



Winter Garden, Florida

City of Winter Garden

Adopted Budget FY 2023



WINTER GARDEN

**CITY OF WINTER GARDEN
Fiscal Year 2022/2023
Adopted Budget**

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Mayor

LISA BENNETT

Commissioner, District 1

RON MUELLER

Commissioner, District 2

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Mayor Pro Tem
Commissioner, District 4

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BUDGET MESSAGE

Budget Message

August 19, 2022

**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 2022/2023. This document presents projected revenues, expenditures for operations and capital improvements for the upcoming fiscal year.

BUDGET OUTLOOK

The outbreak of the COVID-19 pandemic at the beginning of 2020 brought challenges to our community like we've never seen before. We did not let that derail us from the important work we do in service to our residents and businesses to which we provide with the core services and amenities they need and expect from their local municipal government. Our City is widely recognized as a well-planned community, successfully balancing the provision of exceptional levels of service, a welcoming business climate and an extensive array of amenities. We were able to maintain the quality standard of excellence thanks to our dedicated employees who worked incredibly hard, day after day, during this crisis.

During FY2022, the economy started to rebound from the economic crisis, businesses opened up and tourism resumed. The City's financial status is strong and continues to grow, generating sufficient revenues to meet increased costs for quality municipal service delivery standards that our constituents have come to expect. Revenue projections are higher due to increased real estate valuations, new construction, and consumer spending. Consequently, General Fund operating revenues are expected to grow approximately 11.1 percent or \$5.06 million. This improvement has allowed the City to offer expanded services while continuing to invest in necessary city functions, city staff and infrastructure.

With the economy opening back up from the global pandemic crisis, the material, production, and transportation infrastructure struggled to meet the resumption of demand which is having

an inflationary effect on prices for materials across a wide range of products. In May of 2022, consumer prices rose 8.6 percent, a 40-year high, according to the U.S. Bureau of Labor Statistics, and the end of this inflationary environment is unpredictable. Conservative fiscal management and continued efforts to control operational costs will serve the City well as we continue in these economically uncertain times. We continue to maintain and improve infrastructure, provide our employees with one of the best benefit packages in the State, and still manage to maintain our solid financial position.

The projected unassigned fund balance in the General Fund at the end of fiscal year 2023 is budgeted to be \$24,666,379, bringing unassigned fund balance to 48.5% of expenditures. During the years when General Fund revenues increased at exponential rates, the City maintained the fiscal discipline to keep operating growth at a conservative level each year and moved the additional funds to capital investments, increased city services and savings. Over the last decade, the City's unassigned reserves as a percentage of reoccurring expenditures climbed from 20% to 48.5%. This balance will serve the City well if projected revenues are not met or if there are any unexpected expenditures that the City will have to pay for such as natural disaster recovery.

We continue to maintain a conservative budget by controlling costs without compromising the services that add value and serve the City well.

The following are brief highlights and changes that are included in the proposed budget.

BUDGET HIGHLIGHTS

General Fund Revenues

The General Fund revenues budget for FY 2022/23 totals \$50,848,386. This is an increase of \$5,060,144 or 11% when compared to the budget for the prior fiscal year budget. The most significant revenue source in the General Fund budget is ad valorem taxes in the amount of \$21,351,106 which is based on the current millage rate of 4.500. The budget reflects no change to the millage rate. Although the current rate is maintained, ad valorem property tax revenue will increase by approximately \$2,295,676 as a result of the 12.05% increase in Winter Garden's

property values. Other contributors to the \$5.1 million dollar General Fund revenue increase are due to the increase of \$2.2 million in the intergovernmental revenues. The General Fund intergovernmental revenues are a major source of revenue for the General Fund, they are primarily Sales Tax and State Revenue Sharing.

Citywide Staffing/Salaries and Benefits

Like most service organizations, the single largest component of the City's budget is personnel costs. The total personnel costs for the General Fund are projected to be approximately \$32.4 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. Wage inflation and competition in the marketplace for talent are putting tremendous pressure on the City's ability to keep and attract employees. This budget recommends a cost-of-living increase of 5.0% to all fulltime city employees and also includes pay grade adjustments to meet the competitive market.

Healthcare costs continue to rise nationwide and fiscal year 2023 is expected to continue to increase. This budget proposes to increase the city paid portion of the health insurance premiums by 15%. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2022. City employees pay between 0-15% of the cost for health insurance. The City provides basic life and long-term disability coverage at no cost to the employee.

On a percentage of pay basis, the City's pension contribution rates will increase slightly from 15.08% to 15.59% for the General Employee pension plan. The City's pension contribution for the Fire and Police pension plan will increase from 15.06% to 16.85% in the FY2023 budget.

Every department routinely evaluates staffing to analyze the need to eliminate, modify or add positions as necessary to ensure responsive, efficient and effective service delivery to our residents. We have proposed to add two new positions to begin the hiring and training for replacement of upcoming retirements, a Wastewater Treatment Plant Operator Trainee has been added and an Assistant Utility Billing Manger has been added. Upon retirement, the

Assistant Manager position will not be refilled, reducing temporary increase in labor costs for training of new UB Manager.

General Government

The General Government includes the City Clerk, Fiscal Management, Information Technology, Human Resources, Legal, Planning and Business Tax departments. The General Government departments as a whole are projected to increase by \$1.06 million with \$6.06 million budgeted in FY2023 from the FY2022 budget of \$5.0 million. The increase includes capital increase in Information Technology to replace the AS400 with a new ERP platform to take advantage of current software trends and platforms, introduce new features and offer a more seamless experience for our end users. The budget increase also includes additional funds in the Human Resources department for additional training programs and increased funds for recruiting and advertising. The total budget also includes the proposed additional FTE to fund the Assistant Utility Billing manager to start the hiring and training process which will allow for time to learn valuable institutional knowledge.

Public Safety

Public safety is often one of the most important funding categories for citizens. The City continues to provide the best Public Safety services to its citizens and residents. Protecting our residents and visitors are government functions that our citizens depend upon every day. The fiscal year 2023 Public Safety budget totals \$29.38 million which is approximately \$4.5 million increase over FY 2022 budget.

The Police Department FY2023 budget totals \$16.35 million, a 20% increase over the prior year of \$13.63 million. The Police department personnel budget increased by \$2 million which is a combination of fully budgeting all vacancies, we added two new sworn police officers in the FY 2022 interim budget and the cost of health insurance and workers comp insurance increased by 15% for FY 2023. The FY2023 police capital budget includes \$896k to replace 14 marked police vehicles, \$65k for a new transit van for the Community Liaison Unit, \$29k for police building improvements, and \$55k to replace ten tasers and 15 laptops replacements for patrol cars.

The Fire Rescue Department budget for fiscal year 2023 is \$10.71 million, an 18% increase over the prior year of \$9.07 million. The FY2023 capital budget includes \$225k for fire station improvements, \$102k for equipment replacements, \$85k for a battalion chief vehicle replacement, and \$696k for the replacement for Fire Engine – Station 24.

Physical Environment

The Physical Environment includes Facilities Maintenance, Fleet Maintenance, Public Services Administration and the City Cemetery. The Physical Environment budget is budgeted to increase by \$731k with a budget of \$3.68 million compared to \$2.95 million budgeted in FY2022. The FY2023 budget focuses on funding for repairs and maintenance on the City’s aging infrastructure. The departments in the physical environment has been impacted heavily from the cost of inflation for parts and equipment, materials, cleaning supplies, contractual services and supply chain issues and availability. The proposed budget accounts for the increased inflationary costs on the variable expenditures.

Transportation

Transportation includes Streets and Engineering departments, these departments ensure that roadways are in safe and working order, traffic signals function properly, and drainage systems are clear. The transportation budget decreased by \$602k from FY2022 due to higher capital budget in FY2022 in Streets. The current carryforward in streets budget is \$17.4 million, we are anticipating a potential increase in costs for projects currently budgeted for and for projects already in progress. The FY 2023 budget does include an additional \$2.4 million in new road capital projects which are included in the Local Option Gas Tax Fund.

Culture and Recreation

Another service area that is important to many of our citizens is Culture and Recreation. The City of Winter Garden prides itself on providing the highest level of leisure, fitness, and play through various programs and services in our parks, community center, trails, ball fields and green spaces. The City strives to provide programs and amenities that meet the needs of all of our residents

and community interests. This budget provides for the ongoing operations and maintenance of existing parks and new amenities, the fiscal year 2023 budget is budgeted at \$5.3 million, which a decrease of \$617k from FY2022 due to the fact that more capital projects were budgeted in FY2022.

Community Redevelopment Agency (CRA)

The Orange County Board of County Commissioners unanimously voted on March 8, 2022, to extend the Winter Garden Community Redevelopment Agency (CRA) for 10 years. The City of Winter Garden had approved the extension in February of 2022 at a City Commission meeting.

The 10-year extension will allow the Winter Garden CRA to leverage the redevelopment success in Downtown Winter Garden to benefit East Winter Garden. It is estimated that over \$20 million will be generated during this timeframe and at least 75% of these funds will be spent in East Winter Garden to revitalize the community. The FY 2023 budget allocates \$1.5 million to start the East Winter Garden revitalization project. The specific spending has not been allocated yet, as the project moves forward, the Community Redevelopment Agency Advisory Board will make recommendations to the City Commission on project spending approval.

Enterprise Funds

The Utility Department operating budget is budgeted to be \$13.94 million which is relatively flat as compared to the FY2022 budget of \$14.0 million. This budget includes \$600k for East Winter Garden water main improvements, \$100k for Rolling Rock Way pump station, \$150k for Teacup Springs sewer conversion and \$200k for manhole rehabilitation. The Stormwater Fund budget is budgeted to decrease by \$411k from \$2.8 million in FY2022 to \$2.4 million in FY2023 due to more capital expenditures budgeted in FY2022. The FY 2023 Stormwater capital budget includes \$100k for Westside Townhomes drainage improvements, and \$150k for Newtown Park dredging. The Solid Waste Fund expenditures are budgeted to increase \$454k from \$5.90 million to \$6.36 million due to increased costs in tipping fees, vehicle maintenance and personnel costs.

Closing

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

Respectfully submitted,

Jon C. Williams

Jon C. Williams

City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Winter Garden
Florida**

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morill

Executive Director

CITY OVERVIEW

CITY ORGANIZATIONAL CHART

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CITY PROFILE

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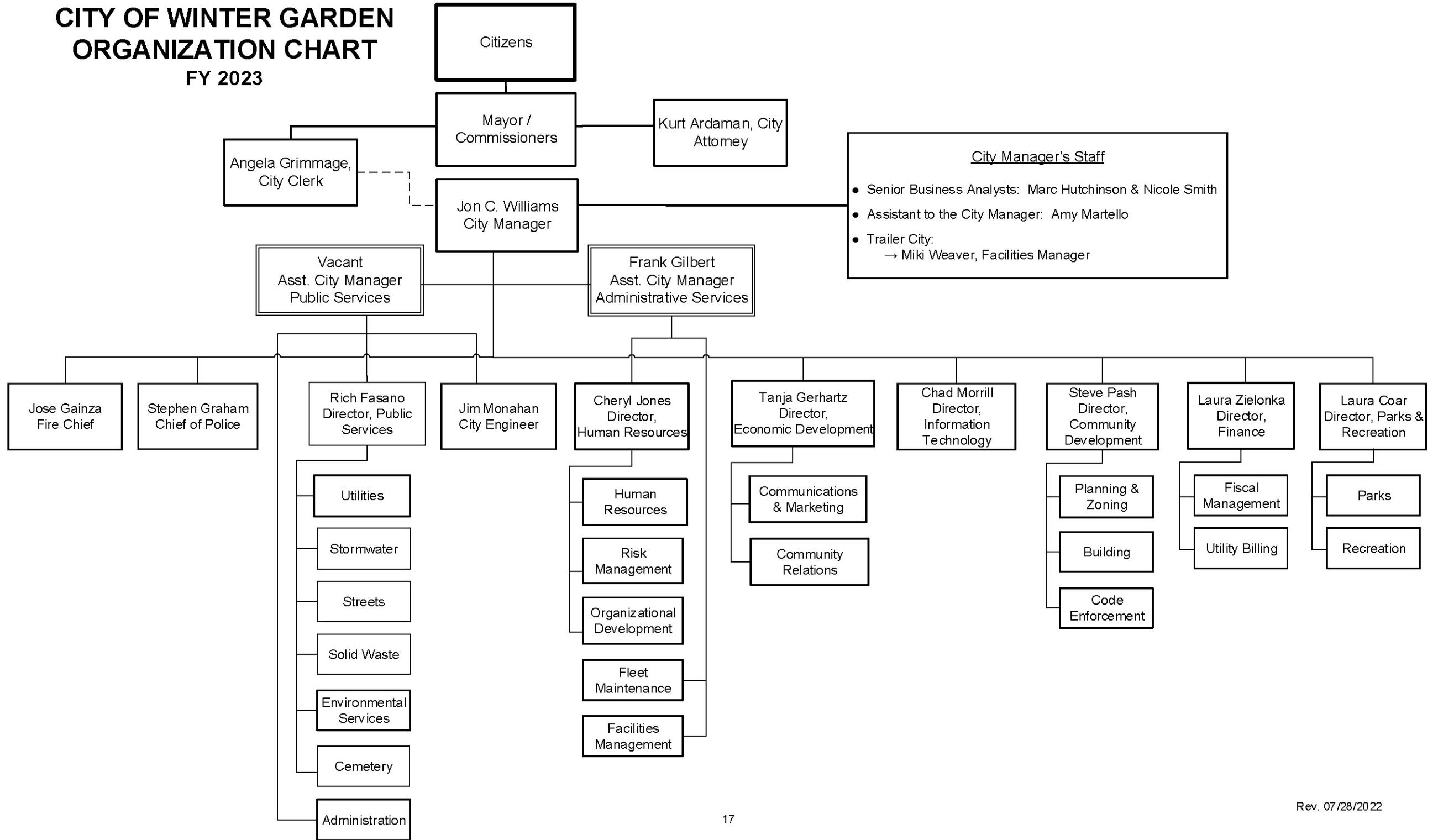
CITY STRATEGIC PLAN

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FY2023 DEPARTMENTAL GOALS OVERVIEW

City Overview

CITY OF WINTER GARDEN ORGANIZATION CHART FY 2023



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 approximately 48,500 residents and 1,600 businesses. The City of Winter Garden is a desirable place to live and a local gathering place for residents within Central Florida offering a diversity of housing and entertainment options.



Winter Garden is known for its warm charm, great schools, and one of the lowest millage rates in Orange County, while providing a superior quality of life.

Winter Garden's proximity to Orlando and the theme parks has made it an ideal spot for growth. Winter Garden has grown to become the commercial and cultural capital of West Orange County. People can browse indie shops on Plant Street or drive a few miles south to the Winter Garden



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

The historic downtown, listed on the National Registry of Historic Places, is a favorite destination for West Orange residents and those traveling the award-winning West Orange Trail. Downtown Winter Garden maintains its hometown charm and is always filled with people of all ages strolling its brick-lined streets, walking dogs, and cycling.



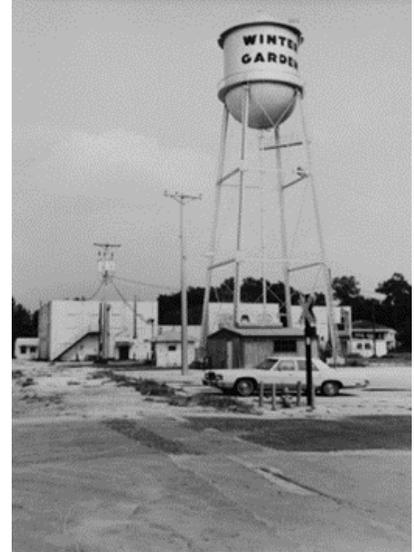
Right in the middle of downtown is an iconic clock tower and "outdoor living room" with a mosaic-tiled public fountain lined with bench swings and a gazebo that serves as a stage for year-round entertainment.

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



City History

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



In the 1980s, the groves suffered 3 great freezes and the citrus community was dying. The city's leaders were smart in their planning to grow the city and start economic development. They anticipated that two toll roads – State Road 429 and S.R. 408 would kick-start development in Winter Garden, which sits 14 miles west of Orlando and is just a short drive to Disney.



In the 1990's the city created a special tax district to boost revenue in order to redevelop and revitalize its downtown with a plan to merge old and new.

In 2003, the city bought the Garden Theatre, which was built in 1935 but had been used most recently as a garage for tractors. The restored venue is a big hit, hosting live, local productions and an annual film festival with international entries.

In 2008, the City built City Hall which has an art deco façade that resembles a stylish train station from the 1930's.

The city officials understand that you have to constantly reinvest in the city in order for it to grow and be a community where citizens want to live and visit. In 2011, the city built a Splash Park adjacent to the Downtown Pavilion to create an outdoor play area for families.



The City also purchased Tucker Ranch, a 209-acre property on the west side of Avalon Road, boasting an impressive oak hammock. Tucker Ranch is being developed into a regional park with trails, camping, and a health and wellness park with access to John's Lake for canoeing.

Numerous events occur each year in the Winter Garden Historic Downtown District including charitable benefits, art festivals, music festivals, holiday events and more. The annual Spring Fever in the Garden event, sponsored by the Bloom N Grow Society, is one of the most popular annual events.



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

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

Local Economy

The City’s economic environment is heavily influenced by the economy of Orlando and the Central Florida area. The unemployment rate for Orange County was 4.5 percent in 2021 which is down from 9.8 percent in 2020. The unemployment rate has fluctuated quite a bit since the spring of 2020 due to the economic crisis caused by the Coronavirus pandemic. Orange County is a community that relies heavily on the tourism and hospitality industries. Before the pandemic, leisure and hospitality accounted for 275,700 jobs, or 20.6% of total employment in the area. The tourism industry normally accounts for roughly \$75 billion of the total regional economy. The travel tourism industry was hard hit by the pandemic and associated business closings. Unemployment in the Orlando area came close to 20% in 2020, but fell gradually through 2021. We are expecting unemployment to decrease as the economy recovers.

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

Fiscal Year	Population ¹		Personal Income ²		Labor Force (Countywide) ³			Unemployment Rate ⁴
	City of Winter Garden	Orange County	City of Winter Garden Annual Income	Per Capita	Civilian Labor Force	Employed	Unemployed	
2021	47,475	1,457,940	\$ 1,744,793,841	36,752	754,627	720,932	33,695	4.5
2020	46,964	1,415,260	1,719,105,232	36,569	748,262	675,176	73,086	9.8
2019	45,245	1,386,080	1,646,329,815	36,387	784,788	763,604	21,184	2.7
2018	44,935	1,349,597	1,626,916,610	36,206	755,616	732,303	23,313	3.1
2017	42,959	1,313,880	1,563,149,133	36,387	717,674	683,711	33,963	4.7
2016	41,606	1,280,387	1,512,419,706	36,351	715,726	684,812	30,914	4.3
2015	39,871	1,252,396	1,442,134,070	36,170	692,813	659,768	33,045	4.8
2014	38,442	1,227,995	1,383,527,580	35,990	681,320	643,006	38,314	5.6
2013	37,172	1,202,978	1,297,897,552	34,916	649,312	608,781	40,531	6.2
2012	36,063	1,172,493	1,206,704,043	33,461	637,823	584,475	53,348	8.4

¹Source: University of Florida, Bureau of Economic and Business Research, estimate based off of April 1 2020 Census

²Source: Estimated based on prior year trends.

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

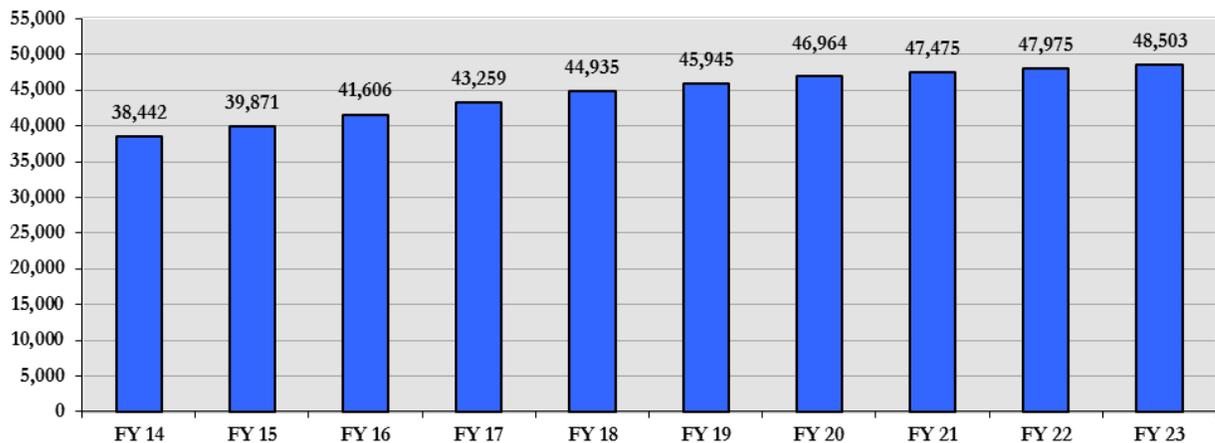
³Source: Florida Department of Economic Opportunity - Local Area Unemployment Statistics

⁴Countywide

Although inflation has started to cut into the tourism and hospitality industry, demand is still strong, and hotel occupancy is currently within 5% of the pre-pandemic levels. Sales tax was hit hard during the pandemic, but is already similar to 2019 levels.

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 47,975 in fiscal year 2021, representing a 14% increase over five years and 35% increase over ten years.

WINTER GARDEN POPULATION



Economic indicators for fiscal year 2022-23 and beyond point to a continued economic recovery. City of Winter Garden’s long-term revenue outlook anticipate property values will continue to rise, but certain revenues could be impacted due to high fuel prices and a potential economic slowdown. Revenue generated by the citywide property tax is used for a wide variety of government services including public safety, parks and recreation and numerous infrastructure improvements.

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 currently 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 terms will change to four-years at the next election cycle. The Commissioners are elected by district, and the Mayor is elected at large.

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

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

City Strategic Plan

The FY2023 Budget represents a proactive approach to governance at the City, focused on influencing the future rather than adapting to it. The City has adopted a Strategic Plan which outlines the vision for the City of Winter Garden’s future and identifies the policies, plans and programs that represent the City’s long-term priorities for achieving the vision. The budget aligns the City’s resources towards the vision and ensures transparency and accountability.

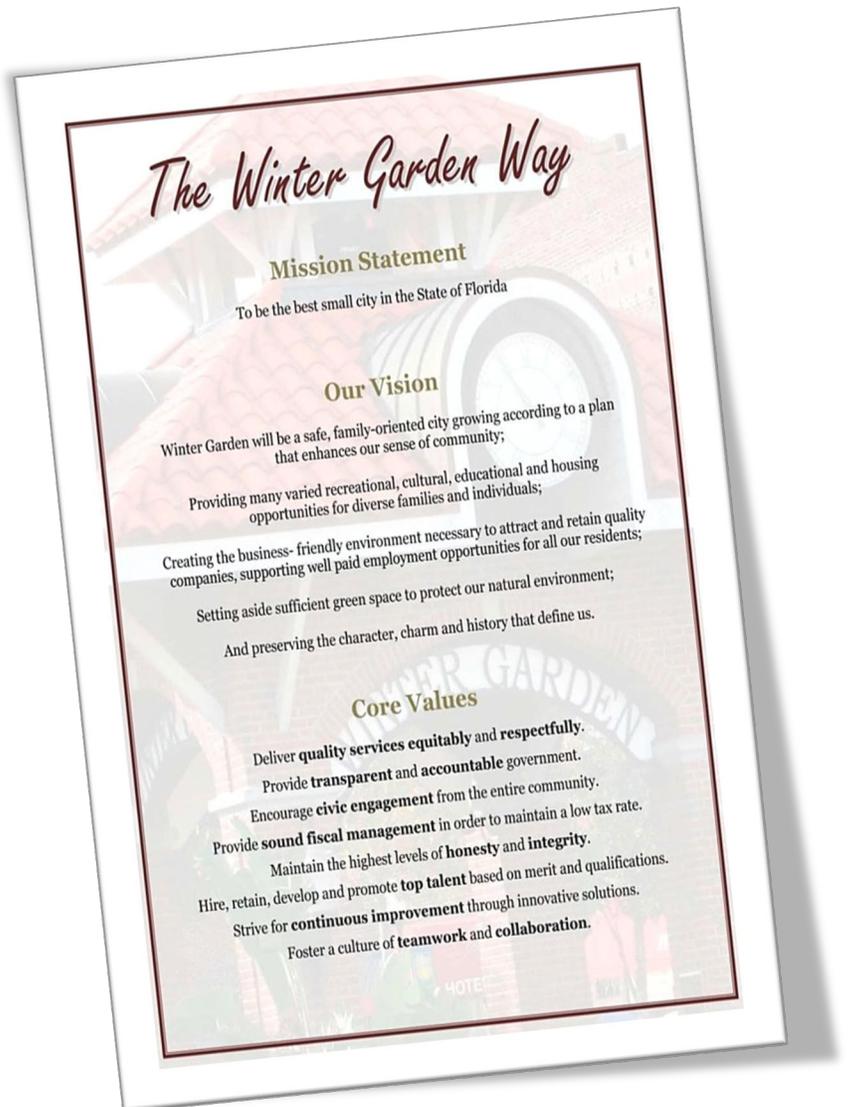
Strategic Model & Framework

The strategic model is characterized by the pyramid illustrated below. It outlines the up and down relationship flow of how the City translates the culmination of mission, vision, core values and strategic priorities into actionable initiatives which result in business plans and operating plans at the department level. Strategic priorities are typically 10-20 years in focus, business plans are 2-5 years in focus and operating plans are 1-2 years in focus. The annual execution of the broader long-term strategies occurs at the operating level through daily service activities and is validated against stretched performance targets or benchmarks. There are three levels to this model which begin with the long-term directional level, followed by the intermediate business planning level and then the short-term operating planning level. The City’s mission and vision propositions should always drive the operational activities and these activities should also in turn relate back to the mission and vision propositions.



