,648
Mack Tipper Garbage Truck Replacement	SW	Solid Waste	260,000	-	-	-	-	260,000
Automated Side-Load Trucks	SW	Solid Waste	596,994	596,994	596,994	596,994	596,994	2,984,970
NW Reuse Storage and Main Extension <i>(engineering design)</i>	U-W	Water	370,000	3,700,000	-	-	-	4,070,000
Western Storage Potable Well <i>(engineering design)</i>	U-W	Water	180,000	-	2,400,000	-	-	2,580,000
Vehicle Replacement	U-W	Water	26,856	28,199	29,609	31,089	32,644	148,396
Dillard St Improvements - SR 50 to Plant St	U-W	Water	1,310,883	-	-	-	-	1,310,883
Trail Enhancement (Oval)	U-W	Water	30,475	-	-	-	-	30,475
SCADA System Upgrade - Water	U-W	Water	250,000	-	-	-	-	250,000
SCADA System Upgrade - Waste Water	U-WW	Wastewater	250,000	-	-	-	-	250,000
WWTP Expansion at Crest Ave <i>(engineering design)</i>	U-WW	Wastewater	1,800,000	5,000,000	15,000,000	-	-	21,800,000
Dillard St Improvements - SR 50 to Plant St	U-WW	Wastewater	1,080,205	-	-	-	-	1,080,205
Trail Enhancement (Oval)	U-WW	Wastewater	30,475	-	-	-	-	30,475
WWTP Equalization Basin Cover	U-WW	Wastewater	-	1,000,000	-	-	-	1,000,000
Belt Filter Press & Pumps	U-WW	Wastewater	566,950	-	-	-	-	566,950
Mixer for Dryeufus Plant	U-WW	Wastewater	25,188	-	-	-	-	25,188
New influent pump for WWTP	U-WW	Wastewater	40,338	-	-	-	-	40,338
Vehicle Replacement	U-WW	Wastewater	26,856	28,199	29,609	31,089	32,644	148,396
Public Svc Complex Expansion (Cost Share w/ Dist, Coll, & SW)	U-W	Distribution / Collection	30,000	-	-	-	-	30,000

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
FIVE YEAR CIP**

<b>PROJECT NAME</b>	<b>SOURCE FUND</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Totals</b>
Westfield Reuse Retrofit 1&2 <i>(engineering design)</i>	U-W Distribution	500,000	-	-	-	-	500,000
Reuse Line Relocation @ Tiny & Tilden <i>(cost includes design &amp; construction)</i>	U-W Distribution	100,000	-	-	-	-	100,000
Water Meter Replacements	U-W Distribution	1,175,363	30,000	30,000	30,000	30,000	1,295,363
Replace directional drill w/modular mixing tank	U-W Distribution	60,297	-	-	-	-	60,297
Cost/share w/Collections Vactron Trailer Excavator	U-W Distribution	34,581	-	-	-	-	34,581
Vehicle Replacements	U-W Distribution	73,095	28,199	29,609	31,089	32,644	194,635
Fullers Potable Well #7	U-W Distribution	-	-	90,000	1,200,000	-	1,290,000
Dreyfus Reclaim Storage Tank Rehab	U-W Distribution	-	1,650,000	-	-	-	1,650,000
2" Water Main Upgrades	U-W Distribution	-	200,000	200,000	200,000	200,000	800,000
Maple St Reuse Water Main Extension	U-W Distribution	-	25,000	1,300,000	-	-	1,325,000
Wintermere Harbour Reuse Main Ext. & Retro	U-W Distribution	-	-	324,000	-	-	324,000
Wintermere Pt. Reuse Main Ext. & Retrofit	U-W Distribution	-	-	1,224,000	-	-	1,224,000
Midget PI - Surprise to Palm	U-W Distribution	-	-	8,700	34,700	43,400	86,800
N. Main Street - Plant to Newell	U-W Distribution	-	-	3,000	16,750	19,750	39,500
S. Highland - Smith to Maple	U-W Distribution	-	-	4,250	23,925	28,175	56,350
S. Highland - Smith to Tremaine	U-W Distribution	-	-	4,500	23,675	28,175	56,350
Palm Dr - Regal to Division	U-W Distribution	-	-	20,100	80,550	100,650	201,300
Replacement TV Truck for TV'ing sewer pipes	U-W Collection	47,941	-	-	-	-	47,941
New mobile lift station generator	U-W Collection	74,037	-	-	-	-	74,037
Cost/share w/Distribution Vactron Trailer Excavator	U-W Collection	34,581	-	-	-	-	34,581
Vehicle Replacement	U-W Collection	32,121	33,727	35,413	37,184	39,043	177,489
Lift Station Rehab at multiple lift stations	U-W Collection	200,000	200,000	200,000	200,000	200,000	1,000,000
Rehab fiberglass manholes on SR50	U-W Collection	650,000	650,000	650,000	650,000	650,000	3,250,000
Slip Lining of 1,600' of 8" gravity sewer	U-W Collection	200,000	200,000	200,000	200,000	200,000	1,000,000
Westfield Retrofit Phases 1 & 2	UIF-W Distribution	-	500,000	500,000	-	-	1,000,000
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

**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
FIVE YEAR CIP**

<u>PROJECT NAME</u>	<u>SOURCE FUND</u>		<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Totals</u>
E Crown Pt Rd - Plant St to Crown Pt Cross	URR-W	Distribution	-	15,000	-	-	-	15,000
9th Street (Regal Pointe to Plant)	URR-W	Distribution	-	15,000	-	-	-	15,000
E Crown Pt Rd - Plant St to Crown Pt Cross	URR-WW	Collection	-	15,000	-	-	-	15,000
Midget Pl - Surprise to Palm	URR-WW	Collection	-	-	12,200	48,800	-	61,000
N. Main Street - Plant to Newell	URR-WW	Collection	-	-	6,100	34,550	-	40,650
Palm Dr - Regal to Division	URR-WW	Collection	-	-	22,800	91,300	-	114,100
S. Highland - Smith to Maple	URR-WW	Collection	-	-	4,460	25,290	-	29,750
S. Highland - Smith to Tremaine	URR-WW	Collection	-	-	4,500	25,250	-	29,750
Gravity Sewer Rehab	URR-WW	Collection	-	200,000	200,000	200,000	200,000	800,000

## 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.*

<b>Debt Outstanding—Governmental Fund Types:</b>	<b>Amount Expected at October 1, 2019</b>
Sales Tax Revenue Bonds, Series 2016A \$10,061,000 principal due in annual installments of \$375,000 to \$630,000 through October 1, 2036; interest due in semi-annual installments of \$7,813 to \$146,242 through October 1, 2036; interest rate is fixed at 2.48%.	8,866,000
Sales Tax Revenue Bonds, Series 2016B \$9,691,000; principal due in annual installments of \$363,000 to \$605,000 through October 1, 2036; interest due in semi-annual installments of \$7,502 to \$140,865 through October 1, 2036; interest rate is fixed at 2.48%.	8,537,000
Total Outstanding—Governmental Fund Types	<u>\$17,403,000</u>
<b>Debt Outstanding—Proprietary Fund Types:</b>	<b>Amount Expected at October 1, 2019</b>
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%	\$ 343,060
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%	3,396,767
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%	630,082
Total Outstanding—Proprietary Fund Types	<u>\$4,369,909</u>

Annual Requirements to Amortize Long-Term Debt by FundDEBT OUTSTANDING—GOVERNMENTAL FUND TYPES:General Fund

Debt service requirements of the Sales Tax Bonds, Series 2016A are as follows:

Fiscal Year Ending	Principal	Interest	Total
2020	\$ 426,000	\$ 212,877	\$ 645,877
2021	436,000	209,312	645,312
2022	447,000	198,449	645,449
2023-2036	7,557,000	1,480,214	9,037,214
	<u>\$8,866,000</u>	<u>\$2,107,852</u>	<u>\$10,973,852</u>

Debt service requirements of the Sales Tax Bonds, Series 2016B are as follows:

Fiscal Year Ending	Principal	Interest	Total
2020	\$ 413,000	\$ 211,718	\$ 624,718
2021	419,000	201,475	620,475
2022	429,000	191,084	620,084
2023-2036	7,276,000	1,424,388	8,700,388
	<u>\$8,537,000</u>	<u>\$2,028,665</u>	<u>\$10,565,665</u>

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
2020	\$ 64,157	\$ 10,894	\$ 75,051
2021	66,157	8,740	75,051
2022	68,537	6,514	75,051
2023-2024	144,055	6,046	150,101
	<u>\$343,060</u>	<u>\$32,194</u>	<u>\$375,254</u>

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

Fiscal Year Ending	Principal	Interest	Total
2020	\$ 641,848	\$ 91,295	\$ 733,143
2021	660,076	73,068	733,143
2022	678,821	54,322	733,143
2023-2024	1,416,023	50,265	1,466,288
	<u>\$3,369,767</u>	<u>\$268,950</u>	<u>\$3,665,717</u>

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

Fiscal Year Ending	Principal	Interest	Total
2020	\$ 119,422	\$ 16,031	\$ 135,453
2021	122,632	12,821	135,453
2022	125,928	9,526	135,454
2023-2024	262,100	8,806	270,906
	<u>\$630,082</u>	<u>\$47,184</u>	<u>\$677,266</u>



# WINTER GARDEN

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## SUPPLEMENTAL INFORMATION

PERSONNEL AUTHORIZATIONS

—

FULL TIME EQUIVALENT EMPLOYEES PER  
THOUSAND

—

GENERAL FUND UNRESERVED FUND BALANCE  
HISTORY

—

AD VALOREM REVENUE HISTORICAL  
COMPARISON

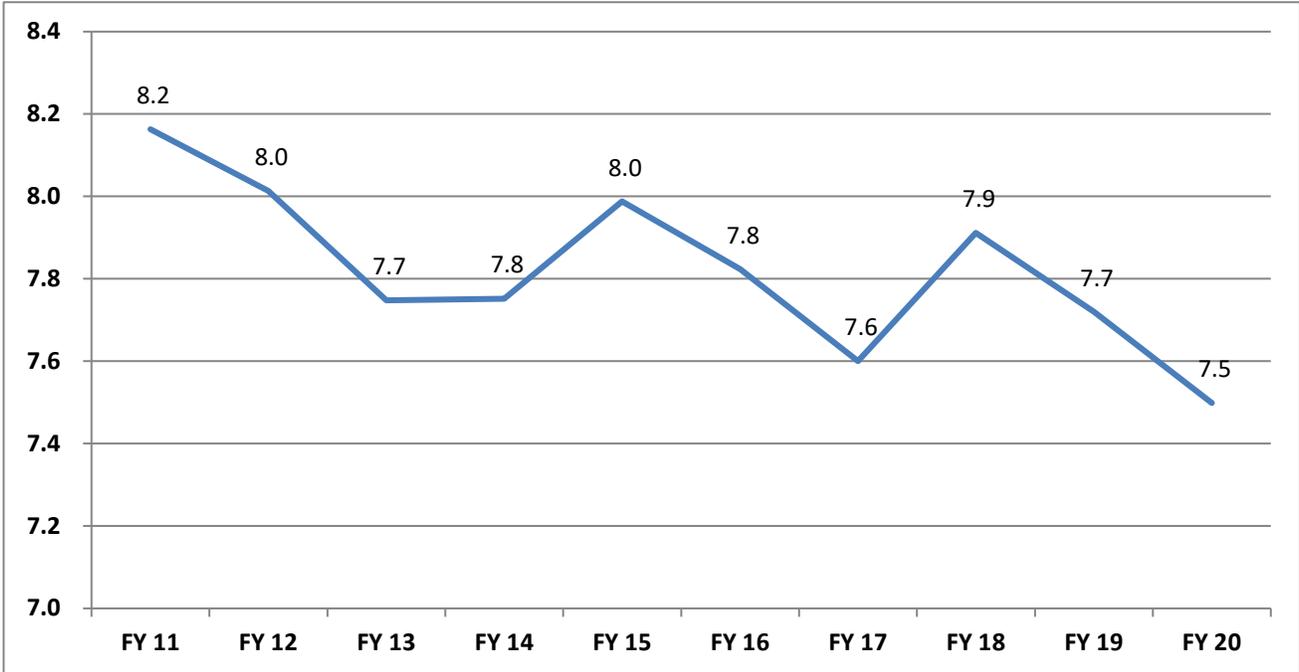
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TAXABLE VALUE AND MILLAGE  
HISTORICAL COMPARISON

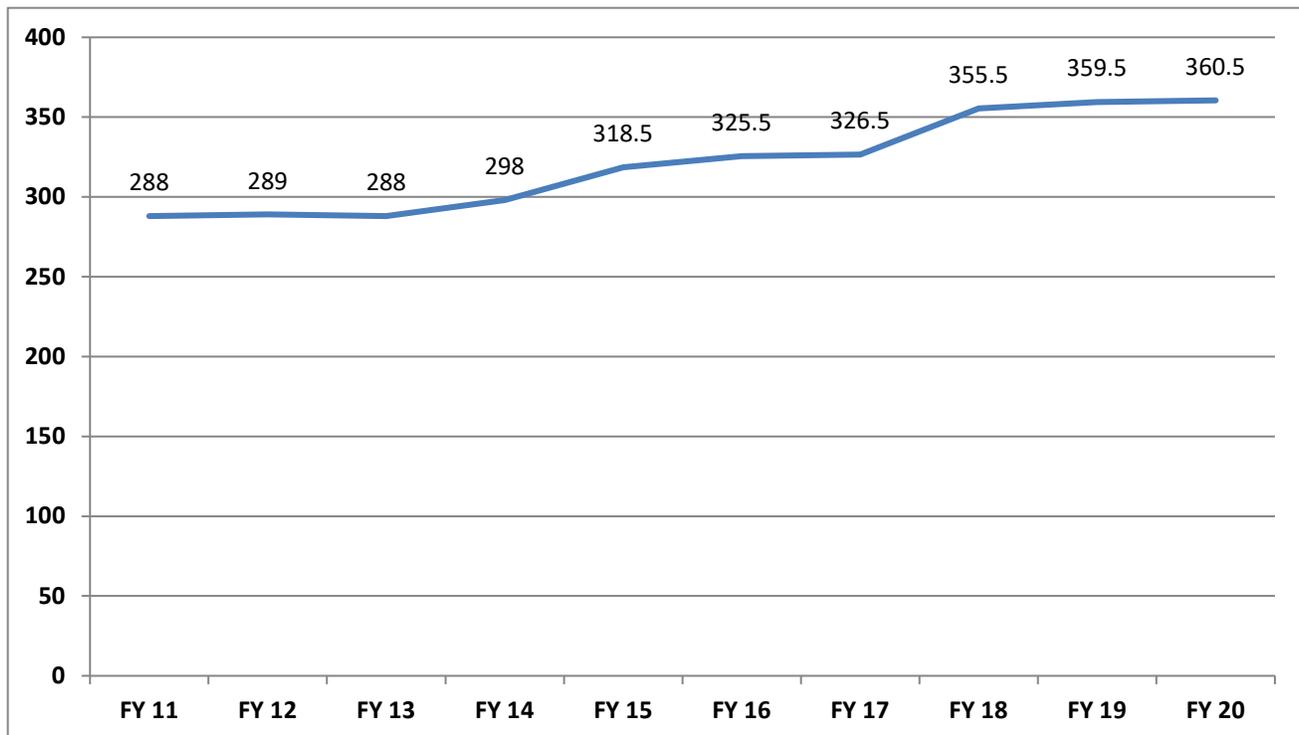
**CITY OF WINTER GARDEN**  
**Adopted FULL TIME EQUIVALENT**  
**FISCAL YEAR 2019-2020**

