CITY OF
WINTER GARDEN

Annual

BUDGET

Fiscal Year 2016/2017

Adopted Budget

CITY OF WINTER GARDEN
Fiscal Year 2016/2017
Adopted Budget

JOHN REES
Mayor

KENT W. MAKIN
Commissioner, District 1

JAMES R. BUCHANAN
Commissioner, District 2
Mayor Pro Tem

ROBERT M. OLSZEWSKI
Commissioner, District 3

COLIN P. SHARMAN
Commissioner, District 4

MICHAEL L. BOLLHOEFER
City Manager

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BUDGET MESSAGE

CITY OF WINTER GARDEN

OFFICE OF THE CITY MANAGER
300 W. PLANT STREET
WINTER GARDEN, FL 34787
TEL: (407) 656-4111 • FAX (407) 656-1073

September 7, 2016

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 2016/2017. This document presents the recommended expenditures for operations and for capital improvements for the upcoming fiscal year.

As the economy continues to strengthen, our citizens and local businesses are making positive economic gains. Local unemployment has fallen from 5.6 percent in 2014 to less than 5 percent today. Building permits are being issued at a quicker pace and new developments are picking up. We have funded the budget to ensure robust economic development and strong public safety, and to meet the continued need for infrastructure improvements and high quality services to the residents, businesses and visitors of the City.

The General Fund budget for FY 2016/17 totals $32,787,945. The most significant revenue source in the General Fund budget is ad valorem taxes in the amount of $11,278,440 which is based on the current millage rate of 4.250. The budget reflects no change to the millage rate, even though the current rate is maintained, ad valorem property tax revenue will increase by approximately $1,271,552 as a result of the 13% increase in Winter Garden's property values. The Utility Tax and Franchise Fees are estimated to increase by approximately $195k. Total projected General Fund Revenues for Fiscal Year 2016/17 are projected to increase by 7.2% from FY 2015/16. The General Fund budgeted expenditures include additional funding to public safety by adding two new police officers. The City's proposed revenues exceed the proposed expenditures by $285,595 of which $295,639 will go to the Restricted Florida Building Code Fund and $10,043 will be used from the City's General Fund unrestricted reserves for the police education program. The projected unassigned General Fund fund balance at the end of fiscal year 2017 is $7,956,756, bringing unassigned fund balance to 25% of general operating expenditures, which is below the target minimum of 30%.

We continue to maintain a conservative approach to fiscal management by controlling costs without compromising the services that add value and serve the City well. The following are brief highlights and changes that are included in the proposed budget.

General Fund Revenues

Ad Valorem [property] taxes, which comprise 34% of budgeted General Fund revenues, are projected to increase by $1,271,552, or 12.7% as a result of an increase in property values. Local Government Half-Cent Sales Tax and State Revenue Sharing revenues represent 24% of budgeted General Fund revenues, with the Half-Cent Sales Tax Revenue projected to remain relatively flat at approximately $6,016,437 and State Shared Revenues are projected to increase $284,641 or 18.10%. Utility Franchise Fees and Taxes have been budgeted at a 3.47% increase, or $194,851 from last year. These revenues comprise 17.5% of budgeted general fund revenue. The Communications Service Tax, 3.56% of budgeted General Fund revenue, is projected to decrease by -1.01% due to the new legislative action to reduce communication service tax.

Citywide Staffing/Salaries and Benefits

On the personnel side, there is a 2.5% cost-of-living/merit increase budgeted for FY 2017.

Health insurance costs are budgeted to increase by 6% over the FY2016 costs. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2017 if the employee meets all of the points criteria. City employees pay between 0-15% of the cost for health insurance dependent upon meeting certain criteria in the City's Wellness Program. Approximately 44% of our employees have some type of dependent coverage. The City provides basic life and long-term disability coverage at no cost to the employee.

On a percent of pay basis, the City's pension contribution rates will increase from 10.49% to 11.55% for the General Employee Plan. The is due to the budget proposal to add a DROP plan for General Employees and change the normal retirement age from age 65 to age 62. The proposed changes are similar to the approved Fire Pension plan changes negotiated by the Fire Department. The City's pension contribution for the Fire and Police pension plan decreased from 13.80% to 12.56% in the FY2017 budget as a result of gains realized in the plan investment.

General Government

The General Government includes the Legislative, City Clerk, Executive and Economic Development departments. The Legislative budget will increase 18.2% for fiscal year 2016/17 due to the fact that it is an election year which increases elections expense line, the City Clerk budget will remain relatively at an increase of 1.6% in fiscal year 2016/17. The Executive and Economic Development budgets have an increase of 6.3% from fiscal year 2015/2016 due to the budgeted funding of $140,000 for new wayfinding signs in the downtown Winter Garden. General Government also includes Administrative Services and Finance Services departments that primarily provide services that support the operations of other City Departments and as such is heavily personnel oriented. The Fiscal Management is budgeted to have a 4% increase for fiscal year 2016/17. The Human Resources budget will increase by 17.5% over 2015/2016 budget to fund additional training for all employees. Information Technology has increased by 8.1% due to required software upgrades and raising maintenance costs. Fleet Management Division has an increase to the FY 2017 budget by 17.2% over 2015/2016 budget to fund additional contract labor for fleet maintenance services. Facilities Maintenance has remained relatively flat with a slight decrease of -0.4%.

Public Safety

The City continues to provide the best Public Safety services to its citizens and residents. Protecting our residents and visitors are government functions that our citizens depend upon every day. The Public Safety services comprise of 50% of the General Fund Budget. The FY 2016/17 budget proposes to add 2 new sworn police officers to the sworn police department budget. The Police Department budget will increase by 6% this year to fund the new positions and the Fire Department budget will increase by 6% from fiscal year 2015/2016 to fund additional operating and capital expenditures.

Community Development

The Community Development Department budget will decrease by -6% due to the funding capital expenditures budgeted in FY2016 and a new customer service representative position added in FY2016 in Building Inspections.

Parks and Recreation

The Parks and Recreation budget will remain relatively flat at a slight decrease of -1%.

Public Services

The Public Services department is budgeted to increase by 28.6% from the FY 2015/2016 budget. The increase is largely due to the budgeted design and contruction of roadway, stormwater and utility improvements in conjunction with the Dillard Street Improvements project.

Special Revenue Funds

The CRA Fund is budgeted to decrease by -58% due to the payment of the Parking Garage debt service budgeted in FY2016.

Enterprise Funds

The Utility Department budget will increase 21% from FY2016 budget to fund the Marsh road potable and reuse water tanks. The Stormwater Fund budget will decrease by -4.6% due to Stormwater Capital Improvement Projects that were budgeted in FY2016. The Solid Waste budget will increase by 4.6%. Trailer City's budget will increase by 81% from FY2016 to fund capital improvements for the Trailer City washroom and bathrooms.

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

Respectfully submitted,

Michael L. Bollhoefer
City Manager

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Winter Garden

Florida

For the Fiscal Year Beginning

October 1, 2015

Executive Director

CITY OVERVIEW

CITY ORGANIZATIONAL CHART

—

CITY PROFILE

—

CITY STRATEGIC PLAN

—

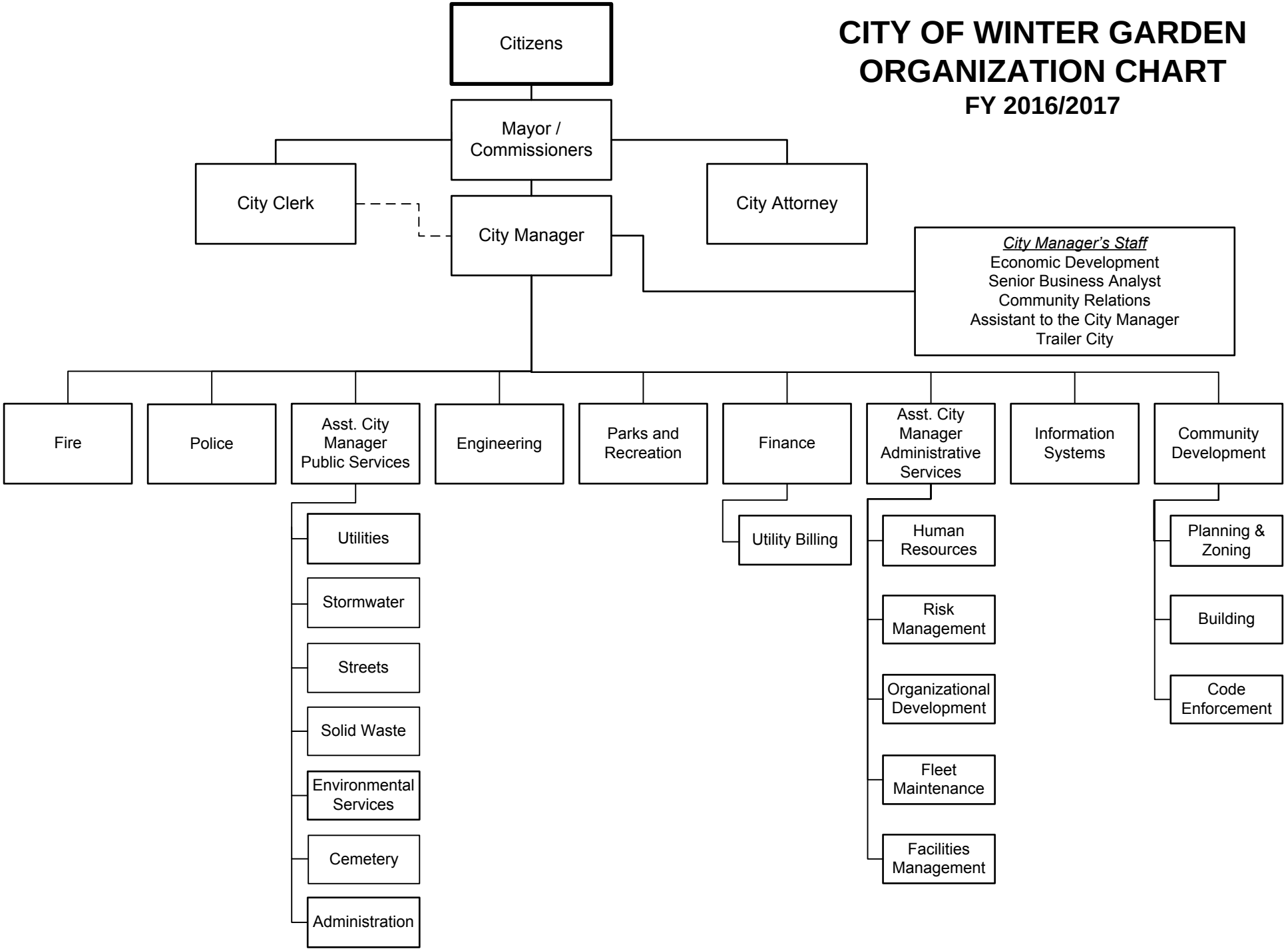
FY2017 DEPARTMENTAL GOALS OVERVIEW

—

LONG-RANGE PLANNING GOALS

CITY OF WINTER GARDEN ORGANIZATION CHART

FY 2016/2017



Rev. 08/05/2016

City Profile

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

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

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

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

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

City History

The City of Winter Garden was incorporated in 1908 and is located in Orange County, Florida. As with most communities founded in the early 1900's of rural Florida, Winter Garden's economy relied heavily on agriculture. A year-round growing season and fertile soil enabled the production of fruits and vegetables; rail provided direct transportation routes to northern markets; and local orange groves were Florida's gold.

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

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

The city officials understand that you have to constantly reinvest in the city in order for it to grow and be a community where citizens want to live and visit. In 2011, the city built a Splash Park adjacent to the Downtown Pavilion to create an outdoor play area for families. The city also purchased Tucker Ranch, a 209-acre property on the west side of Avalon Road, boasting an impressive oak hammock. The ranch will be developed into a regional park with trails, camping, a 15-acre working farm and access to John's Lake for canoeing.

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

Today, Winter Garden is referred to as a modern-day Mayberry USA by residents, and as a Florida destination. At the same time, it attracts new business and quality

development/redevelopment. The community's connection to its roots is felt throughout the year. The City's downtown historic district provides a vibrant community of art studios and live theatre, bicycle stores and flower shops, and a wide range of restaurants that flank the West Orange Trail.

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

Local Economy

There are positive signs that the national and local economies are on the path of economic recovery. The City's economic environment is heavily influenced by the economy of Orlando and the Central Florida area. The unemployment rate for Orange County was 4.8 percent in 2015 which is down from 5.6 percent in 2014, and is expected to decrease in the near-term. Major industries located in Central Florida include the tourism industry, as well as digital media, software and hardware, and medical industries.

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

	Population[1]		Personal Income[2]		Labor Force (Countywide)[3]			
Fiscal Year	City of Winter Garden	Orange County	City of Winter Garden Annual Income	Per Capita	Civilian Labor Force	Employed	Unemployed	Unemployment Rate[4]
2015	39,871	1,252,396	$1,450,800,072	$ 36,387	692,813	659,768	33,045	4.8
2014	38,442	1,227,995	1,397,405,142	36,351	681,320	643,006	38,314	5.6
2013	37,172	1,202,978	1,344,511,240	36,170	649,312	608,781	40,531	6.2
2012	36,063	1,172,493	1,297,907,370	35,990	637,823	584,475	53,348	8.4
2011	35,281	1,157,342	1,231,871,396	34,916	609,366	547,964	61,402	10.1
2010	34,568	1,145,956	1,156,679,848	33,461	609,900	537,799	72,101	11.8
2009	30,987	1,108,882	1,119,126,492	36,116	604,165	535,531	68,634	11.4
2008	30,838	1,114,979	1,102,890,232	35,764	612,686	573,838	38,848	6.3
2007	30,065	1,105,603	1,048,216,225	34,865	601,260	578,008	23,252	3.9
2006	28,440	1,079,524	930,755,880	32,727	586,102	568,257	17,845	3.0

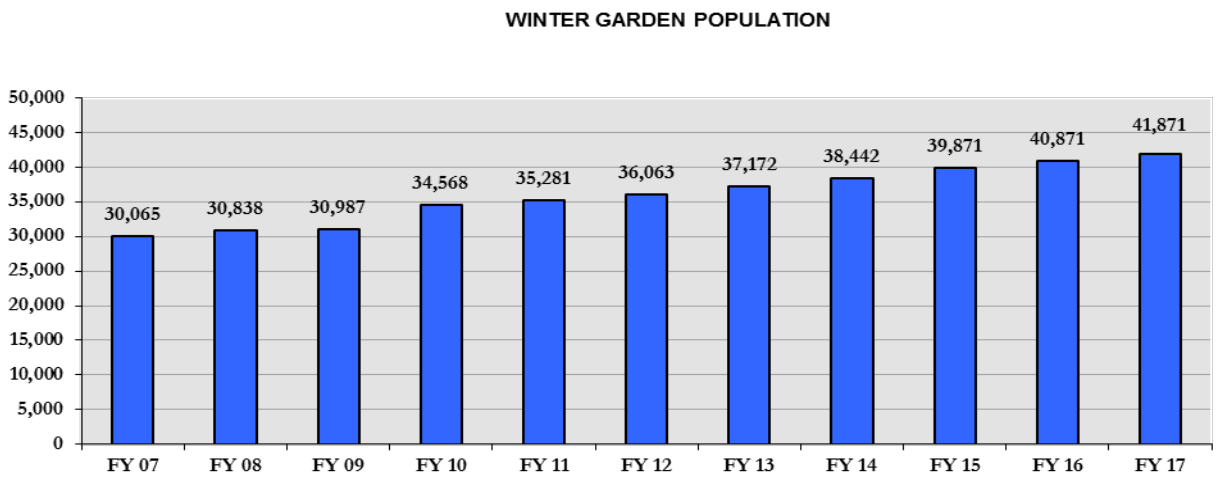
[1]Source: University of Florida, Bureau of Economic and Business Research

[2]Source: University of Florida, Bureau of Economic and Business Research (2005-2011), 2015 estimated.
Note: Personal income information is only available for Orange County [not City specific].

[3]Source: Florida Department of Economic Opportunity - Local Area Unemployment Statistics

[4]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 39,871 in 2015, representing a 15% increase from 2010 and a 62% increase from 2005.



During the 2016 fiscal year, the city expanded with 33 commercial permits, 26 new townhomes and 448 single family homes. Some of the new residential projects include Florida Hospital, Oakland Park, Johns Lake Point, Black Lake Reserve, Cypress Reserve, Alexander Ridge, Twin Waters, and Hickory Hammock.

The City of Winter Garden began construction during FY 2016 on the downtown parking garage. The Winter Garden Downtown Parking garage project consists of a 2-story, 3-level parking structure that provides approximately 525 vehicle parking spaces with a footprint of 65,130 square feet. It is centrally located in the heart of Winter Garden's historic downtown district, this was originally occupied by a surface public parking lot, bound by Tremaine Street on the north, Lakeview Avenue on the west, and Boyd Street on the east. The purpose of the garage is to provide sufficient public parking for existing uses and events, as well as providing parking for future growth of the downtown district.

The City continues to strategically invest in the downtown historic center to help stimulate the local economy and invest in the city's infrastructure to continue improving the property values. The Orlando Solar Bears hockey team is building a recreation center on the opposite side of downtown, where the city is planning a new business park with the City of Ocoee. The city officials and staff believe that this gateway will evolve into a major employment and activity center that will take our community to the next level. Other upcoming new projects include the planning of the new SoBo Art & Design District and the Dillard Street Redesign and Beautification Planning is underway.

City Government

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

The City provides a full range of services, including police and fire protection; the construction and maintenance of streets, sidewalks, and other infrastructure; planning, community, and economic development; cemetery management and maintenance; code enforcement and building inspections; parks maintenance; and recreational activities and cultural events. In addition, the City operates four enterprises: water and sewer service, solid waste collection service, stormwater service, and management of the City owned mobile home park.

The Commission embarked upon an aggressive strategy, in recent years, making Winter Garden an ideal place to grow families as well as businesses.

City Strategic Plan

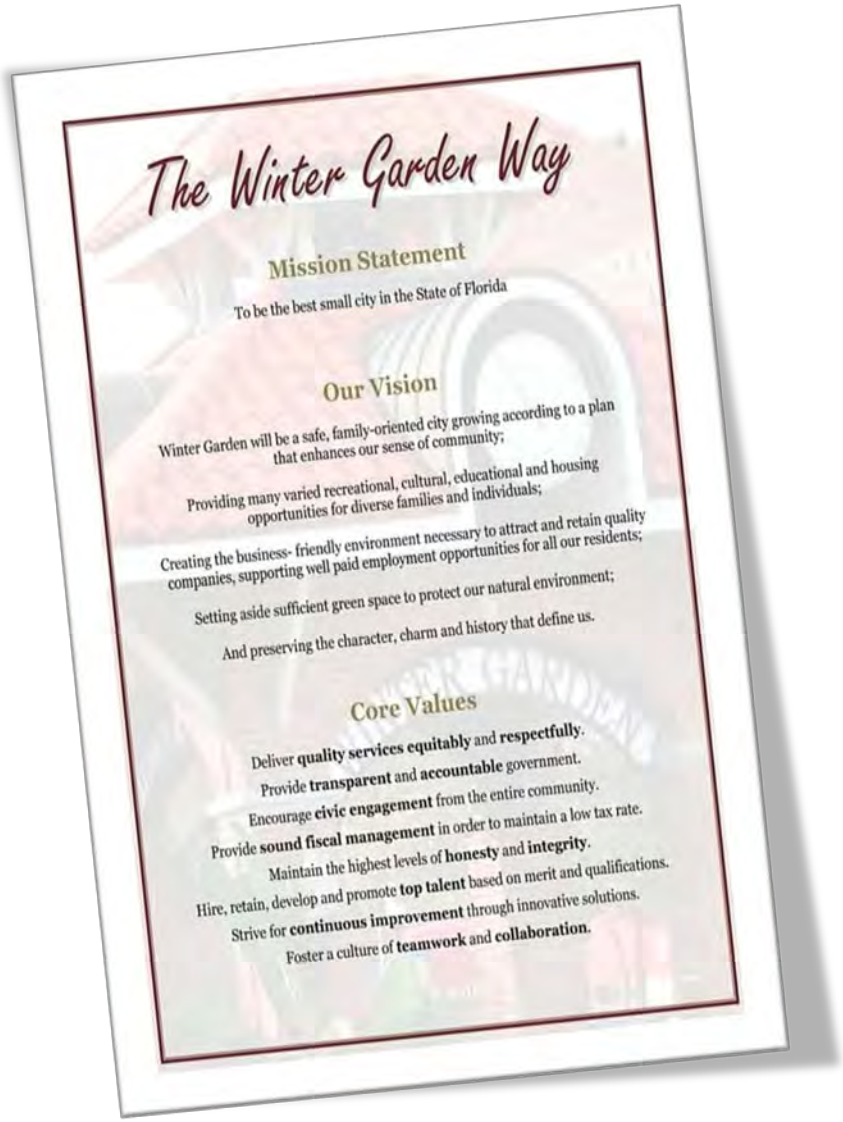
Strategic Model & Framework

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

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

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

Mission, Vision and Core Values



The Winter Garden Way

Mission Statement

To be the best small city in the State of Florida

Our Vision

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

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

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

Setting aside sufficient green space to protect our natural environment;

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

Core Values

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

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

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

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

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

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

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

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

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

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

City Strategic Priorities

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

Along with the *Winter Garden Way*, there are also *nine* primary strategic priorities that were carefully determined from an analysis of various community stakeholders. This included feedback from the citizen survey, resident focus groups, business leader interviews, elected official interviews, a town hall meeting as well as a planning workshop. The goals are not in any particular order since each goal is felt to be equally important to the quality of life in Winter Garden. Accompanying each priority is a list of *target areas* to address as well as the *key initiatives* for achieving them. Below is a list of the City's nine 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 service areas, some core values were more of a natural fit for the department's core functions, and thus, made the use of the City's core values suitable as a secondary strategic priority. For example, one of the Finance Department's main strategic focuses uses the core value, "Provide sound fiscal management" to help concentrate efforts on more diligent budget controls. It is, therefore, likely to see the City's core values being used as strategic priorities for some department business plans and in some rare instances a combination thereof.

FY2017 Departmental Strategic Priorities & Goals

The City of Winter Garden is committed to offering the best services to its citizens and local businesses. As part of our annual budget process, each department is tasked with setting performance management goals for their respective areas that are aligned with the previously identified City strategic priorities, targets and key initiatives. Below is a summary of the FY 2017 department goals aligned by the City's primary and secondary strategic priorities. The detailed departmental business plans with department goals and objectives, key performance indicators and past year results as well as targets are located in the department operating sections of this budget document.

STRATEGIC PRIORITIES & GOALS

ENSURE A SAFE COMMUNITY

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

PUBLIC SERVICES: Wastewater/Stormwater/Collections

Keep the City corridors and right-of-ways attractive and clean

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

FISCAL MANAGEMENT

Submit balanced budget within appropriate parameters to maintain low tax rates

HUMAN RESOURCES

Reduce healthcare costs to the City

PUBLIC SERVICES: Administration

Provide alternative funding for City capital improvement projects

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

FACILITIES MANAGEMENT

Improve sustainability program to make the City more green-friendly

PARKS & RECREATION

Rehab, restore and protect passive green space throughout the City

PUBLIC SERVICES: Administration

More environmentally friendly City focused on reducing ground water withdrawals

PUBLIC SERVICES: Solid Waste

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill

PUBLIC SERVICES: Water Treatment & Pumping

Protect groundwater resources through water conservation

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

Activey partner and engage with (K-12) local schools

RECRUIT AND DEVELOP TOP TALENT

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

HUMAN RESOURCES

Recruit and select high quality candidates for all positions

Increase development opportunities for City employees

Improve productivity of workforce

MAINTAIN QUALITY SERVICES & INFRASTRUCTURE

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

ENGINEERING

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

Proactively safeguard engineering design standards throughout the City

PUBLIC SERVICES: Wastewater/Stormwater/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

Compliance with Consumptive Use Permit

PUBLIC SERVICES: Wastewater & Reclaimed Water

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

Improve and maintain odor controls at wastewater treatment facility

PUBLIC SERVICES: Water Treatment & Pumping

Raise consumer confidence in the City's drinking water

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.

CITY CLERK

Provide record requests in the least amount of time as possible

FACILITIES MANAGEMENT

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

Ensure high quality janitorial services throughout the City

FISCAL MANAGEMENT

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

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

UTILITY BILLING

Provide a responsive and consistent Utility Billing service experience

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 Planning

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

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

THREE YEAR GROWTH PROJECTION

	Actual			Projection		
	FY 2013	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**
Population	37,172	38,442	39,871	40,871	41,871	42,871
Growth Rate	3.1%	3.4%	3.7%	2.5%	2.4%	2.4%
Taxable Value (000's)	1,899,977	1,986,373	2,199,296	2,452,669	2,764,324	2,985,469
Growth in Taxable Value	-6.5%	4.5%	10.7%	11.5%	12.7%	8.0%
			Utility Growth Assumptions			
Annual Irrigation Sales						
Accounts (at year end)	6,418	6,774	7,004	7,242	7,496	7,751
Total Gallons Used (000's)	960,013	818,240	818,241	846,061	875,673	905,446
Growth Rate	1.5%	5.5%	3.4%	3.4%	3.5%	3.4%
Annual Water Sales						
Accounts (at year end)	13,039	13,482	13,940	14,414	14,919	15,426
Total Gallons Used (000's)	1,085,204	852,410	881,392	911,359	934,143	957,497
Growth Rate	0.2%	3.4%	3.4%	3.4%	2.5%	2.5%
Annual Sewer Sales						
Accounts (at year end)	12,465	12,907	13,346	13,800	14,283	14,768
Total Gallons Used (000's)	887,609	704,810	728,774	753,552	768,623	783,995
Growth Rate	0.3%	3.5%	3.4%	3.4%	2.0%	2.0%
			Solid Waste Growth Assumptions			
Accounts (at year end)	12,442	12,818	13,254	13,704	13,979	14,258
Account Growth Rate	0.1%	3.0%	3.4%	3.4%	2.0%	2.0%
			Stormwater Growth Assumptions			
Accounts (at year end)	12,549	12,976	13,417	13,873	14,151	14,434
Account Growth Rate	0.2%	3.4%	3.4%	3.4%	2.0%	2.0%

Projection Assumptions

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

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

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

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

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

PROJECTION ASSUMPTIONS FY 2017 - 2022

	FY 2017 Budget	Five Year Forecast 2018-2022
GOVERNMENTAL REVENUES		
Ad Valorem Taxes	Millage (4.25 mills) on tax base of $2.764 billion per Tax Appraiser. Assumes 96% collectionsof gross revenues	Increase in assed value of 4% annually including new construction
Utility Taxes	3.5% growth	Capped at .5% Annual Growth increase
Franchise Fees	3.5% growth based on population increase	Capped at .5% Annual Growth increase
Communication Service Tax	Estimated by the State Office of Economic and Demographic Research	Contraction through 2018; less than 1% thereafter
Intergovernmental Federal/State/County/Other Grants:	Budget estimate takes into account the projectd under performance of 2015 versus the prior year State estimate and reduces the current year State estimate by a like amount	1-2% Annual Growth No Projection to be conservative
Fines & Forfeitures	Based on YE 2016 revenue	Population Growth Rate
Permit Fees		
Building Permits	Based on department projection	Building Projections and Trending
Other Permit Fees	Based on YE 2016 revenue	Population Growth Rate
Land Development Fees	Based on YE 2016 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2016 revenue	Population Growth Rate
Licenses		
Business Tax Receipts	Based on YE 2016 revenue and trend and economic forecasts	Population Growth Rate
Charges for Services		
Recreation	Based on detail of revenues by program	Population Growth Rate
Building Leases	Based on YE 2016 revenue	No increase projected to be conservative
Rentals	Based on YE 2016 revenue	No increase projected to be conservative
Miscellaneous	Based on YE 2016 revenue	No change projected
Impact Fees	Based on Bulding projections times rate	Building Projections and Trending
Interest	Based on estimated 1% rate of return	Flat over five years
ENTERPRISE REVENUES		
Water	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Wastewater	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Garbage	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Stormwater	Projected customer growth rate 3.4% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
EXPENDITURES		
Personnel Expenses	Staffing levels requested and benefit increases based on economic data	3-5% cost of living increases; 10% medical benefits increase
Operating Expenses	Estimated by Department Heads	3-5% growth by type of operating expense
Capital Outlay & Operating Impacts	Assumes only finishing projects currently in progress and those in the five-year CIP	Assumes only finishing projects currently in progress and those in the five-year CIP
Debt Service	Per debt service schedule	Per debt service schedule

BUDGET HIGHLIGHTS

FY 2017 BUDGET HIGHLIGHTS

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FUND BALANCES

—

BUDGET POLICY, PROCESS & PREPARATION

—

BUDGET CALENDAR

—

METHOD OF BUDGETING

—

SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCE

FY 2016/17 BUDGET HIGHLIGHTS

For the 2016-2017 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 13% which follows the prior year increase of 12%. Rising taxable property values are a result of the improving real estate market, as well as $158 million in new construction that occurred last year in the South-West area of the city. Along with the growth in building permits and property values, employment opportunities are also on the rise. The unemployment rate fell below 5% this year which is a significant improvement from the 10% unemployment rate 5 years ago.

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

Based on available economic data and the City Commissioners priorities, the Fiscal Year 2016/17 Revenue and Expenditure/Expense budgets were prepared using the following guidelines:

- No tax rate increase. The citywide millage rate remained at 4.250 mills.
- 2.5% cost-of-living/merit increase for all employees
- 6.0% increase in city-paid health insurance premiums
- Added a DROP plan and changed the normal retirement age from age 65 to age 62 to General Employee Pension plan; these changes are similar to the

approved Fire Pension plan changes negotiated by the Fire Department for the Fire Pension Plan

- New positions only based on demand requirements.

Revenues

Total budgeted revenues for the General Fund are projected to be $33.07 million, which is approximately $2.3 million (7%) more than budgeted revenues in FY2016. Most of the City's major revenue sources are experiencing positive growth due to the improving economy. The proposed budget for the citywide property tax revenue is approximately $11.29 million. This revenue source, benefiting from the new construction and the improving existing real estate market, is about $1.27 million more than the current budget. These funds will be used for an array of services and infrastructure improvements including law enforcement, road maintenance, and parks and recreation programs.

The budget for certain revenues funded by the State, including the local government half-cent sales tax, was prepared based on estimates provided by the Florida Office of Economic Development and Research. These revenues may be revised during FY 2016-17 based on updated projections or economic changes. Sales tax revenue is projected to remain flat at $6 million, while state sharing revenue is projected to increase approximately $285 thousand over the current year budget. The Utility taxes and franchise fees are projected to increase from $5.6 million to approximately $5.8 million in fiscal year 2016/2017.

Expenditures/Expenses

Though revenues are increasing this year, the demand for resources still outweigh the availability of funding. The City of Winter Garden provides a wide variety of services to its residents, businesses and visitors. The levels of service have been established over time through City Commission, citizen and staff input and with the

goal to preserve a superior quality of service to make us the best city to live, learn and play. This year's budget allocates resources to public safety, critical capital and infrastructure projects, and continues to invest in our staff. City services are only as reliable as the people, equipment, and infrastructure that deliver them.

An improving economy with a lower unemployment rate translates to more people on the roads, more people building homes, and more people requiring various government services. To accommodate the resulting demand, this budget includes a 6% increase in total operating expenses over last fiscal year. The increase in expenses will be used to meet the service needs in areas such as building inspections, police protection, information technology and fleet maintenance services.

Like most service organizations, the single largest component of the City's budget is personnel costs. The total personnel costs for the General Fund are projected to be approximately $20 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 2.5%. Healthcare costs continue to rise nationwide and fiscal year 2017 is expected to continue to increase. This budget proposes to increase the city paid portion of the health insurance premiums by 6%. The budget also proposed a DROP plan for the General Employees and reducing the normal retirement age from age 65 to age 62, these proposed changes are similar to the approved Fire pension plan changes that were negotiated by the Fire Department.

As for operating expenditures, departments were requested to submit a reduced budget, after adjustments for salaries and capital expenditures, in an effort to operate within revenues estimated to increase marginally.

Capital Budgeting

The City maintains a Capital Improvement Program (CIP), which covers a five-year period and is updated annually. The Finance Department determines the amount of funds available for capital projects. Proposed projects are prioritized and the available funds are allocated accordingly. The balanced budget has been developed with the budget goals and previous year's Capital Improvement Plan in mind. The 2017-2021 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 FY2015/2016" is the budgeted use of fund balance since this fiscal year is still underway at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

Spendable Fund Balance Status

Fund	Fund Balances 09/30/2015	Expected Change FY 15/16	Estimated Balance 09/30/2016	Budgeted Change FY 16/17	Projected Balance 09/30/2017	Percent Change FY 16/17
General Fund	$ 8,890,557	$ (933,804)	$ 7,956,756	$ 0	$ 7,956,756	0.0%
Community Redevelopment Agency	977,911	(977,630)	281	108,543	108,824	386,091%
Impact Fee	17,419,993	(4,547,589)	12,872,404	844,200	13,716,604	6.56%
Nonmajor Governmental	1,665,636	(1,208,475)	457,161	40,269	497,430	8.81%
Total Governmental Funds	$28,954,097	$(7,667,498)	$21,286,599	$993,012	$22,279,611	4.67%

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 2016/17 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 2016/17 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 2017 Budget Calendar for Departments

Event	Date
Budget Manual sent to Departments	May 27, 2016
Budget entry access given to Departments	May 27, 2016
Personnel request forms **due** to HR Department	July 1, 2016
Capital Improvement Project request forms **due** to Finance	July 1, 2016
Fleet Maintenance Vehicle Inspection forms due to Finance	July 1, 2016
All budget request to be entered into GMBA	July 1, 2016
Receive DR 420 Forms from Property Appraiser	July 1, 2016
Personnel request forms due to Finance from HR	July 14, 2016
Commission Sets Proposed Millage Rate	July 14, 2016
CIP/Department Head Meetings	July 18 – 21, 2016
Finance submits preliminary budget proposal to City Manager	July 22, 2016
Send in DR 420 Forms to Property Appraiser	July 22, 2016
FTE and Organization Charts **due** to Finance Department	August 12, 2016
Performance Measurements due to Finance Department	August 12, 2016
Budget Workshop	August 25, 2016
1st Public Hearing	Sep 7, 2016
2nd Public Hearing	Sep 21, 2016
Send in Adopted Ordinance to PA, DOR and Tax Collector	Sept 23, 2016
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 2016. The 2016/17 budget column includes recommendations for the upcoming fiscal year. These recommendations reflect expenditures proposed by the various City departments as modified by the City Manager. Detailed information on proposed capital expenditures is illustrated in both the Capital Outlay and the Five-Year Capital Improvement Plan sections of this document.

Fund Structure

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

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

Governmental Funds include the following five fund types:

a. The General Fund accounts for all resources not reported in other funds. Most citywide activities are accounted for in this fund.

b. Permanent Funds account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the government's programs (i.e., for the benefit of the government or its citizenry).

c. Special Revenue Funds account for resources received from special sources, dedicated or restricted to specific uses.

d. Debt Service Funds account for the accumulation of resources for, and the payment of, interest, principal and other costs of long-term debt.

e. Capital Project Funds account for the accumulation and use of resources for the acquisition of major buildings and other capital facilities where a specific project is designated or required.

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

Proprietary Funds include the following fund type:

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

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

Fiduciary Funds include the following fund type:

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

Accounting Structure

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

1. Deposits and investments

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

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

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

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

2. Restricted assets

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

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

3. Capital assets

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

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

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

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

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

4. Long-term obligations

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

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

5. Fund balances

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

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

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

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

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

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

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

SUMMARY OF ADOPTED BUDGETS
FISCAL YEAR 2016/2017

CLASSIFICATION	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUNDS	ENTERPRISE FUNDS	FIDUCIARY FUNDS	TOTAL
CARRYFORWARD FUND BALANCE	9,677,700	15,075,485	-	681,355	11,974,745	60,236,589	97,645,874
REVENUES							
Ad Valorem Taxes	11,289,896	-	-	-	-	-	11,289,896
Sales, Use, and Fuel Taxes	-	1,983,630	-	-	-	-	1,983,630
Utility and Service Taxes	4,639,060	-	-	-	-	-	4,639,060
Local Business Taxes	218,276	-	-	-	-	-	218,276
Permits, Fees, & Special Assessments	4,380,351	3,759,682	-	-	2,906,436	-	11,046,469
Intergovernmental Revenue	8,301,175	445,260	-	-	-	604,734	9,351,169
Charges for Services	3,648,481	-	-	-	15,227,999	-	18,876,480
Fines and Forfeitures	126,896	13,056	-	-	-	-	139,952
Interest and Other Earnings	101,073	346,082	-	-	251,900	4,649,603	5,348,658
Miscellaneous Revenues	368,332	-	-	-	2,180,520	2,366,718	4,915,570
Total Revenues	33,073,540	6,547,710	-	-	20,566,855	7,621,055	67,809,160
NON-REVENUES							
Interfund Transfers	-	417,234	1,169,149	-	1,254,560	-	2,840,943
Other Non-Revenues	-	-	-	4,900,000	-	-	4,900,000
TOTAL REVENUE & OTHER FINANCING SOURCES	33,073,540	6,964,944	1,169,149	4,900,000	21,821,415	7,621,055	75,550,103
TOTAL ESTIMATED REVENUES & BALANCES	42,751,241	22,040,429	1,169,149	5,581,355	33,796,160	67,857,644	173,195,978
EXPENDITURES/EXPENSES							
General Government	5,019,278	-	-	2,400,000	-	2,694,806	10,114,084
Public Safety	17,584,089	798,436	-	-	-	-	18,382,525
Physical Environment	1,838,919	-	-	-	26,356,076	-	28,194,995
Transportation	2,475,639	4,331,019	-	2,500,000	-	-	9,306,658
Economic Environment	473,318	238,077	-	-	-	-	711,395
Human Services	143,000	-	-	-	-	-	143,000
Culture & Recreation	4,102,229	-	-	-	-	-	4,102,229
Total Expenditures/Expenses	31,636,473	5,367,532	-	4,900,000	26,356,076	2,694,806	70,954,886
NON-EXPENSE DISBURSEMENTS							
Debt Service	-	9,339	1,169,149	-	213,027	-	1,391,515
Interfund Transfers	1,151,472	447,911	-	-	1,254,560	-	2,853,943
Other Non-Expense Disbursements	-	-	-	-	-	-	-
TOTALS EXPENDITURES/EXPENSES	32,787,945	5,824,782	1,169,149	4,900,000	27,823,663	2,694,806	75,200,344
Reserves	9,963,296	16,215,647	0	681,355	5,972,497	65,162,838	97,995,634
TOTAL APPROPRIATED EXPENDITURES & RESERVES	42,751,241	22,040,429	1,169,149	5,581,355	33,796,160	67,857,644	173,195,978

GENERAL FUND

REVENUES

—

GENERAL GOVERNMENT

—

PUBLIC SAFETY

—

COMMUNITY DEVELOPMENT

—

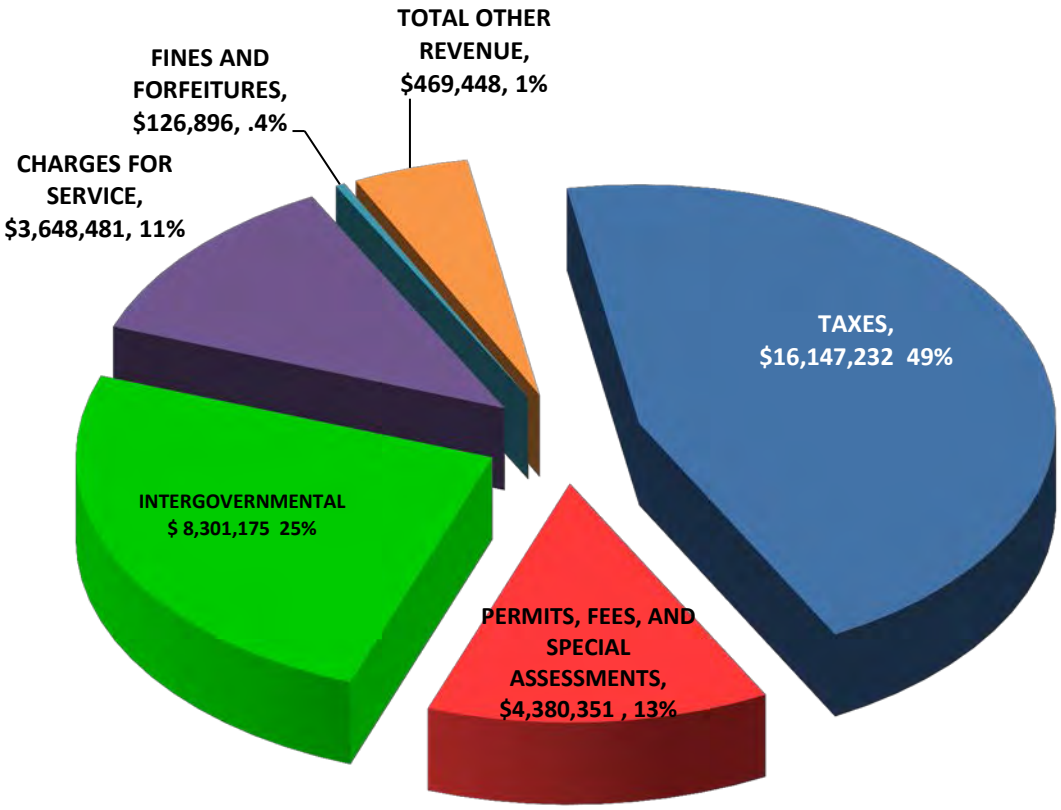
PUBLIC SERVICES

—

PARKS & RECREATION

- GENERAL FUND REVENUES -

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND
REVENUES BY SOURCE



Total Taxes	$ 16,147,232
Permits, Fees, and Special Assessments	4,380,351
Intergovernmental	8,301,175
Charges for Services	3,648,481
Fines and Forfeitures	126,896
Other Revenues*	479,448
Total	$33,083,583

**Includes Use of Fund Balance $10,043*

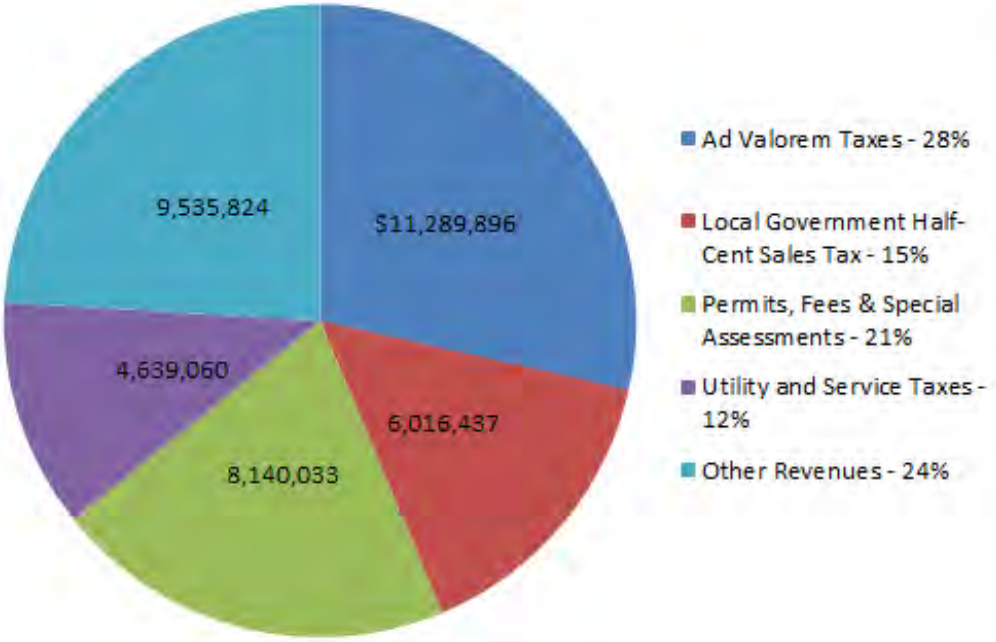
Major Revenue Sources
Of Governmental Funds

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

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

Revenue Description	Actual/ Received 2014	Actual/ Received 2015	Revised Budget 2016	Budget 2017
Ad Valorem Taxes	$ 8,164,335	$ 8,997,819	$ 10,018,344	$ 11,289,896
Local Government Half-Cent Sales Tax	5,209,592	5,614,331	6,020,236	6,016,437
Permits, Fees & Special Assessments	6,638,042	9,720,461	6,855,113	8,140,033
Utility and Service Taxes	4,845,385	4,729,743	4,510,349	4,639,060
Other Revenues	7,641,836	8,584,038	8,498,229	9,535,824
				$ 39,621,250

Major Revenue Sources – Governmental Funds - FY 2017 Budget



Major Revenue Sources
Of Governmental Funds

Ad Valorem Taxes

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

The State places a millage limit of 10 mills on the taxing capacity of local municipal governments. The City’s Commission determines the millage rate to be applied to the taxable value of property on an annual basis. The amount of total ad valorem revenue to be received is calculated by applying the taxable value to the millage rate. The amount of Ad Valorem Tax Revenue budgeted for 2017 is based on the millage rate of 4.2500. The City budgets the ad valorem revenue at 96% of the calculated value to factor in the potential for reductions in ad valorem collections caused by valuation adjustments and discounts for early payment. Orange County collects the tax from property owners and then distributes the revenue to the City throughout the year.

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

Major Revenue Sources
Of Governmental Funds

Orange County Property Taxable Values and Millage Rates

FY 2017 Taxable Values Compared to FY 2016 Taxable Values

Government Organization	Taxable Property Value FY 2016	Taxable Property Value FY 2017	% Increase / (Decrease)	FY 2016 Millage Rate
Windermere	587,688,233	616,110,645	5%	3.2500
Apopka	2,429,479,942	2,659,655,335	9%	3.2876
Winter Garden	**2,443,009,911**	**2,764,323,509**	**13%**	**4.2500**
Winter Park	4,528,431,471	4,903,765,866	8%	4.3673
Belle Isle	613,509,013	637,008,672	4%	4.4018
Orange County (General)	100,254,907,511	109,465,211,538	9%	4.4347
Maitland	2,210,503,480	2,366,653,909	7%	4.5400
Edgewood	292,198,239	304,432,247	4%	4.9500
Ocoee	1,943,220,005	2,082,117,505	7%	5.9104
Orlando	22,676,173,745	24,954,773,440	10%	6.6500
Oakland	213,507,004	230,133,795	8%	6.7500
Eatonville	198,395,386	201,113,271	1%	7.2938

Major Revenue Sources
Of Governmental Funds

Local Government Half-Cent Sales Tax

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

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

Permits, Fees and Special Assessments

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

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

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

Major Revenue Sources
Of Governmental Funds

Utility and Service Taxes

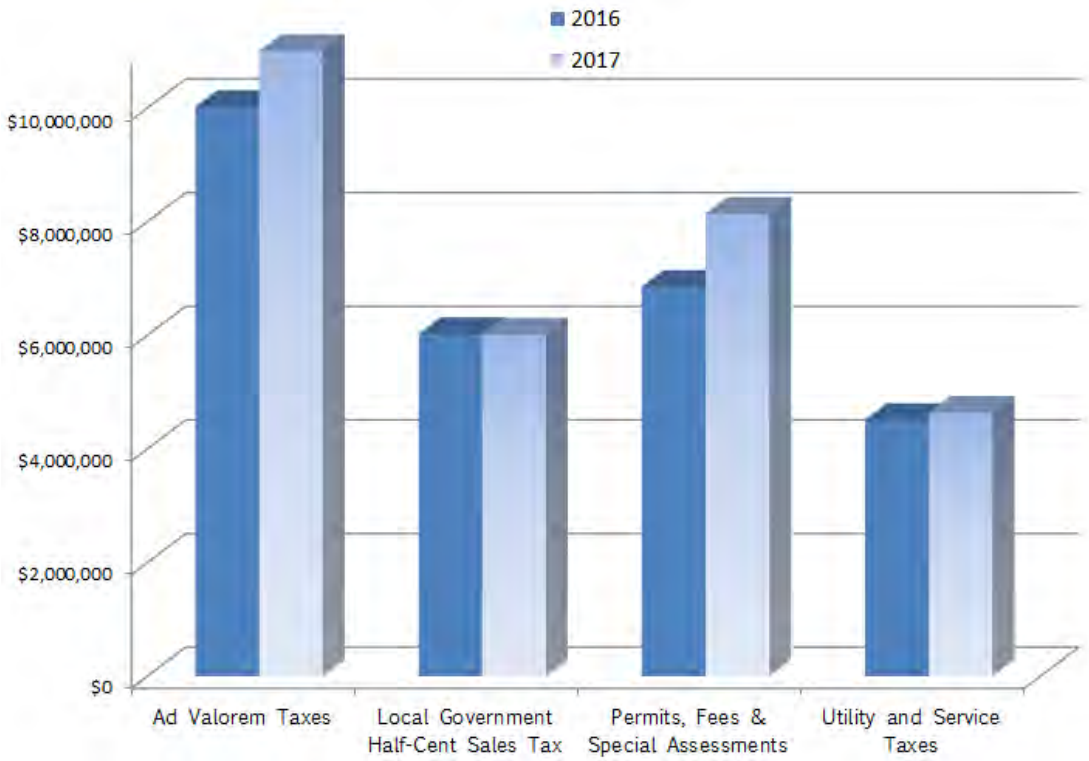
Utility taxes are levied by the City on the customers of various utilities such as electricity, water, and natural gas.