Mission, Vision and Core Values

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



City Strategic Priorities

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

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

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

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

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

FY2023 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 FY2023 department goals aligned by the City’s primary and secondary strategic priorities. For more details, please see the *Expenditures* section of this budget document for each department’s business plan including targeted objectives and key performance indicators.

STRATEGIC PRIORITIES & GOALS

ENSURE A SAFE COMMUNITY

Direct police presence around property and personal crimes to provide a high sense of citizen safety while equally ensuring community protection and 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 business 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.



EXECUTIVE

Cultivate a sense of community pride, connection and involvement

PROVIDE AN ATTRACTIVE COMMUNITY

Keep the City and its gateway corridors attractive, desirable 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



EXECUTIVE

Achieve a high quality of life for all citizens by nurturing and sustaining a desirable community

PROVIDE SOUND FISCAL MANAGEMENT

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



FIRE & RESCUE

Contain and control Fire Department's overtime cost



HUMAN RESOURCES

Reduce healthcare costs to the City



FISCAL MANAGEMENT

Submit balanced budget within appropriate parameters to maintain low tax rates



PUBLIC SERVICES: Administration

Provide alternative funding for City capital improvement projects



PUBLIC SERVICES: Wastewater & Reclaimed Water

Control Waste Water Plant Operating & Maintenance Cost within parameters



PUBLIC SERVICES: Water Treatment & Pumping

Control Water Treatment Plant Operating & Maintenance Cost within parameters

PROVIDE TRANSPARENT AND ACCOUNTABLE GOVERNMENT

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



CITY CLERK

Improve access, retention, and integrity of City records

PRESERVE THE NATURAL ENVIRONMENT

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



COMMUNITY DEVELOPMENT

Safeguard natural land areas and green spaces throughout the City



PUBLIC SERVICES: Solid Waste

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill



PARKS & RECREATION

Rehab, restore and protect passive green space throughout the City



PUBLIC SERVICES: Water Treatment & Pumping

Protect groundwater resources through water conservation strategies

Ensure Water Treatment Plant energy efficiency to minimize carbon footprint



PUBLIC SERVICES: Wastewater & Reclaimed Water

Ensure Waste Water Plant energy efficiency to minimize carbon footprint



PUBLIC SERVICES: Wastewater/Stormwater/Collections

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

PROVIDE RECREATION, ARTS & CULTURE

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



PARKS & RECREATION

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

SUPPORT PUBLIC EDUCATION & LEARNING OPPORTUNITIES

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



EXECUTIVE

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

RECRUIT, DEVELOP AND RETAIN TOP TALENT

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



HUMAN RESOURCES

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

MAINTAIN QUALITY SERVICES & INFRASTRUCTURE

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



PUBLIC SERVICES: Engineering

Ensure timely and within budget completion of all planned CIP projects annually
 Proactively safeguard engineering design standards on all infrastructure installations



PUBLIC SERVICES: Wastewater & Reclaimed Water

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



PUBLIC SERVICES: Wastewater/Stormwater/Collections

Prolong the service life of the City’s infrastructure through timely maintenance
 Reduce flooding incidents thereby reducing citizen stormwater complaints



PUBLIC SERVICES: Water Treatment & Pumping

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



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

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

IMPROVE AND MAINTAIN MOBILITY

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



COMMUNITY DEVELOPMENT

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



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Improve pedestrian infrastructure, bicycle and automobile transportation

DELIVER QUALITY SERVICES EQUITABLY & RESPECTFULLY

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



FACILITIES MANAGEMENT

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



FISCAL MANAGEMENT

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



UTILITY BILLING

Provide a responsive and consistent Utility Billing service experience



FLEET MANAGEMENT

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



INFORMATION TECHNOLOGY

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

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



EXECUTIVE

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



HUMAN RESOURCES

Achieve a productive and safe workplace

Excellent and professional HR service experience to all employees and departments



PUBLIC SERVICES: Administration

Ensure safety in all Public Services areas through training and accountability

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



COMMUNITY DEVELOPMENT

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

FOSTER A CULTURE OF TEAMWORK AND COLLABORATION

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



SHARED GOAL BY ALL DEPARTMENTS

Promote a high performing organization

LONG RANGE FINANCIAL PLANNING

The City of Winter Garden continues to monitor community characteristics relating to development, provisions of services, environmental protection and governmental activities to meet the goals and objectives of the City's Comprehensive Plan. Since 1998, the City's area has increased by approximately 3.5 square miles through annexation of surrounding unincorporated areas and has undergone rapid growth in recent decades, increasing from 6,789 in 1980 to 14,251 in 2000. The population for 2021 was 47,475, an increase of approximately 233% in 21 years.

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

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

FIVE YEAR GROWTH PROJECTION

	Prior Year	Current Year	Projection				
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Population	47,475	47,975	48,503	49,037	49,576	50,121	50,673
Growth Rate	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%
Taxable Value (000's)	4,100,661	4,407,338	4,938,596	5,308,991	5,574,441	5,741,674	5,885,216
Growth in Taxable Value	9.7%	7.5%	12.1%	7.5%	5.0%	3.0%	2.5%
Utility Growth Assumptions							
Annual Irrigation Sales							
Accounts (at year end)	9,777	9,875	9,974	10,073	10,174	10,276	10,378
Total Gallons Used (000's)	649,441	651,735	658,252	664,835	671,483	678,198	684,980
Avg Gallons per Account	6	6	6	6	6	6	6
Growth Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Annual Water Sales							
Accounts (at year end)	17,019	17,444	17,881	18,238	18,512	18,715	18,921
Total Gallons Used (000's)	1,326,424	1,358,576	1,392,540	1,420,391	1,441,697	1,457,555	1,473,589
Avg Gallons per Account	6	6	6	6	6	6	6
Growth Rate	2.4%	2.5%	2.5%	2.0%	1.5%	1.1%	1.1%
Annual Sewer Sales							
Accounts (at year end)	16,403	16,813	17,233	17,578	17,842	18,038	18,236
Total Gallons Used (000's)	1,080,274	1,107,645	1,135,337	1,158,043	1,175,414	1,188,343	1,201,415
Avg Gallons per House Hold	5	5	5	5	5	5	5
Growth Rate	2.4%	2.5%	2.5%	2.0%	1.5%	1.1%	1.1%
Solid Waste Growth Assumptions							
Accounts (at year end)	16,181	16,182	16,587	16,918	17,172	17,361	17,552
Account Growth Rate	2.4%	2.5%	2.5%	2.0%	1.5%	1.1%	1.1%
Stormwater Growth Assumptions							
Accounts ERUs (at year end)	17,264	17,265	17,697	18,051	18,321	18,523	18,727
Account Growth Rate	2.4%	2.5%	2.5%	2.0%	1.5%	1.1%	1.1%

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

PROJECTION ASSUMPTIONS FY 2023 - 2027

	FY 2023 Budget	Five Year Forecast 2023-2027
Ad Valorem Taxes	Millage (4.50 mills) on tax base of \$4.939 billion per Tax Appraiser. Assumes 96% collection of gross revenues	Increase in asessed value of going down from 7.5% to 2.5% gradually including new construction
Utility Taxes	4% growth	Capped at 2% Annual Growth increase
Franchise Fees	7% growth	Capped at 2% Annual Growth increase
Communication Service Tax	Estimated by the State Office of Economic and Demographic Research	Contraction through 2024; less than 1% thereafter
Intergovernmental Federal/State/County/Other Grants:	Budget estimate takes into account the recovery from the negative economic affect of COVID-19 on Sales Tax Revenues in 2020 and 2021	2% Annual Growth projection to be conservative
Fines & Forfeitures	Based on YE 2022 revenue	Population Growth Rate
Permit Fees		
Building Permits	Based on department projection	Building Projections and Trending
Other Permit Fees	Based on YE 2022 revenue	Population Growth Rate
Land Development Fees	Based on YE 2022 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2022 revenue	Population Growth Rate
Licenses		
Business Tax Receipts	Based on YE 2022 revenue and trend	Population Growth Rate
Charges for Services		
Recreation	Based on detail of revenues by program	Population Growth Rate
Building Leases	Based on YE 2022 revenue	No increase projected to be conservative
Rentals	Based on YE 2022 revenue	No increase projected to be conservative
Miscellaneous	Based on YE 2022 revenue	No change projected
Impact Fees	Based on Bulding projections times rate	Building Projections and Trending
Interest	Based on YE 2022 revenue	Flat over five years
Water	Projected customer growth rate 2.5% over prior year	Increase only in anticipated customer growth rate, projected rate increase when new treatment plant is built
Wastewater	Projected customer growth rate 2.5% over prior year	Increase only in anticipated customer growth rate, projected rate increase when new treatment plant is built
Garbage	Projected customer growth rate 2.5% over prior year; includes 15.77% rate increase	Increase in anticipated customer growth rate, projected rate increase based on CPI
Stormwater	Projected customer growth rate 2.5% over prior year; includes \$0.25 rate increase	Increase in anticipated customer growth rate, projected rate increase of \$0.25 increase per year through FY 2025
Personnel Expenses	Staffing levels requested and benefit increases based on economic data	2-3% cost of living increases; 10% medical benefits increase
Operating Expenses	Estimated by Department Heads	4-8% 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 STRUCTURE

BUDGET GUIDES

—

BUDGET ADOPTION & MODIFICATION

—

BUDGET POLICY, PROCESS & PREPARATION

—

FY 2023 BUDGET CALENDAR

—

METHOD OF BUDGETING

—

FY2023 BUDGET ASSUMPTIONS

Budget Structure

OVERVIEW OF THE BUDGET PROCESS

A. BUDGET GUIDES

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

Policy Document:

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

Operations Guide:

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

Financial Plan:

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

Communications Device:

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

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

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

Powers of Commission

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

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

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

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

Responsibilities of City Commission

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

The Role of the Staff to the City Commission

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

Fiscal Policy Statement

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

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

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

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

- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- The guideline and goal for the General Fund fund balance is to have 30% reserves in case of emergencies.

B. BUDGET ADOPTION AND MODIFICATION

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

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

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

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

C. BUDGET PREPARATION

In May the Finance Department develops a fiscal model to project revenues and expenditures for the next fiscal year. This model provides the City with a clear vision of the level of financial control needed to develop upcoming fiscal year budgets. Based on the model's results, target expense levels for FY 2022/23 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 2022/23 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 2023 Budget Calendar for Departments

<u>Event</u>	<u>Date</u>
Budget Manual sent to Departments	May 20, 2022
Budget entry access given to Departments	May 20, 2022
Receive DR 420 Forms from Property Appraiser	June 30, 2022
Commission Sets Proposed Millage Rate	July 14, 2022
Send in DR 420 Forms to Property Appraiser	July 15, 2022
Personnel request forms due to HR Department	July 15, 2022
Capital Improvement Project request forms due to Finance	July 15, 2022
Fleet Maintenance Vehicle Inspection forms due to Finance	July 15, 2022
All budget request to be entered into GMBA	July 15, 2022
Personnel request forms due to Finance from HR	July 15, 2022
CIP/Department Head Meetings	July 19 – 22, 2022
Finance submits preliminary budget proposal to City Manager	August 5, 2022
FTE and Organization Charts due to Finance Department	August 5, 2022
Performance Measurements due to Finance Department	August 5, 2022
Budget Workshop	August 25, 2022
1 st Public Hearing	September 15, 2022
2 nd Public Hearing	October 5, 2022
Send in Adopted Ordinance to PA, DOR and Tax Collector	October 6, 2022
Complete and Deliver Form DR422 and TRIM Package	October 6, 2022

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 2022. The 2022/23 budget column includes recommendations for the upcoming fiscal year. These recommendations reflect expenditures proposed by the various City departments as modified by the City Manager. Information on proposed capital expenditures is illustrated in both the Capital Outlay and the Five-Year Capital Improvement Plan sections of this document.

Fund Structure

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

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

Governmental Funds include the following five fund types:

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

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

Proprietary Funds include the following fund type:

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

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

Fiduciary Funds include the following fund type:

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

Accounting Structure

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

1. Deposits and investments

The City’s cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. The City maintains a cash and investment pool that is utilized by all funds except those that require separate accounts. Each pooled cash fund is allocated interest on ending monthly cash balances held by the fund throughout the year.

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

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

2. *Restricted assets*

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

3. *Capital assets*

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

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

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

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

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

4. Long-term obligations

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

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

5. Fund balances

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

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

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

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

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

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

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

E. FY2022-23 BUDGET ASSUMPTIONS

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

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

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

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

The FY 2022-23 Revenue and Expenditure budget assumptions are as follows:

Revenues:

- No increase to the City millage rate, keep flat at 4.5000 for FY 2022-23 fiscal year.
- All revenues except for non-operating revenues, internal service funds, and grant funds include the 5.0% statutory deduction required by Florida Statutes.
- The budget for state-shared revenues, including sales tax revenue, was prepared based on year-to-date actual figures and various economic and legislative assumptions.

Expenditures:

- **Personnel Services:** The FY 2022-23 personal services budget includes a 5% salary increase for employees. The employer contribution for the pension rates increased and were budgeted at the amounts provided by the actuary for the employer retirement contributions.
- **Operating Expenses:** Departments were requested to maintain variable expenditures for FY2022-23. Provision for inflation in selected operating services line items.
- **Capital Outlay:** Departments were requested to submit only critical capital outlay budget for FY 2022-23. All rolling stock purchase requests are reviewed by the City Fleet Manager.
- **Capital Improvements:** Only new or increased Capital Improvement Projects (CIP) of significant importance were considered, as well as projects necessary to maintain the City's current facilities or other assets. Please refer to the Capital Improvement Program section for the detailed five-year CIP.

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

BUDGET SUMMARY

BUDGET HIGHLIGHTS

—

FUND BALANCE SUMMARY

—

SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCE

CITY OF WINTER GARDEN

FY 2023 BUDGET HIGHLIGHTS

The City of Winter Garden’s proposed fiscal year 2023 budget of \$89M was developed utilizing the following guidelines set forth by the City Manager:

- Maintain citywide millage rate to 4.5000 mills
- 5.0% cost-of-living increase for employees
- New positions requests based on a case-by-case basis
- Review operating and capital budgets to determine if any expenditures can be postponed or reduced
- New capital improvement projects considered based on need and funding availability

This funding plan ensures that all major City services including police, fire, and transportation remain at or above current levels of service. This budget includes \$45 million to the General Fund personnel and operating expenditures, an increase of 16%, and \$3.1 million for capital projects. The budget is balanced and delivers all of the superior services our citizens have come to expect without increasing taxes.

TOTAL REVENUES & OTHER FINANCING SOURCES

General Fund	\$50,848,386
Special Revenue Fund	\$6,371,218
Debt Service Fund	\$2,693,061
Enterprise Funds	\$25,159,421
Fiduciary Funds	\$15,195,028
Total	\$100,267,114

TOTAL EXPENDITURES & DISBURSEMENTS

General Fund	\$52,089,882
Special Revenue Fund	\$6,075,792
Debt Service Fund	\$2,570,356
Enterprise Funds	\$23,816,873
Fiduciary Funds	\$4,558,452
Total	\$89,111,355

* the variance in the revenue to expenditures is balanced with the use of/transfer to fund balance

THREE-YEAR GROWTH PROJECTIONS

POPULATION

FY 2021: 47,475
 FY 2022: 47,975
 FY 2023: 48,503

GROWTH %

FY 2021: 1.09%
 FY 2022: 1.05%
 FY 2023: 1.10%

TAXABLE VALUE

FY 2021: 4,100,661,214
 FY 2022: 4,407,338,459
 FY 2023: 4,938,596,286

GROWTH %

FY 2021: 9.71%
 FY 2022: 7.48%
 FY 2023: 12.05%

GENERAL FUND PERSONNEL & OPERATING

EXPENDITURES

FY 2021: 35,350,157
 FY 2022: 38,998,221
 FY 2023: 45,259,199

GROWTH %

FY 2021: 7.03%
 FY 2022: 10.32%
 FY 2023: 16.05%

2023 BUDGET HIGHLIGHTS

MAJOR REVENUE SOURCES FOR THE GENERAL FUND

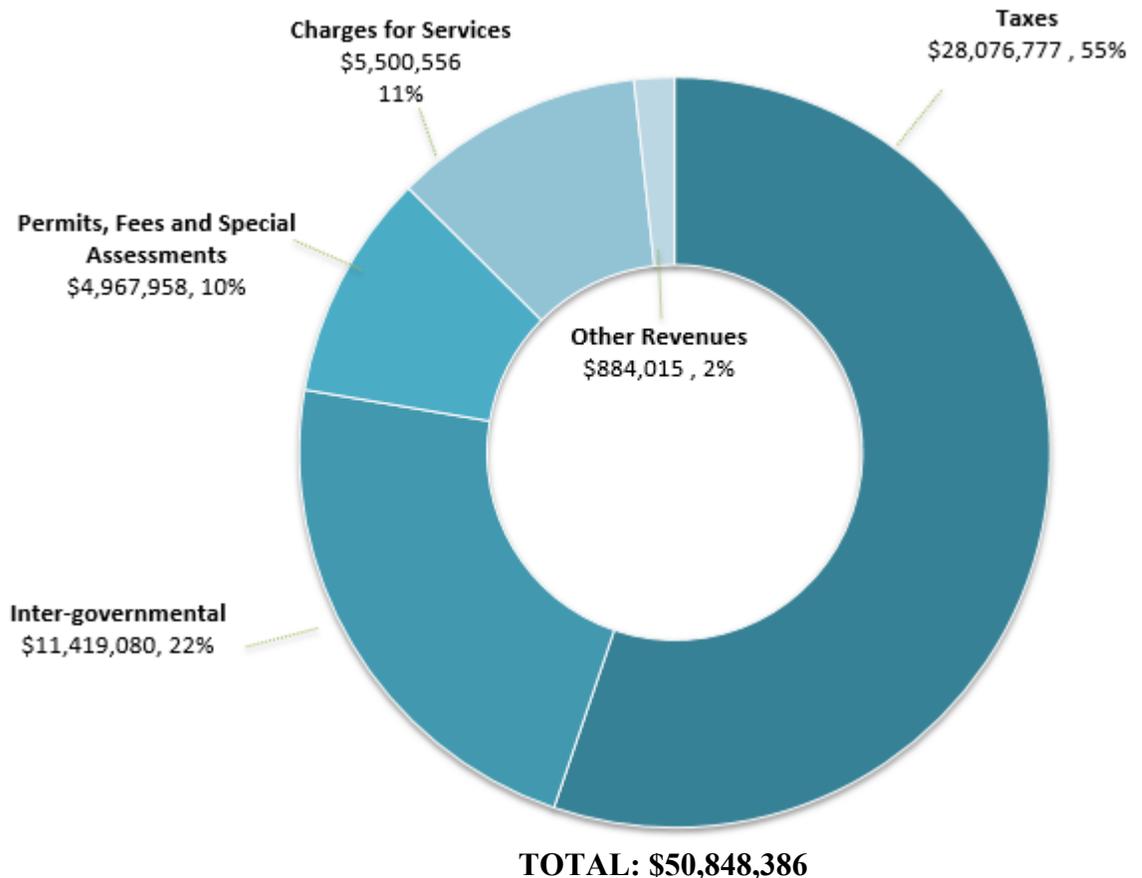
A strengthened City of Winter Garden economy, with an unemployment rate that has fallen close to 4%, has led to increased visitor activity and higher property values. These things translate to greater consumer spending at the local businesses and increased State Revenue sources.

The total budgeted revenues for the General Fund are projected to be \$50.8 million which is approximately \$5.1 million increase from FY2022 budgeted revenues.

Most of the City's general use revenue is derived from property taxes. The total taxable value of property in the City of Winter Garden will increase approximately 12.1% for the 2023 fiscal budget year. The budgeted property tax revenue of about \$21.35 million is an approximate increase of \$2.3 million from the prior year. These funds will be used for an array of government services including public safety, economic development, parks and recreation and transportation.

Sales tax and state revenue sharing play an integral part in the City's revenue mix because they are used to fund a variety of services and projects. Sales tax has increased as it generally moves with the economy, it is projected to increase from \$6.6 million to \$8.4 million and the state sharing revenue is projected to increase from \$2.2 million to approximately \$2.5 million.

GENERAL FUND REVENUES BY SOURCE



2023 BUDGET HIGHLIGHTS

GENERAL FUND OPERATING BUDGET

5%

The City has budgeted a 5.0% cost-of-living increase for full-time employees

15%

The City has budgeted a 15% increase to general and liability insurance and variable costs

12%

The city is budgeting a 12% increase to total expenditures for the General Fund in FY 2023.

Preparation of the Operating Budget was a critical undertaking given the unknown economic impact that inflation and the availability of resources will have on the costs of materials and services. The budget has accounted for inflation to continue into the next fiscal year and has assumed that the supply chain delay issues will continue to impact the timing and pace of projects.

The FY2023 personnel services budget includes a 5% cost-of-living increase for employees. The employer contribution for the pension rates increased slightly and the estimated cost of health insurance is a 15% increase.

Departments were requested to submit only critical capital outlay budget for FY2023 and only new CIP of significant importance were considered for the FY2023 budget year.

The proposed FY 2023 budget is balanced and provides funding necessary to maintain the City's quality services thru the use of General Fund Revenues.

The information in the summary is intended to be a broad overview of the FY2023 budget. Please refer to the information contained in the rest of this document for a more detailed presentation of the budget.

General Fund Expenditures by Function	FY2021	FY2022	FY2023	Change	% Change
	Actual	Budget	Budget		
General Government	\$4,456,908	\$5,007,699	\$6,063,457	\$1,055,758	21%
Public Safety	\$22,198,570	\$24,890,225	\$29,381,648	\$4,491,423	18%
Physical Environment	\$2,641,355	\$2,950,133	\$3,681,506	\$731,373	25%
Transportation	\$3,493,768	\$2,779,623		-\$601,547	-22%
Economic Environment	\$360,811	\$632,128	\$649,542	\$17,414	
Executive Services	\$3,440,317	\$1,590,318	\$1,448,920	-\$141,398	-9%
Culture & Recreation	\$4,704,238	\$5,932,984	\$5,315,874	-\$617,110	-10%
Transfers Out	\$1,436,886	\$2,773,751	\$3,370,859	\$597,108	22%
Total General Fund Expenditures	\$42,732,853	\$46,556,861	\$52,089,882	\$5,533,021	12%

FY 2022/2023 BUDGET HIGHLIGHTS

For the 2022-2023 fiscal year, signs point to the continued positive economic gains in Winter Garden. The estimated increase in citywide property values for the upcoming budget year is 12% which follows the prior year increase of 7.5%. Along with the growth in property values, employment opportunities are also on the rise. The unemployment rate has dropped to 4.5% in 2021 which is a significant improvement from the 10% unemployment rate in 2020.

With the improvement in the economy, we are seeing a greater demand for government services, from increased safety needs, to an increased use of our roads for work and leisure. The budget addresses these priorities by positioning resources to meet the demand in various areas, such as roadway maintenance and public safety.

Based on available economic data and the City Commission priorities, the Fiscal Year 2023 Revenue and Expenditure/Expense budgets were prepared using the following guidelines:

- Maintain citywide millage rate at 4.500 mills.
- 5.0% cost-of-living increase for all employees
- Maintain operating expenditures where controllable, adjust variable operating expenditures due to increasing prices of supplies, increases on a case-by-case basis with justification.

Revenues

Total budgeted revenues for the General Fund are projected to increase 11% to \$50.85 million, which is approximately \$5.06 million more than budgeted revenues in FY2022. This increase in the General Fund revenues is largely due to the increase in ad valorem revenues and intergovernmental revenues. The budget for the citywide property tax revenue is approximately \$21.35 million. This revenue source, benefiting from the new construction and the existing real estate market is about \$2.30 million more than the FY2022 budget. These funds will be used for

an array of services and infrastructure improvements including law enforcement, fire capital, road maintenance, and parks and recreation programs. The budget for certain revenues funded by the State, including the local government half-cent sales tax, was prepared based on estimates provided by the Florida Office of Economic and Demographic Research and current revenue trends. The economy is recovering from the economic impacts from Coronavirus pandemic that started in March of 2020. These revenues may be revised during FY 2022-23 based on updated projections or economic changes. The Local Government Half-Cent Sales Tax revenue is projected to increase by \$1.77 million from \$6.65 million to \$8.42 million and state sharing revenue is projected to increase by approximately \$384k from the current year budget of \$2.16 million to \$2.55 million. The Utility taxes and franchise fees are projected to increase 5.3% from \$8.0 million to approximately \$8.43 million in fiscal year 2022/2023.

Expenditures/Expenses

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.

The City is affected by today's inflationary environment, with this in mind, the City has prioritized and closely evaluated all existing and potential projects, programs, and services when formulating the City's FY2022/23 budget. The below notable assumptions were kept in mind while formulating the budget:

- Inflationary effects will continue – costs could be higher and burden our operating overhead
- Budget constraint for next year – be selective and prioritize Capital and Capital project spending needs to minimize impact on the budget
- Supply Chain delay issues will likely continue and impact the timing and pace of projects
- Economic Recession is projected in the near term and will impact next year.

This budget includes a 12% increase in total General Fund expenditures over last fiscal year. This year's budget allocates resources to public safety, critical capital and infrastructure projects, and continues to invest in our staff. City services are only as reliable as the people, equipment, and infrastructure that deliver them. This budget includes a 5% cost-of-living increase to all city full time employees and includes pay grade equity adjustments where needed. The budget also includes operating cost increases for contractual services and operating supplies due to the current inflationary environment.