<b>DEPARTMENT</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Adopted FY 2020</b>
<b>GENERAL GOVERNMENT</b>					
City Commission	5	5	5	5	5
Executive	5.5	5.5	5.5	5.5	5.5
Economic Development	1	1	1	1	1
City Clerk	3	3	3	3	3
Finance	10	10	10	11	11
Information Systems	5	5	5	5	5
<b>ADMINISTRATIVE SERVICES</b>					
Human Resources	4	4	4	4	4
Facilities Management	6	6	6	6	7
Fleet Management	7	7	7	7	7
<b>TOTAL GENERAL GOVERNMENT</b>	<b>46.5</b>	<b>46.5</b>	<b>46.5</b>	<b>47.5</b>	<b>48.5</b>
<b>PUBLIC SAFETY</b>					
Police - sworn	83	85	87	90	90
Police - non-sworn	30	30	30	30	30
Police - non-sworn part-time	8	8	12	12	12
Fire	45	45	64	64	64
<b>TOTAL PUBLIC SAFETY</b>	<b>166</b>	<b>168</b>	<b>193</b>	<b>196</b>	<b>196</b>
<b>COMMUNITY DEVELOPMENT</b>					
Building - Inspection	8	8	9	9	9
Building - Code Enforcement	2	3	3	3	3
Planning - Administration	4	4	5	4	4
Building - Administration	6	6	6	6	6
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>20</b>	<b>21</b>	<b>23</b>	<b>22</b>	<b>22</b>
<b>PUBLIC SERVICES</b>					
Administration	4	4	4	4	4
Streets	3	3	3	3	3
Cemetery	1	1	1	1	1
Sanitation	19	18	18	18	18
Stormwater	2	2	2	2	2
Environmental Services	3	2	2	2	2
Water	5	5	5	5	5
Wastewater	7	7	7	7	7
Distribution	12	12	12	12	12
Collection	15	15	15	15	15
<b>TOTAL PUBLIC WORKS AND UTILITIES</b>	<b>71</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>69</b>
<b>ENGINEERING</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>PARKS and RECREATION</b>					
Recreation	8	8	9	9	9
Recreation - part-time FTE	0	0	0	0	0
Parks	12	12	13	14	14
<b>TOTAL PARKS/RECREATION</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>23</b>	<b>23</b>
<b>TOTAL PUBLIC SERVICES</b>	<b>96</b>	<b>94</b>	<b>96</b>	<b>97</b>	<b>97</b>
<b>TRAILER CITY</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTALS (less Commission)</b>	<b>325.5</b>	<b>326.5</b>	<b>355.5</b>	<b>359.5</b>	<b>360.5</b>

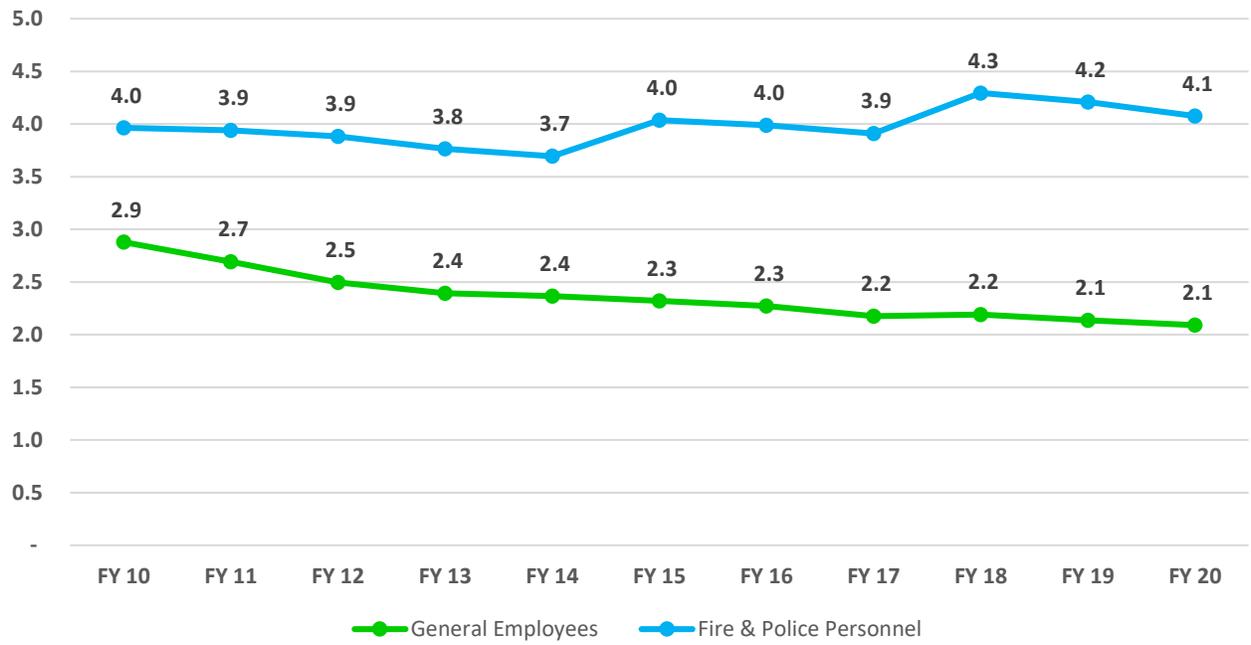
**CITY OF WINTER GARDEN  
 FY 2019/2020 BUDGET  
 FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**



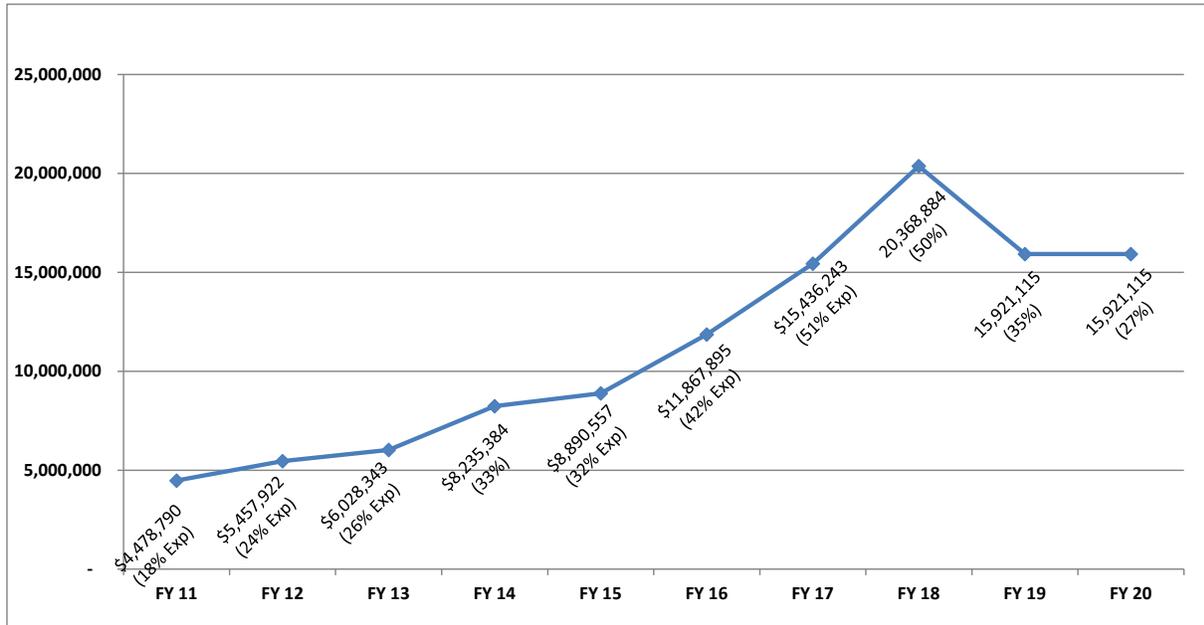
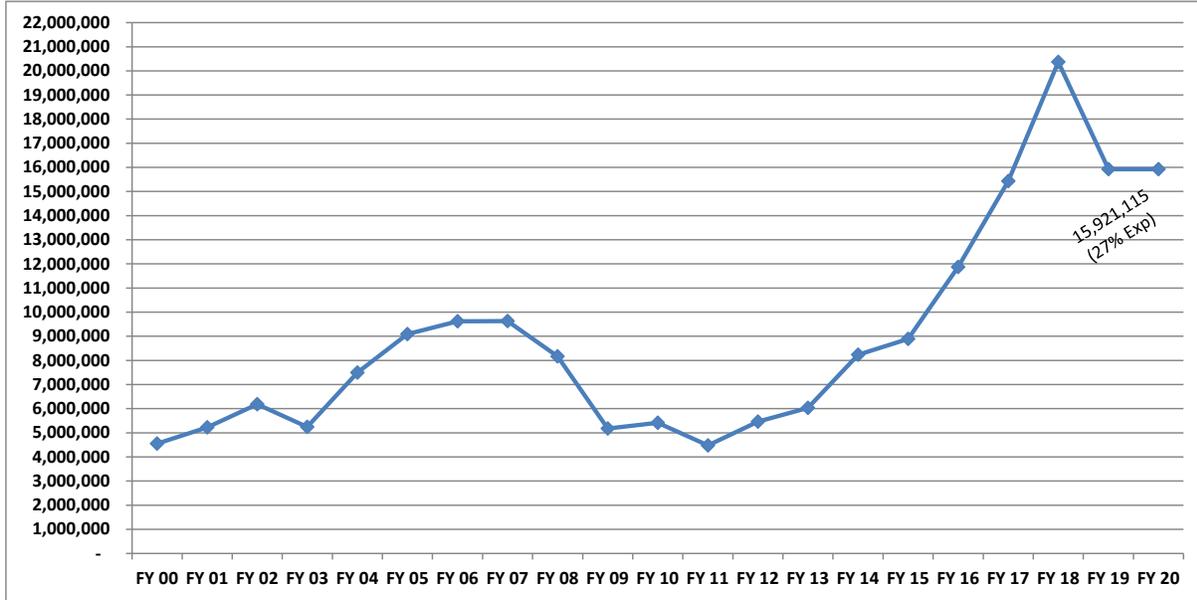
**FULL-TIME EQUIVALENT EMPLOYEES**



### General Fund Employees per 1,000 Residents

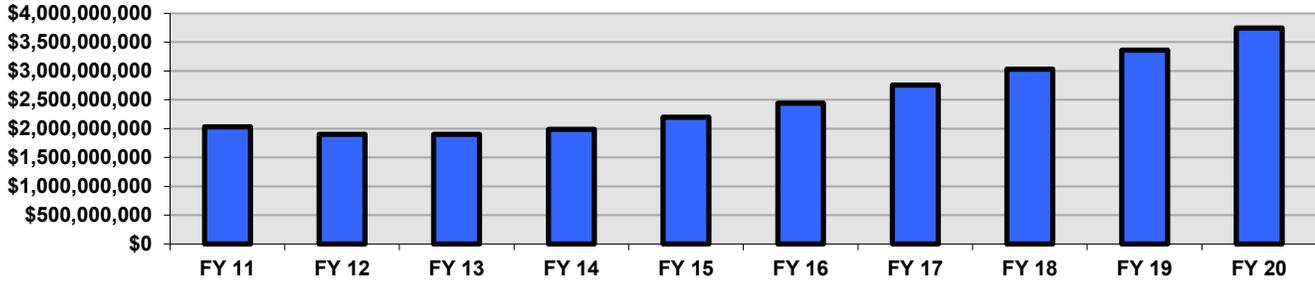


**CITY OF WINTER GARDEN  
FY 2019/2020 BUDGET  
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND**

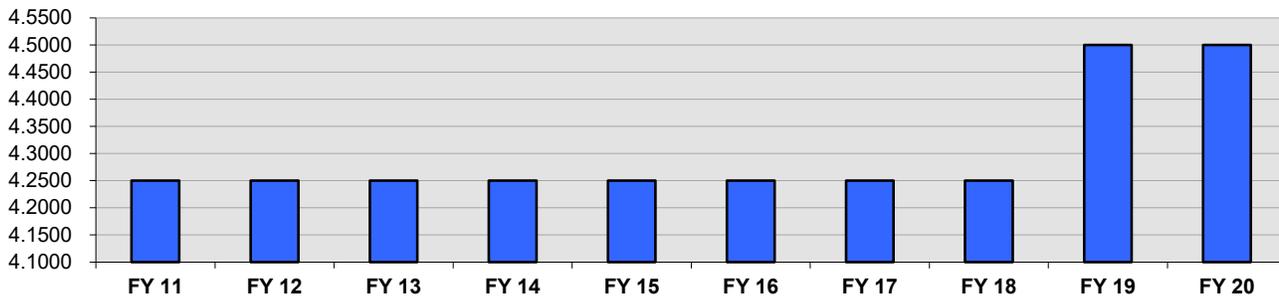


## CITY OF WINTER GARDEN AD VALOREM TAXES

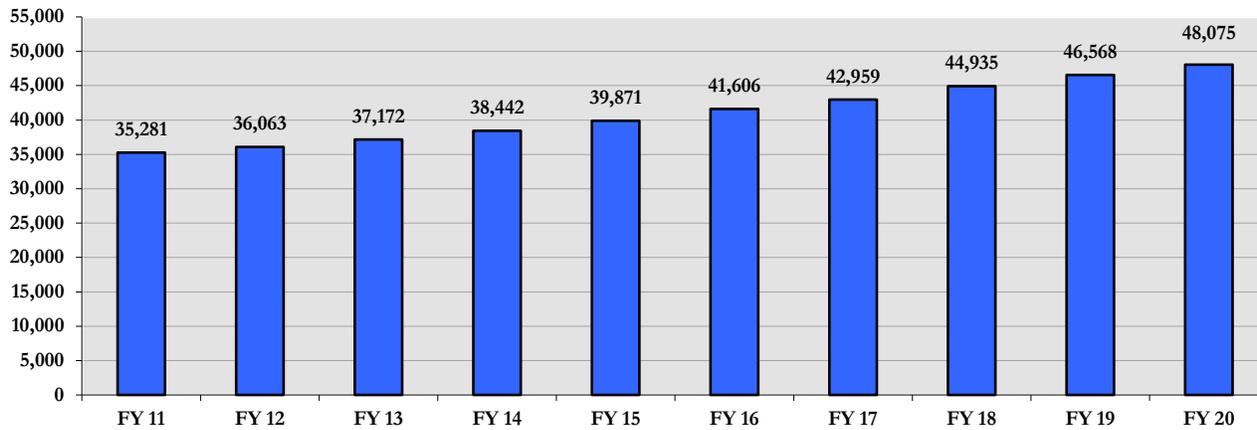
### TOTAL ASSESSED VALUATION



### MILLAGE RATE



### WINTER GARDEN POPULATION



**City of Winter Garden**  
**STRATEGIC PLAN**

# Strategic Priorities

## Improve and Maintain Mobility

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

The ability to move unencumbered from one place to another, especially, from one part of the city to another, enhances the quality of life for 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:

- Plant St. to 429 corridor improvement to support commercial expansion.
- Bicycle travel connectivity from the south to the downtown district.
- Dillard St. gateway to downtown not multi-modal friendly.
- Parking challenges with a growing and vibrant downtown.



### Key Initiatives:

- Improve bicycle, pedestrian and vehicle inter-connections to all parts of the City and, especially, the Downtown District.
- Reduce congestion throughout the City and augment downtown public parking.
- Encourage alternative modes of transportation.
- Redevelop Dillard St. corridor to expand/improve the multi-modal characteristics



## Ensure a Safe Community

Direct police presence around property and personal crimes, providing a sense of safety. Ensure Fire Department and community readiness for fire, medical and disaster emergencies through proactive outreach.



In order to be comfortable in their homes, neighborhoods and downtown; feel confident in the 9-1-1 response; 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 still on the front line to vigilantly protect both person and property. Life emergencies surrounding a medical crisis or personal property can also be devastating, especially, when they can be prevented. The Fire Department works hard to educate citizens on prevention and having a fast response to such events.

### Target Areas:

- Police to focus on crimes against people and property.
- Focus on fire and medical emergency prevention, disaster preparedness and overall 9-1-1 response.

### Key Initiatives:

- Maintain strong police presence downtown and throughout City.
- Promote (night and day) sense of safety in neighborhoods
- Enlist community members to assist with crime prevention.
- Work with at-risk youth through community initiatives.
- Reduce and prevent property crimes.
- Conduct emergency disaster awareness/fire prevention campaigns
- Provide frequent CPR training for residents.
- Ensure speedy Fire and EMS response including turn-out times.



## Encourage a Thriving Economy

Encourage a sustainable thriving economy that maintains a prosperous downtown and attracts high-paying local jobs from targeted segments.

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 and vibrant economy, but building on the assets as well as the intangibles that Winter Garden already has makes the road to success much more attainable.