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

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

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

CITY OF WINTER GARDEN
GENERAL FUND MAJOR REVENUE SOURCE COMPARISON
FY2016 BUDGET VERSUS PROPOSED FY2017 BUDGET



CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
EXECUTIVE DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0213-311.10-00	ADVALOREM TAXES	8,989,996	10,006,888	10,006,888	11,278,440
001-0213-311.90-00	PENALTIES AND INTEREST	7,823	11,456	11,456	11,456
	TOTAL AD VALOREM	8,997,819	10,018,344	10,018,344	11,289,896
001-0213-314.10-00	UTILITY TAX-ELECTRIC	2,933,722	2,765,316	2,765,316	2,877,512
001-0213-314.30-00	UTILITY TAX-WATER	418,487	385,104	385,104	430,222
001-0213-314.40-00	UTILITY TAX-GAS	106,124	117,147	117,147	104,440
001-0213-314.80-00	UTILITY TAX-PROPANE	47,149	51,614	51,614	47,698
	TOTAL UTILITY TAX	3,505,482	3,319,181	3,319,181	3,459,872
001-0213-315-00-00	COMMUNICATIONS SERVICE TAX	1,224,261	1,191,168	1,191,168	1,179,188
	TOTAL SERVICE TAX	1,224,261	1,191,168	1,191,168	1,179,188
001-0213-323.10-00	FRANCHISE FEES-ELECTRIC	2,357,122	2,165,041	2,165,041	2,255,268
001-0213-323.40-00	FRANCHISE FEES-GAS	100,854	123,650	123,650	87,580
001-0213-325.20-00	WESTSIDE TOWNHOMES	18,151	18,089	18,089	18,089
001-0213-325.30-00	LAKE COVE POINT	2,550	2,400	2,400	2,540
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,478,677	2,309,180	2,309,180	2,363,477
001-0213-335-12.00	STATE REVENUE PROCEEDS	1,614,858	1,572,620	1,572,620	1,857,261
001-0213-335.14-00	MOBILE HOME LICENSES	41,845	41,764	41,764	41,764
001-0213-335.15-00	ALCOHOLIC BEVERAGE LICENSES	22,185	16,632	16,632	18,267
001-0213-335.18-00	LOCAL GOVT HALF-CENT SALES TAX	5,614,331	6,020,236	6,020,236	6,016,437
001-0213-338.20-00	COUNTY OCCUPATIONAL LICENSES	49,083	45,652	45,652	51,652
	TOTAL INTERGOVERNMENTAL	7,342,302	7,696,904	7,696,904	7,985,381
001-0213-341.30-01	LIEN SEARCH FEES	34,955	24,848	24,848	35,160
001-0213-341.90-01	INTERFUND MANAGEMENT FEES	737,985	865,674	865,674	751,826
001-0213-341.90-02	OCPS COLLECTION ALLOWANCE	79,079	39,128	39,128	35,823
001-0213-341.91-00	FILING FEES	348	696	696	350
	TOTAL CHARGES FOR SERVICES	852,367	930,346	930,346	823,159
001-0213-361.10-00	INTEREST	99,913	102,567	102,567	99,768
001-0213-361.13-00	INTEREST-ORANGE COUNTY TAX COLL	4,575	652	652	1,305
001-0213-361.30-00	NET INCR(DECR) IN FAIR VAL OF INVST	45,758	-	-	-
	TOTAL INTEREST AND OTHER EARNINGS	150,246	103,219	103,219	101,073
001-0213-362.11-00	BUILDING LEASES	60,969	45,280	45,280	47,166
001-0213-366.00-00	CONTRIBUTIONS	20,000	-	-	-
001-0213-369.90-00	OTHER MISCELLANEOUS REVENUES	(13,204)	6,276	6,276	6,276
001-0213-399.99-99	USE OF FUND BALANCE	-	-	900,486	-
	TOTAL MISCELLANEOUS REVENUES	67,803	51,556	952,042	53,442
TOTAL EXECUTIVE DEPARTMENT		**24,618,957**	**25,619,898**	**26,520,384**	**27,255,488**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
FINANCE DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
UTILITY BILLING DIVISION					
001-0223-341.90-01	INTERFUND MANAGEMENT FEES	534,831	536,288	536,288	563,357
	TOTAL CHARGES FOR SERVICES	534,831	536,288	536,288	563,357
TOTAL FINANCE DEPARTMENT		**534,831**	**536,288**	**536,288**	**563,357**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
ADMINISTRATIVE SERVICES DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
INFORMATION TECHNOLOGY DIVISION					
001-0225-341.90-01	INTERFUND MANAGEMENT FEES	107,339	110,319	110,319	119,890
	TOTAL CHARGES FOR SERVICES	107,339	110,319	110,319	119,890
001-0225-365.00-00	SALE OF SURPLUS MATERIALS/SCRAP	-	1,026	1,026	1,026
001-0225-369.90-00	OTHER MISCELLANEOUS REVS	-	-	-	-
	TOTAL MISCELLANEOUS REVENUES	-	1,026	1,026	1,026
TOTAL INFORMATION TECHNOLOGY DIVISION		**107,339**	**111,345**	**111,345**	**120,916**
FACILITIES MANAGEMENT DIVISION					
001-0746-341.90-01	INTERFUND MANAGEMENT FEES	118,818	123,332	123,332	133,840
	TOTAL CHARGES FOR SERVICE	118,818	123,332	123,332	133,840
001-0746-364.00-00	DISPOSITION OF FIXED ASSETS	943	735	735	735
	TOTAL MISCELLANEOUS REVENUES	943	735	735	735
TOTAL FACILITIES MANAGEMENT DIVISION		**119,761**	**124,067**	**124,067**	**134,575**
FLEET MANAGEMENT DIVISION					
001-0747-341.90-01	INTERFUND MANAGEMENT FEES	206,485	252,374	252,374	287,921
	TOTAL CHARGES FOR SERVICE	206,485	252,374	252,374	287,921
001-0747-364.00-00	DISPOSITION OF FIXED ASSETS	10,103	3,681	3,681	3,681
001-0747-365.00-00	SALE/SURPL MATERIAL/SCRAP	1,853	502	502	502
	TOTAL MISCELLANEOUS REVENUES	11,956	4,183	4,183	4,183
TOTAL FLEET MANAGEMENT DIVISION		**218,441**	**256,557**	**256,557**	**292,104**
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT		**445,541**	**491,969**	**491,969**	**547,595**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
COMMUNITY DEVELOPMENT DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
PLANNING DIVISION					
001-0315-329.01-00	ARHPB REVIEW FEES	-	700	700	-
001-0315-329.02-00	PLAN REVIEW FEES	36,052	9,500	9,500	41,574
001-0315-329.05-00	PLAT REVIEW FEES	23,550	1,000	1,000	18,820
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	59,602	11,200	11,200	60,394
001-0315-369.90-00	OTHER MISCELLANEOUS REVENUES	28,775	10,000	10,000	25,898
TOTAL PLANNING DIVISION		**88,377**	**21,200**	**21,200**	**86,292**
BUILDING INSPECTION DIVISION					
001-0324-322.02-00	BUILDING PERMITS	2,146,780	1,162,987	1,162,987	1,331,552
001-0324-329.02-00	PLAN REVIEW FEES	54,573	59,085	59,085	42,667
001-0324-329.07-00	REINSPECTION FEE	32,250	29,250	29,250	37,350
001-0324-329.08-00	DRIVEWAY INSPECTIONS	17,010	19,500	19,500	12,450
001-0324-329.10-00	ADMINISTRATIVE SERVICE FEES	14,453	11,250	11,250	11,250
001-0324-342.20-02	FIRE PROTECTION SERVICES	140,519	63,461	63,461	63,461
001-0324-354.00-00	VIOLATION OF TREE ORDINANCE	5,000	2,750	2,750	2,750
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,410,585	1,348,283	1,348,283	1,501,480
001-0324-369.90-00	OTHER MISCELLANEOUS REVENUES	9,510	9,315	9,315	6,978
	TOTAL MISCELLANEOUS REVENUES	9,510	9,315	9,315	6,978
TOTAL BUILDING INSPECTION DIVISION		**2,420,095**	**1,357,598**	**1,357,598**	**1,508,458**
BUSINESS TAX					
001-0331-316.00-00	LOCAL BUSINESS TAX	229,112	208,276	208,276	218,276
TOTAL BUSINESS TAX DIVISION		**229,112**	**208,276**	**208,276**	**218,276**
CODE ENFORCEMENT DIVISION					
001-0528-354.20-00	CODE VIOLATIONS	12,995	27,174	27,174	19,503
TOTAL CODE ENFORCEMENT DIVISION		**12,995**	**27,174**	**27,174**	**19,503**
TOTAL COMMUNITY DEVELOPMENT DEPT		**2,750,579**	**1,614,248**	**1,614,248**	**1,832,529**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
POLICE DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0521-338.30-00	911 PSAP REIMBURSEMENT	17,337	21,906	21,906	18,970
	TOTAL INTERGOVERNMENTAL REVENUE	17,337	21,906	21,906	18,970
001-0521-342.10-01	SPECIAL DETAIL	239,335	219,604	219,604	255,600
001-0521-342.10-03	LIAISON OFFICER	83,188	90,750	90,750	-
001-0521-342.10-04	ACCIDENT REPORTS	6,266	1,440	1,440	3,361
	TOTAL CHARGES FOR SERVICES	328,789	311,794	311,794	258,961
001-0521-351.50-01	COURT FINES	106,320	77,374	77,374	96,742
001-0521-351.50-02	POLICE TRAINING & EDUCATION FEES	11,484	7,457	7,457	7,457
001-0521-354.20-00	CODE VIOLATIONS	1,200	3,194	3,194	3,194
	TOTAL FINES AND FORFEITS	119,004	88,025	88,025	107,393
001-0521-366.00-00	CONTRIBUTIONS	800	700	700	-
001-0521-369.90-00	OTHER MISCELLANEOUS REVENUES	23,758	1,600	1,600	1,238
	TOTAL MISCELLANEOUS REVENUES	24,558	2,300	2,300	1,238
001-0521-389.99-99	USE OF FUND BALANCE	-	10,043	10,043	10,043
	TOTAL OTHER SOURCES	-	10,043	10,043	10,043
001-0530-342.10-06	DISPATCH SERVICES	292,088	558,192	558,192	620,240
	TOTAL NONSWORN COMMUNICATIONS	292,088	558,192	558,192	620,240
TOTAL POLICE DEPARTMENT		**781,776**	**992,260**	**992,260**	**1,016,845**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
FIRE DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0622-335.21-00	FIREFIGHTER SUPPLEMENTAL COMP	15,490	13,972	13,972	18,300
	TOTAL INTERGOVERNMENTAL REVENUE	15,490	13,972	13,972	18,300
001-0622-366.00-00	CONTRIBUTIONS	1,500	1,500	1,500	1,500
	TOTAL MISCELLANEOUS REVENUES	1,500	1,500	1,500	1,500
TOTAL FIRE DEPARTMENT		**16,990**	**15,472**	**15,472**	**19,800**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
ADMINISTRATION DIVISION					
001-0701-341.90-01	INTERFUND MANAGEMENT FEES	224,243	235,338	235,338	239,618
TOTAL ADMINISTRATION DIVISION		**224,243**	**235,338**	**235,338**	**239,618**
CEMETERY DIVISION					
001-0739-343.80-01	SERVICE FEES	110,445	98,145	98,145	96,130
001-0739-343.80-02	CEMETERY FOUNDATION CHARGES	5,025	3,750	3,750	4,375
001-0739-343.80-05	CEMETERY LOTS	157,125	103,475	103,475	110,810
	TOTAL CHARGES FOR SERVICE	272,595	205,370	205,370	211,315
001-0739-362.00-00	RENTAL INCOME	67,778	66,154	66,154	66,154
001-0739-369.90-00	OTHER MISCELLANEOUS REV	25	-	-	-
	TOTAL MISCELLANEOUS REVENUES	67,803	66,154	66,154	66,154
TOTAL CEMETERY DIVISION		**340,398**	**271,524**	**271,524**	**277,469**
STREETS DIVISION					
001-0741-335.49-00	OTHER TRANSPORTATION	32,431	26,392	26,392	28,524
	TOTAL INTERGOVERNMENTAL REVENUE	32,431	26,392	26,392	28,524
001-0741-364.00-00	DISPOSITION OF FIXED ASSETS	2,079	1,700	1,700	-
001-0741-369.90-00	OTHER MISCELLANEOUS REVENUES	19,531	12,129	12,129	21,280
	TOTAL MISCELLANEOUS REVENUES	21,610	13,829	13,829	21,280
TOTAL STREETS DIVISION		**54,041**	**40,221**	**40,221**	**49,804**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
PARKS AND RECREATION DEPARTMENT

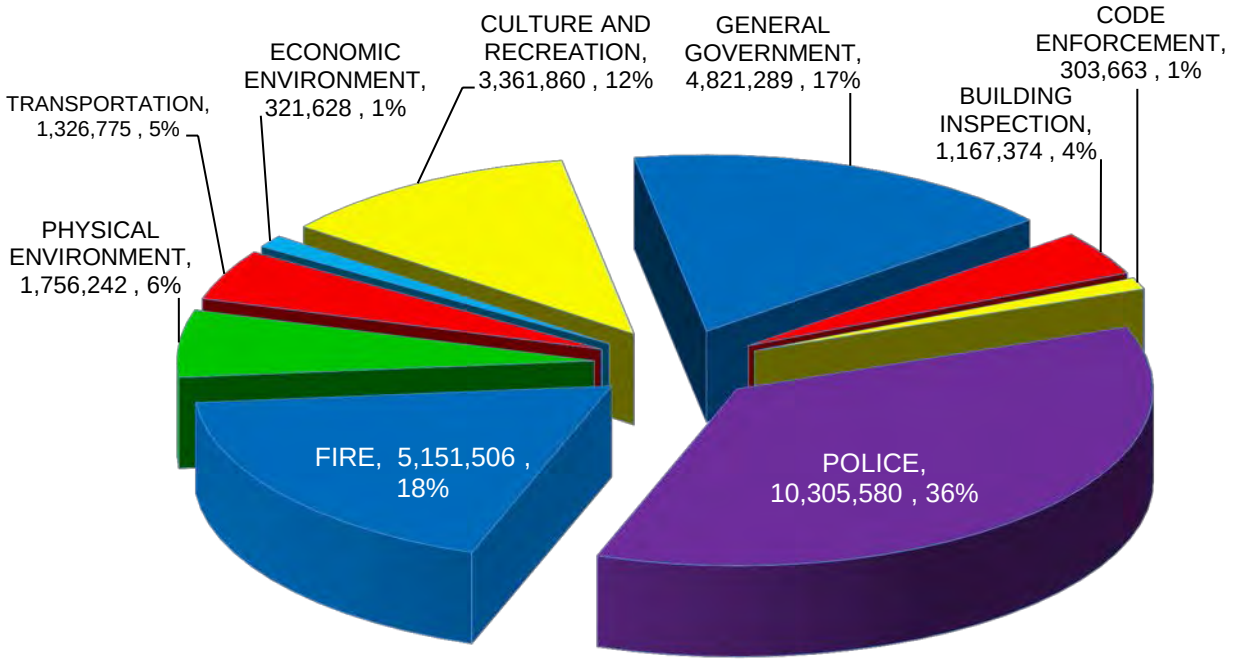
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
PARKS DIVISION					
001-0775-334.70-00	STATE GRANT-CULTURE & RECREATION	-	-	-	250,000
	TOTAL INTERGOVERNMENTAL	-	-	-	250,000
TOTAL PARKS DIVISION		**-**	**-**	**-**	**250,000**
RECREATION DIVISION					
001-0872-347.21-01	DAY CAMP	123,135	120,000	120,000	120,000
001-0872-347.21-02	FIELD RENTAL	13,114	16,000	16,000	16,000
001-0872-347.21-03	POOL	8,257	8,000	8,000	8,000
001-0872-347.21-04	OTHER AQUATIC	7,858	7,000	7,000	7,000
001-0872-347.21-05	SWIMMING LESSONS	24,716	22,000	22,000	22,000
001-0872-347.21-06	SOFTBALL LEAGUE	63,052	54,000	54,000	54,000
001-0872-347.21-07	OTHER PROGRAMS	64,959	53,180	53,180	53,180
001-0872-347.21-10	TENNIS	11,871	13,000	13,000	13,000
001-0872-347.21-11	SENIOR TRIPS	21,808	11,000	11,000	11,000
001-0872-347.21-12	OTHER SENIOR PROGRAMS	780	1,000	1,000	1,000
001-0872-347.21-14	SOCCER PROGRAM	102,642	85,000	85,000	85,000
	TOTAL CHARGES FOR SERVICES	442,192	390,180	390,180	390,180
001-0872-366.01-00	CONTRIBUTIONS AND DONATIONS	-	5,000	5,000	5,000
001-0872-369.90-00	OTHER MISCELLANEOUS REVENUES	14,064	5,000	5,000	5,000
	TOTAL MISCELLANEOUS REVENUES	14,064	10,000	10,000	10,000
TOTAL RECREATION DIVISION		**456,256**	**400,180**	**400,180**	**400,180**
SPECIAL EVENTS DIVISION					
001-0874-362.00-00	RENTAL INCOME	3,648	2,500	2,500	2,500
	TOTAL RENTS AND ROYALTIES	3,648	2,500	2,500	2,500
TOTAL SPECIAL EVENTS DIVISION		**3,648**	**2,500**	**2,500**	**2,500**
NEWTON PARK FACILITIES DIVISION					
001-3658-362.01-00	MISCELLANEOUS RENTALS	12,837	11,000	11,000	12,574
001-3658-362.02-00	AUDITORIUM FACILITIES RENTALS	126,520	130,000	130,000	124,674
001-3658-362.03-00	JESSIE BROCK RENTALS	18,457	17,000	17,000	26,428
001-3658-362.04-00	PAVILLION RENTALS	3,240	3,500	3,500	4,132
001-3658-369.90-00	OTHER MISCELLANEOUS REVENUES	6,248	5,000	5,000	5,590
	TOTAL MISCELLANEOUS REVENUES	167,302	166,500	166,500	173,398
TOTAL NEWTON PARK FACILITIES DIVISION		167,302	166,500	166,500	173,398
TOTAL PARKS AND RECREATION DEPARTMENT		**627,206**	**569,180**	**569,180**	**826,078**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT

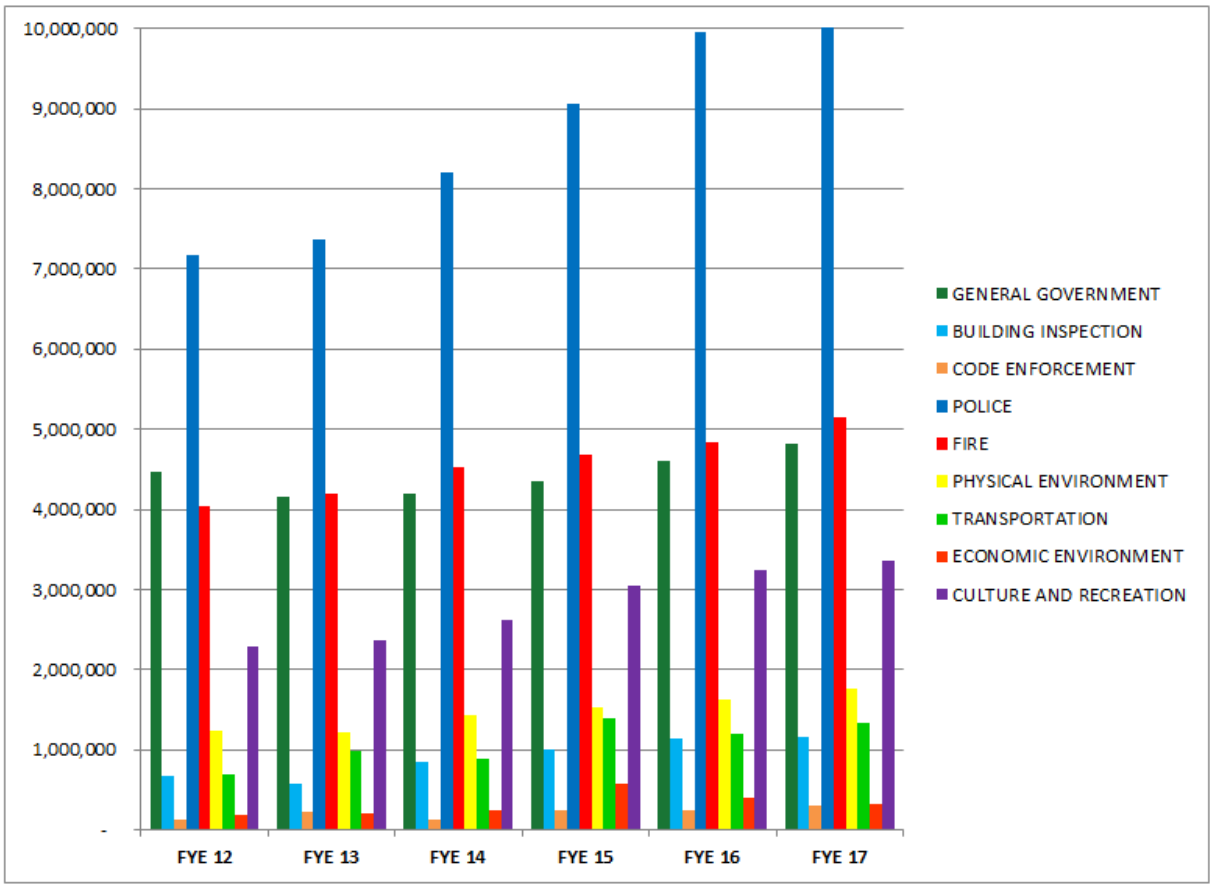
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-1016-329.03-00	ENGINEER INSPECTION FEES	490,857	363,428	363,428	375,000
001-1016-329.04-00	REVIEW FEES	113,818	94,185	94,185	80,000
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	604,675	457,613	457,613	455,000
TOTAL ENGINEERING DIVISION		**604,675**	**457,613**	**457,613**	**455,000**
TOTAL PUBLIC SERVICES DEPARTMENT		**1,223,357**	**1,004,696**	**1,004,696**	**1,021,891**
TOTAL GENERAL FUND REVENUES		**30,999,237**	**30,844,011**	**31,744,497**	**33,083,583**

- GENERAL FUND EXPENDITURES -

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND
OPERATING EXPENDITURES BY FUNCTION



CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND
OPERATING EXPENDITURES TREND



- GENERAL GOVERNMENT -

Legislative

Legal

Executive

Economic Development

City Clerk

Finance Department

Administrative Services

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
LEGISLATIVE DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0111-511.13-00	OTHER SALARIES AND WAGES	41,616	41,616	41,616	41,616
001-0111-511.21-00	FICA TAXES	2,579	3,184	3,184	3,184
001-0111-511.23-00	EMPLOYEE GROUP INSURANCE	36,442	46,500	46,500	46,500
001-0111-511.24-00	WORKERS' COMPENSATION	73	82	82	82
	TOTAL PERSONAL SERVICES	80,710	91,382	91,382	91,382
001-0111-511.31-01	MISC PROFESSIONAL SERVICES	230	1,000	1,000	7,500
001-0111-511.31-02	LEGAL	-	20,000	20,000	20,000
001-0111-511.34-03	CODE OF ORDINANCES	4,185	4,700	4,700	4,700
001-0111-511.40-00	TRAVEL AND PER DIEM	311	1,000	1,000	2,636
001-0111-511.41-02	TELEPHONE	94	200	200	200
001-0111-511.41-04	INTERNET	721	1,200	1,200	1,200
001-0111-511.47-01	MISC PRINTING AND BINDING	32	120	120	120
001-0111-511.48-01	PROMOTIONAL ACTIVITIES	-	200	200	200
001-0111-511.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	-	5,000	5,000	-
001-0111-511.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	500	500	3,500
001-0111-511.49-03	ELECTION FEES	7,854	-	-	29,000
001-0111-511.51-00	OFFICE SUPPLIES	-	1,350	1,350	1,350
001-0111-511.52-01	MISC. OPERATING SUPPLIES	-	1,000	1,000	1,250
001-0111-511.52-04	UNIFORMS AND ACCESSORIES	87	-	-	420
001-0111-511.54-01	DUES AND SUBSCRIPTIONS	5,656	14,271	14,271	14,457
001-0111-511.54-02	SEMINARS AND COURSES	120	1,000	1,000	4,805
	TOTAL OPERATING EXPENDITURES	19,290	51,541	51,541	91,338
001-0111-511.82-00	AIDS TO PRIVATE ORGANIZATIONS	107,991	1,500	1,500	1,500
001-0111-564.83-00	OTHER GRANTS AND AIDS	65,660	64,680	64,680	63,000
	TOTAL GRANTS AND AIDS	173,651	66,180	66,180	64,500
TOTAL LEGISLATIVE DEPARTMENT		**273,651**	**209,103**	**209,103**	**247,220**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
LEGAL DEPARTMENT

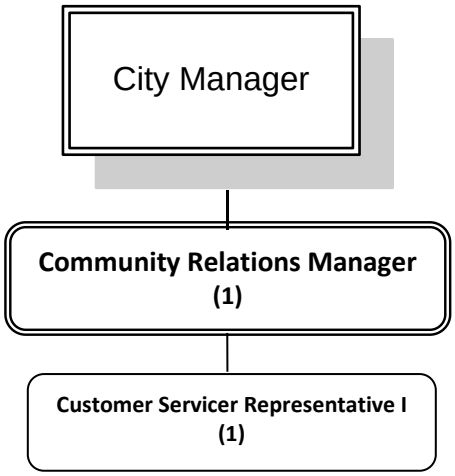
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0914-514.31-00	LEGAL SERVICES REIMBURSEMENT	(159,056)	(40,297)	(40,297)	(40,297)
001-0914-514.31-02	LEGAL SERVICES	509,304	275,000	275,000	275,000
TOTAL LEGAL DEPARTMENT		**350,248**	**234,703**	**234,703**	**234,703**

COMMUNITY RELATIONS DEPARTMENT
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Proactively engage the Winter Garden community to establish relationships between the City and its residents, businesses, governmental entities, and other stakeholders.	**CORE FUNCTIONS:** • Lead publicity initiatives with residents and businesses regarding City functions, services and programs • Direct marketing programs to enhance the public image of the City • City liaison with community groups, residents, governmental agencies, and the media
CHALLENGES: • Apathy towards local government • Difficulty in communicating effectively to various groups due to language and cultural barriers	**BUSINESS ASSUMPTIONS** • More information provided to citizens will increase their understanding of City functions • Knowledge of events in the City will lead to increased participation and attendance • Citizens want to experience a sense of community and to be a part of their community

Organizational Structure

FTE: 2



FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Protect the Sense of Community

Department Goal
Cultivate an improved sense of community inclusion

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

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 partner and engage with (k-12) local schools

Objective

- Continue to build and nurture partnerships with (K-12) local school administration and parent organizations through outreach programs.

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.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Opportunities to Participate in Community Matter Satisfaction Index	74%	74%	76%↑
Sense of Community Satisfaction Index	81%	81%	83%↑
Service Process Satisfaction Rating *	97.4%	94.5%	95%↑
Service Outcome Satisfaction Rating *	92.8%	91.1%	95%↑
% Satisfied with Resolution Timeframe *	96.5%	93.3%	100%↑
Employee Motivation and Productivity Satisfaction Rating	77.8%	66.7%	75%↑
OPERATIONAL INDICATORS			
% of Requests Resolved within 5 days	93%	96%	95%↑
Average Queue Wait Time (in seconds)	0:34	0:23	0:30↓
Call Abandonment Rate	12.7%	14.3%	10%↓

* GovQA citizen survey on service request experience conducted monthly

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
EXECUTIVE DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0213-512.12-00	REGULAR SALARIES AND WAGES	391,641	382,087	382,087	393,297
001-0213-512.13-00	OTHER SALARIES & WAGES	-	30,844	30,844	29,946
001-0213-512.14-00	OVERTIME	-	-	-	-
001-0213-512.21-00	FICA TAXES	26,893	31,589	31,589	32,378
001-0213-512.22-00	RETIREMENT CONTRIBUTIONS	46,635	40,081	40,081	45,426
001-0213-512.23-00	LIFE AND HEALTH INSURANCE	27,315	43,599	43,599	43,551
001-0213-512.24-00	WORKERS' COMPENSATION	916	755	755	755
	TOTAL PERSONAL SERVICES	493,400	528,955	528,955	545,352
001-0213-512.31-01	MISC PROFESSIONAL SERVICES	31,909	46,800	46,800	47,800
001-0213-512.31-02	LEGAL SERVICES	858	2,500	2,500	2,500
001-0213-512.31-06	MEDICAL SERVICES	-	15	15	15
001-0213-512.34-01	MISC OTHER CONTRACTUAL SERVICES	28,775	21,880	21,880	21,880
001-0213-512.40-00	TRAVEL AND PER DIEM	5	1,500	1,500	1,500
001-0213-512.41-02	TELEPHONE SERVICES	7,435	7,546	7,546	7,546
001-0213-512.41-04	INTERNET SERVICES	1,454	750	750	750
001-0213-512.41-05	POSTAGE	16,471	14,750	14,750	14,750
001-0213-512.43-00	UTILITY SERVICES	22,483	22,110	22,110	22,110
001-0213-512.44-00	RENTALS AND LEASES	12,861	9,000	9,000	9,000
001-0213-512.45-00	INSURANCE	23,381	23,381	23,381	23,381
001-0213-512.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	400	400	400
001-0213-512.46-03	REPAIR AND MAINT SVCS-VEHICLES	555	900	900	900
001-0213-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	12,000	12,000	12,000
001-0213-512.46-10	REPAIR AND MAINT SVCS-BUILDING	5,906	1,230	1,230	1,230
001-0213-512.47-01	MISC PRINTING AND BINDING	45,484	38,804	38,804	38,804
001-0213-512.48-01	PROMOTIONAL-ADVERTISEMENTS	590	16,500	16,500	16,500
001-0213-512.48-02	PROMOTIONAL ITEMS	1,644	4,800	4,800	4,800
001-0213-512.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	2,357	250	250	250
001-0213-512.49-05	LICENSES/TAXES/CERTIFICATES	3,400	-	-	-
001-0213-512.49-11	EMPLOYEE SOCIAL EVENTS	1,282	1,000	1,000	1,000
001-0213-512.51-00	OFFICE SUPPLIES	1,830	1,750	1,750	1,750
001-0213-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,603	4,800	4,800	4,800
001-0213-512.52-03	GASOLINE AND OIL	1,236	1,297	1,297	1,297
001-0213-512.52-04	UNIFORMS AND ACCESSORIES	786	1,000	1,000	1,000
001-0213-512.54-01	DUES AND SUBSCRIPTIONS	13,800	13,152	13,152	15,652
001-0213-512.54-02	SEMINARS AND COURSES	5,000	2,822	2,822	2,822
001-0213-512.54-03	EDUCATIONAL ASSISTANCE PROGRAM	441	3,000	3,000	3,000
	TOTAL OPERATING EXPENDITURES	233,546	253,937	253,937	257,437

001-0213-512.61-00	LAND	56,892	-	30,190	-
001-0213-512.63-00	IMPROVEMENT OTHER THAN BUILDING	208,504	-	-	-
001-0213-512.64-00	MACHINERY AND EQUIPMENT	1,073	-	-	-
	TOTAL CAPITAL OUTLAY	266,469	-	30,190	-
001-0213-512.82-00	AID TO PRIVATE ORGANIZATIONS	60,775	80,000	80,000	80,000
	TOTAL GRANTS AND AIDS	60,775	80,000	80,000	80,000
001-0213-581.91-01	CONTINGENT EXPENSE	-	100,000	100,000	100,000
001-0213-599.99-99	TRANSFER TO FUND BALANCE	715,321	-	-	-
	TOTAL OTHER USES	715,321	100,000	100,000	100,000
TOTAL EXECUTIVE DEPARTMENT		**1,769,511**	**962,892**	**993,082**	**982,789**

ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
Promote a sustainable and thriving economy that maintains a prosperous business community that yields diverse job opportunities.	• Business Recruitment • Economic Gardening – Business Development, Technical Assistance & Partnerships • Downtown and Redevelopment • Business Marketing & Promotion • Strategic Partnerships
CHALLENGES: • Recovering economic environment, including: ○ Tightened capital markets ○ Commercial Occupancy is 98% - No available space for new businesses ○ Housing market has rebounded ○ Modest business growth ○ Improved consumer confidence ○ Unemployment has dropped to 4%	**BUSINESS ASSUMPTIONS:** • Growth expected within small to mid-sized businesses • Growth expected in health and wellness, manufacturing, construction, digital and creative technology and retail sectors • Increasing tax revenues and job growth (5%)

Organizational Structure

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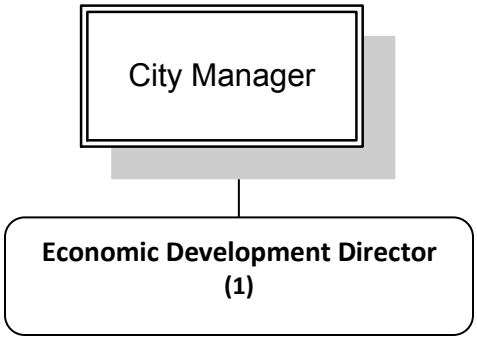


FY 2016-2017 STRATEGIC PRIORITY, GOALS & OBJECTIVES

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

Objectives

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Employment Opportunity Satisfaction Index	47%	47%	49%↑
OPERATIONAL INDICATORS			
City-wide Commercial Occupancy Rate	98%	98%	98%↑
Downtown Commercial Occupancy Rate	99.5%	99.5%	100%↑
Downtown Lease Rates/Square Footage	$20.00	$22.00	$23.00↑
Construction $ Value per Residential Building Permit	$82,089	$78,528	$80,000↑
Construction $ Value per Commercial Building Permit	$120,957	$153,269	$165,000↑
City Unemployment Rate	4.3%	4.0%	4.0%↓
# of Targeted Jobs Created	260	135	150↑
# of Total Jobs Created	1,120	241	300↑
Average Wage of Jobs Created	$51,153	$60,883	$62,000↑
Average Wage of Total Jobs	$44,427	$45,994	$47,000↑
Annual % Change in Property Values	10.7%	11.1%	13.2%↑
% Change in Median Household Income	1.0%	-1.7%	.4%↑
Median Household Income	$59,747	$58,746	$59,000↑
Average Purchase Price of a New Home (Single-Family)	$353,237	$365,940	$375,000↑

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
ECONOMIC DEVELOPMENT DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0215-552.12-00	REGULAR SALARIES AND WAGES	115,125	115,433	115,433	118,319
001-0215-552.21-00	FICA TAXES	8,204	8,995	8,995	8,992
001-0215-552.22-00	RETIREMENT CONTRIBUTIONS	17,465	12,109	12,109	13,666
001-0215-552.23-00	LIFE AND HEALTH INSURANCE	15,041	14,837	14,837	15,943
001-0215-552.24-00	WORKERS' COMPENSATION	217	216	216	216
	TOTAL PERSONAL SERVICES	156,052	151,590	151,590	157,136
001-0215-552.31-01	MISC PROFESSIONAL SERVICES	-	-	-	55,000
001-0215-552.34-01	MISC OTHER CONTRACTUAL SERVICES	90,769	17,000	17,000	17,000
001-0215-552.34-02	TRI-CITY CONTRACTUAL SVCS	15,840	150,000	150,000	50,000
001-0215-552.41-02	TELEPHONE SERVICES	1,121	1,690	1,690	1,690
001-0215-552.41-05	POSTAGE	61	900	900	900
001-0215-552.43-00	UTILITY SERVICES	1,501	1,100	1,100	1,100
001-0215-552.45-00	GENERAL INSURANCE	1,203	1,203	1,203	1,203
001-0215-552.46-02	REPAIR/MAINT SVC-EQUIPMNT	-	500	500	500
001-0215-552.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	250	250	250
001-0215-552.46-10	REPAIR AND MAINT SVCS-BUILDING	398	124	124	124
001-0215-552.47-01	MISC PRINTING AND BINDING	35	60	60	60
001-0215-552.48-01	PROMOTIONAL-ADVERTISEMENTS	4,223	10,500	10,500	10,500
001-0215-552.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	1,000	900	900	900
001-0215-552.49-01	MISC OTHER CUR CHGS & OBLIGATIONS	50,097	-	-	-
001-0215-552.51-00	OFFICE SUPPLIES	87	750	750	750
001-0215-552.52-01	MISCELLANEOUS OPERATING SUPPLIES	23,398	400	400	400
001-0215-552.52-03	GASOLINE AND OIL	-	200	200	200
001-0215-552.52-04	UNIFORMS AND ACCESSORIES	200	200	200	200
001-0215-552.54-01	DUES AND SUBSCRIPTIONS	681	1,005	1,005	1,005
001-0215-552.54-02	SEMINARS AND COURSES	20	600	600	600
	TOTAL OPERATING EXPENDITURES	190,634	187,382	187,382	142,382
001-0215-552.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	-	-	-	140,000
	TOTAL CAPITAL OUTLAY	-	-	-	140,000
001-0215-552.82-01	QTI - QUALIFIED TARGET INDUSTRIES	3,750	3,800	3,800	3,800
	TOTAL GRANTS AND AIDS	3,750	3,800	3,800	3,800
001-0215-554.34-00	CDBG ADMIN	31,891	50,000	50,000	25,000
001-0215-554.34-01	CDBG MISC	1,896	5,000	5,000	5,000
001-0215-554.62-00	CDBG BUILDING IMPROVEMENTS	48,540	-	-	-
	TOTAL CDBG	82,327	55,000	55,000	30,000
TOTAL ECONOMIC DEVELOPMENT DEPARTMENT		**432,763**	**397,772**	**397,772**	**473,318**

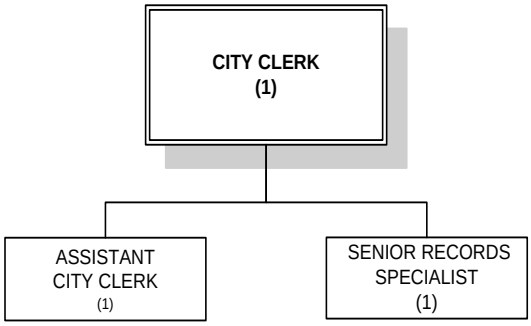
CITY CLERK'S DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
Ensure the integrity of the legislative process, municipal elections, administrative support, disseminated information and official public documents.	• Proceedings management office of the legislative body • Custodian of the city seal, all ordinances, resolutions, and records of general or permanent character pertaining to the affairs of the city • Administer oaths • Administration of municipal elections
CHALLENGES:	**BUSINESS ASSUMPTIONS:**
• Simultaneously receive multiple records requests • Greater than normal staff turnover could challenge response times to public records requests and completion of records projects • Electronic viruses corrupting records	• Monitoring of legislative statutory or administrative law actions related to records • Maintaining good partnerships with departments to reduce records request response times • Prompt notification by the City Attorney of impending litigation to ensure proper maintenance of the related records • Necessary tools available to properly maintain and secure the city's public records, both paper and electronic

Organizational Structure

FTE: 3



FY 2016-2017 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide requested records in the least amount of time as possible

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

Objective

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
OPERATIONAL INDICATOR			
Percentage of Standard Requests Fulfilled within 10 Business Days	100%	75%	100%↑

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
CITY CLERK DEPARTMENT

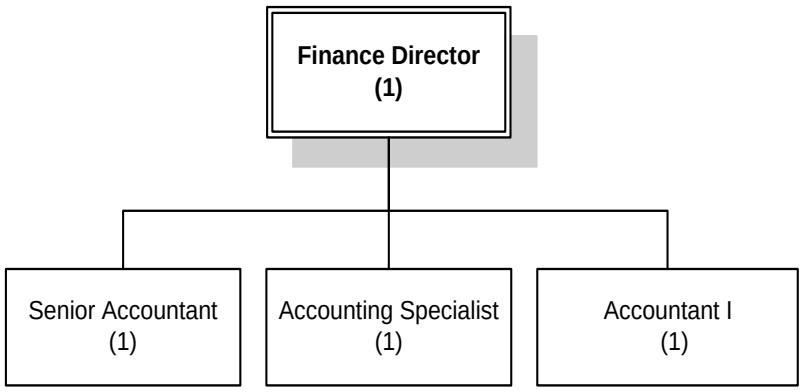
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0218-512.12-00	REGULAR SALARIES AND WAGES	174,928	185,254	185,254	185,407
001-0218-512.14-00	OVERTIME	406	1,000	1,000	1,000
001-0218-512.21-00	FICA TAXES	12,957	14,248	14,248	14,260
001-0218-512.22-00	RETIREMENT CONTRIBUTIONS	26,749	19,538	19,538	21,530
001-0218-512.23-00	LIFE AND HEALTH INSURANCE	26,136	28,669	28,669	28,704
001-0218-512.24-00	WORKERS' COMPENSATION	413	335	335	335
001-0218-512.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
	TOTAL PERSONAL SERVICES	241,589	249,044	249,044	251,236
001-0218-512.31-01	MISC PROFESSIONAL SERVICES	-	-	-	-
001-0218-512.34-01	MISC CONTRACTUAL SERVICES	29	-	-	-
001-0218-512.40-00	TRAVEL AND PER DIEM	29	3,885	3,885	2,261
001-0218-512.41-02	TELEPHONE SERVICES	1,221	1,576	1,576	1,576
001-0218-512.41-05	POSTAGE	376	400	400	400
001-0218-512.43-00	UTILITY SERVICES	9,743	8,700	8,700	8,700
001-0218-512.44-00	RENTALS AND LEASES	3,993	4,908	4,908	4,908
001-0218-512.45-00	GENERAL INSURANCE	9,682	9,682	9,682	9,682
001-0218-512.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	300	300	300
001-0218-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	499	-	-	-
001-0218-512.46-10	REPAIR AND MAINT SVCS-BUILDING	3,222	1,000	1,000	1,000
001-0218-512.47-01	MISC PRINTING AND BINDING	-	100	100	100
001-0218-512.47-02	RECORDS MANAGEMENT	126	200	200	1,000
001-0218-512.48-01	PROMOTIONAL-ADVERTISEMENTS	-	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	-	100	100	100
001-0218-512.51-00	OFFICE SUPPLIES	577	500	500	3,195
001-0218-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,214	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	966	1,329	1,329	1,472
001-0218-512.54-02	SEMINARS AND COURSES	-	1,140	1,140	1,465
	TOTAL OPERATING EXPENDITURES	32,277	35,970	35,970	38,309
TOTAL CITY CLERK DEPARTMENT		**273,866**	**285,014**	**285,014**	**289,545**

FINANCE DEPARTMENT
FISCAL MANAGEMENT
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Preserve financial wellness and the fiscal integrity of the City as well as facilitate accounting and procurement standards.	**CORE FUNCTIONS:** • Financial Management – Treasury, Management & Budgeting, Accounting & Controls • Payroll Administration • Accounts Payable & Accounts Receivable
CHALLENGES: • Unfavorable legislative changes • Economic instability of the state and nation • Declining availability of Federal and State funding	**BUSINESS ASSUMPTIONS:** • Favorable audited financial statements • Sufficient revenue will be available to maintain current service levels

Organizational Structure

FTE: 4



FY 2016-2017 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.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

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.

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Fiscal Management Overall Customer Service Satisfaction Rating *	90.1%	90.3%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	75%↑
FINANCIAL INDICATOR			
Budget to Actual Variance Percent (City Overall Financials) **	+5%	+11%	+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

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
FISCAL MANAGEMENT DIVISION

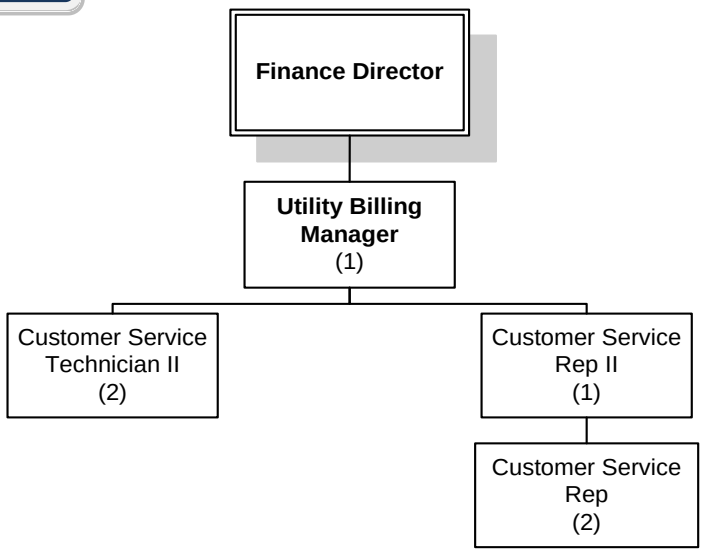
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0222-513.12-00	REGULAR SALARIES AND WAGES	263,898	268,706	268,706	277,723
001-0222-513.14-00	OVERTIME	-	1,000	1,000	-
001-0222-513.21-00	FICA TAXES	19,989	20,633	20,633	21,246
001-0222-513.22-00	RETIREMENT CONTRIBUTIONS	29,968	28,292	28,292	32,077
001-0222-513.23-00	LIFE AND HEALTH INSURANCE	28,429	36,934	36,934	30,135
001-0222-513.24-00	WORKERS' COMPENSATION	565	586	586	586
001-0222-513.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
	TOTAL PERSONAL SERVICES	342,849	356,151	356,151	361,767
001-0222-513.31-01	MISC PROFESSIONAL SERVICES	-	14,625	14,625	5,625
001-0222-513.31-03	INVESTMENT COUNSEL	25,302	25,200	25,200	25,200
001-0222-513.32-00	ACCOUNTING AND AUDITING	32,280	35,405	35,405	35,405
001-0222-513.34-01	MISC OTHER CONTRACTUAL SERVICES	42,843	55,490	55,490	52,490
001-0222-513.34-04	BANKING SERVICES	5,817	15,030	15,030	15,030
001-0222-513.40-00	TRAVEL AND PER DIEM	1,254	130	130	130
001-0222-513.41-02	TELEPHONE SERVICES	2,310	2,650	2,650	2,650
001-0222-513.41-05	POSTAGE	2,555	4,446	4,446	4,713
001-0222-513.43-00	UTILITY SERVICES	8,914	8,611	8,611	8,611
001-0222-513.44-00	RENTALS AND LEASES	5,208	5,304	5,304	5,304
001-0222-513.45-00	INSURANCE	9,136	9,067	9,067	9,067
001-0222-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	300	300	300
001-0222-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	20,236	20,402	20,402	20,402
001-0222-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	2,250	2,250	2,250
001-0222-513.46-10	REPAIR AND MAINT SVCS-BUILDING	2,948	3,985	3,985	3,985
001-0222-513.47-01	MISC PRINTING AND BINDING	274	1,614	1,614	1,614
001-0222-513.48-01	PROMOTIONAL-ADVERTISEMENTS	1,643	2,150	2,150	2,150
001-0222-513.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	98	90	90	90
001-0222-513.49-05	LICENSES, TAXES, AND CERTIFICATIONS	40	110	110	110
001-0222-513.51-00	OFFICE SUPPLIES	2,703	3,345	3,345	3,345
001-0222-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,391	3,260	3,260	3,260
001-0222-513.52-03	GASOLINE AND OIL	-	134	134	134
001-0222-513.52-04	UNIFORMS AND ACCESSORIES	1,000	800	800	800
001-0222-513.54-01	DUES AND SUBSCRIPTIONS	775	1,936	1,936	1,936
001-0222-513.54-02	SEMINARS AND COURSES	1,212	3,486	3,486	1,392
001-0222-513.54-03	EDUCATION REIMBURSEMENT	4,054	12,000	12,000	12,000
	TOTAL OPERATING EXPENDITURES	172,993	231,820	231,820	217,993
001-0222-581.91-00	INTRAGOVERNMENT TRANSFERS	1,119,415	1,073,040	1,073,040	1,131,472
	TOTAL OTHER USES	1,119,415	1,073,040	1,073,040	1,131,472
TOTAL FISCAL MANAGEMENT DIVISION		**1,635,257**	**1,661,011**	**1,661,011**	**1,711,232**

FINANCE DEPARTMENT
UTILITY BILLING
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: To provide exceptional customer service experience as well as ensure an efficient and effective billing process.	**CORE FUNCTIONS:** • Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation) • Meter Reading management Account Maintenance including set up, billing, cancellations, collections, and liens
CHALLENGES: • Economic pressures could adversely affect delinquencies and cut-offs • Perception of quality customer service could decline if current economic pressures continue	**BUSINESS ASSUMPTIONS:** • Stable staffing levels to effectively meet service demands

Organizational Structure

FTE: 6



FY 2016-2017 STRATEGIC PRIORITY, GOAL AND OBJECTIVE

Strategic Priority #1
Deliver Quality Services Equitably and Respectfully

Department Goal
Provide a responsive and consistent Utility Billing service experience

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

- Monitor and improve telephone customer service to achieve timely and satisfactory outcomes when handling all citizen service needs.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index	77%	77%	79%↑
Overall Service Experience Satisfaction Rating	88.5%	91.1%	95%↑
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time (in seconds)	:51	:52	:55↓
Call Abandonment Rate	5.93%	5.45%	5%↓

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
UTILITY BILLING DIVISION

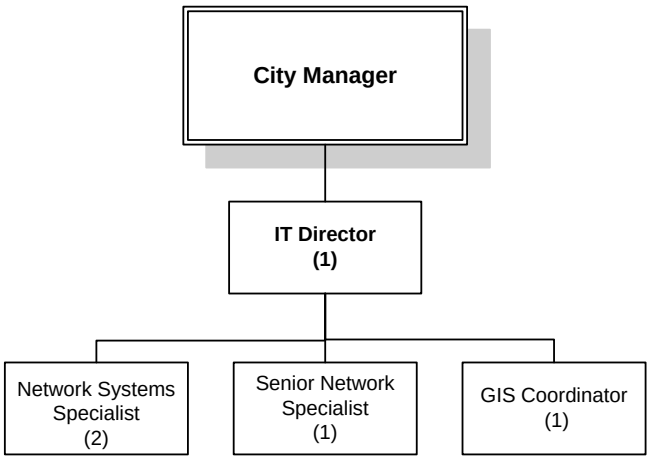
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0223-513.12-00	REGULAR SALARIES AND WAGES	244,737	247,450	247,450	257,480
001-0223-513.14-00	OVERTIME	1,043	2,000	2,000	1,500
001-0223-513.21-00	FICA TAXES	17,981	19,083	19,083	19,812
001-0223-513.22-00	RETIREMENT CONTRIBUTIONS	37,435	26,167	26,167	29,912
001-0223-513.23-00	LIFE AND HEALTH INSURANCE	50,482	50,462	50,462	53,490
001-0223-513.24-00	WORKERS' COMPENSATION	2,516	2,618	2,618	2,617
001-0223-513.26-00	OTHER POSTEMPLOYMENT BENEFITS	-	-	-	-
	TOTAL PERSONAL SERVICES	354,194	347,780	347,780	364,810
001-0223-513.34-01	MISC OTHER CONTRACTUAL SERVICES	33,947	33,008	33,008	33,008
001-0223-513.34-04	BANKING SERVICES	7,746	2,000	2,000	7,347
001-0223-513.40-00	TRAVEL AND PER DIEM	12	1,700	1,700	1,700
001-0223-513.41-02	TELEPHONE SERVICES	6,046	5,000	5,000	6,864
001-0223-513.41-03	RADIO SERVICES	14	15	15	15
001-0223-513.41-04	INTERNET SERVICES	1,027	1,664	1,664	1,664
001-0223-513.41-05	POSTAGE	84,968	74,617	74,617	88,048
001-0223-513.43-00	UTILITY SERVICES	5,339	4,800	4,800	4,800
001-0223-513.44-00	RENTALS AND LEASES	3,757	3,525	3,525	3,525
001-0223-513.45-00	INSURANCE	5,759	5,759	5,759	5,759
001-0223-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	459	459	1,659
001-0223-513.46-03	REPAIR AND MAINT SVC-VEHICLES	3,628	1,100	1,100	1,100
001-0223-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	14,896	22,950	22,950	18,895
001-0223-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	1,925	1,925	1,925
001-0223-513.46-10	REPAIR AND MAINT SVCS-BUILDING	2,080	750	750	750
001-0223-513.47-01	MISC PRINTING AND BINDING	71	8,400	8,400	8,400
001-0223-513.48-01	ADVERTISEMENT-LEGAL, OTHER	-	53	53	53
001-0223-513.49-01	MISC OTHER CURRENT CHRGS & OBLG	7,200	53	53	53
001-0223-513.49-05	LICENSES/TAXES/CERTIFICATIONS	2,788	2,500	2,500	2,500
001-0223-513.51-00	OFFICE SUPPLIES	2,096	1,750	1,750	1,750
001-0223-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,513	1,600	1,600	3,300
001-0223-513.52-03	GASOLINE AND OIL	6,816	9,000	9,000	9,000
001-0223-513.52-04	UNIFORMS AND ACCESSORIES	2,490	1,800	1,800	1,800
001-0223-513.54-02	SEMINARS AND COURSES	65	1,200	1,200	1,200
	TOTAL OPERATING EXPENDITURES	194,258	185,628	185,628	205,115
TOTAL UTILITY BILLING DIVISION		**548,452**	**533,408**	**533,408**	**569,925**
TOTAL FINANCE DEPARTMENT		**2,183,709**	**2,194,419**	**2,194,419**	**2,281,157**

INFORMATION TECHNOLOGY
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
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.	• Provide service according to the Winter Garden Way • Integrate and support computer hardware, software, and voice technology • Provide quality Geographic Information Services • Support internal service requests
CHALLENGES: • Failure to receive information or requirements in a timely manner • Upfront costs of IT based solutions may not always be affordable • Aging equipment will require near-future attention	**BUSINESS ASSUMPTIONS:** • Current security setup will adequately guard data and overall network integrity • Call volumes will remain at a manageable level • Level of staff training will be adequate for any changes in technology

Organizational Structure

FTE: 5



FY 2016-2017 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.
- Plan and complete upgrades to City's phone system, network infrastructure, and e-mail platforms to ensure complete functionality and up-to-date technology for the City.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
IT Overall Service Satisfaction Rating *	75.7%	91.2%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	85%↑
OPERATIONAL INDICATORS			
CISCO Phone System Uptime Rate	100%	99.9%	99.5%↑
Involuntary Abandonment Rate	.07%	.04%	0.05%↓
% Uptime and Availability of Systems	99.1%	99.9%	99.5%↑

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

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

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
INFORMATION TECHNOLOGY DIVISION

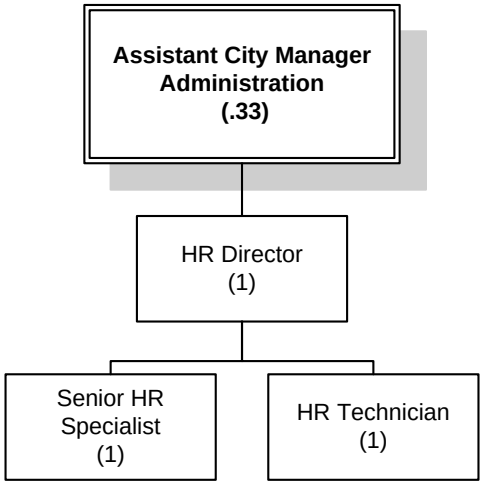
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0225-513.12-00	REGULAR SALARIES AND WAGES	150,531	282,773	282,773	335,803
001-0225-513.14-00	OVERTIME	494	1,000	1,000	1,000
001-0225-513.21-00	FICA TAXES	10,984	21,709	21,709	25,765
001-0225-513.22-00	RETIREMENT CONTRIBUTIONS	22,866	29,768	29,768	38,901
001-0225-513.23-00	LIFE AND HEALTH INSURANCE	21,775	32,550	32,550	32,550
001-0225-513.24-00	WORKERS' COMPENSATION	450	525	525	525
	TOTAL PERSONAL SERVICES	207,100	368,324	368,324	434,544
001-0225-513.31-01	MISC PROFESSIONAL SERVICE	-	5,000	5,000	5,000
001-0225-513.31-02	LEGAL SERVICES	5,023	-	-	-
001-0225-513.34-01	MISC OTHER CONTRACTUAL SERVICES	93,107	29,340	29,340	30,640
001-0225-513.34-08	PERSONNEL SERVICES	360,262	252,640	252,640	197,589
001-0225-513.40-00	TRAVEL AND PER DIEM	-	1,750	1,750	-
001-0225-513.41-02	TELEPHONE SERVICES	4,626	5,200	5,200	5,440
001-0225-513.41-04	INTERNET SERVICES	35,180	42,150	42,150	44,628
001-0225-513.41-05	POSTAGE	395	50	50	50
001-0225-513.43-00	UTILITY SERVICES	9,275	8,400	8,400	8,400
001-0225-513.45-00	INSURANCE	20,913	20,913	20,913	20,913
001-0225-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	13,634	15,000	15,000	15,000
001-0225-513.46-03	REPAIR AND MAINT SVCS-VEHICLES	750	500	500	500
001-0225-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	153,099	199,350	199,350	278,180
001-0225-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	140,891	125,000	125,000	149,426
001-0225-513.46-10	REPAIR AND MAINT SVCS-BUILDING	6,430	1,000	1,000	1,000
001-0225-513.51-00	OFFICE SUPPLIES	10,063	15,000	15,000	15,000
001-0225-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	16,859	46,000	46,000	35,100
001-0225-513.52-03	GASOLINE AND OIL	32	150	150	150
001-0225-513.52-04	UNIFORMS AND ACCESSORIES	400	1,000	1,000	1,200
001-0225-513.54-01	DUES AND SUBSCRIPTIONS	-	975	975	1,295
001-0225-513.54-02	SEMINARS AND COURSES	1,922	2,470	2,470	5,545
001-0225-513.54-03	EDUCATION ASSISTANCE PROGRAM	-	4,500	4,500	1,275
	TOTAL OPERATING EXPENDITURES	872,861	776,388	776,388	816,331
001-0225-513.63-00	IMPROV. OTHER THAN BUILDINGS	-	65,000	165,000	-
001-0225-513.64-00	MACHINERY AND EQUIPMENT	110,358	-	-	46,606
	TOTAL CAPITAL OUTLAY	110,358	65,000	165,000	46,606
TOTAL INFORMATION TECHNOLOGY DIVISION		**1,190,319**	**1,209,712**	**1,309,712**	**1,297,481**

ADMINISTRATIVE SERVICES
HUMAN RESOURCES
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
To recruit, engage, develop, support, and retain a skilled, diverse workforce.	• Recruitment and Retention • Employee Support Services • Employee Organizational Development • Employee Relations • Risk Management
CHALLENGES: • Uncertainty of Healthcare Reform Impacts • Learning curve for new HR staff • Employee compliance with safety practices • 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	**BUSINESS ASSUMPTIONS:** • Employees will want to continue to learn and improve skills if given the opportunity • Will have the resources to continue employee training

Organizational Structure

FTE: 3.33



FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Recruit and Develop Top Talent

Department Goals

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

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

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	97.5%	98.5%	98.8%↑
Training Experience Satisfaction Rating	95%	N/A	98.5%↑
Career Development Leadership Effectiveness Satisfaction Index *	N/A	64.1%	75%↑
HR Overall Customer Service Satisfaction Rating *	88.9%	85.2%	90%↑
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	75%↑
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position	47	111	150↓
Average Time to Fill Mid-Level Salaried Position	78	87	120↓
City Insurance Claims Ratio/Rate	76.6%	68%	80%↓
Sick Hours per FTE	44	32	≤ 40↓
Citywide Lost Workday Due to Injury Rate per 100 Employees (days)	106	107	≤ 25↓

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

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

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES DIVISION

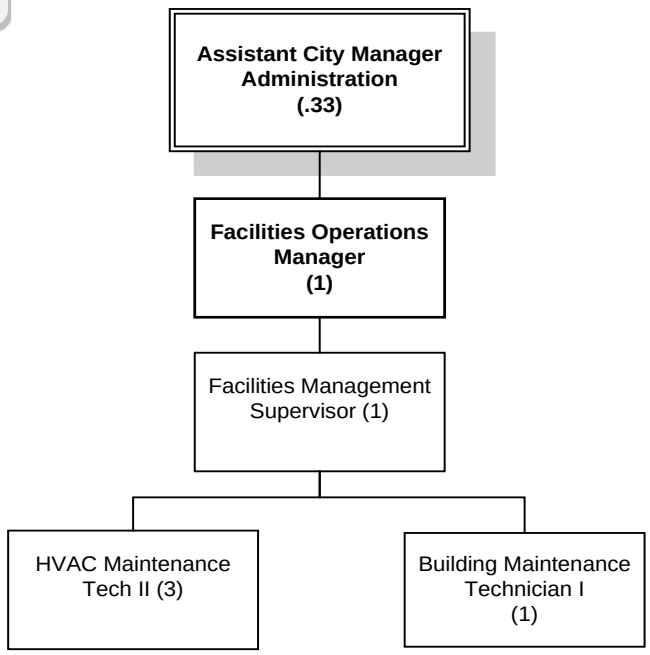
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0745-513.12-00	REGULAR SALARIES AND WAGES	174,519	197,465	197,465	217,749
001-0745-513.14-00	OVERTIME	181	100	100	1,500
001-0745-513.21-00	FICA TAXES	12,867	15,106	15,106	16,658
001-0745-513.22-00	RETIREMENT CONTRIBUTIONS	26,639	20,714	20,714	25,150
001-0745-513.23-00	LIFE AND HEALTH INSURANCE	26,397	31,971	31,971	32,011
001-0745-513.24-00	WORKERS' COMPENSATION	391	378	378	378
001-0745-513.26-00	OTHER POSTEMPLOYMENT BENEFITS	-	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	240,994	268,734	268,734	296,446
001-0745-513.31-02	LEGAL SERVICES	613	2,500	2,500	2,500
001-0745-513.31-06	MEDICAL SERVICES	25,471	32,600	32,600	32,600
001-0745-513.34-01	MISC OTHER CONTRACTUAL SERVICES	80,562	90,300	90,300	92,800
001-0745-513.34-08	PERSONNEL SERVICES	11,669	-	-	10,000
001-0745-513.40-00	TRAVEL AND PER DIEM	356	500	500	500
001-0745-513.41-02	TELEPHONE SERVICES	2,620	2,656	2,656	2,656
001-0745-513.41-04	INTERNET SERVICES	399	450	450	450
001-0745-513.41-05	POSTAGE	163	350	350	350
001-0745-513.43-00	UTILITY SERVICES	8,351	8,450	8,450	8,450
001-0745-513.44-00	RENTALS AND LEASES	5,923	6,000	6,000	6,000
001-0745-513.45-00	GENERAL INSURANCE	8,364	8,364	8,364	8,364
001-0745-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	350	350	2,345
001-0745-513.46-10	REPAIR AND MAINT SVCS-BUILDING	2,791	600	600	600
001-0745-513.47-01	MISC PRINTING AND BINDING	96	200	200	200
001-0745-513.48-01	PROMOTIONAL-ADVERTISEMENTS	7,248	13,000	13,000	12,000
001-0745-513.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	594	1,000	1,000	1,000
001-0745-513.51-00	OFFICE SUPPLIES	1,627	2,500	2,500	3,000
001-0745-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	5,233	13,800	13,800	10,600
001-0745-513.52-03	GASOLINE AND OIL	-	150	150	150
001-0745-513.52-04	UNIFORMS AND ACCESSORIES	772	800	800	800
001-0745-513.54-01	DUES AND SUBSCRIPTIONS	2,072	3,000	3,000	3,000
001-0745-513.54-02	SEMINARS AND COURSES	5,945	20,000	20,000	65,250
001-0745-513.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	1,300	1,300	1,000
	TOTAL OPERATING EXPENDITURES	170,869	208,870	208,870	264,615
001-0745-513.64-00	MACHINERY AND EQUIPMENT	2,032	-	-	-
	TOTAL CAPITAL OUTLAY	2,032	-	-	-
TOTAL HUMAN RESOURCES DIVISION		**413,895**	**477,604**	**477,604**	**561,061**

ADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.	**CORE FUNCTIONS:** • Maintenance of City facilities • Selection and management of products, contracts and vendors • Manage the City's sustainability program (also known as green initiatives)
CHALLENGES: • Cost of sustainability innovations • Staffing levels to adequately maintain facilities at desired service levels • Realizing higher than expected costs of maintaining facilities	**BUSINESS ASSUMPTIONS:** • Sufficient funding will be available for training, education, sustainability and maintenance

Organizational Structure

FTE: 6.33



FY 2016-2017 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority #1
Deliver Quality Services Equitably and Respectfully

Department Goals
Provide "best in class" customer service through prompt responses and timely completions of preventive maintenance work orders
Ensure high quality janitorial services throughout the City

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

Objectives

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

Strategic Priority #2

Preserve the Natural Environment

Department Goal

Improve sustainability program to make the City more green-friendly

Objectives

- Through proactive green maintenance, achieve an energy consumption reduction of **20,000** kWh or **14.1** CO2e (Greenhouse Gases Reduced).
- Continue to support and deploy innovative electric vehicle (EV) sustainable ideas to achieve a carbon dioxide reduction of at least **1,460 GHG (kg)** through greater EV utilization City-wide.