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 2023-2027 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 FY2021/2022” is the budgeted use of fund balance since the current fiscal year is still underway at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

Spendable Fund Balance Status

FUND	Fund Balances 09/30/2021	Expected Change FY 21/22	Estimated Balance 09/30/2022	Budgeted Change FY 22/23	Projected Balance 09/30/2023	Percent Change FY 22/23
General Fund	\$33,699,624	(\$9,033,245)	\$24,666,379	\$0	24,666,379	0.00%
CRA Fund	2,636,473	(80,482)	2,555,991	64,318	2,620,309	2.52%
Impact Fee Fund	26,987,418	(17,146,513)	9,840,905	1,411,228	11,252,133	14.34%
Non-Major Governmental	20,674,300	(18,452,131)	2,222,169	(1,057,416)	1,164,753	-47.58%
Total Governmental Funds	83,997,815	(44,712,371)	39,285,444	418,130	39,703,574	1.06%

**BUDGET SUMMARY BY FUND
FISCAL YEAR 2022/2023**

<u>CLASSIFICATION</u>	<u>GENERAL FUND</u>	<u>SPECIAL REVENUE FUNDS</u>	<u>DEBT SERVICE FUND</u>	<u>CAPITAL PROJECTS FUNDS</u>	<u>ENTERPRISE FUNDS</u>	<u>FIDUCIARY FUNDS</u>	<u>TOTAL</u>
CARRYFORWARD FUND BALANCE	24,666,379	13,283,086	-	1,335,979	7,180,032	97,527,550	143,993,026
REVENUES							
Ad Valorem Taxes at 4.5000 mils	21,351,106	-	-	-	-	-	21,351,106
Sales, Use, and Fuel Taxes	-	2,458,382	-	-	-	-	2,458,382
Utility and Service Taxes	6,480,026	-	-	-	-	-	6,480,026
Local Business Taxes	245,645	-	-	-	-	-	245,645
Permits, Fees, & Special Assessments	4,967,958	1,369,205	-	-	2,722,226	-	9,059,389
Intergovernmental Revenue	11,419,080	1,025,824	-	-	-	955,093	13,399,996
Charges for Services	5,500,556	-	-	-	20,010,341	-	25,510,896
Fines and Forfeitures	48,834	32,175	-	-	-	-	81,009
Interest and Other Earnings	508,686	109,059	-	-	141,614	10,688,956	11,448,315
Miscellaneous Revenues	326,495	-	-	-	2,003,467	3,550,979	5,880,942
Total Revenues	50,848,386	4,994,645	-	-	24,877,647	15,195,028	95,915,705
OTHER FINANCING SOURCES							
Interfund Transfers	-	1,376,573	2,693,061	-	281,775	-	4,351,409
TOTAL REVENUE & OTHER FINANCING SOURCES	50,848,386	6,371,218	2,693,061	-	25,159,422	15,195,028	100,267,114
TOTAL ESTIMATED REVENUES & BALANCES	75,514,765	19,654,304	2,693,061	1,335,979	32,339,454	112,722,578	244,260,140
EXPENDITURES/EXPENSES							
General Government	7,235,688	-	-	-	-	4,558,452	11,794,140
Public Safety	29,373,248	1,024,418	-	-	-	-	30,397,666
Physical Environment	3,681,505	-	-	-	23,546,474	-	27,227,979
Transportation	2,178,075	2,736,528	-	-	-	-	4,914,604
Economic Environment	649,542	1,566,721	-	-	-	-	2,216,263
Human Services	276,690	-	-	-	-	-	276,690
Culture & Recreation	5,315,874	-	-	-	-	-	5,315,874
Total Expenditures/Expenses	48,710,623	5,327,667	-	-	23,546,474	4,558,452	82,143,217
NON-EXPENSE DISBURSEMENTS							
Debt Service	-	975	2,570,356	-	45,398	-	2,616,729
Interfund Transfers	3,379,259	747,150	-	-	225,000	-	4,351,409
TOTALS EXPENDITURES/EXPENSES	52,089,882	6,075,792	2,570,356	-	23,816,872	4,558,452	89,111,355
Reserves	23,424,882	13,578,511	122,705	1,335,979	8,522,582	108,164,125	155,148,785
TOTAL APPROPRIATED EXPENDITURES & RESERVES	75,514,765	19,654,304	2,693,061	1,335,979	32,339,454	112,722,578	244,260,140

GENERAL FUND

GENERAL FUND REVENUES SUMMARY

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GENERAL FUND REVENUES DETAIL

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GENERAL GOVERNMENT

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PUBLIC SAFETY

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COMMUNITY DEVELOPMENT

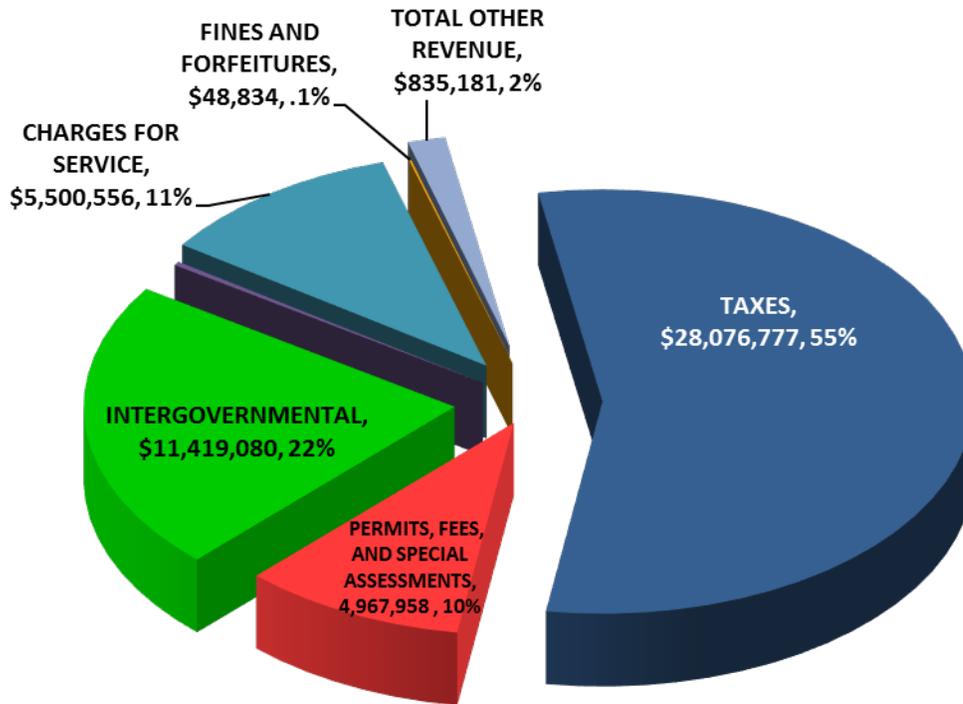
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PUBLIC SERVICES

—

PARKS & LAND AND RECREATION

GENERAL FUND REVENUES BY SOURCE



Total Taxes	\$ 28,076,777
Permits, Fees, and Special Assessments	4,967,958
Intergovernmental	11,419,080
Charges for Services	5,500,556
Fines and Forfeitures	48,834
Other Revenues	<u>835,181</u>
Total	\$ 50,848,386

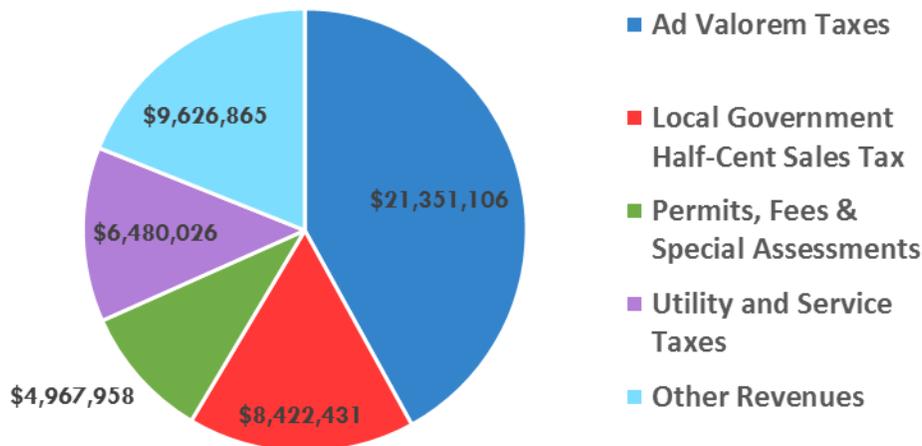
MAJOR REVENUE SOURCES OF GENERAL FUND

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

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

<u>Revenue Description</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Budget 2023</u>
Ad Valorem Taxes	\$14,525,066	\$16,169,770	\$17,737,535	\$19,055,430	\$21,351,106
Local Government Half-Cent Sales Tax	7,376,234	6,016,341	6,751,697	6,645,121	8,422,431
Permits, Fees & Special Assessments	5,679,476	6,374,508	5,545,835	4,983,485	4,967,958
Utility and Service Taxes	5,779,616	6,112,479	6,225,671	6,178,137	6,480,026
Other Revenues	10,869,065	9,945,014	8,189,192	8,926,099	9,626,865

Major Revenue Sources – Governmental Funds - FY 2023 Budget

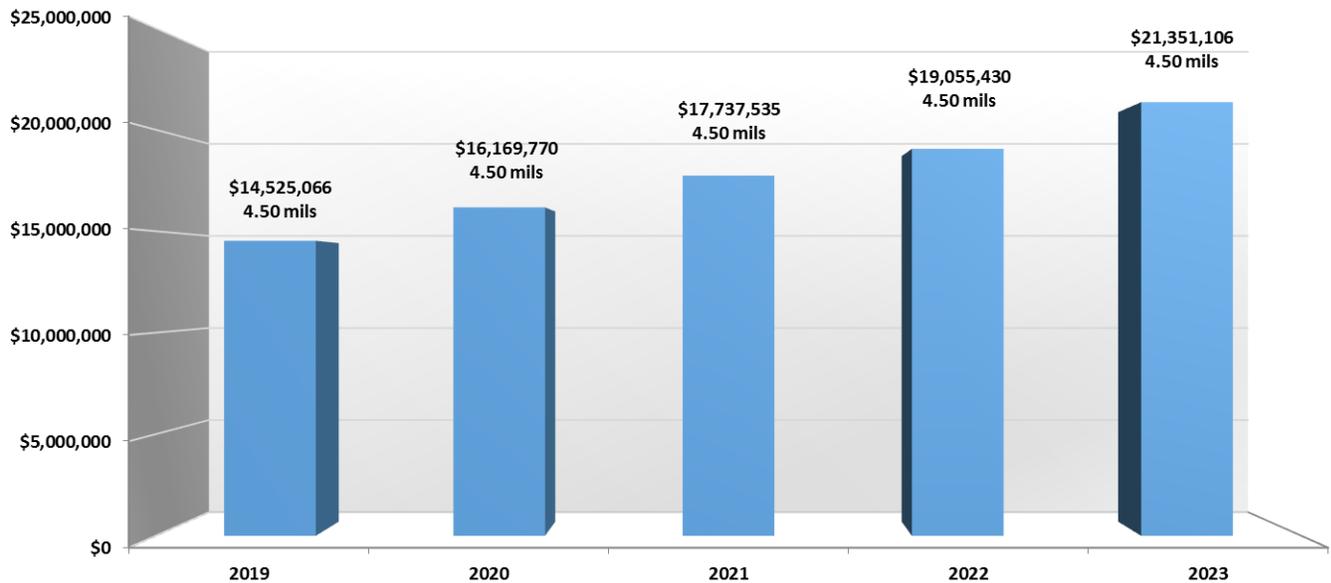


Ad Valorem Taxes

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

The graph below illustrates the historic and FY2023 estimated property tax revenues for the City. As illustrated, in FY2023 the operating millage remained the same at 4.5000. With the City maintaining its millage rate, property tax revenue is expected to increase by \$2,295,676 as a result of an increase in taxable value due to reassessments and new construction.

PROPERTY TAX REVENUES AND MILLAGE RATE

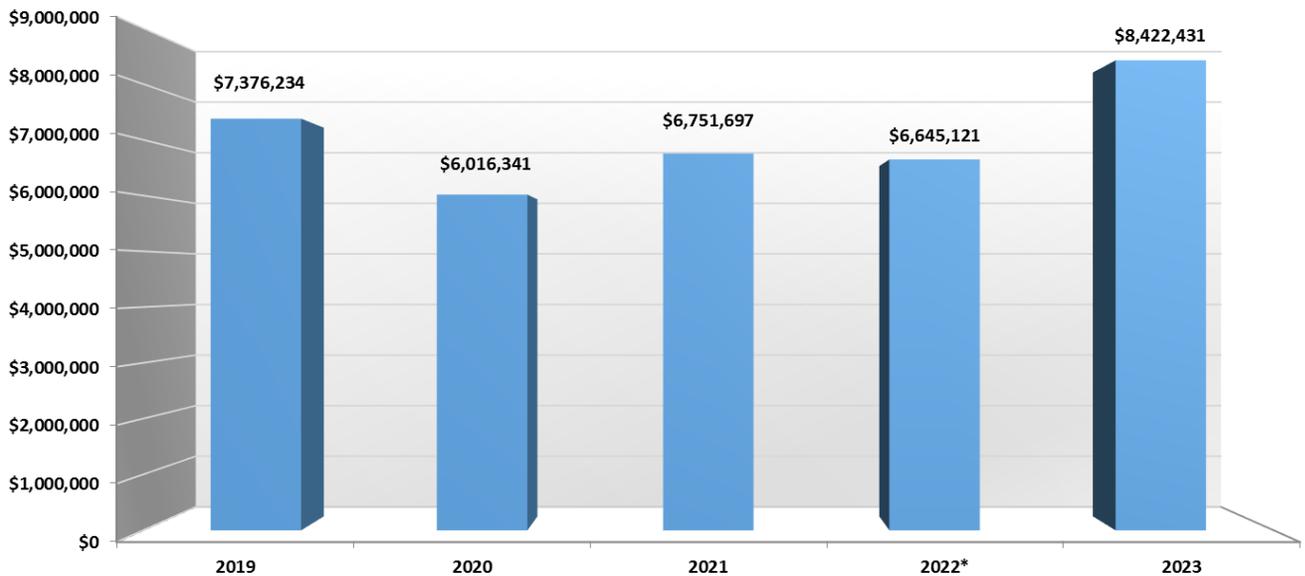


Local Government Half-Cent Sales Tax

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

The City budgets the Local Government Half-Cent Sales Tax revenue each year based on an estimate provided by the State. This revenue source has been heavily impacted due to the economic impacts of the coronavirus due to lack of spending during 2020 and 2021. We were conservative with the FY2022 budget as the economy starting to recover. The FY2022 budget was \$6,645,121, however, it is forecasted to be \$8,949,965 based on actuals through August 2022. We are anticipating revenues to maintain at the current rate with a conservative budget estimate for next fiscal year.

LOCAL GOVERNMENT HALF-CENT TAX



Permits, Fees and Special Assessments

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

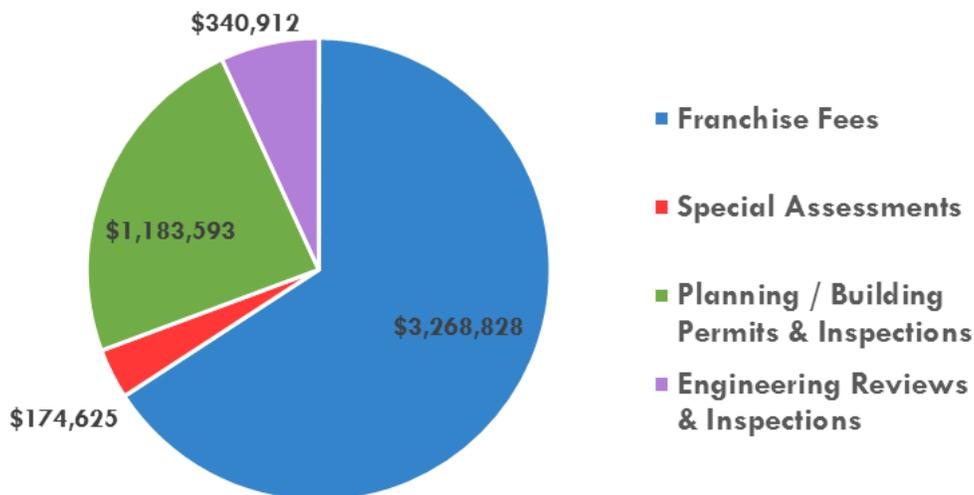
Permits and Fees are charged based on a fee schedule. The revenue estimated for permits and fees takes into consideration both the anticipated construction for the budgeted year and the amount collected in the prior year.

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

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

<u>Revenue Description</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Budget 2022</u>	<u>Budget 2023</u>
Franchise Fees	\$3,013,656	\$2,957,513	\$3,038,477	\$3,046,238	\$3,268,828
Special Assessments	35,007	34,668	34,914	34,625	174,625
Planning / Building Permits & Inspection	2,336,070	3,441,528	2,147,603	1,524,601	1,183,593
Engineering Reviews & Inspections	446,594	235,456	485,859	378,021	340,912

PERMITS, FEES & SPECIAL ASSESSMENTS - FY 2023 BUDGET



Utility and Service Taxes

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

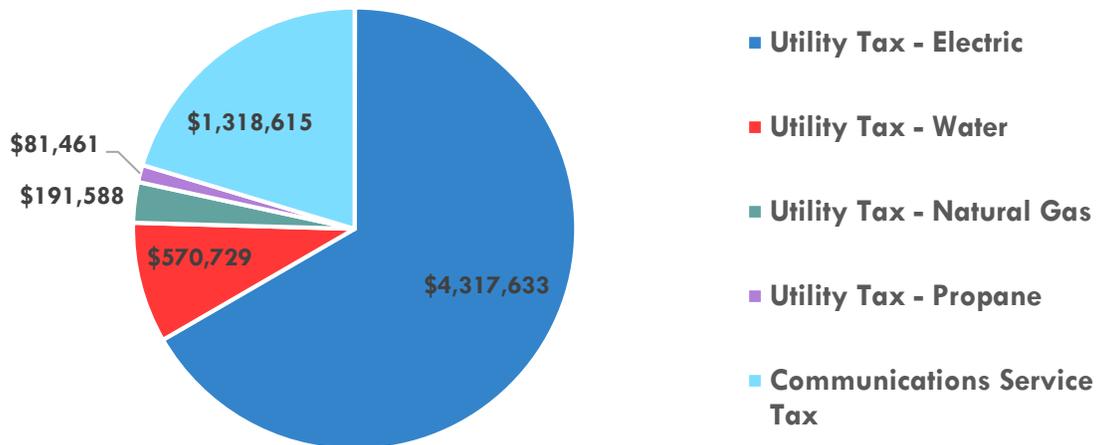
The Utility tax for electricity and natural gas is collected by the utility companies and submitted to the City on a monthly basis. The Utility tax for water is collected directly by the City via monthly invoices. The average tax rate is 10.0 percent of the sales price of such utility service.

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

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

<u>Revenue Description</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Budget 2023</u>
Utility Tax - Electric	\$3,826,423	\$4,046,185	\$4,170,184	\$4,167,571	\$4,317,633
Utility Tax - Water	506,126	547,691	563,863	564,122	570,729
Utility Tax - Natural Gas	159,097	164,833	182,924	169,778	191,588
Utility Tax - Propane	62,386	59,989	72,756	61,789	81,461
Communications Service Tax	1,225,583	1,293,781	1,235,944	1,214,878	1,318,615

UTILITY AND SERVICE TAXES - FY 2023 BUDGET



- GENERAL FUND REVENUES -

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND REVENUES
EXECUTIVE DEPARTMENT**

		<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0213-311.10-00	ADVALOREM TAXES	17,720,328	19,039,702	19,039,702	21,334,736
001-0213-311.90-00	PENALTIES AND INTEREST	17,207	15,728	15,728	16,370
	TOTAL AD VALOREM	17,737,535	19,055,430	19,055,430	21,351,106
001-0213-314.10-00	UTILITY TAX-ELECTRIC	4,170,184	4,167,571	4,167,571	4,317,633
001-0213-314.30-00	UTILITY TAX-WATER	563,863	564,122	564,122	570,729
001-0213-314.40-00	UTILITY TAX-GAS	182,924	169,778	169,778	191,588
001-0213-314.80-00	UTILITY TAX-PROPANE	72,756	61,789	61,789	81,461
	TOTAL UTILITY TAX	4,989,727	4,963,260	4,963,260	5,161,411
001-0213-315.20-00	COMMUNICATIONS SERVICE TAX	1,235,944	1,214,878	1,214,878	1,318,615
	TOTAL SERVICE TAX	1,235,944	1,214,878	1,214,878	1,318,615
001-0213-323.10-00	FRANCHISE FEES-ELECTRIC	2,917,425	2,926,133	2,926,133	3,131,425
001-0213-323.40-00	FRANCHISE FEES-GAS	121,052	120,105	120,105	137,403
001-0213-325.20-00	WESTSIDE TOWNHOMES	17,928	17,850	17,850	17,850
001-0213-325.30-00	LAKE COVE POINT	2,483	2,525	2,525	2,525
001-0213-325.40-00	BRANDY CREEK	14,503	14,250	14,250	14,250
001-0213-325.50-00	STONEBROOK WEST	-	-	-	100,000
001-0213-325.60-00	LAKEVIEW RESERVE	-	-	-	40,000
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	3,073,391	3,080,863	3,080,863	3,443,453
001-0215-331.10-00	FEDERAL GRANTS - GENERAL GOVERNMENT	112,872	-	-	-
001-0215-334.39-00	OTHER PHYSICAL ENVIRONMENT	20,000	-	-	-
001-0213-335.12-50	STATE REVENUE PROCEEDS	2,502,304	2,162,722	2,162,722	2,546,258
001-0213-335.14-00	MOBILE HOME LICENSES	45,704	43,586	43,586	46,618
001-0213-335.15-00	ALCOHOLIC BEVERAGE LICENSES	24,734	22,829	22,829	25,229
001-0213-335.18-00	LOCAL GOVT HALF-CENT SALES TAX	6,751,697	6,645,121	6,645,121	8,422,431
001-0213-338.20-00	COUNTY OCCUPATIONAL LICENSES	49,298	53,008	53,008	51,497
	TOTAL INTERGOVERNMENTAL	9,506,609	8,927,266	8,927,266	11,092,033
001-0213-341.30-01	LIEN SEARCH FEES	45,265	38,496	38,496	42,304
001-0213-341.90-01	INTERFUND MANAGEMENT FEES	701,814	788,595	788,595	1,005,463
001-0213-341.90-02	OCPS COLLECTION ALLOWANCE	58,108	61,271	61,271	59,198
001-0213-341.91-00	FILING FEES	552	94	94	45
	TOTAL CHARGES FOR SERVICES	805,739	888,456	888,456	1,107,010
001-0213-361.10-00	INTEREST	434,465	463,087	463,087	496,327
001-0213-361.13-00	INTEREST-ORANGE COUNTY TAX COLL	2,819	20,570	20,570	12,359
001-0213-361.30-00	NET INCR(DECR) IN FAIR VAL OF INVST	(757,039)	-	-	-
001-0213-361.40-00	GAIN ON SALE OF INVESTMENTS	396,712	-	-	-
	TOTAL INTEREST AND OTHER EARNINGS	76,957	483,657	483,657	508,686
001-0213-362.11-00	BUILDING LEASES	68,719	70,744	70,744	47,412
001-0213-365.00-00	SALE/SURPL MATERIAL/SCRAP	-	-	-	-
001-0213-369.90-00	OTHER MISCELLANEOUS REVENUES	1,965	24,500	24,500	2,450
001-0213-399.99-99	USE OF FUND BALANCE	-	-	24,287,957	-
	TOTAL MISCELLANEOUS REVENUES	70,684	95,244	24,383,201	49,862
	TOTAL EXECUTIVE DEPARTMENT	37,496,586	38,709,054	62,997,011	44,032,176

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 GENERAL FUND REVENUES
 FINANCE DEPARTMENT**

		<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>UTILITY BILLING DIVISION</u>					
001-0223-341.90-01	INTERFUND MANAGEMENT FEES	549,054	524,411	524,411	566,600
	TOTAL CHARGES FOR SERVICES	549,054	524,411	524,411	566,600
TOTAL FINANCE DEPARTMENT		549,054	524,411	524,411	566,600

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND REVENUES
ADMINISTRATIVE SERVICES DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
<u>INFORMATION TECHNOLOGY DIVISION</u>				
001-0225-341.90-01 INTERFUND MANAGEMENT FEES	148,888	126,342	126,342	109,658
TOTAL CHARGES FOR SERVICES	148,888	126,342	126,342	109,658
TOTAL INFORMATION TECHNOLOGY DIVISION	148,888	126,342	126,342	109,658
<u>FACILITIES MANAGEMENT DIVISION</u>				
001-0746-331.39-00 PHYSICAL ENVIRONMENT	156	-	-	-
001-0746-341.90-01 INTERFUND MANAGEMENT FEES	213,650	169,648	169,648	156,230
TOTAL CHARGES FOR SERVICE	213,806	169,648	169,648	156,230
001-0746-364.00-00 DISPOSITION OF FIXED ASSETS	-	544	544	544
TOTAL MISCELLANEOUS REVENUES	-	544	544	544
TOTAL FACILITIES MANAGEMENT DIVISION	213,806	170,192	170,192	156,774
<u>FLEET MANAGEMENT DIVISION</u>				
001-0747-341.90-01 INTERFUND MANAGEMENT FEES	260,846	262,301	262,301	261,210
TOTAL CHARGES FOR SERVICE	260,846	262,301	262,301	261,210
001-0747-364.00-00 DISPOSITION OF FIXED ASSETS	3,653	3,000	3,000	3,000
001-0747-365.00-00 SALE/SURPL MATERIAL/SCRAP	-	500	500	500
TOTAL MISCELLANEOUS REVENUES	3,653	3,500	3,500	3,500
TOTAL FLEET MANAGEMENT DIVISION	264,499	265,801	265,801	264,710
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	627,193	562,335	562,335	531,142