### Target Areas:

- Residents commute for employment, especially higher paying jobs.
- More office/retail space needed.



### Key Initiatives:

- Continue to preserve a vibrant, thriving downtown.
- Revitalize/Expand 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.
- Work closely with the development community to create new office, commercial and industrial space throughout the City.
- Improve property values through quality commercial and residential development.



## Protect the Sense of Community

Protect the history and small town character of Winter Garden to preserve a shared sense of charm and community.

Whether from its roots, location, community programs or just good luck, Winter Garden residents are drawn here because of its intimate small town feel and sense of community. A strong sense of community translates into meaningful social and civic interactions where residents look out for one another, participate in local events, patronize local business and become involved in government decisions. When residents are concerned about something greater than self-interests, the social, economic and political network of the community tends to bond harmoniously and creates beneficial synergies.



### 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 (public, private, faith-based/not-for-profit sectors).
- Provide opportunities for public participation, input and civic engagement.
- Increase community cohesion (multi-cultural opportunities and interests).
- Keep residents well-informed about City affairs and happenings.



## Preserve the Natural Environment

Protect the natural environment and enhance the footprint of open 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 and responsibly protecting the beauty nature has already provided.



### Target Areas:

- Not enough “green spaces” in some areas of the City.
- Recovering Lake Apopka from pollution.
- Environmental challenges exist due to new and fast growth.



### Key Initiatives:

- Pursue managed and 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 improve/reduce pollution effects in Lake Apopka.
- Require residential developers to allot significant acreage to natural open spaces.
- Rehabilitate and preserve Tucker Ranch Heritage Park, thereby, providing addition natural green space for farming, primitive camping, education, and other nature-based activities.

## Provide an Attractive Community

Keep the City and its gateway corridors attractive and clean.

An attractive, clean and aesthetically balanced community not only gives a good impression to visitors, it makes for a more desirable place to make a 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:

- S.R. 50 to remain a priority as it's our first impression to visitors.
- Dillard Street and East Plant Street need renovation.
- Code enforcement challenges in some residential and commercial communities.

### Key Initiatives:

- Redevelop and beautify S.R. 50, Dillard Street and East Plant Street as attractive gateways into the City.
- Update and enforce codes to address challenges, with targeted attention to dilapidated commercial and residential areas.
- Achieve code enforcement adherence through strategies of voluntary compliance
- Ensure a sustainable attractive downtown.
- Develop and sustain beautiful park, pedestrian and landscape areas.



## **Provide Recreation, Arts and Culture**

Provide desirable parks, facilities, programs and events for recreation, arts and culture that cater to active and healthy lifestyles including a mixture of leisure interest for both residents and visitors.



Not only because it is important in each person's life, but more and more as the country 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 to provide programs that are most desirable by all demographical segments.
- Tucker Ranch Heritage Park to be used to expand new recreational experiences.
- Celebrate community history and tradition through festivals.
- Encourage private sector partnership of recreational services/offerings.
- Diverse art and culture events that bring the residents and visitors together.
- Develop creative ways to inform residents about recreation, art and cultural opportunities.



## Support Education and Learning Opportunities

Support elevating the quality of K-12 public education and attract as well as broaden community opportunities for institutions of higher and 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 or institution, the city's reputation is affected by the variety and quality of K-12 schooling as well as the availability/access to adult higher learning and technical/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:

- While improving and trending above average, public education in Winter Garden needs to be the best quality in Central Florida.
- City and local school engagement needs to improve.
- Not enough opportunities for education overall exist.



### Key Initiatives:

- Support improvement in the quality of Winter Garden public schools.
- Support new and existing opportunities for adult education including vocational, high tech and traditional institutions of higher learning.
- Initiate and forge more synergistic partnerships of mutual interests with K-12 schools.

## Maintain Quality Services and Infrastructure

Vigilantly provide and ensure 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, storm water, street resurfacing, right of way landscaping and other services need to be performed at the highest levels across all of Winter Garden.

### Key Initiatives:

- Acquire and develop quality staff that works smarter and safer
- Proactively seek alternative sources of funding, like grants, to subsidize infrastructure projects.
- Continuously plan for the short and long term to meet the community's infrastructural and service demands.
- Perform timely inspections and maintenance on all infrastructure assets to ensure longevity.
- Modernize, upgrade and replace aging utility assets.
- Expanded focus on street and sidewalk upkeep and repairs
- Vigilant adherence to the City's engineering design standards for all horizontal construction projects.





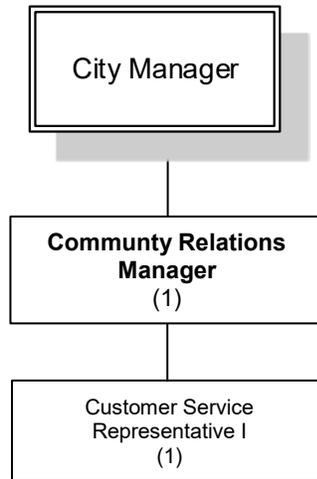
# COMMUNITY RELATIONS DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Proactively engage the Winter Garden community to establish relationships between the City and its residents, businesses, governmental entities, and other stakeholders.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Lead publicity initiatives with residents and businesses regarding City functions, services and programs</li> <li>Direct marketing programs to enhance the public image of the City</li> <li>City liaison with community groups, residents, governmental agencies, and the media</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Apathy towards local government</li> <li>Ensuring the City's efforts to communication are targeted using the right medium and the right message to the right people in the right way</li> </ul>	<p><b>BUSINESS ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>More information provided to citizens will increase their understanding of City functions</li> <li>Knowledge of events in the City will lead to increased participation and attendance</li> <li>Citizens want to experience a sense of community and to be a part of their community</li> </ul>

### Organizational Structure

FTE: 2



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

**Strategic Priority #1**  
Protect the Sense of Community

**Department Goal**

*Cultivate 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 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

*Actively engage and support local K-12 students and families through diverse learning opportunities*

## Objective

- Collaborate and partner with key City departments to ensure that all outreach and learning enrichment activities in the community maintain a high commitment, are actively monitored and effectively target the diverse values of Winter Garden's K-12 students and families.

## Performance Indicators

*# of City outreach and learning activities for K-12 students and families– The number of outreach and learning enrichment activities that target K-12 students and their families where the City serves as a community partner, resource or facilitator*

*# of K-12 students who participated in City outreach and learning activities - The number of students who attend or participate in outreach and learning enrichment activities where the City serves as a community partner, resource or facilitator.*

## Strategic Priority #3

### Deliver Quality Services Equitably and Respectfully

#### Department Goal

*Deliver excellent customer service experience to all citizens & residents at every contact point*

## 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

**% of Requests Resolved within 5 days** - % of customer or citizen service requests that are closed/completed less than or equal to five business days by City staff

**% 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Opportunities to Participate in Community Matter Satisfaction Index	73%	77%	79%↑
Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index	80%	74%	80%↑
Sense of Community Satisfaction Index	82%	79%	84%↑
Service Process Satisfaction Rating *	96.2%	94.3%	≥ 95%↑
Service Outcome Satisfaction Rating *	96.4%	94.6%	≥ 95%↑
% Satisfied with Resolution Timeframe *	98.2%	94.6%	100%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time (in seconds)	:15	:09	≤ :12↓
Average Talk Time (in seconds)	:27	:26	≤ :31↓
Average Hold Time (in seconds)	:04	:03	≤ :06↓
Call Abandonment Rate	9%	4.7%	≤ 10%↓
% of Calls Handled	90.7%	95.3%	≥ 90%↑
Initial Acknowledgement Response Rate (within 24 hrs.)	94.2%	94.6%	≥ 98%↑
% of Requests Resolved within 5 days	98.5%	97.7%	≥ 95%↑
# of City outreach and learning activities for K-12 students and families	N/A	26	35↑
# of K-12 students who participated in City outreach and learning activities	N/A	26,411	27,000↑

\* GovQA citizen survey on service request experience conducted monthly

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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



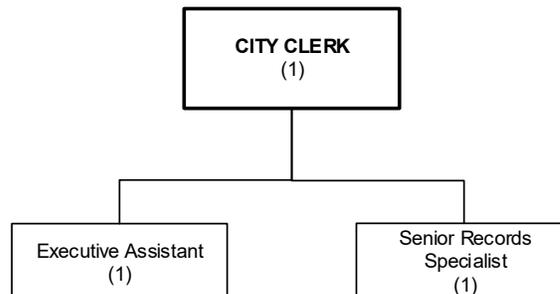
# CITY CLERK'S DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Ensure the integrity of the legislative process, municipal elections, administrative support, information and official public documents.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Legislative Proceedings</li> <li>• Records Custodian and Management</li> <li>• Oath Administration</li> <li>• Supervisor of Municipal Elections</li> <li>• Coordinator of Records Requests and Lien Searches</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Simultaneous multiple records, lien search, and/or cemetery inquiry requests</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Monitoring of legislative statutory or administrative law updates</li> <li>• Continued effective alliances with Multiple Departments</li> <li>• Preserved integrity of electronic documents and information</li> </ul>

### Organizational Structure

FTE: 3



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

### Strategic Priority #1

Provide Transparent and Accountable Government

#### Department Goal

*Improve access, retention, and integrity of City records*

#### Objective

- Create and execute a multiyear plan to ensure all cemetery records are accurately captured and stored electronically in accordance with the City's retention policy to include all future records generated and also electronic conversion of all existing paper records.

*% of Cemetery Space Records Captured Electronically – Number of cemetery space (plot, niche, etc.) records captured and/or converted into an electronic format divided by the total number to-date of cemetery spaces sold. Note: Each space can have several records generated.*

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATOR</b>			
% of Cemetery Space Records Captured Electronically	5.4%	17.7%	60%↑

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

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



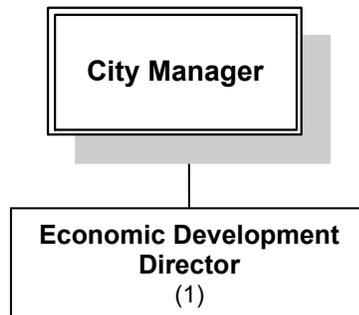
# ECONOMIC DEVELOPMENT DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Promote a sustainable and thriving economy that maintains a prosperous business community that yields diverse job opportunities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Business Recruitment</li> <li>• Economic Gardening – Business Development, Technical Assistance &amp; Partnerships</li> <li>• Downtown and Redevelopment</li> <li>• Business Marketing &amp; Promotion</li> <li>• Strategic Partnerships</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Recovering economic environment, including:             <ul style="list-style-type: none"> <li>○ Tightened capital markets</li> <li>○ Commercial Occupancy is 98% - No available space for new businesses</li> <li>○ New commercial development underway</li> <li>○ Housing market has slowed</li> <li>○ Modest business growth</li> <li>○ Improved consumer confidence</li> <li>○ Unemployment has dropped to 4%</li> </ul> </li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Growth expected within small to mid-sized businesses</li> <li>• Growth expected in health and wellness, manufacturing (agriculture/food), construction, digital and creative technology and retail sectors</li> <li>• Increasing tax revenues and job growth (3%)</li> <li>• Signs of slower sustained growth</li> </ul>

### Organizational Structure

FTE: 1



## FY 2019-2020 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

**Overall Quality of Business and Service Establishments in Winter Garden Satisfaction Index** – Percentage of citizens who feel positive about overall quality of business and service establishments throughout the City

**Overall Economic Health of Winter Garden Satisfaction Index** – Percentage of citizens who feel positive about the overall economic health, condition and vitality of Winter Garden

**Economic Development Satisfaction Index** – Percentage of citizens who feel positive about the overall economic development throughout the City or view the types of economic activities and opportunities as desirable

**Percent of Citizens Purchasing Goods and Services Locally** – Percentage of citizens who purchase goods and services within Winter Garden's City boundaries

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

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

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

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

**# of Jobs Added** – Number of jobs added annually to Winter Garden's employment base (<http://www.wintergardensflprospector.com/>)

**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** – Percentge 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** – Average 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 throughtout Winter Garden.

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

### Department Goal

*Foster entrepreneurship and empower business start-ups to bolster commerce*

### Objective

- Create a business friendly environment that facilitates and expedites 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 years' 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** – Fiscal year total monetary value of all commercial construction activity throughout Winter Garden

**Construction \$ Value per Commercial Building Permit** – Average dollar value of construction work for each commercial building permit application submitted during the fiscal year

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

**Construction \$ Value per Residential Building Permit** – Average dollar value of construction work for each residential building permit application submitted during the fiscal year

## Department Goal

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

### Objective

- Strengthen and diversify the Downtown District by encouraging and promoting infill and redevelopment.

### Performance Indicators

**Vibrant Downtown/Commercial Area Satisfaction Index** – Percentage of citizens who feel positive about the economic vibrancy of the downtown district/commercial area in Winter Garden

**Downtown Commercial Occupancy Rate** – Occupied square footage compared to total available square footage in the Downtown District

**Downtown CRA Taxable Value** – Orange County Property Appraiser's determination of taxable value for properties within the CRA boundary

## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employment Opportunity Satisfaction Index	45%	47%	49% ↑
Overall Quality of business and service establishment in Winter Garden Satisfaction Index	83%	80%	85% ↑
Overall Economic Health of Winter Garden Satisfaction Index	82%	81%	84% ↑
Economic Development Satisfaction Index	78%	71%	80% ↑
Percent of Citizens Purchasing Goods and Services Locally	99%	96%	99% ↑
Vibrant Downtown/Commercial Area Satisfaction Index	87%	91%	93% ↑
<b>OPERATIONAL INDICATORS</b>			
City Population	44,935	47,245	48,190 ↑
% Change in City Population	3.6%	5.1%	2.0% ↑
City-wide Commercial Occupancy Rate	99.5%	98.9%	99.5% ↑
City Unemployment Rate	3.2%	2.9%	3.7% ↓
# of Jobs Added (In Winter Garden)	2,443	2,028	2,090 ↑
Average Wage of Total Jobs	\$48,204	\$49,942	\$51,000 ↑
Annual % Change in Property Values	10.1%	10.3%	12% ↑
Total Annual Property Values	\$3,032,114,375	\$3,345,814,314	\$3,747,735,000 ↑
% Change in Median Household Income	3.8%	9.5%	2.6% ↑
Median Household Income	\$62,265	\$68,169	\$70,000 ↑

Average Purchase Price of a New Home (Single-Family)	\$373,127	\$445,376	\$500,000↑
# of Business Start-Ups & Expansions	401	412	350↑
% Change in Business Tax Receipts	26.6%	-3.0%	2.0%↑
Annual Business Tax Receipts	\$257,642	\$249,981	\$255,000↑
Commercial Construction \$ Value	\$46,219,608	\$48,078,368	\$51,000,000↑
Construction \$ Value per Commercial Building Permit	\$78,865	\$98,320	\$102,000↑
Residential Construction \$ Value	\$313,848,922	\$256,602,317	\$227,700,000↑
Construction \$ Value per Residential Building Permit	\$74,886	\$64,344	\$69,000↑
Downtown Commercial Occupancy Rate	99%	99%	100%↑
Downtown CRA Taxable Value	\$131.9M	\$146.8M	\$172.5M↑

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



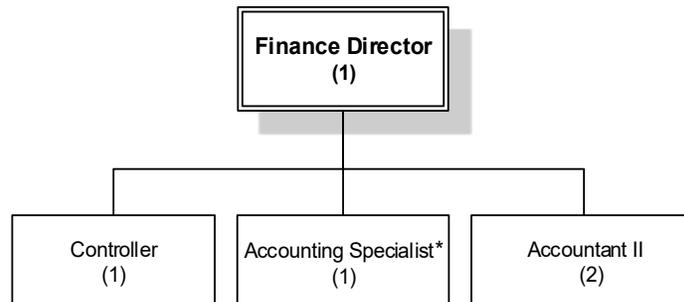
# FISCAL MANAGEMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

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

### Organizational Structure

FTE: 4



## FY 2019-2020 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*

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## Strategic Priority #2

### Deliver Quality Services Equitably & Respectfully

#### Department Goal

*Deliver high levels of service in all fiscal needs when supporting departments and employees*

#### 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*

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## 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.*

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## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employee Motivation and Productivity Satisfaction Rating *	95.3%	N/A	75%↑
Fiscal Management Overall Customer Service Satisfaction Rating *	69%	N/A	95%↑
<b>FINANCIAL INDICATOR</b>			
Budget to Actual Variance (City Overall Financials) **	+8%	+4%	+5%↑

\* 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

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

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



# FINANCE DEPARTMENT

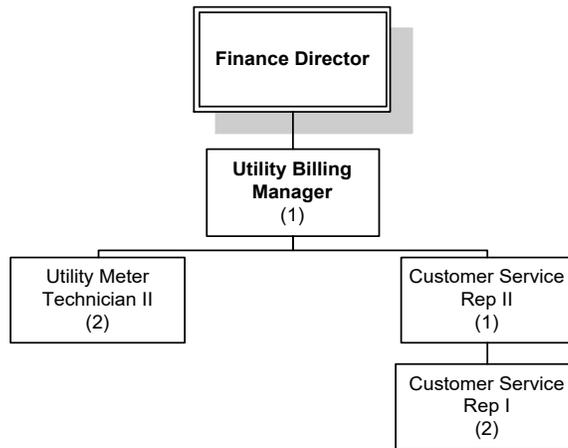
## UTILITY BILLING

### BUSINESS PLAN & PERFORMANCE INDICATORS

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

#### Organizational Structure

FTE: 6



## FY 2019-2020 STRATEGIC PRIORITY, GOAL AND OBJECTIVES

### Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

#### Department Goal

*Provide a responsive and consistent Utility Billing service experience*

#### Objectives

- Improve customer service experience and delivery processes through reinforced phone, over-the-counter and field 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 or households surveyed (from the biennial citizen survey) who 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

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## 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.