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	89%	89.1%	95%↑
Janitorial Service Satisfaction Rating *	N/A	67%	75%↑
Employee Motivation and Productivity Satisfaction Rating *	78%	66.7%	75%↑
FINANCIAL INDICATOR			
Net Cost Savings from Energy Reductions **	$7,633	$6,676	$2,400↑
OPERATIONAL INDICATOR			
Energy Consumption Reduction (kWh) **	63,609.84	56,308	20,000↑

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

**The role of technological innovation has allowed the City to achieve large scale reductions in GHG's. Therefore, all future retrofits will be minimal due to this advanced technology.

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

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FACILITIES MANAGEMENT DIVISION

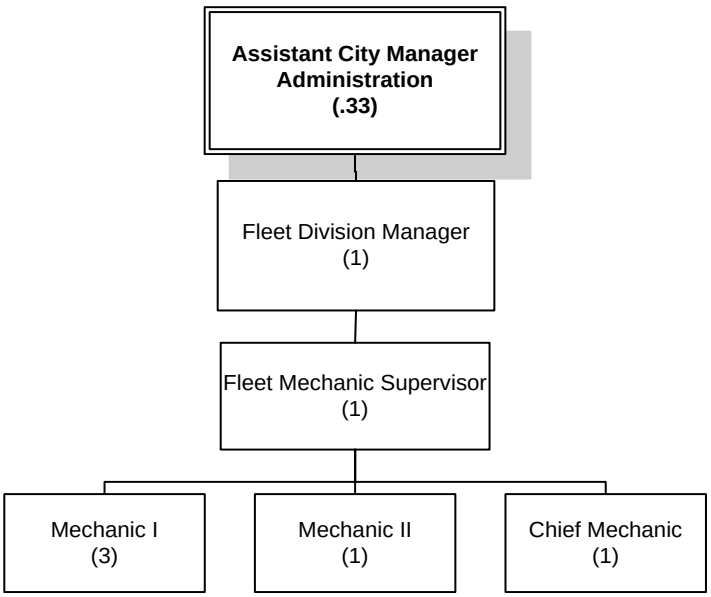
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0746-539.12-00	REGULAR SALARIES AND WAGES	287,307	298,931	298,931	314,834
001-0746-539.14-00	OVERTIME	15,810	5,000	5,000	5,000
001-0746-539.21-00	FICA TAXES	22,191	23,251	23,251	24,467
001-0746-539.22-00	RETIREMENT CONTRIBUTIONS	45,965	31,882	31,882	36,941
001-0746-539.23-00	LIFE AND HEALTH INSURANCE	57,186	58,826	58,826	62,356
001-0746-539.24-00	WORKERS' COMPENSATION	6,878	5,980	5,980	5,980
	TOTAL PERSONAL SERVICES	435,337	423,870	423,870	449,577
001-0746-539.34-01	MISC OTHER CONTRACTUAL SERVICES	17,740	25,328	25,328	25,328
001-0746-539.34-06	JANITORIAL SERVICES	79,022	82,177	82,177	82,177
001-0746-539.41-02	TELEPHONE SERVICES	5,231	4,917	4,917	4,917
001-0746-539.41-04	INTERNET SERVICES	2,050	2,520	2,520	2,520
001-0746-539.43-00	UTILITY SERVICES	957	3,200	3,200	3,200
001-0746-539.44-00	RENTALS AND LEASES	4,492	2,352	2,352	2,352
001-0746-539.45-00	INSURANCE	2,088	-	-	2,200
001-0746-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	2,244	350	350	1,700
001-0746-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	9,002	3,000	3,000	3,600
001-0746-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	4,807	4,807	4,807
001-0746-539.46-10	REPAIR AND MAINT SVCS-BUILDING	62,750	64,590	64,590	66,140
001-0746-539.47-01	MISC PRINTING AND BINDING	-	64	64	64
001-0746-539.48-01	ADVERTISEMENT-LEGAL, OTHER	-	-	-	-
001-0746-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,898	710	710	1,018
001-0746-539.51-00	OFFICE SUPPLIES	-	360	360	360
001-0746-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	21,428	20,000	20,000	20,000
001-0746-539.52-02	CHEMICALS	5,185	2,500	2,500	2,500
001-0746-539.52-03	GASOLINE AND OIL	5,472	5,000	5,000	6,000
001-0746-539.52-04	UNIFORMS AND ACCESSORIES	6,132	4,118	4,118	4,118
001-0746-539.54-01	DUES AND SUBSCRIPTIONS	2,171	1,695	1,695	2,285
001-0746-539.54-02	SEMINARS AND COURSES	1,225	2,100	2,100	6,840
001-0746-539.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	-	-	2,200
	TOTAL OPERATING EXPENDITURES	229,087	229,788	229,788	244,326
001-0746-539.62-00	BUILDINGS	5,700	63,000	63,000	-
001-0746-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	-	-	-	20,000
	TOTAL CAPITAL OUTLAY	5,700	63,000	63,000	20,000
TOTAL FACILITIES MANAGEMENT DIVISION		**670,124**	**716,658**	**716,658**	**713,903**

ADMINISTRATIVE SERVICES
FLEET MANAGEMENT
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: To efficiently maintain a safe and reliable fleet of City vehicles.	**CORE FUNCTIONS:** • Preventive maintenance and repairs of vehicles and equipment • Ensure that vehicles and equipment are adequate and ready for use • Fuel management and distribution
CHALLENGES: • Increasing fleet size has out grown facilities and manpower • Increasing costs associated with maintaining an aging fleet • Skill level keeping pace with evolving technology	**BUSINESS ASSUMPTIONS:** • Adequate funding and resources are available • Vehicle replacement cycles will be increased

Organizational Structure

FTE: 7.33



FY 2016-2017 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.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	75%↑
Overall Fleet Management Satisfaction Rating *	85.7%	86.7%	88%↑
OPERATIONAL INDICATORS			
Overall Preventative Maintenance Adherence Rate	71%	81.9%	85%↑
% Repeat Repairs/Failures	10.9%	3%	5%↓
Average Fleet Availability **	99%	99%	95%↑
Average Fleet Vehicle Productivity (Fleet Utilization) ***	90.3%	88%	90%↑
Fleet Assets-to-Mechanic Ratio	75.8	63.4	60↓
% of Repairs Outsourced	13.2%	19%	15%↓

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

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

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

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FLEET MANAGEMENT DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0747-539.12-00	REGULAR SALARIES AND WAGES	298,859	312,916	312,916	331,114
001-0747-539.14-00	OVERTIME	19,243	12,500	12,500	12,500
001-0747-539.21-00	FICA TAXES	23,874	24,894	24,894	26,287
001-0747-539.22-00	RETIREMENT CONTRIBUTIONS	45,385	34,136	34,136	39,687
001-0747-539.23-00	LIFE AND HEALTH INSURANCE	46,061	44,090	44,090	48,825
001-0747-539.24-00	WORKERS' COMPENSATION	6,639	5,639	5,639	5,639
001-0747-539.25-00	UNEMPLOYMENT COMPENSATION	325	1,000	1,000	1,000
001-0747-539.26-00	OTHER POST EMPLOYMENT BENEFITS	7,063	9,760	9,760	9,760
	TOTAL PERSONAL SERVICES	447,449	444,935	444,935	474,812
001-0747-539.34-01	MISC OTHER CONTRACTUAL SERVICES	169	725	725	6,950
001-0747-539.34-08	PERSONNEL SERVICES	849	1,000	1,000	25,000
001-0747-539.40-00	TRAVEL AND PER DIEM	2,686	250	250	250
001-0747-539.41-02	TELEPHONE SERVICES	4,125	3,960	3,960	4,477
001-0747-539.41-03	RADIO SERVICES	70	77	77	77
001-0747-539.41-04	INTERNET	252	180	180	-
001-0747-539.41-05	COMMUNICATIONS/FREIGHT-POSTAGE	31	50	50	100
001-0747-539.43-00	UTILITY SERVICES	-	-	-	2,000
001-0747-539.44-00	RENTALS AND LEASES	3,348	4,512	4,512	4,512
001-0747-539.45-00	INSURANCE	4,199	4,199	4,199	4,199
001-0747-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	3,545	6,950	6,950	6,050
001-0747-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	14,438	5,000	5,000	5,000
001-0747-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	6,543	10,508	10,508	12,128
001-0747-539.46-10	REPAIR AND MAINT SVCS-BUILDING	5,449	3,500	3,500	9,750
001-0747-539.47-01	MISC PRINTING AND BINDING	78	114	114	114
001-0747-539.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	64	200	200	200
001-0747-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	50	50	50	50
001-0747-539.51-00	OFFICE SUPPLIES	623	500	500	3,224
001-0747-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	22,146	22,450	22,450	22,450
001-0747-539.52-02	CHEMICALS	2,095	2,325	2,325	2,325
001-0747-539.52-03	GASOLINE AND OIL	16,289	17,669	17,669	18,808
001-0747-539.52-04	UNIFORMS AND ACCESSORIES	9,000	7,210	7,210	8,887
001-0747-539.54-01	DUES AND SUBSCRIPTIONS	71	550	550	550
001-0747-539.54-02	SEMINARS AND COURSES	350	4,600	4,600	4,600
	TOTAL OPERATING EXPENDITURES	96,470	96,579	96,579	141,701
001-0747-539.62-00	BUILDINGS	-	-	-	8,000
001-0747-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	-	-	-	17,200
001-0747-539.64-00	EQUIPMENT	-	15,800	15,800	11,700
	TOTAL CAPITAL OUTLAY	-	15,800	15,800	36,900
TOTAL FLEET MANAGEMENT DIVISION		**543,919**	**557,314**	**557,314**	**653,413**
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT		**1,627,938**	**1,751,576**	**1,751,576**	**1,928,378**

- PUBLIC SAFETY -

Police – Sworn

Police – Non-sworn

Police – Communications

Fire/Rescue Department

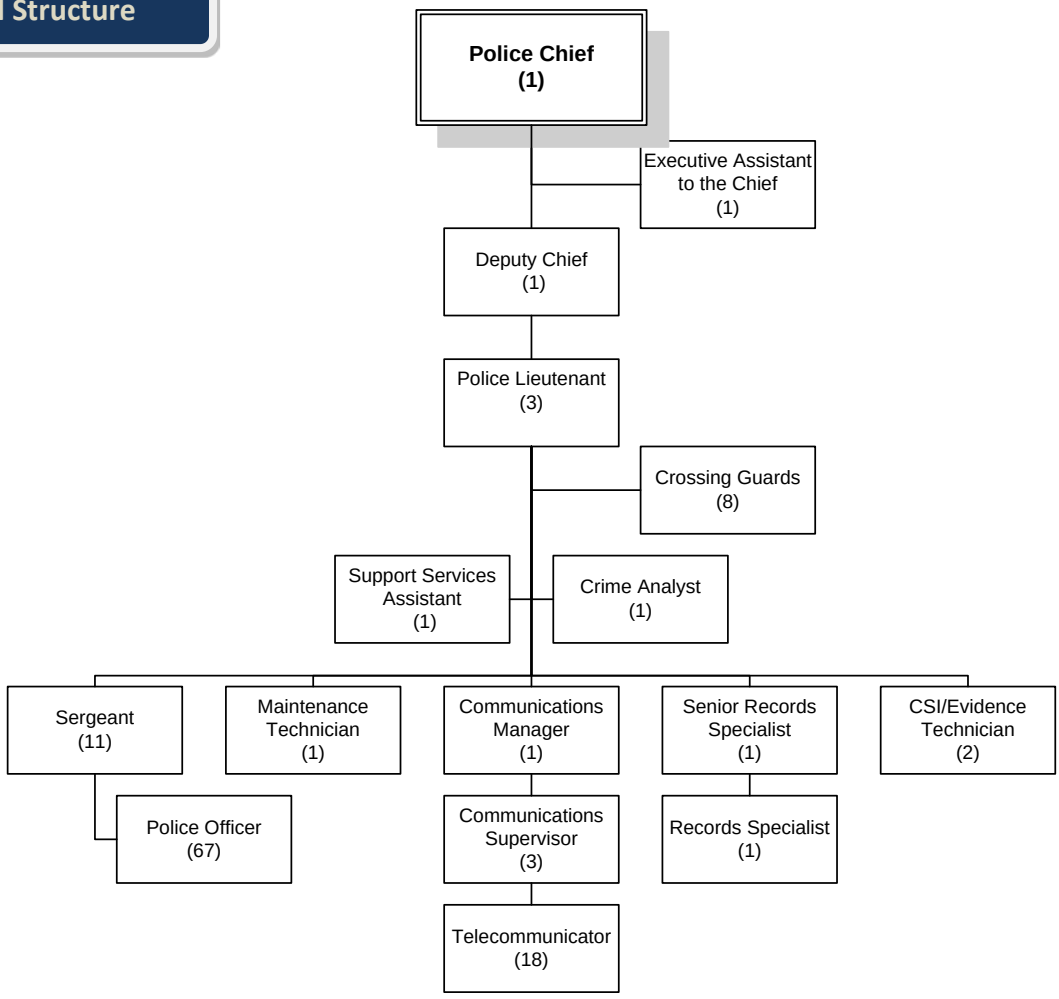
POLICE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.	• 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 • Increasing staff to keep pace with the population growth • Finding/retaining qualified applicants • Outgrowing the current police department buildings	**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: 121



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 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 to improve the perceived sense of 'safety from property crime index'.
- Analyze trends and improve violent crime prevention initiatives throughout the community to achieve a high sense of safety regarding violent crimes.
- Expand Crime Prevention initiatives to improve the sense of safety around the 'crime prevention index'.
- Provide proactive education and community awareness through increased use of technology-based solutions to improve how residents feel about neighborhood safety.
- Improve patrol presence and activity throughout the downtown district to increase the overall sense of safety throughout Winter Garden's downtown district.

Strategic Priority #2
Foster a Culture of Teamwork and Collaboration

Department Goal
Promote a high performing organization

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index	75%	75%	77%↑
Safety From Violent Crime Index	88%	88%	89%↑
Sense of Safety Throughout the City Composite Satisfaction Index *	91.3%	91.3%	92%↑
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
OPERATIONAL INDICATORS			
Property Crime Clearance Rate	30.6%	38.2%	39%↑

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

Crime Clearance Rate	35.8%	40.6%	41%↑
# of Crimes Reported	1,210	1,491	1,380↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	23	26.3	22↓
Code 3 Calls Response Time (high priority emergencies)	4:55	4:12	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'.

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
SWORN DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0521-521.12-00	REGULAR SALARIES AND WAGES	4,241,403	4,602,294	4,417,256	4,733,164
001-0521-521.14-00	OVERTIME	47,546	62,820	62,820	62,820
001-0521-521.15-00	SPECIAL PAY	68,800	64,740	64,740	62,225
001-0521-521.16-00	SPECIAL DETAIL	239,363	224,097	224,097	237,264
001-0521-521.21-00	FICA TAXES	331,205	379,615	379,615	391,619
001-0521-521.22-00	RETIREMENT CONTRIBUTIONS	640,845	652,720	652,720	613,172
001-0521-521.23-00	LIFE AND HEALTH INSURANCE	723,593	701,252	701,252	781,480
001-0521-521.24-00	WORKERS' COMPENSATION	132,926	125,123	125,123	140,902
001-0521-521.25-00	UNEMPLOYMENT COMPENSATION	-	4,447	4,447	4,447
001-0521-521.26-00	OTHER POST EMPLOYMENT BENEFITS	40,958	41,735	41,735	41,735
	TOTAL PERSONAL SERVICES	6,466,639	6,858,843	6,673,805	7,068,828
001-0521-521.31-01	MISC PROFESSIONAL SERVICES	13,645	5,900	5,900	3,825
001-0521-521.31-02	LEGAL SERVICES	7,574	15,000	15,000	20,000
001-0521-521.31-06	MEDICAL SERVICES	1,620	4,925	4,925	6,275
001-0521-521.34-01	MISC OTHER CONTRACTUAL SERVICES	55,934	72,579	100,986	127,891
001-0521-521.40-00	TRAVEL AND PER DIEM	4,620	2,200	2,200	3,546
001-0521-521.41-01	CABLE SERVICES	681	660	660	720
001-0521-521.41-02	TELEPHONE SERVICES	29,104	29,316	29,316	30,828
001-0521-521.41-03	RADIO SERVICES	4,746	5,184	5,184	5,184
001-0521-521.41-04	INTERNET SERVICES	46,905	48,500	48,500	50,176
001-0521-521.41-05	POSTAGE	2,887	2,712	2,712	2,892
001-0521-521.43-00	UTILITY SERVICES	60,006	56,388	56,388	52,008
001-0521-521.44-00	RENTALS AND LEASES	45,209	49,340	49,340	48,860
001-0521-521.45-00	INSURANCE	42,652	42,652	42,652	42,652
001-0521-521.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	27,622	28,476	28,476	16,463
001-0521-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	102,929	104,232	104,232	146,316
001-0521-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	82,779	90,836	104,365	101,896
001-0521-521.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	-	-	-
001-0521-521.46-10	REPAIR AND MAINT SVCS-BUILDING	12,260	14,448	14,448	18,054
001-0521-521.47-01	MISC PRINTING AND BINDING	5,180	5,230	5,230	7,214
001-0521-521.48-01	ADVERTISEMENT-LEGAL, OTHER	178	250	250	250
001-0521-521.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	200	200	200
001-0521-521.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,592	1,800	1,800	2,650
001-0521-521.51-00	OFFICE SUPPLIES	13,685	11,076	11,076	22,873
001-0521-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	202,813	287,525	354,960	322,000
001-0521-521.52-03	GASOLINE AND OIL	165,678	214,236	214,236	173,736
001-0521-521.52-04	UNIFORMS AND ACCESSORIES	55,810	70,352	70,352	65,732
001-0521-521.54-01	DUES AND SUBSCRIPTIONS	4,819	7,386	7,386	8,630
001-0521-521.54-02	SEMINARS AND COURSES	5,056	3,975	3,975	16,002
001-0521-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	38,925	48,000	48,000	25,000
001-0521-521.54-04	EDUCATION-SECOND DOLLAR FUNDING	15,324	17,500	17,500	17,500
	TOTAL OPERATING EXPENDITURES	1,050,233	1,240,878	1,350,249	1,339,373

001-0521-521.62-00	BUILDING	29,728	40,000	40,000	65,000
001-0521-521.64-00	MACHINERY AND EQUIPMENT	402,490	140,106	215,773	306,555
	TOTAL CAPITAL OUTLAY	432,218	180,106	255,773	371,555
001-0521-581.91-02	GRANTS-CITY MATCH	6,282	10,368	10,368	20,000
	TOTAL OTHER USES	6,282	10,368	10,368	20,000
TOTAL SWORN DIVISION		**7,955,372**	**8,290,195**	**8,290,195**	**8,799,756**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-MISCELLANEOUS DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0520-521.12-00	REGULAR SALARIES AND WAGES	264,747	312,555	312,555	320,369
001-0520-521.13-00	OTHER SALARIES AND WAGES	108,165	102,084	102,084	105,147
001-0520-521.14-00	OVERTIME	6,180	6,000	6,000	6,000
001-0520-521.21-00	FICA TAXES	28,064	32,179	32,179	33,011
001-0520-521.22-00	RETIREMENT CONTRIBUTIONS	41,033	33,416	33,416	37,696
001-0520-521.23-00	LIFE AND HEALTH INSURANCE	56,292	62,704	62,704	62,704
001-0520-521.24-00	WORKERS' COMPENSATION	5,118	6,705	6,705	6,705
001-0520-521.25-00	UNEMPLOYMENT COMPENSATION	-	343	343	343
001-0520-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	512,599	561,986	561,986	577,974
001-0520-521.31-01	MISC PROFESSIONAL SERVICES	-	230	230	125
001-0520-521.31-02	LEGAL SERVICES	-	-	-	-
001-0520-521.34-01	MISC CONTRACTUAL SERVICES	-	-	-	5,400
001-0520-521.40-00	TRAVEL AND PER DIEM	3,284	2,506	2,506	2,415
001-0520-521.41-02	TELEPHONE SERVICES	1,400	2,054	2,054	1,992
001-0520-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,474	5,590	5,590	4,065
001-0520-521.47-01	MISC PRINTING AND BINDING	-	50	50	50
001-0520-521.49-05	LICNSES/TAXES/CERTIFICTNS	298	450	450	-
001-0520-521.51-00	OFFICE SUPPLIES	1,781	1,480	1,480	1,730
001-0520-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	104	1,150	1,150	1,200
001-0520-521.52-03	GASOLINE AND OIL	-	3,300	3,300	3,300
001-0520-521.52-04	UNIFORMS AND ACCESSORIES	1,690	3,114	3,114	2,990
001-0520-521.54-01	DUES AND SUBSCRIPTIONS	255	385	385	335
001-0520-521.54-02	SEMINARS AND COURSES	2,200	2,480	2,480	1,940
001-0520-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	6,083	8,000	8,000	4,000
	TOTAL OPERATING EXPENDITURES	18,569	30,789	30,789	29,542
TOTAL NONSWORN-MISCELLANEOUS DIVISION		**531,168**	**592,775**	**592,775**	**607,516**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-COMMUNICATIONS DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0530-521.12-00	REGULAR SALARIES AND WAGES	642,202	811,315	811,315	847,899
001-0530-521.14-00	OVERTIME	26,690	25,000	25,000	25,000
001-0530-521.21-00	FICA TAXES	49,092	63,978	63,978	66,777
001-0530-521.22-00	RETIREMENT CONTRIBUTIONS	101,244	87,729	87,729	100,820
001-0530-521.23-00	LIFE AND HEALTH INSURANCE	110,231	146,611	146,611	137,088
001-0530-521.24-00	WORKERS' COMPENSATION	1,040	1,077	1,077	1,077
001-0530-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	933,499	1,138,710	1,138,710	1,181,660
001-0530-521.31-01	MISC PROFESSIONAL SERVICES	700	230	230	375
001-0530-521.34-01	MISC CONTRACTUAL SERVICES	-	5,500	5,500	18,492
001-0530-521.40-00	TRAVEL AND PER DIEM	833	2,350	2,350	2,150
001-0530-521.41-02	TELEPHONE SERVICES	1,289	1,320	1,320	3,780
001-0530-521.43-00	UTILITY SERVICES	2,317	2,088	2,088	2,496
001-0530-521.44-00	RENTALS AND LEASES	1,589	1,596	1,596	1,572
001-0530-521.45-00	INSURANCE	10	10	10	10
001-0530-521.46-02	REPAIR AND MAINT SVCS-EQUIPMNT	12,804	21,150	21,150	-
001-0530-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	203	-	-	-
001-0530-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	10,000	10,000	10,000	11,980
001-0530-521.46-10	REPAIR AND MAINT SVCS-BUILDING	10,951	68,396	68,396	4,020
001-0530-521.47-01	MISC PRINTING AND BINDING	-	100	100	100
001-0530-521.49-05	LICNSES/TAXES/CERTIFICTNS	-	350	350	-
001-0530-521.51-00	OFFICE SUPPLIES	7,375	2,380	2,380	7,640
001-0530-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	12,328	4,200	4,200	4,532
001-0530-521.52-04	UNIFORMS AND ACCESSORIES	8,261	4,725	4,725	5,565
001-0530-521.54-01	DUES AND SUBSCRIPTIONS	230	720	720	450
001-0530-521.54-02	SEMINARS AND COURSES	2,188	2,250	2,250	3,870
001-0530-521.54-03	EDUC ASSIST PROG REIMBURS	3,633	2,000	2,000	31,607
	TOTAL OPERATING EXPENDITURES	74,711	129,365	129,365	98,639
001-0530-521.62-00	BUILDINGS	21,660	-	-	55,000
001-0530-521.64-00	MACHINERY AND EQUIPMENT	97,446	-	-	-
	TOTAL CAPITAL OUTLAY	119,106	-	-	55,000
TOTAL NONSWORN-COMMUNICATIONS DIVISION		**1,127,316**	**1,268,075**	**1,268,075**	**1,335,299**
TOTAL POLICE DEPARTMENT		**9,613,856**	**10,151,045**	**10,151,045**	**10,742,571**

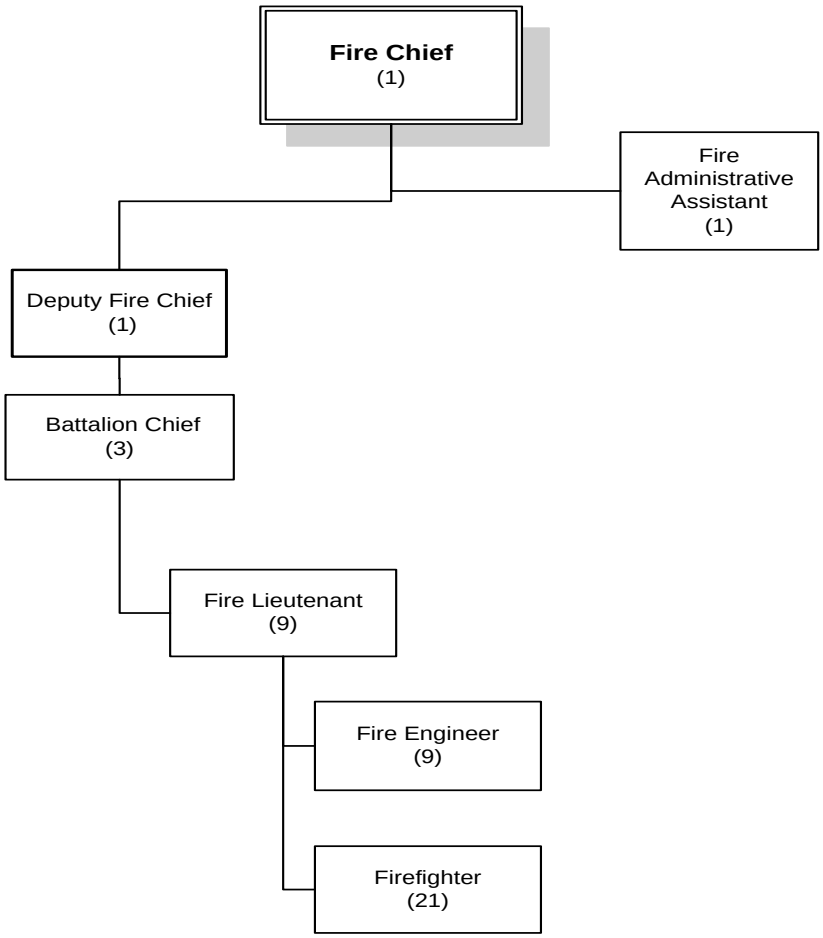
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.	**CORE FUNCTIONS:** • 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: 45



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Ensure a Safe Community

Department Goal
Protection and preservation of life and property

Objectives
- Prepare community for natural disasters and other emergency situations by rolling out an emergency awareness campaign/program and distributing resource kits to improve the 'emergency preparedness satisfaction index'.
- Improve the 'fire prevention & education satisfaction index' through continued fire prevention outreach campaign to conduct smoke detector inspections in all manufactured homes.
- Ensure efficient and timely responsiveness to fire emergency calls and the overall delivery of fire services to the community.
- Ensure efficient and timely responsiveness to medical emergency calls and the overall delivery of ambulance and EMS services to the community.
- Continue to provide the Citizen CPR training program to improve the 'CPR certified per 1,000 residents ratio' from **23** to **25** (where for every 1,000 residents there are 25 individuals in the community trained to use CPR).

Strategic Priority #2
Provide Sound Fiscal Management

Department Goal
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.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Fire Services Satisfaction Index	97%	97%	98%↑
Emergency Medical Services Satisfaction Index	96%	96%	97%↑
Employee Motivation and Productivity Satisfaction Rating	77.8%	66.7%	85%↑
OPERATIONAL INDICATORS			
Fire Average Response Time	5:19	5:10	5:30↓
EMS Average Response Time	5:04	4:40	5:10↓
CPR Certified / 1,000 Residents Ratio	21	22.9	25↑
# of incidents where CPR was used by a citizen prior to a first responder	13	14	15↑

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
FIRE DEPARTMENT

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-062X-522.12-00	REGULAR SALARIES & WAGES	2,574,827	2,591,945	2,591,945	2,732,160
001-062X-522.14-00	OVERTIME	262,460	182,300	182,300	251,015
001-062X-522.15-00	SPECIAL PAY	37,719	35,179	35,179	35,180
001-062X-522.21-00	FICA TAXES	207,579	214,921	214,921	230,904
001-062X-522.22-00	RETIREMENT CONTRIBUTIONS	421,306	387,701	387,701	379,105
001-062X-522.23-00	LIFE AND HEALTH INSURANCE	442,330	477,732	477,732	477,733
001-062X-522.24-00	WORKERS' COMPENSATION	107,148	90,837	90,837	111,837
001-062X-522.25-00	UNEMPLOYMENT COMPENSATION	-	2,190	2,190	-
001-062X-522.26-00	OTHER POST EMPLOYMENT BENEFITS	6,000	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	4,059,369	3,988,805	3,988,805	4,223,935
001-062X-522.31-01	MISC PROF SRVC	7,603	-	-	-
001-062X-522.31-02	LEGAL	22,184	7,500	7,500	5,000
001-062X-522.31-06	MEDICAL SERVICES	15,714	19,836	19,836	16,536
001-062X-522.34-01	MISC CONTRACTUAL SERVICES	207,056	202,854	202,854	219,865
001-062X-522.40-00	TRAVEL AND PER DIEM	-	1,300	1,300	1,300
001-062X-522.41-01	MISC COMMUNICTN/FRGHT SVC	2,260	2,150	2,150	2,350
001-062X-522.41-02	TELEPHONE SERVICES	15,860	16,100	16,100	16,725
001-062X-522.41-03	RADIO SERVICES	602	750	750	825
001-062X-522.41-04	INTERNET SERVICES	24,525	30,265	30,265	32,300
001-062X-522.41-05	POSTAGE	565	750	750	800
001-062X-522.43-00	UTILITY SERVICES	76,248	71,000	71,000	72,400
001-062X-522.44-00	RENTALS AND LEASES	9,222	8,900	8,900	9,500
001-062X-522.45-00	INSURANCE	47,544	47,544	47,544	47,544
001-062X-522.46-01	REPAIR/MAINT SVC-MISC	-	450	450	450
001-062X-522.46-02	REPAIR/MAINT SVC-EQUIPMNT	33,881	24,870	24,870	25,395
001-062X-522.46-03	REPAIR/MAINT SVC-VEHICLES	91,331	88,950	88,950	91,795
001-062X-522.46-05	REPAIR/MAINT SVC-SOFTWARE	-	1,000	1,000	3,710
001-062X-522.46-06	REPAIR/MAINT SVC-HARDWARE	-	-	-	-
001-062X-522.46-10	REPAIR/MAINT SVC-BUILDING	22,933	19,750	19,750	26,540
001-062X-522.47-01	MISC PRINTING AND BINDING	1,261	2,000	2,000	1,500
001-062X-522.48-01	ADVERTISEMENT-LEGAL,OTHER	146	400	400	400
001-062X-522.48-02	PROMOTIONAL ITEMS	4,894	7,000	7,000	8,000
001-062X-522.49-05	LICNSES/TAXES/CERTIFICTNS	2,097	3,570	3,570	2,955
001-062X-522.51-00	OFFICE SUPPLIES	3,045	6,125	6,125	5,550
001-062X-522.52-01	MISC OPERATING SUPPLIES	105,770	107,528	107,528	138,927
001-062X-522.52-03	GASOLINE AND OIL	43,114	57,000	57,000	55,000
001-062X-522.52-04	UNIFORMS AND ACCESSORIES	54,360	58,280	58,280	73,055
001-062X-522.54-01	DUES AND SUBSCRIPTIONS	8,008	9,348	9,348	9,353
001-062X-522.54-02	SEMINARS AND COURSES	1,855	4,775	4,775	3,375
001-062X-522.54-03	EDUC ASSIST PROG REIMBURS	33,285	51,408	51,408	40,000
	TOTAL OPERATING EXPENDITURES	835,363	851,403	851,403	911,150

001-062X-522.62-00	BUILDINGS	38,928	64,000	64,000	30,200
001-062X-522.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	-	-	22,000
001-062X-522.64-00	MACHINERY AND EQUIPMENT	185,375	180,697	180,697	191,180
	TOTAL CAPITAL OUTLAY	224,303	244,697	244,697	243,380
TOTAL FIRE DEPARTMENT		**5,119,035**	**5,084,905**	**5,084,905**	**5,378,465**

- COMMUNITY DEVELOPMENT -

Planning

Building Inspection

Business Tax

Code Enforcement

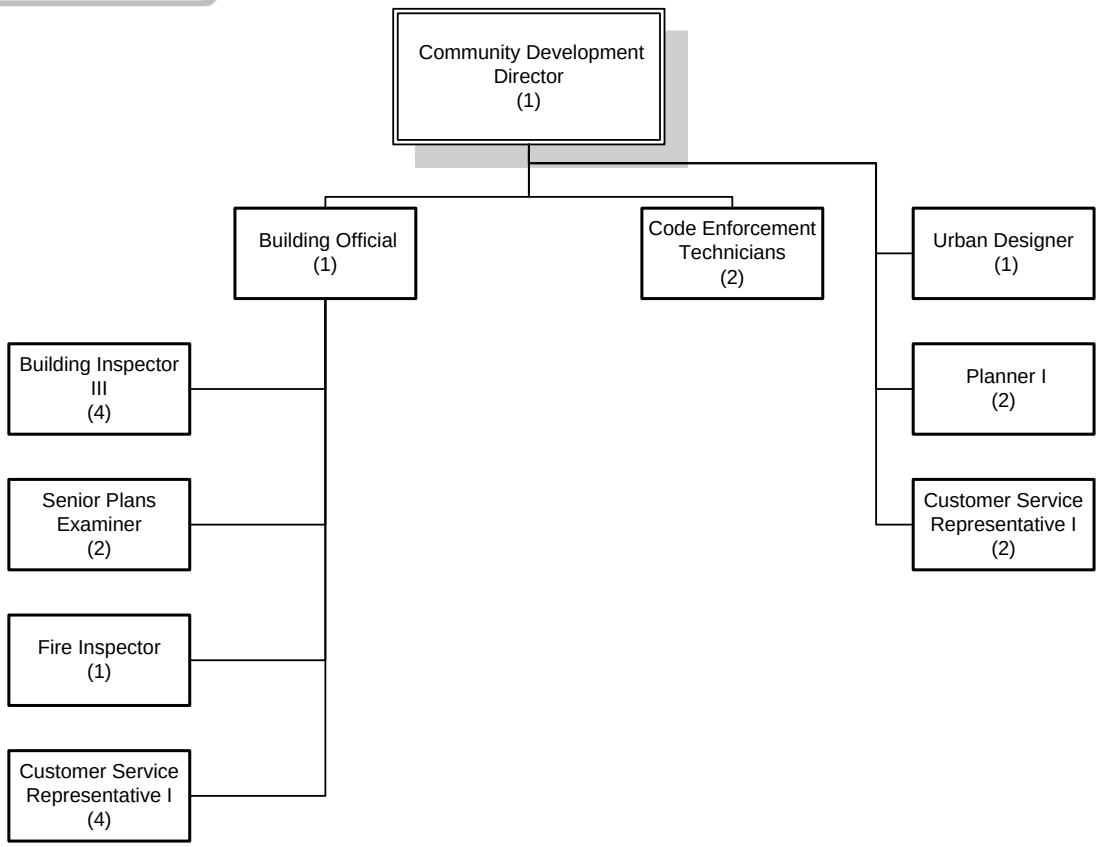
COMMUNITY DEVELOPMENT DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
To grow a sustainable City while preserving and enhancing both its natural and built environments.	• Oversee Development Review of Land Development Projects • Maintain City's Comprehensive Plan • Maintain and update City's development codes • Review building plans • Issue building permits • Conduct building inspections • Enforce City codes • Collect business taxes
CHALLENGES: • Legislative growth management changes and mandates • Effect of the state of the economy on land/property maintenance, development and re-development. • Impact of concurrency requirements and standards • Coordination of state and regional agencies with municipal goals	**BUSINESS ASSUMPTIONS:** • Political support in place to grow community in a responsible manner • Necessary tools will be available to enable an effective and efficient Development Review Process

Organizational Structure

FTE: 20



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 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 90 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 14 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'.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

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 enforcement standards and process to achieve and maintain high levels of voluntary citizen compliance.

Strategic Priority #5
Foster a Culture of Teamwork and Collaboration

Department Goal
Promote a high performing organization

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

Strategic Priority #6
Deliver Quality Services Equitably and Respectfully

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

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

KEY PERFORMANCE INDICATORS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Amount of Public Parking Satisfaction Index	61%	61%	65%↑
Ease of Public Parking Satisfaction Index	65%	65%	68%↑
Availability of Paths and Walking Trails Satisfaction Index	87%	87%	89%↑
Ease of Bicycle Travel Satisfaction Index	83%	83%	85%↑
Ease of Car Travel Satisfaction Index	90%	90%	91%↑
Traffic Flow on Major Streets Satisfaction Index	73%	73%	75%↑
Code Enforcement Satisfaction Index	67%	67%	69%↑
Employee Motivation and Productivity Satisfaction Rating	77.8%	66.7%	75%↑
OPERATIONAL INDICATORS			
Total Connected Trails & Paths (in feet)	86,208	95,288	101,000↑
Total Connected Sidewalks (in feet)	1,199,671	1,272,434	1,340,000↑
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	N/A	21	90↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	N/A	99	90↓
Avg. Overall Permitting Turnaround Time (days)	13.34	20.8	20↓
% of Total Inspections Performed by Requested Date	98.1%	96.8%	98%↑
Ratio of Unincorporated Winter Garden	25.3%	22.1%	22.0%↓
Average Days Taken to Close a Code Case	41.5	44.5	30↓
% of Complaints/Cases Brought into Compliance without Official Action	99%	94%	100%↑

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

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0315-515.12-00	REGULAR SALARIES AND WAGES	137,405	132,006	132,006	146,934
001-0315-515.13-00	OTHER SALARIES	-	31,200	31,200	-
001-0315-515.21-00	FICA TAXES	9,992	12,485	12,485	11,240
001-0315-515.22-00	RETIREMENT CONTRIBUTIONS	16,432	13,847	13,847	16,971
001-0315-515.23-00	LIFE AND HEALTH INSURANCE	11,791	27,492	27,492	12,734
001-0315-515.24-00	WORKERS' COMPENSATION	310	357	357	357
001-0315-515.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
	TOTAL PERSONAL SERVICES	175,930	217,387	217,387	188,237
001-0315-515.31-01	MISC PROFESSIONAL SERVICES	134,986	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	212	500	500	500
001-0315-515.40-00	TRAVEL AND PER DIEM	-	375	375	375
001-0315-515.41-02	TELEPHONE SERVICES	2,264	4,078	4,078	4,078
001-0315-515.41-05	POSTAGE	2,600	2,500	2,500	2,500
001-0315-515.43-00	UTILITY SERVICES	9,700	10,400	10,400	10,400
001-0315-515.44-00	RENTALS AND LEASES	9,813	8,500	8,500	8,500
001-0315-515.45-00	INSURANCE	9,225	9,225	9,225	9,225
001-0315-515.46-05	REPAIR AND MAINT SVCS-SOFTWARE	11,692	10,702	10,702	10,702
001-0315-515.46-10	REPAIR AND MAINT SVCS-BUILDING	2,968	1,138	1,138	5,000
001-0315-515.47-01	MISC PRINTING AND BINDING	393	1,200	1,200	1,200
001-0315-515.48-01	PROMOTIONAL-ADVERTISEMENTS	7,099	5,000	5,000	7,500
001-0315-515.49-05	LICENSES/TAXES/CERTIFICATIONS	426	-	-	-
001-0315-515.51-00	OFFICE SUPPLIES	3,079	3,000	3,000	3,000
001-0315-515.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,183	1,000	1,000	1,500
001-0315-515.52-03	GASOLINE AND OIL	-	100	100	100
001-0315-515.52-04	UNIFORMS AND ACCESSORIES	600	1,000	1,000	1,000
001-0315-515.54-01	DUES AND SUBSCRIPTIONS	-	1,250	1,250	1,250
001-0315-515.54-02	SEMINARS AND COURSES	-	350	350	350
001-0315-515.54-03	EDUCATIONAL ASSISTANCE PROGRAM	7,881	8,500	8,500	8,500
	TOTAL OPERATING EXPENDITURES	204,121	168,818	168,818	175,680
001-0315-554.43-00	UTILITY SERVICES	72	72	72	72
001-0315-554.49-00	LICENSES/TAXES/CERTIFICATIONS	-	115	115	115
	TOTAL HOUSING AND URBAN DEVELOP	72	187	187	187
TOTAL PLANNING DIVISION		**380,123**	**386,392**	**386,392**	**364,104**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING INSPECTION DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0324-524.12-00	REGULAR SALARIES AND WAGES	582,306	709,174	709,174	689,287
001-0324-524.14-00	OVERTIME	157	1,000	1,000	500
001-0324-524.21-00	FICA TAXES	41,919	54,330	54,330	52,769
001-0324-524.22-00	RETIREMENT CONTRIBUTIONS	87,836	74,497	74,497	79,670
001-0324-524.23-00	LIFE AND HEALTH INSURANCE	57,190	99,890	99,890	99,890
001-0324-524.24-00	WORKERS' COMPENSATION	8,117	7,696	7,696	7,696
001-0324-524.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,500	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	781,025	952,587	952,587	935,812
001-0324-524.34-01	MISC OTHER CONTRACTUAL SERVICES	57,590	67,600	67,600	67,600
001-0324-524.34-08	PERSONNEL SERVICES	14,269	-	-	-
001-0324-524.40-00	TRAVEL AND PER DIEM	-	1,650	1,650	1,500
001-0324-524.41-02	TELEPHONE SERVICES	10,675	12,054	12,054	12,054
001-0324-524.41-04	INTERNET SERVICES	2,875	2,160	2,160	2,160
001-0324-524.41-05	POSTAGE	159	100	100	150
001-0324-524.43-00	UTILITY SERVICES	15,257	15,700	15,700	15,700
001-0324-524.44-00	RENTALS AND LEASES	-	5,050	5,050	20,050
001-0324-524.45-00	INSURANCE	18,926	18,926	18,926	18,926
001-0324-524.46-03	REPAIR AND MAINT SVCS-VEHICLES	2,660	2,500	2,500	13,500
001-0324-524.46-05	REPAIR AND MAINT SVCS-SOFTWARE	36,440	26,637	26,637	26,637
001-0324-524.46-06	REPAIR AND MAINT SVCS-HARDWARE	3,653	500	500	1,500
001-0324-524.46-10	REPAIR AND MAINT SVCS-BUILDING	9,696	1,871	1,871	21,872
001-0324-524.47-01	MISC PRINTING AND BINDING	247	650	650	650
001-0324-524.47-02	RECORDS MANAGEMENT	-	500	500	500
001-0324-524.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	400	400	1,500
001-0324-524.51-00	OFFICE SUPPLIES	4,341	2,500	2,500	7,000
001-0324-524.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,907	1,920	1,920	2,570
001-0324-524.52-03	GASOLINE AND OIL	4,480	4,800	4,800	4,800
001-0324-524.52-04	UNIFORMS AND ACCESSORIES	1,400	2,520	2,520	1,800
001-0324-524.54-01	DUES AND SUBSCRIPTIONS	3,213	3,350	3,350	4,000
001-0324-524.54-02	SEMINARS AND COURSES	1,764	1,850	1,850	1,850
001-0324-524.54-03	EDUCATIONAL ASSIST PROG REIMB	-	10,000	10,000	15,000
	TOTAL OPERATING EXPENDITURES	191,552	183,238	183,238	241,319
001-0324-524.64-00	MACHINERY AND EQUIPMENT	57,906	188,455	188,455	-
	TOTAL CAPITAL OUTLAY	57,906	188,455	188,455	-
001-0324-599.99-99	TRANSFER TO FUND BALANCE	1,354,885	0	0	295,639
TOTAL BUILDING INSPECTION DIVISION		**2,385,368**	**1,324,280**	**1,324,280**	**1,472,769**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUSINESS TAX DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0331-513.12-00	REGULAR SALARIES AND WAGES	13,987	21,525	21,525	14,688
001-0331-513.21-00	FICA TAXES	1,070	1,647	1,647	1,124
001-0331-513.22-00	RETIREMENT CONTRIBUTIONS	2,080	2,258	2,258	1,696
001-0331-513.23-00	LIFE AND HEALTH INSURANCE	13,790	3,497	3,497	13,790
001-0331-513.24-00	WORKERS' COMPENSATION	27	164	164	164
	TOTAL PERSONAL SERVICES	30,954	29,091	29,091	31,462
001-0331-513.41-02	TELEPHONE SERVICES	245	372	372	372
001-0331-513.41-05	POSTAGE	1,268	1,050	1,050	1,050
001-0331-513.45-00	INSURANCE	8	8	8	8
001-0331-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,711	1,597	1,597	1,597
001-0331-513.47-01	MISC PRINTING AND BINDING	541	700	700	700
001-0331-513.51-00	OFFICE SUPPLIES	-	250	250	250
001-0331-513.52-01	MISC OPERATING SUPPLIES	-	150	150	150
001-0331-513.52-04	UNIFORMS AND ACCESSORIES	-	100	100	100
	TOTAL OPERATING EXPENDITURES	3,773	4,227	4,227	4,227
TOTAL OCCUPATIONAL LICENSING DIVISION		**34,727**	**33,318**	**33,318**	**35,689**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
CODE ENFORCEMENT DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0528-521.12-00	REGULAR SALARIES AND WAGES	119,847	134,404	134,404	159,800
001-0528-521.14-00	OVERTIME	498	-	-	-
001-0528-521.21-00	FICA TAXES	9,183	10,282	10,282	12,225
001-0528-521.22-00	RETIREMENT CONTRIBUTIONS	17,957	14,099	14,099	18,457
001-0528-521.23-00	LIFE AND HEALTH INSURANCE	51,710	28,998	28,998	54,813
001-0528-521.24-00	WORKERS' COMPENSATION	696	1,928	1,928	1,928
001-0528-521.25-00	UNEMPLOYMENT COMPENSATION	2,690	-	-	-
	TOTAL PERSONAL SERVICES	202,581	189,711	189,711	247,222
001-0528-521.31-02	LEGAL SERVICES	280	1,000	1,000	1,000
001-0528-521.34-01	MISC OTHER CONTRACTUAL SERVICES	34,492	35,000	35,000	35,000
001-0528-521.40-00	TRAVEL AND PER DIEM	27	1,200	1,200	1,200
001-0528-521.41-02	TELEPHONE SERVICES	2,522	1,966	1,966	3,274
001-0528-521.41-04	INTERNET SERVICES	1,604	1,272	1,272	2,544
001-0528-521.41-05	POSTAGE	846	1,000	1,000	1,000
001-0528-521.43-00	UTILITY SERVICES	1,339	-	-	-
001-0528-521.45-00	INSURANCE	392	392	392	392
001-0528-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	7,277	600	600	1,500
001-0528-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,377	3,430	3,430	3,430
001-0528-521.47-01	MISC PRINTING AND BINDING	94	750	750	750
001-0528-521.48-01	PROMOTIONAL-ADVERTISEMENTS	572	500	500	500
001-0528-521.49-05	LICNSES/TAXES/CERTICATIONS	752	1,250	1,250	1,250
001-0528-521.51-00	OFFICE SUPPLIES	-	250	250	250
001-0528-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	175	200	200	200
001-0528-521.52-03	GASOLINE AND OIL	3,052	3,750	3,750	4,750
001-0528-521.52-04	UNIFORMS AND ACCESSORIES	648	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	2,526	-	-	-
	TOTAL OPERATING EXPENDITURES	58,975	54,220	54,220	58,700
TOTAL CODE ENFORCEMENT DIVISION		**261,556**	**243,931**	**243,931**	**305,922**
TOTAL COMMUNITY DEVELOPMENT DEPT		**3,061,774**	**1,987,921**	**1,987,921**	**2,178,484**

- PUBLIC SERVICES -

Administration

Cemetery

Streets

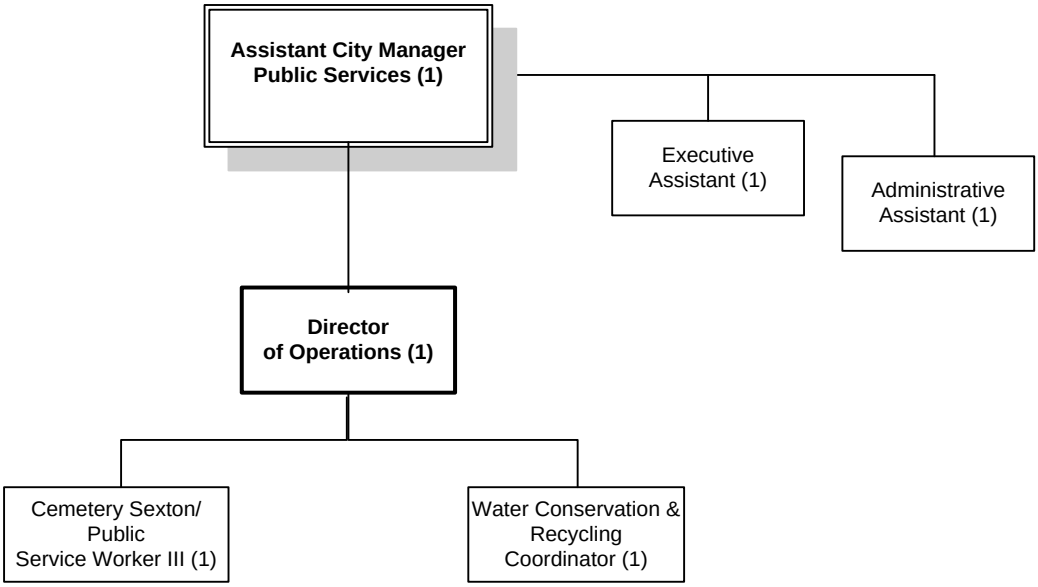
Engineering

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

MISSION STATEMENT:	CORE FUNCTIONS:
Administration: To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services. **Cemetery:** To compassionately assist family members with the planning of cemetery needs of our customers.	• Management of Public Services Divisions • Liaison to State & Federal Regulatory Agencies • Administer Water Conservation Program • Assist with cemetery needs and maintain attractive cemetery grounds
CHALLENGES: • Unforeseen roadblocks while partnering with Orange County • Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements) • Cemetery only has 2-3 years of available plots • Utility rates have not been adjusted in approximately 10 years – possibly undercharging for service	**BUSINESS ASSUMPTIONS:** • Commercial & residential consumer utility rates will remain unchanged without the proposed rate study • Alternative water supply plan will increase the City's CUP to accommodate the proposed build out of the City • Water conservation public education will reduce water consumption

Organizational Structure

FTE: 6



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Preserve the Natural Environment

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

Objectives
- 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.