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND REVENUES
COMMUNITY DEVELOPMENT DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
<u>PLANNING DIVISION</u>				
001-0315-329.02-00	34,893	27,999	27,999	30,060
001-0315-329.05-00	3,250	3,250	3,250	2,270
	38,143	31,249	31,249	32,330
001-0315-369.90-00	44,268	31,076	31,076	45,204
TOTAL PLANNING DIVISION	82,411	62,325	62,325	77,534
<u>BUILDING INSPECTION DIVISION</u>				
001-0324-322.02-00	1,793,427	1,271,172	1,271,172	949,166
001-0324-329.02-00	41,826	30,121	30,121	27,090
001-0324-329.07-00	67,480	38,630	38,630	67,680
001-0324-329.08-00	8,460	5,820	5,820	2,970
001-0324-329.10-00	16,000	12,465	12,465	15,135
001-0324-331.10-00	-	412	412	-
001-0324-342.20-02	182,267	134,532	134,532	89,222
001-0324-354.00-00	-	200	200	-
	2,109,460	1,493,352	1,493,352	1,151,263
001-0324-369.90-00	5,734	5,379	5,379	5,894
	5,734	5,379	5,379	5,894
001-0324-399.99-99	-	761,614	825,614	1,237,212
	-	761,614	825,614	1,237,212
TOTAL BUILDING INSPECTION DIVISION	2,115,194	2,260,345	2,324,345	2,394,369
<u>BUSINESS TAX</u>				
001-0331-316.00-00	244,340	235,819	235,819	245,645
TOTAL BUSINESS TAX DIVISION	244,340	235,819	235,819	245,645
<u>CODE ENFORCEMENT DIVISION</u>				
001-0528-354.20-00	22,885	2,500	2,500	2,500
TOTAL CODE ENFORCEMENT DIVISION	22,885	2,500	2,500	2,500
 TOTAL COMMUNITY DEVELOPMENT DEPT	 2,464,830	 2,560,989	 2,624,989	 2,720,048

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND REVENUES
POLICE DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
001-0521-338.30-00	86,219	116,476	116,476	111,090
911 PSAP REIMBURSEMENT				
TOTAL INTERGOVERNMENTAL REVENUE	86,219	116,476	116,476	111,090
001-0521-342.10-01	266,667	282,715	282,715	274,930
SPECIAL DETAIL				
001-0521-342.10-03	366,696	387,500	387,500	440,000
LIAISON OFFICER				
001-0521-342.10-04	15,725	8,410	8,410	12,321
ACCIDENT REPORTS				
TOTAL CHARGES FOR SERVICES	649,088	678,625	678,625	727,251
001-0521-351.50-01	45,770	36,678	36,678	39,234
COURT FINES				
001-0521-351.50-02	7,755	3,334	3,334	5,724
POLICE TRAINING & EDUCATION FEES				
001-0521-354.20-00	1,303	1,610	1,610	1,376
CODE VIOLATIONS				
TOTAL FINES AND FORFEITS	54,828	41,622	41,622	46,334
001-0521-364.00-00	12,792	-	-	-
DISPOSITION/FIXED ASSETS				
001-0521-365.00-00	547	-	-	-
SALE/SURPL MATERIAL/SCRAP				
001-0521-369.90-00	2,221	2,607	2,607	2,607
OTHER MISCELLANEOUS REVENUES				
TOTAL MISCELLANEOUS REVENUES	15,560	2,607	2,607	2,607
001-0521-389.99-99	-	6,675	6,675	4,285
USE OF FUND BALANCE				
TOTAL OTHER SOURCES	-	6,675	6,675	4,285
001-0530-342.10-06	704,653	725,584	725,584	754,600
DISPATCH SERVICES				
TOTAL NONSWORN COMMUNICATIONS	704,653	725,584	725,584	754,600
TOTAL POLICE DEPARTMENT	1,510,348	1,571,589	1,571,589	1,646,167

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND REVENUES
FIRE DEPARTMENT**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0622-331.20-00 FEDERAL GRANT - SAFER	345,574	108,000	108,000	150,784
001-0622-335.21-00 FIREFIGHTER SUPPLEMENTAL COMP	19,550	23,774	23,774	23,764
TOTAL INTERGOVERNMENTAL REVENUE	365,124	131,774	131,774	174,548
001-0622-342.60-02 EMS TRANSPORT	-	1,061,000	1,061,000	1,192,000
TOTAL CHARGES FOR SERVICES	-	1,061,000	1,061,000	1,192,000
001-0622-366.00-00 DISPOSITION/FIXED ASSETS	17,835	-	-	-
001-0622-366.00-00 CONTRIBUTIONS	60	1,500	1,500	1,500
TOTAL MISCELLANEOUS REVENUES	17,895	1,500	1,500	1,500
TOTAL FIRE DEPARTMENT	383,019	1,194,274	1,194,274	1,368,048

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
<u>ADMINISTRATION DIVISION</u>				
001-0701-341.90-01 INTERFUND MANAGEMENT FEES	190,116	20,616	20,616	20,844
TOTAL ADMINISTRATION DIVISION	190,116	20,616	20,616	20,844
<u>CEMETERY DIVISION</u>				
001-0739-343.80-01 SERVICE FEES	84,900	149,463	149,463	86,598
001-0739-343.80-02 CEMETERY FOUNDATION CHARGES	4,850	5,534	5,534	5,175
001-0739-343.80-03 COLUMBARIUMS	-			
001-0739-343.80-05 CEMETERY LOTS	70,320	234,353	234,353	71,726
TOTAL CHARGES FOR SERVICE	160,070	389,350	389,350	163,499
001-0739-362.00-00 RENTAL INCOME	69,268	67,367	67,367	70,653
001-0739-369.90-00 OTHER MISCELLANEOUS REV	51	-	-	-
TOTAL MISCELLANEOUS REVENUES	69,319	67,367	67,367	70,653
TOTAL CEMETERY DIVISION	229,389	456,717	456,717	234,153
<u>STREETS DIVISION</u>				
001-0741-331.49-00 FEDERAL GRANT / TRANSPORTATION	89	-	-	-
001-0741-335.45-00 STATE SHARED REV / TRANSPORTATION	41,932	39,855	39,855	41,409
TOTAL INTERGOVERNMENTAL REVENUE	42,021	39,855	39,855	41,409
001-0741-369.90-00 OTHER MISCELLANEOUS REVENUES	-	23,887	23,887	24,023
TOTAL MISCELLANEOUS REVENUES	-	23,887	23,887	24,023
TOTAL STREETS DIVISION	42,021	63,742	63,742	65,432

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND REVENUES
PARKS AND RECREATION DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
<u>PARKS DIVISION</u>				
001-0775-331.70-00	7,713	-		
001-0775-334.70-00	428	-	-	-
	8,141	-	-	-
001-0775-366.00-00	-	-	6,000,000	-
	-	-	6,000,000	-
TOTAL PARKS DIVISION	8,141	-	6,000,000	-
<u>RECREATION DIVISION</u>				
001-0872-347.21-01	114,896	123,852	123,852	133,505
001-0872-347.21-02	2,231	3,358	3,358	10,049
001-0872-347.21-03	11,154	4,714	4,714	2,902
001-0872-347.21-04	11,675	9,061	9,061	12,843
001-0872-347.21-05	28,480	28,011	28,011	30,476
001-0872-347.21-06	67,850	58,041	58,041	58,041
001-0872-347.21-07	29,974	42,454	42,454	42,454
001-0872-347.21-10	21,636	13,351	13,351	23,800
001-0872-347.21-11	5,796	5,881	5,881	6,376
001-0872-347.21-12	144	51	51	158
001-0872-347.21-14	108,526	121,050	121,050	121,050
	402,362	409,824	409,824	441,653
001-0872-366.01-00	-	10,679	10,679	10,679
001-0872-369.90-00	17,125	18,994	18,994	18,994
	17,125	29,673	29,673	29,673
TOTAL RECREATION DIVISION	419,487	439,497	439,497	471,326
<u>SPECIAL EVENTS DIVISION</u>				
001-0874-329.50-00	1,000	-	-	-
001-0874-362.00-00	-	2,537	2,537	2,537
	1,000	2,537	2,537	2,537
TOTAL SPECIAL EVENTS DIVISION	1,000	2,537	2,537	2,537
<u>NEWTON PARK FACILITIES DIVISION</u>				
001-3658-362.01-00	3,971	5,732	5,732	5,732
001-3658-362.02-00	59,312	47,178	47,178	67,470
001-3658-362.03-00	9,007	12,550	12,550	8,642
001-3658-362.04-00	3,756	2,512	2,512	3,843
001-3658-369.90-00	4,105	4,807	4,807	4,811
	80,151	72,779	72,779	90,498
TOTAL NEWTON PARK FACILITIES DIVISION	80,151	72,779	72,779	90,498
TOTAL PARKS AND RECREATION DEPARTMENT	508,779	514,813	6,514,813	564,361

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 GENERAL FUND REVENUES
 PUBLIC SERVICES DEPARTMENT**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
001-1016-329.03-00 ENGINEER INSPECTION FEES	413,364	308,232	308,232	282,132
001-1016-329.04-00 REVIEW FEES	71,242	69,789	69,789	58,780
001-1016-329.06-00 OVERTIME REIMBURSEMENT	1,253	-	-	-
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	485,859	378,021	378,021	340,912
TOTAL ENGINEERING DIVISION	485,859	378,021	378,021	340,912

- GENERAL FUND EXPENDITURES -

- GENERAL GOVERNMENT -

Legislative

Legal

Executive

Economic Development

City Clerk

Finance Department

Administrative Services

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
LEGISLATIVE DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
001-0111-511.11-00 OTHER SALARIES AND WAGES	40,800	40,800	40,800	40,800
001-0111-511.21-00 FICA TAXES	2,540	3,121	3,121	3,121
001-0111-511.23-00 EMPLOYEE GROUP INSURANCE	18,841	29,025	29,025	30,851
001-0111-511.24-00 WORKERS' COMPENSATION	79	95	95	95
TOTAL PERSONAL SERVICES	62,260	73,041	73,041	74,867
001-0111-511.31-02 LEGAL	-	10,000	10,000	-
001-0111-511.34-03 CODE OF ORDINANCES	1,050	7,080	7,080	7,080
001-0111-511.40-00 TRAVEL AND PER DIEM	-	1,375	1,375	1,375
001-0111-511.41-02 TELEPHONE	112	200	200	200
001-0111-511.41-04 INTERNET	3,137	2,000	2,000	2,000
001-0111-511.47-01 MISC PRINTING AND BINDING	82	90	90	90
001-0111-511.48-01 ADVERTISEMENT-LEGAL OTHER	407	1,000	1,000	1,000
001-0111-511.49-01 MISC OTHR CUR CHGS & OBLIGATIONS	-	2,500	2,500	2,500
001-0111-511.49-03 ELECTION FEES	28,582	15,000	15,000	29,000
001-0111-511.51-00 OFFICE SUPPLIES	221	1,000	1,000	1,000
001-0111-511.52-01 MISC. OPERATING SUPPLIES	79	1,050	1,050	1,050
001-0111-511.52-04 UNIFORMS AND ACCESSORIES	273	420	420	2,500
001-0111-511.54-01 DUES AND SUBSCRIPTIONS	3,419	10,529	10,529	13,362
001-0111-511.54-02 SEMINARS AND COURSES	-	3,275	3,275	3,275
TOTAL OPERATING EXPENDITURES	37,362	55,519	55,519	64,432
001-0111-511.82-00 AIDS TO PRIVATE ORGANIZATIONS	-	1,000	1,000	1,000
001-0111-564.83-00 OTHER GRANTS AND AIDS	71,540	75,255	75,255	75,690
TOTAL GRANTS AND AIDS	71,540	76,255	76,255	76,690
TOTAL LEGISLATIVE DEPARTMENT	171,162	204,815	204,815	215,989

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 GENERAL FUND EXPENDITURES
 LEGAL DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
001-0914-514.31-00 LEGAL SERVICES REIMBURSEMENT	(64,387)	(56,990)	(56,990)	(60,689)
001-0914-514.31-02 LEGAL SERVICES	501,571	470,668	470,668	486,120
TOTAL LEGAL DEPARTMENT	437,184	413,678	413,678	425,431



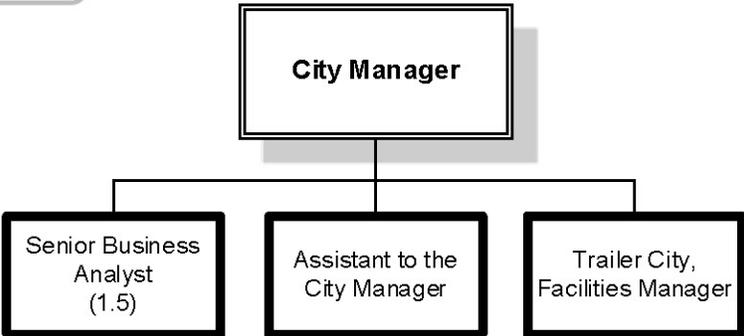
EXECUTIVE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To lead, direct and coordinate all City functions and departments ensuring proper resource and alignment between operating activities and the strategic priorities valued by our residents, City Commissioners and other stakeholders.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Lead, direct and oversee all City department functions and operating activities Resident/Business community engagement and relations External government (state and local) affairs Administer and oversee budget and fiscal management Policy, ordinance and resolution development Community planning and business development
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Legislation changes at federal, state and local levels Recessionary concerns and slowing economy Inflationary environment and ongoing supply chain issues Generally apathy towards local government Ensuring the City's efforts to communication are targeted and meaningful using the right medium and the right message to the right stakeholders in the right way Public's reluctance to participate in community and government matters due to a lack of understanding or being uninformed Higher than normal staff turnover and vacancies burdening our customer service response 	<p>BUSINESS ASSUMPTIONS</p> <ul style="list-style-type: none"> More informed citizens will increase their understanding of City functions and affairs Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity Citizens fundamentally desire to experience a high sense of community and feel welcomed to share and be a part of their community Economy and markets will experience further slowdown in the near term Excellent and reliable customer service will build and preserve community trust Sufficient staffing and resources in place to effectively meet service demands with excellence and in the Winter Garden Way

Organizational Structure

FTE: 4.5



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1 Protect the Sense of Community

Department Goal

Cultivate a sense of community pride, connection and involvement

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

Provide and Attractive Community

Department Goal

Achieve a high quality of life for all citizens by nurturing and sustaining a desirable community

Objective

- Proactively engage residents, including community stakeholders, to refine targeted efforts to better provide best in class City services, development, infrastructure, amenities, customer service and a resilient economic base for all residents to be proud of in order to achieve a quality of life that is safe, wholesome and desirable.
-

Strategic Priority #3

Support Public Education and Learning Opportunities

Department Goal

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

Objective

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

Strategic Priority #4

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, engage and improve the City's work request service delivery process to achieve satisfactory excellence in the customer service experience when responding to the service concerns of all citizens.
 - Monitor, engage and improve the Citywide telephone customer service response on all inbound calls to achieve timely and responsive outcomes according to the established service standards when handling the service needs of the community.
-

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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Opportunities to Participate in Community Matter Satisfaction Index *	69%	N/A	79%↑
Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index *	71%	N/A	80%↑
Public Information Services Satisfaction Index *	81%	N/A	83%↑
Residents Connection and Engagement with their Community Satisfaction Index *	75%	N/A	78%↑
Making All Residents Feel Welcome Satisfaction Index *	86%	N/A	90%↑
Sense of Civic/Community Pride Satisfaction Index *	76%	N/A	80%↑
Sense of Community Satisfaction Index *	78%	N/A	82%↑
Overall quality of life in Winter Garden Satisfaction Index *	96%	N/A	97%↑
Overall image or reputation of Winter Garden Satisfaction Index*	93%	N/A	94%↑
Winter Garden as a place to raise children Satisfaction Index *	92%	N/A	93%↑
Winter Garden as a place to live Satisfaction Index *	98%	N/A	98%↑
Overall Customer Service by City Employees Satisfaction Index *	88%	N/A	90%↑
Service Process Satisfaction Rating **	95%	93%	≥ 95%↑
Service Outcome Satisfaction Rating **	95%	94%	≥ 95%↑
% Satisfied with Resolution Timeframe **	97%	96%	100%↑
Employee Motivation and Productivity Satisfaction Rating ***	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Recommend living in Winter Garden to someone who asks Participation Index *	95%	N/A	96%↑
Remain in Winter Garden for the next five years Participation Index *	91%	N/A	93%↑
All City Average Queue Wait Time (In Seconds) - All customer service areas combined	0:38	0:44	≤ 0:30↓
All City Call Abandonment Rate - All customer service areas combined	8%	9.7%	≤ 6%↓
% of Requests Resolved ≤ 5 Days	87%	86%	≥ 95%↑

% of Requests Resolved within 24 hours	50%	58%	≥ 60%↑
# of K-12 students who participated in City outreach and learning activities	6,903	16,367	24,000↑
# of K-12 Students Enrichment Participants per Household	.45	1.02	2 ↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

** Work Request system citizen survey on service request experience conducted monthly

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

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
EXECUTIVE DEPARTMENT**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
001-0213-512.12-00	479,408	643,122	643,122	496,201
001-0213-512.14-00	235	250	250	-
001-0213-512.21-00	31,955	49,218	49,218	37,959
001-0213-512.22-00	64,984	97,020	97,020	77,358
001-0213-512.23-00	48,908	51,392	51,392	58,690
001-0213-512.24-00	725	723	723	870
TOTAL PERSONAL SERVICES	626,215	841,725	841,725	671,078
001-0213-512.31-01	58,685	37,800	37,800	37,800
001-0213-512.31-02	120	2,500	2,500	2,500
001-0213-512.34-01	10,636	76,880	76,880	56,200
001-0213-512.40-00	6	100	100	100
001-0213-512.41-02	4,919	5,602	5,602	5,602
001-0213-512.41-04	397	750	750	750
001-0213-512.41-05	6,853	14,750	14,750	1,250
001-0213-512.43-00	64,039	20,110	20,110	20,110
001-0213-512.44-00	3,949	8,107	8,107	8,107
001-0213-512.45-00	24,171	41,124	41,124	29,005
001-0213-512.46-02	27	400	400	400
001-0213-512.46-03	1,966	1,007	1,007	1,007
001-0213-512.46-05	2,175	300	300	300
001-0213-512.46-10	3,454	6,550	6,550	6,550
001-0213-512.47-01	28,594	48,804	48,804	5,500
001-0213-512.48-01	1,836	3,646	3,646	3,646
001-0213-512.48-02	512	5,300	5,300	5,000
001-0213-512.48-05	-	-	-	10,000
001-0213-512.49-01	8,299	5,559	5,559	5,559
001-0213-512.49-05	21,928	24,821	24,821	24,821
001-0213-512.49-11	4,014	-	-	-
001-0213-512.51-00	332	1,750	1,750	1,250
001-0213-512.52-01	8,270	15,800	15,800	15,500
001-0213-512.52-03	146	644	644	644
001-0213-512.52-04	813	1,000	1,000	600
001-0213-512.54-01	18,344	16,652	16,652	16,452
001-0213-512.54-02	699	3,822	3,822	3,200
001-0213-512.54-02	-	-	-	-
TOTAL OPERATING EXPENDITURES	275,184	343,778	343,778	261,853
001-0213-512.61-00	2,167,697	-	15,680	-
001-0213-512.62-00	2,350	-	79,175	-
TOTAL CAPITAL OUTLAY	2,170,047	-	94,855	-
001-0213-512.82-00	197,709	100,000	100,000	200,000
TOTAL GRANTS AND AIDS	197,709	100,000	100,000	200,000
001-0213-512.99-01	-	100,000	100,000	100,000
TOTAL OTHER USES	-	100,000	100,000	100,000
TOTAL EXECUTIVE DEPARTMENT	3,269,155	1,385,503	1,480,358	1,232,931



ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Promote a sustainable and thriving economy and business community that maintains a prosperous community that builds wealth and yields diverse job opportunities and growth.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Business Recruitment • Economic Gardening – Business Development, Business Assistance & Partnerships • Downtown Development and Redevelopment/CRA • Business Marketing & Promotion • Strategic Development and Partnerships • Communications
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Commercial lending opening back but still slow for some sectors • Inflation and Supply Chain issues caused by the Pandemic • Market corrections as a result of Covid impacting office and retail markets • More demand than supply in the Real Estate Market • Some businesses are struggling, some are doing very well • Uncertainty about the economy 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Marginal growth in all sectors • Increase in tax revenues and job growth (3% to 5%) • Market conditions strong, but will start to slow • Real estate market continues to feel the pressure of more demand than supply in both residential and commercial

Organizational Structure

FTE: 2



FY 2022-2023 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1 Encourage a Thriving Economy

Department Goals

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

Objectives

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

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Employment Opportunity Satisfaction Index *	54%	N/A	60%↑
Overall Quality of business and service establishments in Winter Garden Satisfaction Index *	92%	N/A	93%↑
Variety of business and service establishments Satisfaction Index *	84%	N/A	86%↑
Shopping Opportunities Satisfaction Index *	84%	N/A	86%↑
Overall Economic Health of Winter Garden Satisfaction Index *	86%	N/A	88%↑
Economic Development Satisfaction Index *	81%	N/A	85%↑
Vibrant Downtown/Commercial Area Satisfaction Index *	94%	N/A	95%↑
OPERATIONAL INDICATORS			
City-wide Commercial Occupancy Rate	98%	97%	99%↑
Downtown Commercial Occupancy Rate	99%	100%	100%↑
Downtown CRA Taxable Value (in millions)	\$209M	\$242M	\$340M↑
Annual % Change in Property Values	9.6%	7.6%	12.1%↑
Total Annual Property Values	\$4,096,285,803	\$4,407,338,459	\$4,938,596,286↑
Construction \$ Value per Commercial Building Permit			\$374,000↑
Construction \$ Value per Residential Building Permit			\$44,550↑
Average Wage of Total Jobs	\$51,900	\$53,200	\$56,382↑
# of Jobs Added	2,094	1,200	1,500↑
City Unemployment Rate	5.18%	3%	2.9%↓
% Change in Median Household Income	5.3%	2%	12.5%↑
Median Household Income	\$78,334	\$79,890	\$89,854↑
Average Purchase Price of a New Home (Single-Family)	\$512,284	\$556,392	\$565,000↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
ECONOMIC DEVELOPMENT DEPARTMENT**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0215-552.12-00	REGULAR SALARIES AND WAGES	135,569	140,694	140,694	245,832
001-0215-552.21-00	FICA TAXES	10,063	10,763	10,763	18,806
001-0215-552.22-00	RETIREMENT CONTRIBUTIONS	18,973	21,217	21,217	38,325
001-0215-552.23-00	LIFE AND HEALTH INSURANCE	16,817	17,294	17,294	29,719
001-0215-552.24-00	WORKERS' COMPENSATION	208	207	207	250
	TOTAL PERSONAL SERVICES	181,630	190,175	190,175	332,932
001-0215-552.31-01	MISC PROFESSIONAL SERVICES	14,147	46,000	86,000	16,000
001-0215-552.34-01	MISC OTHER CONTRACTUAL SERVICES	93,657	117,000	117,000	57,000
001-0215-552.41-02	TELEPHONE SERVICES	1,126	1,390	1,390	1,390
001-0215-552.41-05	POSTAGE	-	200	200	200
001-0215-552.43-00	UTILITY SERVICES	1,225	1,500	1,500	1,500
001-0215-552.44-00	RENTALS AND LEASES	5,700	700	700	700
001-0215-552.45-00	GENERAL INSURANCE	1,244	1,548	1,548	1,493
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	319	400	400	400
001-0215-552.47-01	MISC PRINTING AND BINDING	-	60	60	60
001-0215-552.48-01	PROMOTIONAL-ADVERTISEMENTS	33,531	10,500	10,500	10,500
001-0215-552.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	3,600	1,900	1,900	1,900
001-0215-552.48-04	PROMOTIONAL - COMM / MARKETING	-	-	-	214,512
001-0215-552.51-00	OFFICE SUPPLIES	295	700	700	700
001-0215-552.52-01	MISCELLANEOUS OPERATING SUPPLIES	5,631	500	500	500
001-0215-552.52-04	UNIFORMS AND ACCESSORIES	200	200	200	400
001-0215-552.54-01	DUES AND SUBSCRIPTIONS	5,921	8,005	8,005	8,005
001-0215-552.54-02	SEMINARS AND COURSES	-	600	600	600
	TOTAL OPERATING EXPENDITURES	166,596	191,953	231,953	316,610
001-0215-552.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	12,585	250,000	352,387	-
	TOTAL CAPITAL OUTLAY	12,585	250,000	352,387	-
	TOTAL ECONOMIC DEVELOPMENT DEPARTMENT	360,811	632,128	774,515	649,542



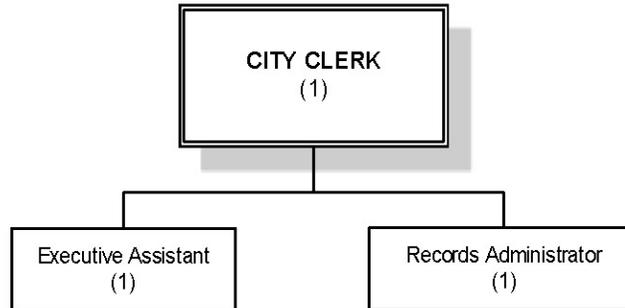
CITY CLERK'S DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: The City Clerk's Office is committed to serving the public by striving for excellence in ensuring integrity of the legislative process, municipal elections, administrative support, accuracy of information and preservation of official public documents.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Management of Legislative Proceedings • Records Custodian, Management and Training • Oath Administration and Ceremonial Duties • Supervisor of Municipal Elections • Coordinator of Lien Searches and Records Requests • Coordinator of Senior Utility Assistance Discount Program
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Education of both the staff and the public on reasonable timeframes for fulfilling records requests • Changing user needs and expectations • Timely adaptation to new legislative mandates or changes 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Monitoring of legislative statutory or administrative law updates • Continued effective alliances with multiple departments • Preserved integrity of electronic documents and information