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## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Utility Billing Service Satisfaction Index	86%	80%	85%↑
Overall Service Experience Satisfaction Rating	97.4%	95.9%	97%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time (in seconds)	:66	:47	≤ :55↓
Average Talk Time (in seconds)	:124	:116	≤ :115↓
Average Hold Time (in seconds)	:111	:84	≤ :90↓
Call Abandonment Rate	7.6%	5.6%	≤ 5%↓
% of Calls Handled	92.4%	94.4%	≤ 95%↑

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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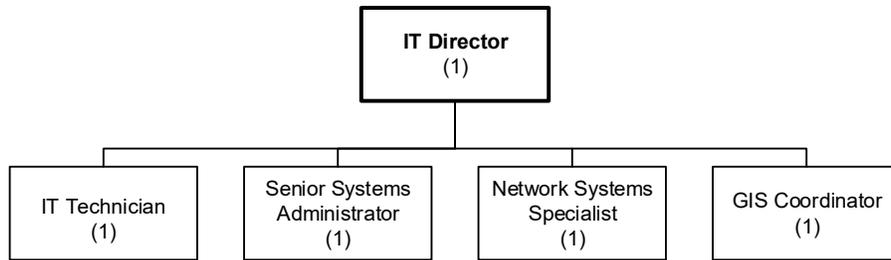


# INFORMATION TECHNOLOGY BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Provide timely and effective end-user support, focusing first on customer service, to ensure that all information and communication systems are secure, reliable and performing as expected.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide service according to the Winter Garden Way</li> <li>• Integrate and support computer hardware, software, and voice technology</li> <li>• Provide quality Geographic Information Services</li> <li>• Support internal service requests</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Failure to receive information or requirements in a timely manner</li> <li>• Upfront costs of IT based solutions may not always be affordable</li> <li>• Aging equipment / servers will require near-future attention.</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Current security setup will adequately guard data and overall network integrity</li> <li>• Call volumes will remain at a manageable level</li> <li>• Level of staff training will be adequate for any changes in technology</li> <li>• Budget approval for projects/capital items</li> </ul>



FTE: 5



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

### Strategic Priority #1

**Deliver Quality Services Equitably & Respectfully**

#### Department Goal

*Enable staff to maintain high levels of productivity when using technology to provide services to the community and throughout the City*

#### 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.

#### 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.
- Conduct ongoing monitoring of progress and evaluation of the planned/completed network infrastructure upgrades to ensure stable and consistent system availability for all end users.
- Plan and complete multiple targeted software and hardware upgrades to ensure high performing systems as well as enhance organizational productivity and efficiency.

### 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 (City Hall, City overall, PD, VPN tunnels)

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
IT Overall Service Satisfaction Rating *	88.8%	N/A	91%↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75%↑

## OPERATIONAL INDICATORS

CISCO Phone System Uptime Rate	99.9%	100%	≥ 99.5% ↑
Involuntary Abandonment Rate	.03%	.01%	≤ 0.05% ↓
% Uptime and Availability of Systems	99.9%	99.8%	≥ 99.5% ↑

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

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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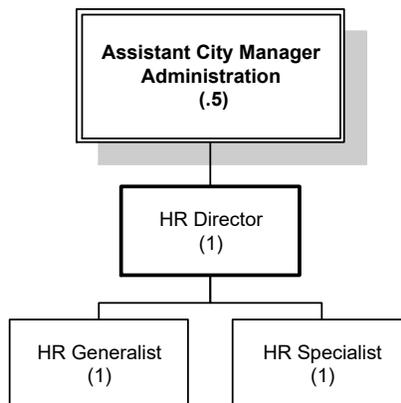


## ADMINISTRATIVE SERVICES HUMAN RESOURCES BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> To recruit, engage, develop, support, and retain a skilled, diverse workforce.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Retention</li> <li>• Employee Support Services</li> <li>• Employee Organizational Development</li> <li>• Employee Relations</li> <li>• Risk Management</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Uncertainty of Healthcare Reform Impacts</li> <li>• Learning curve for new HR staff</li> <li>• Employee compliance with safety practices</li> <li>• Ongoing training and support to help Dept. Heads/Supervisors/ Employees successfully navigate program and identify career paths, qualification gaps, and training to "bridge" the gap for employees' IDPs so they may begin working toward career goals</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Employees will want to continue to learn and improve skills if given the opportunity</li> <li>• Will have the resources to continue employee training</li> </ul>

### Organizational Structure

FTE: 3.5



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

### Strategic Priority #1

Recruit, Develop and Retain Top Talent

#### Department Goal

*Recruit and select high quality candidates for all positions*

### Objective

- Monitor and improve recruitment, interview, and selection process to impact improved time-to-fill timeframes and quality of hire.

## 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 90 Days** – The number of open salaried job requisitions filled (acceptance of an offer) within 90 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*

### Objectives

- Develop and implement targeted employee training programs to increase the skill set quality for management and all employees.
- Enable, support and monitor the Career Development Program process, activities, and goals to ensure faithful leadership, delivery and program experience for all general employees who pursue career fulfillment and opportunities throughout the City.

## 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 realized annually per supervisory employee or FTE

**Career Development Leadership Effectiveness Satisfaction Index** - Overall satisfaction level (more than satisfied and satisfied) of nonsupervisory employees who rate the support and effectiveness level of the Career Development Program delivery and experience. **Target competency areas include:** Productive/supportive/informative coaching and feedback; creating a productive/cohesive/collaborative work environment; responsiveness/helpfulness when navigating the career development process; and ongoing/regular communication and follow-up that supports progress with development and career goal achievement.

### 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

*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 except worker's comp and light duty) 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*

#### Objectives

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
- Create a City-wide employee recognition and rewards program designed to acknowledge and reward employees in order to impact employee morale, engagement, and retention.

#### 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*

## 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

**Citywide Lost Workdays Due to On-The-Job Injuries per FTE** – Total number of lost days (due to work related injuries) realized on average per City employee (FTE) annually. Calculation: Total lost workdays for police + fire + general employees due to work related injuries divided by total City FTEs. (excludes light-duty)

**General Employee Lost Workdays Due to On-The-Job Injuries per FTE** – Total number of lost days (due to work related injuries) realized on average per General employee (FTE) annually. Calculation: Total hours lost due to injuries divided by standard works hours per day divided by total general employee FTEs. (excludes light-duty)

**Police Lost Workdays Due to On-The-Job Injuries per FTE** – Total number of lost days (due to work related injuries) realized on average per Police employee (FTE) annually. Calculation: Total hours lost due to injuries divided by standard work hours per day divided by total Police FTEs. (excludes light-duty)

**Fire Lost Workdays Due to On-The-Job Injuries per FTE** – Total number of lost days (due to work related injuries) realized on average per Fire employee (FTE) annually. Calculation: Total hours lost due to injuries divided by standard work hours per day divided by total Fire FTEs. (excludes light-duty)

**Citywide Light Duty Days Due to On-The-Job Injuries per FTE** – Total number of days of Light Duty (due to work related injuries) realized on average per City employee annually. Calculation: Total light duty days for police + fire + general employees due to work related injuries divided by total City FTEs.

**General Employee Light Duty Days Due to On-The-Job Injuries per FTE** – Total number of days of Light Duty (due to work related injuries) realized on average per General employee annually. Calculation: Total light duty hours due to injuries divided by standard works hours per day divided by total general employee FTEs

**Police Light Duty Days Due to On-The-Job Injuries per FTE** – Total number of days of Light Duty (due to work related injuries) realized on average per Police employee annually. Calculation: Total light duty hours due to injuries divided by standard works hours per day divided by total Police FTEs

**Fire Light Duty Days Due to On-The-Job Injuries per FTE** – Total number of days of Light Duty (due to work related injuries) realized on average per Fire employee annually. Calculation: Total light duty hours due to injuries divided by standard works hours per day divided by total Fire FTEs

#### Department Goal

*Excellent and professional HR service experience to all employees and departments*

#### 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Employee On-Boarding Satisfaction Rate	99.5%	99.5%	100%↑
HR On-Boarding Satisfaction Rating	100%	100%	100%↑
Department On-Boarding Satisfaction Rating	98.8%	98.8%	100%↑
Training Experience Satisfaction Rating	97%	N/A	100%↑
Career Development Leadership Effectiveness Satisfaction Index *	72%	N/A	75%↑
HR Overall Customer Service Satisfaction Rating *	92.2%	N/A	94%↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75%↑
<b>FINANCIAL INDICATORS</b>			
Internal Training Cost Per Employee	\$0	\$0	\$75.00↑
External Training Cost Per Employee	\$124.73	\$0	\$200.00↑
Net City Health Care Cost per Member	\$3,904	\$4,361	≤ \$4,177↓
Total City Health Care Cost per Member	\$5,047	\$5,487	≤ \$5,400↓
Net City Health Care Cost per Employee	\$7,275	\$7,782	≤ \$7,784↓
Total City Health Care Cost per Employee	\$9,404	\$9,792	≤ \$9,800↓
City Insurance Claims Ratio/Rate	84.3%	72%	≤ 80%↓
<b>OPERATIONAL INDICATORS</b>			
Average Time to Fill High-Level Salaried Position	41	22	≤ 90↓
Average Time to Fill Mid-Level Salaried Position	103	48	≤ 90↓
% of Salaried Positions filled within 90 Days (within 120 days in FY 2018)	100%	100%	≥ 85%↑
Training Hours Per Supervisory Employee	0	0	30↑
Sick Hours per FTE	48.3	35.6	≤ 40↓
Average Time Off per FTE (Hours)	165	150.4	≤ 150↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	1.04	.31	≤ 0.40↓
General Employee Lost Workdays Due to On-The-Job Injuries per FTE	.81	.05	≤ 0.37↓
Police Lost Workdays Due to On-The-Job Injuries per FTE	1.40	.61	≤ 0.56↓
Fire Lost Workdays Due to On-The-Job Injuries per FTE	1.37	.80	≤ 0.43↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	0.18	.76	≤ 0.40↓
General Employee Light Duty Days Due to On-The-Job Injuries per FTE	0.14	.11	≤ 0.20↓

Police Light Duty Days Due to On-The-Job Injuries per FTE	0.41	2.36	≤ 0.95 ↓
Fire Light Duty Days Due to On-The-Job Injuries per FTE	0	.98	≤ 0.90 ↓

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

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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

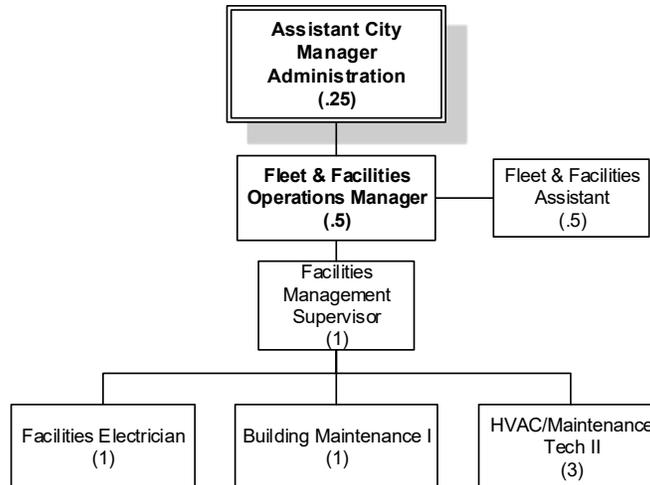


# ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of City facilities</li> <li>• Selection and management of products, contracts and vendors</li> <li>• Monitor and improve condition of City facilities assets</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Cost of sustainability innovations</li> <li>• Staffing levels to adequately maintain facilities at desired service levels</li> <li>• Realizing higher than expected costs of maintaining facilities</li> <li>• Aging facilities and infrastructure</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Sufficient funding will be available for training, education, sustainability and maintenance</li> </ul>

## Organizational Structure

FTE: 7.25



## FY 2019-2020 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

### Strategic Priority #1

**Deliver Quality Services Equitably and Respectfully**

#### Department Goal

*Provide "best in class" customer service through prompt responses and timely completions of preventive maintenance work orders*

## Objective

- Proactively review the service delivery process and experience to achieve an overall facilities management satisfaction rating of at least **90%**.

## 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

## Strategic Priority #2

### Foster a Culture of Teamwork and Collaboration

#### Department Goal

*Promote a high performing organization*

## Objectives

- Foster an environment of collaboration and effective communication through ongoing coaching and feedback opportunities that will result in highly motivated and productive employees.
- Collaborate with Fleet Management to provide in-house scheduled preventative and corrective maintenance services to stand-by generators for City Facilities.

## Performance Indicators

**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.

**Cost Savings from Generator Maintenance Performed In-house** – Cost avoided when Corrective Repairs and Preventive Maintenance are performed in-house vs. outside vendor on all back-up generators throughout the City. (PMs and CMs to be performed by Fleet mechanics as work schedule permits)

## PERFORMANCE INDICATOR RESULTS & TARGET

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Facilities Overall Customer Service Satisfaction Rating *	90%	N/A	92% ↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75% ↑
<b>FINANCIAL INDICATOR</b>			
Cost Savings from Generator Maintenance Performed In-house	\$6,617.12	\$2,325.00	\$3,500 ↑

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

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

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



# ADMINISTRATIVE SERVICES

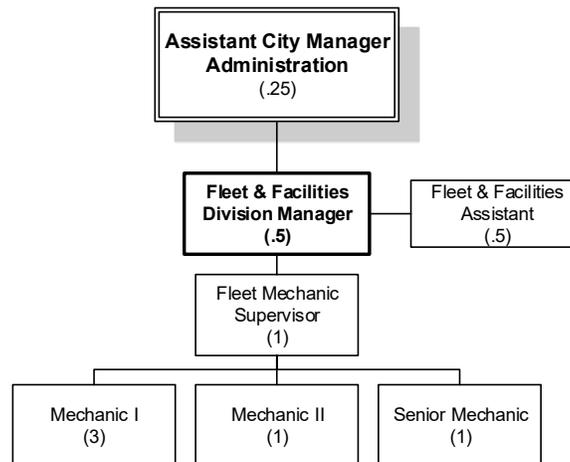
## FLEET MANAGEMENT

### BUSINESS PLAN & PERFORMANCE INDICATORS

<b>MISSION STATEMENT:</b> To efficiently maintain a safe and reliable fleet of City vehicles.	<b>CORE FUNCTIONS:</b> <ul style="list-style-type: none"> <li>• Preventive maintenance and repairs of vehicles and equipment</li> <li>• Ensure that vehicles and equipment are adequate and ready for use</li> <li>• Fuel management and distribution</li> </ul>
<b>CHALLENGES:</b> <ul style="list-style-type: none"> <li>• Increasing fleet size has out grown facilities and manpower</li> <li>• Increasing costs associated with maintaining an aging fleet</li> <li>• Skill level keeping pace with evolving technology</li> </ul>	<b>BUSINESS ASSUMPTIONS:</b> <ul style="list-style-type: none"> <li>• Adequate funding and resources are available</li> <li>• Vehicle replacement cycles will be continued or increased</li> </ul>

#### Organizational Structure

FTE: 7.25



### FY 2019-2020 STRATEGIC PRIORITY, GOAL & OBJECTIVE

#### Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

#### Department Goal

*Maximize Fleet asset use and longevity through timely preventive and corrective maintenance.*

#### 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: (Preventive maintenance WOs / Preventive maintenance WOs + Corrective repair WOs) X 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.