Strategic Priority #2
Provide Sound Fiscal Management

Department Goal
Provide alternative funding for City capital improvement projects

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

Strategic Priority #3
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.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
Water Conservation Participation Index	85%	85%	87%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate *	0%	50%	10%↑
Capital Improvements External Funding Received *	$0	$0	$500,000↑
OPERATIONAL INDICATORS			
Volume of Ground Water Withdrawals (in million gallons)**	1,964	2,050	1,824↓

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

** Minimize volume of underground water withdrawals from the aquifer that supplement City water supply. The City also adheres to the SJWMD and FDEP compliance standards. The target shown in FY 15/16 is well below the annual withdrawal allowance

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ADMINISTRATION DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0701-539.12-00	REGULAR SALARIES AND WAGES	124,586	163,761	163,761	166,010
001-0701-539.21-00	FICA TAXES	8,511	12,528	12,528	12,700
001-0701-539.22-00	RETIREMENT CONTRIBUTIONS	10,218	17,179	17,179	19,174
001-0701-539.23-00	LIFE AND HEALTH INSURANCE	19,609	20,764	20,764	20,010
001-0701-539.24-00	WORKERS' COMPENSATION	1,546	237	237	237
001-0701-539.26-00	OTHER POSTEMPLOYMENT BENEFITS	-	-	-	-
	TOTAL PERSONAL SERVICES	164,470	214,469	214,469	218,131
001-0701-539.31-01	MISC PROFESSIONAL SERVICES	-	300	300	300
001-0701-539.31-04	ENGINEERING	661	500	500	500
001-0701-539.34-01	MISC OTHER CONTRACTUAL SERVICES	2,642	2,590	2,590	2,590
001-0701-539.34-08	PERSONNEL SERVICES	9,223	3,000	3,000	3,000
001-0701-539.40-00	TRAVEL AND PER DIEM	121	500	500	500
001-0701-539.41-02	TELEPHONE SERVICES	2,272	2,950	2,950	2,950
001-0701-539.41-03	RADIO SERVICES	14	15	15	15
001-0701-539.41-05	POSTAGE	318	300	300	300
001-0701-539.43-00	UTILITY SERVICES	34,648	25,500	25,500	35,687
001-0701-539.44-00	RENTALS AND LEASES	3,998	3,200	3,200	3,200
001-0701-539.45-00	INSURANCE	8,307	8,307	8,307	8,307
001-0701-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	96	100	100	100
001-0701-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	250	500	500	500
001-0701-539.46-10	REPAIR AND MAINT SVCS-BUILDING	3,880	2,100	2,100	2,100
001-0701-539.47-01	PRINTING AND BINDING	-	100	100	100
001-0701-539.48-01	PROMOTIONAL-ADVERTISEMENTS	347	450	450	450
001-0701-539.51-00	OFFICE SUPPLIES	213	200	200	200
001-0701-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	525	1,100	1,100	1,100
001-0701-539.52-03	GASOLINE AND OIL	-	1,500	1,500	1,500
001-0701-539.52-04	UNIFORMS AND ACCESSORIES	543	692	692	692
001-0701-539.54-01	DUES AND SUBSCRIPTIONS	681	400	400	400
001-0701-539.54-02	SEMINARS AND COURSES	-	300	300	300
001-0701-539.54-03	EDUCATIONAL ASSISTANCE PROGRAM	4,791	6,488	6,488	6,488
	TOTAL OPERATING EXPENDITURES	73,530	61,092	61,092	71,279
TOTAL ADMINISTRATION DIVISION		**238,000**	**275,561**	**275,561**	**289,410**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
CEMETERY DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0739-539.12-00	REGULAR SALARIES AND WAGES	43,945	39,420	39,420	46,350
001-0739-539.14-00	OVERTIME	4,774	1,500	1,500	4,500
001-0739-539.16-00	SPECIAL DETAIL	-	2,953	2,953	-
001-0739-539.21-00	FICA TAXES	3,194	3,356	3,356	3,890
001-0739-539.22-00	RETIREMENT CONTRIBUTIONS	7,395	4,602	4,602	5,873
001-0739-539.23-00	LIFE AND HEALTH INSURANCE	13,681	15,615	15,615	16,552
001-0739-539.24-00	WORKERS' COMPENSATION	2,595	2,201	2,201	2,201
	TOTAL PERSONAL SERVICES	75,584	69,647	69,647	79,366
001-0739-539.31-06	MEDICAL SERVICES	-	100	100	100
001-0739-539.34-01	MISC CONTRACTUAL SERVICES	7,405	5,000	5,000	5,000
001-0739-539.41-02	TELEPHONE SERVICES	1,313	1,144	1,144	1,144
001-0739-539.41-04	INTERNET	432	400	400	400
001-0739-539.43-00	UTILITY SERVICES	4,014	4,518	4,518	4,518
001-0739-539.44-00	RENTALS AND LEASES	1,247	1,000	1,000	1,000
001-0739-539.45-00	INSURANCE	2,099	2,099	2,099	2,099
001-0739-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	200	200	200
001-0739-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	2,057	300	300	300
001-0739-539.46-10	REPAIR AND MAINT SVCS-BUILDING	512	2,000	2,000	2,000
001-0739-539.47-01	PRINTING AND BINDING	-	150	150	150
001-0739-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	838	1,300	1,300	1,300
001-0739-539.49-07	VAULT OPENINGS	72,425	66,158	66,158	66,158
001-0739-539.51-00	OFFICE SUPPLIES	158	100	100	100
001-0739-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,267	2,560	2,560	2,560
001-0739-539.52-02	CHEMICALS	-	50	50	50
001-0739-539.52-03	GASOLINE AND OIL	945	1,407	1,407	1,407
001-0739-539.52-04	UNIFORMS AND ACCESSORIES	691	690	690	690
001-0739-539.54-01	DUES AND SUBSCRIPTIONS	85	100	100	100
001-0739-539.54-02	SEMINARS AND COURSES	-	350	350	350
	TOTAL OPERATING EXPENDITURES	96,488	89,626	89,626	89,626
001-0739-539.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	-	-	13,200
001-0739-539.64-00	MACHINERY AND EQUIPMENT	-	24,149	24,149	-
	TOTAL CAPITAL OUTLAY	-	24,149	24,149	13,200
TOTAL CEMETERY DIVISION		**172,072**	**183,422**	**183,422**	**182,192**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
STREETS DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0741-541.12-00	REGULAR SALARIES AND WAGES	37,452	77,049	77,049	78,965
001-0741-541.14-00	OVERTIME	2,440	6,200	6,200	2,500
001-0741-541.21-00	FICA TAXES	2,959	6,393	6,393	6,232
001-0741-541.22-00	RETIREMENT CONTRIBUTIONS	6,073	8,733	8,733	9,409
001-0741-541.23-00	LIFE AND HEALTH INSURANCE	12,168	30,816	30,816	20,816
001-0741-541.24-00	WORKERS' COMPENSATION	3,501	5,588	5,588	5,588
001-0741-541.25-00	UNEMPLOYMENT COMPENSATION	-	3,000	3,000	-
001-0741-541.26-00	OTHER POST EMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	67,593	140,779	140,779	126,510
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	104,450	93,475	93,475	113,258
001-0741-541.34-08	PERSONNEL SERVICES	29,071	24,500	24,500	24,500
001-0741-541.40-00	TRAVEL AND PER DIEM	21	900	900	900
001-0741-541.41-02	TELEPHONE SERVICES	632	1,260	1,260	600
001-0741-541.41-03	RADIO SERVICES	196	350	350	350
001-0741-541.41-05	POSTAGE	-	-	-	-
001-0741-541.43-00	UTILITY SERVICES	5,636	6,930	6,930	6,930
001-0741-541.44-00	RENTALS AND LEASES	20,264	18,500	18,500	20,774
001-0741-541.45-00	INSURANCE	28,355	28,355	28,355	28,355
001-0741-541.46-01	REPAIR AND MAINT SVCS-MISC	-	400	400	400
001-0741-541.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	36,000	26,500	26,500	36,500
001-0741-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	8,497	9,750	9,750	9,750
001-0741-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	1,710	1,710	1,710
001-0741-541.46-09	REPAIR AND MAINT SVCS-SIDEWALKS	18,182	14,565	14,565	14,565
001-0741-541.46-10	REPAIR AND MAINT SVCS-BUILDING	472	500	500	500
001-0741-541.48-01	ADVERTISEMENT-LEGAL, OTHER	-	-	-	-
001-0741-541.49-04	TRAFFIC SIGNALS AND SIGNS	100,539	83,652	158,652	100,539
001-0741-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	816	2,800	2,800	2,800
001-0741-541.49-08	STREET LIGHTS	451,587	200,000	200,000	200,000
001-0741-541.49-09	MEDIANS	18,000	18,000	18,000	22,000
001-0741-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	18,988	15,650	15,650	19,650
001-0741-541.52-02	CHEMICALS	485	300	300	300
001-0741-541.52-03	GASOLINE AND OIL	25,913	56,054	56,054	56,054
001-0741-541.52-04	UNIFORMS AND ACCESSORIES	833	1,779	1,779	1,779
001-0741-541.53-00	ROAD MATERIALS AND SUPPLIES	14,622	13,093	13,093	14,960
001-0741-541.54-01	DUES AND SUBSCRIPTIONS	60	186	186	186
001-0741-541.54-02	SEMINARS AND COURSES	-	900	900	900
	TOTAL OPERATING EXPENDITURES	883,619	620,609	695,609	678,760
001-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	21,443	550,000	853,556	1,050,000
001-0741-541.64-00	MACHINERY AND EQUIPMENT	-	11,650	11,650	77,101
	TOTAL CAPITAL OUTLAY	21,443	561,650	865,206	1,127,101
TOTAL STREETS DIVISION		**972,655**	**1,323,038**	**1,701,594**	**1,932,371**

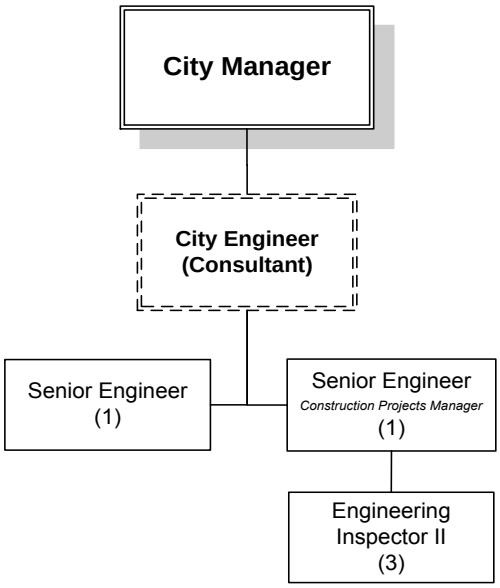
ENGINEERING

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
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.	• Stormwater Management/Planning • Monitor, Report and ensure FDEP National Pollutant Discharge Elimination System (NPDES) Compliance • Capital improvement project management • Construction inspections (public and private development) • Public & private plan reviews and consultation • GIS support for City Assets and Infrastructure
CHALLENGES:	**BUSINESS ASSUMPTIONS:**
• Additional unexpected mandates from NPDES and FEMA State and Federal regulatory agencies • Progress the Right of Way Program • Management of a growing project load with the current staffing • Implement procedures to manage time to meet the growing needs of a large project load	• Minimal change orders and schedule delays on construction projects • Sufficient funding for CIP Projects

Organizational Structure

FTE: 5



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1
Maintain Quality Services and Infrastructure

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

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

Strategic Priority #2
Foster a Culture of Teamwork and Collaboration

Department Goal
Promote a high performing organization

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	77.8%	66.7%	75%↑
FINANCIAL INDICATORS			
% of CIPs Completed within Bid Amount	92%	50%	95%↑
CIP Bid to Budget Cost Variance %	3.3%	-11%	≤ 10%↓
CIP Bid to Actual Cost Variance %	5.7%	-6%	≤ 5%↓
OPERATIONAL INDICATORS			
% of On-Time CIP Starts (Design Phase)	95%	100%	95%↑
CIPs Completed and/or on Schedule	85%	100%	95%↑

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ENGINEERING DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-1016-541.12-00	REGULAR SALARIES AND WAGES	91,269	197,051	197,051	251,546
001-1016-541.14-00	OVERTIME	1,968	2,000	2,000	2,000
001-1016-541.21-00	FICA TAXES	6,972	15,227	15,227	19,396
001-1016-541.22-00	RETIREMENT CONTRIBUTIONS	14,713	20,880	20,880	29,285
001-1016-541.23-00	LIFE AND HEALTH INSURANCE	14,830	36,644	36,644	38,843
001-1016-541.24-00	WORKERS' COMPENSATION	1,447	2,448	2,448	2,448
001-1016-541.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
	TOTAL PERSONAL SERVICES	131,199	274,250	274,250	343,518
001-1016-541.31-04	ENGINEERING SERVICES	147,429	111,514	111,514	140,100
001-1016-541.34-01	MISC CONTRACTUAL SERVICES	-	3,000	3,000	3,000
001-1016-541.40-00	TRAVEL AND PER DIEM	1,888	600	600	600
001-1016-541.41-02	TELEPHONE SERVICES	3,785	4,800	4,800	4,800
001-1016-541.41-04	INTERNET SERVICES	1,136	1,450	1,450	1,450
001-1016-541.41-05	POSTAGE	63	100	100	100
001-1016-541.45-00	INSURANCE	5,501	5,501	5,501	5,501
001-1016-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	6,419	3,100	3,100	4,000
001-1016-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	854	-	-	-
001-1016-541.47-01	MISC PRINTING AND BINDING	524	200	200	200
001-1016-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	418	350	350	350
001-1016-541.51-00	OFFICE SUPPLIES	433	400	400	400
001-1016-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,069	500	500	2,000
001-1016-541.52-03	GASOLINE AND OIL	6,532	8,700	8,700	8,700
001-1016-541.52-04	UNIFORMS AND ACCESSORIES	2,274	2,044	2,044	2,200
001-1016-541.54-01	DUES AND SUBSCRIPTIONS	319	299	299	300
001-1016-541.54-02	SEMINARS AND COURSES	1,375	5,049	5,049	5,049
001-1016-541.54-03	EDUCATIONAL ASSISTANCE	-	6,490	6,490	4,000
	TOTAL OPERATING EXPENDITURES	180,019	154,097	154,097	182,750
001-1016-541.64-00	MACHINERY AND EQUIPMENT	7,088	-	-	17,000
	TOTAL CAPITAL OUTLAY	7,088	-	-	17,000
TOTAL ENGINEERING DIVISION		**318,306**	**428,347**	**428,347**	**543,268**
TOTAL PUBLIC SERVICES DEPARTMENT		**1,701,033**	**2,210,368**	**2,588,924**	**2,947,242**

- PARKS & RECREATION -

Parks

Recreation

Heritage Depot Museum

Special Events

Newton Park

PARKS & RECREATION DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:

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

CORE FUNCTIONS:

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

CHALLENGES:

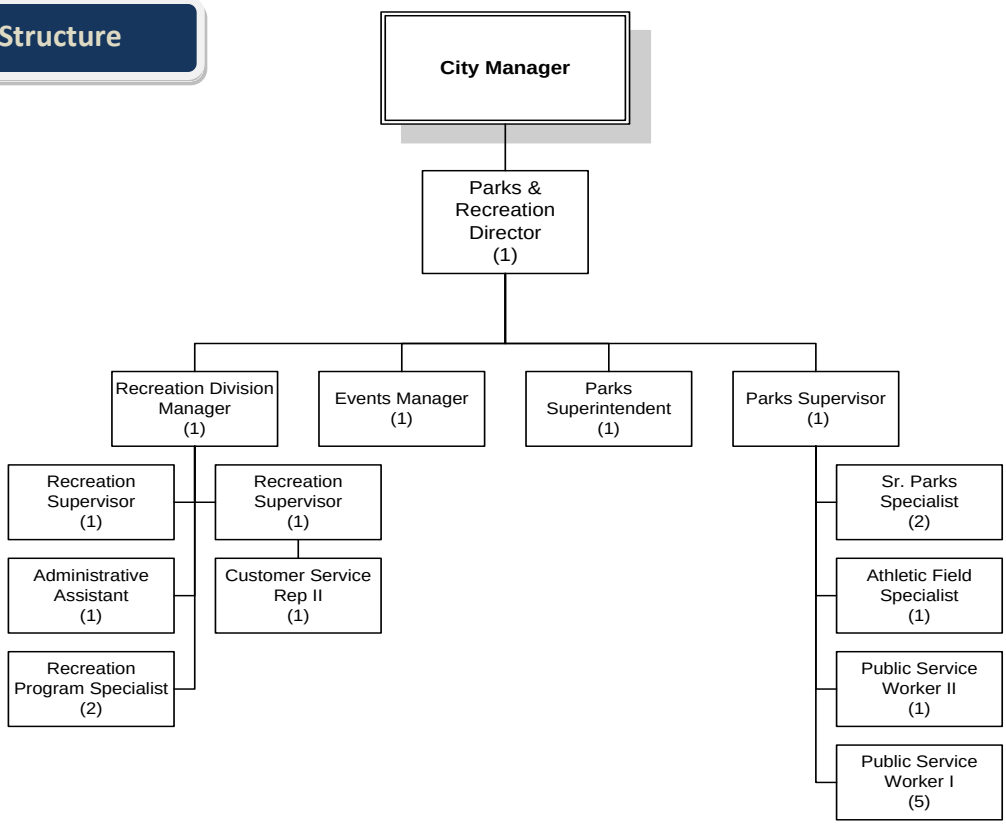
- Poor funding /deferred maintenance limiting our ability to enrich outdoor/indoor facilities
- Growing demand for athletic space/fields and scheduling expectations
- Staffing levels not keeping pace with more demand (field use, programs, events…)
- Unforeseen delays with Farm component of Tucker Ranch and amenities improvements
- Deferred upkeep of green/growing assets that can be costly and affect aesthetics
- Finding the right mix of programs and services that cater to changing needs
- Attract and retain qualified/skilled staff

BUSINESS ASSUMPTIONS:

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

Organizational Structure

FTE: 20



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Provide an Attractive Community

Department Goal
Develop and sustain beautiful park, pedestrian and landscape areas

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

Strategic Priority #2
Provide Recreation, Arts and Culture

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

Objective
- Improve quality of recreation programs through enhanced survey methods, targeted marketing strategies, internal evaluation of current programs vs. trends and adoption of suitable best practices from other Parks & Rec 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.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index	88%	88%	90%↑
Quality of City Parks Satisfaction Index	89%	89%	90%↑
Downtown Pedestrian and Landscape Areas Satisfaction Rating	N/A	94.7%	95%↑
Recreational Opportunities Satisfaction Index	87%	87%	90%↑
% Satisfied with Recreation Programs	92%	92.4%	95%↑
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
Quality of the Overall Natural Environment Satisfaction Index	94%	94%	96%↑
Preservation of Natural Land Areas Satisfaction Index	71%	71%	73%↑

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

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
PARKS DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0775-572.12-00	REGULAR SALARIES AND WAGES	424,998	458,775	458,775	492,687
001-0775-572.14-00	OVERTIME	54,076	34,500	34,500	55,698
001-0775-572.21-00	FICA TAXES	36,008	37,736	37,736	41,951
001-0775-572.22-00	RETIREMENT CONTRIBUTIONS	72,700	51,745	51,745	63,338
001-0775-572.23-00	LIFE AND HEALTH INSURANCE	76,962	104,609	104,609	110,886
001-0775-572.24-00	WORKERS' COMPENSATION	17,978	10,158	10,158	18,517
001-0775-572.25-00	UNEMPLOYMENT COMPENSATION	3,300	3,300	3,300	3,300
	TOTAL PERSONAL SERVICES	686,022	700,822	700,822	786,378
001-0775-572.34-01	MISC OTHER CONTRACTUAL SERVICES	188,080	316,180	316,180	316,180
001-0775-572.34-02	LAWN MAINTENANCE	197,700	168,000	168,000	172,800
001-0775-572.34-08	PERSONNEL SERVICES	78,533	55,000	55,000	55,000
001-0775-572.40-00	TRAVEL AND PER DIEM	112	400	400	400
001-0775-572.41-02	TELEPHONE SERVICES	9,028	7,200	7,200	7,200
001-0775-572.41-03	RADIO SERVICES	154	200	200	200
001-0775-572.43-00	UTILITY SERVICES	174,356	145,000	145,000	145,000
001-0775-572.44-00	RENTALS AND LEASES	2,972	5,750	5,750	5,750
001-0775-572.45-00	INSURANCE	34,133	34,133	34,133	34,133
001-0775-572.46-01	REPAIR AND MAINT SVCS-MISC	12,647	16,500	16,500	16,500
001-0775-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	16,202	15,500	15,500	28,825
001-0775-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	5,010	6,500	6,500	6,500
001-0775-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	1,710	1,710	1,710
001-0775-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	100	100	100
001-0775-572.46-10	REPAIR AND MAINT SVCS-BUILDING	38,352	33,200	33,200	19,000
001-0775-572.48-01	ADVERTISEMENT-LEGAL,OTHER	1,664	200	200	200
001-0775-572.49-05	LICENSES/TAXES/CERTIFICATIONS	-	2,200	2,200	2,200
001-0775-572.51-00	OFFICE SUPPLIES	872	1,500	1,500	1,500
001-0775-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	178,225	164,700	164,700	184,700
001-0775-572.52-02	CHEMICALS	41,918	44,700	44,700	44,700
001-0775-572.52-03	GASOLINE AND OIL	11,519	16,000	16,000	16,000
001-0775-572.52-04	UNIFORMS AND ACCESSORIES	12,788	7,900	7,900	9,200
001-0775-572.54-01	DUES AND SUBSCRIPTIONS	1,275	1,100	1,100	1,100
001-0775-572.54-02	SEMINARS AND COURSES	2,815	1,050	1,050	3,000
	TOTAL OPERATING EXPENDITURES	1,008,355	1,044,723	1,044,723	1,071,898
001-0775-572.63-00	IMPROVEMENT OTHER THAN BUILDINGS	368,551	825,000	1,216,740	481,579
001-0775-572.64-00	MACHINERY AND EQUIPMENT	8,784	103,698	103,698	113,497
	TOTAL CAPITAL OUTLAY	377,335	928,698	1,320,438	595,076
TOTAL PARKS DIVISION		**2,071,712**	**2,674,243**	**3,065,983**	**2,453,352**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
RECREATION DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0872-572.12-00	REGULAR SALARIES AND WAGES	261,806	280,847	280,847	261,832
001-0872-572.13-00	OTHER SALARIES AND WAGES	201,667	181,278	181,278	186,716
001-0872-572.14-00	OVERTIME	3,590	4,000	4,000	4,000
001-0872-572.21-00	FICA TAXES	35,399	35,659	35,659	34,620
001-0872-572.22-00	RETIREMENT CONTRIBUTIONS	40,209	29,880	29,880	30,704
001-0872-572.23-00	LIFE AND HEALTH INSURANCE	36,686	55,088	55,088	58,393
001-0872-572.24-00	WORKERS' COMPENSATION	10,857	8,605	8,605	8,605
001-0872-572.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	2,500	2,500	2,500
	TOTAL PERSONAL SERVICES	593,214	597,857	597,857	587,370
001-0872-572.31-01	MISC PROFESSIONAL SERVICES	7,603	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	61,086	63,600	63,600	63,600
001-0872-572.34-04	BANKING FEES	5,734	5,000	5,000	5,000
001-0872-572.34-06	JANITORIAL SERVICES	14,347	14,000	14,000	14,000
001-0872-572.34-08	PERSONNEL SERVICES	68,909	68,920	68,920	72,420
001-0872-572.40-00	TRAVEL AND PER DIEM	1,105	3,816	3,816	3,816
001-0872-572.41-02	TELEPHONE SERVICES	8,842	10,000	10,000	10,000
001-0872-572.41-04	INTERNET SERVICES	6,720	9,500	9,500	10,400
001-0872-572.41-05	POSTAGE	154	400	400	400
001-0872-572.43-00	UTILITY SERVICES	47,786	48,000	48,000	48,000
001-0872-572.44-00	RENTALS AND LEASES	8,538	9,400	9,400	9,400
001-0872-572.45-00	INSURANCE	55,004	59,004	59,004	59,004
001-0872-572.46-01	REPAIR AND MAINT SVCS-MISC	-	1,000	1,000	1,000
001-0872-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	14,676	12,000	12,000	12,000
001-0872-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,730	2,500	2,500	2,500
001-0872-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	5,543	5,600	5,600	5,600
001-0872-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	500	500	500
001-0872-572.46-10	REPAIR AND MAINT SVCS-BUILDING	22,091	32,500	32,500	32,500
001-0872-572.47-01	MISC PRINTING AND BINDING	1,199	2,000	2,000	2,000
001-0872-572.48-01	PROMOTIONAL-ADVERTISEMENTS	466	500	500	500
001-0872-572.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	-	750	750	750
001-0872-572.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	32,674	27,800	27,800	27,800
001-0872-572.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,324	4,895	4,895	4,895
001-0872-572.49-11	EMPLOYEE SOCIAL EVENTS	534	600	600	600
001-0872-572.51-00	OFFICE SUPPLIES	3,081	3,500	3,500	9,541
001-0872-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	64,177	72,300	72,300	102,203
001-0872-572.52-02	CHEMICALS	29,744	28,000	28,000	28,000
001-0872-572.52-03	GASOLINE AND OIL	1,266	2,500	2,500	2,500
001-0872-572.52-04	UNIFORMS AND ACCESSORIES	4,980	5,700	5,700	5,700
001-0872-572.54-01	DUES AND SUBSCRIPTIONS	5,025	4,285	4,285	4,285
001-0872-572.54-02	SEMINARS AND COURSES	4,819	4,280	4,280	4,280
001-0872-572.54-03	EDUC ASSIST PROG REIMBURS	3,102	4,200	4,200	4,200
	TOTAL OPERATING EXPENDITURES	484,259	509,050	509,050	549,394
001-0872-572.62-00	BUILDINGS	-	-	-	74,000
001-0872-572.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	-	-	36,522
001-0872-572.64-00	MACHINERY AND EQUIPMENT	-	-	-	3,440
	TOTAL CAPITAL OUTLAY	-	-	-	113,962
TOTAL RECREATION DIVISION		**1,077,473**	**1,106,907**	**1,106,907**	**1,250,726**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
HERITAGE DEPOT MUSEUM DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0873-573.45-00	INSURANCE	2,824	2,824	2,824	2,824
001-0873-573.46-10	REPAIRS & MAINT. - BUILDING	1,020	2,500	2,500	2,500
	TOTAL OPERATING EXPENDITURES	3,844	5,324	5,324	5,324
001-0873-573.62-00	BUILDINGS	-	-	-	15,000
	TOTAL CAPITAL OUTLAY	-	-	-	15,000
TOTAL HERITAGE DEPOT MUSEUM DIVISION		**3,844**	**5,324**	**5,324**	**20,324**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
SPECIAL EVENTS DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-0874-574.34-01	MISC OTHER CONTRACTUAL SERVICES	81,681	66,350	66,350	86,350
001-0874-574.34-08	PERSONNEL SERVICES	3,950	300	300	300
001-0874-574.44-00	RENTALS AND LEASES	3,398	6,800	6,800	6,800
001-0874-574.47-01	MISC PRINTING AND BINDING	-	500	500	500
001-0874-574.48-01	PROMOTIONAL-ADVERTISEMENTS	727	2,400	2,400	2,400
001-0874-574.49-01	MISC OTHER CUR CHGS & OBLIGATIONS	30	500	500	500
001-0874-574.52-01	MISCELLANEOUS OPERATING SUPPLIES	18,033	16,750	16,750	18,750
	TOTAL OPERATING EXPENDITURES	107,819	93,600	93,600	115,600
TOTAL SPECIAL EVENTS DIVISION		**107,819**	**93,600**	**93,600**	**115,600**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
NEWTON PARK FACILITIES DIVISION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
001-3658-575.12-00	REGULAR SALARIES AND WAGES	5,919	69,992	69,992	71,742
001-3658-575.13-00	OTHER SALARIES	31,486	32,000	32,000	7,498
001-3658-575.14-00	OVERTIME	130	2,500	2,500	2,500
001-3658-575.21-00	FICA TAXES	2,705	7,994	7,994	6,253
001-3658-575.22-00	RETIREMENT CONTRIBUTIONS	916	10,961	10,961	9,441
001-3658-575.23-00	LIFE AND HEALTH INSURANCE	5,624	9,749	9,749	9,750
001-3658-575.24-00	WORKERS' COMPENSATION	1,191	670	670	670
	TOTAL PERSONAL SERVICES	47,971	133,866	133,866	107,854
001-3658-575.31-06	MEDICAL	-	-	-	-
001-3658-575.34-01	MISC CONTRACTUAL SERVICES	2,286	10,260	10,260	10,260
001-3658-575.34-06	JANITORIAL SERVICES	5,910	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	790	1,500	1,500	1,500
001-3658-575.41-04	INTERNET SERVICES	674	750	750	750
001-3658-575.41-05	POSTAGE	67	100	100	100
001-3658-575.43-00	UTILITY SERVICES	9,428	10,000	10,000	10,000
001-3658-575.45-00	INSURANCE	14,333	12,880	12,880	12,880
001-3658-575.46-10	REPAIR AND MAINT SVCS-BUILDING	37,574	85,750	85,750	85,750
001-3658-575.47-01	MISC PRINTING AND BINDING	32	100	100	100
001-3658-575.51-00	OFFICE SUPPLIES	-	300	300	300
001-3658-575.52-01	MISCELLANEOUS OPERATING SUPPLIES	21,499	21,050	21,050	21,540
001-3658-575.52-04	UNIFORMS AND ACCESSORIES	122	350	350	350
	TOTAL OPERATING EXPENDITURES	92,715	150,640	150,640	151,130
001-3658-575.64-00	EQUIPMENT	-	-	-	3,244
	TOTAL CAPITAL OUTLAY	-	-	-	3,244
TOTAL NEWTON PARK FACILITIES DIVISION		**140,686**	**284,506**	**284,506**	**262,228**
TOTAL PARKS AND RECREATION DEPARTMENT		**3,401,534**	**4,164,580**	**4,556,320**	**4,102,229**

SPECIAL REVENUE 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

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 2016/2017 BUDGET
DOWNTOWN PARKING DISTRICT FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
110-0000-325.10-00	CAPITAL IMPROVEMENT	42,080	42,080	42,080	42,080
110-0000-361.10-00	INTEREST	2,563	1,433	1,433	1,433
	TOTAL INTEREST AND OTHER EARNINGS	44,643	43,513	43,513	43,513
110-0741-399.99-99	USE OF FUND BALANCE	111,643	7,167	7,167	-
TOTAL DOWNTOWN PARKING DISTRICT FUND		**156,286**	**50,680**	**50,680**	**43,513**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
DOWNTOWN PARKING DISTRICT FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
110-0741-545.43-00	UTILITY SERVICES	6,286	5,600	5,600	5,600
	TOTAL OPERATING EXPENDITURES	6,286	5,600	5,600	5,600
110-0741-581.91-00	INTRAGOVERNMENTAL TRANSFERS	150,000	45,080	45,080	-
110-0741-599.99-99	CARRYFORWARD FUND BALANCE	-	-	-	37,913
	TOTAL OTHER USES	150,000	45,080	45,080	37,913
TOTAL DOWNTOWN PARKING DISTRICT FUND		**156,286**	**50,680**	**50,680**	**43,513**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
120-0213-338.00-00	SHARED REVENUES - OTHER LOCAL	326,437	349,935	349,935	406,057
120-0213-361.10-00	INTEREST	-	5	5	8,668
120-0213-381.00-00	INTER-FUND TRANSFER IN	310,992	335,361	335,361	389,145
120-0213-384.00-00	DEBT PROCEEDS		-	-	-
120-0213-399.99-99	USE OF FUND BALANCE	-	983,125	983,125	-
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND		**637,429**	**1,668,426**	**1,668,426**	**803,870**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
120-0213-552.31-02	LEGAL SERVICES	-	-	-	-
120-0213-552.48-01	PROMOTIONAL-ADVERTISEMENTS	-	-	-	-
120-0213-552.49-02	INTERFUND MANAGEMENT FEES	14,436	19,087	19,087	28,077
120-0213-552.54-01	DUES AND SUBSCRIPTIONS	-	-	-	-
	TOTAL OPERATING EXPENDITURES	14,436	19,087	19,087	28,077
120-0213-552.63-00	DOWNTOWN WAYFINDING SIGNS	-	-	-	60,000
120-0213-552.63-00	EAST WINTER GARDEN ZONE 1 HOUSING	-	200,000	200,000	100,000
	TOTAL CAPITAL OUTLAY	-	200,000	200,000	160,000
120-0213-552.72-00	INTEREST	10,430	9,339	9,339	9,339
	TOTAL DEBT SERVICE	10,430	9,339	9,339	9,339
120-0213-552.82-00	AIDS TO PRIVATE ORGANIZATIONS	63,681	50,000	50,000	50,000
	TOTAL GRANTS AND AIDS	63,681	50,000	50,000	50,000
120-0213-581.91-00	INTERFUND TRANSFER	-	1,390,000	1,390,000	447,911
120-0213-599.99-99	TRANSFER TO FUND BALANCE	548,882	-	-	108,543
	TOTAL OTHER USES	548,882	1,390,000	1,390,000	556,454
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND		**637,429**	**1,668,426**	**1,668,426**	**803,870**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
LAW ENFORCEMENT TRUST FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
121-1121-359.00-00	FORFEITURES	10,789	13,056	13,056	13,056
121-1121-399.99-99	USE OF FUND BALANCE-STATE	23,801	41,008	41,008	7,319
121-1321-359.00-00	FORFEITURES	21,721	-	-	-
TOTAL LAW ENFORCEMENT TRUST FUND		**56,311**	**54,064**	**54,064**	**20,375**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
LAW ENFORCEMENT TRUST FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
STATE-DESIGNATED					
121-1221-521.34-01	MISC CONTRACTUAL SERVICES	10,000	10,000	14,000	-
121-1221-521.52-01	MISC OPERATING SUPPLIES	4,141	-	3,100	-
121-1221-521.64-00	MACHINERY AND EQUIPMENT	-	3,500	1,285	-
121-1221-521.82-00	AIDS TO PRIVATE ORGANIZAT	6,000	3,500	2,000	10,700
121-1221-599.99-99	CARRYFORWARD TO FUND BALANCE	-	21,564	3,039	-
TOTAL STATE-DESIGNATED		20,141	38,564	23,424	10,700
FEDERAL-DESIGNATED					
121-1421-521.46-06	REPAIR/MAINT SVC-HARDWARE	19,666	-	-	-
121-1421-521.52-01	MISC OPERATING SUPPLIES	-	-	12,140	1,300
121-1421-521.64-00	MACHINERY AND EQUIPMENT	16,504	15,500	18,500	8,375
		36,170	15,500	30,640	9,675
TOTAL LAW ENFORCEMENT TRUST FUND		**56,311**	**54,064**	**54,064**	**20,375**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
LAW ENFORCEMENT GRANTS FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
122-0521-331.21-00	LOCAL LAW ENFORCEMENT GRANT	18,374	22,818	32,818	39,203
	TOTAL INTERGOVERNMENTAL	18,374	22,818	32,818	39,203
122-0521-381.00-00	INTER-FUND TRANSFER IN	6,282	6,282	6,282	10,000
122-0521-399.99-99	USE OF FUND BALANCE	9,569	-	-	-
	TOTAL OTHER SOURCES	15,851	6,282	6,282	10,000
	TOTAL LAW ENFORCEMENT GRANTS FUND	**34,225**	**29,100**	**39,100**	**49,203**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
LAW ENFORCEMENT GRANTS FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
122-0521-521.46-06	MAINT/REPAIR - HARDWARE	13,514	-	-	-
122-0521-521.52-01	MISC OPERATING SUPPLIES	10,343	17,634	27,634	29,203
122-0521-521.52-04	UNIFORMS AND ACCESSORIES	10,368	10,368	10,368	20,000
	TOTAL OPERATING EXPENDITURES	34,225	28,002	38,002	49,203
122-0521-521.64-00	MACHINERY AND EQUIPMENT	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-
122-0521-599.99-99	CARRYFORWARD FUND BALANCE	-	1,098	1,098	-
	TOTAL OTHER USES	-	1,098	1,098	-
TOTAL LAW ENFORCEMENT GRANTS FUND		**34,225**	**29,100**	**39,100**	**49,203**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
LOCAL OPTION GAS TAX FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
160-0741-312.41-00	LOCAL OPTION GAS TAX	1,260,723	1,216,278	1,216,278	1,378,896
	TOTAL TAXES	1,260,723	1,216,278	1,216,278	1,378,896
160-0741-381.91-00	INTRAFUND TRANSFER IN	55,614	18,089	18,089	18,089
160-0741-399.99-99	USE OF FUND BALANCE	-	160,971	1,167,380	-
	TOTAL OTHER SOURCES	55,614	179,060	1,185,469	18,089
TOTAL LOCAL OPTION GAS TAX FUND		**1,316,337**	**1,395,338**	**2,401,747**	**1,396,985**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
LOCAL OPTION GAS TAX FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
160-0741-541.31-04	ENGINEERING FEES	936	1,200	1,200	1,200
160-0741-541.34-01	MISC CONTRACTUAL SERVICES	-	6,500	6,500	6,500
160-0741-541.46-02	REPAIR/MAINT SVC-EQUIPMENT	-	6,500	6,500	6,500
160-0741-541.46-03	REPAIR/MAINT SVC-VEHICLES	1,006	-	-	-
160-0741-541.49-04	TRAFFIC SIGNALS AND SIGNS	15,198	61,662	61,662	61,662
160-0741-541.49-08	STREET LIGHTS	-	295,500	295,500	353,147
160-0741-541.52-01	MISC OPERATING SUPPLIES	-	1,500	1,500	1,500
	TOTAL OPERATING EXPENDITURES	17,140	372,862	372,862	430,509
160-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	537,011	1,022,476	2,028,885	966,476
	TOTAL CAPITAL OUTLAY	537,011	1,022,476	2,028,885	966,476
160-0741-599.99-99	CARRYFORWARD FUND BALANCE	762,186	-	-	-
	TOTAL OTHER USES	762,186	-	-	-
TOTAL LOCAL OPTION GAS TAX FUND		**1,316,337**	**1,395,338**	**2,401,747**	**1,396,985**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL IMPACT FEE FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
ADMINISTRATION DIVISION					
170-0213-361.10-00	INTEREST	8,703	-	-	156,825
170-0213-361.30-00	INCR (DECR) IN FV OF INVST	7,816	-	-	-
170-0213-361.40-00	GAIN ON SALE OF INVESTMENTS	(6,095)	-	-	-
	TOTAL ADMINISTRATION DIVISION	10,424	-	-	156,825
POLICE-SWORN DIVISION					
170-0521-324.11-00	RESIDENTIAL-PUBLIC SAFETY	173,240	127,215	127,215	167,466
170-0521-324.12-00	COMMERCIAL-PUBLIC SAFETY	189,861	23,529	23,529	172,076
170-0521-399.99-99	USE OF FUND BALANCE	-	256,104	287,739	-
	TOTAL POLICE-SWORN DIVISION	363,101	406,848	438,483	339,542
FIRE DEPARTMENT					
170-0622-324.11-00	RESIDENTIAL-PUBLIC SAFETY	242,760	176,135	176,135	232,539
170-0622-324.12-00	COMMERCIAL-PUBLIC SAFETY	233,016	28,065	28,065	211,322
	TOTAL FIRE DEPARTMENT	475,776	204,200	204,200	443,861
RECREATION DIVISION					
170-0872-324.61-00	RECREATION IMPACT FEES	559,730	307,433	307,433	604,238
	TOTAL RECREATION DIVISION	559,730	307,433	307,433	604,238
TOTAL GENERAL IMPACT FEES FUND		**1,409,031**	**918,481**	**950,116**	**1,544,466**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
POLICE-SWORN DIVISION					
170-0521-521.62-00	BUILDINGS	-	99,800	99,800	-
170-0521-521.64-00	MACHINERY AND EQUIPMENT	245,449	307,048	338,683	124,124
	TOTAL CAPITAL OUTLAY	245,449	406,848	438,483	124,124
170-0521-599.99-99	TRANSFER TO FUND BALANCE	117,652	-	-	215,418
	TOTAL OTHER USES	117,652	-	-	215,418
	TOTAL POLICE-SWORN DIVISION	**363,101**	**406,848**	**438,483**	**339,542**
FIRE DEPARTMENT					
170-0622-599.99-99	TRANSFER TO FUND BALANCE	475,776	204,200	204,200	443,861
	TOTAL OTHER USES	475,776	204,200	204,200	443,861
	TOTAL FIRE DEPARTMENT	**475,776**	**204,200**	**204,200**	**443,861**
RECREATION DIVISION					
170-0872-599.99-99	CARRYFORWARD FUND BALANCE	559,730	307,433	307,433	761,063
	TOTAL OTHER USES	559,730	307,433	307,433	761,063
	TOTAL RECREATION DIVISION	**559,730**	**307,433**	**307,433**	**761,063**
TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND		**1,398,607**	**918,481**	**950,116**	**1,544,466**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
174-0213-361.10-00	INTEREST	150,415	156,825	156,825	137,076
174-0213-361.30-00	INCR (DECR) IN FV OF INVST	132,968	-	-	-
174-0213-361.40-00	GAIN (LOSS) ON SALE OF INVESTMENTS	(103,689)	-	-	-
	TOTAL INTEREST AND OTHER EARNINGS	179,694	156,825	156,825	137,076
174-0741-324.31-00	RESIDENTIAL-TRANSPORTATIO	1,917,950	1,409,808	1,409,808	1,651,385
174-0741-324.32-00	COMMERCIAL-TRANSPORTATION	952,806	656,652	656,652	720,656
174-0741-399.99-99	USE OF FUND BALANCE	-	-	4,799,929	419,317
	TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES	**3,050,450**	**2,223,285**	**7,023,214**	**2,928,434**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
174-0741-541.61-00	LAND	-	-	-	-
174-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	2,954,604	178,434	5,398,827	2,928,434
	TOTAL CAPITAL OUTLAY	2,954,604	178,434	5,398,827	2,928,434
174-0741-599.91-00	INTERFUND TRANSFER	-	1,510,953	1,624,387	-
174-0741-599.90-99	CARRYFORWARD FUND BALANCE	95,846	533,898	-	-
	TOTAL OTHER USES	95,846	2,044,851	1,624,387	-
	TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES	**3,050,450**	**2,223,285**	**7,023,214**	**2,928,434**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
190-0000-312.51-00	FIRE INSURANCE PREMIUM	209,852	217,287	232,111	296,447
190-0000-312.52-00	CASUALTY INSURANCE PREMIUM TAX	254,948	225,447	294,925	308,287
	TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES	**464,800**	**442,734**	**527,036**	**604,734**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
190-0000-521.91-00	TRANSFERS	209,852	217,287	232,111	308,287
190-0000-522.91-00	TRANSFERS	254,948	225,447	294,925	296,447
	TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES	**464,800**	**442,734**	**527,036**	**604,734**

DEBT SERVICE FUND

DEBT SERVICE FUND

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

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

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
DEBT SERVICE FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
230-0000-381.00-00	INTER-FUND TRANSFER IN	727,530	721,238	721,238	721,238
230-0000-381.12-00	INTER-FUND TRANSFER IN	-	-	-	447,911
	TOTAL OTHER SOURCES	727,530	721,238	721,238	1,169,149
TOTAL DEBT SERVICE FUND		**727,530**	**721,238**	**721,238**	**1,169,149**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
DEBT SERVICE FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
230-0000-517.71-00	PRINCIPAL	290,000	300,000	300,000	640,000
230-0000-517.72-00	INTEREST	432,930	421,238	421,238	529,149
	TOTAL DEBT SERVICE	722,930	721,238	721,238	1,169,149
TOTAL DEBT SERVICE FUND		**722,930**	**721,238**	**721,238**	**1,169,149**

ENTERPRISE FUNDS

UTILITIES

—

STORMWATER

—

SOLID WASTE

—

TRAILER CITY

ENTERPRISE FUNDS

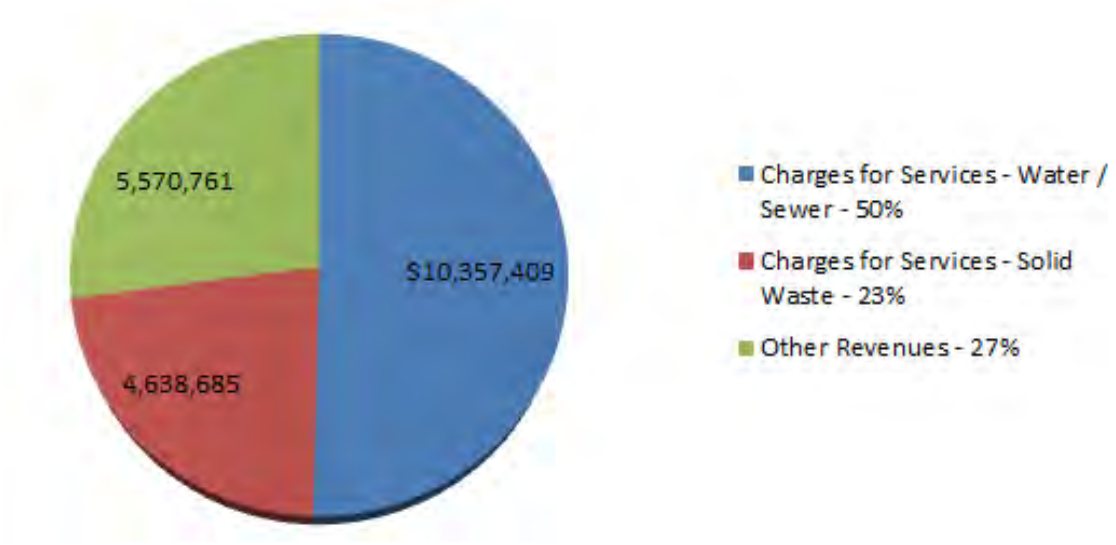
Enterprise Funds are types of funds used for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the cost of providing goods or services to the public on a continuing basis be financed or recovered primarily through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

Utilities Fund
Stormwater Fund
Solid Waste Fund
Trailer City Fund

Major Revenue Sources
Of Enterprise Funds

	Budget 2017
Charges for Services - Water / Sewer	$ 10,357,409
Charges for Services - Solid Waste	4,638,685
Other Revenues	5,570,761
	$ 20,566,855

Major Revenue Sources –Enterprise Funds - FY 2017 Budget



Charges for Services

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

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

- UTILITIES -

Administration

Water

Distribution

Wastewater

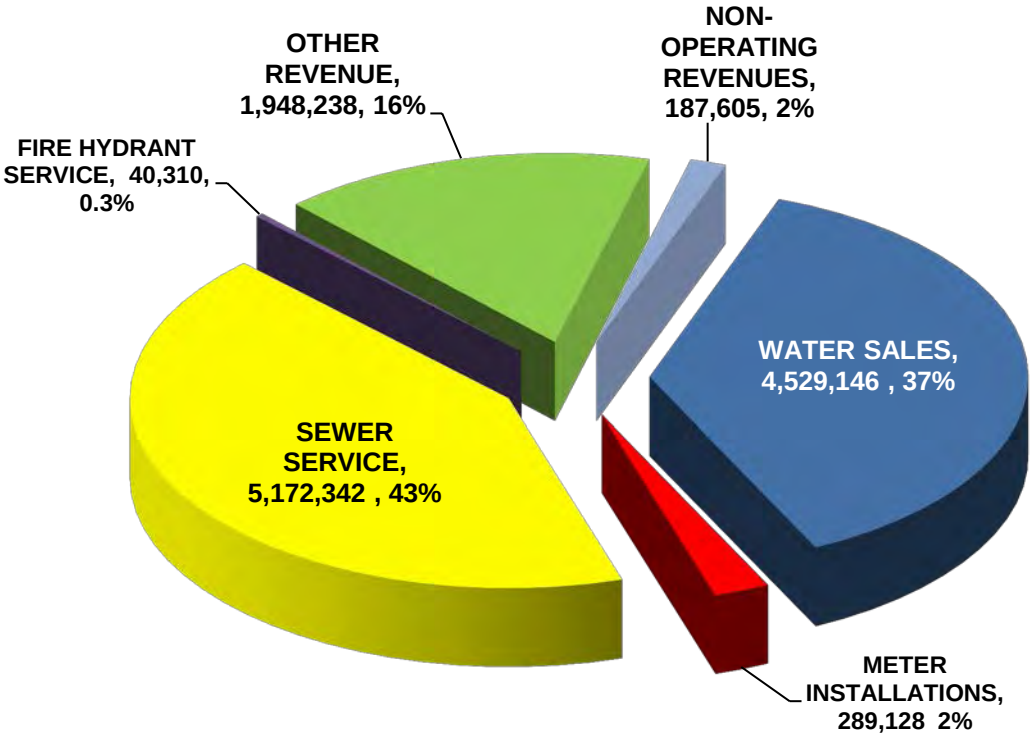
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND
REVENUES BY SOURCE

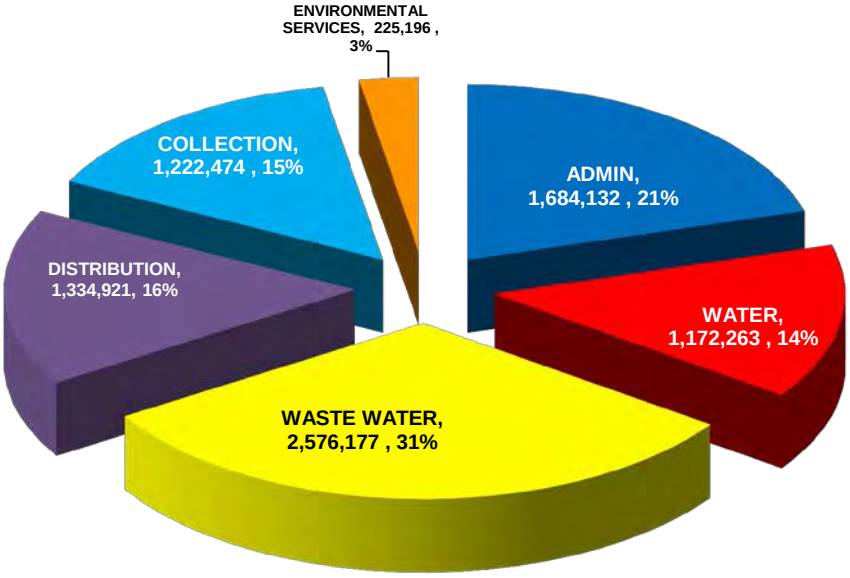


Water Sales	$4,529,146
Meter Installations	289,128
Sewer Service	5,172,342
Fire Hydrant Service	40,310
Other Revenue	1,948,238
Non-operating Revenues	187,605
Total	$12,166,769

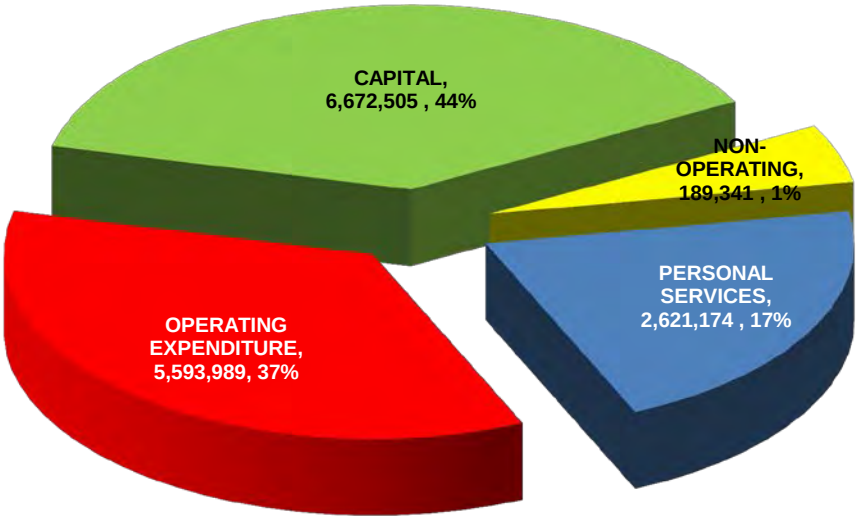
CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2116-329.09-00	IRRIGATION & WELLS	14,205	10,170	10,170	11,200
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	14,205	10,170	10,170	11,200
410-2116-343.30-00	WATER SERVICE	4,407,505	4,301,603	4,301,603	4,529,146
410-2116-343.30-01	INITIATION FEE	41,745	39,440	39,440	38,120
410-2116-343.30-02	WATER TAP-IN CHARGE	980	1,750	1,750	1,750
410-2116-343.31-00	METER INSTALLATIONS	312,627	219,760	219,760	289,128
410-2116-343.32-00	FIRE HYDRANT SERVICE	39,654	40,310	40,310	40,310
410-2116-343.33-00	SERVICE CHARGES	229,118	221,816	221,816	227,189
410-2116-343.50-00	SEWER SERVICE	5,008,906	5,066,019	5,066,019	5,172,342
410-2116-343.50-01	SEWER CONNECTION FEE	3,640	-	-	-
410-2116-343.68-00	PENALTIES	63,021	69,360	69,360	59,424
	TOTAL CHARGES FOR SERVICES	10,107,196	9,960,058	9,960,058	10,357,409
410-2116-361.10-00	INTEREST	178,798	128,148	128,148	184,290
410-2116-361.30-00	INCR (DECR) IN FV OF INVST	186,039	-	-	-
410-2116-361.40-00	GAIN ON SALE OF INVESTMENT	(129,208)	-	-	-
	TOTAL INTEREST AND OTHER EARNINGS	235,629	128,148	128,148	184,290
410-2116-362.00-00	RENTAL INCOME	30,411	-	-	18,410
410-2116-369.90-00	OTHER	167	706	706	-
410-2116-369.92-00	UNABLE TO DETERMINE CUST	-	-	-	-
410-2116-389.40-00	OTHER GRANTS & DONATIONS	3,246,878	1,581,470	1,581,470	1,592,145
410-2117-364.00-00	DISPOSITION OF FIXED ASSETS	265	915	915	-
410-2117-365.00-00	SALE/SURPLUS MATERIAL/SCRAP	-	531	531	-
410-2117-389.40-00	OTHER GRANTS & DONATIONS	2,206,391	-	-	-
410-2127-343.50-02	TV UTILITY LINES	1,684	3,789	3,789	1,765
410-2127-369.90-00	OTHER MISCELLANEOUS REVS	1,745	550	550	1,550
	TOTAL MISCELLANEOUS REVENUES	5,487,541	1,587,961	1,587,961	1,613,870
410-2116-399.99-99	USE OF FUND BALANCE	-	811,219	5,730,315	2,938,350
	TOTAL OTHER SOURCES	-	811,219	5,730,315	2,938,350
TOTAL UTILITIES OPERATING FUND		**15,844,571**	**12,497,556**	**17,416,652**	**15,105,119**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND
OPERATING USES BY DIVISION



USES BY CATEGORY



CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND
ADMINISTRATIVE DIVISION EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2113-536.12-00	SALARIES	159,063	130,358	130,358	139,688
410-2113-536.14-00	OVERTIME	-	-	-	-
410-2113-536.21-00	FICA TAXES	11,660	9,972	9,972	10,686
410-2113-536.22-00	RETIREMENT CONTRIBUTION	24,069	13,675	13,675	16,134
410-2113-536.23-00	EMPLOYEE GROUP INSURANCE	5,458	10,568	10,568	10,568
410-2113-536.24-00	WORKERS COMP INSURANCE	1,739	224	224	224
410-2113-536.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
	TOTAL PERSONAL SERVICES	201,989	164,797	164,797	177,300
410-2113-536.31-01	PROFESSIONAL SERVICE MISC	28,273	15,800	15,800	15,800
410-2113-536.31-02	LEGAL	3,161	5,500	5,500	9,500
410-2113-536.31-03	INVESTMENT COUNSEL	15,746	27,304	27,304	27,304
410-2113-536.31-04	ENGINEERING	661	5,500	5,500	5,500
410-2113-536.32-00	ACCOUNTING AND AUDIT	15,000	16,000	16,000	16,000
410-2113-536.34-08	PERSONNEL SERVICES	8,531	-	-	250
410-2113-536.40-00	TRAVEL	-	300	300	1,850
410-2113-536.41-02	TELEPHONE	2,134	1,650	1,650	2,450
410-2113-536.41-04	INTERNET	-	500	500	800
410-2113-536.41-05	POSTAGE	-	100	100	5,050
410-2113-536.43-00	UTILITY SERVICES	815	2,628	2,628	2,628
410-2113-536.44-00	RENTALS AND LEASE	3,296	3,200	3,200	3,600
410-2113-536.45-00	GENERAL INSURANCE	28,928	33,505	33,505	33,505
410-2113-536.46-03	REPAIRS/MAINT-VEHICLES	5,244	4,495	4,495	7,045
410-2113-536.46-05	REPAIRS/MAINT-SOFTWARE	-	1,000	1,000	2,750
410-2113-536.46-06	REPAIRS/MAINT-HARDWARE	35,984	38,193	38,193	58,193
410-2113-536.46-10	REPAIRS/MAINT-BUILDING	5,941	4,912	4,912	4,912
410-2113-536.47-01	MISC PRINTING AND BINDING	-	150	150	3,830
410-2113-536.48-01	PROMOTIONAL-ADVERTISEMENTS	386	500	500	17,000
410-2113-536.49-01	MISCELLANEOUS	-	-	-	-
410-2113-536.49-02	MANAGEMENT FEES	927,590	1,219,879	1,153,759	1,265,731
410-2113-536.49-05	LICENSES & TAXES	-	1,638	1,638	3,476
410-2113-536.49-10	BAD DEBT EXPENSE	(29,586)	-	-	-
410-2113-536.51-00	OFFICE SUPPLIES	997	750	750	1,650
410-2113-536.52-01	OPERATING SUPPLIES MISC	12	200	200	4,402
410-2113-536.52-03	GASOLINE & OIL	834	1,100	1,100	2,850
410-2113-536.52-04	UNIFORMS & ACCESSORIES	400	800	800	1,175
410-2113-536.54-01	DUES & SUBSCRIPTIONS	2,425	3,100	3,100	3,450
410-2113-536.54-02	SEMINARS & COURSES	1,073	1,200	1,200	1,620
410-2113-536.54-03	EDU REIMBURSEMENT	5,134	6,487	6,487	6,487
	TOTAL OPERATING EXPENDITURES	1,062,979	1,396,391	1,330,271	1,508,808

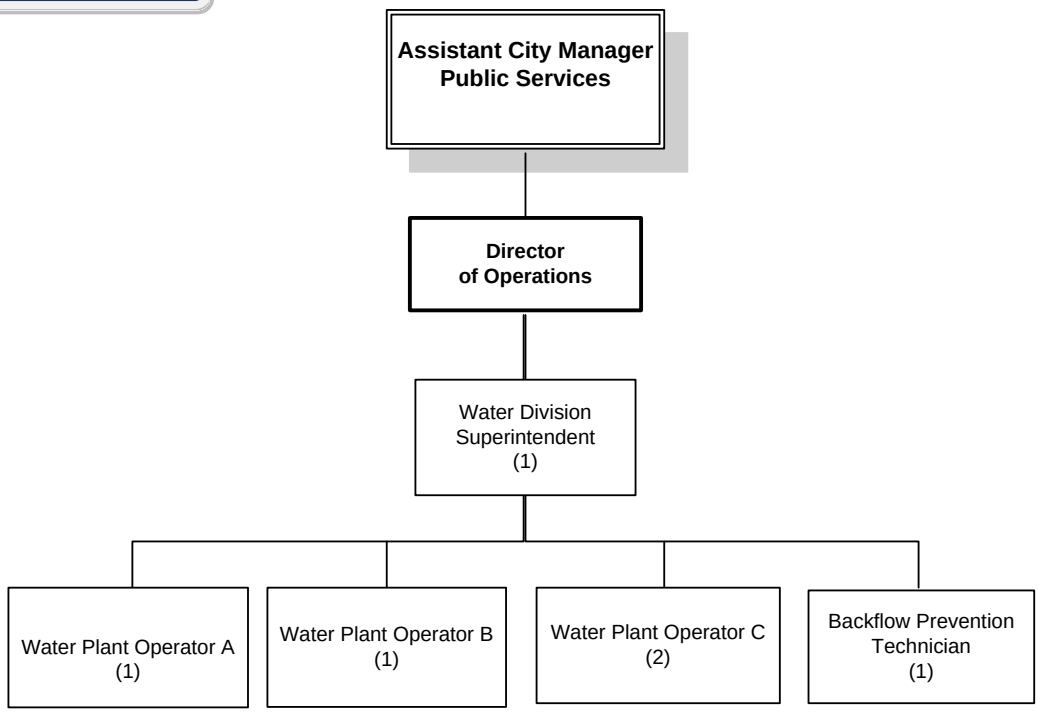
410-2113-536.64-00	MACHINERY AND EQUIPMENT	-	-	-	2,024
	TOTAL CAPITAL OUTLAY	-	-	-	2,024
410-2113-536.91-01	CONTINGENT EXPENSE	-	150,000	150,000	100,000
410-2113-581.91-00	INTRAFUND TRANSFERS	1,800,000	1,353,310	6,583,894	1,254,560
410-2113-590.90-00	CARRYFORWARD FUND BALANCE	-	-	-	-
	TOTAL OTHER USES	1,800,000	1,503,310	6,733,894	1,354,560
TOTAL ADMINISTRATIVE DIVISION		**3,064,968**	**3,064,498**	**8,228,962**	**3,042,692**

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

MISSION STATEMENT: Provide quality and safe drinking water.	**CORE FUNCTIONS:** • Provide safe drinking water • Maintain water system pressures and flows • Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses
CHALLENGES: • 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	**BUSINESS ASSUMPTIONS:** • Continue to meet compliance with the City's CUP as mandated by the SJRWMD. • Continue reduction in water use through water conservation; according to the recent Water and Sewer Rate Study the City achieved a 3% reduction in water consumption through water conservation

Organizational Structure

FTE: 6



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 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'.