Organizational Structure

FTE: 3



FY 2022-2023 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Provide Transparent and Accountable Government

Department Goal

Improve access, retention, and integrity of City records

Objective

- Implement training content and curriculum utilizing a two phased approach, first to internal staff followed by key department areas, to ensure responsible, accurate and complete records management practices throughout the City.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
CITY CLERK DEPARTMENT**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0218-512.12-00	REGULAR SALARIES AND WAGES	187,518	194,204	194,204	227,369
001-0218-512.14-00	OVERTIME	122	100	100	100
001-0218-512.21-00	FICA TAXES	14,235	14,864	14,864	17,401
001-0218-512.22-00	RETIREMENT CONTRIBUTIONS	26,268	29,286	29,286	35,447
001-0218-512.23-00	LIFE AND HEALTH INSURANCE	26,855	35,284	35,284	37,504
001-0218-512.24-00	WORKERS' COMPENSATION	323	321	321	388
	TOTAL PERSONAL SERVICES	255,321	274,059	274,059	318,209
001-0218-512.40-00	TRAVEL AND PER DIEM	112	100	100	1,500
001-0218-512.41-02	TELEPHONE SERVICES	1,134	1,576	1,576	1,576
001-0218-512.41-05	POSTAGE	273	400	400	400
001-0218-512.43-00	UTILITY SERVICES	9,906	9,485	9,485	9,485
001-0218-512.44-00	RENTALS AND LEASES	2,837	2,700	2,700	2,700
001-0218-512.45-00	GENERAL INSURANCE	10,010	12,452	12,452	12,012
001-0218-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	562	1,323	1,323	1,323
001-0218-512.46-10	REPAIR AND MAINT SVCS-BUILDING	2,581	1,700	1,700	1,700
001-0218-512.47-01	MISC PRINTING AND BINDING	140	100	100	100
001-0218-512.47-02	RECORDS MANAGEMENT	-	500	500	500
001-0218-512.48-01	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	-	500	500	500
001-0218-512.51-00	OFFICE SUPPLIES	186	600	600	600
001-0218-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,362	1,100	1,100	1,100
001-0218-512.52-04	UNIFORMS AND ACCESSORIES	200	600	600	600
001-0218-512.54-01	DUES AND SUBSCRIPTIONS	602	760	760	1,470
001-0218-512.54-02	SEMINARS AND COURSES	-	1,700	1,700	3,400
001-0218-512.54-03	EDUCATION ASSISTANCE	-	500	500	500
	TOTAL OPERATING EXPENDITURES	29,905	36,546	36,546	39,916
	TOTAL CITY CLERK DEPARTMENT	285,226	310,605	310,605	358,125

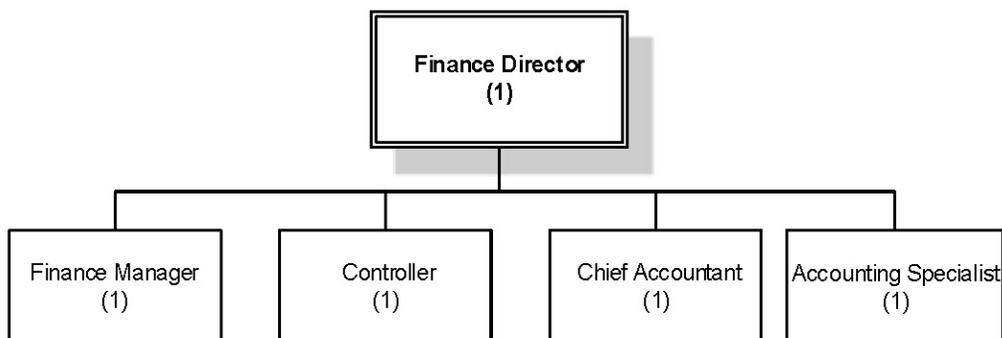


FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Preserve financial wellness and the fiscal integrity of the City as well as facilitate accounting and procurement standards.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Financial Management – Treasury, Management & Budgeting, Accounting & Controls Payroll Administration Accounts Payable & Accounts Receivable
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Unfavorable State legislative changes Economic instability of the State and Nation Inflationary effects to cost for fuel, material, repair and maintenance and supply costs Supply chain delays impact the timing of projects 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Favorable audited financial statements Budget with considerations for inflation on goods and materials as wells as pressure for higher wages for new recruits/hires American Rescue Plan Act 2021 (ARPA) funding will be available for infrastructure projects

Organizational Structure

FTE: 5



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Submit balanced budget within appropriate parameters to maintain low tax rates

Objective

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

Strategic Priority #2

Deliver Quality Services Equitably & Respectfully

Department Goal

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

Objective

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

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 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Fiscal Management Overall Customer Service Satisfaction Rating *	N/A	97.1%	97.5%↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82%↑
FINANCIAL INDICATOR			
Budget to Actual Variance Percent (City Overall Financials) **	+11%	+11%	+5%↑

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

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
FISCAL MANAGEMENT DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0222-513.12-00	REGULAR SALARIES AND WAGES	381,155	394,792	394,792	488,264
001-0222-513.21-00	FICA TAXES	28,476	30,202	30,202	37,352
001-0222-513.22-00	RETIREMENT CONTRIBUTIONS	47,361	59,535	59,535	76,120
001-0222-513.23-00	LIFE AND HEALTH INSURANCE	45,290	46,595	46,595	65,315
001-0222-513.24-00	WORKERS' COMPENSATION	564	562	562	677
	TOTAL PERSONAL SERVICES	502,846	531,686	531,686	667,729
001-0222-513.31-01	MISC PROFESSIONAL SERVICES	67,120	90,860	90,860	120,860
001-0222-513.32-00	ACCOUNTING AND AUDITING	22,558	20,560	20,560	20,560
001-0222-513.34-01	MISC OTHER CONTRACTUAL SERVICES	43,492	46,518	46,518	46,518
001-0222-513.34-04	BANKING SERVICES	10,215	12,985	12,985	12,985
001-0222-513.40-00	TRAVEL AND PER DIEM	-	200	200	200
001-0222-513.41-02	TELEPHONE SERVICES	2,336	2,650	2,650	2,650
001-0222-513.41-05	POSTAGE	3,757	4,672	4,672	4,672
001-0222-513.43-00	UTILITY SERVICES	9,062	9,300	9,300	9,300
001-0222-513.44-00	RENTALS AND LEASES	6,290	6,304	6,304	7,064
001-0222-513.45-00	INSURANCE	9,434	11,690	11,690	11,321
001-0222-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	300	300	300
001-0222-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	22,682	23,674	23,674	24,769
001-0222-513.46-10	REPAIR AND MAINT SVCS-BUILDING	2,819	2,909	2,909	2,909
001-0222-513.47-01	MISC PRINTING AND BINDING	-	1,614	1,614	1,614
001-0222-513.48-01	PROMOTIONAL-ADVERTISEMENTS	1,504	3,350	3,350	3,350
001-0222-513.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	100	100	100
001-0222-513.49-05	LICENSES, TAXES, AND CERTIFICATIONS	639	175	175	175
001-0222-513.51-00	OFFICE SUPPLIES	1,672	1,481	1,481	1,681
001-0222-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,814	1,850	1,850	1,850
001-0222-513.52-04	UNIFORMS AND ACCESSORIES	761	800	800	800
001-0222-513.54-01	DUES AND SUBSCRIPTIONS	1,961	1,446	1,446	1,446
001-0222-513.54-02	SEMINARS AND COURSES	336	2,486	2,486	2,486
001-0222-513.54-03	EDUCATION REIMBURSEMENT	-	1,300	1,300	1,500
	TOTAL OPERATING EXPENDITURES	208,452	247,224	247,224	279,110
001-0222-581.91-00	INTRAGOVERNMENT TRANSFERS	1,436,886	2,773,751	2,773,751	3,370,859
	TOTAL OTHER USES	1,436,886	2,773,751	2,773,751	3,370,859
	TOTAL FISCAL MANAGEMENT DIVISION	2,148,184	3,552,661	3,552,661	4,317,698



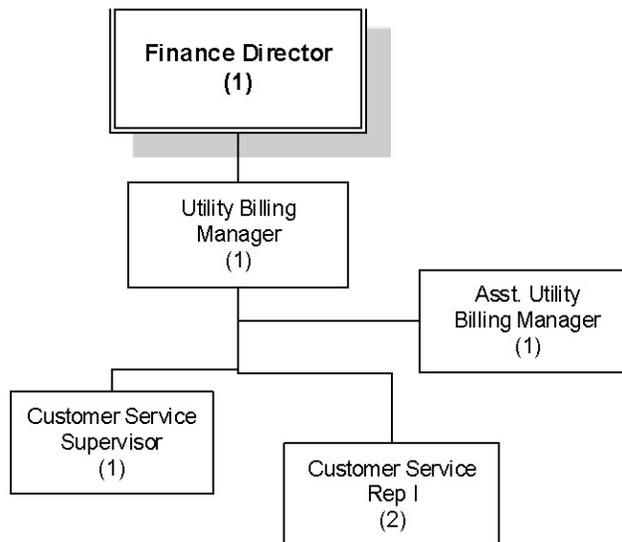
FINANCE DEPARTMENT UTILITY BILLING

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To provide exceptional customer service experience as well as ensure an efficient and effective billing process.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation) • Meter Reading Management • Account Maintenance including set up, billing, cancellations, collections, and liens
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Normal processes have resumed in Utility Billing to include service turn offs for non-payment • Increased handling of phone calls and customer walk in's resulting from payment arrangements for unpaid balances 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Increased payments online, over the phone and by mail • Talk time and hold time will remain steady and in control due to new and more proficient staff assisting residents • Obtaining email address list from all residents will continue and enhance the way the we communicate and serve

Organizational Structure

FTE: 5



FY 2022-2023 STRATEGIC PRIORITY, GOAL AND OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

Provide a responsive and consistent Utility Billing service experience

Objectives

- Improve customer service experience and delivery processes through reinforced phone, over-the-counter and field service training to achieve a citizen service satisfaction rating of **90%** or higher.
- Monitor and improve overall telephone customer service with a targeted focus on reducing average call hold times to achieve excellence in all service interactions.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index *	70%	N/A	82%↑
Overall Service Experience Satisfaction Rating (monthly in-house survey)	97.8%	96%	≥ 97%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time (in seconds)	:54	:43	≤ :55↓
Call Abandonment Rate	6.8%	5.1%	≤ 5%↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
UTILITY BILLING DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0223-513.12-00	REGULAR SALARIES AND WAGES	195,964	192,046	192,046	249,844
001-0223-513.14-00	OVERTIME	-	200	200	200
001-0223-513.21-00	FICA TAXES	14,719	14,707	14,707	19,128
001-0223-513.22-00	RETIREMENT CONTRIBUTIONS	27,025	28,991	28,991	38,982
001-0223-513.23-00	LIFE AND HEALTH INSURANCE	37,154	38,118	38,118	45,394
001-0223-513.24-00	WORKERS' COMPENSATION	564	842	842	677
001-0223-513.26-00	OTHER POSTEMPLOYMENT BENEFITS	5,500	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	280,926	280,904	280,904	360,225
001-0223-513.34-01	COMMUNICATIONS/POSTAGE SVCS	58,649	34,955	34,955	152,448
001-0223-513.34-04	BANKING SERVICES	34,236	21,466	21,466	37,530
001-0223-513.40-00	TRAVEL AND PER DIEM	-	750	750	750
001-0223-513.41-02	TELEPHONE SERVICES	5,548	7,096	7,096	7,096
001-0223-513.41-03	RADIO SERVICES	15	20	20	20
001-0223-513.41-04	INTERNET SERVICES	496	951	951	951
001-0223-513.41-05	POSTAGE	64,551	112,618	112,618	2,669
001-0223-513.43-00	UTILITY SERVICES	5,428	5,197	5,197	6,197
001-0223-513.44-00	RENTALS AND LEASES	4,985	4,875	4,875	5,275
001-0223-513.45-00	INSURANCE	5,815	7,235	7,235	6,978
001-0223-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	296	459	459	459
001-0223-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	31,383	30,290	30,290	32,290
001-0223-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	900	900	900
001-0223-513.46-10	REPAIR AND MAINT SVCS-BUILDING	2,563	2,179	2,179	2,179
001-0223-513.47-01	MISC PRINTING AND BINDING	197	1,590	1,590	1,590
001-0223-513.48-01	ADVERTISEMENT-LEGAL, OTHER	-	500	500	500
001-0223-513.49-01	MISC OTHER CURRENT CHRGS & OBLG	-	100	100	100
001-0223-513.49-05	LICENSES/TAXES/CERTIFICATIONS	96	2,500	2,500	2,500
001-0223-513.51-00	OFFICE SUPPLIES	2,545	3,000	3,000	3,000
001-0223-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,490	6,600	6,600	6,100
001-0223-513.52-04	UNIFORMS AND ACCESSORIES	795	800	800	800
001-0223-513.54-02	SEMINARS AND COURSES	-	900	900	900
	TOTAL OPERATING EXPENDITURES	219,088	244,981	244,981	271,232
	TOTAL UTILITY BILLING DIVISION	500,014	525,885	525,885	631,457
	TOTAL FINANCE DEPARTMENT	2,648,198	4,078,546	4,078,546	4,949,155



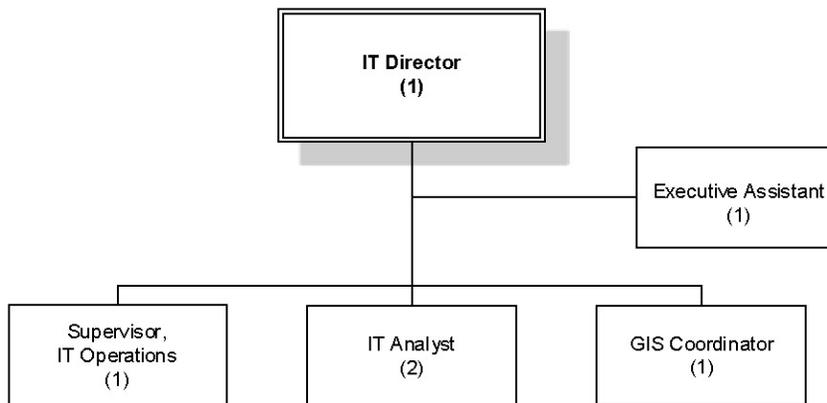
INFORMATION TECHNOLOGY

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>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.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide service according to the Winter Garden Way • Integrate and support computer hardware, software, and voice technology • Provide quality Geographic Information Services • Support internal service requests
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Failure to receive information or requirements in a timely manner when supporting the technology projects of departments • Some equipment extremely difficult to procure due to supply constraints and multi-industry-wide microchip shortages, not to mention inflation and surcharges • Security will be tested as phishing attempts become more sophisticated and as more folks connect from outside our network in various ways 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Current security setup will adequately guard data and overall network integrity, especially in light of data breaches and increased email phishing/ransomware attacks • Call volumes will remain at a manageable level • Level of staff training will be adequate for any changes in technology • Budget approval for projects/capital items

Organizational Structure

FTE: 6



FY 2022-2023 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 multiple targeted software and hardware upgrades to ensure high performing systems as well as enhance organizational productivity and efficiency. Some targeted upgrade areas include: *Replacement Backup Infrastructure, Replace CH Core Network Switches, Install and Configure Redundant Phone/Internet Circuits, Replace City Hall and Police Firewalls, Update Microsoft 365 and Office365, Tanner Hall and Jessie Brock Technology Updates*

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

IT Overall Service Satisfaction Rating *	N/A	90.6%	93%↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82%↑
Cisco Phone System Uptime Rate	99.98%	99.99%	≥ 99.5%↑
Involuntary Abandonment Rate	1.01%	0.5%	≤ 0.05%↓
% Uptime and Availability of Systems	99.8%	99.97%	≥ 99.50%↑

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

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
INFORMATION TECHNOLOGY DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0225-513.12-00	REGULAR SALARIES AND WAGES	406,305	418,404	418,404	498,982
001-0225-513.14-00	OVERTIME	157	400	400	400
001-0225-513.21-00	FICA TAXES	29,088	32,039	32,039	38,203
001-0225-513.22-00	RETIREMENT CONTRIBUTIONS	55,953	63,156	63,156	77,854
001-0225-513.23-00	LIFE AND HEALTH INSURANCE	60,189	69,667	69,667	67,997
001-0225-513.24-00	WORKERS' COMPENSATION	504	503	503	437
	TOTAL PERSONAL SERVICES	<u>552,196</u>	<u>584,169</u>	<u>584,169</u>	<u>683,872</u>
001-0225-513.31-01	MISC PROFESSIONAL SERVICE	4,238	9,000	9,000	12,600
001-0225-513.34-01	MISC OTHER CONTRACTUAL SERVICES	60,927	55,140	55,140	57,440
001-0225-513.41-02	TELEPHONE SERVICES	5,755	22,480	22,480	19,300
001-0225-513.41-04	INTERNET SERVICES	59,031	74,292	74,292	82,762
001-0225-513.41-05	POSTAGE	17	250	250	250
001-0225-513.43-00	UTILITY SERVICES	9,429	8,400	8,400	8,400
001-0225-513.45-00	INSURANCE	47,828	65,631	65,631	71,394
001-0225-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	457	5,000	5,000	5,000
001-0225-513.46-03	REPAIR AND MAINT SVCS-VEHICLES	38	500	500	500
001-0225-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	249,341	321,553	321,553	411,100
001-0225-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	140,033	109,290	109,290	113,040
001-0225-513.46-10	REPAIR AND MAINT SVCS-BUILDING	3,042	3,000	3,000	3,000
001-0225-513.51-00	OFFICE SUPPLIES	2,431	4,250	4,250	1,500
001-0225-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	37,275	39,650	39,650	39,650
001-0225-513.52-03	GASOLINE AND OIL	38	120	120	120
001-0225-513.52-04	UNIFORMS AND ACCESSORIES	800	1,000	1,000	1,200
001-0225-513.52-05	IT OPER SUPPLIES	5,171	26,933	26,933	19,000
001-0225-513.54-01	DUES AND SUBSCRIPTIONS	2,394	1,195	1,195	1,195
001-0225-513.54-02	SEMINARS AND COURSES	4,345	4,896	4,896	4,896
001-0225-513.54-03	EDUCATION ASSISTANCE PROGRAM	4,836	2,800	2,800	8,400
	TOTAL OPERATING EXPENDITURES	<u>637,426</u>	<u>755,380</u>	<u>755,380</u>	<u>860,747</u>
001-0225-513.63-00	IMPROV. OTHER THAN BUILDINGS	-	-	100,000	-
001-0225-513.64-00	MACHINERY AND EQUIPMENT	54,360	154,718	234,120	386,098
	TOTAL CAPITAL OUTLAY	<u>54,360</u>	<u>154,718</u>	<u>334,120</u>	<u>386,098</u>
	TOTAL INFORMATION TECHNOLOGY DIVISION	<u>1,243,982</u>	<u>1,494,267</u>	<u>1,673,669</u>	<u>1,930,717</u>



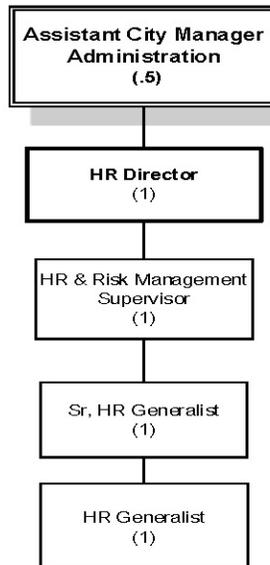
ADMINISTRATIVE SERVICES HUMAN RESOURCES

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To recruit, engage, develop, support, and retain a skilled, diverse workforce.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Recruitment and Retention • Employee Support Services • Employee Organizational Development • Employee Relations • Risk Management • Employee Benefits
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Increased challenges maintaining competitiveness locally with recruiting and retention of staff due to talent shortage in local labor market (i.e., finding qualified candidates with the required experience, training, & certification) and a significant increase in market pay rates • Address the ongoing trend of rising pay ranges, including calibrating pay for existing staff (to address both market discrepancies and internal pay compression) and increasing new hire pay rates to attract talent • Limited HR staffing/resources and increased initiatives (i.e., recruitment/retention, compensation, COVID-19 intake/management for the City, etc.) has paused certain HR initiatives, including training, employee recognition, etc. 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Employees will want to continue to learn and improve skills if given the opportunity • Ongoing training and support to help all leaders and employees successfully navigate Career Development program and identify career paths, qualification gaps, etc. • Will have the resources soon to continue employee training, including training to “bridge” the gap for employees’ Individual Development Plans (IDPs) so they may begin working on their career goals • Transitioning of General Liability responsibilities has been paused and will occur at a later timeframe that has yet to be determined • Employee compliance with safety practices

Organizational Structure

FTE: 4.5



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Recruit, Develop and Retain Top Talent

Department Goals

Recruit and select high quality candidates for all positions

Increase development opportunities for City employees

Improve productivity of workforce

Objectives

- Monitor and improve recruitment, interview, and selection process to impact improved time-to-fill timeframes and quality of hire.
 - Develop and implement targeted employee training programs to increase the skill set quality for management and all employees.
 - Enable, support and monitor the Career Development Program process, activities, and goals to ensure faithful leadership, delivery and program experience for all general employees who pursue career fulfillment and opportunities throughout the City.
 - Develop and enforce policies including guidelines that minimize the abusive use of employee time-off and encourages more responsible behavior.
-

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Reduce healthcare costs to the City

Objective

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

Strategic Priority #3

Deliver Quality Services Equitably & Respectfully

Department Goals

Achieve a productive and safe workplace

Excellent and professional HR service experience to all employees and departments

Objectives

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

Strategic Priority #4
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objectives

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	99%	100%	100% ↑
Career Development Leadership Effectiveness Satisfaction Index *	N/A	87.1%	89% ↑
HR Overall Customer Service Satisfaction Rating *	N/A	96.6%	97% ↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82% ↑
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position (In Days)	0	0	≤ 90 ↓
Average Time to Fill Mid-Level Salaried Position (In Days)	0	73	≤ 90 ↓
City Insurance Claims Ratio/Rate **	105%	121%**	≤ 80% ↓
Sick Hours per FTE	39.7	40	≤ 40 ↓
Average Time Off per FTE (Hours)	154.3	156.7	≤ 150 ↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	.05	.07	≤ 0.40 ↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	.21	.1	≤ 0.40 ↓

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

** The City realized higher than expected insurance claims during FY2022 due to significantly higher cost attributed to the occurrence of some major health events and the overall inflationary effects on medical supplies, pharmaceuticals and overhead. This cost in claims, however, was favorably offset by a contingency reserve of \$665.5k.

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

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

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**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0745-513.12-00	REGULAR SALARIES AND WAGES	291,326	446,837	446,837	545,958
001-0745-513.14-00	OVERTIME	32	-	-	-
001-0745-513.21-00	FICA TAXES	21,382	34,183	34,183	41,766
001-0745-513.22-00	RETIREMENT CONTRIBUTIONS	40,848	67,383	67,383	85,115
001-0745-513.23-00	LIFE AND HEALTH INSURANCE	49,651	51,055	51,055	60,274
001-0745-513.24-00	WORKERS' COMPENSATION	364	363	363	437
	TOTAL PERSONAL SERVICES	403,603	599,821	599,821	733,550
001-0745-513.31-02	LEGAL SERVICES	1,746	5,250	5,250	6,250
001-0745-513.31-06	MEDICAL SERVICES	29,042	32,500	32,500	32,500
001-0745-513.34-01	MISC OTHER CONTRACTUAL SERVICES	68,121	102,000	117,280	132,500
001-0745-513.34-08	PERSONNEL SERVICES	-	15,000	15,000	15,000
001-0745-513.40-00	TRAVEL AND PER DIEM	330	750	750	1,000
001-0745-513.41-02	TELEPHONE SERVICES	3,096	3,400	3,400	3,400
001-0745-513.41-04	INTERNET SERVICES	397	650	650	700
001-0745-513.41-05	POSTAGE	604	1,500	1,500	1,500
001-0745-513.43-00	UTILITY SERVICES	8,490	9,200	9,200	10,500
001-0745-513.44-00	RENTALS AND LEASES	5,361	6,500	6,500	7,000
001-0745-513.45-00	GENERAL INSURANCE	8,646	10,886	10,886	10,375
001-0745-513.46-01	MISCELLANEOUS	375	800	800	2,500
001-0745-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	5,000	5,000	500
001-0745-513.46-10	REPAIR AND MAINT SVCS-BUILDING	2,212	6,000	6,000	5,000
001-0745-513.47-01	MISC PRINTING AND BINDING	70	300	300	350
001-0745-513.48-01	PROMOTIONAL-ADVERTISEMENTS	1,030	10,000	18,970	15,000
001-0745-513.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	-	2,500	2,500	5,000
001-0745-513.51-00	OFFICE SUPPLIES	2,439	4,750	4,750	5,000
001-0745-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	50,248	59,750	131,128	102,200
001-0745-513.52-03	GASOLINE AND OIL	-	150	150	150
001-0745-513.52-04	UNIFORMS AND ACCESSORIES	785	1,000	1,000	1,000
001-0745-513.54-01	DUES AND SUBSCRIPTIONS	3,092	4,000	4,000	4,000
001-0745-513.54-02	SEMINARS AND COURSES	-	15,000	30,000	25,800
	TOTAL OPERATING EXPENDITURES	186,084	296,886	407,514	387,225
	TOTAL HUMAN RESOURCES DIVISION	589,687	896,707	1,007,335	1,120,775

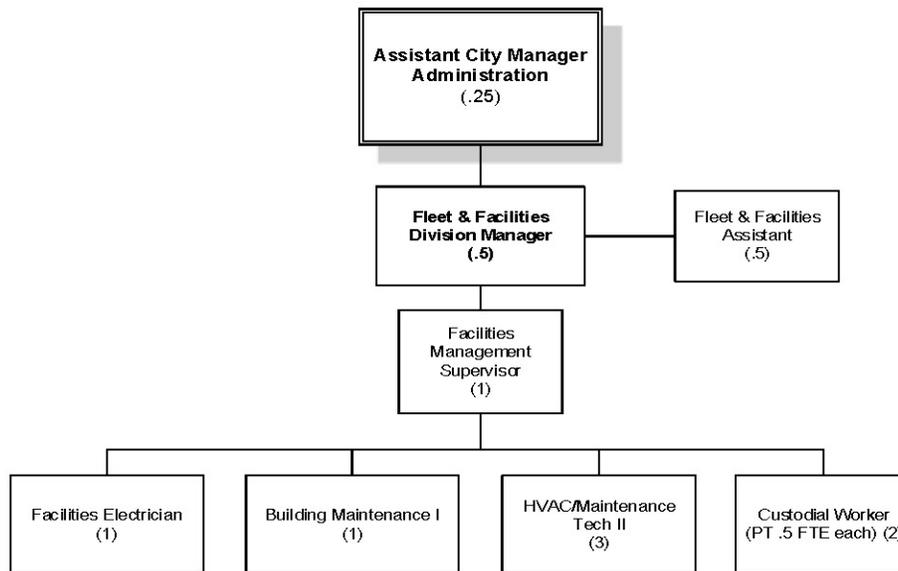


ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> ● Maintenance of City facilities ● Selection and management of products, contracts and vendors ● Monitor and improve condition of City facilities assets
<p>CHALLENGES:</p> <ul style="list-style-type: none"> ● Ongoing disinfection of City facilities and workspaces due to continued effects from COVID-19 ● Staffing levels are currently effecting level of service ● Experiencing higher than expected costs of maintaining facilities ● Aging facilities and infrastructure and availability of replacement parts 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> ● Sufficient funding will be available for training, education, sustainability and maintenance ● Vacant positions will be filled in FY23

Organizational Structure

FTE: 9.25



2022-2023 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 corrective and preventive maintenance work orders

Objectives

- Proactively review the service delivery process and experience to achieve an overall facilities management satisfaction rating of at least **90%**.
- Ensure a responsive Facilities operation to all work request demand while containing repair costs within acceptable parameters and optimizing the efficient utilization of resources.