**Fleet Assets-to-Mechanic Ratio** – Relationship or number of active City fleet vehicles per technician. Calculation: (number of active vehicles / 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Fleet Management Satisfaction Rating *	83%	N/A	90%↑
Employee Motivation and Productivity Satisfaction Rating *	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Overall Preventive Maintenance Adherence Rate	93.7%	88.2%	95%↑
Fire Dept. Preventive Maintenance Adherence Rate	100.0%	100%	100%↑
Police Dept. Preventive Maintenance Adherence Rate	95.1%	89.9%	95%↑
Solid Waste Preventive Maintenance Adherence Rate	86.4%	83.6%	95%↑
General Support Preventive Maintenance Adherence Rate	93.4%	81.5%	90%↑
Vehicle Cost per Mile	\$0.79	\$0.82	\$.80↓
Average Repair & PM Cost Per Fire Vehicle	\$2,226	\$2,149	\$1,800↓
Average Repair & PM Cost Per Police Vehicle	\$493	\$358	\$350↓
Average Repair & PM Cost Per Solid Waste Vehicle	\$2,774	\$4,630	\$3,500↓
Average Repair & PM Cost Per Regular Vehicle	\$597	\$756	\$600↓
Average Age of All Fleet Vehicles (years)	10.6	9.9	8.0↓
Average Age of Primary Fleet Vehicles (years)	8.2	8.6	6.0↓
Preventive vs. Corrective Maintenance Ratio	23.1%	26.6%	27%↑
Fleet Average Downtime Hours	5.84	14.36	8↓
Fleet Average PM Downtime Hours	4.34	8.67	6↓
Fleet Average Downtime Cost	\$307.08	\$618.82	\$400↓

% Repeat Repairs/Failures	1.5%	1%	1.3%↓
Fleet Assets-to-Mechanic Ratio	62.3	70.7	60↓
% of Repairs Outsourced	16.43%	16.75%	14.85%↓

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

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# POLICE DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

### MISSION STATEMENT:

Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.

### CORE FUNCTIONS:

- Patrol
- Criminal Investigations
- Community Oriented Policing
- Forensics
- Dispatch (911 and Non-Emergency Services)

### CHALLENGES:

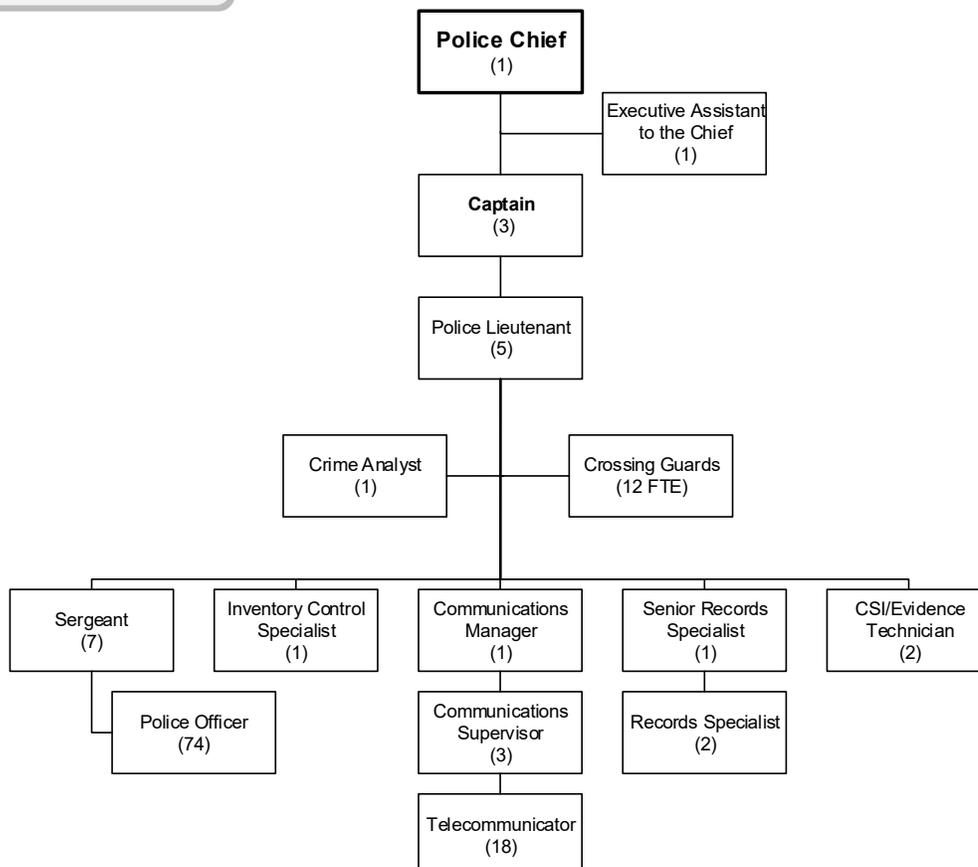
- Prolonged economic pressures could increase crime and negatively affect police resources
- Citizen's apathy towards public safety initiatives
- Having to increase staff to keep pace with the population growth
- Finding/retaining qualified applicants
- Outgrowing the current police department buildings
- Growing privacy concerns in the digital environment making it more difficult to solve cases
- RMS System software upgrade challenges on crime statistics

### BUSINESS ASSUMPTIONS:

- 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: 132



# FY 2019-2020 STRATEGIC PRIORITY, GOAL & OBJECTIVES

## Strategic Priority #1

### Ensure a Safe Community

#### Department Goal

*Ensure high sense of safety for all residential and business communities and throughout downtown*

#### Objective

- Identify and address crime trends, targeting unlocked vehicles and shoplifting at the mall, to decrease the number of property crimes and improve the safety perceptions of our citizens.

#### Performance Indicators

**Safety from Property Crimes Index** – Percentage of citizens as measured by survey who feel safe from property crimes (burglary, larceny, theft, motor vehicle theft)

**# of Property Crimes Reported** – Number of reported property crimes annually (burglary, larceny, theft, motor vehicle theft)

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

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

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#### Objective

- Analyze trends and improve violent crime prevention initiatives throughout the community to achieve a high sense of safety regarding violent crimes.

#### Performance Indicators

**Safety From Violent Crime Index**– Percentage of citizens surveyed who feel positive from violent crimes (murder, forcible rape, robbery & aggravated assault)

**# of Violent Crimes Reported** – # of reported violent crimes annually (murder, forcible rape, robbery, aggravated assault)

**Violent Crime Clearance Rate** – % of violent crimes solved (by an arrest or exceptional means) compare to total violent crimes committed annually

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

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#### 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 low priority (crime not in progress) 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 low priority (crimes not in progress) emergency response calls received and responded to by WGPLD officers.

**Code 2 Calls per 1,000 Residents** – Number of low priority (crime not in progress) 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 WGPLD 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

- Target crime trends 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

**Downtown Crime Clearance Rate** – % of downtown crimes solved (by an arrest or exceptional means) compared to total downtown crimes committed annually.

**# of Unsecured Properties Downtown** – Number of times officers identify and notify about unsecured dwellings, structures or vehicles 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 17/18 Actual	FY 18/19 Actual	FY 18/19 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Safety From Property Crime Index	65%	80%	83%↑
Safety From Violent Crime Index	85%	90%	92%↑
Crime Prevention Index	82%	78%	83%↑
Average Safety in Your Neighborhood Index (day & night combined)	88%	90%	92%↑
Safety in Downtown Winter Garden during the Day Index	96%	97%	97%↑
Safety in Downtown Winter Garden after Dark Index	86%	88%	90%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
# of Property Crimes Reported	1,022	1,164	1,100↓
Property Crime Clearance Rate	34.2%	39.2%	39%↑
Property Crime Rate per 1,000 Residents	23.76	26.16	23.2↓
# of Violent Crimes Reported	182	189	175↓
Violent Crime Clearance Rate	57.7%	50.9%	58%↑
Violent Crime Rate per 1,000 Residents	4.23	4.25	3.7↓
# of Crimes Reported	1,204	1,352	1,275↓
Crime Clearance Rate	37.9%	40.3%	39%↑
Crime Rate per 1,000 Residents	28	30.4	27.4↓

Code 2 Calls Received (low priority-crime not in progress emergencies)	10,777	10,652	10,918↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	6:18	6:22	≤ 6:30↓
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	250.63	239.37	229.9↓
Code 3 Calls Received (high priority emergencies)	980	801	850↓
Code 3 Calls Response Time (high priority emergencies)	4:18	4:15	≤ 4:00↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	22.79	18.0	17.9↓
# of Crimes Reported in Downtown District	70	51	49↓
Downtown Crime Clearance Rate	50%	76%	60%↑
# of Unsecured Properties Downtown	57	76	60↓

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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# 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:

- Fire, medical, and other incident responses
- Fire inspections
- Emergency Preparedness

### CHALLENGES:

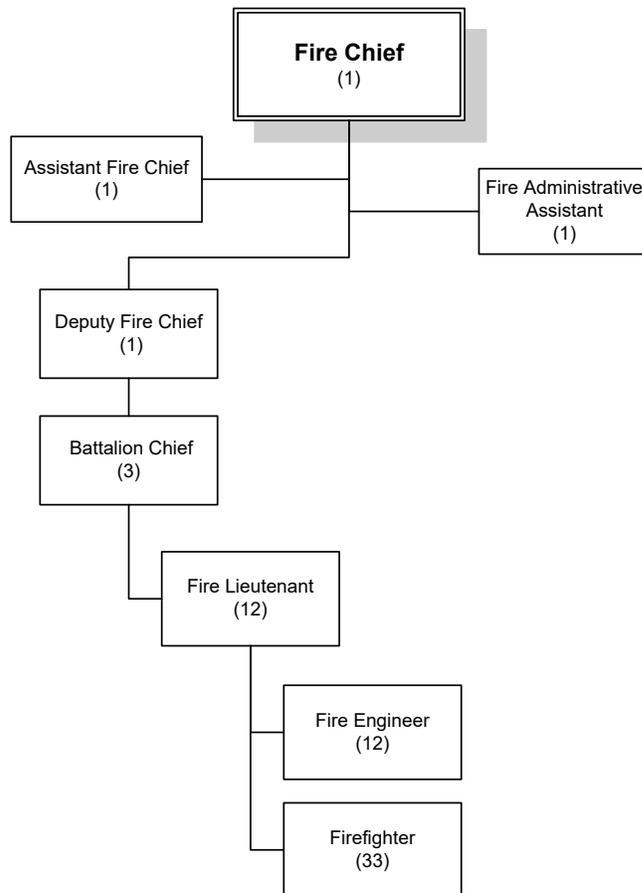
- Insufficient funding to maintain service levels in a weak economy

### BUSINESS ASSUMPTIONS:

- Reliable dispatching/communication services
- Citizens will respond well to outreach efforts

### Organizational Structure

FTE: 64



# FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Ensure a Safe Community

#### Department Goal

*Protection and preservation of life and property*

#### Objective

- Continue the WGFRD emergency preparedness and awareness program to better prepare the community for natural disasters and other emergencies. Seek out opportunities to interact with the public, distribute emergency preparedness guides and 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 **24** to **26** (where for every 1,000 residents there are 26 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 (47,500) divided by 1,000 = 47.5). 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

*Contain and control Fire Department's overtime 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 Budget to Actual Labor Variance (+/- Percentage)** – Percentage difference between overall actual Fire & Rescue Labor results and original budget expectations (unaudited) where '+' sign = favorable compare to budget while '-' sign = unfavorable compare to budget

**Overtime Labor Budget to Actual Labor Variance (+/- Percentage)** – Percentage difference between overall actual Fire & Rescue Overtime Labor results and original budget expectations (unaudited) where '+' sign = favorable compare to budget while '-' sign = unfavorable compare to budget

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Emergency Preparedness Satisfaction Index	75%	75%	77%↑
Fire Prevention & Education Satisfaction Index	84%	81%	86%↑
Fire Services Satisfaction Index	99%	98%	99%↑
Emergency Medical Services Satisfaction Index	97%	96%	98%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	76%↑
<b>FINANCIAL INDICATORS</b>			
Labor Budget to Actual Labor Variance (+/- Percentage) *	24.03%	6.2%	+/- 5%↓
Overtime Labor Budget to Actual Labor Variance (+/- Percentage) *	-9.34%	-63.3%	+/- 5%↓
<b>OPERATIONAL INDICATORS</b>			
False Alarms as a % of Total Calls	.37%	.3%	≤ 1%↓
Fire Calls as a % of Total Calls	2.82%	2.55%	≤ 2.5%↓
Fire Average Response Time	5:23	5:34	≤ 5:25↓
EMS Calls as a % of Total Calls	70.7%	77.8%	≤ 75%↓
Average EMS Response Time	5:12	5:12	≤ 5:05↓
CPR Certified / 1,000 Residents Ratio	23.8	24.8	25.8↑
# of incidents where CPR was used by a citizen prior to a first responder	9	4	19↑

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

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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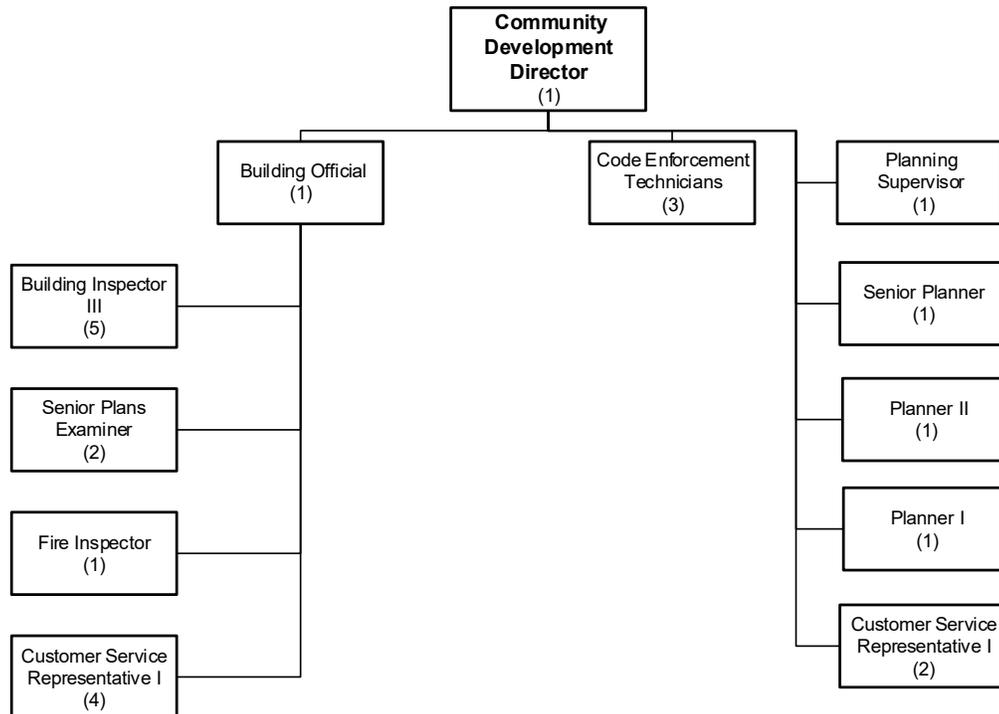
# COMMUNITY DEVELOPMENT DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

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

### Organizational Structure

FTE: 23



# FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Improve and Maintain Mobility

#### Department Goal

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

#### Objective

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

#### Performance Indicators

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

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

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

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

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

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

*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*

*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 while ensuring high quality development throughout the City*

#### Objectives

- Establish and uphold design quality standards that effectively support the plan review process including revisions to the plan review application for all commercial and residential development projects.
- Continue to monitor and streamline Planning's project plan review processes to achieve an average review cycle time **within 30 business days** for both sub-division and commercial projects.