Strategic Priority #2
Preserve The Natural Environment

Department Goal
Protect groundwater resources through water conservation

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index	71%	71%	73% ↑
OPERATIONAL INDICATOR			
Million Gallons/Day in Groundwater Withdrawals	5.4	5.98	4.80↓

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND
WATER DIVISION EXPENDITURES

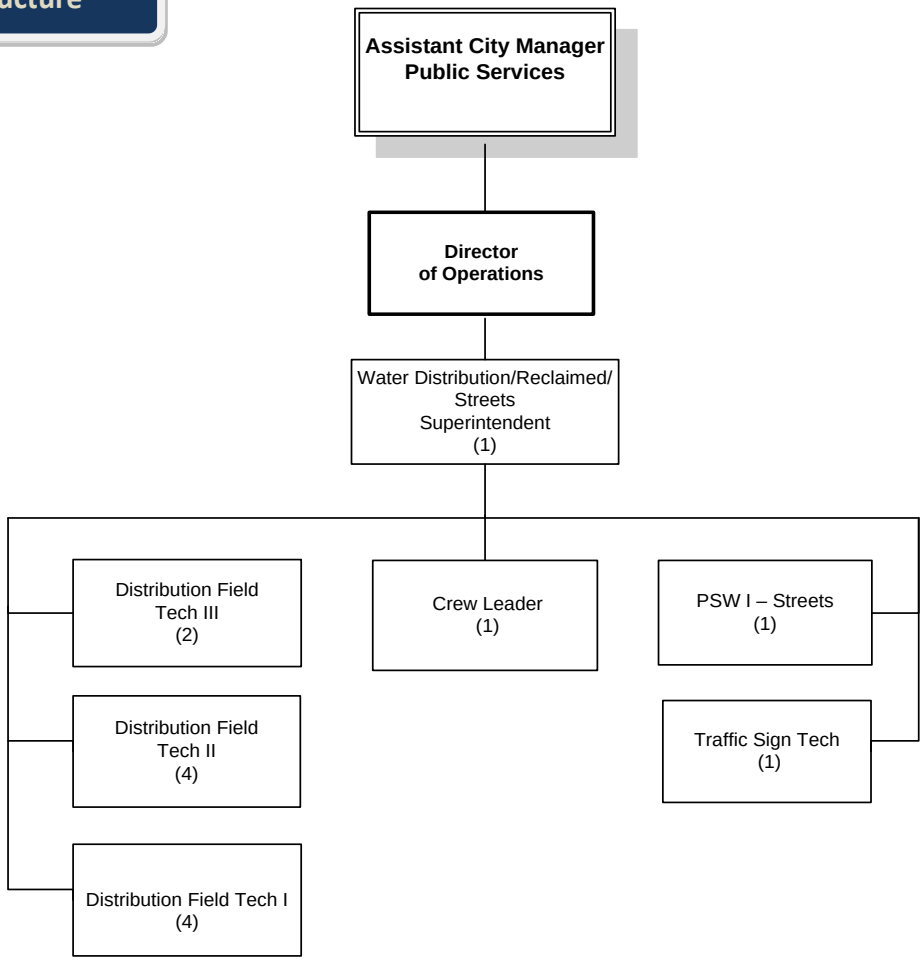
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2116-533.12-00	SALARIES REGULAR	147,067	216,629	216,629	228,803
410-2116-533.13-00	OTHER SALARIES AND WAGES	-	4,457	4,457	4,457
410-2116-533.14-00	OVERTIME	3,783	3,100	3,100	3,100
410-2116-533.21-00	FICA TAXES	10,513	17,150	17,150	18,082
410-2116-533.22-00	RETIREMENT CONTRIBUTION	21,081	23,517	23,517	27,300
410-2116-533.23-00	EMPLOYEE GROUP INSURANCE	30,954	48,740	48,740	48,740
410-2116-533.24-00	WORKERS COMP INSURANCE	4,451	7,495	7,495	7,495
410-2116-533.25-00	UNEMPLOYMENT COMPENSATION	341	-	-	-
410-2116-533.26-00	OTHER POST EMPLOYMENT BENEFITS	15,167	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	233,357	327,088	327,088	343,976
410-2116-533.31-01	MISC PROFESSIONAL SVCS	6,120	4,500	4,500	4,500
410-2116-533.31-04	ENGINEERING	37,209	20,000	20,000	20,000
410-2116-533.34-01	CONTRACTUAL SVCS MISC.	60,087	37,526	37,526	63,087
410-2116-533.34-02	LAWN MAINTENANCE SERVICES	-	25,000	25,000	2,500
410-2116-533.34-08	PERSONNEL SERVICES	1,625	5,000	5,000	12,500
410-2116-533.40-00	TRAVEL EXPENSE	1,376	1,440	1,440	1,440
410-2116-533.41-02	TELEPHONE	4,134	3,676	3,676	3,676
410-2116-533.41-03	RADIO	84	100	100	100
410-2116-533.41-04	INTERNET SERVICES	1,914	500	500	500
410-2116-533.41-05	POSTAGE	5,407	1,825	1,825	6,775
410-2116-533.43-00	UTILITY SERVICES	342,922	336,237	336,237	336,237
410-2116-533.44-00	RENTALS AND LEASES	6,261	5,000	5,000	5,000
410-2116-533.45-00	GENERAL INSURANCE	54,525	54,525	54,525	54,525
410-2116-533.46-01	REPAIRS & MAINTENANCE MISC.	2,668	88,806	88,806	88,806
410-2116-533.46-02	REPAIRS/MAINT-EQUIPMENT	27,476	86,590	86,590	86,590
410-2116-533.46-03	REPAIRS/MAINT-VEHICLES	4,620	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	19,826	14,323	14,323	14,323
410-2116-533.46-10	BUILDING	61,283	44,208	44,208	44,208
410-2116.533.47-01	PRINTING AND BINDING MISC.	3,020	1,800	1,800	5,330
410-2116.533.48-01	ADVERTISEMENT-LEGAL, OTHER	440	250	250	250
410-2116-533.49-05	LICENSES & TAXES	8,039	7,050	7,050	7,050
410-2116-533.51-00	OFFICE SUPPLIES	117	100	100	850
410-2116-533.52-01	OPERATING SUPPLIES MISC.	3,871	2,200	2,200	4,563
410-2116-533.52-02	CHEMICALS	48,922	50,365	50,365	50,365
410-2116-533.52-03	GASOLINE & OIL	8,857	9,500	9,500	9,500
410-2116-533.52-04	UNIFORMS & ACCESSORIES	2,099	2,100	2,100	2,100
410-2116-533.54-01	DUES AND SUBSCRIPTIONS	535	500	500	500
410-2116-533.54-02	SEMINARS AND COURSES	600	750	750	750
	TOTAL OPERATING EXPENDITURES	714,037	809,519	809,519	831,673
410-2116-533.62-00	BUILDINGS	-	150,000	150,000	50,000
410-2116-533.63-00	IMPROVEMENTS O/T BUILDING	-	-	308,395	4,400,000
410-2116-533.64-00	MACHINERY & EQUIPMENT	-	-	66,120	183,582
	TOTAL CAPITAL OUTLAY	-	150,000	524,515	4,633,582
410-2116-591.93-00	SERVICE DEPOSIT INTEREST	44,916	39,341	39,341	39,341
	TOTAL OTHER USES	44,916	39,341	39,341	39,341
TOTAL WATER DIVISION		**992,310**	**1,325,948**	**1,700,463**	**5,848,572**

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

MISSION STATEMENT:	CORE FUNCTIONS:
Water Distribution: Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week. **Streets:** Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.	• Provide reliable water services • Provide and maintain roadways and sidewalks • Maintain traffic signs, traffic lights and street lights
CHALLENGES: • Adverse and abnormal weather patterns and conditions • Understaffed to adequately handle the demand of water meter repair and replacement work	**BUSINESS ASSUMPTIONS:** • Completion of Phase II installation of the new FlexNet water meters, which allows water meter consumption to be read remotely

Organizational Structure

FTE: 14



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Improve and Maintain Mobility

Department Goal
Improve pedestrian infrastructure, bicycle and automobile transportation

Objectives
- Execute and perpetually evaluate City street maintenance program, including bicycle lanes, to increase the 'street repair/maintenance satisfaction index'.
- Execute and perpetually evaluate City sidewalk maintenance plan, including bicycle trails, to improve the 'sidewalk maintenance satisfaction index'.
- 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 Goals
Maintain optimal water pressure levels and minimize water service interruptions for residents
Compliance with Consumptive Use Permit

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index	71%	71%	73%↑
Sidewalk Maintenance Satisfaction Index	79%	79%	81%↑
Ease of Car Travel in Winter Garden Satisfaction Index	90%	90%	91%↑
OPERATIONAL INDICATORS			
% Street Repairs Resolved Within Timeframe Standard	100%	100%	100%↑
% of Sidewalk Repairs Resolved Within Timeframe Standard	100%	100%	100%↑
# of Water Pressure Interruptions that Resulted in < 50 PSI	4	4	4↓

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND
DISTRIBUTION DIVISION EXPENDITURES

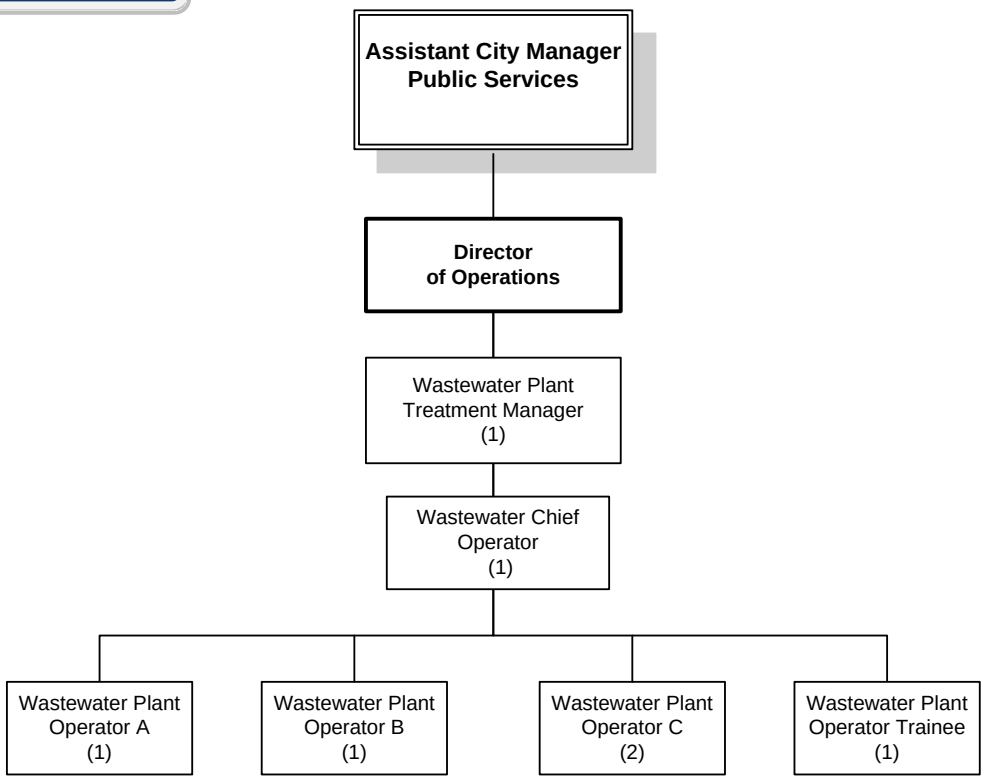
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2126-533.12-00	SALARIES REGULAR	303,016	405,775	405,775	421,091
410-2126-533.14-00	SALARIES OVERTIME 1.5	27,066	17,540	17,540	17,540
410-2126-533.21-00	FICA TAXES	21,770	32,509	32,509	32,509
410-2126-533.22-00	RETIREMENT CONTRIBUTION	49,909	44,406	44,406	50,662
410-2126-533.23-00	EMPLOYEE GROUP INSURANCE	90,191	133,754	133,754	133,754
410-2126-533.24-00	WORKERS COMP INSURANCE	12,221	13,009	13,009	13,009
410-2126-533.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
410-2126-533.26-00	OTHER POST EMPLOYMENT BENEFITS	25,000	9,000	9,000	9,000
	TOTAL PERSONAL SERVICES	529,173	655,993	655,993	677,564
410-2126-533.31-04	ENGINEERING	47	5,000	5,000	5,000
410-2126-533.31-06	MEDICAL	-	200	200	200
410-2126-533.34-01	CONTRACTUAL SVCS MISC.	15,267	12,945	85,920	12,945
410-2126-533.40-00	TRAVEL EXPENSE	824	1,872	1,872	1,872
410-2126-533.41-02	TELEPHONE	2,438	2,319	2,319	2,319
410-2126-533.41-03	RADIO	126	150	150	150
410-2126-533.41-04	INTERNET	507	507	507	507
410-2126-533.44-00	RENTALS AND LEASES	352	2,500	2,500	3,500
410-2126-533.45-00	GENERAL INSURANCE	18,035	18,035	18,035	18,035
410-2126-533.46-01	REPAIRS & MAINTENANCE MISC.	442	500	500	500
410-2126-533.46-02	REPAIRS/MAINT-EQUIPMENT	1,297	5,600	5,600	2,000
410-2126-533.46-03	REPAIRS/MAINT-VEHICLES	12,390	11,761	11,761	11,761
410-2117-535.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	7,191	3,710	3,710	3,710
410-2126-533.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	13,494	14,323	14,323	14,323
410-2126-533.46-07	UTILITY LINE	53,687	85,017	85,017	85,017
410-2126-533.48-01	ADVERTISEMENT-LEGAL, OTHER	569	-	-	-
410-2126-533.49-05	LICNSES/TAXES/CERTIFICTNS	1,256	1,602	1,602	1,602
410-2126-533.51-00	OFFICE SUPPLIES	138	250	250	250
410-2126-533.52-01	OPERATING SUPPLIES MISC.	628,687	462,500	1,092,170	464,226
410-2126-533.52-03	GASOLINE & OIL	21,188	21,100	21,100	21,100
410-2126-533.52-04	UNIFORMS & ACCESSORIES	8,446	10,950	10,950	10,950
410-2126-533.54-01	DUES & SUBSCRIPTIONS	625	2,500	2,500	2,500
410-2126-533.54-02	SEMINARS & COURSES	2,104	1,356	1,356	1,356
	TOTAL OPERATING EXPENDITURES	789,110	664,697	1,367,342	663,823
410-2126-533.63-00	IMPROVEMENTS O/T BUILDING	-	1,596,375	260,291	-
410-2126-533.64-00	MACHINERY & EQUIPMENT	-	16,386	16,386	141,942
	TOTAL CAPITAL OUTLAY	-	1,612,761	276,677	141,942
TOTAL DISTRIBUTION DIVISION		**1,318,283**	**2,933,451**	**2,300,012**	**1,483,329**

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

MISSION STATEMENT:	CORE FUNCTIONS:
To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.	• Treatment of sewage to FDEP Permit levels • Production of reclaimed water
CHALLENGES:	**BUSINESS ASSUMPTIONS:**
• Excessive rainfall leading to higher infiltration to the collection system • Plant capacity for the future build out of the City requires the services of an engineering consultant • Unfunded FDEP's requirements for reductions in oils, fats and grease that enter the City's wastewater system	• City will be able to continue to dispose of the sludge produced by the treatment plant • Phase three of the reclaimed water system will be operational in 2017 • Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses

Organizational Structure

FTE: 7



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1
Maintain Quality Services and Infrastructure

Department Goals
Improve and maintain odor controls at wastewater treatment facility
Reduce Fats, Oils and Grease from the wastewater stream through industrial pretreatment public education

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
OPERATIONAL INDICATORS			
Number of Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Restaurant Site Inspection Compliance Rate *	100%	100%	100%↑

* Annual grease trap inspections of 88 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 2016/2017 BUDGET
UTILITIES OPERATING FUND
WASTEWATER DIVISION EXPENDITURES

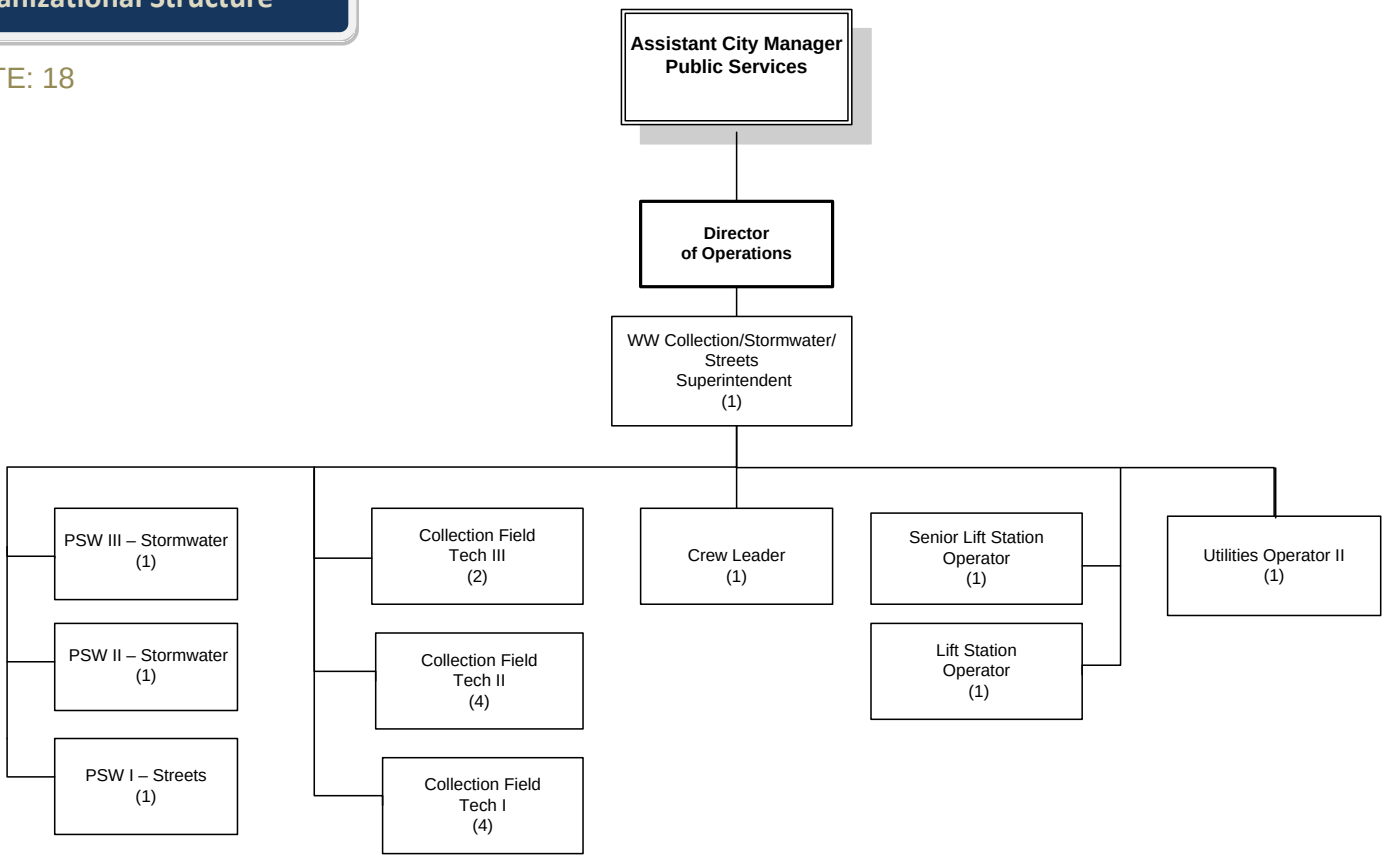
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2117-535.12-00	SALARIES REGULAR	303,091	322,319	322,319	341,738
410-2117-535.13-00	OTHER SALARIES AND WAGES	-	4,457	4,457	4,457
410-2117-535.14-00	SALARIES OVERTIME 1.5	25,564	13,200	13,200	13,200
410-2117-535.21-00	FICA TAXES	23,731	26,251	26,251	27,494
410-2117-535.22-00	RETIREMENT CONTRIBUTION	48,249	35,663	35,663	41,510
410-2117-535.23-00	EMPLOYEE GROUP INSURANCE	41,264	69,642	69,642	69,642
410-2117-535.24-00	WORKERS COMP INSURANCE	8,421	6,306	6,306	6,306
410-2117-535.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
410-2117-535.26-00	OTHER POST EMPLOYMENT BENEFITS	15,833	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	466,153	480,838	480,838	507,347
410-2117-535.31-01	MISC PROFESSIONAL SERVICES	9,058	9,366	9,366	5,000
410-2117-535.31-04	ENGINEERING	24,424	2,000	2,000	5,500
410-2117-535.34-01	CONTRACTUAL SVCS MISC.	744,588	955,074	955,074	955,074
410-2117-535.34-02	LAWN MAINTENANCE	5,285	4,355	4,355	15,085
410-2117-535.34-06	JANITORIAL	1,155	1,469	1,469	1,469
410-2117-535.34-08	PERSONNEL SERVICES	325	-	-	5,200
410-2117-535.40-00	TRAVEL EXPENSES	2,402	2,160	2,160	2,160
410-2117-535.41-02	TELEPHONE	7,598	6,349	6,349	6,349
410-2117-535.41-03	RADIO	56	150	150	150
410-2117-535.41-04	INTERNET	-	-	-	2,700
410-2117-535.41-05	POSTAGE	183	200	200	200
410-2117-535.43-00	UTILITY SERVICES	491,664	444,434	444,434	456,100
410-2117-535.44-00	RENTALS & LEASES	2,717	3,000	3,000	3,000
410-2117-535.45-00	GENERAL INSURANCE	132,778	132,778	132,778	132,778
410-2117-535.46-01	REPAIRS & MAINTENANCE MISC.	44,901	44,394	44,394	44,394
410-2117-535.46-02	REPAIRS/MAINT-EQUIPMENT	93,616	94,850	94,850	94,850
410-2117-535.46-03	REPAIRS/MAINT-VEHICLES	4,613	4,493	4,493	4,493
410-2117-535.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	15,395	2,000	2,000	2,000
410-2117-535.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	8,996	11,548	11,548	11,548
410-2117-535.46-10	BUILDING	69,724	81,556	81,556	95,935
410-2117-535.48-01	ADVERTISEMENT	132	-	-	-
410-2117-535.49-05	LICENSES & TAXES	6,129	5,100	5,100	5,100
410-2117-535.51-00	OFFICE SUPPLIES	1,662	1,075	1,075	1,075
410-2117-535.52-01	OPERATING SUPPLIES MISC.	12,299	9,932	9,932	9,932
410-2117-535.52-02	CHEMICALS	214,178	196,429	196,429	196,429
410-2117-535.52-03	GASOLINE & OIL	10,146	4,558	4,558	4,558
410-2117-535.52-04	UNIFORMS & ACCESSORIES	4,754	4,615	4,615	4,615
410-2117-535.52-05	LABORATORY SUPPLIES	6,586	6,415	6,415	6,415
410-2117-535.54-01	DUES & SUBSCRIPTIONS	537	550	550	550
410-2117-535.54-02	SEMINARS & COURSES	467	1,356	1,356	1,356
	TOTAL OPERATING EXPENDITURES	1,916,368	2,030,206	2,030,206	2,074,015
410-2117-535.62-00	IMPROV OTHER THAN BUILDING	-	-	-	-
410-2117-535.63-00	IMPROV OTHER THAN BUILDING	-	1,059,750	1,073,303	-
410-2117-535.64-00	MACHINERY & EQUIPMENT	-	11,000	11,000	189,313
	TOTAL CAPITAL OUTLAY	-	1,070,750	1,084,303	189,313
TOTAL WASTEWATER		**2,382,521**	**3,581,794**	**3,595,347**	**2,770,675**

PUBLIC SERVICES DEPARTMENT
WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:	CORE FUNCTIONS:
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.	• Maintain wastewater and stormwater collection systems • Monitoring lift stations • Mowing and maintenance of street right-of-ways, sidewalks and stormwater ponds
CHALLENGES:	**BUSINESS ASSUMPTIONS:**
• 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	• Use of Computerized Maintenance Management Work Order System will improve operational efficiency and effectiveness

Organizational Structure

FTE: 18



See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Preserve the Natural Environment

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

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

Strategic Priority #2
Provide an Attractive Community

Department Goal
Keep the City corridors right-of-ways attractive and clean

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

Strategic Priority #3
Maintain Quality Services and Infrastructure

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

Objectives
- Improve sewer preventative maintenance to increase the 'sewer satisfaction index'.
- Identify and correct problem areas, utilizing both citizen and employee feedback, in the stormwater system to minimize flooding incidents.

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index	85%	85%	87%↑
Sewer Service Satisfaction Index	90%	90%	91%↑
Storm Water Drainage Satisfaction Index	84%	84%	86%↑
OPERATIONAL INDICATORS			
% of Sewer Calls Responded to Within 45 Minutes	100%	100%	100%↑
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND
COLLECTION DIVISION EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2127-535.12-00	SALARIES REGULAR	314,684	465,816	465,816	494,304
410-2127-535.14-00	SALARIES OVERTIME 1.5	22,650	25,350	25,350	25,350
410-2127-535.21-00	FICA TAXES	22,741	37,574	37,574	39,754
410-2127-535.22-00	RETIREMENT CONTRIBUTION	47,897	51,523	51,523	60,020
410-2127-535.23-00	EMPLOYEE GROUP INSURANCE	60,852	128,394	128,394	128,394
410-2127-535.24-00	WORKERS COMP INSURANCE	8,484	14,226	14,226	14,226
410-2127-535.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
410-2127-535.26-00	OTHER POST EMPLOYMENT BENEFITS	27,500	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	504,808	728,883	728,883	768,048
410-2127-535.31-01	PROFESSIONAL SVCS/MISC SVCS	530	-	-	-
410-2127-535.31-04	ENGINEERING SERVICES	61	3,000	3,000	3,000
410-2127-535.31-06	MEDICAL	-	200	200	200
410-2127-535.34-01	CONTRACTUAL SVCS MISC.	53,563	10,000	10,000	10,000
410-2127-535.34-08	PERSONNEL	5,083	5,585	5,585	4,000
410-2127-535.40-00	TRAVEL EXPENSES	2,608	1,260	1,260	1,260
410-2127-535.41-02	TELEPHONE	13,406	13,215	13,215	12,500
410-2127-535.41-03	RADIO	112	300	300	300
410-2127-535.41-04	INTERNET SERVICES	912	1,200	1,200	1,200
410-2127-535.41-05	COMMUNICATIONS/FREIGHT-POSTAGE	52	100	100	100
410-2127-535.43-00	UTILITY SERVICES	81,302	92,500	92,500	92,500
410-2127-535.44-00	RENTALS AND LEASES	241	1,000	1,000	4,500
410-2127-535.45-00	GENERAL INSURANCE	46,649	46,649	46,649	46,649
410-2127-535.46-01	REPAIRS & MAINTENANCE MISC.	-	500	500	500
410-2127-535.46-02	REPAIRS/MAINT-EQUIPMENT	32,889	9,145	9,145	9,875
410-2127-535.46-03	REPAIRS/MAINT-VEHICLES	53,047	69,578	69,578	69,578
410-2127-535.46-04	REPAIRS/MAINT-LIFT STATIONS	128,673	93,369	93,369	93,369
410-2117-535.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	7,191	8,300	8,300	8,300
410-2127-535.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	8,996	9,685	9,685	9,685
410-2127-535.46-07	UTILITY LINE	67,925	17,969	17,969	16,243
410-2127-535.46-10	BUILDING	12,787	9,824	9,824	9,824
410-2127-535.47-01	PRINTING & BINDING	32	200	200	200
410-2127-535.48-01	ADVERTISEMENT-LEGAL, OTHER	192	250	250	250
410-2127-535.49-05	LICENSES & TAXES	-	450	450	450
410-2127-535.51-00	OFFICE SUPPLIES	42	200	200	200
410-2127-535.52-01	OPERATING SUPPLIES MISC.	10,520	8,500	8,500	11,926
410-2127-535.52-02	CHEMICALS	7,500	11,250	11,250	14,500
410-2127-535.52-03	GASOLINE & OIL	25,583	33,718	33,718	26,500
410-2127-535.52-04	UNIFORMS & ACCESSORIES	8,536	11,450	11,450	11,450
410-2127-535.54-01	DUES AND SUBSCRIPTIONS	655	1,000	1,000	1,000
410-2127-535.54-02	SEMINARS & COURSES	1,469	1,863	1,863	1,863
	TOTAL OPERATING EXPENDITURES	570,556	462,260	462,260	461,922
410-2127-535.63-00	IMPROVEMENTS OTHER THAN BLDGS	-	118,232	118,232	-
410-2127-535.64-00	MACHINERY & EQUIPMENT	-	44,984	44,984	503,108
	TOTAL CAPITAL OUTLAY	-	163,216	163,216	503,108
TOTAL COLLECTION DIVISION		**1,075,364**	**1,354,359**	**1,354,359**	**1,733,078**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2132-537.12-00	SALARIES REGULAR	47,958	121,094	121,094	111,010
410-2132-537.14-00	SALARIES OVERTIME 1.5	447	358	358	358
410-2132-537.21-00	FICA TAXES	3,538	9,291	9,291	8,520
410-2132-537.22-00	RETIREMENT CONTRIBUTION	8,222	12,740	12,740	12,863
410-2132-537.23-00	EMPLOYEE GROUP INSURANCE	17,974	33,309	33,309	33,309
410-2132-537.24-00	WORKERS COMP INSURANCE	2,129	3,965	3,965	3,965
410-2132-537.26-00	OTHER POST EMPLOYMENT BENEFITS	8,500	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	88,768	183,757	183,757	173,025
410-2132-537.40-00	TRAVEL EXPENSES	-	900	900	900
410-2132-537.41-02	COMMUNICATIONS/FREIGHT-PHONE	919	800	800	800
410-2132-537.41-03	RADIO	14	-	-	-
410-2132-537.41-04	INTERNET	456	-	-	-
410-2132-537.41-05	POSTAGE	2,367	4,950	4,950	4,950
410-2132-537.45-00	GENERAL INSURANCE	85	85	85	85
410-2132-537.46-02	REPAIRS/MAINT-EQUIPMENT	617	500	500	500
410-2132-537.46-03	VEHICLES	815	890	890	890
410-2132-537.46-05	COMPUTER SOFTWARE	-	1,750	1,750	1,750
410-2132-537.46-06	COMPUTER HARDWARE	13,494	14,323	14,323	14,323
410-2132-537.47-01	PRINTING & BINDING	4,928	3,530	3,530	3,530
410-2132-537.48-01	PROMOTIONAL-ADVERTISEMENTS	530	12,100	12,100	12,100
410-2132-537.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	-	7,130	7,130	7,130
410-2132-537.49-05	LICENSES & TAXES	-	200	200	200
410-2132-537.51-00	OFFICE SUPPLIES	101	300	300	300
410-2132-537.52-01	OPERATING SUPPLIES-MISCELLANEOUS	1,361	1,500	1,500	1,500
410-2132-537.52-03	GASOLINE & OIL	1,510	2,500	2,500	2,500
410-2132-537.52-04	UNIFORMS & ACCESSORIES	568	750	750	750
410-2132-537.54-01	DUES AND SUBSCRIPTIONS	475	700	700	700
410-2132-537.54-02	SEMINARS & COURSES	-	840	840	840
410-2132-537.54-03	OTHER EDUCATIONAL SERVICE	-	-	-	-
	TOTAL OPERATING EXPENDITURES	28,240	53,748	53,748	53,748
TOTAL ENVIRONMENTAL SERVICES DIVISION		**117,008**	**237,505**	**237,505**	**226,773**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES OPERATING FUND EXPENDITURES
DEPRECIATION

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
410-2190-536.59-01	DEPRECIATION BUILDING	127,882	-	-	-
410-2190-536.59-02	DEPRECIATION IMPROVEMENTS	3,337,091	-	-	-
410-2190-536.59-03	DEPRECIATION EQUIPMENT	307,862	-	-	-
	TOTAL OPERATING EXPENDITURES	3,772,835	-	-	-
TOTAL DEPRECIATION		**3,772,835**	**-**	**-**	**-**
TOTAL UTILITIES OPERATING FUND		**12,723,289**	**12,497,555**	**17,416,648**	**15,105,119**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES IMPACT FEES FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
411-2116-324.21-00	RESIDENTIAL-PHYSICAL ENVR	1,065,536	815,954	815,954	815,954
411-2116-324.22-00	COMMERCIAL-PHYSICAL ENVIR	57,599	29,800	29,800	29,800
411-2117-324.21-00	RESIDENTIAL-PHYSICAL ENVR	829,065	577,246	577,246	577,246
411-2117-324.22-00	COMMERCIAL-PHYSICAL ENVIR	91,956	6,058	6,058	6,058
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,044,156	1,429,058	1,429,058	1,429,058
411-2116-361.10-00	INTEREST	67,774	67,610	67,610	67,610
411-2116-361.30-00	INCR(DECR) IN FV OF INVST	70,746	-	-	-
411-2116-361.40-00	GAIN (LOSS) ON SALE OF INVESTMNT	(52,448)	-	-	-
	TOTAL INVESTMENTS	86,072	67,610	67,610	67,610
411-2116-363.23-01	IMPACT FEES WATER SRVC	95,163	63,126	63,126	63,126
411-2116-363.23-02	IMPACT FEES SEWER SRVC	78,779	16,197	16,197	16,197
411-2117-389.40-00	OTHER GRANTS & DONATIONS	213,407	479,040	479,040	479,040
	TOTAL MISCELLANEOUS REVENUES	387,349	558,363	558,363	558,363
411-2116-399.99-99	USE OF FUND BALANCE-WATER	-	-	5,778,877	2,880,147
411-2117-399.99-99	USE OF FUND BALANCE-WASTEWATER	-	-	-	-
	TOTAL NON-OPERATING REVENUES	-	-	5,778,877	2,880,147
TOTAL UTILITIES IMPACT FEES FUND		**2,517,577**	**2,055,031**	**7,833,908**	**4,935,178**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES IMPACT FEE FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
WATER DIVISION					
411-2116-517.72-00	INTEREST	30,863	33,601	33,601	33,601
	TOTAL DEBT SERVICE	30,863	33,601	33,601	33,601
411-2116-599.99-99	CARRYFORWARD FUND BALANCE	1,352,286	938,636	938,636	-
	TOTAL DEBT SERVICE	1,352,286	938,636	938,636	-
TOTAL WATER DIVISION		**1,383,149**	**972,237**	**972,237**	**33,601**
WASTEWATER DIVISION					
411-2117-535.63-00	IMPROV OTHER THAN BUILDING	-	-	-	300,000
	TOTAL CAPITAL OUTLAY	-	-	-	300,000
411-2117-517.72-00	INTEREST	208,000	213,027	213,027	213,027
411-2117-599.99-99	CARRYFORWARD FUND BALANCE	926,428	829,217	829,217	-
	TOTAL DEBT SERVICE	1,134,428	1,042,244	1,042,244	213,027
TOTAL WASTEWATER DIVISION		**1,134,428**	**1,042,244**	**1,042,244**	**513,027**
DISTRIBUTION DIVISION					
411-2126-533.63-00	IMPROV OTHER THAN BUILDING	-	40,550	5,819,427	3,888,550
	TOTAL CAPITAL OUTLAY	-	40,550	5,819,427	3,888,550
TOTAL DISTRIBUTION DIVISION		**-**	**40,550**	**5,819,427**	**3,888,550**
COLLECTION DIVISION					
411-2127-535.63-00	IMPROV OTHER THAN BUILDING	-	-	-	500,000
	TOTAL CAPITAL OUTLAY	-	-	-	500,000
TOTAL COLLECTION DIVISION		**-**	**-**	**-**	**500,000**
TOTAL UTILITIES IMPACT FEES FUND		**2,517,577**	**2,055,031**	**7,833,908**	**4,935,178**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
412-2116-381.41-00	INTERFUND TRANSFER	1,800,000	1,353,310	6,583,897	1,254,560
	TOTAL NON-OPERATING REVENUES	1,800,000	1,353,310	6,583,897	1,254,560
	TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND	**1,800,000**	**1,353,310**	**6,583,897**	**1,254,560**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES

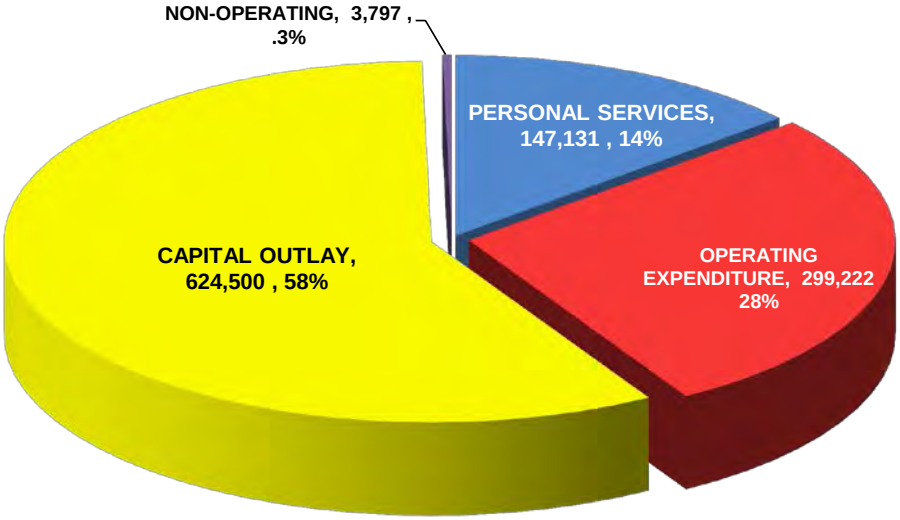
		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
DISTRIBUTION DIVISION					
412-2126-533.63-00	IMPROV OTHER THAN BUILDING	-	552,250	4,416,818	502,250
	TOTAL CAPITAL OUTLAY	-	552,250	4,416,818	502,250
TOTAL DISTRIBUTION DIVISION		**-**	**552,250**	**4,416,818**	**502,250**
COLLECTION DIVISION					
412-2127-535.63-00	IMPROV OTHER THAN BUILDING	-	801,060	2,167,079	752,310
	TOTAL CAPITAL OUTLAY	-	801,060	2,167,079	752,310
TOTAL COLLECTION DIVISION		**-**	**801,060**	**2,167,079**	**752,310**
TOTAL UTILITIES RENEWAL & REPLACEMENT FUND		**-**	**1,353,310**	**6,583,897**	**1,254,560**

- STORMWATER –

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
STORMWATER OPERATING FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
420-2618-329.00-00	STORMWATER	1,435,688	1,399,520	1,399,520	1,466,178
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	1,435,688	1,399,520	1,399,520	1,466,178
420-2618-364.00-00	DISPOSITION/FIXED ASSETS	-	1,487	1,487	1,487
	TOTAL MISCELLANEOUS REVENUES	-	1,487	1,487	1,487
420-2618-389.40-00	OTHER GRANTS & DONATIONS	970,033	-	-	-
	TOTAL NON-OPERATING REVENUES	970,033	-	-	-
420-2618-399.99-99	USE OF FUND BALANCE	-	-	804,864	-
	TOTAL OTHER SOURCES	-	-	804,864	-
TOTAL STORMWATER OPERATING FUND		**2,405,721**	**1,401,007**	**2,205,871**	**1,467,665**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
STORMWATER FUND
USES BY CATEGORY



CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
STORMWATER OPERATING FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
STORMWATER OPERATING DIVISION					
420-2618-538.12-00	SALARIES REGULAR	53,687	80,128	80,128	86,943
420-2618-538.13-00	OTHER SALARIES AND WAGES	-	4,457	4,457	4,457
420-2618-538.14-00	OVERTIME	11,678	9,795	9,795	9,795
420-2618-538.21-00	FICA TAXES	5,204	7,220	7,220	7,741
420-2618-538.22-00	RETIREMENT CONTRIBUTION	8,564	9,433	9,433	11,173
420-2618-538.23-00	EMPLOYEE GROUP INSURANCE	6,773	18,184	18,184	18,184
420-2618-538.24-00	WORKERS COMP INSURANCE	2,587	4,262	4,262	4,262
420-2618-538.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
420-2618-538.26-00	OTHER POST EMPLOYMENT BENEFITS	6,667	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	95,160	139,479	139,479	148,556
420-2618-538.31-01	MISCELLANEOUS PROFESSIONAL SVCS	8,230	10,200	10,200	10,200
420-2618-538.31-04	ENGINEERING	26,251	15,500	15,500	15,500
420-2618-538.31-06	MEDICAL	-	147	147	147
420-2618-538.32-00	ACCOUNTING AND AUDIT	2,200	2,500	2,500	2,500
420-2618-538.34-01	CONTRACTUAL SVCS MISC.	100,853	23,625	23,625	5,023
420-2618-538.34-08	PERSONNEL SERVICES	2,102	2,829	2,829	1,641
420-2618-538.34-12	TIPPING FEES	29,159	25,385	25,385	34,829
420-2618-538.40-00	TRAVEL AND PER DIEM	237	934	934	934
420-2618-538.41-02	TELEPHONE SERVICES	94	300	300	300
420-2618-538.41-03	RADIO	42	100	100	100
420-2618-538.43-00	WATER/SEWER UTILITIES	-	200	200	200
420-2618-538.44-00	RENTALS AND LEASES	-	1,657	1,657	1,657
420-2618-538.45-00	GENERAL INSURANCE	4,785	4,785	4,785	4,785
420-2618-538.46-01	REPAIRS & MAINTENANCE MISC.	152	500	500	4,280
420-2618-538.46-02	REPAIRS/MAINT-EQUIPMENT	21,653	14,492	14,492	19,092
420-2618-538.46-03	REPAIRS/MAINT-VEHICLES	20,328	31,553	31,553	31,553
420-2618-538.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	180	1,000	1,000	1,000
420-2618-538.46-07	REPAIRS/MAINT-UTILITY LINES	1,631	2,500	2,500	1,631
420-2618-538.48-02	PROMOTIONAL ITEMS	-	500	500	500
420-2618-538.49-02	MANAGEMENT FEES	121,235	129,559	129,559	120,785
420-2618-538.49-05	LICENSES & TAXES	1,059	3,000	3,000	3,000
420-2618-538.49-10	BAD DEBT EXPENSE	(7,905)	-	-	-
420-2618-538.51-00	OFFICE SUPPLIES	-	100	100	100
420-2618-538.52-01	OPERATING SUPPLIES MISC.	22,127	4,669	4,669	4,669
420-2618-538.52-02	CHEMICALS	1,395	2,850	2,850	2,850
420-2618-538.52-03	GASOLINE & OIL	14,672	28,549	28,549	28,549
420-2618-538.52-04	UNIFORMS	125	1,300	1,300	1,300
420-2618-538.54-01	MEMBERSHIP DUES	1,451	741	741	741
420-2618-538.54-02	SEMINARS AND COURSES	260	1,356	1,356	1,356
	TOTAL OPERATING EXPENDITURES	372,316	310,831	310,831	299,222

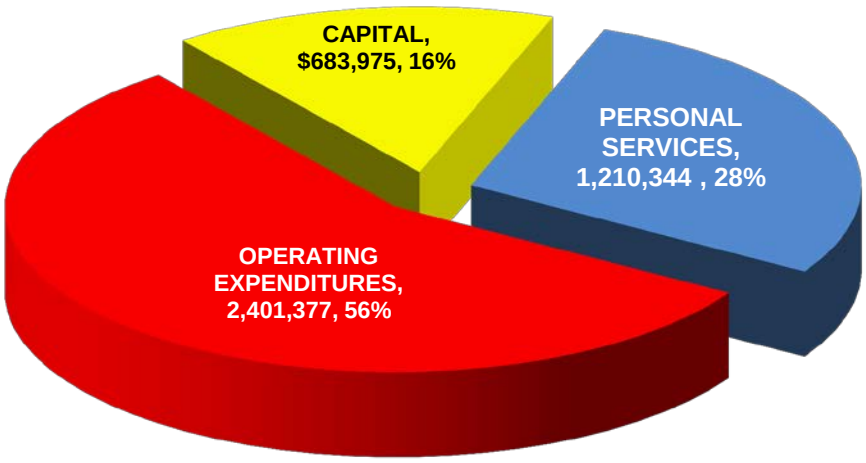
420-2618-538.63-00	CAPITAL IMPROVEMENTS	-	673,350	1,751,764	624,500
	TOTAL CAPITAL OUTLAY	-	673,350	1,751,764	624,500
420-2618-517.72-00	INTEREST	-	3,797	3,797	3,797
	TOTAL DEBT SERVICE	-	3,797	3,797	3,797
420-2618-599.99-99	CARRYFORWARD FUND BALANCE	-	273,550	-	391,590
	TOTAL OTHER USES	-	273,550	-	391,590
TOTAL STORMWATER OPERATING		**467,476**	**1,401,007**	**2,205,871**	**1,467,665**
STORMWATER DEPRECIATION					
420-2690-538.59-02	DEPRECIATION IMPROVEMENTS	362,475	-	-	-
420-2690-538.59-03	DEPRECIATION EQUIPMENT	54,942	-	-	-
	TOTAL OPERATING EXPENDITURES	417,417	-	-	-
TOTAL STORMWATER DEPRECIATION		**417,417**	**-**	**-**	**-**
TOTAL STORMWATER OPERATING FUND		**884,893**	**1,401,007**	**2,205,871**	**1,467,665**

- SOLID WASTE -

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
SOLID WASTE OPERATING FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
430-3134-343.41-01	RESIDENTIAL	2,936,134	2,909,632	2,909,632	2,957,426
430-3134-343.41-02	COMMERCIAL	1,531,251	1,528,452	1,528,452	1,591,229
430-3134-343.41-03	COMMERCIAL RECYCLING	64,470	57,600	57,600	66,700
430-3134-343.41-04	EXTRA CHARGES	5,903	5,740	5,740	5,805
430-3134-343.42-01	RESIDENTIAL	2	25	25	25
430-3134-343.42-03	RECYCLE BINS FEE	57,200	48,707	48,707	17,500
	TOTAL CHARGES FOR SERVICES	4,594,960	4,550,156	4,550,156	4,638,685
430-3134-365.00-00	SALE OF SURPLUS MATERIALS/SCRAP	11,685	1,500	1,500	1,500
	TOTAL MISCELLANEOUS REVENUES	11,685	1,500	1,500	1,500
430-3134-399.99-99	USE OF FUND BALANCE	-	-	-	-
	TOTAL OTHER SOURCES	-	-	-	-
TOTAL SOLID WASTE OPERATING FUND REVENUES		**4,606,646**	**4,551,656**	**4,551,656**	**4,640,185**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
SOLID WASTE FUND
USES BY CATEGORY



PUBLIC SERVICES DEPARTMENT
SOLID WASTE DIVISION
BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT:
Provide responsive as well as efficient collection and disposal of solid waste.
	CORE FUNCTIONS:
	• Collection and removal of solid waste materials
	  o Residential/Commercial garbage
	  o Recyclables
	  o Yard Waste

CHALLENGES: • Continuation of the Orange County contract is currently unknown • Public apathy towards recycling	**BUSINESS ASSUMPTIONS:** • The Orange County Landfill will continue to accept solid waste from the City of Winter Garden • There will be a continued market or demand for recycled materials • Vehicles and equipment will be properly maintained in a timely manner • Public will comply with disposal requirements

Organizational Structure

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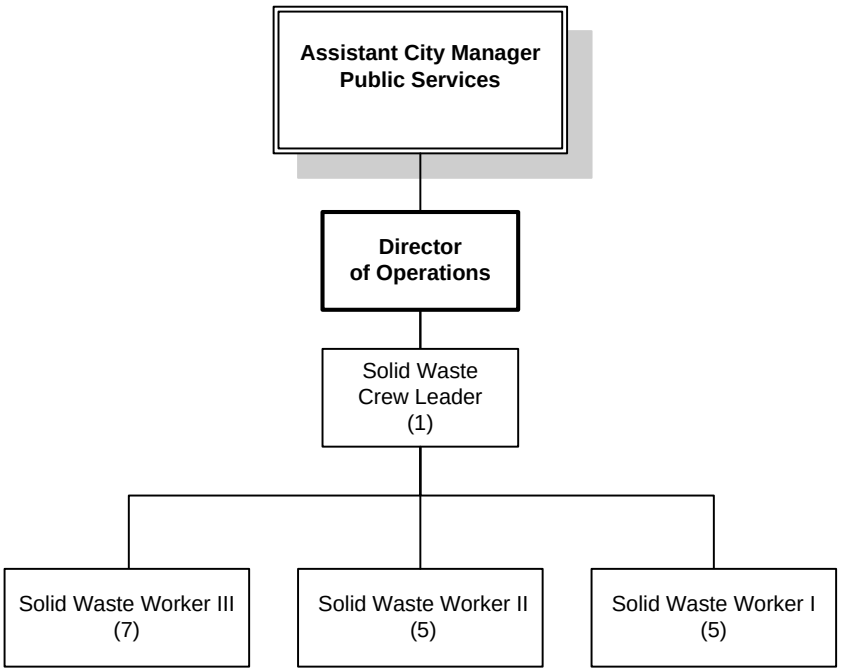


See Appendix for Detailed Business Plans Including Performance Indicator Definitions

FY 2016-2017 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1
Preserve the Natural Environment

Departmental Goals
Improve the natural environment through increased recycling awareness
Reduce the amount of solid waste going into the landfill

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	$129.32	$138.10	$128.00↓
OPERATIONAL INDICATORS			
% of Commercial Accounts Recycling	6.7%	6.67%	7%↑
Recycled Waste as a % of Total Waste	6.6%	6.74%	8%↑

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

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
SOLID WASTE OPERATING FUND

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
SOLID WASTE OPERATING DIVISION					
430-3134-534.12-00	SALARIES REGULAR	619,415	687,142	687,142	749,239
430-3134-534.13-00	OTHER SALARIES AND WAGES	-	4,457	4,457	-
430-3134-534.14-00	OVERTIME	128,808	53,500	53,500	87,227
430-3134-534.21-00	FICA TAXES	55,072	57,000	57,000	63,990
430-3134-534.22-00	RETIREMENT CONTRIBUTION	107,189	78,161	78,161	96,612
430-3134-534.23-00	EMPLOYEE GROUP INSURANCE	151,624	157,653	157,653	162,383
430-3134-534.24-00	WORKERS COMP INSURANCE	45,193	53,523	53,523	53,523
430-3134-534.25-00	UNEMPLOYMENT COMPENSATION	6,936	6,710	6,710	6,710
430-3134-534.26-00	OTHER POST EMPLOYMENT BENEFITS	34,833	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	1,149,070	1,101,146	1,101,146	1,222,683
430-3134-534.31-01	PROFESSIONAL SERVICE MISC.	-	1,000	1,000	1,000
430-3134-534.31-02	LEGAL	150	10,000	10,000	5,000
430-3134-534.31-06	MEDICAL	-	100	100	500
430-3134-534.32-00	ACCOUNTING AND AUDIT	2,600	2,750	2,750	2,750
430-3134-534.34-01	CONTRACTUAL SVCS MISC.	1,920	750	750	500
430-3134-534.34-08	PERSONNEL	192,407	158,312	158,312	150,775
430-3134-534.34-12	TIPPING FEES	1,038,207	988,868	988,868	966,884
430-3134-534.40-00	TRAVEL AND PER DIEM	1,141	-	-	-
430-3134-534.41-02	TELEPHONE	4,977	4,000	4,000	4,000
430-3134-534.41-03	RADIO	196	-	-	-
430-3134-534.41-04	INTERNET SERVICES	379	-	-	-
430-3134-534.41-05	POSTAGE	10	-	-	-
430-3134-534.44-00	RENTALS & LEASES	-	2,500	34,500	5,150
430-3134-534.45-00	GENERAL INSURANCE	30,311	30,311	30,311	30,311
430-3134-534.46-01	REPAIRS & MAINTENANCE MISC.	671	-	-	-
430-3134-534.46-02	REPAIRS/MAINT-EQUIPMENT	1,531	5,000	5,000	2,500
430-3134-534.46-03	REPAIRS/MAINT-VEHICLES	372,044	316,834	316,834	316,834
430-3134-534.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	-	1,000	1,000	1,000
430-3134-534.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	8,587	9,114	9,114	9,114
430-3134-534.46-10	BUILDING	10,512	4,912	4,912	22,581
430-3134-534.47-01	PRINTING & BINDING MISC.	1,348	2,550	2,550	2,550
430-3134-534.48-01	PROMOTIONAL-ADVERTISEMENTS	25	600	600	600
430-3134-534.48-02	PROMOTIONAL ITEMS	-	1,900	1,900	1,900
430-3134-534.49-02	MANAGEMENT FEES	423,127	461,860	461,860	441,915
430-3134-534.49-05	LICENSES & TAXES	281	400	400	400
430-3134-534.49-10	BAD DEBT EXPENSE	(28,582)	-	-	-
430-3134-534.51-00	OFFICE SUPPLIES	53	500	500	500
430-3134-534.52-01	OPERATING SUPPLIES MISC.	274,724	208,341	208,341	182,163
430-3134-534.52-02	CHEMICALS	3,397	3,000	3,000	3,000
430-3134-534.52-03	GAS & OIL	180,926	225,000	225,000	225,000
430-3134-534.52-04	UNIFORMS AND ACCESSORIES	18,082	15,500	15,500	15,500
430-3134-534.54-01	DUES & SUBSCRIPTIONS	995	795	795	795
430-3134-534.54-03	EDUCATION AND REIMBURSEMENT	1,194	-	-	8,155
	TOTAL OPERATING EXPENDITURES	2,541,213	2,455,897	2,487,897	2,401,377

430-3134-534.64-00	MACHINERY & EQUIPMENT	-	562,133	562,133	683,974
	TOTAL CAPITAL OUTLAY	-	562,133	562,133	683,974
430-3134-599.99-99	CARRYFORWARD FUND BALANCE	-	432,480	400,480	332,151
	TOTAL OTHER USES	-	432,480	400,480	332,151
TOTAL SOLID WASTE OPERATING		**3,690,283**	**4,551,656**	**4,551,656**	**4,640,185**
SOLID WASTE DEPRECIATION					
430-3190-534.59-91	DEPRECIATION BUILDING	22,612	-	-	-
430-3190-534.59-92	DEPRECIATION IMPROVEMENTS	15,057	-	-	-
430-3190-534.59-93	DEPRECIATION EQUIPMENT	448,244	-	-	-
	TOTAL OPERATING EXPENDITURES	485,913	-	-	-
TOTAL SOLID WASTE DEPRECIATION		**485,913**	**-**	**-**	**-**
TOTAL SOLID WASTE OPERATING FUND		**4,176,196**	**4,551,656**	**4,551,656**	**4,640,185**