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 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	N/A	91%	92% ↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82% ↑
OPERATIONAL INDICATORS			
Average <i>Level 1</i> Repair Costs (Life & Safety Failures)	\$136.50	\$460.14	≤ \$500 ↓
Average <i>Level 2</i> Repair Costs (Equipment Defects)	\$150.25	\$215.29	≤ \$275 ↓
Average Preventive Maintenance Cost	\$25.09	\$76.28	≤ \$50 ↓
Average Corrective Maintenance Cost	\$134.52	\$159.13	≤ \$150 ↓
Average Request For Services Task Cost	\$30.82	\$44.96	≤ \$40 ↓
Average Days to Close <i>Level 1</i> Service Work Requests (Life & Safety Failures)	2.3	.67	≤ 2 ↓
Average Days to Close <i>Level 2</i> Service Work Requests (Equipment Defects)	3.05	2.6	≤ 3 ↓
% Preventive Maintenance vs Corrective Maintenance	40%	47.5%	60% ↑
Average Preventive Maintenance Hours	1.4	1.97	≤ 2 ↓
Average Corrective Maintenance Hours	3.4	3.4	≤ 4 ↓
Average Request For Services Task Hours	1.3	1.97	≤ 1.5 ↓

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

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FACILITIES MANAGEMENT DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0746-539.12-00	REGULAR SALARIES AND WAGES	431,499	517,844	517,844	585,958
001-0746-539.14-00	OVERTIME	73,562	30,000	30,000	90,623
001-0746-539.21-00	FICA TAXES	37,072	41,910	41,910	51,758
001-0746-539.22-00	RETIREMENT CONTRIBUTIONS	59,229	61,102	61,102	63,168
001-0746-539.23-00	LIFE AND HEALTH INSURANCE	60,680	71,283	71,283	75,388
001-0746-539.24-00	WORKERS' COMPENSATION	5,749	5,990	5,990	6,899
001-0746-539.26-00	OTHER POSTEMPLOYMENT BENEFITS	1,650	-	-	-
	TOTAL PERSONAL SERVICES	669,441	728,129	728,129	873,795
001-0746-539.31-01	MISC PROFESSIONAL SERVICES	-	-	-	2,500
001-0746-539.34-01	MISC OTHER CONTRACTUAL SERVICES	28,078	34,120	34,120	46,380
001-0746-539.34-06	JANITORIAL SERVICES	122,967	140,700	140,700	142,700
001-0746-539.34-08	PERSONNEL SERVICES	19,952	16,500	16,500	30,000
001-0746-539.40-00	TRAVEL AND PER DIEM	760	1,800	1,800	2,200
001-0746-539.41-02	TELEPHONE SERVICES	10,442	9,685	9,685	9,985
001-0746-539.41-04	INTERNET SERVICES	2,443	2,520	2,520	3,240
001-0746-539.43-00	UTILITY SERVICES	20,836	19,500	19,500	25,500
001-0746-539.44-00	RENTALS AND LEASES	2,366	7,800	7,800	7,800
001-0746-539.45-00	INSURANCE	4,341	1,754	1,754	5,209
001-0746-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	1,733	1,500	1,500	1,500
001-0746-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	13,212	10,000	10,000	10,500
001-0746-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	307	3,992	3,992	4,203
001-0746-539.46-10	REPAIR AND MAINT SVCS-BUILDING	126,073	135,894	135,894	355,680
001-0746-539.47-01	MISC PRINTING AND BINDING	149	150	150	75
001-0746-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	636	500	500	500
001-0746-539.51-00	OFFICE SUPPLIES	2,111	500	500	750
001-0746-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	34,099	28,500	28,500	34,500
001-0746-539.52-02	CHEMICALS	284	4,500	4,500	4,500
001-0746-539.52-03	GASOLINE AND OIL	9,864	7,000	7,000	8,400
001-0746-539.52-04	UNIFORMS AND ACCESSORIES	7,489	7,560	7,560	7,560
001-0746-539.54-01	DUES AND SUBSCRIPTIONS	10,014	5,705	5,705	8,405
001-0746-539.54-02	SEMINARS AND COURSES	409	4,150	4,150	4,950
	TOTAL OPERATING EXPENDITURES	418,565	444,330	444,330	717,037
001-0746-539.62-00	BUILDINGS	33,476	203,460	215,960	60,000
001-0746-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	10,507	45,100	74,335	67,462
001-0746-539.64-00	MACHINERY AND EQUIPMENT	10,079	-	-	130,000
	TOTAL CAPITAL OUTLAY	54,062	248,560	290,295	257,462
	TOTAL FACILITIES MANAGEMENT DIVISION	<u>1,142,068</u>	<u>1,421,019</u>	<u>1,462,754</u>	<u>1,848,294</u>

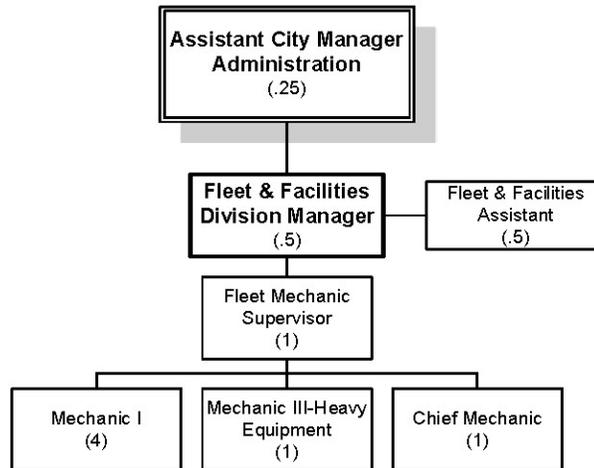


ADMINISTRATIVE SERVICES FLEET MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: To efficiently maintain a safe and reliable fleet of City vehicles.	CORE FUNCTIONS: <ul style="list-style-type: none"> Preventive maintenance and repairs of vehicles and equipment Ensure that vehicles and equipment are adequate and ready for use Fuel management and distribution
CHALLENGES: <ul style="list-style-type: none"> Availability of replacement parts (supply chain issues) Increasing costs associated with maintaining an aging fleet coupled with inflationary environment Skill level keeping pace with evolving technology 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> Adequate funding and resources are available Vehicle replacement cycles will be continued or increased Continued practice of using an evening shift to keep overtime to a minimum and decrease downtime

Organizational Structure

FTE: 8.25



FY 2022-2023 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

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

Objective

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

Strategic Priority #2
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Overall Fleet Management Satisfaction Rating *	N/A	91.5%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Overall Preventative Maintenance Adherence Rate	93.3%	90.8%	95%↑
% Preventive vs. Corrective Maintenance	21.9%	23.2%	26%↑
Fleet Average Downtime Hours	10.47	17.7	12.0↓
Fleet Average Downtime Cost	\$541.02	\$858.50	\$700↓
% Repeat Repairs/Failures	0.88%	.78%	1.3%↓
Fleet Assets-to-Mechanic Ratio	61.6	62.1	60.0↓
% of Repairs Outsourced	5.88%	7.3%	10%↓

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FLEET MANAGEMENT DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0747-539.12-00	REGULAR SALARIES AND WAGES	523,147	567,817	567,817	642,950
001-0747-539.14-00	OVERTIME	30,932	43,500	43,500	34,827
001-0747-539.21-00	FICA TAXES	40,791	46,766	46,766	51,850
001-0747-539.22-00	RETIREMENT CONTRIBUTIONS	70,317	92,187	92,187	105,665
001-0747-539.23-00	LIFE AND HEALTH INSURANCE	83,024	85,923	85,923	106,794
001-0747-539.24-00	WORKERS' COMPENSATION	5,421	14,003	14,003	6,505
001-0747-539.26-00	OTHER POST EMPLOYMENT BENEFITS	8,088	9,760	9,760	9,760
	TOTAL PERSONAL SERVICES	761,720	859,956	859,956	958,351
001-0747-539.34-01	MISC OTHER CONTRACTUAL SERVICES	11,221	9,760	9,760	12,905
001-0747-539.34-06	JANITORIAL SERVICES	6,655	-	6,500	6,700
001-0747-539.34-08	PERSONNEL SERVICES	35,220	12,905	12,905	2,500
001-0747-539.40-00	TRAVEL AND PER DIEM	4,120	1,000	1,000	1,000
001-0747-539.41-02	TELEPHONE SERVICES	5,877	6,130	6,130	6,130
001-0747-539.41-03	RADIO SERVICES	76	90	90	90
001-0747-539.41-04	INTERNET	304	1,000	1,000	1,000
001-0747-539.41-05	COMMUNICATIONS/FREIGHT-POSTAGE	363	300	300	600
001-0747-539.43-00	UTILITY SERVICES	2,302	4,000	4,000	4,000
001-0747-539.44-00	RENTALS AND LEASES	9,794	7,800	7,800	9,100
001-0747-539.45-00	INSURANCE	17,658	11,902	11,902	21,190
001-0747-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	5,574	10,800	10,800	11,800
001-0747-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	13,508	6,100	6,100	7,500
001-0747-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	20,231	24,890	24,890	26,140
001-0747-539.46-10	REPAIR AND MAINT SVCS-BUILDING	10,421	14,500	14,500	10,000
001-0747-539.47-01	MISC PRINTING AND BINDING	70	114	114	114
001-0747-539.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	200	200	200
001-0747-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	2,989	150	150	3,650
001-0747-539.51-00	OFFICE SUPPLIES	678	650	650	650
001-0747-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	16,435	23,700	23,700	28,200
001-0747-539.52-02	CHEMICALS	1,597	2,600	2,600	3,200
001-0747-539.52-03	GASOLINE AND OIL	36,597	28,700	28,700	28,700
001-0747-539.52-04	UNIFORMS AND ACCESSORIES	9,526	15,065	8,565	14,784
001-0747-539.52-05	INVENTORY PARTS	3,275	-	-	-
001-0747-539.54-01	DUES AND SUBSCRIPTIONS	714	700	700	700
001-0747-539.54-02	SEMINARS AND COURSES	120	5,400	5,400	5,800
	TOTAL OPERATING EXPENDITURES	215,325	188,456	188,456	206,653
001-0747-539.62-00	BUILDINGS	3,649	-	-	40,000
001-0747-539.64-00	EQUIPMENT	35,029	-	-	12,700
	TOTAL CAPITAL OUTLAY	38,678	-	-	52,700
	TOTAL FLEET MANAGEMENT DIVISION	1,015,723	1,048,412	1,048,412	1,217,704
	TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	2,747,478	3,366,138	3,518,501	4,186,773

- PUBLIC SAFETY -

Police – Sworn

Police – Non-sworn

Police – Communications

Fire/Rescue Department



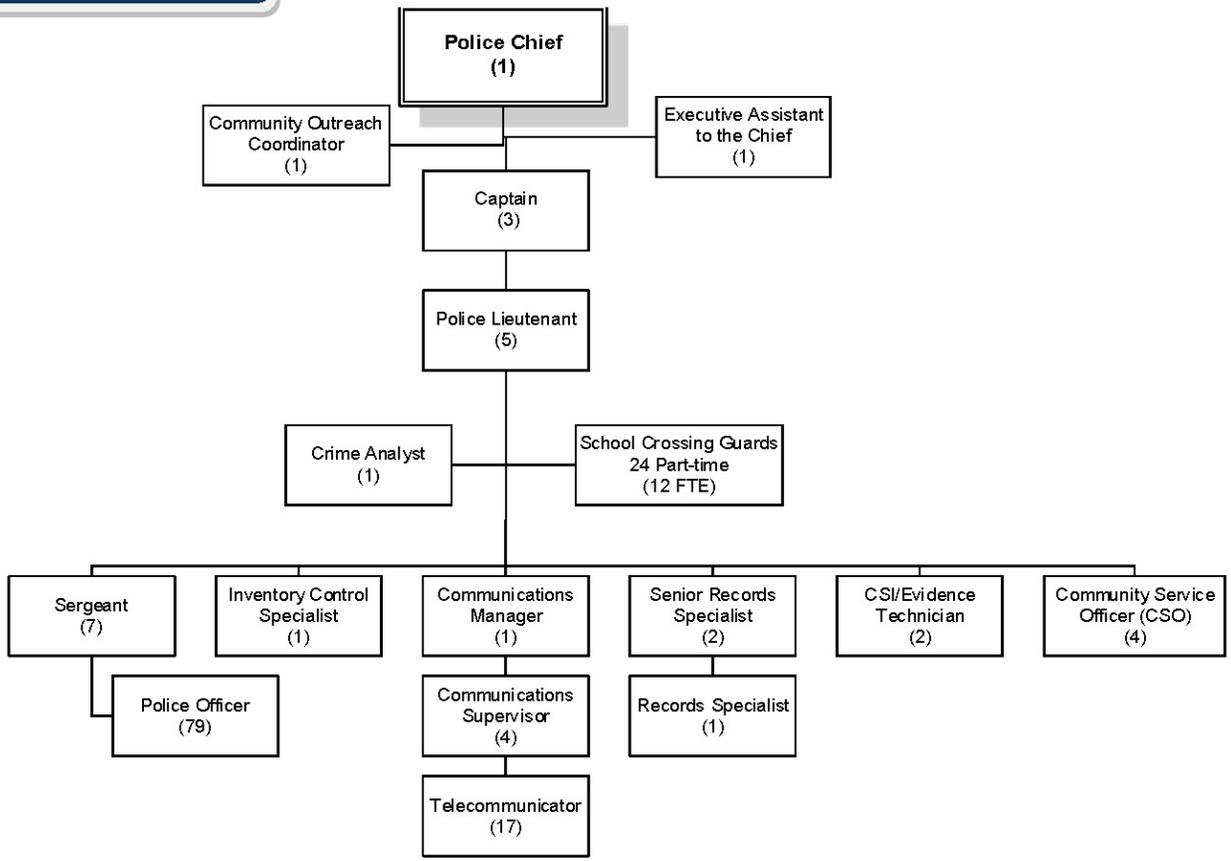
POLICE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Patrol Criminal Investigations Community Oriented Policing Forensics Dispatch (911 and Non-Emergency Services)
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Extended economic pressures could increase crime New Florida Incident Based Reporting System (FIBRS) method used to track crime statistics has changed the way a crime incident is reported resulting in more crime counts in a single incident than the previous method - actual crimes and targets will now reflect higher Maintaining patrol levels with higher than normal officer vacancies Citizen's apathy towards public safety initiatives Having to increase staff to keep pace with the population growth Recruiting/Retaining qualified applicants Outgrowing the current police department buildings Traffic safety and enforcement as a result of increasing population within the City and surrounding localities 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Staffing levels will stabilize and officer vacancies will reduce Community policing and outreach activities will return to normal after being suspended due to COVID Enforcement policy changes enacted will further build and preserve community relationships in Winter Garden New Records Management Software system will be installed in early FY2023 to assist and improve the efficiency of crime statistics reporting

Organizational Structure

FTE: 142



FY 2022-2023 STRATEGIC PRIORITY, GOAL & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

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

Objectives

- Identify and address crime trends, targeting unlocked vehicles and shoplifting at the mall, to decrease the number of property crimes and improve the safety perceptions of our citizens.
- Analyze trends and improve violent crime prevention initiatives throughout the community to achieve a high sense of safety regarding violent crimes.
- Expand overall 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.
- Ensure vehicular traffic safety in targeted neighborhoods and major roadways utilizing effective enforcement measures to reduce excessive speeding and to uphold careful observance of the traffic codes.
- Target crime trends throughout the downtown district to increase the overall sense of safety throughout Winter Garden's downtown district.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index *	83%	N/A	86%↑
Safety From Violent Crime Index *	91%	N/A	94%↑
Crime Prevention Index *	81%	N/A	84%↑
Sense of Safety Throughout the City Composite Satisfaction Index **	94%	N/A	97%↑

Traffic Enforcement Satisfaction Index *	74%	N/A	77%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Property Crime Clearance Rate	35.7%	42.3%	≥ 39%↑
Violent Crime Clearance Rate	63.6%	50%	≥ 58%↑
Crime Clearance Rate	40.5%	44.1%	≥ 39%↑
# of Crimes Reported *** (property & violent crimes combined)	1,013	1,856	2,300↓
Crime Rate per 1,000 Residents	20.06	38.2	46↓
Downtown Crime Clearance Rate	64%	68%	≥ 60%↑
# of Crimes Reported in Downtown District ***	59	93	90↓
Number of Traffic Stops	15,979	15,328	8,500↓
Count of Traffic Enforcement Events	1,856	2,022	1,250↓
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	255.1	250.5	224.0↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	6:51	6:50	≤ 6:30↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	13.27	14.18	17.0↓
Code 3 Calls Response Time (high priority emergencies)	4:55	4:05	≤ 4:00↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

** Represents an average of **four community safety indices** from the biennial community 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'

*** # of crimes reported for FY22 forecast and FY23 target have been adjusted to now show higher than normal reported crime counts or incidents due to a State required change in reporting methodology with the Florida Incident Based Reporting System (FIBRS). Change was made effective during FY22.

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
SWORN DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0521-521.12-00	REGULAR SALARIES AND WAGES	5,167,836	5,675,955	5,456,051	6,801,052
001-0521-521.14-00	OVERTIME	160,622	184,932	184,932	176,684
001-0521-521.15-00	SPECIAL PAY	78,840	73,865	73,865	121,668
001-0521-521.16-00	SPECIAL DETAIL	267,817	262,906	262,906	281,208
001-0521-521.21-00	FICA TAXES	417,647	474,121	474,121	564,617
001-0521-521.22-00	RETIREMENT CONTRIBUTIONS	747,010	632,976	632,976	1,175,749
001-0521-521.23-00	LIFE AND HEALTH INSURANCE	816,977	907,076	907,076	1,087,184
001-0521-521.24-00	WORKERS' COMPENSATION	185,279	210,955	210,955	222,335
001-0521-521.25-00	UNEMPLOYMENT COMPENSATION	2,750	-	-	-
001-0521-521.26-00	OTHER POST EMPLOYMENT BENEFITS	37,642	41,691	41,691	41,700
	TOTAL PERSONAL SERVICES	<u>7,882,420</u>	<u>8,464,477</u>	<u>8,244,573</u>	<u>10,472,196</u>
001-0521-521.31-01	MISC PROFESSIONAL SERVICES	3,043	3,825	3,825	3,825
001-0521-521.31-02	LEGAL SERVICES	1,753	25,000	25,000	25,000
001-0521-521.31-06	MEDICAL SERVICES	6,300	8,000	8,000	8,750
001-0521-521.34-01	MISC OTHER CONTRACTUAL SERVICES	50,195	88,006	88,006	102,132
001-0521-521.40-00	TRAVEL AND PER DIEM	5,736	5,130	5,130	6,130
001-0521-521.41-01	CABLE SERVICES	831	840	840	840
001-0521-521.41-02	TELEPHONE SERVICES	34,054	34,944	34,944	34,944
001-0521-521.41-03	RADIO SERVICES	5,178	5,184	5,184	5,184
001-0521-521.41-04	INTERNET SERVICES	41,243	44,460	44,460	44,460
001-0521-521.41-05	POSTAGE	1,236	2,436	2,436	2,436
001-0521-521.43-00	UTILITY SERVICES	49,808	70,416	70,416	60,416
001-0521-521.44-00	RENTALS AND LEASES	44,509	53,764	53,764	75,664
001-0521-521.45-00	INSURANCE	267,694	98,179	98,179	321,233
001-0521-521.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	25,308	38,308	38,308	39,108
001-0521-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	183,676	200,000	200,000	200,000
001-0521-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	184,513	200,886	200,886	211,120
001-0521-521.46-10	REPAIR AND MAINT SVCS-BUILDING	45,059	20,431	20,431	20,431
001-0521-521.47-01	MISC PRINTING AND BINDING	2,249	3,000	3,000	3,000
001-0521-521.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	200	200	-
001-0521-521.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	2,550	2,550	2,550
001-0521-521.51-00	OFFICE SUPPLIES	3,055	19,825	19,825	19,975
001-0521-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	82,439	140,594	140,594	169,226
001-0521-521.52-03	GASOLINE AND OIL	165,925	155,088	155,088	195,000
001-0521-521.52-04	UNIFORMS AND ACCESSORIES	68,497	81,407	81,407	81,407
001-0521-521.54-01	DUES AND SUBSCRIPTIONS	2,916	4,005	4,005	4,005
001-0521-521.54-02	SEMINARS AND COURSES	24,305	34,400	34,400	34,400
001-0521-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	18,755	15,000	15,000	20,000
001-0521-521.54-04	EDUCATION-SECOND DOLLAR FUNDING	-	10,000	10,000	10,000
	TOTAL OPERATING EXPENDITURES	<u>1,318,277</u>	<u>1,365,878</u>	<u>1,365,878</u>	<u>1,701,236</u>

001-0521-521.62-00	BUILDING	48,380	87,206	111,063	-
001-0521-521.64-00	MACHINERY AND EQUIPMENT	576,111	784,363	1,118,414	1,016,085
	TOTAL CAPITAL OUTLAY	624,491	871,569	1,229,477	1,016,085
001-0521-581.91-02	GRANTS-CITY MATCH	-	12,000	12,000	8,400
	TOTAL OTHER USES	-	12,000	12,000	8,400
TOTAL SWORN DIVISION		9,825,188	10,713,924	10,851,928	13,197,917

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-MISCELLANEOUS DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0520-521.12-00	REGULAR SALARIES AND WAGES	412,519	522,161	522,161	555,535
001-0520-521.13-00	OTHER SALARIES AND WAGES	250,458	248,193	248,193	266,037
001-0520-521.14-00	OVERTIME	4,705	6,443	6,443	4,846
001-0520-521.21-00	FICA TAXES	48,018	59,425	59,425	63,221
001-0520-521.22-00	RETIREMENT CONTRIBUTIONS	56,876	78,742	78,742	81,405
001-0520-521.23-00	LIFE AND HEALTH INSURANCE	102,337	117,235	117,235	139,633
001-0520-521.24-00	WORKERS' COMPENSATION	6,447	6,426	6,426	7,736
001-0520-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	884,360	1,041,625	1,041,625	1,121,413
001-0520-521.31-01	MISC PROFESSIONAL SERVICES	-	250	250	250
001-0520-521.34-01	MISC CONTRACTUAL SERVICES	-	97,250	97,250	102,000
001-0520-521.40-00	TRAVEL AND PER DIEM	750	3,211	3,211	3,500
001-0520-521.41-02	TELEPHONE SERVICES	1,874	3,732	3,732	3,732
001-0520-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,500	4,820	4,820	4,820
001-0520-521.47-01	MISC PRINTING AND BINDING	-	160	160	160
001-0520-521.49-05	LICNSES/TAXES/CERTIFICTNS	-	200	200	350
001-0520-521.51-00	OFFICE SUPPLIES	-	1,165	1,165	1,255
001-0520-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,135	1,100	1,100	1,500
001-0520-521.52-03	GASOLINE AND OIL	-	600	600	-
001-0520-521.52-04	UNIFORMS AND ACCESSORIES	3,064	5,700	5,700	10,850
001-0520-521.54-01	DUES AND SUBSCRIPTIONS	390	455	455	455
001-0520-521.54-02	SEMINARS AND COURSES	2,809	2,135	2,135	2,585
001-0520-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	2,000	2,000	2,000
	TOTAL OPERATING EXPENDITURES	12,522	122,778	122,778	133,457
001-0520-521.64-00	MACHINERY AND EQUIPMENT	155,547	-	98,574	-
	TOTAL CAPITAL OUTLAY	155,547	-	98,574	-
	TOTAL NONSWORN-MISCELLANEOUS DIVISION	1,052,429	1,164,403	1,262,977	1,254,870