## Performance Indicators

**Average Overall Cycle Time for Project Plan Reviews (Subdivision)** – Average time taken (in days) to complete a plan review on a subdivision submittal from application submittal to final approval notification

**Average # of Plan Reviews per Project Submittal (Subdivision)** – Number of quality control plan reviews performed for each subdivision project submittal

**Average Overall Cycle Time for Project Plan Reviews (Commercial)** – Average time taken (in days) to complete a plan review on a commercial project submittal from application submittal to final approval notification

**Average # of Plan Reviews per Project Submittal (Commercial)** – Number of 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 15 business days**.

## Performance Indicators

**Average Overall Permitting Turnaround Time** – The time taken (in business days) to turnaround commercial and residential permit from application to notification of permit issuance

**Average Commercial Permitting Turnaround Time** – Overall permitting turnaround time (in business days) for commercial applications only from application to notice of permit issuance

**Average Commercial Plan Review Time** – Time taken (in business days) to complete a commercial permitting review by each staff plans examiner for all permit types (**approved or disapproved**)

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

**Average Residential Plan Review Time** - Time taken (in business days) to complete a residential permitting review by each staff plans examiner for all permit types (**approved or disapproved**)

**% 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:  $\frac{\text{Total Unincorporated WG in Acres}}{\text{Total WG City Limit in Acres per Joint Planning Area}}$

**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

*Safeguard natural land areas and green spaces 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: total green space acreage divided by total incorporated acreage.

## Strategic Priority #4

### Provide an Attractive Community

#### Department Goal

*Improve and preserve the aesthetics and community charm throughout the City*

#### Objective

- Continue to proactively educate and engage citizens on the City's enforcement standards and work with citizens on the process while placing emphasis on targeted areas of need to achieve as well as maintain higher 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 Initiated 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 and responsive customer service to all developers, contractors & residents*

#### Objective

- Monitor and quality control Community Development's telephone customer service operations to achieve timely and satisfactory outcomes when handling or responding to the permitting and inspection service needs of the 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Amount of Public Parking Satisfaction Index	69%	63%	71%↑
Ease of Public Parking Satisfaction Index	75%	62%	75%↑
Availability of Paths and Walking Trails Satisfaction Index	81%	81%	83%↑
Ease of Bicycle Travel Satisfaction Index	75%	72%	78%↑
Ease of Car Travel Satisfaction Index	77%	73%	79%↑
Ease of Walking Satisfaction Index	79%	76%	81%↑
Traffic Flow on Major Streets Satisfaction Index	66%	42%	68%↑
Preservation of Natural Land Areas Satisfaction Index	63%	65%	68%↑
Code Enforcement Satisfaction Index	60%	65%	67%↑
% Citizen Initiated Complaints	5.73%	3.0%	≤ 5%↓
% Citizen Initiated Complaints handled through Voluntary Compliance	100%	100%	100%↑
% of Code Complaints responded to within 24hrs	100%	100%	95%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>OPERATIONAL INDICATORS</b>			
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	28	16.3	≤ 30↓
Average # of Plan Reviews per Project Submittal - Subdivision (days)	3	0	≤ 3↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	28	24	≤ 30↓
Average # of Plan Reviews per Project Submittal - Commercial (days)	3	1	≤ 3↓
Avg. Overall Permitting Turnaround Time (days)	11.4	11	≤ 15↓
Avg. Commercial Permitting Turnaround Time (days)	9.1	12	≤ 15↓
Avg. Commercial Plan Review Time (days)	3.8	3.6	≤ 10↓
Avg. Residential Permitting Turnaround Time (days)	12.8	10.3	≤ 15↓
Avg. Residential Plan Review Time (days)	3.8	3.0	≤ 5↓
% of Commercial Permits within Review Standard	80.2%	76.2%	85%↑
% of Residential Permits within Review Standard	80.8%	90.2%	85%↑
Average Cycle Time for Sign Permits (days)	17	24.2	≤ 14↓
# of Inspections per Inspector per Day	31.6	27.9	25↓
% of Commercial Building Inspections Performed within 24hrs of Request	97.9%	98.8%	≥ 98%↑

% of Residential Building Inspections Performed within 24hrs of Request	98.8%	99.2%	≥ 98%↑
% of Total Inspections Performed by Requested Date	98.7%	99.1%	≥ 98%↑
Total Connected Trails & Paths (in feet)	103,914	105,444	106,300↑
Total Connected Sidewalks (in feet)	1,338,430	1,341,962	1,378,000↑
Incorporated Winter Garden Conversion Rate	.19%	.11%	.31%↑
Ratio of Unincorporated Winter Garden	21.95%	21.89%	21.82%↓
Total JPA Acreage	14,711.7	14,739.6	14,739.6↑
Total Incorporated Acreage	11,481.8	11,513.1	11,523.1↑
Total Unincorporated Acreage	3,229.9	3,226.5	3,216.5↓
Unincorporated Acreage Converted	6.1	3.4	≥ 10↑
Average Queue Wait Time – in seconds	:26	:26	≤ :25↓
Average Talk Time – in seconds	:94	:74	≤ :95↓
Average Hold Time – in seconds	:30	:24	≤ :40↓
Call Abandonment Rate – in seconds	4.5%	3.1%	≤ 5%↓
% of Calls Handled	95.5%	96.9%	≥ 95%↑
Total Acreage of City Green Space	3,722	3,795	3,820↑
City Green Space %	32.9%	33.1%	33.3%↑
Average Days Taken to Close a Code Case	58.1	36.0	≤ 45↓
% Staff Initiated Violations	94.27%	97%	≥ 95%↑
% of Complaints/Cases Brought into Compliance without Official Action	99%	99%	100%↑
# of Code Complaints, Cases and/or Violations per 1,000 Service Connections	37.6	37.0	50↓
# of Code Complaints, Cases and/or Violations per Code Officer	255.6	193.8	120↓

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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



# PUBLIC SERVICES DEPARTMENT

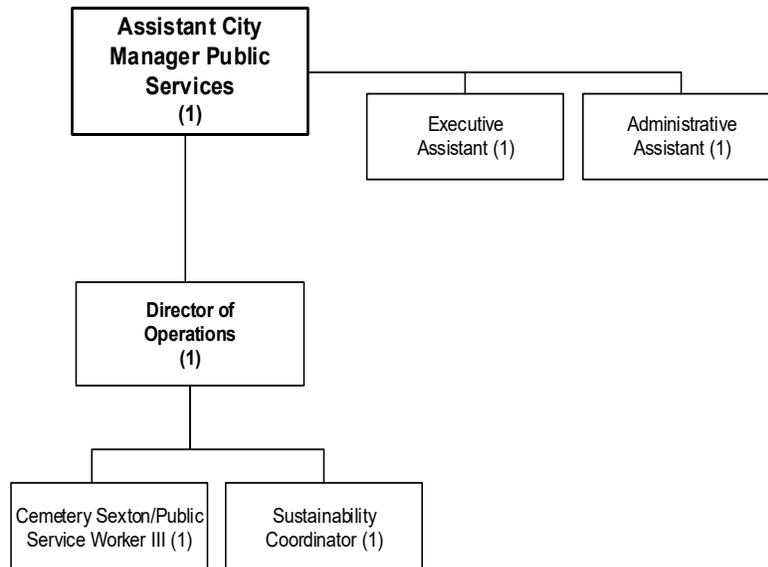
## ADMINISTRATION/CEMETERY DIVISIONS

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b></p> <p><b>Administration:</b> To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p><b>Cemetery:</b> Provide compassionate care to families and assist them with the planning of their cemetery needs.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Public Services Divisions</li> <li>• Liaison to State &amp; Federal Regulatory Agencies</li> <li>• Assist with cemetery needs and maintain attractive cemetery grounds</li> <li>• Administer Water Conservation Program</li> <li>• Green energy and energy optimization</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements)</li> <li>• Additional unexpected mandates from regulatory agencies</li> <li>• Utility rates impact fees have not been adjusted in approximately 10 years</li> <li>• Employee turnover and impending retirement eligibility across divisions</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Commercial &amp; residential consumer utility rates will remain unchanged without the proposed rate study</li> <li>• Alternative water supply plan will increase the City's CUP to accommodate the proposed build out of the City</li> <li>• Water conservation public education will reduce water consumption</li> </ul>

### Organizational Structure

FTE: 6



# FY 2019-2020 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

Provide Sound Fiscal Management

### Department Goal

*Provide alternative funding for City capital improvement projects*

### Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least **20%**.

### Performance Indicators

*Capital Improvements External Funding Rate – Percentage of external funding received for capital improvements compared to total capital cost required*  
*Capital Improvements External Funding Received – Capital Improvements External Funding Received*

## Strategic Priority #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

Deliver Quality Services Equitably and Respectfully

### Department Goal

*Prompt and responsive telephone customer service experience on all Public Services inbound calls*

## Objective

- Proactively monitor and improve the overall telephone customer service delivery experience for all Public Services customers in order to meet or exceed the established service level standards that result in less queue wait times and fewer call abandonments.

## Performance Indicators

**Average Queue Wait Time** – The time that elapses on average (seconds or minutes) once a caller enters the Public Services 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 Public Services 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 Public Services Queue. Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc...

**Call Abandonment Rate** – Number of callers or calls entering the Public Services 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 Public Services Queue and were answered by a call agent or live person divided by total calls presented in the Queue.

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## Department Goal

*Ensure safety in all Public Services areas through training and accountability*

## Objective

- Establish and maintain a safe and high performing work environment through proactive analysis of common job injury trends, providing targeted safety training, ensure greater staff accountability and by celebrating safety success milestones.

## Performance Indicator

**Total Recordable Incident Rate (Accidents Per 100 Employees)** – Total number of on-the-job injuries reported/incurred X 200k hours (100 employees X 2,080) divided by number of total hours worked by all employees

## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
<b>FINANCIAL INDICATORS</b>			
Capital Improvements External Funding Rate *	30%	38%	38%↑
Capital Improvements External Funding Received *	\$1,446,847	\$625,000	\$625,000↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time – in seconds	:47	:67	≤ :35↓
Average Talk Time – in seconds	:105	:111	≤ :90↓
Average Hold Time – in seconds	:73	:74	≤ :45↓
Call Abandonment Rate	27.3%	32.3%	≤ 15%↓
% of Calls Handled	72.7%	67.7%	≥ 85%↑
Total Recordable Incident Rate (Accidents Per 100 Employees)	N/A	20.8	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

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

N/A – Indicates a measurement was not assessed or will not be assessed

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



# PUBLIC SERVICES DEPARTMENT

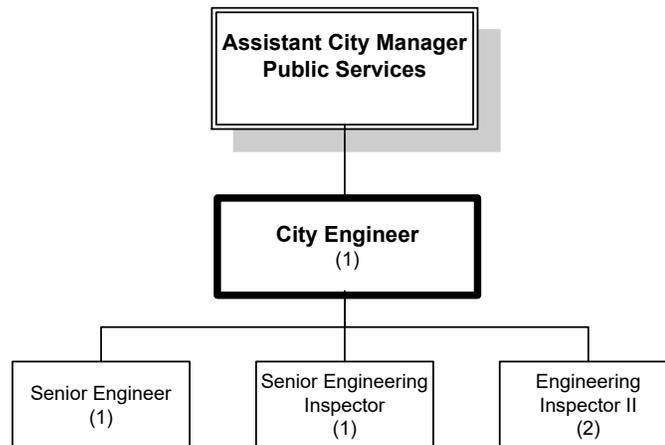
## ENGINEERING DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> 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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Stormwater Management/Planning</li> <li>• Monitor, Report and ensure FDEP National Pollutant Discharge Elimination System (NPDES) Compliance</li> <li>• Capital improvement project management</li> <li>• Construction inspections (public and private development)</li> <li>• Public &amp; private plan reviews and consultation</li> <li>• GIS support for City Assets and Infrastructure</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Additional unexpected mandates from NPDES and FEMA State and Federal regulatory agencies</li> <li>• Management of a growing project load with the current staffing</li> <li>• Time management to meet the growing needs of a large project load</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Minimal change orders and schedule delays on construction projects</li> <li>• Sufficient funding for CIP Projects</li> <li>• External stakeholders will complete their tasks within expected timeframes to avoid delays</li> </ul>

#### Organizational Structure

FTE: 5



# FY 2019-2020 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 Design Estimate Cost Variance %** – Percentage difference between the 90% design estimate cost (engineering opinion) of CIP 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 Post Installation Asset Failures within 2 Years** - CIP, private and/or right-of-way infrastructure failures or defects that occur on storm water, water, sewer and street assets within the 2 year warranty period after installation (certificate of completion issuance)

**Number of Post Installation Asset Failures within 5 Years after Warranty** - CIP, private and/or right-of-way infrastructure failures or defects that occur on storm water, water, sewer and street assets within 5 years after the 2 year warranty period following installation (certificate of completion issuance)

**Number of Active Capital Improvement Projects** - Number of capital improvement projects (construction phase) active and ongoing

**# CIP Site Visits** - Number of capital improvement projects site visits conducted by inspection staff to ensure quality control of projects

**# CIP New Starts per Period** - Number of capital improvement projects which actively started construction during the current reporting period

**# CIP C of Cs per period** - Number of capital improvement projects which completed construction to the City's standard and level of quality

**Number of Active Private Projects** - Number of private construction projects (including development and commercial projects) active and ongoing

**# Private Project Site Visits** - Number of private construction projects (including development and commercial projects) site visits conducted by inspection staff to ensure quality control of projects

**# 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's standard and level of quality

**# Residential Drainage and ADA Compliance Inspections** - Number of inspections completed for new development lot grading, pools, sidewalks, and driveways to ensure proper drainage and American Disability Act compliance

**Number of Active Right of Way Permits** - Number of right of way permits/projects active and ongoing

**# Right of Way Permit Site Visits** - Number of right of way permits/projects site visits conducted by inspection staff to ensure quality control of projects

**# Right of Way Permit New Starts per Period** - Number of right of way permits/projects which actively started construction

**# Right of Way Permit Closeouts per Period** - Number of right of way permits/projects which closed out or completed construction according to the City's standard and level of quality

## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>FINANCIAL INDICATORS</b>			
CIP Bid to Design Estimate Cost Variance %	2.5%	1.06%	≤ 10% ↓
% of CIPs Completed within Bid Amount	60%	100%	≥ 95% ↑
CIP Bid to Actual Cost Variance %	1.8%	2.5%	≤ 5% ↓
<b>OPERATIONAL INDICATORS</b>			
Number of Post Installation Asset Failures within 2 Years	0	0	0 ↓
Number of Post Installation Asset Failures within 5 Years after Warranty	0	0	0 ↓
% of On-Time CIP Starts (Design Phase)	90%	97%	≥ 95% ↑
CIPs Completed and/or on Schedule	100%	93%	≥ 95% ↑
Number of Active Capital Improvement Projects	19	13	8 ↑
# CIP Site Visits	628	595	500 ↑
# CIP New Starts per Period	7	26	10 ↑

# CIP C of Cs per period	7	10	5↑
Number of Active Private Projects	29	22	25↑
# Private Project Site Visits	1,997	1,541	750↑
# Private Project New Starts per Period	29	25	20↑
# Private Project C of Cs per Period	26	13	7↑
# Residential Drainage and ADA Compliance Inspections	1,579	2,395	1,250↑
Number of Active Right of Way Permits	123	145	100↑
# Right of Way Site Visits	618	801	500↑
# Right of Way Permit New Starts per Period	102	164	100↑
# Right of Way Permit Closeouts per Period	116	93	100↑

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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