- TRAILER CITY -

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
TRAILER CITY FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
450-3657-362.45-00	RENTALS	231,084	227,940	227,940	231,905
	TOTAL CHARGES FOR SERVICES	231,084	227,940	227,940	231,905
450-3657-369.90-00	OTHER MISC REVENUES	80	270	270	200
450-3657-369.91-00	COIN LAUNDRY SERVICE	4,985	4,644	4,644	5,100
	TOTAL MISCELLANEOUS REVENUES	5,065	4,914	4,914	5,300
450-3657-399.99-99	USE OF FUND BALANCE	-	-	-	183,751
	TOTAL OTHER SOURCES	-	-	-	183,751
	TOTAL TRAILER CITY FUND	**236,149**	**232,854**	**232,854**	**420,956**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
TRAILER CITY FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
TRAILER CITY OPERATING					
450-3657-539.12-00	SALARIES REGULAR	83,456	81,073	81,073	87,181
450-3657-539.14-00	OVERTIME	108	1,000	1,000	1,000
450-3657-539.21-00	FICA TAXES	6,123	6,279	6,279	6,746
450-3657-539.22-00	RETIREMENT CONTRIBUTION	12,606	8,609	8,609	10,185
450-3657-539.23-00	EMPLOYEE GROUP INSURANCE	16,177	20,622	20,622	20,622
450-3657-539.24-00	WORKERS COMP INSURANCE	2,738	2,579	2,579	2,579
450-3657-539.25-00	UNEMPLOYMENT COMPENSATION	-	-	-	-
450-3657-539.26-00	OTHER POST EMPLOYMENT BENEFITS	3,667	2,000	2,000	2,000
	TOTAL PERSONAL SERVICES	124,875	122,162	122,162	130,313
450-3657-539.31-02	LEGAL	6,630	2,000	2,000	2,000
450-3657-539.32-00	ACCOUNTING AND AUDIT	1,800	2,000	2,000	2,000
450-3657-539.34-01	CONTRACTUAL SVCS MISC.	11,786	10,000	10,000	8,000
450-3657-539.34-06	JANITORIAL SERVICES	3,000	3,000	3,000	5,000
450-3657-539.41-02	TELEPHONE	1,659	1,500	1,500	1,500
450-3657-539.41-04	INTERNET	-	-	-	1,500
450-3657-539.41-05	POSTAGE	38	100	100	100
450-3657-539.43-00	UTILITY SERVICES	5,431	7,100	7,100	7,100
450-3657-539.45-00	GENERAL INSURANCE	2,194	2,194	2,194	2,194
450-3657-539.46-02	REPAIRS/MAINT-EQUIPMENT	1,734	2,000	2,000	2,000
450-3657-539.46-03	REPAIRS/MAINT-VEHICLES	2,984	1,000	1,000	1,000
450-3657-539.46-06	REPAIRS/MAINT-HARDWARE	4,294	4,557	4,557	5,557
450-3657-539.46-10	REPAIRS/MAINT-BUILDING	1,165	5,000	5,000	5,000
450-3657-539.49-01	MISCELLANEOUS OTHER CHARGES	-	375	375	375
450-3657-539.49-02	MANAGEMENT FEES	10,672	12,334	12,334	10,402
450-3657-539.49-05	LICENSES & TAXES	32,144	31,140	31,140	31,140
450-3657-539.51-00	OFFICE SUPPLIES	154	500	500	500
450-3657-539.52-01	OPERATING SUPPLIES MISC.	1,938	2,000	2,000	2,000
450-3657-539.52-03	GASOLINE & OIL	675	1,600	1,600	1,600
450-3657-539.52-04	UNIFORMS & ACCESSORIES	863	675	675	675
	TOTAL OPERATING EXPENDITURES	89,161	89,075	89,075	89,643
450-3657-539.62-00	BUILDINGS	-	-	-	197,000
450-3657-539.63-00	IMPROV OTHER THAN BUILDING	-	4,000	4,000	4,000
	TOTAL CAPITAL OUTLAY	-	4,000	4,000	201,000
450-3657-599.99-99	CARRYFORWARD FUND BALANCE	-	17,547	17,547	-
	TOTAL OTHER USES	-	17,547	17,547	-
TOTAL TRAILER CITY OPERATING		**214,036**	**232,784**	**232,784**	**420,956**
TRAILER CITY DEPRECIATION					
450-3690-539.59-91	DEPRECIATION BUILDING	4,539	-	-	-
450-3690-539.59-92	DEPRECIATION IMPROVEMENTS	15,291	-	-	-
450-3690-539.59-93	DEPRECIATION EQUIPMENT	2,927	-	-	-
	TOTAL OPERATING EXPENDITURES	22,757	-	-	-
TOTAL TRAILER CITY DEPRECIATION		**22,757**	**-**	**-**	**-**
TOTAL TRAILER CITY FUND		**236,793**	**232,784**	**232,784**	**420,956**

FIDUCIARY FUNDS

GENERAL EMPLOYEE PENSION FUND

—

POLICE OFFICERS' AND FIREFIGHTERS' PENSION FUND

FIDUCIARY FUNDS

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

General Employee Pension Fund
Firefighter and Police Officer Pension Fund

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL EMPLOYEE PENSION FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
610-0000-361.10-00	INTEREST	226,233	172,317	172,317	192,509
610-0000-361.20-00	DIVIDENDS	401,285	398,083	398,083	394,007
610-0000-361.30-00	INC (DEC) IN FAIR VALUE OF INVEST	(649,412)	2,040,799	2,040,799	1,537,093
610-0000-367.00-00	GAIN/LOSS ON SALE OF INVESTMENTS	296,230	(19,686)	(19,686)	(78,989)
	TOTAL INTEREST AND OTHER EARNINGS	274,336	2,591,513	2,591,513	2,044,620
610-0000-368.00-00	EMPLOYER CONTRIBUTIONS	986,645	626,843	626,843	860,610
610-0000-368.02-00	EMPLOYEE CONTRIBUTIONS	166,913	206,081	206,081	225,291
610-0000-369.90-00	OTHER MISCELLANEOUS REVENUES	(1,066)	3,293	3,293	1,000
	TOTAL MISCELLANEOUS REVENUES	1,152,492	836,217	836,217	1,086,901
	TOTAL GENERAL EMPLOYEE PENSION FUND	**1,426,828**	**3,427,730**	**3,427,730**	**3,131,521**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL EMPLOYEE PENSION FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
610-0000-513.31-01	PROF SVCS MISC.	20,280	18,340	18,340	21,497
610-0000-513.31-02	LEGAL	15,364	12,319	12,319	16,286
610-0000-513.31-03	INVESTMENT COUNSEL	128,948	118,015	118,015	136,685
610-0000-513.34-01	CONTRACT SVCS MISC	14,337	18,919	18,919	15,197
610-0000-513.40-00	TRAVEL AND PER DIEM	-	-	-	-
610-0000-513.45-00	INSURANCE	5,529	5,529	5,529	5,695
610-0000-513.49-06	RETIREMENT CONTRB REFUNDED	17,267	15,702	15,702	15,702
610-0000-513.54-01	DUES AND SUBSCRIPTIONS	-	-	-	-
610-0000-513.54-02	SEMINARS AND COURSES	-	-	-	-
610-0000-518.36-00	PENSION BENEFITS	1,070,702	1,074,681	1,074,681	1,070,701
	TOTAL OPERATING EXPENDITURES	1,272,427	1,263,506	1,263,506	1,281,763
610-0000-599.99-99	CARRYFORWARD FUND BALANCE	154,401	2,164,224	2,164,224	1,849,759
	TOTAL OTHER USES	154,401	2,164,224	2,164,224	1,849,759
TOTAL GENERAL EMPLOYEE PENSION FUND		**1,426,828**	**3,427,730**	**3,427,730**	**3,131,522**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
620-0000-312.51-00	FIRE INSURANCE PREMIUM	209,852	217,287	232,111	296,447
620-0000-312.52-00	CASUALTY INS PREMIUM TAX	254,948	225,447	294,925	308,287
	TOTAL INTERGOVERNMENTAL	464,800	442,734	527,036	604,734
620-0000-361.10-00	INTEREST	252,325	189,283	189,283	219,088
620-0000-361.20-00	DIVIDENDS	710,253	581,235	581,235	1,166,188
620-0000-361.30-00	INCR / (DEC) ON FV OF INV	(217,555)	2,741,211	2,741,211	1,214,207
620-0000-367.00-00	GAIN/LOSS ON SALE OF INVESTMENTS	(108,942)	(44,095)	(44,095)	5,500
	TOTAL INTEREST AND OTHER EARNINGS	636,081	3,467,634	3,467,634	2,604,983
620-0000-368.01-00	EMPLOYER CONTRIBUTIONS	1,043,187	1,001,681	1,001,681	998,948
620-0000-368.02-00	EMPLOYEE CONTRIBUTIONS	242,213	250,519	250,519	278,369
620-0000-369.90-00	OTHER	2,473	1,937	1,937	2,500
	TOTAL MISCELLANEOUS REVENUES	1,287,873	1,254,137	1,254,137	1,279,817
	TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND	**2,388,754**	**5,164,505**	**5,248,807**	**4,489,534**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
620-0000-513.31-01	ACTUARIAL SERVICE	30,565	25,000	25,000	25,000
620-0000-513.31-02	LEGAL	6,352	10,000	10,000	10,000
620-0000-513.31-03	INVESTMENT COUNSEL	96,689	62,000	62,000	62,000
620-0000-513.34-01	CONTRACT SVCS MISC	26,465	10,000	10,000	5,000
620-0000-513.45-00	GENERAL INSURANCE	4,179	5,000	5,000	5,000
620-0000-513.49-06	RTRMT CONTRB REFUNDED	16,110	-	-	
620-0000-513.52-01	MISCELLANEOUS OPERATING	-	10,000	10,000	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	1,350	10,000	10,000	10,000
620-0000-518.36-00	PENSION BENEFITS	1,207,588	1,207,588	1,207,588	1,280,043
	TOTAL OPERATING EXPENDITURES	1,389,898	1,340,588	1,340,588	1,413,043
620-0000-599.99-99	CARRYFORWARD FUND BALANCE	998,856	3,823,917	3,908,219	3,076,490
	TOTAL OTHER USES	998,856	3,823,917	3,908,219	3,076,490
	TOTAL FIREFIGHTER'S & POLICE OFFICER'S PENSION FUND	**2,388,754**	**5,164,505**	**5,248,807**	**4,489,533**

CAPITAL IMPROVEMENTS AND DEBT

CAPITAL EXPENDITURES

—

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

—

DEBT OUTSTANDING

CAPITAL PROJECTS FUNDS

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

The Capital Projects Fund – Downtown Parking Garage

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
CAPITAL PROJECTS FUND - DOWNTOWN PARKING GARAGE REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
334-0213-381.00-00	INTER-FUND TRANSFER IN - 174	-	1,510,953	1,510,953	-
334-0213-381.02-00	INTER-FUND TRANSFER IN - 001	26,815	10,500	10,500	-
334-0213-381.06-00	INTER-FUND TRANSFER IN - 110	150,000	45,080	45,080	-
334-0213-381.12-00	INTER-FUND TRANSFER IN -120	-	1,390,000	1,390,000	-
334-0213-384.00-00	DEBT PROCEEDS	-	6,000,000	6,000,000	2,500,000
334-0213-399.99-99	USE OF FUND BALANCE	-	-	-	-
	TOTAL OTHER SOURCES	176,815	8,956,533	8,956,533	2,500,000
	TOTAL DOWNTOWN PARKING GARAGE FUND	**176,815**	**8,956,533**	**8,956,533**	**2,500,000**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
CAPITAL PROJECTS FUND - DOWNTOWN PARKING GARAGE EXPENDITURES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
334-0213-552.31-01	PROFESSIONAL SERVICES MISC	123,502	125,000	125,000	-
334-0213-552.31-04	ENGINEERING SERVICES	38,802	41,719	41,719	-
334-0213-552.34-01	OTHER CONTRACTUAL SERVICES MISC	-	10,000	10,000	-
	TOTAL OPERATING EXPENSE	162,304	176,719	176,719	-
334-0213-552.62-00	BUILDING	-	8,105,953	8,105,953	2,500,000
334-0213-552.63-00	IMPROVEMENT OTHER THAN BLDG	7,016	-	-	-
	TOTAL CAPITAL	7,016	8,105,953	8,105,953	2,500,000
334-0213-552.71-00	PRINCIPAL	-	352,261	352,261	-
334-0213-552.72-00	INTEREST	-	321,600	321,600	-
	TOTAL DEBT SERVICE	-	673,861	673,861	-
334-0213-599.99-99	TRANSFER TO FUND BALANCE	7,495	-	-	-
	TOTAL DOWNTOWN PARKING GARAGE FUND	**176,815**	**8,956,533**	**8,956,533**	**2,500,000**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
CAPITAL PROJECTS FUND - REVENUES

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
335-0213-384.00-00	DEBT PROCEEDS	-	-	-	2,400,000
335-0213-399.99-99	USE OF FUND BALANCE	-	-	-	-
	TOTAL OTHER SOURCES	-	-	-	2,400,000
TOTAL CAPITAL PROJECTS FUND		**-**	**-**	**-**	**2,400,000**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
CAPITAL PROJECTS FUND

		2015 ACTUAL	2016 ORIGINAL BUDGET	2016 AMENDED BUDGET	2017 ADOPTED BUDGET
335-0213-552.62-00	BUILDING	-	-	-	2,400,000
335-0213-552.63-00	IMPROVEMENT OTHER THAN BLDG	-	-	-	-
	TOTAL CAPITAL	-	-	-	2,400,000
334-0213-599.99-99	TRANSFER TO FUND BALANCE	-	-	-	-
TOTAL CAPITAL PROJECTS FUND		**-**	**-**	**-**	**2,400,000**

FY 2017 BUDGET
ADOPTED CAPITAL EXPENDITURES

		CATEGORY			
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	**TOTAL CAPITAL**
GENERAL FUND					
Economic Dev.	Wayfinding Signage	-	140,000	-	
IT	GPS Handheld Device (cost share - 3 Depts)	-	-	2,024	
	Digital Video Recorder	-	-	4,360	
	Network Switches Phase I	-	-	40,222	
Police - Sworn	Generator *	40,000	-	-	
	Roof Repair - Evidence / Gym Building	25,000	-	-	
	Speed Radars (4)	-	-	12,800	
	Unmarked Vehicle Replacement	-	-	29,000	
	In-Car Video Systems (8)	-	-	32,800	
	Laptops (19)	-	-	58,425	
	Marked Vehicles (5) - Replacement	-	-	173,530	
Police - Communications	Roof - Communications Center	55,000	-	-	
Fire	Fire Admin Training Room - Cabinets	2,200	-	-	
	Fire Admin Building - Exterior Paint	7,000	-	-	
	Station 22 - Carpet Replacement	3,200	-	-	
	Station 24 - Shed A/C Units	2,800	-	-	
	Fire Admin Building - Transfer Switch	15,000	-	-	
	Station 22 - Concrete Apron Repair Phase II	-	22,000	-	
	LifePak 15 Upgrade	-	-	5,421	
	LifePak AEDs (4)	-	-	6,100	
	Multi-Purpose Training Equipment	-	-	17,985	
	Motorola radios (5)	-	-	25,505	
	Ambulance (R-24) Chassis Replacement	-	-	136,169	
Cemetery	Columbarium	-	13,200	-	
Streets	Dillard St Improvements - SR 50 to Plant St	-	1,050,000	-	
	Concrete Grinder	-	-	6,683	
	Kubota Mower	-	-	12,618	
	Tractor	-	-	57,800	
Facilities Maint.	Bury Downtown Outlets	-	20,000	-	

FY 2017 BUDGET
ADOPTED CAPITAL EXPENDITURES

		CATEGORY			
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	**TOTAL CAPITAL**
Fleet Maint.	Light and Heavy Shop - Heating	8,000	-	-	
	Fuel Island Pump Replacement	-	17,200	-	
	Wireless Access Points (2)	-	-	1,600	
	Laptops (2)	-	-	3,600	
	Wheel Balancer	-	-	6,500	
Parks	Basketball Courts - Resurfacing	-	10,115	-	
	Fountain UV Light Replacement	-	32,000	-	
	Newton Park Basin and Bridge Improvements	-	38,000	-	
	Braddock Park Field Renovation	-	50,000	-	
	Braddock Park Fencing	-	28,500	-	
	Braddock Park Outfield Ball Stop Screening	-	12,964	-	
	Tucker Ranch Farm	-	60,000	-	
	Tucker Ranch Heritage Park	-	250,000		
	GPS Handheld Device (cost share - 3 Depts)	-	-	2,024	
	Utility Lift	-	-	10,630	
	Trash Receptacles (10) - Downtown	-	-	11,781	
	(6) Passenger 4X4 Utility Cart	-	-	15,214	
	Truck	-	-	26,973	
	Playground Equipment - Veterans Park	-	-	46,875	
Recreation	Jessie Brock Building - Exterior Paint	24,000	-	-	
	Jessie Brock Building - Roof Repairs	50,000	-	-	
	Bouler Pool Improvements	-	13,522	-	
	Farnsworth Pool House Demolition	-	23,000	-	
	Pool Vacuum - Bouler	-	-	3,440	
Heritage Museums	Rairoad Museum - Exterior Paint	15,000	-	-	
Engineering	Plotter - Scanner - Copier Machine	-	-	17,000	
Newton Park Fac.	Baby Changing Table	-	-	1,245	
	Banquet Refrigerator	-	-	1,999	
TOTAL - GENERAL FUND		**247,200**	**1,780,501**	**770,323**	**2,798,024**

COMMUNITY REDEVELOPMENT					
	Wayfinding Signage	-	60,000	-	
	East Winter Garden	-	100,000	-	
TOTAL - COMMUNITY REDEVELOPMENT		**-**	**160,000**	**-**	**160,000**

FY 2017 BUDGET
ADOPTED CAPITAL EXPENDITURES

		CATEGORY			
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	**TOTAL CAPITAL**
LOCAL OPTION GAS TAX FUND					
	Downtown Brick Pavers	-	30,000	-	
	Wintermere Harbor Wall 535/429	-	30,000	-	
	SR50 Crosswalk Restriping	-	50,000	-	
	Pavement Striping	-	50,000	-	
	Midget Pl - Surprise to Palm	-	47,300	-	
	N. Main Street - Plant to Newell	-	22,250	-	
	S. Highland - Smith to Maple	-	21,163	-	
	S. Highland - Smith to Tremaine	-	21,163	-	
	Palm Dr - Regal to Division	-	94,600	-	
	Stoneybrook West Py Resurfacing	-	600,000	-	
TOTAL - LOCAL OPTION GAS TAX FUND		**-**	**966,476**	**-**	**966,476**
GENERAL IMPACT FEE FUND					
Police	Equipment for 2 new Police Officers	-	-	124,124	
Roads	Stoneybrook Roundabout	-	250,000	-	
Roads	CR 535 Six-Laning / SBW Parkway	-	2,500,000	-	
Roads	E Crown Point (Plant to Crown Pt. Cross) (*design only)*	-	178,434		
TOTAL - GENERAL IMPACT FEE FUND		**-**	**2,928,434**	**124,124**	**3,052,558**
UTILITIES FUND					
Administration	GPS Handheld Device (cost share - 3 Depts)	-	-	2,024	
Water	Remove Water Tank	50,000	-	-	
	Marsh Rd Potable and Reuse Tanks	-	4,400,000	-	
	SCADA Radio System	-	-	30,000	
	Utility Truck	-	-	39,319	
	Bleach Skids (2)	-	-	44,450	
	Variable Frequency Drives (4)	-	-	69,813	
Wastewater	Waste Pumps (2)	-	-	11,720	
	Polymer Pump Skid	-	-	14,770	
	Aerator	-	-	16,823	
	SCADA Radio System	-	-	22,932	
	Effluent Pumps (2)	-	-	28,868	
	WWTP Aeration Upgrade	-	-	94,200	

FY 2017 BUDGET
ADOPTED CAPITAL EXPENDITURES

		CATEGORY			
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	**TOTAL CAPITAL**
Distribution	Heavy Duty Tandem Trailer	-	-	7,153	
	Mini Excavator (Cost-Share Collection)	-	-	18,683	
	Digital Locate System for Directional Drill	-	-	19,074	
	Skid Steer Loader (Cost-Share Collection)	-	-	22,209	
	Forklift (Cost-Share Collection)	-	-	35,239	
	Utility Truck	-	-	39,584	
Collection	Mini Excavator (Cost-Share Distribution)	-	-	18,683	
	Skid Steer Loader (Cost-Share Distribution)	-	-	22,209	
	Forklift (Cost-Share Distribution)	-	-	35,239	
	Vactor Truck	-	-	429,977	
TOTAL - UTILITIES FUND		**50,000**	**4,400,000**	**1,022,969**	**5,472,969**
UTILITIES IMPACT FEE FUND					
Wastewater	Crest Av WWTP Expansion Design	-	300,000	-	
Distribution	Midget Pl - Surprise to Palm	-	8,700	-	
	N. Main Street - Plant to Newell	-	3,000	-	
	S. Highland - Smith to Maple	-	4,250	-	
	S. Highland - Smith to Tremaine	-	4,500	-	
	Palm Dr - Regal to Division	-	20,100	-	
	2" Water Main Upgrades	-	200,000	-	
	Windward Cay Reuse Main Ext / Retrofit	-	288,000	-	
	Reclaim and Reuse Projects	-	3,360,000	-	
Collection	Lift Station #41 Upgrades	-	500,000	-	
TOTAL - UTILITIES IMPACT FEE FUND		**-**	**4,688,550**	**-**	**4,688,550**
UTILITIES RENEWAL & REPLACEMENT FUND					
Distribution	E. Crown Point (Plant to Crown Pt Cross Rd)	-	2,250	-	
	Dillard St Improvements - SR 50 to Plant St	-	500,000	-	
Collection	Midget Pl - Surprise to Palm	-	12,200	-	
	N. Main Street - Plant to Newell	-	6,100	-	
	S. Highland - Smith to Maple	-	4,460	-	
	S. Highland - Smith to Tremaine	-	4,500	-	
	Palm Dr - Regal to Division	-	22,800	-	
	E. Crown Point (Plant to Crown Pt Cross Rd)	-	2,250	-	
	Gravity Sewer Rehabilitation	-	200,000	-	
	Dillard St Improvements - SR 50 to Plant St	-	500,000	-	
TOTAL - UTILITIES RENEWAL & REPLACEMENT FUND		**-**	**1,254,560**	**-**	**1,254,560**

FY 2017 BUDGET
ADOPTED CAPITAL EXPENDITURES

	CATEGORY			
	BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	**TOTAL CAPITAL**
STORMWATER FUND				
Midget Pl - Surprise to Palm	-	10,750	-	
N. Main Street - Plant to Newell	-	3,400	-	
S. Highland - Smith to Maple	-	10,300	-	
S. Highland - Smith to Tremaine	-	10,300	-	
Palm Dr - Regal to Division	-	18,600	-	
Stormwater R&R Improvements	-	50,000	-	
Stormwater Pollution Control Boxes	-	74,500	-	
Replace Downtown Stormwater Drains	-	100,000	-	
Dillard St Improvements - SR 50 to Plant St	-	500,000	-	
TOTAL - STORMWATER FUND	**-**	**777,850**	**-**	**777,850**
SOLID WASTE FUND				
Automated Side Load (ASL) trucks (qty 2)	-	-	565,102	
Replacement Grapple Truck (Ford F750)	-	-	118,872	
TOTAL - SOLID WASTE FUND	**-**	**-**	**683,974**	**683,974**
TRAILER CITY FUND				
Office Renovations	67,000	-	-	
Orange Dr. Laundry/Bathroom Renovations	45,000	-	-	
Laurel St. Laundry/Bathroom Renovations	85,000	-	-	
Upgrade City Owned Lots	-	4,000	-	
TOTAL - TRAILER CITY FUND	**197,000**	**4,000**	**-**	**201,000**
TOTAL PROPOSED CAPITAL EXPENDITURES	**494,200**	**16,960,371**	**2,601,390**	**20,055,961**

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Wayfinding Signage	Economic Development Community Redevelopment	$ 140,000 60,000
Description: Placement of signs to help residents and visitors find specific City sites and locations. Impact on operating budgets: Minor		
GPS Handheld Device	Information Systems	$ 6,072
Description: Global positioning device for locating City property. Cost shared with two other depts. Impact on operating budgets: No Additional Impact		
Digital Video Recorder	Information Systems	$ 4,360
Description: Replacement DVR for enhanced picture quality for viewing security incidents. Impact on operating budgets: No Additional Impact		
Network Switches Phase I	Information Systems	$ 40,222
Description: Phase I of replacement of outdated network switches and connectors/tranceivers. Impact on operating budgets: No Additional Impact		
Generator	Police Department	$ 40,000
Description: Setting aside a portion of the future cost of a new generator. Impact on operating budgets: None this fiscal year		
Roof Repair	Police Department	$ 25,000
Description: Repair of roof over gym and evidence building at 110 Henderson St. Impact on operating budgets: Minor		
Speed Radars - Qty. 4	Police Department	$ 12,800
Description: Replacement of four speed radars used for speed enforcement. Impact on operating budgets: No Additional Impact		
In-Car Video Systems - Qty. 8	Police Department	$ 32,800
Description: Replacement of video systems used to record officers ' response to calls, traffic stops, and vehicle pursuits. Impact on operating budgets: No Additional Impact		
Laptops - Qty. 19	Police Department	$ 58,425
Description: Replacement portable laptop computers for officers to use in the field to write police reports, traffic crash reports and citations. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Vehicles - Qty. 6	Police Department	$ 202,530
Description: Five replacement marked and fully equipped police vehicle for patrol and emergency response and one replacement unmarked vehicles for use by detectives. Impact on operating budgets: No Additional Impact		
Roof Replacement	Police Communications	$ 55,000
Description: Replacement of the roof over the PD communications and Post Office building located at 235 W Plant Street. Impact on operating budgets: No Additional Impact		
Cabinetry - Fire Administration	Fire Department	$ 2,200
Description: Wall mounted storage cabinets for the Fire Administration training room. Impact on operating budgets: No impact		
Exterior paint - Fire Administration	Fire Department	$ 7,000
Description: Paint exterior of the Fire Administration building. Impact on operating budgets: No impact		
Carpet - Station 22	Fire Department	$ 3,200
Description: Replacement of carpet at Station 22. Impact on operating budgets: No Additional Impact		
Shed A/C units - Station 24	Fire Department	$ 2,800
Description: Ductless air conditioner units for two existing storage sheds at Station 24. Impact on operating budgets: No Additional Impact		
Network transfer switch	Fire Department	$ 15,000
Description: Installation of a transfer switch at the Fire Administration building. Impact on operating budgets: No Additional Impact		
Concrete Apron Repair	Fire Department	$ 22,000
Description: Repair of the concrete pad on the Fox Crest Blvd approach at Station 22. Impact on operating budgets: No impact		
LifePak 15 Upgrade	Fire Department	$ 5,421
Description: Upgrade LifePak 15 program to include carbon monoxide blood gas detection. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Lifepak AED Kits - Qty. 4	Fire Department	$ 6,100
Description: Replacement automatic electronic difibrillators with voice prompts. Impact on operating budgets: No Additional Impact		
Multi-Purpose Training Equip.	Fire Department	$ 17,985
Description: Equipment to assist firefighters with hands-on skills and rescue training. Impact on operating budgets: Minor		
Portable radios - Qty. 5	Fire Department	$ 25,505
Description: Replacement radios for command staff. Impact on operating budgets: No Additional Impact		
Ambulance Chassis	Fire Department	$ 136,169
Description: Replace the chassis on the Rescue 24 ambulance. Impact on operating budgets: No Additional Impact		
Columbarium	Cemetery	$ 13,200
Description: New columbarium to overlook Lake Roder to fill public need for more space. Impact on operating budgets: Minor		
Dillard St Improvments:	Streets	$ 1,050,000
SR 50 to Plant St	Utility Renewal/Replace	1,000,000
	Stormwater	500,000
Description: Major improvements to include traffic control improvements, and upgrades to the water line, sanitary sewer system and drainage.		
Concrete Grinder	Streets	$ 6,683
Description: Ten inch walk behind concrete grinder for repairing sidewalks. Impact on operating budgets: Minor		
Mower	Streets	$ 12,618
Description: Additional Kubota mower used to maintain right-of-ways. Impact on operating budgets: Minor		
Tractor	Streets	$ 57,800
Description: Replacement tractor mower for maintaining right-of-ways, retention ponds, and fields. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Bury Downtown Outlets	Facilities Maintenance	$ 20,000
Description: Concealment of downtown outlets. Impact on operating budgets: No impact		
Heater Replacement	Fleet Division	$ 8,000
Description: Install infrared gas heaters in both the light and heavy maintenance shops. Impact on operating budgets: Minor		
Fuel Island Pump Replacement	Fleet Division	$ 17,200
Description: Replacement of fuel pumps at Public Service fuel island. Impact on operating budgets: No Additional Impact		
Wireless Access Points (2)	Fleet Division	$ 1,600
Description: Installation of secured wireless access points at Fleet office/shop. Impact on operating budgets: No impact		
Laptops - Qty. 2	Fleet Division	$ 3,600
Description: Replacement laptop computers for use by staff. Impact on operating budgets: No Additional Impact		
Wheel Balancer	Fleet Division	$ 6,500
Description: Replacement of wheel balancer. Impact on operating budgets: No Additional Impact		
Basketball Courts - Resurfacing	Parks Department	$ 10,115
Description: Resurfacing of basketball courts at Zanders Park and Chapin Station. Impact on operating budgets: Minor		
Fountain UV Light Replacement	Parks Department	$ 32,000
Description: Replacement of aged UV lights at downtown interactive fountain. Impact on operating budgets: No Additional Impact		
Basin Bridge Improvements	Parks Department	$ 38,000
Description: Improvement repairs to be made to the boat basin bridges at Newton Park. Impact on operating budgets: No Additional Impact		
Braddock Park Field Renovation	Parks Department	$ 50,000
Description: Soccer field sod replacement and clay and sod replacement at softball fields. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Braddock Park Fencing	Parks Department	$ 28,500
Description: Installation of vinyl coated chain link fence to unfenced sides of soccer fields. Impact on operating budgets: Minor		
Tucker Ranch Farm	Parks Department	$ 60,000
Description: Cultivate portion of Tucker Ranch land for farm use. Impact on operating budgets: Minor		
Tucker Ranch Heritage Park	Parks Department	$ 250,000
Description: Continued work on trail routes and kayak/canoe launch. Impact on operating budgets: Minor		
Utility Lift	Parks Department	$ 10,630
Description: Replacement lift for utility cart for use on repairs in high locations. Impact on operating budgets: No Additional Impact		
Trash Receptacles - Qty.10	Parks Department	$ 11,781
Description: Replacement trash receptacles on Plant Street. Impact on operating budgets: No Additional Impact		
Utility Cart	Parks Department	$ 15,214
Description: Six passenger cart for personnel and equipment transportation at Tucker Ranch. Impact on operating budgets: Minor		
Truck	Parks Department	$ 26,973
Description: Replacement truck for use by Parks Supervisor. Impact on operating budgets: No Additional Impact		
Playground Equipment	Parks Department	$ 46,875
Description: Replacement playground equipment at Veterans Park. Impact on operating budgets: No Additional Impact		
Exterior paint - JBCC	Recreation	$ 24,000
Description: Paint exterior of the Jessie Brock Community Center building. Impact on operating budgets: No impact		
Roof Repair	Recreation	$ 50,000
Description: Repair of roof at the Jessie Brock Community Center. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Bouler Pool Improvements	Recreation	$ 13,522
Description: Repairs to Boulder Pool equipment located at Zanders Park. Impact on operating budgets: No Additional Impact		
Farnsworth Pool House Demolition	Recreation	$ 23,000
Description: Demolish pool house and restore site. Impact on operating budgets: No impact		
Pool Vacuum - Bouler	Recreation	$ 3,440
Description: Replace manual vacuum at Boulder Pool. Impact on operating budgets: No Additional Impact		
Exterior paint - Railroad Museum	Heritage Museum	$ 15,000
Description: Paint exterior of the Railroad Museum building on Boyd Street. Impact on operating budgets: No impact		
Baby Changing Table	Newton Park Facilities	$ 1,245
Description: Install baby changing table in Tanner Hall Men's restroom. Impact on operating budgets: Minor		
Banquet Refrigerator	Newton Park Facilities	$ 1,999
Description: Replacement refrigerator at Tanner Hall. Impact on operating budgets: No Additional Impact		
Plotter/Scanner/Copier Machine	Engineering	$ 17,000
Description: Large format copier, scanner, plotter. Impact on operating budgets: Minor		
East Winter Garden	Community Redevelopment	$ 100,000
Description: Housing improvements to East Winter Garden community in Zone 1. Impact on operating budgets: No impact		
Downtown Brick Pavers	Local Option Gas Tax Fund	$ 30,000
Description: Repair two street blocks of brick pavers downtown. Impact on operating budgets: No Additional Impact		
Wintermere Harbor Wall	Local Option Gas Tax Fund	$ 30,000
Description: Construction of wall at Wintermere Harbor subdivision on C.R. 535. Impact on operating budgets: Minor		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
SR50 Crosswalk Restriping	Local Option Gas Tax Fund	$ 50,000
Description: Restriping of the crosswalk intersections along S.R. 50 Impact on operating budgets: No impact		
Pavement Striping	Local Option Gas Tax Fund	$ 50,000
Description: Restriping of the pavement markings on various streets throughout the City. Impact on operating budgets: No Additional Impact		
Midget Place - Surprise to Palm	Local Option Gas Tax Fund Utility Impact Fees Utility Renewal/Replace Stormwater	$ 47,300 8,700 12,200 10,750
Description: Design costs for Midget Pl improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact		
N Main St - Plant to Newll	Local Option Gas Tax Fund Utility Impact Fees Utility Renewal/Replace Stormwater	$ 22,250 3,000 6,100 3,400
Description: Design costs for Main St improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact		
S. Highland - Smith to Maple	Local Option Gas Tax Fund Utility Impact Fees Utility Renewal/Replace Stormwater	$ 21,163 4,250 4,460 10,300
Description: Design costs for Highland Av improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact		
S. Highland - Smith to Tremaine	Local Option Gas Tax Fund Utility Impact Fees Utility Renewal/Replace Stormwater	$ 21,163 4,500 4,500 10,300
Description: Design costs for Highland Av improvements to include brick paving, curbs, sidewalks, and also upgrades to the drainage, sanitary sewer and waterlines. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Palm Dr - Regal to Division	Local Option Gas Tax Fund Utility Impact Fees Utility Renewal/Replace Stormwater	$ 94,600 20,100 22,800 18,600
Description: Design phase: brick paving plus drainage, water line and sanitary sewer upgrades. Impact on operating budgets: No Additional Impact		
Stoneybrook West Parkway	Local Option Gas Tax Fund	$ 600,000
Description: Resurface Stoneybrook West Parkway from Avalon Rd to Windermere Rd. Impact on operating budgets: No Additional Impact		
New Officer Vehicles / Equipment	Police - Impact Fees	$ 124,124
Description: Police vehicles and equipment for two new officers. Impact on operating budgets: No Additional Impact		
Stoneybrook Roundabout	Trans. Impact Fees	$ 250,000
Description: Portion of costs for roundabout at Stoneybrook West Parkway and Windermere Rd. Impact on operating budgets: No Additional Impact		
E. Crown Point Road Improvements (Design)	Trans. Impact Fees Utility Renewal/Replace	$ 178,434 4,500
Description: Design of E. Crown Point Rd improvements, from Plant St to Crown Point Cross Rd, to include 3-lane section, curb, sidewalk, and possibly upgrades to other infrastructure. Impact on operating budgets: No Additional Impact		
C.R. 535 Six-laning at SBW Py	Trans. Impact Fees	$ 2,500,000
Description: Six-laning of C.R. 535 at Stoneybrook West Parkway and S.R.429. Impact on operating budgets: No Additional Impact		
Remove Water Tank	Utilities Fund	$ 50,000
Description: Removal of water tank on Palmetto Street. Impact on operating budgets: None		
Potable and Reuse Tanks	Utilities Fund	$ 4,400,000
Description: Addition of potable and reuse tanks at the corner of Marsh Road and Williams Road. Impact on operating budgets: Minor		
SCADA Radio System	Utilities Fund	$ 52,932
Description: Replacement equipment to allow site-to-site communication for monitoring data. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Trucks - Qty. 2	Utilities Fund	$ 78,800
Description: Replacement trucks for use by Water and Distribution staff. Impact on operating budgets: No Additional Impact		
Bleach Skids - Qty. 2	Utilities Fund	$ 44,450
Description: Replacement bleach skids for pumping chlorine at Fullers Cross WTP and Boyd St. Impact on operating budgets: No Additional Impact		
Variable Frequency Drives - Qty. 4	Utilities Fund	$ 69,813
Description: Replacement variable frequency drive pumps for maintaining water pressure and flow. Impact on operating budgets: Minor		
Waste Pumps - Qty. 2	Utilities Fund	$ 11,720
Description: Replacement waste pumps used to remove excess solids from the treatment process to allow optimal treatment of incoming wastewater. Impact on operating budgets: No Additional Impact		
Polymer Pump Skid	Utilities Fund	$ 14,770
Description: Replacement of polymer pump skid used for coagulation of sludge during dewatering. Impact on operating budgets: No Additional Impact		
Aerator	Utilities Fund	$ 16,823
Description: Replacement of aerator at Dreyfus industrial pretreatment facility. Impact on operating budgets: No Additional Impact		
Effluent Pumps - Qty. 2	Utilities Fund	$ 28,868
Description: Replacement equipment used to pump reuse water to storage facilities city-wide. Impact on operating budgets: No Additional Impact		
WWTP Aeration Upgrade	Utilities Fund	$ 94,200
Description: Upgrade of existing aeration equipment at WWTP to 40 train modern techonology. Impact on operating budgets: Minor		
Heavy Duty Tandem Trailer	Utilities Fund	$ 7,153
Description: Heavy duty equipment trailer to tow the mini excavator and other heavy equipment. Impact on operating budgets: Minor		
Digital Locate Drill System	Utilities Fund	$ 19,074
Description: Replacement digital locating system for guidance of directional drill. Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Mini Excavator	Utilities Fund	$ 37,366
Description: Additional mini excavator used for digging in tight spaces. Impact on operating budgets: Minor		
Skid Steer Loader	Utilities Fund	$ 44,418
Description: Additional skid steer loader used for making repairs in tight spaces. Impact on operating budgets: Minor		
Forklift	Utilities Fund	$ 70,478
Description: Replacement forklift for efficient moving of parts and supplies at the public works yard. Impact on operating budgets: No Additional Impact		
Vactor Truck	Utilities Fund	$ 429,977
Description: Replacement vactor truck for extracting water and debris at repair sites. Impact on operating budgets: No Additional Impact		
Crest Av WWTP Expansion	Utility Impact Fees	$ 300,000
Description: Design costs for work to expand the Crest Avenue wastewater treatment plant's capacity for the ultimate buildout of the City. Impact on operating budgets: No Impact		
2" Water Main Upgrades	Utility Impact Fees	$ 200,000
Description: Replacement of aged water mains with improved water mains that are sized for fire protection use. This project spans multiple fiscal years. Impact on operating budgets: No Additional Impact		
Windward Cay Reuse/Retrofit	Utility Impact Fees	$ 288,000
Description: Retrofit Windward Cay subdivision with reuse water mains to provide reuse water and irrigation for the residents. Impact on operating budgets: No Additional Impact		
Reclaim and Reuse Projects	Utility Impact Fees	$ 3,360,000
Description: Construction of two ponds to capture stormwater for treatment and ultimate use as a supplement to the City's existing reuse water system. Impact on operating budgets: Minor		
Lift Station #41 Upgrades	Utility Renewal/Replace	$ 500,000
Description: Construction to include panel and pump upgrades to Lift Station #41. Location: Hennis Rd Impact on operating budgets: No Additional Impact		

FY 2017 Capital Request
Descriptions and Detailed Information

Item/ Project	Department/ Division Responsible	Amount Budgeted
Gravity Sewer Rehabilitation	Utility Renewal/Replace	$ 200,000
Description: Rehabilitation of aging sewer infrastructure. This will be a re-occuring project. Specific location sites to be determined. Impact on operating budgets: No Additional Impact		
Downtown Stormwater Drains	Stormwater Fund	$ 100,000
Description: Replacement of downtown stormwater drains. Impact on operating budgets: No Additional Impact		
Stormwater Pollution Control	Utility Renewal/Replace	$ 74,500
Description: Design: installment of two pollution control boxes to separate outfalls to Lake Apopka. Locations: Valencia Shores and pipe between Trailer City and WWTP. Impact on operating budgets: Minor		
Grapple Truck	Solid Waste	$ 118,872
Description: Replacement grapple truck for loading waste items into waste collection trucks. Impact on operating budgets: No Additional Impact		
Side Load Trucks - Qty. 2	Solid Waste	$ 565,102
Description: Replacement trucks to improve waste collection service for residential customers. Impact on operating budgets: No Additional Impact		
Trailer City Lot Enhancement	Trailer City	$ 4,000
Description: Upgrades to City owned lots. Impact on operating budgets: No Additional Impact		
Laundry/Restroom Improvements	Trailer City	$ 130,000
Description: Renovation of laundry and restroom facilities at Orange Drive and Laurel Street. Impact on operating budgets: No Additional Impact		
Office Renovations	Trailer City	$ 67,000
Description: Improvements to be made to the office building at Trailer City. Impact on operating budgets: No Additional Impact		

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
ADOPTED MAJOR CAPITAL EXPENDITURES

PROJECT NAME	SOURCE FUND		2017	2018	2019	2020	2021	Totals
City Way-finding	GF	ECONOMIC DEV	140,000	-	-	-	-	140,000
Network Switches Phase I	GF	INFO SYS	40,222	-	-	-	-	40,222
Station Generator	GF	POLICE	40,000	40,000	-	-	-	80,000
Roof - Evidence / Gym Building	GF	POLICE	25,000	-	-	-	-	25,000
Roof - Communications Center	GF	POLICE	55,000	-	-	-	-	55,000
Ambulance Chassis Replacement	GF	FIRE	136,169	-	-	-	-	136,169
Fire Station 23 - Hennis Rd	GF	FIRE	-	150,000	1,200,000	-	-	1,350,000
Fire Engine - Station 24 (Palmetto)	GF	FIRE	-	572,980	-	-	-	572,980
Tractor	GF	STREETS	57,800	-	-	-	-	57,800
Dillard St Improvements - SR 50 to Plant St	GF	STREETS	1,050,000	4,100,000	5,000,000	-	-	10,150,000
Downtown Fountain Restoration	GF	FACILITIES	-	302,500	-	-	-	302,500
Jessie Brock Community Ctr Roof Repair	GF	RECREATION	50,000	-	-	-	-	50,000
Newton Park Basin and Bridge Improvements	GF	PARKS AND LAND	38,000	-	-	-	-	38,000
Braddock Park Field Renovation	GF	PARKS AND LAND	50,000	-	-	-	-	50,000
Braddock Park Fencing	GF	PARKS AND LAND	28,500	28,500	-	-	-	57,000
Veterans Park Playground Equipment	GF	PARKS AND LAND	46,875	-	-	-	-	46,875
Tucker Ranch Farm	GF	PARKS AND LAND	60,000	-	-	-	-	60,000
Tucker Ranch Heritage Park	GF	PARKS AND LAND	250,000	1,000,000	-	-	-	1,250,000
General Fund Total			**2,067,566**	**6,193,980**	**6,200,000**	**-**	**-**	**14,461,546**
City Way-finding	CRA	CRA	60,000	-	-	-	-	60,000
East Winter Garden	CRA	CRA	100,000	-	-	-	-	100,000
CRA Fund Total			**160,000**	**-**	**-**	**-**	**-**	**160,000**
Fire Station - Southwest	GIF	FIRE	-	2,000,000	-	-	-	2,000,000
Fire Engine - Southwest Station	GIF	FIRE	-	460,000	-	-	-	460,000
E Crown Pt Rd - Plant St to Crown Pt Cross	GIF	STREETS	178,434	1,189,560	-	-	-	1,367,994
Marsh Rd (545 to Hickory Hammock)	GIF	STREETS	-	1,000,000	3,250,000	-	-	4,250,000
General Impact Fee Fund Total			**178,434**	**4,649,560**	**3,250,000**	**-**	**-**	**8,077,994**
Downtown Brick Pavers	LOGT	STREETS	30,000	30,000	30,000	-	-	90,000
Midget Pl - Surprise to Palm	LOGT	STREETS	47,300	236,400	-	-	-	283,700
N. Main Street - Plant to Newell	LOGT	STREETS	22,250	148,250	-	-	-	170,500
S. Highland - Smith to Maple	LOGT	STREETS	21,163	141,100	-	-	-	162,263
S. Highland - Smith to Tremaine	LOGT	STREETS	21,163	141,100	-	-	-	162,263
Palm Dr - Regal to Division	LOGT	STREETS	94,600	473,000	-	-	-	567,600
Stoneybrook Roundabout	LOGT	STREETS	250,000	-	-	-	-	250,000
Stoneybrook Py Resurfacing	LOGT	STREETS	600,000	-	-	-	-	600,000
Pavement Striping	LOGT	STREETS	50,000	50,000	50,000	50,000	50,000	250,000
Local Option Gas Tax Total			**1,136,476**	**1,219,850**	**80,000**	**50,000**	**50,000**	**2,536,326**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
ADOPTED MAJOR CAPITAL EXPENDITURES

PROJECT NAME	SOURCE FUND		2017	2018	2019	2020	2021	Totals
Dillard St Improvements - SR 50 to Plant St	S	STORMWATER	500,000	500,000	-	-	-	1,000,000
S. Highland - Smith to Maple	S	STORMWATER	10,300	69,000	-	-	-	79,300
S. Highland - Smith to Tremaine	S	STORMWATER	10,300	69,000	-	-	-	79,300
N. Main Street - Plant to Newell	S	STORMWATER	3,400	22,850	-	-	-	26,250
Midget Pl - Surprise to Palm	S	STORMWATER	10,750	53,700	-	-	-	64,450
Palm Dr - Regal to Division	S	STORMWATER	18,600	92,900	-	-	-	111,500
Stormwater R&R Improvements	S	STORMWATER	50,000	50,000	50,000	50,000	50,000	250,000
Stormwater Pollution Control Boxes	S	STORMWATER	74,500	225,500	-	-	-	300,000
Lulu Creek	S	STORMWATER	-	-	1,500,000	-	-	1,500,000
Stormwater Line Upgrade - E Plant/9th St	S	STORMWATER	-	-	-	1,500,000	-	1,500,000
Stormwater Total			**677,850**	**1,082,950**	**1,550,000**	**1,550,000**	**50,000**	**4,910,800**
Automated Side-Load Trucks	SW	SOLID WASTE	565,102	565,102	565,102	565,102	565,102	2,825,510
Replacement Grapple Truck	SW	SOLID WASTE	118,872	-	-	-	-	118,872
Solid Waste Total			**118,872**	**-**	**-**	**-**	**-**	**118,872**
Marsh Rd Potable and Reuse Water Tanks	U-W	WATER	4,400,000	-	-	-	-	4,400,000
Skid Steer Loader (Cost-Share Collection)	U-W	DISTRIBUTION	22,209	-	-	-	-	22,209
Forklift (Cost-Share Collection)	U-W	DISTRIBUTION	35,239	-	-	-	-	35,239
Wintermere Harbour Reuse Main Ext. & Retro	U-W	DISTRIBUTION	-	324,000	-	-	-	324,000
Wintermere Pt. Reuse Main Ext. & Retrofit	U-W	DISTRIBUTION	-	1,224,000	-	-	-	1,224,000
Maple St Reuse Water Main Extension	U-W	DISTRIBUTION	-	-	1,300,000	-	-	1,300,000
Fullers Potable Well #7	U-W	DISTRIBUTION	-	-	90,000	1,200,000	-	1,290,000
Skid Steer Loader (Cost-Share Distribution)	U-WW	COLLECTION	22,209	-	-	-	-	22,209
Forklift (Cost-Share Distribution)	U-WW	COLLECTION	35,239	-	-	-	-	35,239
Vactor Truck	U-WW	COLLECTION	429,977	-	-	-	-	429,977
WWTP Aeration Upgrade - 40 Train	U-WW	WASTEWATER	94,200	-	-	-	-	94,200
WWTP Equalization Basin Cover	U-W	WASTEWATER	-	100,000	1,000,000	-	-	1,100,000
Utilities Total			**5,039,073**	**1,648,000**	**2,390,000**	**1,200,000**	**-**	**10,277,073**

CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
ADOPTED MAJOR CAPITAL EXPENDITURES

PROJECT NAME	SOURCE FUND		2017	2018	2019	2020	2021	Totals
2" Water Main Upgrades	UIF-W	DISTRIBUTION	200,000	200,000	200,000	-	-	600,000
Midget Pl - Surprise to Palm	UIF-W	DISTRIBUTION	8,700	43,400	-	-	-	52,100
N. Main Street - Plant to Newell	UIF-W	DISTRIBUTION	3,000	19,750	-	-	-	22,750
S. Highland - Smith to Maple	UIF-W	DISTRIBUTION	4,250	28,175	-	-	-	32,425
S. Highland - Smith to Tremaine	UIF-W	DISTRIBUTION	4,500	28,175	-	-	-	32,675
Windward Cay Reuse Main Ext. & Retrofit	UIF-W	DISTRIBUTION	288,000	-	-	-	-	288,000
Westfield Retrofit Phases 1 & 2	UIF-W	DISTRIBUTION	-	500,000	500,000	-	-	1,000,000
Palm Dr - Regal to Division	U-WW	COLLECTION	20,100	100,650	-	-	-	120,750
Lift Station #41 Upgrades	U-WW	COLLECTION	500,000	-	-	-	-	500,000
Crest Avenue WWTP Expansion	UIF-WW	WASTEWATER	300,000	1,700,000	500,000	-	-	2,500,000
Reclaimed Water PH 3	UIF-WW	WASTEWATER	-	200,000	2,700,000	-	-	2,900,000
Dreyfus Flow Improvements	UIF-WW	WASTEWATER	-	-	1,200,000	-	-	1,200,000
Utility Impact Fee Total			**1,328,550**	**2,820,150**	**5,100,000**	**-**	**-**	**9,248,700**
Dillard St Improvements - SR 50 to Plant St	URR-W	DISTRIBUTION	500,000	500,000	-	-	-	1,000,000
E Crown Pt Rd - Plant St to Crown Pt Cross	URR-W	DISTRIBUTION	2,250	15,000	-	-	-	17,250
E Crown Pt Rd - Plant St to Crown Pt Cross	URR-WW	COLLECTION	2,250	15,000	-	-	-	17,250
Dillard St Improvements - SR 50 to Plant St	URR-WW	COLLECTION	500,000	500,000	-	-	-	1,000,000
Gravity Sewer Rehabilitation	URR-WW	COLLECTION	200,000	200,000	200,000	-	-	600,000
Midget Pl - Surprise to Palm	URR-WW	COLLECTION	12,200	61,000	-	-	-	73,200
N. Main Street - Plant to Newell	URR-WW	COLLECTION	6,100	40,650	-	-	-	46,750
Palm Dr - Regal to Division	URR-WW	COLLECTION	22,800	114,100	-	-	-	136,900
S. Highland - Smith to Maple	URR-WW	COLLECTION	4,460	29,750	-	-	-	34,210
S. Highland - Smith to Tremaine	URR-WW	COLLECTION	4,500	29,750	-	-	-	34,250
Utility Renewal and Replacement Total			**1,254,560**	**1,505,250**	**200,000**	**-**	**-**	**2,959,810**
Office Renovations	TC	TRAILER CITY	67,000	-	-	-		67,000
Orange Dr. Laundry/Bathroom Renovations	TC	TRAILER CITY	45,000	-	-	-		45,000
Laurel St. Laundry/Bathroom Renovations	TC	TRAILER CITY	85,000	-	-	-		85,000
Upgrade City Owned Lots	TC	TRAILER CITY	4,000	-	-	-		4,000
Trailer City Total			**201,000**	**-**		**-**		**67,000**
Total			**12,162,381**	**19,119,740**	**18,770,000**	**2,800,000**	**100,000**	**52,818,121**

CITY OF WINTER GARDEN, FLORIDA
DEBT INFORMATION

Summary of Debt Outstanding

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

Debt Outstanding—Governmental Fund Types:	Amount Expected at October 1, 2016
Sales Tax Revenue Bonds, Series 2016A $10,000,000 principal due in annual installments of $325,000 to $660,000 through October 1, 2036; interest due in semi-annual installments of $8,184 to $146,082 through October 1, 2036; interest rate is fixed at 2.48%.	10,000,000
Sales Tax Revenue Bonds, Series 2016B $9,595,000; principal due in annual installments of $315,000 to $630,000 through October 1, 2036; interest due in semi-annual installments of $7,812 to $139,469 through October 1, 2036; interest rate is fixed at 2.48%.	9,595,000
Total Outstanding—Governmental Fund Types	$19,595,000

Debt Outstanding—Proprietary Fund Types	Amount Expected at October 1, 2016
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%	$ 523,293
2003 State Revolving Fund Loan $10,810,898; due in semi-annual principal and interest installments of $366,572 through July 15, 2024; Interest at 2.820%	5,217,910
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%	969,918
Total Outstanding—Proprietary Fund Types	$6,711,121

CITY OF WINTER GARDEN, FLORIDA
DEBT INFORMATION

Annual Requirements to Amortize Long-Term Debt by Fund

DEBT OUTSTANDING—GOVERNMENTAL FUND TYPES:

General Fund

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

Fiscal Year Ending	Principal	Interest	Total
2017	$ 325,000	$ 270,702	$ 595,702
2018	385,000	241,180	626,180
2019	400,000	231,632	631,632
2020-2036	8,890,000	2,151,772	11,041,772
	$10,000,000	$2,895,286	$12,895,286

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

Fiscal Year Ending	Principal	Interest	Total
2017	$ 315,000	$ 258,444	$ 573,444
2018	370,000	230,144	600,144
2019	380,000	220,968	600,968
2020-2036	8,530,000	2,053,071	10,583,071
	$9,595,000	$2,762,627	$12,357,627

CITY OF WINTER GARDEN, FLORIDA
DEBT INFORMATION

DEBT OUTSTANDING—PROPRIETARY FUND TYPES:

Utility Fund

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

Fiscal Year Ending	Principal	Interest	Total
2017	$ 58,105	$ 16,946	$ 75,051
2018	60,056	14,995	75,051
2019	62,072	12,978	75,050
2020-2024	343,060	32,194	375,254
	$523,293	$77,113	$600,406

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

Fiscal Year Ending	Principal	Interest	Total
2017	$ 590,130	$ 143,014	$ 733,143
2018	606,889	126,255	733,144
2019	624,124	109,020	733,144
2020-2024	3,396,767	268,950	3,665,717
	$5,217,910	$647,239	$5,865,149

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

Fiscal Year Ending	Principal	Interest	Total
2017	$ 110,288	$ 25,166	$ 135,454
2018	113,252	22,201	135,453
2019	116,296	19,157	135,453
2020-2024	630,082	47,184	677,266
	$ 969,918	$113,708	$1,083,626