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-COMMUNICATIONS DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0530-521.12-00	REGULAR SALARIES AND WAGES	893,308	1,073,683	1,073,683	1,127,367
001-0530-521.14-00	OVERTIME	149,794	112,826	112,826	112,826
001-0530-521.21-00	FICA TAXES	76,061	90,768	90,768	94,875
001-0530-521.22-00	RETIREMENT CONTRIBUTIONS	145,330	178,926	178,926	193,346
001-0530-521.23-00	LIFE AND HEALTH INSURANCE	185,528	221,271	221,271	253,724
001-0530-521.24-00	WORKERS' COMPENSATION	1,036	1,032	1,032	1,243
001-0530-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	-	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	<u>1,451,057</u>	<u>1,681,506</u>	<u>1,681,506</u>	<u>1,786,381</u>
001-0530-521.31-01	MISC PROFESSIONAL SERVICES	-	375	375	375
001-0530-521.34-01	MISC CONTRACTUAL SERVICES	8,775	19,428	19,428	19,428
001-0530-521.40-00	TRAVEL AND PER DIEM	-	1,700	1,700	1,700
001-0530-521.41-02	TELEPHONE SERVICES	3,042	3,456	3,456	3,456
001-0530-521.43-00	UTILITY SERVICES	2,512	2,520	2,520	2,520
001-0530-521.44-00	RENTALS AND LEASES	1,671	1,776	1,776	1,776
001-0530-521.45-00	INSURANCE	11	-	-	13
001-0530-521.46-02	REPAIR AND MAINT SVCS-EQUIPMNT	669	1,500	1,500	1,500
001-0530-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	11,212	10,650	10,650	13,975
001-0530-521.46-10	REPAIR AND MAINT SVCS-BUILDING	6,888	10,000	10,000	10,000
001-0530-521.47-01	MISC PRINTING AND BINDING	-	150	150	150
001-0530-521.49-05	LICENSES/TAXES/CERTIFICATIONS	-	-	-	1,575
001-0530-521.51-00	OFFICE SUPPLIES	461	1,115	1,115	1,675
001-0530-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	558	2,250	2,250	4,530
001-0530-521.52-04	UNIFORMS AND ACCESSORIES	1,110	5,565	5,565	5,565
001-0530-521.54-01	DUES AND SUBSCRIPTIONS	240	400	400	400
001-0530-521.54-02	SEMINARS AND COURSES	-	2,730	2,730	5,530
001-0530-521.54-03	EDUC ASSIST PROG REIMBURS	3,105	10,000	10,000	6,000
	TOTAL OPERATING EXPENDITURES	<u>40,254</u>	<u>73,615</u>	<u>73,615</u>	<u>80,168</u>
001-0530-521.62-00	BUILDINGS	-	-	29,230	29,294
001-0530-521.64-00	MACHINERY AND EQUIPMENT	16,657	-	-	-
	TOTAL CAPITAL OUTLAY	<u>16,657</u>	<u>-</u>	<u>29,230</u>	<u>29,294</u>
	TOTAL NONSWORN-COMMUNICATIONS DIVISION	<u>1,507,968</u>	<u>1,755,121</u>	<u>1,784,351</u>	<u>1,895,843</u>
	TOTAL POLICE DEPARTMENT	<u>12,385,585</u>	<u>13,633,448</u>	<u>13,899,256</u>	<u>16,348,630</u>



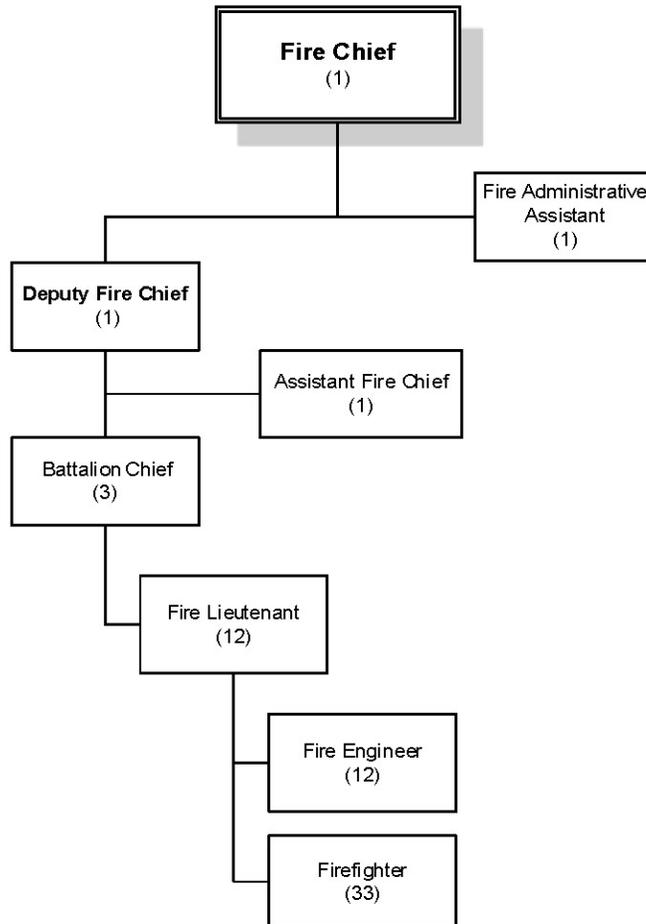
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Fire, medical, and other incident responses • Fire inspections, Fire Prevention and Education • Community Risk Reduction, Emergency Preparedness, Life Safety
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Difficulty maintaining service levels with the current number of station locations - approved budget for 4th station will improve this • Firefighter recruitment and retention • Staff support and succession planning • Keeping firefighter personnel safe and healthy under the ongoing threat of Pandemic • Containing and preventing the spread of COVID-19 in the community when responding to emergencies • Additional responsibilities to fully support Citywide Emergency Medical Services (EMS) transport 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Reliable dispatching/communication services • Citizens will respond well to outreach efforts • Increasing demand and need for commercial occupancy inspections will have the resources to respond effectively • Emergency Medical Services (EMS) call volume will continue to rise due to community growth.

Organizational Structure

FTE: 64



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

Protection and preservation of life and property

Objectives

- Continue the Winter Garden Fire and Rescue Department emergency preparedness and awareness program to better prepare the community for natural disasters and other emergencies. Pursue all opportunities to engage with the public, distribute emergency preparedness guides, conduct proactive hydrant inspections and host car seat installation events to improve the overall 'emergency preparedness satisfaction index'.
 - Improve the 'fire prevention & education satisfaction index' through continued fire prevention outreach focused on ongoing smoke detector inspections of all targeted vulnerable households.
 - 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 or emergency medical services to the community.
 - Continue to host and provide the citizen cardiopulmonary resuscitation (CPR) training program for Winter Garden residents to help bolster and improve the 'CPR certified per 1,000 residents ratio' from **51** to **53**.
-

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Contain and control Fire Department's overtime cost

Objective

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

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Emergency Preparedness Satisfaction Index *	77%	N/A	80%↑
Fire Prevention & Education Satisfaction Index *	84%	N/A	87%↑
Safety from Fire, Flood or Other Natural Disaster Satisfaction Index *	85%	N/A	88%↑
Fire Services Satisfaction Index *	91%	N/A	95%↑
Emergency Medical Services Satisfaction Index *	91%	N/A	96%↑
Employee Motivation and Productivity Satisfaction Rating **	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Fire Average Response Time	5:19	5:24	≤ 5:25↓
EMS Average Response Time	5:58	6:09	≤ 5:05↓
CPR Certified / 1,000 Residents Ratio	22.3	51.11	53.1↑
# of Incidents where CPR was used by a citizen prior to a First Responder	8	17	20↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
FIRE DEPARTMENT**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-062X-522.12-00	REGULAR SALARIES & WAGES	3,981,292	4,499,869	4,401,869	4,710,407
001-062X-522.14-00	OVERTIME	687,415	551,248	551,248	574,248
001-062X-522.15-00	SPECIAL PAY	31,100	35,510	35,510	38,378
001-062X-522.21-00	FICA TAXES	339,486	389,127	389,127	407,212
001-062X-522.22-00	RETIREMENT CONTRIBUTIONS	633,487	545,521	545,521	890,464
001-062X-522.23-00	LIFE AND HEALTH INSURANCE	650,602	767,075	767,075	841,508
001-062X-522.24-00	WORKERS' COMPENSATION	123,540	206,224	206,224	150,422
001-062X-522.26-00	OTHER POST EMPLOYMENT BENEFITS	11,250	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	6,458,172	7,000,574	6,902,574	7,618,639
001-062X-522.31-02	LEGAL	2,160	2,500	2,500	2,500
001-062X-522.31-06	MEDICAL SERVICES	30,705	37,150	37,150	39,250
001-062X-522.34-01	MISC CONTRACTUAL SERVICES	360,755	434,757	434,757	466,432
001-062X-522.40-00	TRAVEL AND PER DIEM	-	6,750	6,750	7,450
001-062X-522.41-01	MISC COMMUNICTN/FRGHT SVC	4,063	4,250	4,250	6,150
001-062X-522.41-02	TELEPHONE SERVICES	18,068	17,470	17,470	18,670
001-062X-522.41-03	RADIO SERVICES	656	825	825	975
001-062X-522.41-04	INTERNET SERVICES	40,314	42,070	42,070	47,420
001-062X-522.41-05	POSTAGE	652	1,250	1,250	1,350
001-062X-522.43-00	UTILITY SERVICES	61,867	53,500	53,500	63,750
001-062X-522.44-00	RENTALS AND LEASES	13,269	16,800	16,800	19,100
001-062X-522.45-00	INSURANCE	118,895	102,895	102,895	142,674
001-062X-522.46-01	REPAIR/MAINT SVC-MISC	-	450	450	600
001-062X-522.46-02	REPAIR/MAINT SVC-EQUIPMNT	28,110	56,720	56,720	78,570
001-062X-522.46-03	REPAIR/MAINT SVC-VEHICLES	230,042	86,000	86,000	254,400
001-062X-522.46-05	REPAIR/MAINT SVC-SOFTWARE	6,064	2,750	2,750	5,325
001-062X-522.46-06	REPAIR/MAINT SVC-HARDWARE	-	1,600	1,600	-
001-062X-522.46-10	REPAIR/MAINT SVC-BUILDING	72,344	26,200	29,700	141,560
001-062X-522.47-01	MISC PRINTING AND BINDING	585	700	700	1,500
001-062X-522.48-01	ADVERTISEMENT-LEGAL,OTHER	1,425	1,000	1,000	1,000
001-062X-522.48-02	PROMOTIONAL ITEMS	4,370	11,000	11,000	11,000
001-062X-522.49-05	LICNSSES/TAXES/CERTIFICTNS	2,380	4,325	4,325	10,130
001-062X-522.51-00	OFFICE SUPPLIES	2,370	5,475	5,475	9,100
001-062X-522.52-01	MISC OPERATING SUPPLIES	255,265	227,674	269,374	288,515
001-062X-522.52-03	GASOLINE AND OIL	55,786	57,000	57,000	69,500
001-062X-522.52-04	UNIFORMS AND ACCESSORIES	87,345	114,775	114,775	123,450
001-062X-522.54-01	DUES AND SUBSCRIPTIONS	10,771	12,448	12,448	19,160
001-062X-522.54-02	SEMINARS AND COURSES	975	5,710	5,710	12,035
001-062X-522.54-03	EDUC ASSIST PROG REIMBURS	15,816	25,500	25,500	31,000
001-062X-522.54-04	CERTIFICATION CLASS REIMBURS	50,142	93,900	93,900	112,500
	TOTAL OPERATING EXPENDITURES	1,475,194	1,453,444	1,498,644	1,985,066
001-062X-522.62-00	BUILDINGS	56,576	95,400	194,509	225,500
001-062X-522.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	25,000	115,765	-
001-062X-522.64-00	MACHINERY AND EQUIPMENT	25,074	497,960	957,260	882,689
	TOTAL CAPITAL OUTLAY	81,650	618,360	1,267,534	1,108,189
	TOTAL FIRE DEPARTMENT	8,015,016	9,072,378	9,668,752	10,711,894

- COMMUNITY DEVELOPMENT -

Planning

Building Inspection

Business Tax

Code Enforcement



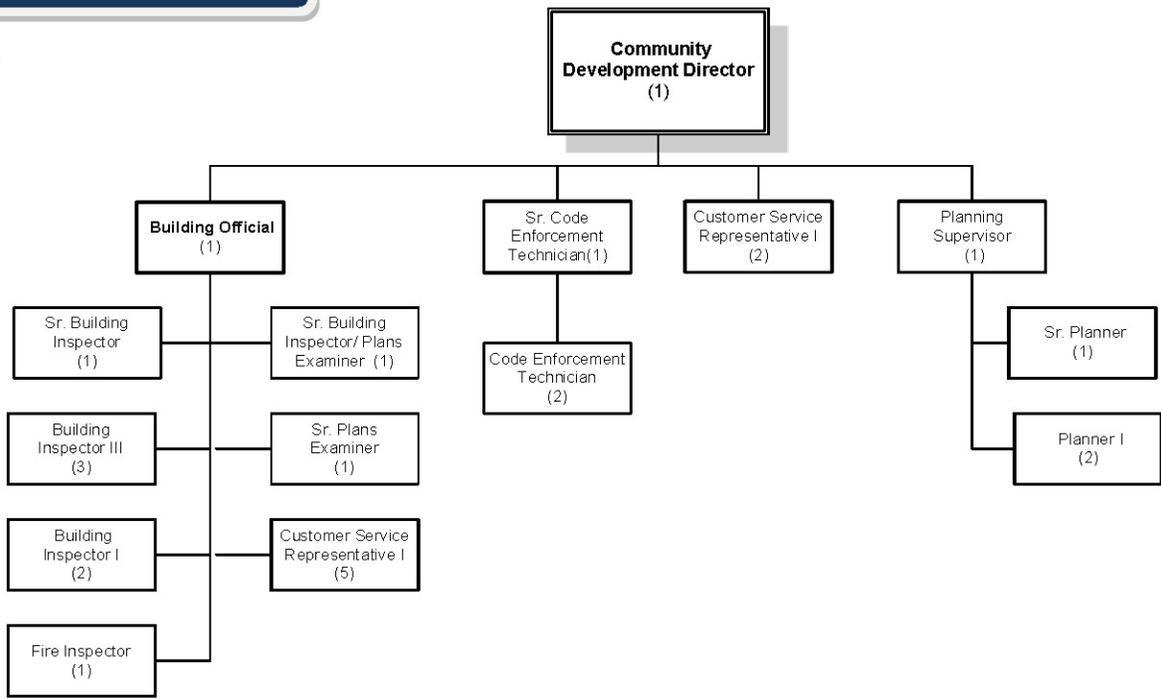
COMMUNITY DEVELOPMENT DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Oversee development review of land development projects • Maintain City's Comprehensive Plan • Maintain and update City's development codes • Review building plans • Issue building permits • Conduct building inspections • Enforce City codes • Collect business taxes
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Legislative changes and mandates • Effect of the state of the economy on land/property maintenance, development and re-development • Impact of fuel, maintenance, and service costs as well as materials • Coordination of state and regional agencies with municipal goals • Field and operational impacts from new building code requirements • Inflation and supply delays in building materials slowing the pace of construction timelines as commercial construction increases • Declining quality and availability of construction trades leading to more re-inspections and greater quality control vigilance 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Support in place to grow community in a balanced and responsible manner • Necessary tools will be available to enable an effective and efficient Development Review Process • Residential permits and new projects to continue slowing as the economy changes along with the strain on the supply chain for materials • Commercial permit activity to continue on approved projects while new projects will also continue to increase • All open positions will be filled for FY 2022/2023 to properly match workload demand

Organizational Structure

FTE: 25



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

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

Objective

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

Strategic Priority #2

Encourage a Thriving Economy

Department Goals

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

Objectives

- Establish and uphold design quality standards that effectively support the plan review process including revisions to the plan review application for all commercial and residential development projects.
 - Continue to monitor and streamline Planning's project plan review processes to achieve an average review cycle time **within 30 business days** for both sub-division and commercial projects.
 - Continue to evaluate and improve Building's process for plan review and permitting in order to achieve an average overall permitting turnaround time of **within 15 business days**.
 - Continue to monitor and enhance the inspection service delivery procedures and overall responsiveness for all construction and building alteration projects.
 - Evaluate and target unincorporated segments of Winter Garden for annexation opportunities to expand the overall incorporated service area footprint.
-

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Safeguard natural land areas and green spaces throughout the City

Objective

- Ensure sufficient green space and natural areas are allotted by new developers on all construction projects to continue improving the 'preservation of natural land areas satisfaction index'.
-

Strategic Priority #4
Provide an Attractive Community

Department Goal

Improve and preserve the aesthetics and community charm throughout the City

Objective

- Continue to proactively educate and engage citizens on the City's enforcement standards and work with citizens on the process while placing emphasis on targeted areas of need to achieve as well as maintain higher levels of voluntary citizen compliance.
-

Strategic Priority #5
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Strategic Priority #6
Deliver Quality Services Equitably and Respectfully

Department Goal

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

Objectives

- Monitor and quality control Community Development's telephone customer service operations to achieve timely and satisfactory outcomes when handling or responding to the service needs of the business community and all citizens.
 - Actively monitor and improve City Reception's telephone customer service response to achieve timely and satisfactory outcomes when handling the service needs of all residents and the community.
-

KEY PERFORMANCE INDICATORS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Overall Quality of the Transportation System *	61%	N/A	65%↑
Ease of Public Parking Satisfaction Index *	76%	N/A	78%↑
Availability of Paths and Walking Trails Satisfaction Index *	84%	N/A	86%↑
Ease of Bicycle Travel Satisfaction Index *	70%	N/A	75%↑
Ease of Car Travel Satisfaction Index *	76%	N/A	79%↑
Traffic Flow on Major Streets Satisfaction Index *	52%	N/A	55%↑
Land Use, Planning and Zoning Satisfaction Rating *	61%	N/A	65%↑
Overall Design or Layout of Winter Garden's Residential and Commercial Areas Satisfaction Index *	76%	N/A	79%↑
Well-planned Residential Growth Satisfaction Index *	76%	N/A	79%↑
Well-planned Commercial Growth Satisfaction Index *	74%	N/A	77%↑
Well-designed Neighborhoods Satisfaction Index *	84%	N/A	86%↑
Preservation of the Historical or Cultural Character of the Community Satisfaction Index *	83%	N/A	85%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	N/A	68%↑
Code Enforcement Satisfaction Index *	63%	N/A	67%↑
% Citizen Initiated Complaints	1.25%	2.5%	≤ 5%↓
OPERATIONAL INDICATORS			
Total Connected Trails & Paths (in feet)	108,035	108,456	109,100↑
Total Connected Sidewalks (in feet)	1,470,172	1,490,672	1,510,500↑
Percentage of Multipurpose Trails Connected to Neighborhoods	56%	56.5%	57%↑
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	28	N/A	≤ 30↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	21	24.8	≤ 30↓
Avg. Overall Permitting Turnaround Time (days)	15.9	19.5	≤ 15↓
Avg. Commercial Plan Review Time (days)	3.0	3.0	≤ 10↓
Avg. Residential Plan Review Time (days)	2.75	2.6	≤ 5↓
# of Inspections per Inspector per Day	13.5	29.2	≤ 25↓
% of Total Inspections Performed by Requested Date	99%	98.8%	≥ 98%↑
Average Queue Wait Time (In Seconds) – Building and Planning	:50	:71	≤ :25↓
Call Abandonment Rate – Building and Planning	5.6%	9.3%	≤ 5.0%↓

Average Queue Wait Time (In Seconds) – Reception	:09	:15	≤ :12↓
Call Abandonment Rate - Reception	5%	8.5%	≤ 5.0%↓
Ratio of Unincorporated Winter Garden	21.77%	21.4%	21.36%↓
City Green and Open Space %	33.3%	33.5%	33.5%↑
Average Days Taken to Close a Code Case	73.25	41.9	≤ 45↓
% of Complaints/Cases Brought into Compliance without Official Action	99.5%	97.4%	100%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0315-515.12-00	REGULAR SALARIES AND WAGES	244,020	272,267	272,267	320,342
001-0315-515.21-00	FICA TAXES	18,083	20,828	20,828	24,506
001-0315-515.22-00	RETIREMENT CONTRIBUTIONS	30,233	41,058	41,058	49,941
001-0315-515.23-00	LIFE AND HEALTH INSURANCE	34,199	45,124	45,124	61,279
001-0315-515.24-00	WORKERS' COMPENSATION	343	342	342	412
	TOTAL PERSONAL SERVICES	326,878	379,619	379,619	456,480
001-0315-515.31-01	MISC PROFESSIONAL SERVICES	178,564	85,000	85,000	85,000
001-0315-515.31-04	ENGINEERING	-	15,000	15,000	-
001-0315-515.34-01	MISC OTHER CONTRACTUAL SERVICES	157	500	500	500
001-0315-515.40-00	TRAVEL AND PER DIEM	-	375	375	375
001-0315-515.41-02	TELEPHONE SERVICES	2,471	2,778	2,778	2,778
001-0315-515.41-05	POSTAGE	2,968	2,500	2,500	2,500
001-0315-515.43-00	UTILITY SERVICES	9,341	10,400	10,400	10,400
001-0315-515.44-00	RENTALS AND LEASES	5,266	8,500	8,500	8,500
001-0315-515.45-00	INSURANCE	9,538	11,864	11,864	11,446
001-0315-515.46-05	REPAIR AND MAINT SVCS-SOFTWARE	16,159	10,702	10,702	17,027
001-0315-515.46-10	REPAIR AND MAINT SVCS-BUILDING	2,378	2,238	2,238	2,238
001-0315-515.47-01	MISC PRINTING AND BINDING	-	1,200	1,200	1,200
001-0315-515.48-01	PROMOTIONAL-ADVERTISEMENTS	6,859	10,500	10,500	10,500
001-0315-515.49-05	LICENSES/TAXES/CERTIFICATIONS	5,613	800	800	800
001-0315-515.51-00	OFFICE SUPPLIES	1,365	3,000	3,000	3,000
001-0315-515.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,558	9,750	9,750	2,500
001-0315-515.52-04	UNIFORMS AND ACCESSORIES	400	1,000	1,000	1,000
001-0315-515.54-01	DUES AND SUBSCRIPTIONS	75	1,250	1,250	1,250
001-0315-515.54-02	SEMINARS AND COURSES	-	350	350	350
001-0315-515.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	3,000	3,000	3,000
	TOTAL OPERATING EXPENDITURES	242,712	180,707	180,707	164,364
001-0315-554.43-00	UTILITY SERVICES	136	72	72	72
001-0315-554.61-00	LAND	-	-	351,895	-
001-0315-554.62-00	BUILDING	95,921	-	-	-
	TOTAL HOUSING AND URBAN DEVELOP	96,057	72	351,967	72
	TOTAL PLANNING DIVISION	665,647	560,398	912,293	620,916

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING INSPECTION DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
001-0324-524.12-00	860,279	930,088	930,088	1,094,564
001-0324-524.14-00	4,313	3,611	3,611	4,572
001-0324-524.21-00	64,177	71,428	71,428	84,084
001-0324-524.22-00	120,816	140,802	140,802	171,355
001-0324-524.23-00	126,171	133,616	133,616	162,124
001-0324-524.24-00	7,400	7,376	7,376	8,880
TOTAL PERSONAL SERVICES	<u>1,183,156</u>	<u>1,286,921</u>	<u>1,286,921</u>	<u>1,525,579</u>
001-0324-524.34-01	117,703	200,000	200,000	200,000
001-0324-524.40-00	-	1,500	1,500	1,500
001-0324-524.41-02	8,590	12,054	12,054	12,054
001-0324-524.41-04	2,465	3,360	3,360	3,360
001-0324-524.41-05	265	350	350	350
001-0324-524.43-00	15,562	16,700	16,700	16,700
001-0324-524.44-00	4,396	5,050	5,050	5,050
001-0324-524.45-00	19,566	24,341	24,341	23,479
001-0324-524.46-03	14,265	13,500	13,500	13,500
001-0324-524.46-05	32,470	36,637	36,637	36,637
001-0324-524.46-06	2,879	1,500	1,500	1,500
001-0324-524.46-10	10,583	3,872	3,872	3,872
001-0324-524.47-01	210	650	650	650
001-0324-524.47-02	-	500	500	500
001-0324-524.49-05	182	1,500	1,500	1,500
001-0324-524.51-00	6,466	7,000	7,000	7,000
001-0324-524.52-01	4,500	8,570	8,570	8,570
001-0324-524.52-03	7,428	7,200	7,200	7,200
001-0324-524.52-04	3,170	1,800	1,800	4,080
001-0324-524.54-01	7,143	4,000	4,000	4,000
001-0324-524.54-02	2,263	6,650	6,650	6,650
001-0324-524.54-03	-	5,000	5,000	5,000
TOTAL OPERATING EXPENDITURES	<u>260,106</u>	<u>361,734</u>	<u>361,734</u>	<u>363,152</u>
001-0324-524.64-00	102,307	161,596	233,646	41,000
TOTAL CAPITAL OUTLAY	<u>102,307</u>	<u>161,596</u>	<u>233,646</u>	<u>41,000</u>
TOTAL BUILDING INSPECTION DIVISION	<u>1,545,569</u>	<u>1,810,251</u>	<u>1,882,301</u>	<u>1,929,731</u>