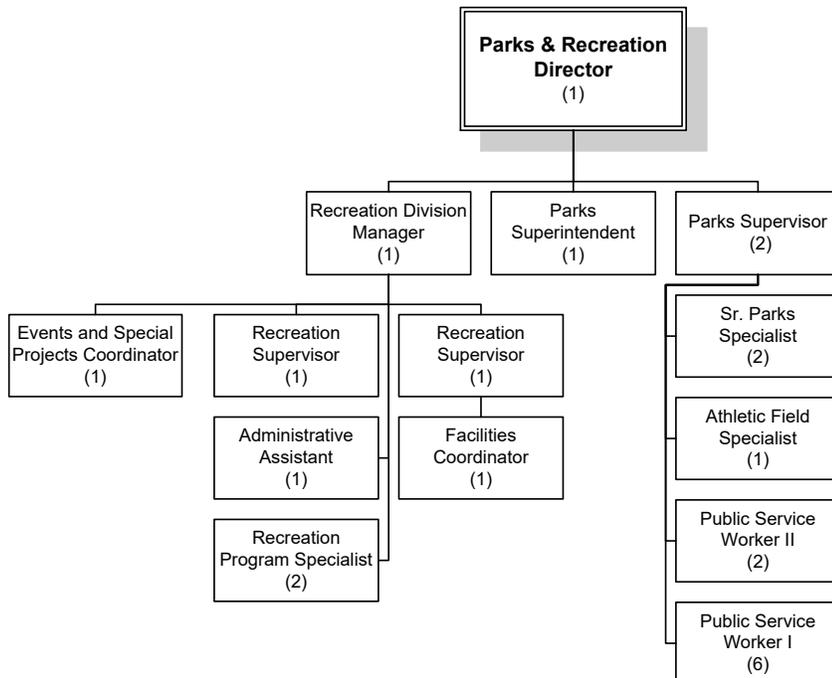
# PARKS & RECREATION DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> 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.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide active and passive recreational facilities for all community segments</li> <li>• Provide quality outdoor spaces to enhance the downtown and city-wide experience</li> <li>• Provide diverse recreation programs and rental facilities</li> <li>• Provide events and diverse cultural experiences for all leisure needs</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Growing community demand for athletic space/fields, especially, during the dormant season will increase stressful conditions resulting in field overuse/failure</li> <li>• Staffing levels keeping pace with demand for support (field use, program growth, special events and quality expectations)</li> <li>• With limited event venue space and capacity, continued attendance growth will add strain</li> <li>• Finding the right mix of programs and services that cater to changing needs</li> <li>• Attract and retain qualified/skilled staff</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• There will be a growing demand from residents and visitors to participate in recreational and athletic activities</li> <li>• As our City continues to grow, there will be additional pressure to update and add parks and recreational venues to accommodate the needs and higher expectations of our residents</li> <li>• Availability of appropriate funding to expand/improve and sustain outdoor assets and associated facilities</li> <li>• Event attendance will continue to grow</li> </ul>

### Organizational Structure

FTE: 23



# 2019-2020 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, 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 balanced variety of quality parks, facilities, recreational and cultural experiences*

### Objective

- Improve quality of recreation programs through enhanced website redesign/capability, targeted marketing strategies, internal program evaluations and adoption of suitable best practices from peer organizations.

### Performance Indicators

**Used Recreation Centers or Their Services/Programs Index** – As reported by the Citizens Survey, the % of residents who have used recreation centers or participated in recreation services, programs or activities

**Recreational Opportunities Satisfaction Index** - As reported by the Citizens Survey, the % of residents who view local recreational opportunities as good or excellent

**Recreation Programs and Classes Satisfaction Index** - As reported by the Citizens Survey, the % of residents who feel that the recreation program and class offerings are good or excellent

**Recreation Centers or Facilities Satisfaction Index** - As reported by the Citizens Survey, the % of residents who feel that the recreation centers and facilities are at the quality of good or excellent

**Opportunities To Attend Cultural, Arts, and Music Events Satisfaction Index** - As reported by the Citizens Survey, the % of residents who feel that the opportunities to attend cultural, art and music events were either good or excellent.

**# of Total Recreation Program Participants** – Total annual number of recreation (only) program participants or attendees for all City recreational program offerings

**# of Total Program/ Event Participants** – Total number of program participants for all City sponsored recreational programs or special events

**% Satisfied with Recreation programs** – Percentage of post program survey participants who had a positive experience

**Strategic Priority #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*

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**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.*

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## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Pedestrian and Landscape Areas Satisfaction Index	85%	85%	87%↑
Quality of City Parks Satisfaction Index	95%	90%	93%↑
Downtown Pedestrian and Landscape Areas Satisfaction Rating	96.1%	94.1%	96%↑
Used Recreation Centers or Their Services/Programs Index	45%	35%	50%↑
Recreational Opportunities Satisfaction Index	82%	74%	80%↑
Recreation Programs and Classes Satisfaction Index	80%	76%	81%↑
Recreation Centers or Facilities Satisfaction Index	90%	77%	82%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index	79%	79%	84%↑
% Satisfied with Recreation Programs (in-house post program survey)	97.9%	96.2%	≥ 95%↑
Employee Motivation and Productivity Satisfaction Rating	69%	N/A	75%↑
Quality of the Overall Natural Environment Satisfaction Index	83%	89%	91%↑
Preservation of Natural Land Areas Satisfaction Index	63%	65%	68%↑
<b>OPERATIONAL INDICATORS</b>			
# of Total Recreation Program Participants	65,207	57,849	65,000↑
# of Total Program/Events Participants (Attendees)	125,157	248,849	215,000↑

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

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



# PUBLIC SERVICES DEPARTMENT

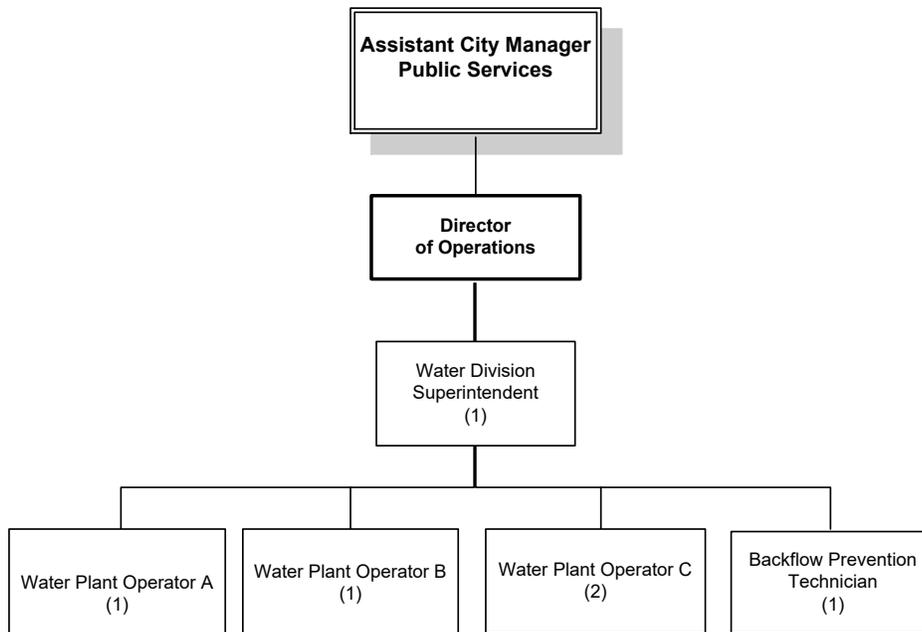
## WATER TREATMENT & PUMPING DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Provide quality and safe drinking water that is desirable for use.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide safe drinking water</li> <li>• Maintain water system pressures and flows</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Continue to meet compliance with the City's CUP as mandated by the SJRWMD.</li> <li>• Continue reduction in water use through water conservation; according to the recent Water and Sewer Rate Study the City achieved a 3% reduction in water consumption through water conservation</li> </ul>

#### Organizational Structure

FTE: 6



# FY 2019-2020 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

*Prolong Water Treatment Plant asset and equipment life and minimize failures*

#### Objective

- More adequate planning and timely execution around Water Plant preventive equipment maintenance.

#### Performance Indicators

*Preventative Maintenance Cost to Production (Cost per Hour) – Total actual Preventative Maintenance costs realized compared to total number of operating hours realized*  
*Preventative Maintenance Cost to Production (Cost per Million of Gallon) – Total actual Preventative Maintenance costs realized compared to total number of output production realized measured in millions of gallons*

## 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

**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

**Volume of Ground Water Withdrawals (in million gallons)** – Measure in million gallons of water being pumped out of the aquifer by the City

**Rainfall Volume (in inches)** – City of Winter Garden precipitation (rain) measurement in inches captured from City rain gauge(s). Rainfall averages 58 inches per year since 2007 and reflects annual target to meet.

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### Department Goal

*Ensure Water Treatment Plant energy efficiency to minimize carbon footprint*

### Objective

- Improve/evaluate water plant operations, processes, and equipment for energy efficiency, includes replacing old equipment with new, more efficient equipment.

## Performance Indicators

**# of KBTU per Year in Energy Consumption (WTP)** – Energy consumed/used at the Water Treatment Plant annually. Total number of British Thermal Units equals the amount of heat needed to raise one pound of water one degree Fahrenheit times 1,000 at Water Treatment Plant

**Water Plant Energy Consumption per Year per Service Connection (In KBTUs)** – Kilo British Thermal Units consumed in energy usage each year at Water Treatment Plant per service connection (households and commercial units). (Each BTU equals the amount of heat needed to raise 1 pound of water 1 degree Fahrenheit). Approx. 17,000 service connections in FY 2020

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## Strategic Priority #3

Provide Sound Fiscal Management

### Department Goal

*Control Water Treatment Plant Operating & Maintenance Cost within parameters*

### Objective

- Monitor as well as control operating and maintenance costs at the Water Treatment Plant to identify areas for improvement.

## Performance Indicator

**Water Treatment Operating and Maintenance Cost per Service Connection** – Water Treatment Plant total operating and maintenance divided by total number of service connections (household units). Approx. 17,000+ service connections in FY 2019

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Drinking Water Quality Satisfaction Index	71%	68%	73% ↑
<b>FINANCIAL INDICATORS</b>			
Preventative Maintenance to Production (Cost per Hour)	\$20.07	\$10.42	\$20.15 ↓
Preventative Maintenance to Production (Cost per Million of Gallon)	\$.03	\$.03	\$.03 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$55.00	\$53.62	\$52.00 ↓
<b>OPERATIONAL INDICATORS</b>			
Million Gallons/Day in Groundwater Withdrawals	5.36	5.33	≤ 5.5 ↓
Volume of Ground Water Withdrawals (in million gallons)	1,956	1,945	1,824 ↓
Rainfall Volume (in inches)	73.1	66.9	≥ 58.00 ↑
# of KBTU per Year in Energy Consumption (WTP)	10,114,374,214	9,277,967,986	10,000,000,000 ↓
Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	632,148	565,557	588,235 ↓

≤ ≥ Indicate minimum or maximum target thresholds to either meet, exceed or not to exceed relative to actual performance results. These types of targets represent optimal standards that are generally viewed as reasonable benchmarks for achieving excellence in the operation. If targets are outperformed consistently, they will be re-evaluated accordingly to the extent it's operationally reasonable.

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

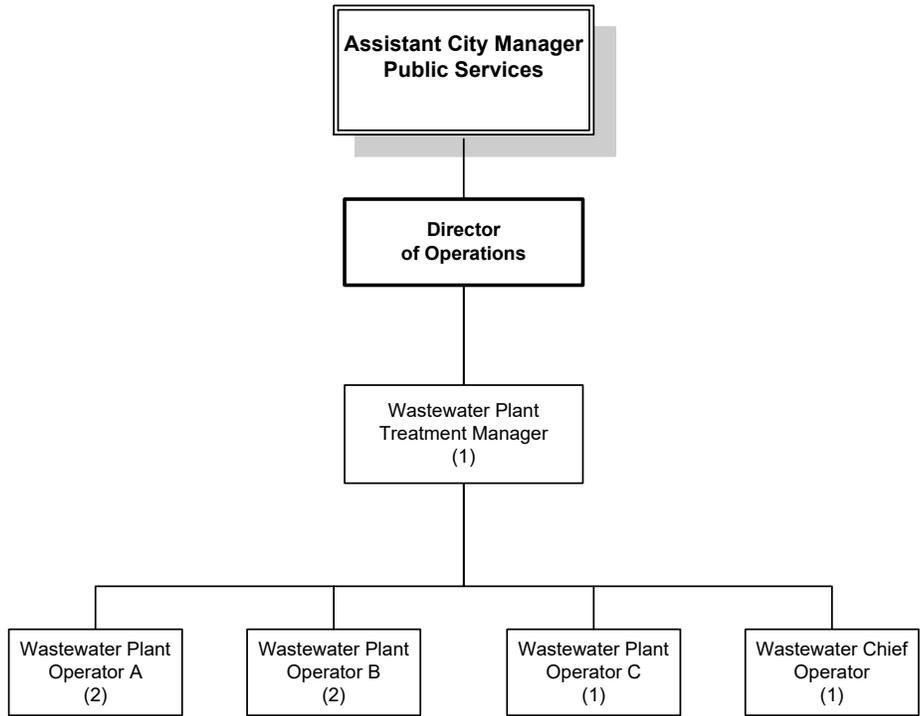


# PUBLIC SERVICES DEPARTMENT WASTEWATER & RECLAIMED WATER DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Treatment of sewage to FDEP Permit levels</li> <li>• Production of reclaimed water</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Excessive rainfall leading to higher infiltration to the collection system</li> <li>• Plant capacity for the future build out of the City requires the services of an engineering consultant</li> <li>• Unfunded FDEP's requirements for reductions in oils, fats and grease that enter the City's wastewater system</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• City will be able to continue to dispose of the sludge produced by the treatment plant</li> <li>• Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses</li> </ul>

## Organizational Structure

FTE: 7



## FY 2019-2020 STRATEGIC PRIORITY, GOAL & OBJECTIVE

### Strategic Priority #1

#### Maintain Quality Services and Infrastructure

##### Department Goal

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

##### Objective

- Continue focus on grease reduction in the City's wastewater 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*

##### Department Goal

*Improve and maintain odor controls 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*

##### Department Goal

*More environmentally friendly City with a focus on reducing ground water withdrawals*

##### Objective

- Enhance wastewater and reclaimed water infrastructure, expand system for future growth, and educate consumers on water conservation to reduce the volume of ground water withdrawals.

##### Performance Indicator

*Water Conservation Participation Index - Results from the Citizen Survey indicating how many people practice some form of water conservation (at least 3-12 times or more per year)*

## Department Goal

*Minimize equipment failure through proactive maintenance*

### Objective

- Perform more timely preventative maintenance scheduled on pumps and motors, including more frequent adherence and active replacement of aging parts to minimize failures.

### Performance Indicators

*% Pump and Motor Failures - Number of times a pump or motor fails compared to total number of pumps and motors*  
*# of Pump and Motor Failures - Number of times a pump or motor fails*  
*# Pump and Motor Maintenance Work Performed - Number of times an employee completes a pump and motor preventive maintenance job/task*  
*Pump and Motor Maintenance Rate - Number of pumps and motors that had preventive maintenance work performed compared to total number of pumps and motors in operation*  
*Total Pounds of Sand Removal from Tanks - Pounds of sand removed from tanks (de-silt)*

## Department Goal

*Prolong Waste Water Plant asset and equipment life and minimize failures*

### Objective

- Establish more adequate planning, protocols and timely execution around preventive equipment maintenance activities to minimize repairs costs and repair frequency.

### Performance Indicators

*Preventive Maintenance Cost to Production (Dollars per Hour) - Total number of Corrective Maintenance costs compared to total number of output production/operating hours (stated in dollars per hour).*  
*Preventive Maintenance Cost to Production (Dollars per Millions of Gallons) - Total number of Corrective Maintenance costs compared to total number of output production (inflow 4.7MGD) measured in millions of gallons.*

## Strategic Priority #2

**Provide Sound Fiscal Management**

## Department Goal

*Control Waste Water Plant Operating & Maintenance Cost within parameters*

### Objective

- Monitor and control operating and maintenance costs at the Waste Water Treatment Plant to identify areas for improvement.