SUPPLEMENTAL INFORMATION

PERSONNEL AUTHORIZATIONS

—

FULL TIME EQUIVALENT EMPLOYEES PER THOUSAND

—

GENERAL FUND UNRESERVED FUND BALANCE HISTORY

—

AD VALOREM REVENUE HISTORICAL COMPARISON

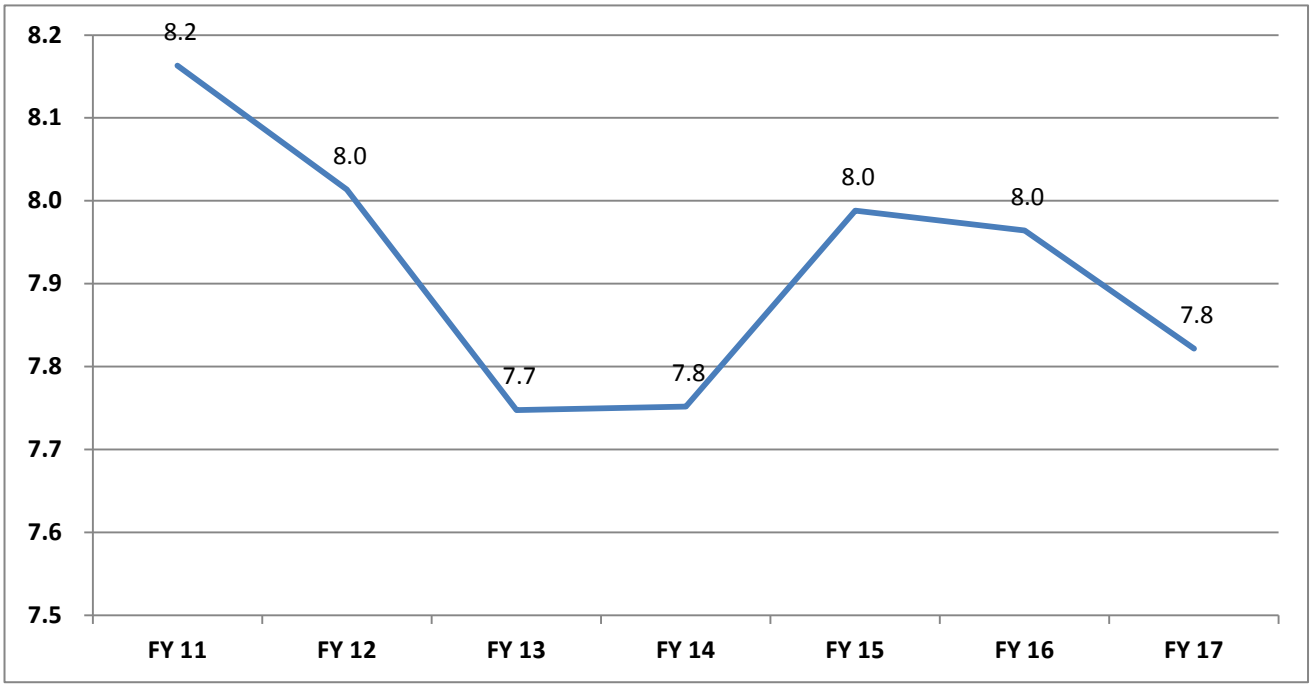
—

TAXABLE VALUE AND MILLAGE HISTORICAL COMPARISON

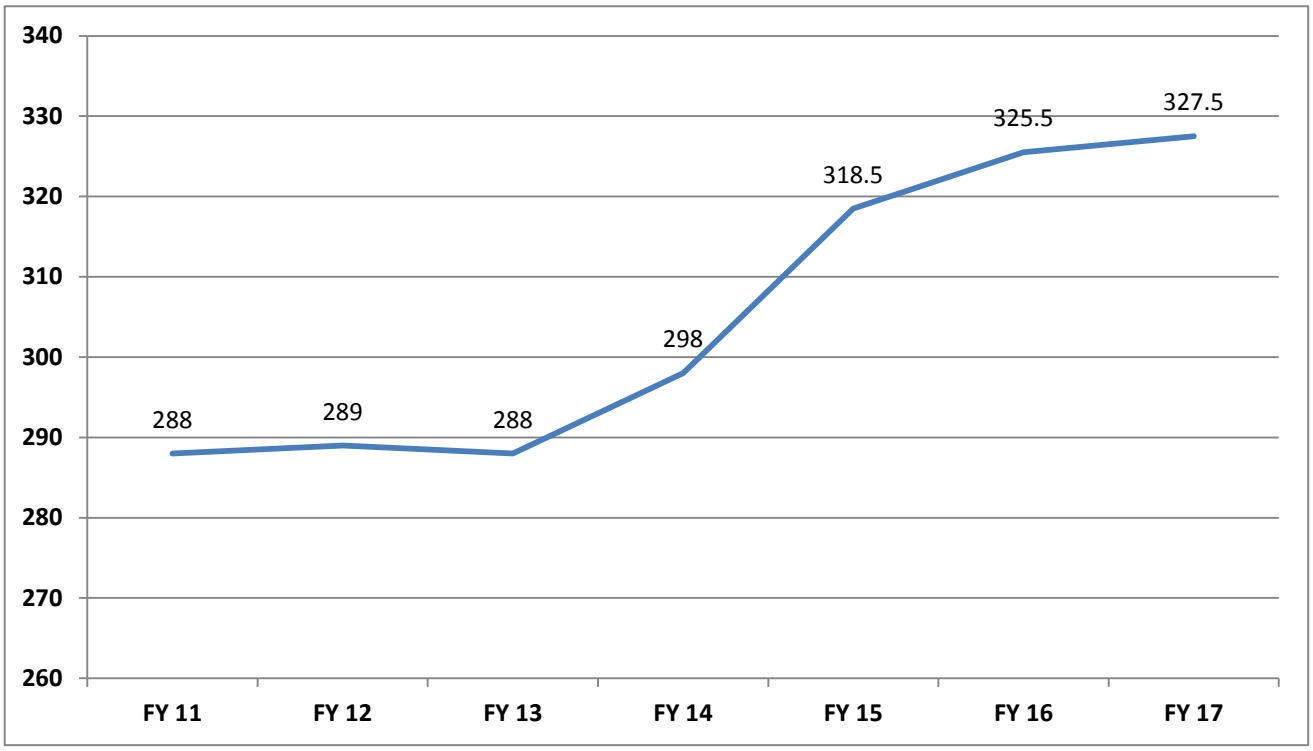
CITY OF WINTER GARDEN
Adopted FULL TIME EQUIVALENT
FISCAL YEAR 2016-2017

DEPARTMENT	FY12-13	FY13-14	FY14-15	FY15-16	Adopted FY16-17
GENERAL GOVERNMENT					
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	11	10	10	10	**10**
Information Systems	5	5	5	5	**5**
ADMINISTRATIVE SERVICES					
Human Resources	4	4	4	4	**4**
Facilities Management	6	6	6	6	**6**
Fleet Management	6	6	6	7	**7**
TOTAL GENERAL GOVERNMENT	**46.5**	**45.5**	**45.5**	**46.5**	**46.5**
PUBLIC SAFETY					
Police - sworn	71	75	79	83	**85**
Police - non-sworn	17	17	29	30	**30**
Police - non-sworn part-time	6	6	8	8	**8**
Fire	46	45	45	45	**45**
TOTAL PUBLIC SAFETY	**140**	**143**	**161**	**166**	**168**
COMMUNITY DEVELOPMENT					
Building - Inspection	4	6	7	7	**7**
Building - Code Enforcement	2	2	2	2	**2**
Planning - Administration	4	4	4	4	**4**
Building - Administration	6	6	6	7	**7**
TOTAL COMMUNITY DEVELOPMENT	**16**	**18**	**19**	**20**	**20**
PUBLIC SERVICES					
Administration	5	4	4	4	**4**
Streets	3	3	3	3	**3**
Cemetery	1	1	1	1	**1**
Sanitation	19	19	19	19	**18**
Stormwater	2	2	2	2	**2**
Environmental Services	3	3	3	3	**2**
Water	5	5	5	5	**5**
Wastewater	7	7	7	7	**7**
Distribution	9	12	12	12	**12**
Collection	12	15	15	15	**15**
TOTAL PUBLIC WORKS AND UTILITIES	**66**	**71**	**71**	**71**	**69**
ENGINEERING	**4**	**5**	**5**	**5**	**5**
PARKS and RECREATION					
Recreation	8	8	7	8	**8**
Recreation - part-time FTE	0.5	0.5	1	0	**0**
Parks	10	10	12	12	**12**
TOTAL PARKS/RECREATION	**18.5**	**18.5**	**20**	**20**	**20**
TOTAL PUBLIC SERVICES	**88.5**	**88.5**	**96**	**96**	**94**
TRAILER CITY	**2**	**2**	**2**	**2**	**2**
TOTALS (less Commission)	**288**	**298**	**318.5**	**325.5**	**325.5**

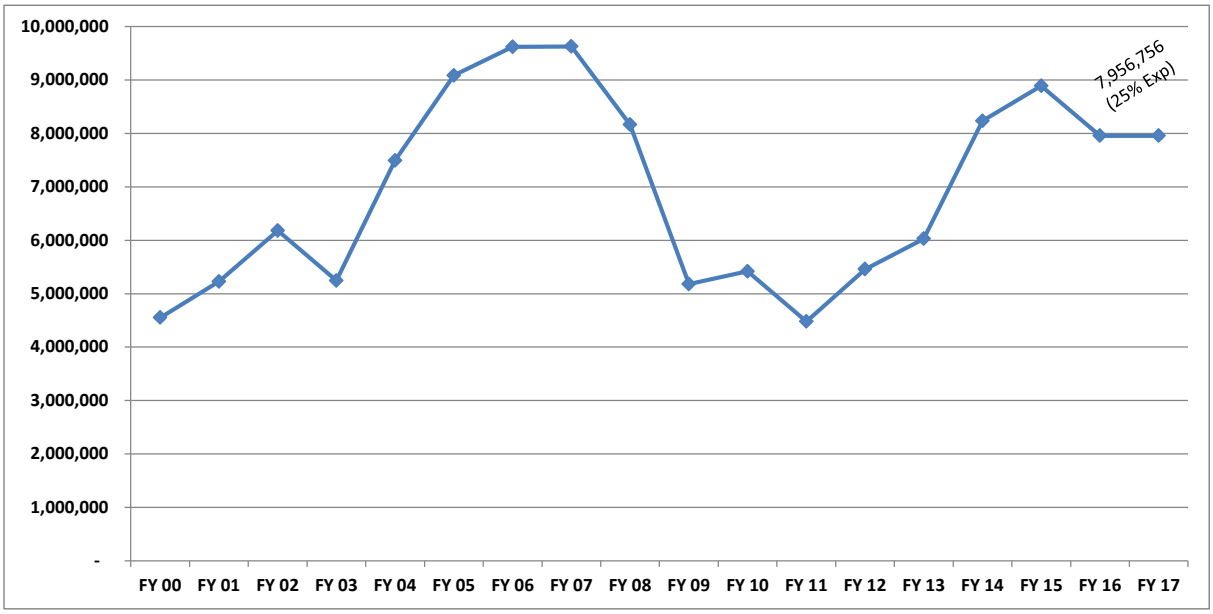
CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION

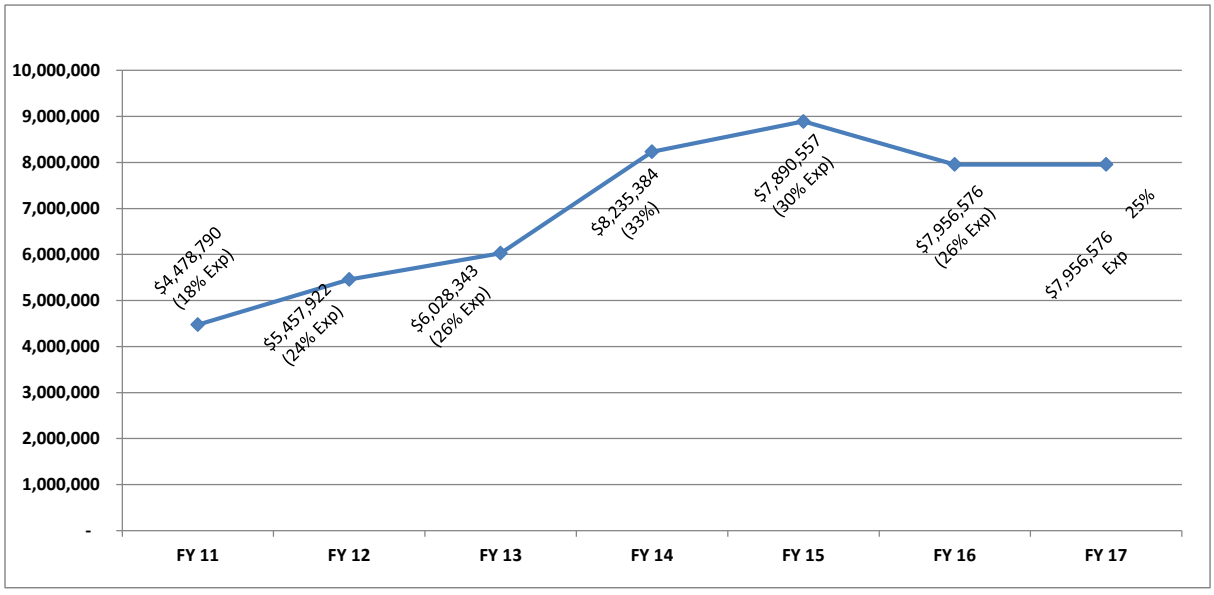


FULL-TIME EQUIVALENT EMPLOYEES



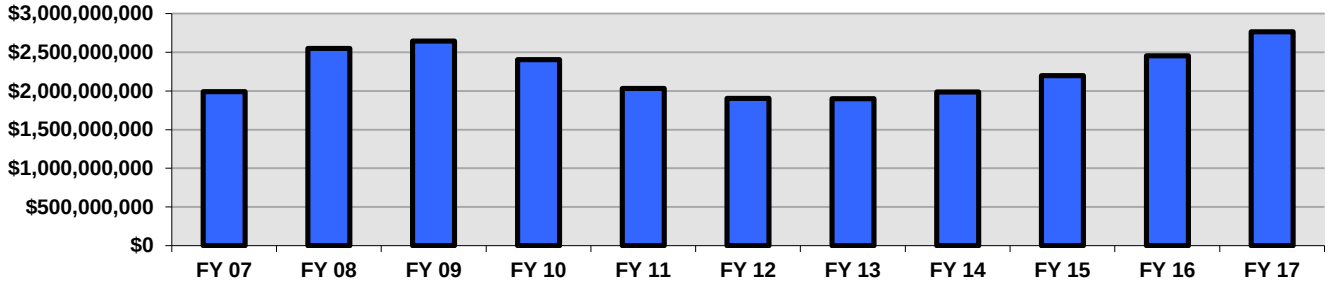
CITY OF WINTER GARDEN
FY 2016/2017 BUDGET
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND



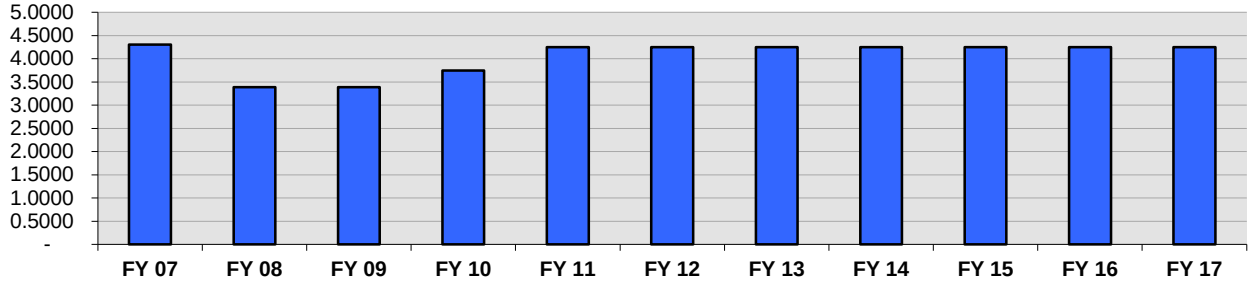


CITY OF WINTER GARDEN
AD VALOREM TAXES

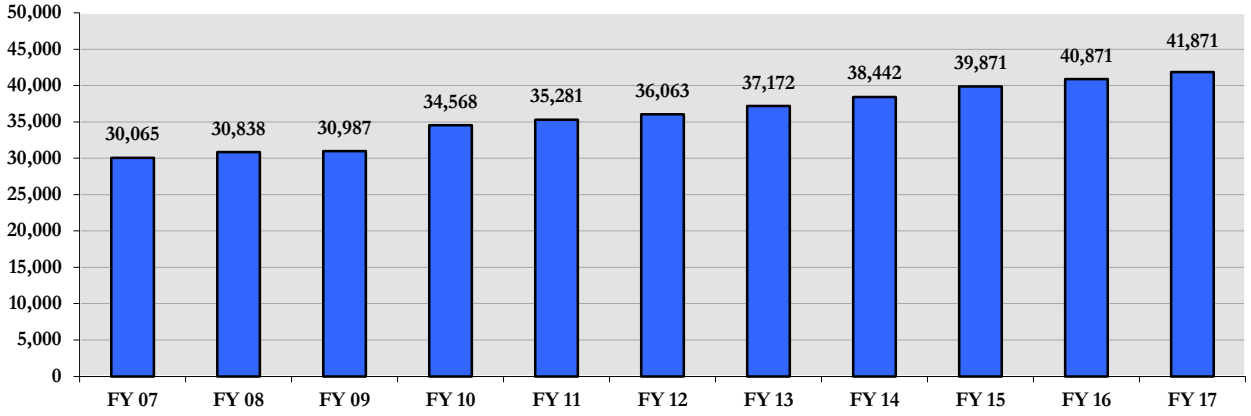
TOTAL ASSESSED VALUATION



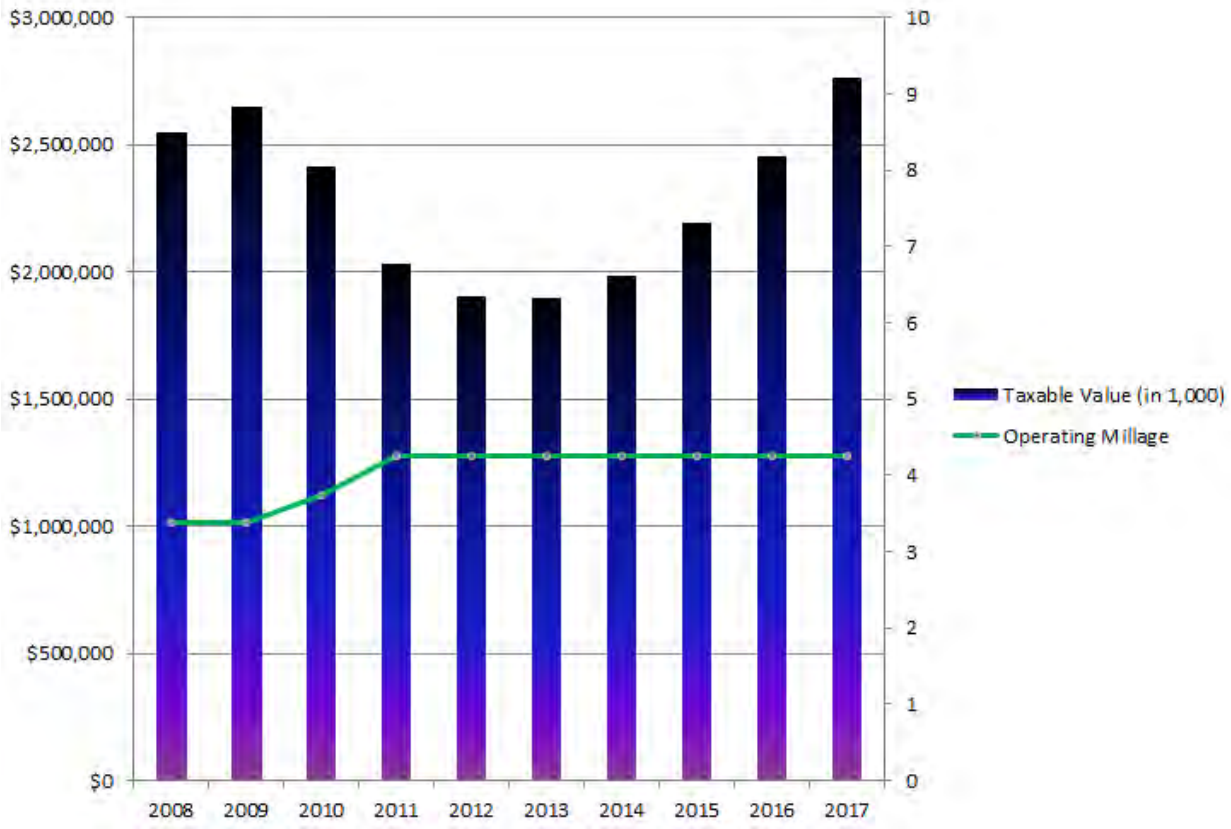
MILLAGE RATE



WINTER GARDEN POPULATION



TAXABLE VALUE AND OPERATING MILLAGE
FY2017 AND LAST NINE FISCAL YEARS



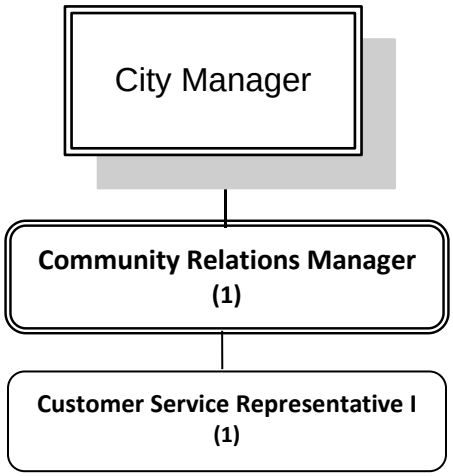
DETAILED BUSINESS PLANS

COMMUNITY RELATIONS DEPARTMENT
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Proactively engage the Winter Garden community to establish relationships between the City and its residents, businesses, governmental entities, and other stakeholders.	**CORE FUNCTIONS:** • Lead publicity initiatives with residents and businesses regarding City functions, services and programs • Direct marketing programs to enhance the public image of the City • City liaison with community groups, residents, governmental agencies, and the media
CHALLENGES: • Apathy towards local government • Difficulty in communicating effectively to various groups due to language and cultural barriers	**BUSINESS ASSUMPTIONS** • More information provided to citizens will increase their understanding of City functions • Knowledge of events in the City will lead to increased participation and attendance • Citizens want to experience a sense of community and to be a part of their community

Organizational Structure

FTE: 2



FY 2016-2017 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
Activley partner and engage with (K-12) local schools

Objective
- Continue to build and nurture partnerships with (K-12) local school administration and parent organizations through outreach programs.

Performance Indicator

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

Strategic Priority #3
Deliver Quality Services Equitably and Respectfully

Department Goal
Deliver excellent customer service 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*
Second Acknowledgement Response Rate (within 72 hrs.) *– % of requestors given timeframe and next step of actions by City staff within 72 hours*
% of Requests Resolved within Provided Timeframe *– % of requests accomplished within the expected timeframe*
% of Requests Resolved within 5 days *- % of requests that are closed under five 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 Receptioncalls 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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index	70%	70%	72%↑
Opportunities to Participate in Community Matter Satisfaction Index	74%	74%	76%↑
Sense of Community Satisfaction Index	81%	81%	83%↑
City Participation in Schools Satisfaction Rating	100%	100%	98%↑
Service Process Satisfaction Rating **	97.4%	94.5%	95%↑
Service Outcome Satisfaction Rating **	92.8%	91.1%	95%↑
% Satisfied with Resolution Timeframe **	96.5%	93.3%	100%↑
Employee Motivation and Productivity Satisfaction Rating	77.8%	66.7%	75%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time (in seconds)	:34	:23	:30↓
Average Talk Time (in seconds)	:31	:27	:31↓
Average Hold Time (in seconds)	:08	:06	:06↓
Call Abandonment Rate	12.7%	14.3%	10%↓
% of Calls Handled	87.3%	85.7%	90%↑
Initial Acknowledgement Response Rate (within 24 hrs.)	91.6%	92.1%	98%↑
Second Acknowledgement Response Rate (within 72 hrs.)	84.8%	94.3%	98%↑
% of Requests Resolved within Provided Timeframe	91.9%	94.1%	98%↑
% of Requests Resolved within 5 days	93%	96%	95%↑

** GovQA citizen survey on service request experience conducted monthly

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

ECONOMIC DEVELOPMENT DEPARTMENT

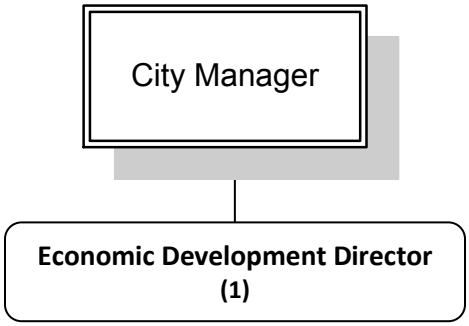
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
Promote a sustainable and thriving economy that maintains a prosperous business community that yields diverse job opportunities.	• Business Recruitment • Economic Gardening – Business Development, Technical Assistance & Partnerships • Downtown and Redevelopment • Business Marketing & Promotion • Strategic Partnerships

CHALLENGES:
• Recovering economic environment, including:
  ○ Tightened capital markets
  ○ Commercial Occupancy is 98% - No available space for new businesses
  ○ Housing market has rebounded
  ○ Modest business growth
  ○ Improved consumer confidence
  ○ Unemployment has dropped to 4%
	BUSINESS ASSUMPTIONS:
	• Growth expected within small to mid-sized businesses
	• Growth expected in health and wellness, manufacturing (agriculture/food), construction, digital and creative technology and retail sectors
	• Increasing tax revenues and job growth (3%)
	• Signs that growth is starting to slow down based on new business start-ups

Organizational Structure

FTE: 1



FY 2016-2017 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Encourage a Thriving Economy

Department Goal

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

Objective

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

Performance Indicators

Employment Opportunity Satisfaction Index – *Percentage of citizens who feel positive about employment opportunities in the city*
% Change in City Population – *Percentage change (increase/decrease) in current fiscal year's City population compared to prior year's City's population*
City Population – *Total annual count of residents living in Winter Garden*
City-wide 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 consdered unemployed*
# of Targeted Jobs Created – *Annual number of targeted (value added) new jobs added to the Winter Garden employment base as a result of economic development efforts, activities and programs*
# of Total Jobs Created – *Annual number of total new jobs added to the Winter Garden employment base (includes targeted value-added jobs)*
Targeted Jobs Created as % of Total Jobs – *Annual number of targeted (value added) new jobs added to the Winter Garden employment base compared to total Winter Garden jobs from the prior year (Source: US Census)*
Average Wage of Targeted Jobs Created – *Average annual wage of targeted (value added) new jobs created in Winter Garden from economic development efforts, activities and programs*
Average Wage of Total Jobs *– Average annual wage of employment throughout Orange County (Enterprise Florida/US Bureau of Labor Statistics)*
Annual % Change in Property Values *– Percentge change (increase/decrease) in current fiscal year's property values compared to prior year's property values in Winter Garden. (per Orange Couinty 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 througout Winter Garden.*
Average Purchase Price of a New Home (Single-Family) *– Annual aggregrate 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

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

Performance Indicators

# of Business Start-Ups & Expansions *– Number of new businesses and expansions annually throughout WG measured by Business Tax data*
% Change in Business Tax Receipts – *Percentage change in the annual proceeds collected relative to the City's business tax base (entities paying business taxes). Calculation:Current year's business tax receipts minus prior years's business tax receipts divided by prior year's total business tax receipts*
Annual Business Tax Receipts – *Annual proceeds of business taxes collected from local entities*
Commercial Construction $ Value *– 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

- Develop and execute a Downtown strategy to strengthen and enhance the District in order to maintain a downtown occupancy rate of **at least 95%** annually..

Performance Indicators

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Employment Opportunity Satisfaction Index	47%	47%	49%↑
OPERATIONAL INDICATORS			
City Population	39,871	41,606	43,000↑
% Change in City Population	3.7%	4.3%	3.6%↑
City-wide Commercial Occupancy Rate	98%	98%	98%↑
City Unemployment Rate	4.3%	4.0%	4.%↓
# of Targeted Jobs Created	260	135	150↑
# of Total Jobs Created	1,120	241	300↑
Targeted Jobs Created as % of Total Jobs	1.3%	.67%	.73%↑
Average Wage of Targeted Jobs Created	$51,153	$60,883	$62,000↑
Average Wage of Total Jobs	$44,427	$45,994	$47,000↑
Annual % Change in Property Values	10.7%	11.1%	13.2%↑
Total Annual Property Values	$2,199,295,739	$2,443,009,911	$2,764,323,509↑
% Change in Median Household Income	1.0%	-1.7%	.4%↑
Median Household Income	$59,747	$58,746	$59,000↑
Average Purchase Price of a New Home (Single-Family)	$353,237	$364,940	$375,000↑
# of Business Start-Ups & Expansions	397	340	360↑
% Change in Business Tax Receipts	9%	-10.8%	2.8%↑
Annual Business Tax Receipts	$229,132	204,322	$210,000↑

Commercial Construction $ Value	$62,776,785	$70,044,113	$74,250,000↑
Construction $ Value per Commercial Building Permit	$120,957	$153,269	$165,000↑
Residential Construction $ Value	$231,759,695	$242,650,726	$246,000,000↑
Construction $ Value per Residential Building Permit	$82,089	$78,528	$80,000↑
Downtown Commercial Occupancy Rate	99.5%	99.5%	100%↑
Downtown Lease Rates/Square Footage	$20.00	$22.00	$23.00↑

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

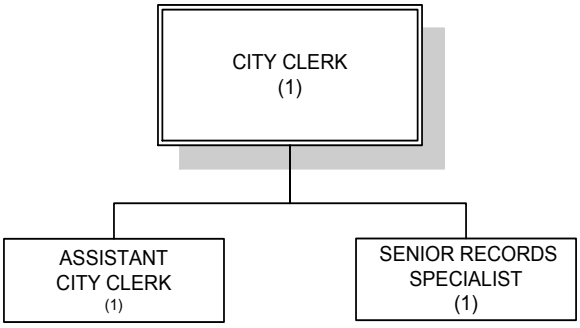
CITY CLERK'S DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
Ensure the integrity of the legislative process, municipal elections, administrative support, disseminated information and official public documents.	• Proceedings management office of the legislative body • Custodian of the city seal, all ordinances, resolutions, and records of general or permanent character pertaining to the affairs of the city • Administer oaths • Administration of municipal elections
CHALLENGES:	**BUSINESS ASSUMPTIONS:**
• Simultaneously receive multiple records requests • Greater than normal staff turnover could challenge response times to public records requests and completion of records projects • Electronic viruses corrupting record	• Monitoring of legislative statutory or administrative law actions related to records • Maintaining good partnerships with departments to reduce records request response times • Prompt notification by the City Attorney of impending litigation to ensure proper maintenance of the related records • Necessary tools available to properly maintain and secure the city's public records, both paper and electronic

Organizational Structure

FTE: 3



FY 2016-2017 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide requested records in the least amount of time as possible

Objective

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

Performance Indicator

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULT & TARGET

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
OPERATIONAL INDICATOR			
Percentage of Standard Requests Fulfilled within 10 Business Days	100%	75%	100%↑

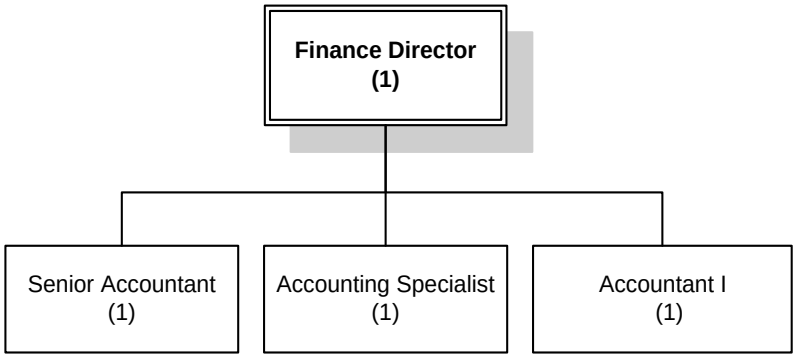
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

FINANCE DEPARTMENT
FISCAL MANAGEMENT
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Preserve financial wellness and the fiscal integrity of the City as well as facilitate accounting and procurement standards.	**CORE FUNCTIONS:** • Financial Management – Treasury, Management & Budgeting, Accounting & Controls • Payroll Administration • Accounts Payable & Accounts Receivable
CHALLENGES: • Unfavorable legislative changes • Economic instability of the state and nation • Declining availability of Federal and State funding	**BUSINESS ASSUMPTIONS:** • Favorable audited financial statements • Sufficient revenue will be available to maintain current service levels

Organizational Structure

FTE: 4



FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Provide Sound Fiscal Management

Department Goal
Submit balanced budget within appropriate parameters to maintain low tax rates

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

Performance Indicator

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

Strategic Priority #2

Deliver Quality Services Equitably & Respectfully

Department Goal

Deliver 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*

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	75%↑
Fiscal Management Overall Customer Service Satisfaction Rating *	90.1%	90.3%	92%↑
FINANCIAL INDICATOR			
Budget to Actual Variance (City Overall Financials) **	+5%	+11%	+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

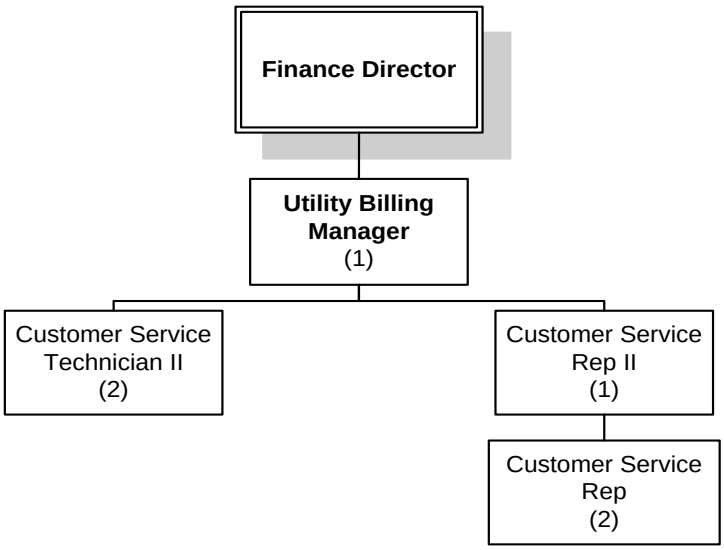
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

FINANCE DEPARTMENT
UTILITY BILLING
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
To provide exceptional customer service experience as well as ensure an efficient and effective billing process.	• Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation) • Meter Reading management Account Maintenance including set up, billing, cancellations, collections, and liens
CHALLENGES: • Economic pressures could adversely affect delinquencies and cut-offs • Perception of quality customer service could decline if current economic pressures continue	**BUSINESS ASSUMPTIONS:** • Stable staffing levels to effectively meet service demands

Organizational Structure

FTE: 6



FY 2016-2017 STRATEGIC PRIORITY, GOAL AND OBJECTIVE

Strategic Priority #1
Deliver Quality Services Equitably and Respectfully

Department Goal
Provide a responsive and consistent Utility Billing service experience

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

- Monitor and improve telephone customer service to achieve timely and satisfactory outcomes when handling all citizen service needs.

Performance Indicators

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

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

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

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

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

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

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index	77%	77%	79%↑
Overall Service Experience Satisfaction Rating	88.5%	91.1%	95%↑
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	85%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time (in seconds)	:51	:52	:55↓
Average Talk Time (in seconds)	:127	:122	:115↓
Average Hold Time (in seconds)	:102	:113	:90↓
Call Abandonment Rate	5.93%	5.45%	5.0%↓
% of Calls Handled	94.07%	94.55%	95.0%↑

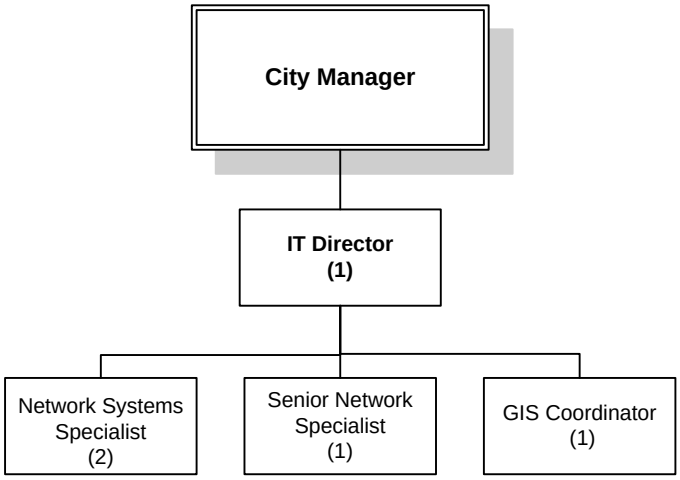
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

ADMINISTRATIVE SERVICES
INFORMATION TECHNOLOGY
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Provide timely and effective end-user support, focusing first on customer service, to ensure that all information and communication systems are secure, reliable and performing as expected.	**CORE FUNCTIONS:** • Integrate and support computer hardware, software, and voice technology • Provide quality Geographic Information Services • Support internal service requests
CHALLENGES: • Failure to receive information or requirements in a timely manner • Upfront costs of IT based solutions may not always be affordable • Aging equipment will require near-future attention	**BUSINESS ASSUMPTIONS:** • Current security setup will adequately guard data and overall network integrity • Call volumes will remain at a manageable level • Level of staff training will be adequate for any changes in technology

Organizational Structure

FTE: 5



FY 2016-2017 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.
- Plan and complete upgrades to City's phone system, network infrastructure, and e-mail platforms to ensure complete functionality and up-to-date technology for the City.

Performance Indicators

CISCO Phone System Uptime Rate *– Percentage of time the CISCO phone system is up, available and ready for use to enable customer service and overall operations*

Involuntary Abandonment Rate *– Percentage of time callers are involuntarily aborted or rejected by the City's phone system due to technical defect or failure (calls aborted = exception in the call workflow; calls rejected = a system resource capacity issues due to not enough port).*

% Uptime and Availability of Systems *– Percentage of time or occasions where the system network was available for productive use for all service areas and employees*

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
IT Overall Service Satisfaction Rating *	75.7%	91.2%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	75%↑
OPERATIONAL INDICATORS			
CISCO Phone System Uptime Rate	100%	99.9%	99.5%↑
Involuntary Abandonment Rate	.07%	.04%	0.05%↓
% Uptime and Availability of Systems	99.1%	99.9%	99.5%↑

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

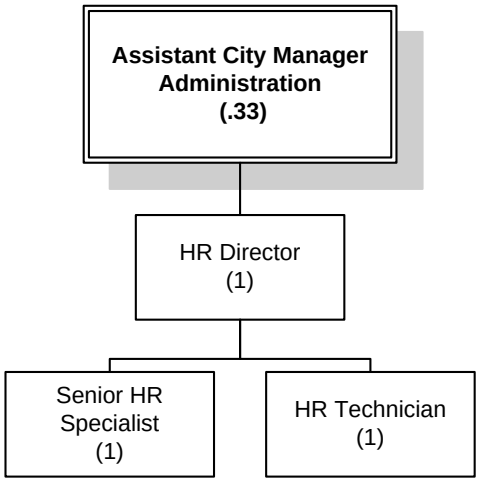
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

ADMINISTRATIVE SERVICES
HUMAN RESOURCES
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
To recruit, engage, develop, support, and retain a skilled, diverse workforce.	• Recruitment and Retention • Employee Support Services • Employee Organizational Development • Employee Relations • Risk Management
CHALLENGES: • Uncertainty of Healthcare Reform Impacts • Learning curve for new HR staff • Employee compliance with safety practices • 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	**BUSINESS ASSUMPTIONS:** • Employees will want to continue to learn and improve skills if given the opportunity • Will have the resources to continue employee training

Organizational Structure

FTE: 3.33



FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Recruit and Develop Top Talent

Department Goal
Recruit and select high quality candidates for all positions

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

Department Goal

Increase development opportunities for City employees

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*

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

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

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

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

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

Strategic Priority #3

Provide Sound Fiscal Management

Department Goal

Reduce healthcare costs to the City

Objective

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

Performance Indicators

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

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

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

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

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

Strategic Priority #4
Deliver Quality Services Equitably & Respectfully

Department Goal
Achieve a productive and safe workplace

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

Performance Indicators

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

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

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

Department Goal
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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	97.5%	99.3%	98.8%↑
HR On-Boarding Satisfaction Rating	98.3%	100%	99.8%↑
Department On-Boarding Satisfaction Rating	95.3%	98.3%	98%↑
Training Experience Satisfaction Rating	95%	N/A	98.5%↑
Career Development Leadership Effectiveness Satisfaction Index *	N/A	64.1%	75%↑

HR Overall Customer Service Satisfaction Rating *	88.9%	85.2%	90%↑
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	75%↑
FINANCIAL INDICATORS			
Internal Training Cost Per Employee	$74.47	$58.40	$60.00↑
External Training Cost Per Employee	$516.91	$1,268.00	$150.00↑
Net City Health Care Cost per Member	$3,485	$3,797	$4,187↓
Total City Health Care Cost per Member	$4,627	$4,954	$5,062↓
Net City Health Care Cost per Employee	$6,353	$7,500	$8,374↓
Total City Health Care Cost per Employee	$8,434	$9,785	$10,124↓
City Insurance Claims Ratio/Rate	76.6%	68%	80%↓
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position	47	111	150↓
Average Time to Fill Mid-Level Salaried Position	78	87	120↓
% of Salaried Positions filled within 120 Days	67%	67%	75%↑
Training Hours Per Supervisory Employee	14	72	30↑
Employee Absenteeism Ratio	.03	.04	.03↓
Sick Hours per FTE	44	32	≤ 40↓
Average Time Off per FTE	166	184	150↓
Days Lost Due to On-The-Job Injuries per FTE	.88	.95	.40↓
Citywide Lost Time Injury Rate	6.59	5.72	≤ 7↓
Citywide Lost Workday Due to Injury Rate per 100 Employees (days)	106	107	≤ 25↓

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

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

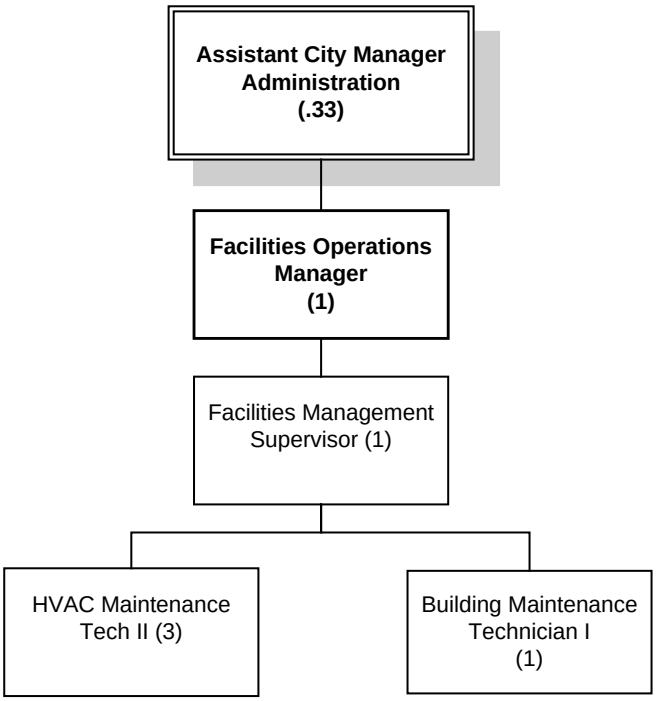
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

ADMINISTRATIVE SERVICES
FACILITIES MANAGEMENT
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.	**CORE FUNCTIONS:** • Maintenance of City facilities • Selection and management of products, contracts and vendors • Manage the City's sustainability program (also known as green initiatives)
CHALLENGES: • Cost of sustainability innovations • Staffing levels to adequately maintain facilities at desired service levels • Realizing higher than expected costs of maintaining facilities	**BUSINESS ASSUMPTIONS:** • Sufficient funding will be available for training, education, sustainability and maintenance

Organizational Structure

FTE: 6.33



FY 2016-2017 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 **95%**.

Performance Indicator

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

Department Goal
Ensure high quality janitorial services throughout the City

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

Performance Indicators

Janitorial Service Satisfaction Rating *– Percentage of employees who felt the overall quality of the janitorial service experience was either "satisfactory or outstanding" based on the City's annual Customer Service Survey*

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

Strategic Priority #2
Preserve the Natural Environment

Department Goal
Improve sustainability program to make the City more green-friendly

Objectives
- Through proactive green maintenance, achieve an energy consumption reduction of **20,000** kWh or **14.1** CO2e (Greenhouse Gases Reduced).

- Continue to support and deploy innovative electric vehicle (EV) sustainable ideas to achieve a carbon dioxide reduction of at least **1,460 GHG (kg)** through greater EV utilization City-wide.

Performance Indicators

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

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

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

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

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	89%	89.1%	95%↑
Janitorial Service Satisfaction Rating *	N/A	67%	75%↑
Employee Motivation and Productivity Satisfaction Rating *	78%	66.7%	75%↑
FINANCIAL INDICATOR			
Net Cost Savings from Energy Reductions **	$7,633	$6,676	$2,400↑
OPERATIONAL INDICATORS			
% Clean Janitorial Inspections	79%	84%	89%↑
Energy Consumption Reduction (kWh) **	63,609.84	56,308	20,000↑
Greenhouse Gases Reduced (CO2e) **	43.9	40.4	14.1↑
Carbon Dioxide Reduced (GHG kg) **	3,111	2,131	1,460↑

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

**The role of technological innovation has allowed the City to achieve large scale reductions in GHG's. Therefore, all future retrofits will be minimal due to this advanced technology.

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

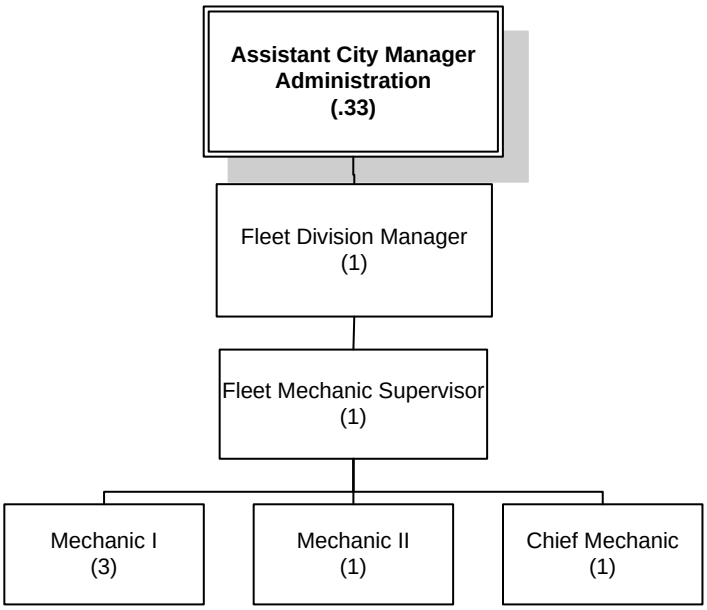
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

ADMINISTRATIVE SERVICES
FLEET MANAGEMENT
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: To efficiently maintain a safe and reliable fleet of City vehicles.	**CORE FUNCTIONS:** • Preventive maintenance and repairs of vehicles and equipment • Fleet management and replacement • Fuel management & Fuel management systems
CHALLENGES: • Increasing fleet size has out grown facilities and manpower • Increasing costs associated with maintaining an aging fleet • Skill level keeping pace with evolving technology	**BUSINESS ASSUMPTIONS:** • Adequate funding and resources are available • Vehicle replacement cycles will be increased

Organizational Structure

FTE: 7.33



FY 2016-2017 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.*

Average Fleet Availability *– Average percent of scheduled operating time a vehicle or equipment was available. Calculation: (Scheduled Operating Time [hours] - Time Out of Service [hours] / Scheduled Operating Time [hours]) X 100*

Average Fleet Vehicle Productivity (Fleet Utilization) *– Percentage of time a vehicle is used for in productive work. Calculation: (Actual productive service hours / Total scheduled service hours) X 100*

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating *	77.7%	66.7%	75%↑
Overall Fleet Management Satisfaction Rating *	85.7%	86.7%	88%↑
OPERATIONAL INDICATORS			
Overall Preventive Maintenance Adherence Rate	71%	81.9%	85%↑
Fire Dept. Preventive Maintenance Adherence Rate	73%	100.0%	100%↑
Police Dept. Preventive Maintenance Adherence Rate	86%	94.0%	95%↑
Solid Waste Preventive Maintenance Adherence Rate	61%	67.1%	75%↑
General Support Preventive Maintenance Adherence Rate	61%	69.4%	75%↑
Vehicle Cost per Mile	$.77	$1.05	$.80↓
Average Repair & PM Cost Per Fire Vehicle	$1,853	$2,096	$1,500↓
Average Repair & PM Cost Per Police Vehicle	$481	$666	$650↓
Average Repair & PM Cost Per Solid Waste Vehicle	$2,400	$5,337	$4,000↓
Average Repair & PM Cost Per Regular Vehicle	$501	$585	$450↓
Average Age of All Fleet Vehicles (years)	8.3	9	8.0↓
Average Age of Primary Fleet Vehicles (years)	N/A	8.5	6.0↓
Preventive vs. Corrective Maintenance Ratio	54.1%	12%	60%↑
Fleet Average Downtime Hours	23.93	18.93	25↓

Fleet Average PM Downtime Hours	8.2	8.11	8↓
Fleet Average Downtime Cost	$1,355	$1,087	$1,300↓
% Repeat Repairs/Failures	10.9%	3%	5%↓
Average Fleet Availability **	99%	99%	95%↑
Average Fleet Vehicle Productivity (Fleet Utilization) ***	90.3%	88%	90%↑
Fleet Assets-to-Mechanic Ratio	75.8	63.4	60↓
% of Repairs Outsourced	13.2%	19%	15%↓

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

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

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

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

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

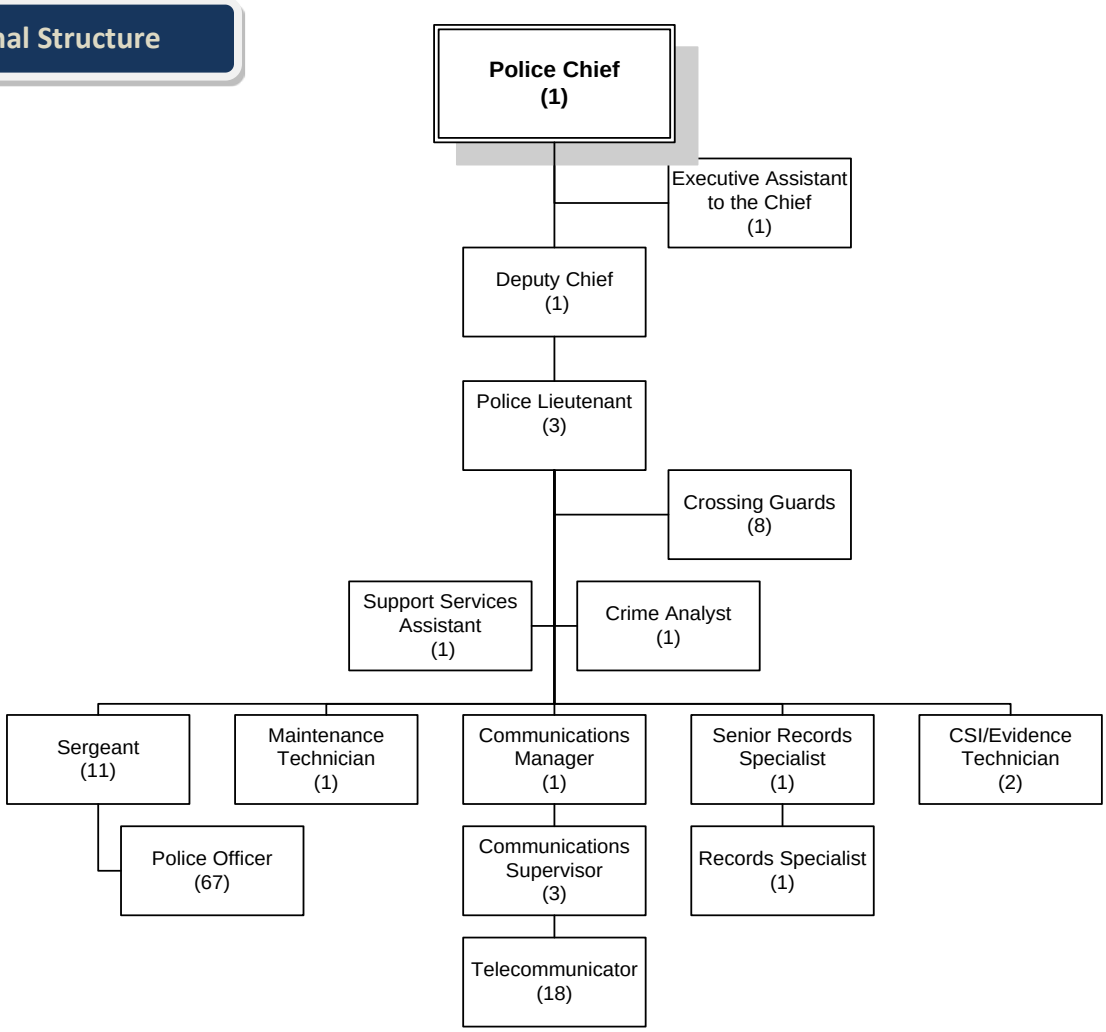
POLICE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

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 • Increasing staff to keep pace with the population growth • Finding/retaining qualified applicants • Outgrowing the current police department buildings	**BUSINESS ASSUMPTIONS:** • Citizens will respond favorably to outreach efforts • Economy will stabilize • Staffing levels will remain • Sufficient forfeiture revenue to support 'at risk youth' programs

Organizational Structure

FTE: 121



FY 2016-2017

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 to improve the perceived sense of 'safety from property crime index'.

Performance Indicators

Safety from Property Crimes Index *– Percentage of citizens as measured by survey who feel safe from property crimes (burglary, larceny, theft, motor vehicle theft)*
# of Property Crimes Reported *– Number of reported property crimes annually (burglary, larceny, theft, motor vehicle theft)*
Property Crime Clearance Rate *– % of property crimes solved (by an arrest or exceptional means) compared to total property crimes committed annually*
Property Crime Rate per 1,000 Residents *– Number of property crimes reported annually per 1,000 Winter Garden residents. Calculation: total # of property crimes for the year / (total city population/1,000)*

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

Performance Indicators

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

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

Performance Indicators

Crime Prevention Index – *Percentage of citizens who feel positive about crime prevention efforts throughout the City (murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft & arson)*
# of Crimes Reported – *Number of reported crimes annually (murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft & arson)*
Crime Clearance Rate – *% of crimes solved (by an arrest or exceptional means) compared to total crimes reported annually*
Crime Rate per 1,000 Residents – *Number of total crimes reported (violent & property) annually per 1,000 Winter Garden residents. Calculation: total # of all crimes for the year / (total city population/1,000)*
Code 2 Calls Response Time – *Average time taken to respond to non-emergencies from the point a call is answered to the arrival of the first dispatched unit to the scene*
Code 2 Calls Received – *Number of non-emergency calls received and responded to by WGPD officers*
Code 2 Calls per 1,000 Residents –*Number of non-emergency calls received and responded to per 1,000 Winter garden residents. Calculation: total number non-emergency calls received / (total city population/1,000)*
Code 3 Calls Response Time – *Average time taken to respond to high priority emergencies from the point a call is answered to the arrival of the first dispatched unit to the scene*
Code 3 Calls Received – *Number of high priority emergency calls received and responded to by WGPD officers*
Code 3 Calls per 1,000 Residents – *Number of high priority emergency calls received and responded to per 1,000 Winter garden residents. Calculation: total number high priority calls received / (total city population/1,000)*

Objective

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

Performance Indicator

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

Objective

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

Performance Indicators

Safety in Downtown Winter Garden After Dark Index *– Percentage of citizens (residents and merchants) who feel safe after dark in Winter Garden's downtown district*
Safety in Downtown Winter Garden during the Day Index *– Percentage of citizens (residents and merchants) who feel safe During the day in Winter Garden's downtown district*
Crimes Reported in Downtown District *– Number of reported crimes that occur (day & night) throughout Winter Garden's Downtown District monthly*
# of Unsecured Properties Downtown *– Number off times officers identify and notify about unsecured dwellings, structures or conveyance throughout the Downtown District*

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index	75%	75%	77%↑
Safety From Violent Crime Index	88%	88%	89%↑
Crime Prevention Index	84%	84%	86%↑
Average Safety in Your Neighborhood Index (day & night combined)	92%	92%	93%↑
Safety in Downtown Winter Garden during the Day Index	96%	96%	97%↑
Safety in Downtown Winter Garden after Dark Index	86%	86%	88%↑
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
OPERATIONAL INDICATORS			
# of Property Crimes Reported	1,022	1,337	1,200↓
Property Crime Clearance Rate	30.6%	38.2%	39%↑
Property Crime Rate per 1,000 Residents	26.9	34.3	29.3↓
# of Violent Crimes Reported	188	154	180↓
Violent Crime Clearance Rate	64.4%	61.7%	62%↑
Violent Crime Rate per 1,000 Residents	4.95	4.0	4.4↓
# of Crimes Reported	1,210	1,491	1,380↓
Crime Clearance Rate	35.8%	40.6%	41%↑
Crime Rate per 1,000 Residents	31.8	38.2	33.7↓
Code 2 Calls Response Time (non-emergencies)	6:41	6:09	6:30↓
Code 2 Calls Received (non-emergencies)	9,034	9,963	9,200↑
Code 2 Calls per 1,000 Residents	237.7	255.5	260↑
Code 3 Calls Response Time (high priority emergencies)	4:55	4:12	4:00↓
Code 3 Calls Received (high priority emergencies)	876	1,024	900↓

Code 3 Calls per 1,000 Residents	23	26.3	22↓
# of Crimes Reported in Downtown District	34	38	30↓
# of Unsecured Properties Downtown	66	68	48↓

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

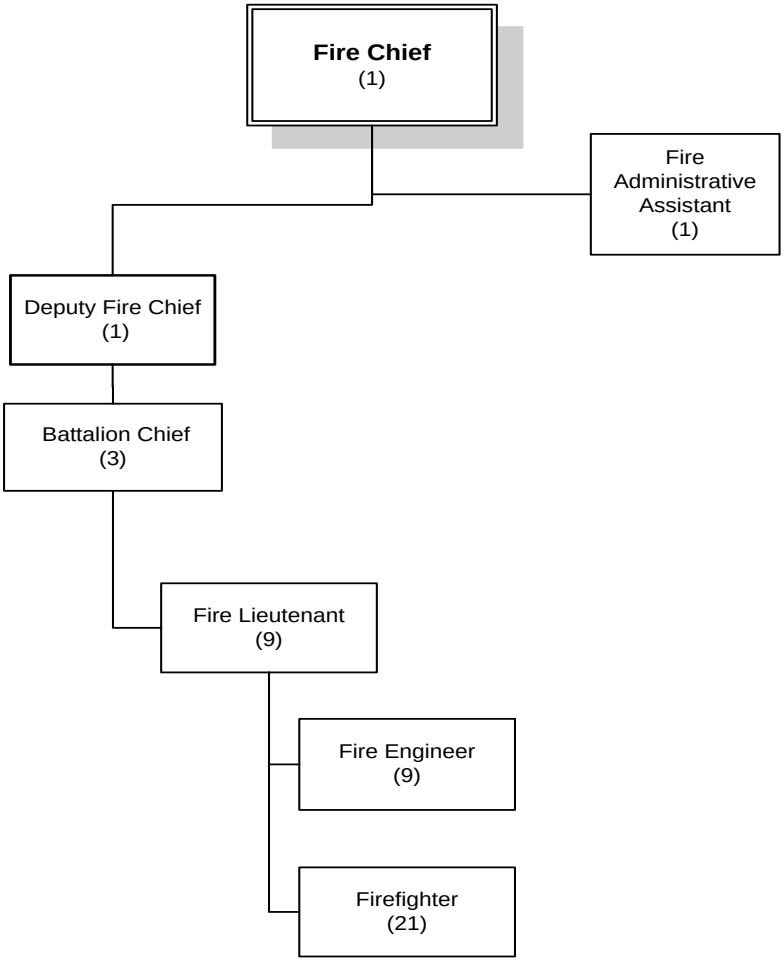
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.	• 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: 45



FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Ensure a Safe Community

Department Goal
Protection and preservation of life and property

Objective
- Prepare community for natural disasters and other emergency situations by rolling out an emergency awareness campaign/program and distributing resource kits to improve the 'emergency preparedness satisfaction index'.

Performance Indicator

Emergency Preparedness Satisfaction Index – *Percentage of Citizens who feel positive about how prepared the Fire Department is for emergencies*

Objective
- Improve the 'fire prevention & education satisfaction index' through continued fire prevention outreach campaign to conduct smoke detector inspections in all manufactured homes.

Performance Indicators

Fire Prevention & Education Satisfaction Index *– Percentage of Citizens who feel positive about the Department's efforts to promote fire prevention and education*
False Alarms as a % of Total Calls *– Number of false 911 emergency calls received or "nothing found" outcomes realized for both Fire & EMS compared to total 911 emergency calls received*

Objective
- Ensure efficient and timely responsiveness to fire emergency calls and the overall delivery of fire services to the community.

Performance Indicators

Fire Services Satisfaction Index *– Percentage of citizens who feel positive about Fire & Rescue's delivery of Fire services and response level throughout the City*
Fire Calls as a % of Total Calls *– Number of Fire 911 emergency calls received compared to total 911 calls (includes emergency and non-emergency)*
Fire Average Response Time *– Average time taken to respond to a Fire 911 emergency call from time call is received to the time unit(s) arrive on the scene*

Objective
- Ensure efficient and timely responsiveness to medical emergency calls and the overall delivery of ambulance and EMS services to the community.

Performance Indicators

Emergency Medical Services Satisfaction Index *– Percentage of citizens who feel positive about Fire & Rescue's delivery of EMS services and response level throughout the City*
EMS Calls as a % of Total Calls *– Number of EMS 911 emergency calls received compared to total 911 calls (includes emergency and non-emergency)*
EMS Average Response Time *– Average time taken to respond to a EMS 911 emergency call from time call is received to the time unit(s) arrive on the scene*

Objective

- Continue to provide the Citizen CPR training program to improve the 'CPR certified per 1000 residents ratio' from **23** to **25** (where for every 1,000 residents there are 25 individuals in the community trained to use CPR).

Performance Indicators

CPR Certified / 1,000 Residents Ratio *– The number of individuals (residents and business owners) CPR trained and certified to-date compared to per 1,000 Winter Garden residents in any given year. (Formula: Total number of residents CPR trained / (Total City population (41,000) divided by 1,000 = 41). 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 Cost % of Total Fire Dept. Expense *– Labor expenditures (salaries, wages, OT and benefits in dollars) realized monthly/annually compared to total Fire & Rescue Department expenditures*
Fire Labor Expense Variance to Budget *– Difference or change (in dollars) between actual and budgeted labor expenditures in the Fire & Rescue Dept.*
Over-Time Cost % of Total Fire Dept. Expenses *– Total labor over-time expenses (in dollars) realized monthly/annually compared to total Fire & Rescue Department expenditures*
Fire OT Expense Variance to Budget *– Difference or change (in dollars) between actual and budgeted over-time expenditures in the Fire & Rescue Dept.*

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Emergency Preparedness Satisfaction Index	70%	70%	72%↑
Fire Prevention & Education Satisfaction Index	80%	80%	83%↑
Fire Services Satisfaction Index	97%	97%	98%↑
Emergency Medical Services Satisfaction Index	96%	96%	97%↑
Employee Motivation and Productivity Satisfaction Rating	77.8%	66.7%	75%↑
FINANCIAL INDICATORS			
Labor Cost % of Total Fire Dept. Expense	79.4%	83.2%	78.5%↓
Fire Labor Expense Variance to Budget	($176,550)	($40,888)	($26,985)↓
Over-Time Cost % of Total Fire Dept. Expenses	5.13%	5.95%	5.17%↓
Fire OT Expense Variance to Budget	($80,148)	($104,144)	($26,985)↓
OPERATIONAL INDICATORS			
False Alarms as a % of Total Calls	.9%	.5%	1%↓
Fire Calls as a % of Total Calls	2.39%	2.65%	2.5%↓
Fire Average Response Time	5:19	5:10	5:30↓
EMS Calls as a % of Total Calls	74.3%	73.2%	75%↓
Average EMS Response Time	5:04	4:40	5:10↓
CPR Certified / 1,000 Residents Ratio	21	22.9	25↑
# of incidents where CPR was used by a citizen prior to a first responder	13	14	15↑

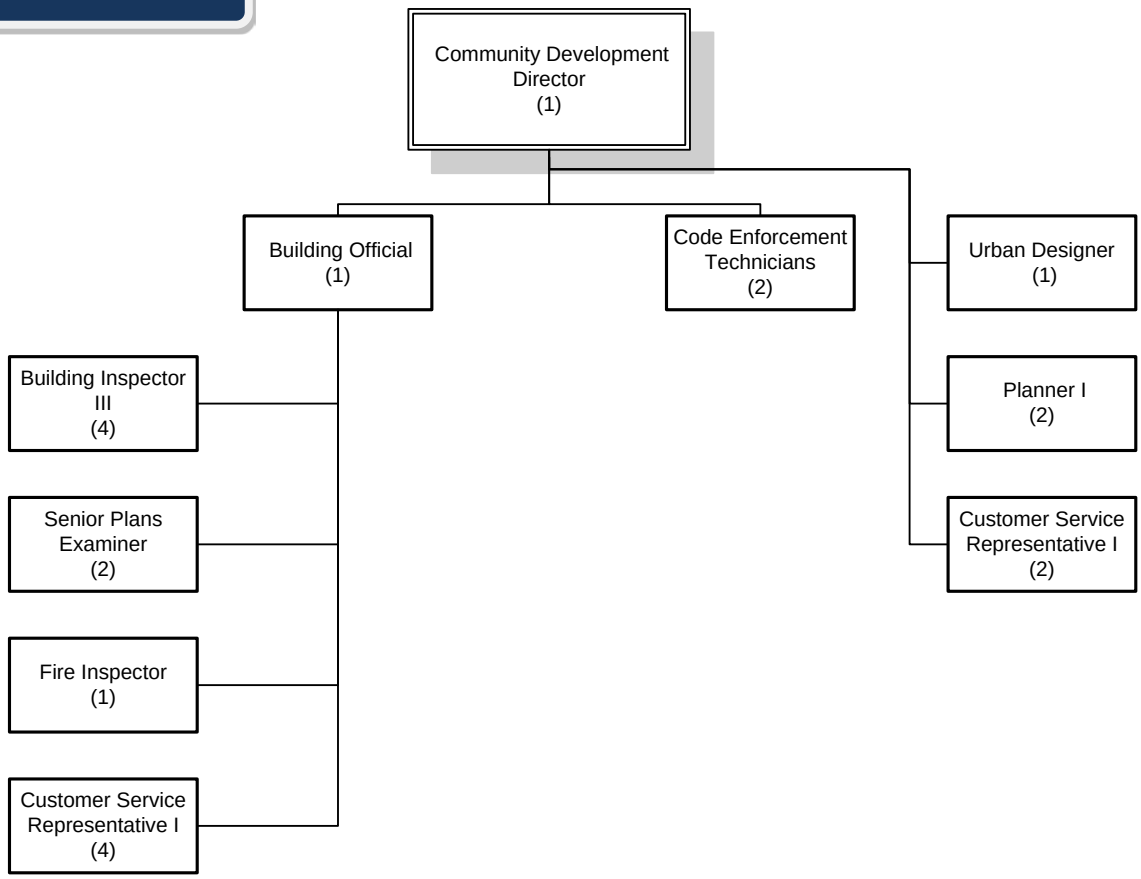
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

COMMUNITY DEVELOPMENT DEPARTMENT
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
To grow a sustainable City while preserving and enhancing both its natural and built environments.	• Oversee Development Review of Land Development Projects • Maintain City's Comprehensive Plan • Maintain and update City's development codes • Review building plans • Issue building permits • Conduct building inspections • Enforce City codes • Collect business taxes
CHALLENGES: • Legislative growth management changes and mandates • Effect of the state of the economy on land/property maintenance, development and re-development. • Impact of concurrency requirements and standards • Coordination of state and regional agencies with municipal goals	**BUSINESS ASSUMPTIONS:** • Political support in place to grow community in a responsible manner • Necessary tools will be available to enable an effective and efficient Development Review Process

Organizational Structure

FTE: 20



FY 2016-2017 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 90 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 plan reviews performed for each subdivision project submittal*

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

Average # of Plan Reviews per Project Submittal (Commercial) *– Number of plan reviews performed for each commercial project submittal*

Department Goal

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

Objective

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

Performance Indicators

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

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

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

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

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

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

Objective

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

Performance Indicators

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

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

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

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

Department Goal

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

Objective

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

Performance Indicators

Incorporated Winter Garden Conversion Rate *– Percentage of total unincorporated segments in Winter Garden converted to incorporated status in Winter Garden annually. Calculation: Unincorporated Segments Converted for the year in acres divided by 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: Total Unincorporated WG in Acres divided by 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 enforcement standards and process to achieve and maintain high levels of voluntary citizen compliance.

Performance Indicators

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

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

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

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

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

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

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

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

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

Strategic Priority #5
Foster a Culture of Teamwork and Collaboration

Department Goal
Promote a high performing organization

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

Performance Indicator

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

Strategic Priority #6
Deliver Quality Services Equitably and Respectfully

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

Objective
- Monitor and quality control Building and Planning's telephone customer service operations to achieve timely and satisfactory outcomes when handling or responding to the permitting and inspection service needs of 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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Amount of Public Parking Satisfaction Index	61%	61%	65%↑
Ease of Public Parking Satisfaction Index	65%	65%	68%↑
Availability of Paths and Walking Trails Satisfaction Index	87%	87%	89%↑
Ease of Bicycle Travel Satisfaction Index	83%	83%	85%↑
Ease of Car Travel Satisfaction Index	90%	90%	91%↑
Ease of Walking Satisfaction Index	83%	83%	85%↑
Traffic Flow on Major Streets Satisfaction Index	73%	73%	75%↑
Preservation of Natural Land Areas Satisfaction Index	71%	71%	73%↑
Code Enforcement Satisfaction Index	67%	67%	69%↑
% Citizen Initiated Complaints	8%	10.8%	5%↓
% Citizen Initiated Complaints handled through Voluntary Compliance	100%	100%	100%↑
% of Code Complaints responded to within 24hrs	87%	100%	90%↑

Employee Motivation and Productivity Satisfaction Rating	77..8%	66.7%	75%↑
OPERATIONAL INDICATORS			
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	N/A	21	90↓
Average # of Plan Reviews per Project Submittal - Subdivision (days)	N/A	1	3↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	N/A	99	90↓
Average # of Plan Reviews per Project Submittal - Commercial (days)	N/A	3	3↓
Avg. Overall Permitting Turnaround Time (days)	13.34	20.8	20↓
Avg. Commercial Permitting Turnaround Time (days)	12.63	11.7	15↓
Avg. Residential Permitting Turnaround Time (days)	13.6	26.2	20↓
% of Commercial Permits within Review Standard	79.4%	80%	75%↑
% of Residential Permits within Review Standard	69.3%	36.2%	75%↑
Average Cycle Time for Sign Permits (days)	13.9	14.3	14↓
# of Inspections per Inspector per Day	6.7	27.0	25↓
% of Commercial Building Inspections Performed within 24hrs of Request	96.3%	96.8%	98%↑
% of Residential Building Inspections Performed within 24hrs of Request	98.3%	98.9%	98%↑
% of Total Inspections Performed by Requested Date	98.1%	96.8%	98%↑
Total Connected Trails & Paths (in feet)	86,208	95,288	101,000↑
Total Connected Sidewalks (in feet)	1,199,671	1,272,434	1,340,000↑
Incorporated Winter Garden Conversion Rate	2%	.3%	.5%↑
Ratio of Unincorporated Winter Garden	25.3%	22.1%	22.0%↓
Total JPA Acreage	14,711.74	14,711.74	14,711.74↑
Total Incorporated Acreage	10,987.81	11,462.0	11,480↑
Total Unincorporated Acreage	3,723.93	3,249.7	3,231.7↓
Unincorporated Acreage Converted	65	10.8	18↑
Average Queue Wait Time (Planning) – in seconds	:48	:25	:35↓
Average Talk Time (Planning) – in seconds	:92	:88	:120↓
Average Hold Time (Planning) – in seconds	:47	:36	:40↓
Call Abandonment Rate (Planning)	18.7%	15%	5.0%↓
% of Calls Handled (Planning)	81.3%	85%	95.0%↑
Average Queue Wait Time (Building) – in seconds	:74	:17	:30↓
Average Talk Time (Building) – in seconds	:102	:93	:120↓
Average Hold Time (Building) – in seconds	:46	:51	:40↓

Call Abandonment Rate (Building) – in seconds	20.6%	2.3%	5.0%↓
% of Calls Handled (Building)	79.4%	97.7%	95.0%↑
Total Acreage of City Green Space	3,340	3,570	3,670↑
City Green Space %	30.5%	31.1%	32%↑
Average Days Taken to Close a Code Case	41.5	44.5	30↓
% Staff Driven Violations	92%	89.3%	95%↑
% of Complaints/Cases Brought into Compliance without Official Action	99%	94%	100%↑
# of Code Complaints, Cases and/or Violations per 1,000 Service Connections	18	7	50↓
# of Code Complaints, Cases and/or Violations per Code Officer	79	33	120↓

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

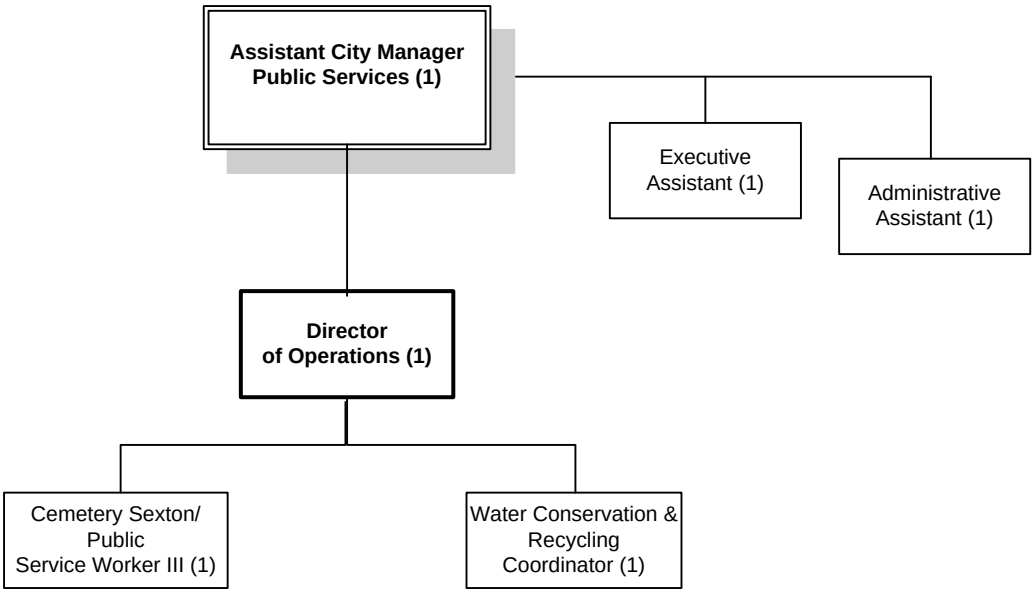
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

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

MISSION STATEMENT:	CORE FUNCTIONS:
Administration: To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services. **Cemetery:** To compassionately assist family members with the planning of cemetery needs of our customers.	• Management of Public Services Divisions • Liaison to State & Federal Regulatory Agencies • Administer Water Conservation Program • Assist with cemetery needs and maintain attractive cemetery grounds
CHALLENGES:	**BUSINESS ASSUMPTIONS:**
• Unforeseen roadblocks while partnering with Orange County • Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements) • Cemetery only has 2-3 years of available plots • Utility rates have not been adjusted in approximately 10 years – possibly undercharging for service	• Commercial & residential consumer utility rates will remain unchanged without the proposed rate study • Alternative water supply plan will increase the City's CUP to accommodate the proposed build out of the City • Water conservation public education will reduce water consumption

Organizational Structure

FTE: 6



FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Preserve the Natural Environment

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 Indicators
Water Conservation Participation Index *– Results from Citizen Survey indicating how many people practice some form of water conservation (at least 3 – 12 times or more per year)*
Volume of Ground Water Withdrawals (in million gallons) - *Measure in million gallons of water being pumped out of the aquifer by the City*

Strategic Priority #2
Provide Sound Fiscal Management

Department Goal
Provide alternative funding for City capital improvement projects

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

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

Strategic Priority #3
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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
Water Conservation Participation Index	85%	85%	87%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate *	0%	50%	10%↑
Capital Improvements External Funding Received *	$0	$0	$500,000↑
OPERATIONAL INDICATORS			
Volume of Ground Water Withdrawals (in million gallons) **	1,964	2,050	1,824↓

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

** Minimize volume of underground water withdrawals from the aquifer that supplement City water supply. The City also adheres to the SJWMD and FDEP compliance standards. The target shown in FY 15/16 is well below the annual withdrawal allowance

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

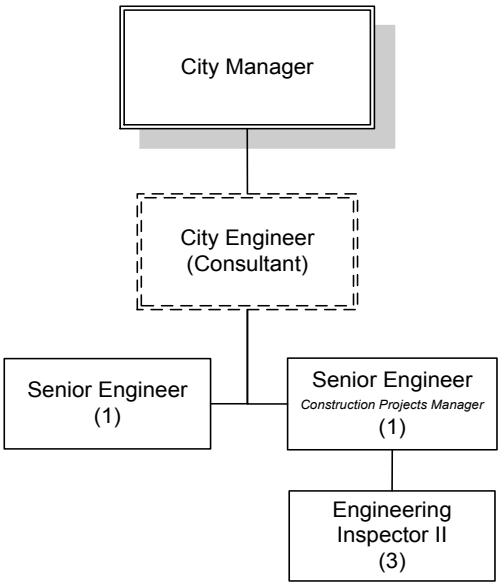
ENGINEERING DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
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.	• Stormwater Management/Planning • Monitor, Report and ensure FDEP National Pollutant Discharge Elimination System (NPDES) Compliance • Capital improvement project management • Construction inspections (public and private development) • Public & private plan reviews and consultation • GIS support for City Assets and Infrastructure
CHALLENGES:	**BUSINESS ASSUMPTIONS:**
• Additional unexpected mandates from NPDES and FEMA State and Federal regulatory agencies • Progress the Right of Way Program • Management of a growing project load with the current staffing • Implement procedures to manage time to meet the growing needs of a large project load	• Minimal change orders and schedule delays on construction projects • Sufficient funding for CIP Projects

Organizational Structure

FTE: 5



FY 2016-2017 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

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

Performance Indicators

% of On-Time CIP Starts (Design Phase) – *Number of capital improvement projects annually at the design phase that started either before or on the originally scheduled commencement date divided by total number of scheduled capital improvement projects for the year for the design phase*

CIPs Completed and/or on Schedule – *Number of capital improvement projects completed or on schedule in the planned construction timeframe compared to total capital improvement projects completed*

% of CIPs Completed within Bid Amount – *Annual total number of completed capital improvement projects compared to number of completed CIPs that had actual cost realized within bid value*

CIP Bid to Budget Cost Variance % *– Annual percentage difference between budgeted cost of capital improvement projects and the original proposed bid value. (value should be less than or equal to the stated target)*

CIP Bid to Actual Cost Variance % *– Annual percentage difference between the proposed bid costs of planned capital improvement projects and the actual project cost incurred. (value should be less than or equal to the stated target)*

Department Goal

Proactively safeguard engineering design standards throughout the City

Objective

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

Performance Indicators

Number of Active Capital Improvement Projects *- Number of capital improvement projects (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 Carryover from Previous Period *- Annual number of capital improvement projects which were active during the previous reporting period and have been carried over to the current reporting period*

 # CIP New Starts per Period *- Number of capital improvement projects which actively started construction during the current 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 projects (including development and commercial projects) active and ongoing*

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

 # Private Project Carryover from Previous Period *- Number of private projects (including development and commercial projects) which were active during the previous reporting period and have been carried over to the current reporting period*

 # Private Project New Starts per Period *- Number of private projects (including development and commercial projects) which actively started construction*

 # Private Project C of Cs per Period *- Number of private projects (including development and commercial projects) which completed construction to the City's standard and level of quality*

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

 # Right of Way 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 Carryover from Previous Period *- Number of right of way permits/projects which were active during the previous reporting period and have been carried over to the current reporting period*

 # Right of Way 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*

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
FINANCIAL INDICATORS			
CIP Bid to Budget Cost Variance %	3.3%	-11%	≤ 10%↓
CIP Bid to Actual Cost Variance %	5.7%	-6%	≤ 5%↓
OPERATIONAL INDICATORS			
% of On-Time CIP Starts (Design Phase)	95%	100%	95%↑
CIPs Completed and/or on Schedule	85%	100%	95%↑
% of CIPs Completed within Bid Amount	92%	50%	95%↑
Number of Active Capital Improvement Projects	13	8	7 ↑
# CIP Site Visits	2,341	1,170	1,050 ↑
# CIP Carryover from Previous Period	9	0	3 ↓
# CIP New Starts per Period	4	8	8 ↑
# CIP C of Cs per period	7	6	8 ↑
Number of Active Private Projects	31	25	25 ↑
# Private Project Site Visits	1,803	6,860	3,000 ↑

# Private Project Carryover from Previous Period	9	24	20 ↓
# Private Project New Starts per Period	22	18	24 ↑
# Private Project C of Cs per Period	15	16	16 ↑
Number of Active Right of Way Permits	106	76	200 ↑
# Right of Way Site Visits	396	325	280 ↑
# Right of Way Permit Carryover from Previous Period	22	26	25 ↓
# Right of Way Permit New Starts per Period	84	136	120 ↑
# Right of Way Permit Closeouts per Period	58	109	100 ↑

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

PARKS AND RECREATION DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:

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

CORE FUNCTIONS:

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

CHALLENGES:

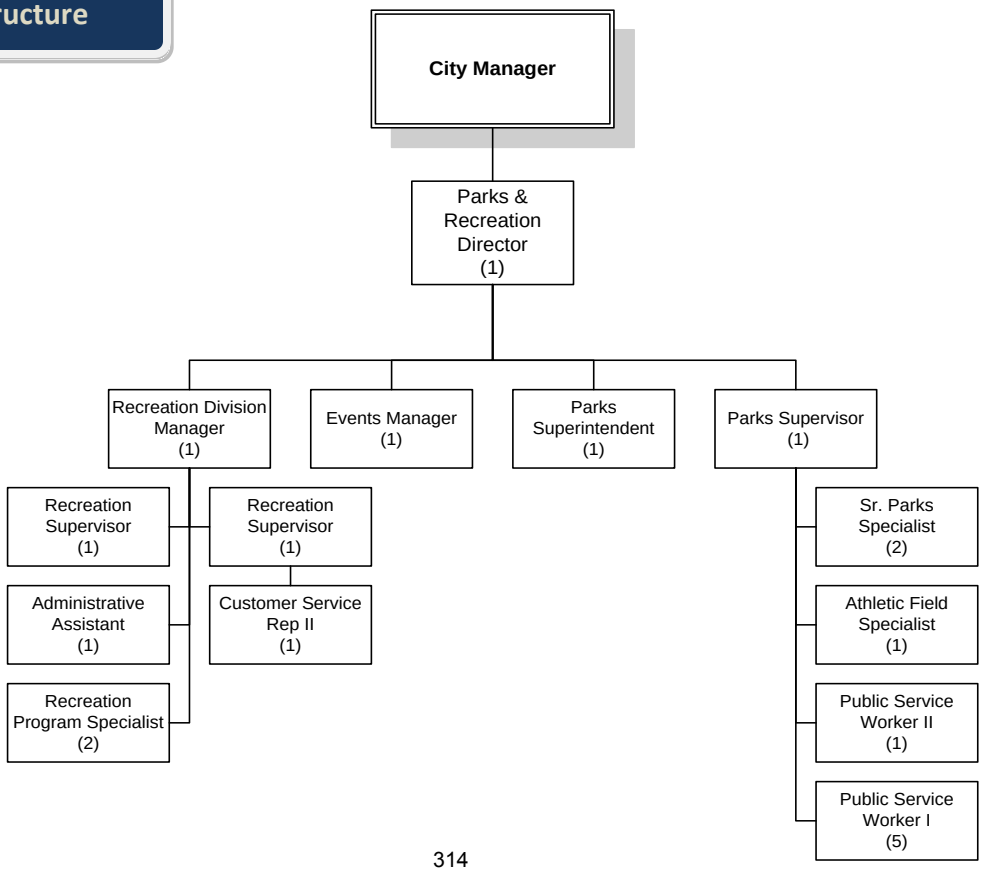
- Poor funding /deferred maintenance limiting our ability to enrich outdoor/indoor facilities
- Growing demand for athletic space/fields and scheduling expectations
- Staffing levels not keeping pace with more demand (field use, programs, events…)
- Unforeseen delays with Farm component of Tucker Ranch and amenities improvements
- Deferred upkeep of green/growing assets that can be costly and affect aesthetics
- Finding the right mix of programs and services that cater to changing needs
- Attract and retain qualified/skilled staff

BUSINESS ASSUMPTIONS:

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

Organizational Structure

FTE: 20



FY 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Provide an Attractive Community

Department Goal
Develop and sustain beautiful park, pedestrian and landscape areas

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

Performance Indicators

Pedestrian and Landscape Areas Satisfaction Index *- Percentage of citizens who feel positive about the way the City maintains its hardscape and landscape areas*
Quality of City parks Satisfaction Index *- Based on the Citizens Survey, the percentage of citizens who feel positive about the appearance and the maintenance upkeep of the City's park areas*
Downtown Pedestrian and Landscape Areas Satisfaction Rating *- Percentage of local Downtown businesses surveyed that felt positive (satisfied or extremely satisfied) about the overall 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 survey methods, targeted marketing strategies, internal evaluation of current programs vs. trends and adoption of suitable best practices from other Parks & Rec organizations.

Performance Indicators

Participated in a Recreation Program or Activity Satisfaction Index *- Percentage of citizens who have participated in a Winter Garden recreation program or activity*
Recreational Opportunities Satisfaction Index *- Percentage of residents who view recreational opportunities as good or excellent*
# of Total 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 annual 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*

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index	88%	88%	90%↑
Downtown Pedestrian and Landscape Areas Satisfaction Rating	N/A	94.7%	95%↑
Participated in a Recreation Program or Activity Satisfaction Index	58%	58%	60%↑

Recreational Opportunities Satisfaction Index	87%	87%	90%↑
% Satisfied with Recreation Programs	92%	92.4%	95%↑
Quality of City parks Satisfaction Index	89%	89%	90%↑
Employee Motivation and Productivity Satisfaction Rating	77.7%	66.7%	75%↑
Quality of the Overall Natural Environment Satisfaction Index	94%	94%	96%↑
Preservation of Natural Land Areas Satisfaction Index	71%	71%	75%↑
OPERATIONAL INDICATORS			
# of Total Recreation Program Participants	57,996	58,592	63,756↑
# of Total Program/Event Participants	99,194	103,706	109,006↑

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

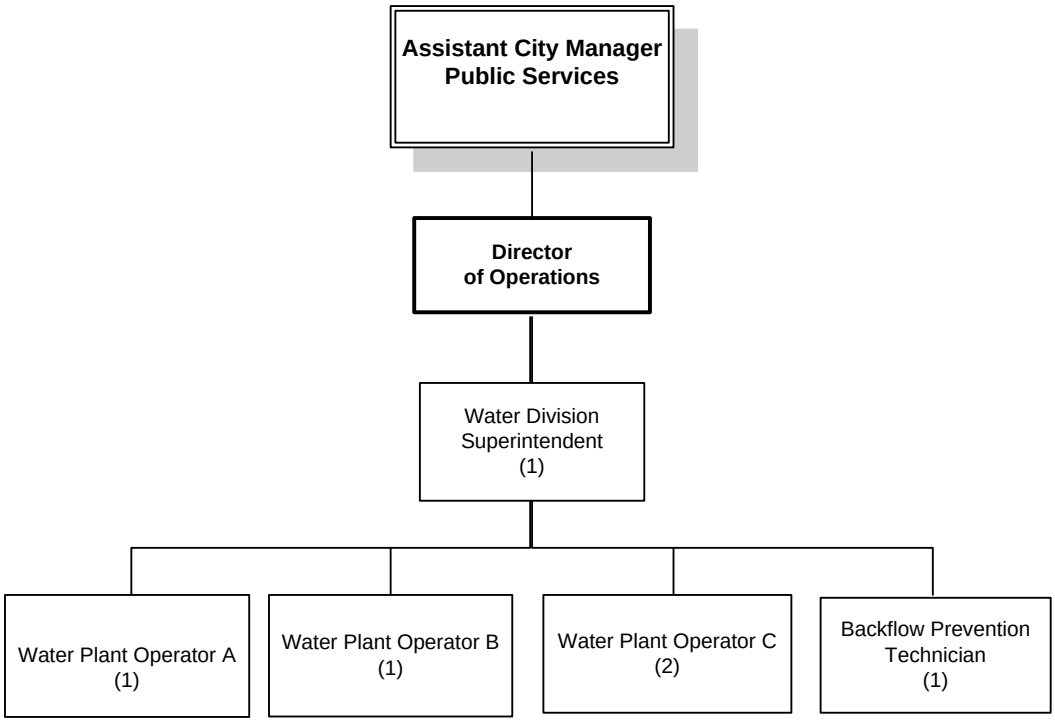
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

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

MISSION STATEMENT:	CORE FUNCTIONS:
Provide quality and safe drinking water.	• Provide safe drinking water • Maintain water system pressures and flows • Administer Industrial Wastewater Pretreatment Program
CHALLENGES: • St. John River Water Management District requirements for Alternative Water Supply Projects, using the expansion of the City's Reclaimed Water System as our Alternative Water Supply Project	**BUSINESS ASSUMPTIONS:** • Continue to meet compliance with the City's CUP as mandated by the SJRWMD. • Continue reduction in water use through water conservation; according to the recent Water and Sewer Rate Study the City achieved a 3% reduction in water consumption through water conservation

Organizational Structure

FTE: 6



FY 2016-2017 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*

Strategic Priority #2
Preserve The Natural Environment

Department Goal
Protect groundwater resources through water conservations

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

Performance Indicator
Million Gallons/Day in Groundwater Withdrawals *– Amount of groundwater measured in million gallons per day that the City withdrew per calendar year as outlined and defined in the City's St. John's consumptive use permit*

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index	71%	71%	73%↑
OPERATIONAL INDICATOR			
Million Gallons/Day in Groundwater Withdrawals	5.4	5.98	4.80↓

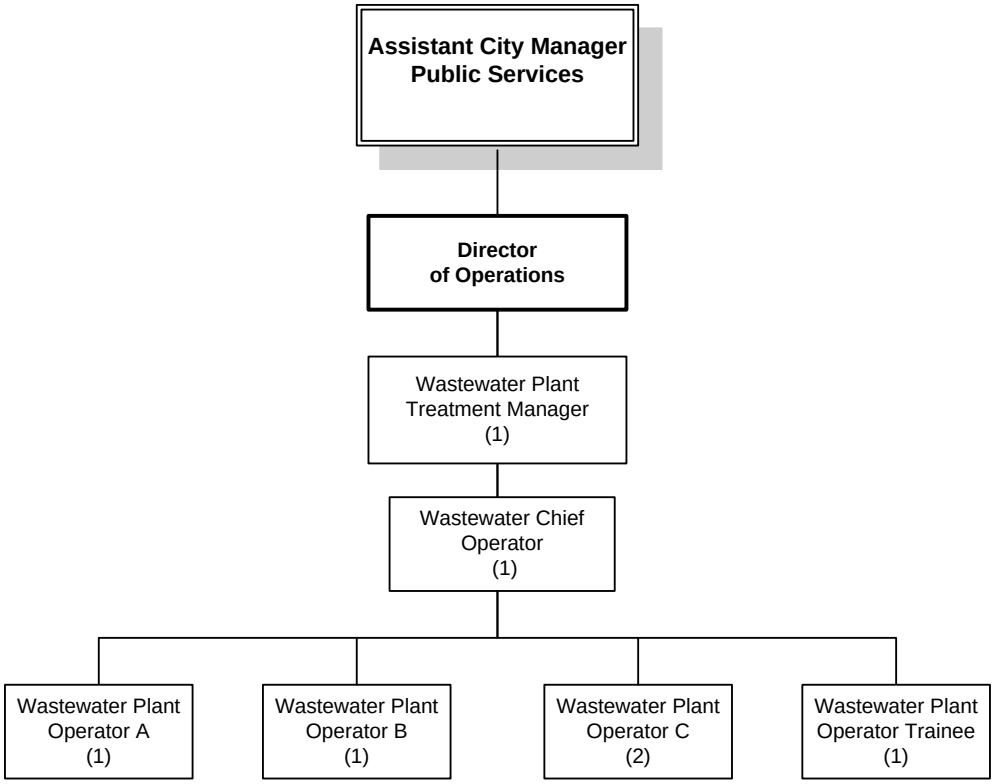
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

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

MISSION STATEMENT:	CORE FUNCTIONS:
To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.	• Treatment of sewage to FDEP Permit levels • Production of reclaimed water
CHALLENGES: • Excessive rainfall leading to higher infiltration to the collection system • Plant capacity for the future build out of the City requires the services of an engineering consultant • Unfunded FDEP's requirements for reductions in oils, fats and grease that enter the City's wastewater system	**BUSINESS ASSUMPTIONS:** • City will be able to continue to dispose of the sludge produced by the treatment plant • Phase three of the reclaimed water system will be operational in 2017 • Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses

Organizational Structure

FTE: 7



FY 2016-2017 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1
Maintain Quality Services and Infrastructure

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
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*

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
OPERATIONAL INDICATORS			
Number of Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Number of Repeat Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Restaurant Site Inspection Compliance Rate *	100%	100%	100%↑

* Annual grease trap inspections of 88 total local restaurants to reduce grease contaminants in the waste water System

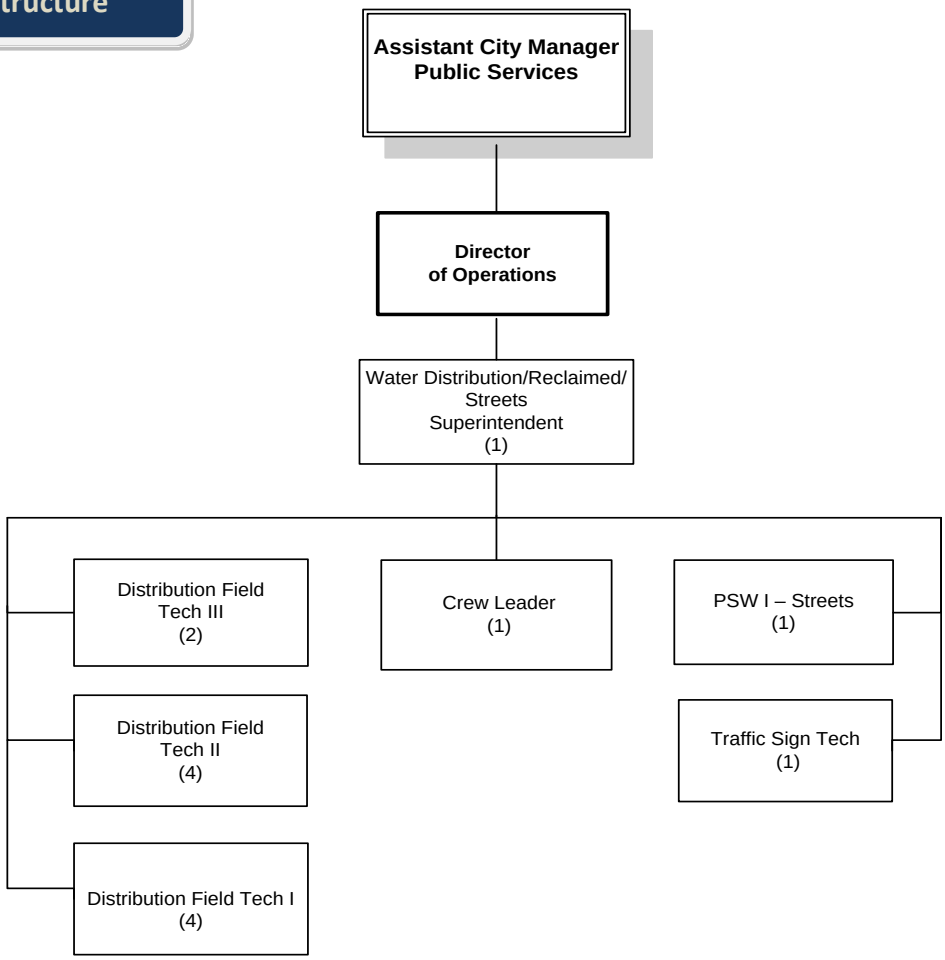
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

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

MISSION STATEMENT:	CORE FUNCTIONS:
Water Distribution: Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week. **Streets:** Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.	• Provide reliable water services • Provide and maintain roadways and sidewalks • Maintain traffic signs, traffic lights and street lights
CHALLENGES: • Adverse and abnormal weather patterns and conditions • Understaffed to adequately handle the demand of water meter repair and replacement work	**BUSINESS ASSUMPTIONS:** • Completion of Phase II installation of the new FlexNet water meters, which allows water meter consumption to be read remotely

Organizational Structure

FTE: 14



Strategic Priority #1
Improve and Maintain Mobility

Department Goal
Improve pedestrian infrastructure, bicycle and automobile transportation

Objective
- Execute and continuously evaluate City street maintenance program to increase the 'street repair/maintenance satisfaction index'.

Performance Indicators
Street Repair/Maintenance Satisfaction Index – *Percentage of citizens who feel satisfied with street repair and maintenance throughout the City*
% Street Repairs Resolved Within Timeframe Standard – *Percentage of times street repairs are resolved within establish service standards (Level 1 - 24 hrs.; Level 2 - 72 hrs.; Level 3 - 10 days)*

Objective
- Execute and continuously evaluate City sidewalk maintenance plan to improve the 'sidewalk maintenance satisfaction index'.

Performance Indicators
Sidewalk Maintenance Satisfaction Index – *Percentage of citizens who feel satisfied with sidewalk maintenance throughout the City*
% of Sidewalk Repairs Resolved Within Timeframe Standard – *Percentage of times sidewalk repairs are resolved within establish service standards (Level 1 - 24 hrs.; Level 2 - 72 hrs.; Level 3 - 10 days)*

Objective
- Proactively ensure timely and accurate traffic communication to the public prior to or during scheduled or unscheduled road maintenance work to increase the 'ease of car travel in Winter Garden satisfaction index'.

Performance Indicator
Ease of Car Travel in Winter Garden Satisfaction Index – *Percentage of citizens who feel satisfied with fluidity of car travel throughout the City (helpfulness and usefulness of signage)*

Strategic Priority #2
Maintain Quality Services and Infrastructure

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

Objective
- Timely execute water main capital improvements and provide enhanced Fire Dept. personnel training information to reduce water main breaks that occur annually.

Performance Indicator
Number of Water Main Breaks– *Number of ruptured water pipe events throughout the City*

Department Goal
Compliance with Consumptive Use Permit

Objective
- Ensure quality delivery of water services to City neighborhoods by minimizing the number of service interruptions, boiled water notices, and reduced system pressure.

Performance Indicators
#of Boiled Water Notices Issued *– Number of times that the city issued boiled water notices due to reduced water system pressure.*
# of Water Pressure Interruptions that Resulted in < 50 PSI – *Number of incidents where water pressure interruptions occurred and resulted in water pressure levels of less than 50 PSI*

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index	71%	71%	73%↑
Sidewalk Maintenance Satisfaction Index	79%	79%	81%↑
Ease of Car Travel in Winter Garden Satisfaction Index	90%	90%	91%↑
OPERATIONAL INDICATORS			
% Street Repairs Resolved Within Timeframe Standard	100%	100%	100%↑
% of Sidewalk Repairs Resolved Within Timeframe Standard	100%	100%	100%↑
Number of Water Main Breaks	7	5	5↓
#of Boiled Water Notices Issued	4	1	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	4	4	4↓

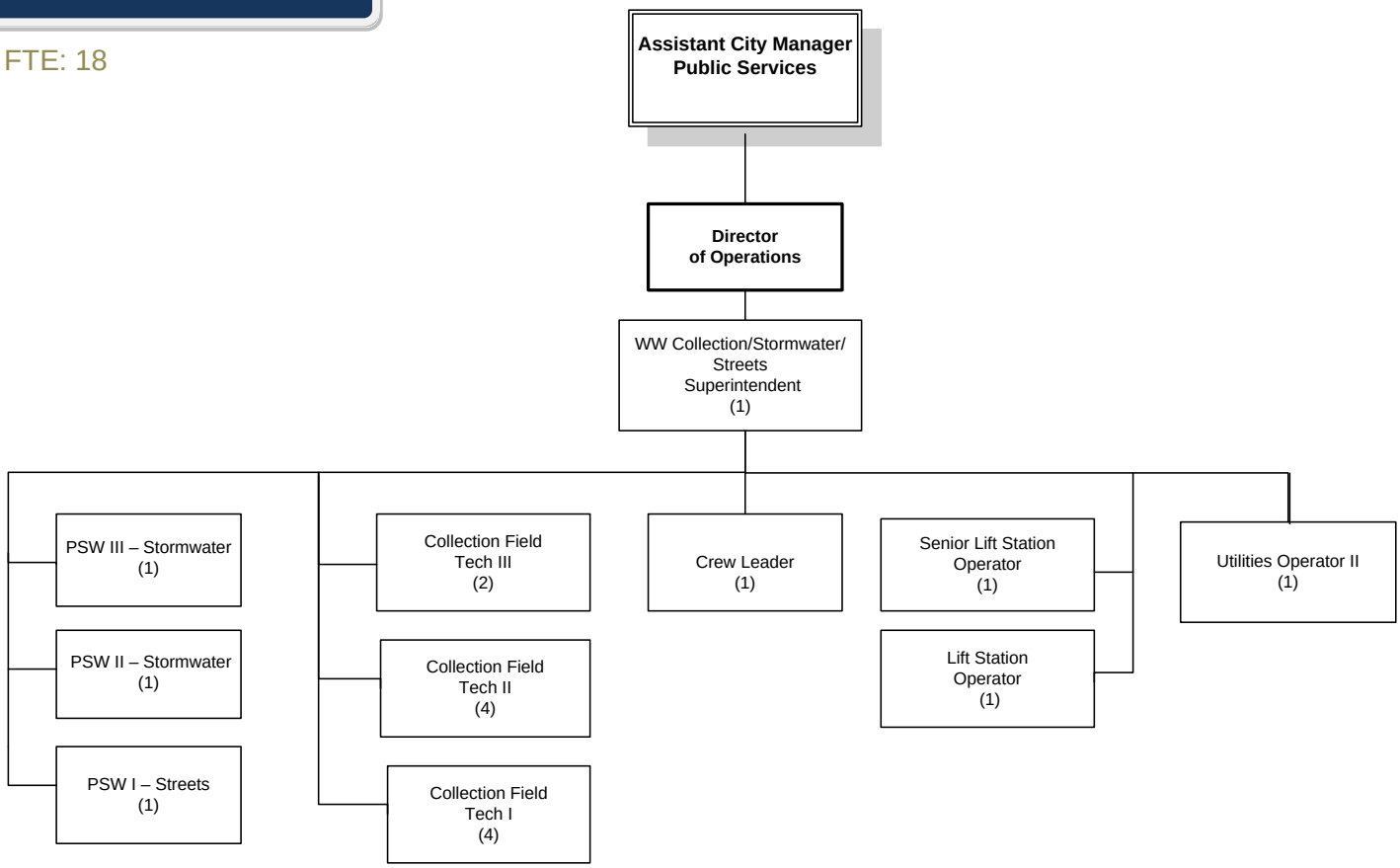
↑ - Target's goal is to maximize/increase; ↓- Target's goal is to minimize/decrease

PUBLIC SERVICES DEPARTMENT
WASTEWATER/STORMWATER COLLECTION/STREETS DIVISION
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:	CORE FUNCTIONS:
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.	• Maintain wastewater and stormwater collection systems • Monitoring lift stations • Mowing and maintenance of street right-of-ways, sidewalks and stormwater ponds
CHALLENGES: • Adverse weather conditions and tropical storms • State and Federal Environmental Mandates • Lack of cooperation from Federal, State and Regional agencies • Lack of funding for Storm Water Action Team (SWAT) • 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 2016-2017 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Preserve the Natural Environment

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

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

Performance Indicator
Volume of Pollutants Removed from Storm Water Drains – *Amount of debris, measured in tonnage, that have been extracted from the drainage system to reduce pollution*

Strategic Priority #2
Provide an Attractive Community

Department Goal
Keep the City corridors right-of-ways attractive and clean

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

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

Strategic Priority #3
Maintain Quality Services and Infrastructure

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

Objective
- Improve sewer preventative maintenance to increase the 'sewer satisfaction index'.

Performance Indicators

Sewer Satisfaction Index – *Percentage of citizens who feel positive about the City's sewer services*
Linear Feet of Sewer Pipes Cleaned *– Distance in linear feet of sewer pipes cleaned for scheduled troublesome areas throughout the City*
% of Sewer Calls Responded to Within 45 Minutes *– Number of sewer line blockage service requests (calls by residents) responded to within 45 minutes compared to total number of sewer line blockage service request responses*
% of Total Sewer Pipes Cleaned *– Percentage of sewer pipes (in linear feet) cleaned and maintained annually compared to total sewer pipes in the City's system*

Department Goal

Reduce flooding incidents thereby reducing citizen storm water complaints

Objective

- Identify and correct problem areas, utilizing both citizen and employee feedback, in the stormwater 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*

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index	85%	85%	87%↑
Sewer Service Satisfaction Index	90%	90%	91%↑
Storm Water Drainage Satisfaction Index	84%	84%	86%↑
OPERATIONAL INDICATORS			
Volume of Pollutants Removed from Storm Water Drains (in tons)	866.53	967	800↑
Linear Feet of Sewer Pipes Cleaned	241,644	385,944	323,000↑
% of Sewer Calls Responded to Within 45 Minutes	100%	100%	100%↑
% of Total Sewer Pipes Cleaned	26.2%	40%	35%↑
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑
Total Number of Flooding Incidents	0	0	0

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

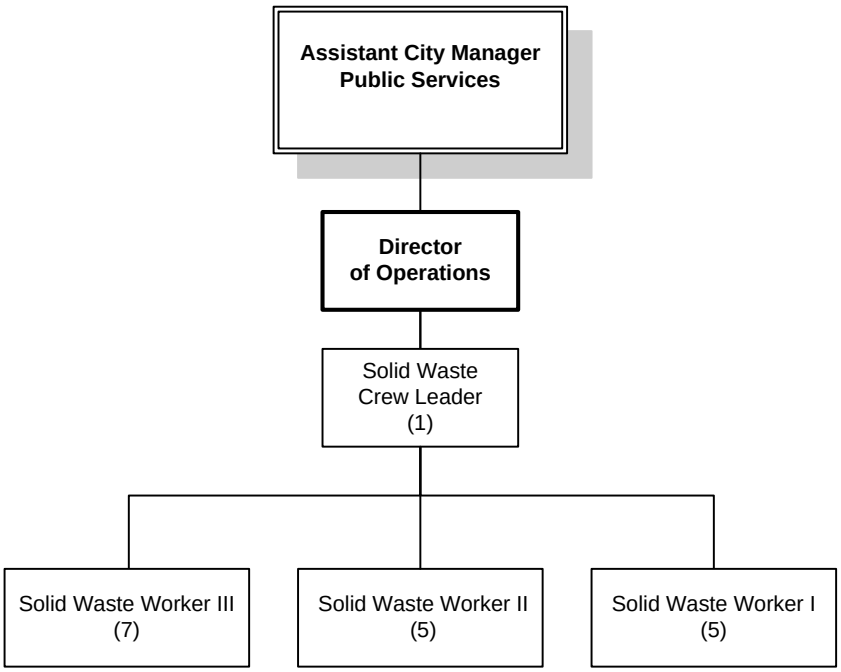
PUBLIC SERVICES DEPARTMENT
SOLID WASTE DIVISION
BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:
Provide responsive as well as efficient collection and disposal of solid waste.
	CORE FUNCTIONS:
	• Collection and removal of solid waste materials
	  o Residential/Commercial garbage
	  o Recyclables
	  o Yard Waste

CHALLENGES: • Continuation of the Orange County contract is currently unknown • Public apathy towards recycling	**BUSINESS ASSUMPTIONS:** • The Orange County Landfill will continue to accept solid waste from the City of Winter Garden • There will be a continued market or demand for recycled materials • Vehicles and equipment will be properly maintained in a timely manner • Public will comply with disposal requirements

Organizational Structure

FTE: 18



FY 2016-2017 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1
Preserve the Natural Environment

Departmental Goals
Improve the natural environment through increased recycling awareness
Reduce the amount of solid waste going into the landfill

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

Performance Indicators

Recycled Used Paper, Cans or Bottles from Your Home Survey Index – *Percentage of citizens who recycled paper, cans, or bottles at home*

% of Homes Converting to New Recycling Bins – *Number of homes that converted or replace small recycle bins with larger ones (to-date) compared to the total homes recycling (or total homes that have bins)*

Tons of Solid Waste Refuse – *Combined total tonnage of commercial and residential solid waste refuse collected and transferred to transfer stations and landfills. Excludes yard and recycling waste.*

Tons of Commercial Solid Waste Refuse – *Total tonnage of commercial solid waste refuse collected and disposed at transfer stations and landfills (excludes 96 gallon receptacle pick-ups which are already part of residential service pick-up). Excludes yard and recycling waste.*

Tons of Residential Solid Waste Refuse – *Total tonnage of residential solid waste refuse collected and disposed at transfer stations and landfills (includes 96 gallon receptacle commercial pickups which are done as part of residential service). Excludes yard and recycling waste.*

Tons of Recycle Waste Collected – *Combined total tonnage of commercial and residential recycling waste*

Recycled Waste as a % of Total Waste – *Recycled waste tonnage divided by total tonnage of waste/refuse transported to the landfill*

% of Commercial Accounts Recycling *– Number of commercial accounts that participate in recycling pick-up compared to all commercial accounts*

Tonnage of Commercial Solid Waste Refuse per Service Account – *Total commercial solid waste refuse measured in tons per commercial utility account serviced in Winter Garden. Calculation: total commercial tonnage in solid waste refuse / total commercial accounts with garbage pickup service. Excludes recycling and commercial 96 gallon receptacle pickup service*

Tonnage of Residential Solid Waste Refuse per 1,000 Residents – *Total residential solid waste refuse measured in tons per 1,000 Winter Garden residents. Calculation: total tonnage in solid waste refuse / (total city population/1,000) = 38. Excludes Recycling.*

Tonnage of Recycle Waste per 1,000 Residents – *Total recycling waste (commercial & residential) measured in tons per 1,000 Winter Garden residents. Calcualtion: total tonnage in solid waste refuse / (total city population/1,000) = 38*

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 14/15 Actual	FY 15/16 Actual	FY 16/17 Target
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	$129.32	$138.10	$128.00↓
OPERATIONAL INDICATORS			
Recycled Used Paper, Cans or Bottles from Your Home Survey Index	88%	88%	90%↑
% of Homes Converting to New Recycling Bins	69%	74.9%	100%↑
Tons of Solid Waste Refuse	20,840	22,254	23,000↑
Tons of Commercial Solid Waste Refuse	10,258	10,873	11,000↑
Tons of Residential Solid Waste Refuse	10,582	11,381	12,000↑
Tons of Recycle Waste Collected	1,949	2,088	2,150↑
Recycled Waste as a % of Total Waste	6.6%	6.74%	8%↑
% of Commercial Accounts Recycling	6.7%	6.67%	7%↑
Tonnage of Commercial Solid Waste Refuse per Service Account	14.26	14.74	15.0↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	280.28	299.5	292.68↓
Tonnage of Recycle Waste per 1,000 Residents	51.64	54.95	56↑
Tonnage per Trip	7.0	7.03	7.5↑

↑ - 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 $750 and an expected life of more than two years such as automobiles, computers, and furniture.

CAPITAL IMPROVEMENT: A physical asset, constructed or purchased, that has a minimum useful life of three years.

CAPITAL IMPROVEMENT BUDGET: A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENTS ELEMENT: That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL IMPROVEMENT PROGRAM (CIP): A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CONTINGENCY: Money that has been set aside to cover unplanned expenditures.

DEBT SERVICE: The payment of principal and interest on borrowed funds.

DEBT SERVICE FUND: Used to account for the accumulation of resources for, and the payment of, debt service.

DEPARTMENT: An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

ENTERPRISE FUND: A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services are intended to cover the cost of providing the service.

EXPENDITURE: Transactions and events that decrease the amount of net spendable resources in a governmental fund.

FIDUCIARY FUND: A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FISCAL YEAR (FY): Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FRANCHISE FEE: A fee paid by public service businesses for use of City streets, rights-of-way, and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television, and roll-off service.

FUND: An accounting structure which isolates specific revenues and appropriations for a designated purpose, such as the General Fund or the Capital Project Fund.

FUND BALANCE: The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

GENERAL FUND: The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GRANT: Contributions of cash or other assets to be used for a specified purpose, activity, or facility. Grants may be classified as either categorical or block, depending on the amount of discretion allowed the grantee.

IMPACT FEE: A charge for infrastructure improvements that must be provided to the local government.

INTERFUND TRANSFER: Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE: Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

LOCAL OPTION: Voted by local referendum, e.g., Local Option Sales Tax.

MILL: A value equal to $.001 or $1.00 per $1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE: The rate established each year by City Commission action which is used in the calculation of property taxes.

MISSION STATEMENT: This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-OPERATING EXPENDITURE: The cost of government services not directly attributable to a specific City program or operation, i.e., debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE: The income received by the government not directly attributable to providing a service, e.g., interest on cash in banks or investments.

OPERATING BUDGET: A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES: Expenses which are directly related to service activities.

OPERATING REVENUES: Revenues which are directly related to service activities, e.g., user charges, fees, or taxes.

PERMANENT FUND: A governmental fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs (i.e., for the benefit of the government or its citizenry).

PROPERTY TAX: A tax levied on the assessed value of real property, i.e., ad valorem tax.

PROPRIETARY ACCOUNT: An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND: A type of fund which is similar to private sector companies, whereby the focus is on the measurement of net income.

REVENUE: Money received by the City from external sources.

REVENUE BOND: A bond whose principal and interest are payable exclusively from a specific revenue source.

ROLLED-BACK MILLAGE RATE: The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SPECIAL REVENUE FUND: A type of fund used to account for the proceeds of a specified revenue source (other than special assessments or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

TAX INCREMENT FINANCING: A method for providing money to pay for infrastructure related to development in a designated district. The money comes from the increase in property tax above the redevelopment level, and can be used for a predetermined time period.

TAX LEVY: The total revenue amount to be raised by general property taxes for purposes specified in the adopted budget.

TAXABLE VALUE: The assessed value less homestead and other exemptions, if applicable.

TRANSPORTATION IMPACT FEE: A charge based on projected trips that will be generated by development or redevelopment of a property.

UTILITY TAX: A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.

City of Winter Garden Annual Budget

Fiscal Year 2016/2017

Adopted Budget