### Performance Indicator

*Treatment Operating and Maintenance Cost per Service Connection - Wastewater Treatment Plant total operating and maintenance cost divided by total number of service connections (household units).*

### Strategic Priority #3

#### Preserve the Natural Environment

#### Department Goal

Ensure Waste Water Plant energy efficiency to minimize carbon footprint

#### Objective

- Improve/evaluate operations, processes, and equipment for energy efficiency, includes replacing old equipment with new, more efficient equipment.

#### Performance Indicators

**# of KBTU per Year in Energy Consumption (WWTP)** - Energy consumed/used at the Waste Water Treatment Plant annually. Each Kilo British Thermal Unit (BTU) equals the amount of heat needed to raise 1 pound of water 1 degree Fahrenheit)

**Waste Water Plant Energy Consumption per Year per Service Connection (In KBTUs)** - Kilo British Thermal Units consumed in energy usage each year at Waste Water Treatment Plant per service connection. (Each BTU equals the amount of heat needed to raise 1 pound of water 1 degree Fahrenheit).

### KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Water Conservation Participation Satisfaction Index	90%	87%	91%↑
<b>FINANCIAL INDICATORS</b>			
Preventive Maintenance to Production (Dollars per Hour)	\$15.93	\$9.32	\$16.01↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$.04	\$.04	\$.04↓
Treatment Operating and Maintenance Cost per Service Connection	\$300.68	\$196.41	\$370.00↓
<b>OPERATIONAL INDICATORS</b>			
Number of Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
% Pump and Motor Failures	2.76%	5%	5%↓
# of Pump and Motor Failures	2	5	5↓
Pump and Motor Maintenance Rate	54%	80%	75%↑
# Pump and Motor Maintenance Work Performed	72	76	75↑
Total Pounds of Sand Removal from Tanks (in pounds)	52,000	109,040	139,000↑
Restaurant Site Inspection Compliance Rate *	100%	100%	100%↑

# of KBTU per Year in Energy Consumption (WWTP)	1,617,885,600	1,361,615,467	1,368,500,000 ↓
Waste Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	104,962	86,200	85,351 ↓

\* Annual grease trap inspections of 107 total local restaurants to reduce grease contaminants in the waste water System

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

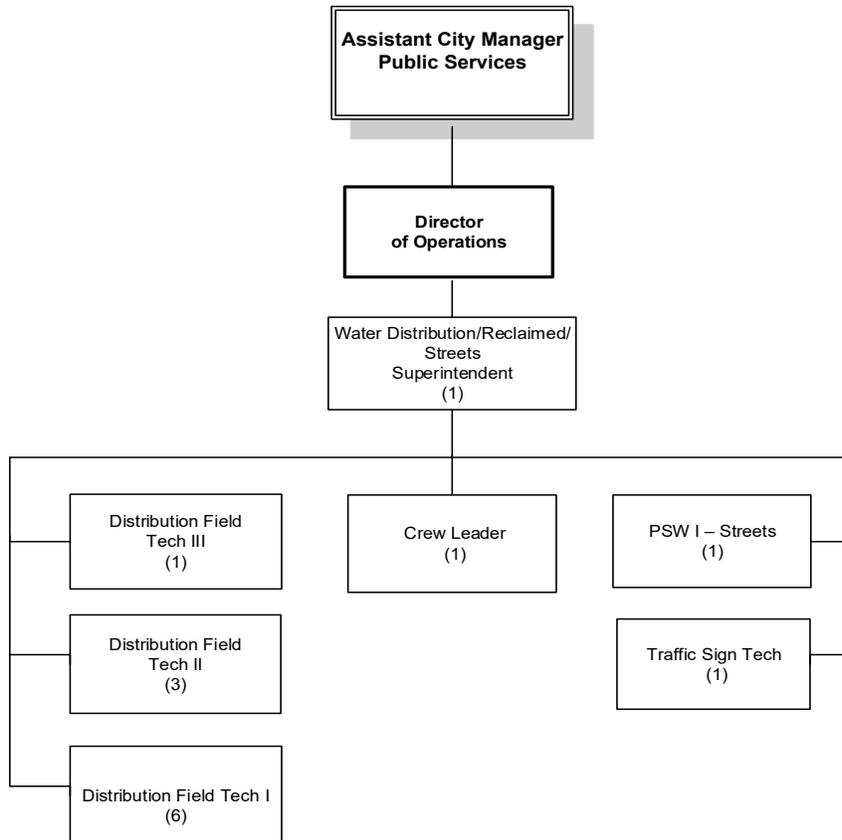


# PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b>  <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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide reliable water services</li> <li>• Provide and maintain roadways and sidewalks</li> <li>• Maintain traffic signs, traffic lights and street lights</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Adverse and abnormal weather patterns and conditions</li> <li>• Sufficient staff to adequately handle the demand of water meter repair and replacement work</li> <li>• Loss of three workdays per month to support Utility Billing Turn-off/Turn-On operations</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Completion of Phase II installation of the new FlexNet water meters, which allows water meter consumption to be read remotely</li> </ul>

## Organizational Structure

FTE: 14



# FY 2019-2020 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, including bicycle lanes, 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 Repair Ratio – Number of linear feet of streets repaired compared to total linear feet of streets in the City*

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#### Objective

- Execute and continuously evaluate City sidewalk maintenance plan, including bicycle trails, 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*

*Sidewalk Repair Ratio – Linear feet of sidewalks repaired compared to total linear feet of sidewalks maintained in the City*

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#### 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)*

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## 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 Dept. personnel training information to reduce water main breaks that occur annually.

## Performance Indicators

*Number of Water Main Breaks – Number of ruptured water pipe events throughout the City*  
*Number of Service Line Breaks – Number of ruptured service line events throughout the City*

## 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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Repair/Maintenance Satisfaction Index	62%	63%	70%↑
Sidewalk Maintenance Satisfaction Index	70%	72%	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index	77%	73%	80%↑
<b>OPERATIONAL INDICATORS</b>			
Street Repair Ratio (based on linear feet)	.30%	7.91%	8%↑
Sidewalk Repair Ratio (based on linear feet)	.30%	1.35%	1.69%↑
Number of Water Main Breaks	5	6	2↓
Number of Service Line Breaks	155	300	150↓
#of Boiled Water Notices Issued	4	5	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	0	6	0↓

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



# PUBLIC SERVICES DEPARTMENT

## WASTEWATER/STORMWATER/STREETS DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

**MISSION STATEMENT:**

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

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

**CORE FUNCTIONS:**

- Maintain wastewater and stormwater collection systems
- Monitoring lift stations
- Mowing and maintenance of street right-of-ways, sidewalks and stormwater ponds
- Assist with Farmer's Market, Special Events, and any other specified assignments from City Administration

**CHALLENGES:**

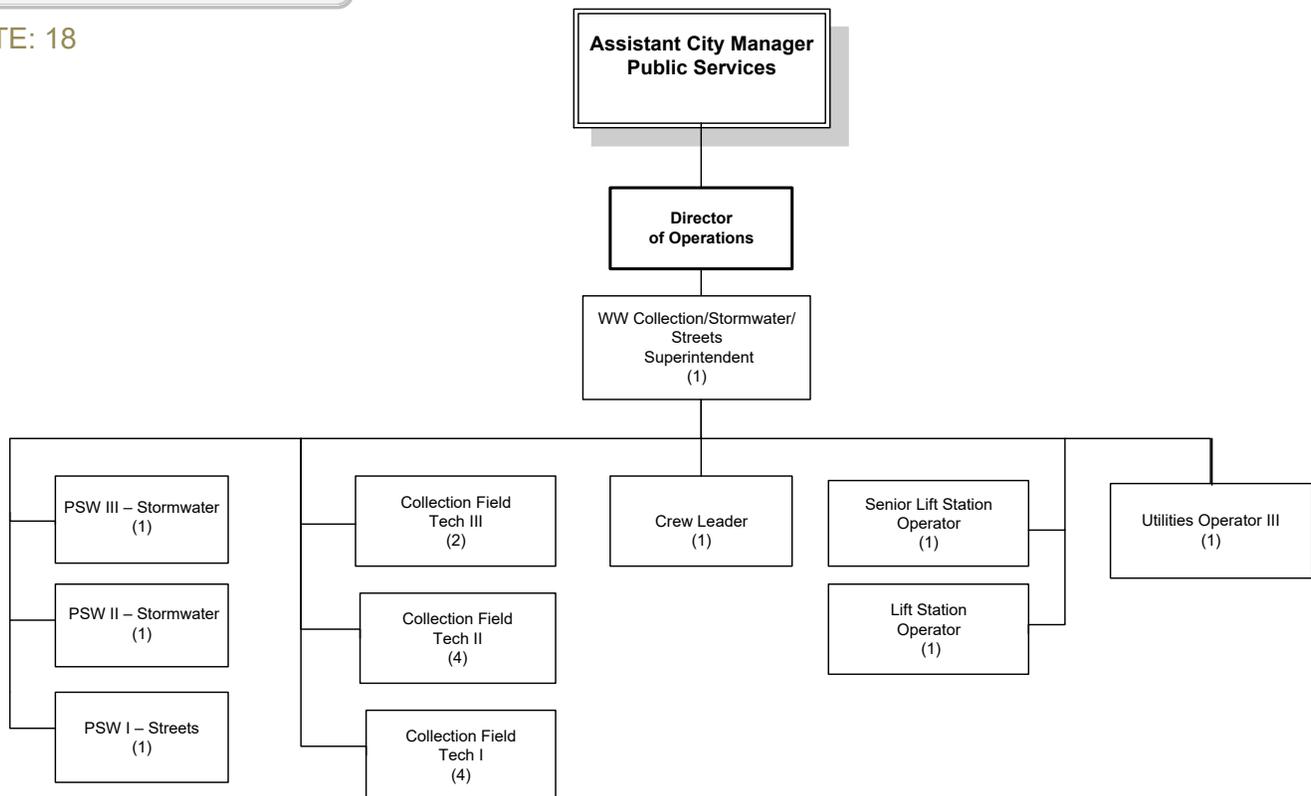
- Adverse weather conditions and tropical storms
- State and Federal Environmental Mandates
- Lack of cooperation from Federal, State and Regional agencies
- Lack of funding for Storm Water Action Team (SWAT)
- Loss of two days a month to assist Utility Billing with monthly turn-on's/turn-off's

**BUSINESS ASSUMPTIONS:**

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

**Organizational Structure**

FTE: 18



# FY 2019-2020 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 Indicators

**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

**Street Cleaning Satisfaction Index** – Percentage of citizens who felt positive about the street cleanliness throughout the City (mowing, litter clean-up & street sweeping)

**# of Street Sweeping Miles Cleaned** – Cleaning distance (in miles) covered by City's street sweeping service annually (excludes time and distance traveled between sweep locations/point of origin)

## Strategic Priority #2

### Maintain Quality Services and Infrastructure

#### Department Goal

*Prolong the service life of the City's infrastructure through timely maintenance*

#### Objective

- Ensure timely and proactive 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

**% 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 TV Inspected** - Total number of linear feet of sewer TV inspections compared to total linear feet of sewer pipes

#### Department Goal

*Reduce flooding incidents thereby reducing citizen storm water complaints*

#### Objective

- Identify and correct problem areas, utilizing both citizen and employee feedback, in the storm water system to minimize flooding incidents

## 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  
**Total Number of Flooding Incidents**– Number of times water collection occurs that result in damage to personal and real property  
**% of Total Storm water Lines TV Inspected** - Linear feet of Storm water TV inspections compared to total linear feet of storm water lines

## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Cleaning Satisfaction Index	80%	83%	86% ↑
Sewer Service Satisfaction Index	90%	86%	90% ↑
Storm Water Drainage Satisfaction Index	87%	79%	82% ↑
<b>OPERATIONAL INDICATORS</b>			
Volume of Pollutants Removed from Storm Water Drains (in tons)	858	1,383	1,200 ↑
# of Street Sweeping Miles Cleaned	5,512	7,156	7,650 ↑
% of Total Sewer Pipes TV Inspected	21%	6.3%	10% ↑
% of Sewer Calls Responded to Within 45 Minutes	100%	92.8%	100% ↑
% of Total Sewer Pipes Cleaned	40%	7%	40% ↑
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100% ↑
Total Number of Flooding Incidents	11	1	0 ↓
% of Total Storm Water Lines TV Inspected	1.37%	.32%	25% ↑

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



# PUBLIC SERVICES DEPARTMENT

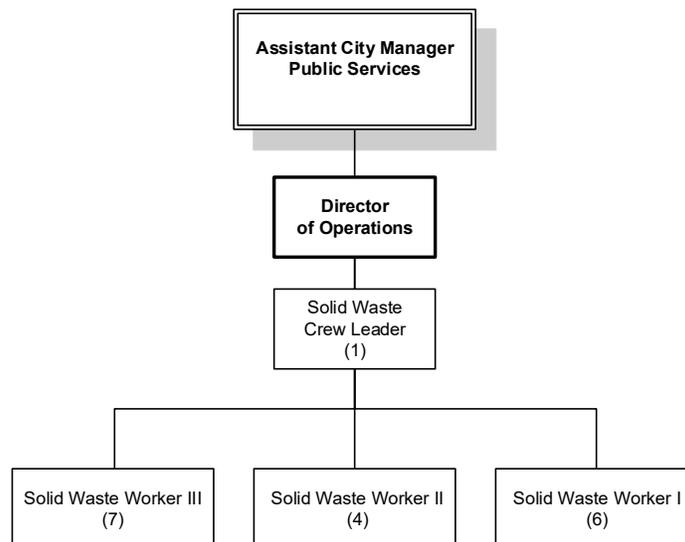
## SOLID WASTE DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Provide responsive as well as efficient collection and disposal of solid waste.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Collection and removal of solid waste materials             <ul style="list-style-type: none"> <li>○ Residential/Commercial garbage</li> <li>○ Recyclables</li> <li>○ Yard Waste</li> </ul> </li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Continuation of the Orange County contract is currently unknown</li> <li>• Public apathy towards recycling</li> <li>• Contract with OC recycling ending. Cost of disposal will increase.</li> <li>• Recycling ban from China and its impact on the demand</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• The Orange County Landfill will continue to accept solid waste from the City of Winter Garden</li> <li>• Recycling will now cost \$47 per ton for disposal due to market conditions of recyclables and rising costs of processing.</li> <li>• Vehicles and equipment will be properly maintained in a timely manner</li> <li>• Public will comply with disposal requirements</li> </ul>

#### Organizational Structure

FTE: 18



## FY 2019-2020 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

**Garbage Collection Satisfaction Index** – Percentage of citizens who feel positive or satisfied with their garbage collection service

**Recycling Service Satisfaction Index** – Percentage of citizens who feel positive or satisfied with their recycling collection service

**Yard Waste Pick-Up Satisfaction Index** – Percentage of citizens who feel positive or satisfied with their yard waste collection service

**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 Carts** – Number of homes that converted or replace small recycle bins with larger carts (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) = 47.5. 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) = 47.5

**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 17/18 Actual	FY 18/19 Actual	FY 19/20 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Garbage Collection Satisfaction Index	91%	96%	97%↑
Recycling Service Satisfaction Index	93%	90%	92%↑
Yard Waste Pick-up Satisfaction Index	91%	95%	96%↑
<b>FINANCIAL INDICATOR</b>			
Solid Waste Direct Cost per Tonnage	\$137.16	\$140.71	\$138.00↓
<b>OPERATIONAL INDICATORS</b>			
Recycled Used Paper, Cans or Bottles from Your Home Survey Index	88%	87%	90%↑
% of Homes Converting to New Recycling Carts	79.1%	82.8%	90%↑
Tons of Solid Waste Refuse	24,592	25,565	26,500↑
Tons of Commercial Solid Waste Refuse	12,222	12,623	12,895↑
Tons of Residential Solid Waste Refuse	12,370	12,943	13,605↑
Tons of Recycle Waste Collected	2,214	2,566	2,950↑
Recycled Waste as a % of Total Waste	8.9%	9.1%	9.3%↑
% of Commercial Accounts Recycling	6.7%	6.7%	7%↑
Tonnage of Commercial Solid Waste Refuse per Service Account	19.5	19.5	20.0↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	287.66	290.83	286↓
Tonnage of Recycle Waste per 1,000 Residents	51.49	57.65	62↑
Tonnage per Trip	10.8	11.1	11.0↑

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

# 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 \$1,000 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 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.