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUSINESS TAX DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0331-513.12-00 REGULAR SALARIES AND WAGES	16,731	17,209	17,209	18,930
001-0331-513.21-00 FICA TAXES	1,280	1,316	1,316	1,448
001-0331-513.22-00 RETIREMENT CONTRIBUTIONS	2,341	2,589	2,589	2,951
001-0331-513.24-00 WORKERS' COMPENSATION	157	156	156	188
TOTAL PERSONAL SERVICES	20,509	21,270	21,270	23,517
001-0331-513.41-02 TELEPHONE SERVICES	283	372	372	372
001-0331-513.41-05 POSTAGE	694	1,600	1,600	1,600
001-0331-513.45-00 INSURANCE	9	10	10	11
001-0331-513.46-05 REPAIR AND MAINT SVCS-SOFTWARE	2,235	2,597	2,597	2,597
001-0331-513.47-01 MISC PRINTING AND BINDING	140	700	700	700
001-0331-513.51-00 OFFICE SUPPLIES	-	250	250	250
001-0331-513.52-01 MISC OPERATING SUPPLIES	-	150	150	150
TOTAL OPERATING EXPENDITURES	3,361	5,679	5,679	5,680
TOTAL OCCUPATIONAL LICENSING DIVISION	23,870	26,949	26,949	29,197

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
CODE ENFORCEMENT DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0528-521.12-00	REGULAR SALARIES AND WAGES	162,363	227,869	227,869	235,606
001-0528-521.14-00	OVERTIME	2,052	1,023	1,023	1,023
001-0528-521.21-00	FICA TAXES	11,920	17,432	17,432	18,024
001-0528-521.22-00	RETIREMENT CONTRIBUTIONS	23,003	34,363	34,363	36,731
001-0528-521.23-00	LIFE AND HEALTH INSURANCE	25,541	49,402	49,402	53,735
001-0528-521.24-00	WORKERS' COMPENSATION	1,961	1,847	1,847	2,353
	TOTAL PERSONAL SERVICES	226,840	331,936	331,936	347,472
001-0528-521.31-02	LEGAL SERVICES	2,300	1,000	1,000	1,000
001-0528-521.34-01	MISC OTHER CONTRACTUAL SERVICES	1,645	15,000	15,000	15,000
001-0528-521.40-00	TRAVEL AND PER DIEM	2	600	600	600
001-0528-521.41-02	TELEPHONE SERVICES	3,379	3,274	3,274	3,274
001-0528-521.41-04	INTERNET SERVICES	3,050	2,544	2,544	2,544
001-0528-521.41-05	POSTAGE	1,437	1,000	1,000	1,000
001-0528-521.45-00	INSURANCE	405	504	504	486
001-0528-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,836	3,500	3,500	3,500
001-0528-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,723	3,430	3,430	3,430
001-0528-521.47-01	MISC PRINTING AND BINDING	-	750	750	750
001-0528-521.48-01	PROMOTIONAL-ADVERTISEMENTS	229	500	500	500
001-0528-521.49-05	LICNSES/TAXES/CERTICATIONS	419	1,250	1,250	1,250
001-0528-521.51-00	OFFICE SUPPLIES	25	250	250	250
001-0528-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	161	200	200	200
001-0528-521.52-03	GASOLINE AND OIL	5,542	6,750	6,750	8,477
001-0528-521.52-04	UNIFORMS AND ACCESSORIES	407	840	840	840
001-0528-521.54-01	DUES AND SUBSCRIPTIONS	-	145	145	145
001-0528-521.54-02	SEMINARS AND COURSES	-	675	675	675
	TOTAL OPERATING EXPENDITURES	25,560	42,212	42,212	43,921
	TOTAL CODE ENFORCEMENT DIVISION	252,400	374,148	374,148	391,393
	TOTAL COMMUNITY DEVELOPMENT DEPT	2,487,486	2,771,747	3,195,692	2,971,238

- PUBLIC SERVICES -

Administration

Cemetery

Streets

Engineering



PUBLIC SERVICES DEPARTMENT

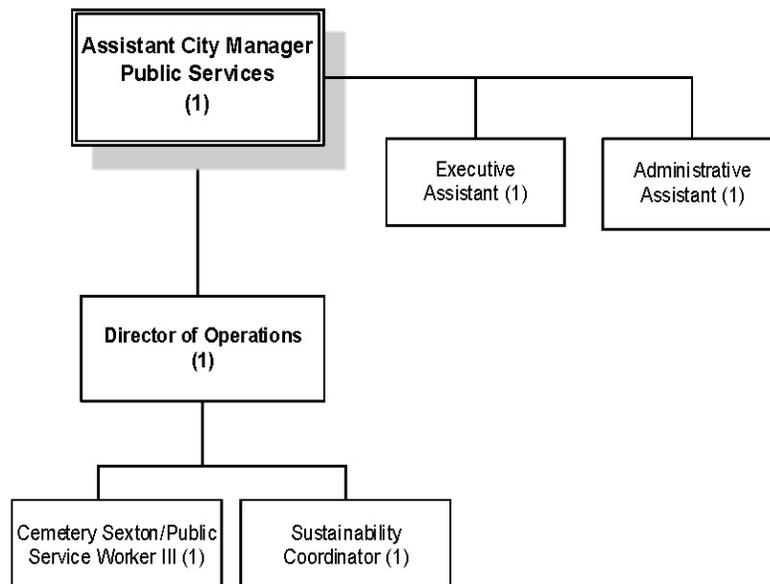
ADMINISTRATION/CEMETERY DIVISIONS

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT:</p> <p>Administration: To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p>Cemetery: Provide compassionate care to families and assist them with the planning of their cemetery needs.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Management of Public Services Divisions • Liaison to State & Federal Regulatory Agencies • Assist with cemetery needs and maintain attractive cemetery grounds • Administer Water Conservation Program • Green energy and energy optimization
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements) • Additional unexpected mandates from regulatory agencies • Utility rates impact fees have not been adjusted in approximately 10 years • Employee turnover with lean staffing and impending retirement eligibility across divisions • Cost constraints on budget due to inflation and recessionary concerns • Uncertainties of long term effects on infrastructure projects • Impact on the pace of construction improvement projects resulting from continued inflationary environment and delays in the supply chain • Lack of available grants 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Commercial and residential consumer utility rates and impact fees will remain unchanged without the proposed rate study • Alternative water supply plan will increase the City's Consumptive Use Permit (CUP) to accommodate the proposed build out of the City • Water conservation public education will reduce water consumption • Vacancies and staffing levels will improve to adequately meet workload demands

Organizational Structure

FTE: 6



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Provide alternative funding for City capital improvement projects

Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least **15%**.
-

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

Department Goals

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

Ensure safety in all Public Services areas through training and accountability

Objectives

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate * †	0%	0%	15%↑
Capital Improvements External Funding Received * †	\$0	\$0	\$500,000↑
OPERATIONAL INDICATORS			
Total Recordable Incident Rate (Accidents Per 100 Employees)	12.49	6.2	0↓
Average Queue Wait Time (In Seconds)	:48	:53	≤ :35↓
Call Abandonment Rate	21.1%	22.3%	≤ 20%↓

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

† Available grants matching the City's operating goals have declined over the last three years. Pursuing grant opportunities and external funding still remain a key priority. The target for FY23 will focus pursuits on helping to subsidize our reclaimed wastewater expansion effort.

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ADMINISTRATION DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0701-539.12-00	REGULAR SALARIES AND WAGES	125,700	133,017	133,017	205,312
001-0701-539.21-00	FICA TAXES	9,308	10,176	10,176	15,706
001-0701-539.22-00	RETIREMENT CONTRIBUTIONS	17,412	20,059	20,059	32,008
001-0701-539.23-00	LIFE AND HEALTH INSURANCE	8,456	8,681	8,681	10,374
001-0701-539.24-00	WORKERS' COMPENSATION	228	228	228	274
	TOTAL PERSONAL SERVICES	<u>161,104</u>	<u>172,161</u>	<u>172,161</u>	<u>263,675</u>
001-0701-539.34-01	MISC OTHER CONTRACTUAL SERVICES	144	100	100	100
001-0701-539.40-00	TRAVEL AND PER DIEM	13	500	500	500
001-0701-539.41-02	TELEPHONE SERVICES	112	2,660	2,660	2,660
001-0701-539.41-03	RADIO SERVICES	15	15	15	15
001-0701-539.41-05	POSTAGE	531	300	300	300
001-0701-539.43-00	UTILITY SERVICES	39,659	35,687	35,687	35,687
001-0701-539.44-00	RENTALS AND LEASES	3,216	3,200	3,200	3,200
001-0701-539.45-00	INSURANCE	8,588	10,682	10,682	10,306
001-0701-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	100	100	100
001-0701-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	-	500	500	500
001-0701-539.46-10	REPAIR AND MAINT SVCS-BUILDING	12,643	4,450	4,450	4,450
001-0701-539.47-01	PRINTING AND BINDING	-	100	100	100
001-0701-539.48-01	PROMOTIONAL-ADVERTISEMENTS	48	100	100	100
001-0701-539.49-05	LICENSES/TAXES/CERTIFICATIONS	-	1,800	1,800	1,800
001-0701-539.51-00	OFFICE SUPPLIES	140	200	200	200
001-0701-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,348	3,150	3,150	3,150
001-0701-539.52-03	GASOLINE AND OIL	-	1,500	1,500	1,500
001-0701-539.52-04	UNIFORMS AND ACCESSORIES	-	692	692	692
001-0701-539.54-01	DUES AND SUBSCRIPTIONS	30	568	568	568
	TOTAL OPERATING EXPENDITURES	<u>66,487</u>	<u>66,304</u>	<u>66,304</u>	<u>65,928</u>
	TOTAL ADMINISTRATION DIVISION	<u>227,591</u>	<u>238,465</u>	<u>238,465</u>	<u>329,603</u>

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
CEMETERY DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0739-539.12-00	REGULAR SALARIES AND WAGES	51,534	52,782	52,782	61,042
001-0739-539.14-00	OVERTIME	7,701	13,468	13,468	7,932
001-0739-539.21-00	FICA TAXES	4,182	5,068	5,068	5,277
001-0739-539.22-00	RETIREMENT CONTRIBUTIONS	8,282	9,990	9,990	10,753
001-0739-539.23-00	LIFE AND HEALTH INSURANCE	14,432	14,843	14,843	17,465
001-0739-539.24-00	WORKERS' COMPENSATION	2,871	2,110	2,110	3,445
	TOTAL PERSONAL SERVICES	89,002	98,262	98,262	105,914
001-0739-539.31-06	MEDICAL SERVICES	-	100	100	100
001-0739-539.34-01	MISC CONTRACTUAL SERVICES	28,695	11,350	54,454	54,550
001-0739-539.41-02	TELEPHONE SERVICES	1,560	1,144	1,144	1,144
001-0739-539.41-04	INTERNET	457	400	400	400
001-0739-539.43-00	UTILITY SERVICES	4,656	4,518	4,518	4,518
001-0739-539.44-00	RENTALS AND LEASES	-	1,000	1,000	1,000
001-0739-539.45-00	INSURANCE	6,771	2,699	2,699	8,125
001-0739-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	45	200	200	200
001-0739-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	867	300	300	300
001-0739-539.46-10	REPAIR AND MAINT SVCS-BUILDING	17,552	1,000	1,000	1,000
001-0739-539.47-01	PRINTING AND BINDING	-	150	150	250
001-0739-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,544	1,300	1,300	1,300
001-0739-539.49-07	VAULT OPENINGS	50,045	66,158	66,158	66,158
001-0739-539.51-00	OFFICE SUPPLIES	82	100	100	100
001-0739-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,006	2,560	2,560	3,000
001-0739-539.52-02	CHEMICALS	-	200	200	200
001-0739-539.52-03	GASOLINE AND OIL	632	1,406	1,406	1,407
001-0739-539.52-04	UNIFORMS AND ACCESSORIES	762	690	690	690
001-0739-539.54-01	DUES AND SUBSCRIPTIONS	-	100	100	100
	TOTAL OPERATING EXPENDITURES	116,674	95,375	138,479	144,542
001-0739-539.63-00	IMPROVEMENTS OTHER THAN BUILDING	50,300	48,600	364,345	35,449
	TOTAL CAPITAL OUTLAY	50,300	48,600	364,345	35,449
	TOTAL CEMETERY DIVISION	255,976	242,237	601,086	285,905

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
STREETS DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0741-541.12-00	REGULAR SALARIES AND WAGES	50,101	32,779	32,779	74,058
001-0741-541.14-00	OVERTIME	7,109	1,000	1,000	7,820
001-0741-541.21-00	FICA TAXES	3,817	2,584	2,584	6,264
001-0741-541.22-00	RETIREMENT CONTRIBUTIONS	8,002	5,094	5,094	12,765
001-0741-541.23-00	LIFE AND HEALTH INSURANCE	23,391	24,032	24,032	34,898
001-0741-541.24-00	WORKERS' COMPENSATION	5,373	7,093	7,093	6,448
001-0741-541.26-00	OTHER POST EMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	100,793	75,582	75,582	145,252
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	683,147	421,211	421,211	457,256
001-0741-541.34-08	PERSONNEL SERVICES	42,090	49,800	49,800	49,800
001-0741-541.40-00	TRAVEL AND PER DIEM	42	900	900	900
001-0741-541.41-02	TELEPHONE SERVICES	483	600	600	600
001-0741-541.41-03	RADIO SERVICES	214	350	350	350
001-0741-541.41-04	INTERNET SERVICES	780	-	-	-
001-0741-541.43-00	UTILITY SERVICES	6,933	6,930	6,930	6,930
001-0741-541.44-00	RENTALS AND LEASES	13,190	14,220	14,220	24,220
001-0741-541.45-00	INSURANCE	42,850	41,195	41,195	51,420
001-0741-541.46-01	REPAIR AND MAINT SVCS-MISC	290	400	400	400
001-0741-541.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	25,131	55,753	55,753	55,753
001-0741-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	18,937	9,750	9,750	9,750
001-0741-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	17,511	11,429	11,429	11,429
001-0741-541.46-09	REPAIR AND MAINT SVCS-SIDEWALKS	13,413	19,920	19,920	19,920
001-0741-541.46-10	REPAIR AND MAINT SVCS-BUILDING	115	500	500	500
001-0741-541.49-04	TRAFFIC SIGNALS AND SIGNS	176,020	185,884	185,884	185,884
001-0741-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	2,800	2,800	2,800
001-0741-541.49-08	STREET LIGHTS	91,603	200,000	200,000	200,000
001-0741-541.49-09	MEDIANS	18,000	18,000	18,000	18,000
001-0741-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	12,946	16,557	16,557	22,770
001-0741-541.52-02	CHEMICALS	1,209	977	977	977
001-0741-541.52-03	GASOLINE AND OIL	17,154	56,054	56,054	26,054
001-0741-541.52-04	UNIFORMS AND ACCESSORIES	-	1,779	1,779	1,779
001-0741-541.53-00	ROAD MATERIALS AND SUPPLIES	15,829	16,852	16,852	16,852
001-0741-541.54-01	DUES AND SUBSCRIPTIONS	-	186	186	186
001-0741-541.54-02	SEMINARS AND COURSES	-	900	900	900
	TOTAL OPERATING EXPENDITURES	1,197,887	1,133,447	1,133,447	1,165,930
001-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	1,473,497	662,104	17,438,261	-
001-0741-541.64-00	MACHINERY AND EQUIPMENT	-	18,756	18,756	-
	TOTAL CAPITAL OUTLAY	1,473,497	680,860	17,457,017	-
	TOTAL STREETS DIVISION	2,772,177	1,889,889	18,666,046	1,311,183



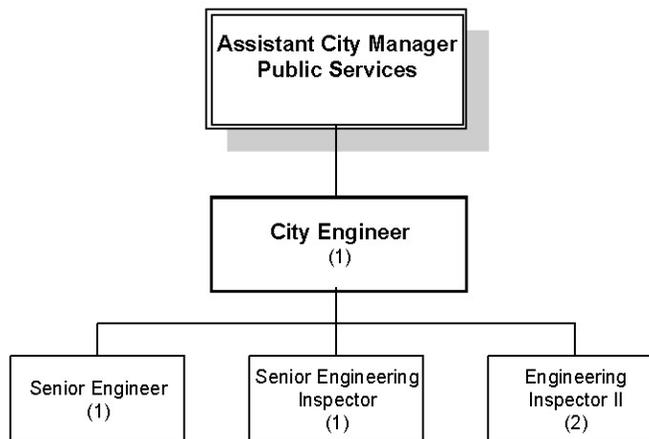
PUBLIC SERVICES DEPARTMENT ENGINEERING DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Provide professional engineering services, technical support, and problem resolution for the City as well as private entities through long-term infrastructure planning while ensuring sound project design and quality construction management.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Stormwater Management/Planning • Monitor, Report and ensure Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Compliance • Capital improvement project management • Construction inspections (public and private development) • Public & private plan reviews and consultation • Geographic Information System (GIS) support for City Assets and Infrastructure
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Additional unexpected mandates from NPDES and Federal Emergency Management Agency (FEMA) State and Federal regulatory agencies • Management of a slowing project load with the current staffing • Time management to meet the growing needs of a large project load • New private projects might be delayed due to financial impact of increased material cost and supply chain issues • Pace of overall construction with inflation and supply chain concerns 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Minimal change orders and schedule delays on construction projects • Sufficient funding for Capital Improvement Projects (CIPs) • External stakeholders will complete their tasks within expected timeframes to avoid delays. • Current staffing levels remain

Organizational Structure

FTE: 5



FY 2022-2023 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1 Maintain Quality Services and Infrastructure

Department Goals

*Ensure timely and within budget completion of all planned CIPs annually
Proactively safeguard engineering design standards on all infrastructure installations in the City*

Objectives

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Overall Quality of the Utility Infrastructure Satisfaction Index *	81%	N/A	85%↑
FINANCIAL INDICATORS			
% of CIPs Completed within Bid Amount	86.36%	75.86%	≥ 95%↑
CIP Bid to Design Estimate Cost Variance %	-3.12%	-24.84%	≥ -10%↑
CIP Bid to Actual Cost Variance %	5.51%	-0.93%	≤ 5%↓
OPERATIONAL INDICATORS			
% of On-Time CIP Starts (Design Phase)	100%	100%	≥ 95%↑
CIPs Completed and/or on Schedule	95.5%	100%	≥ 95%↑
Number of Post Installation Asset Failures within 2 Years	0	0	0↓
Number of Post Installation Asset Failures within 5 Years after Warranty	0	0	0↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ENGINEERING DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-1016-541.12-00	REGULAR SALARIES AND WAGES	288,368	367,143	367,143	397,911
001-1016-541.14-00	OVERTIME	1,062	1,398	1,398	1,094
001-1016-541.21-00	FICA TAXES	21,276	28,193	28,193	30,524
001-1016-541.22-00	RETIREMENT CONTRIBUTIONS	40,489	55,576	55,576	62,205
001-1016-541.23-00	LIFE AND HEALTH INSURANCE	45,270	49,593	49,593	62,765
001-1016-541.24-00	WORKERS' COMPENSATION	2,354	2,347	2,347	2,825
	TOTAL PERSONAL SERVICES	<u>398,819</u>	<u>504,250</u>	<u>504,250</u>	<u>557,324</u>
001-1016-541.31-04	ENGINEERING SERVICES	287,780	271,063	271,063	271,585
001-1016-541.34-01	MISC CONTRACTUAL SERVICES	-	1,500	1,500	1,500
001-1016-541.40-00	TRAVEL AND PER DIEM	45	-	-	-
001-1016-541.41-02	TELEPHONE SERVICES	3,683	4,455	4,455	4,455
001-1016-541.41-04	INTERNET SERVICES	2,197	2,200	2,200	2,200
001-1016-541.41-05	POSTAGE	-	50	50	50
001-1016-541.43-00	UTILITY SERVICES	4,903	4,000	4,000	6,000
001-1016-541.45-00	INSURANCE	5,687	7,075	7,075	6,824
001-1016-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	2,153	2,500	2,500	2,500
001-1016-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,442	1,305	1,305	2,500
001-1016-541.46-10	REPAIR AND MAINT SVCS-BUILDING	1,278	1,000	1,000	1,500
001-1016-541.47-01	MISC PRINTING AND BINDING	-	100	100	100
001-1016-541.48-01	ADVERTISEMENT-LEGAL, OTHER	-	2,750	2,750	750
001-1016-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	3,000	3,000	350
001-1016-541.51-00	OFFICE SUPPLIES	301	750	750	750
001-1016-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	875	750	750	750
001-1016-541.52-03	GASOLINE AND OIL	5,982	6,105	6,105	6,105
001-1016-541.52-04	UNIFORMS AND ACCESSORIES	881	1,350	1,350	1,350
001-1016-541.54-01	DUES AND SUBSCRIPTIONS	120	300	300	300
001-1016-541.54-03	EDUCATIONAL ASSISTANCE	-	-	-	-
	TOTAL OPERATING EXPENDITURES	<u>317,327</u>	<u>310,253</u>	<u>310,253</u>	<u>309,569</u>
001-1016-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	5,445	-	91,143	-
001-1016-541.64-00	MACHINERY AND EQUIPMENT	-	75,231	75,231	-
	TOTAL CAPITAL OUTLAY	<u>5,445</u>	<u>75,231</u>	<u>166,374</u>	<u>-</u>
	TOTAL ENGINEERING DIVISION	<u>721,591</u>	<u>889,734</u>	<u>980,877</u>	<u>866,893</u>
	TOTAL PUBLIC SERVICES DEPARTMENT	<u>3,977,335</u>	<u>3,260,324</u>	<u>20,486,473</u>	<u>2,793,582</u>

- PARKS & RECREATION -

Parks

Recreation

Heritage Depot Museum

Special Events

Newton Park



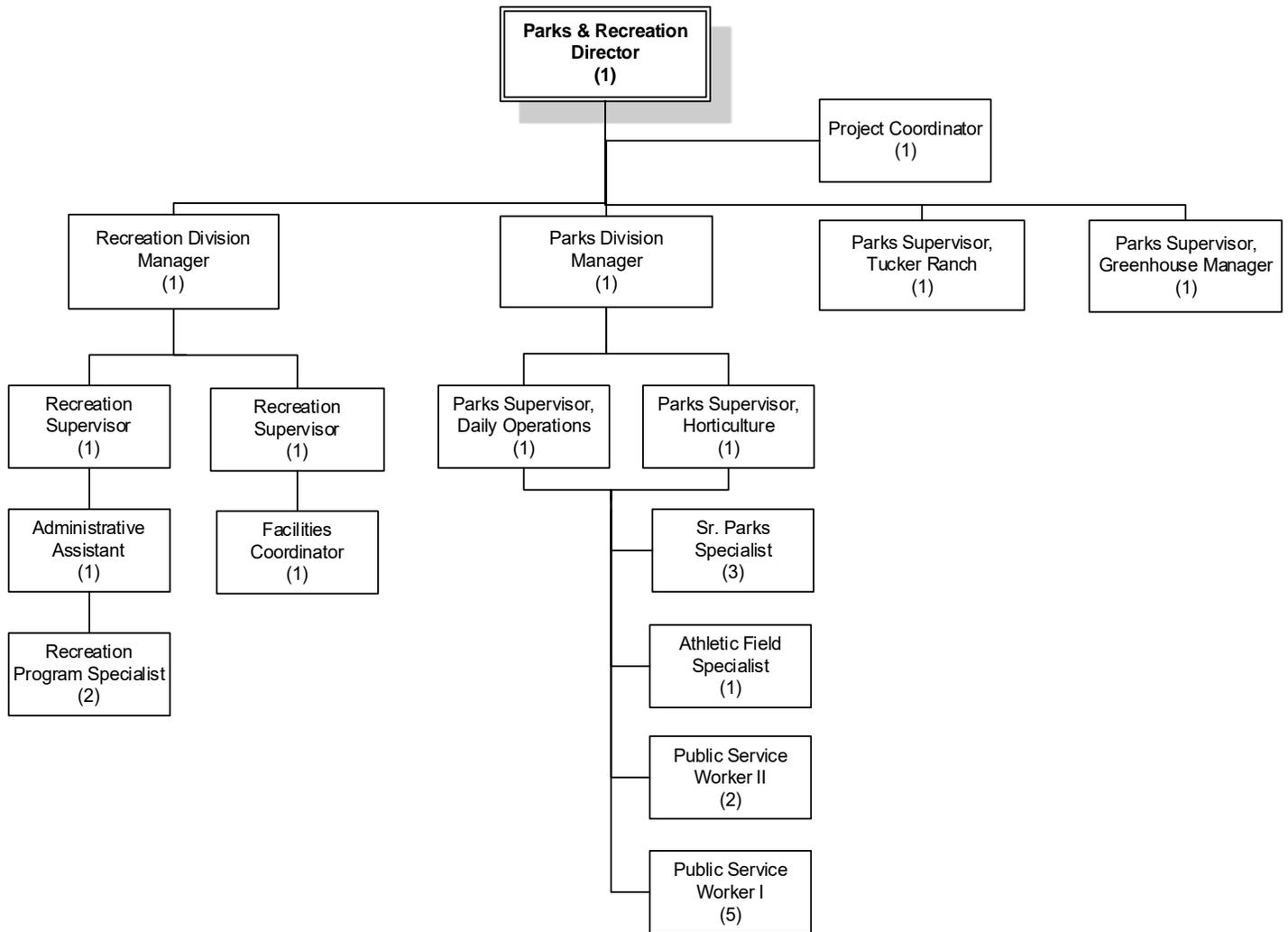
PARKS & RECREATION DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>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.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • 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
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Managing/Responding to higher than expected attendance at planned events, especially, in the Fall • Growing community demand for athletic spaces while minimizing field overuse and failures • Pressure to expand the number of events downtown while ensuring downtown business positive and negative impacts are considered, as well as resource limitations • Attracting and retaining staffing levels to keep pace with the existing and expanding community demand • Delivering the right mix of programs and services that cater to changing needs • Continued hang-over effects of COVID-19: <ul style="list-style-type: none"> ○ Staff absences due to COVID ○ Curbside drop-off will continue as this practice has improved efficiency and overall safety ○ Monitoring COVID cases in programs and camps and adjusting operations to limit exposures ○ Sanitization practices and protocols will continue to be a priority 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • There will be a growing demand from residents and visitors to participate in recreational and athletic activities • Event attendance will continue to grow • With continued growth, there will be additional pressure to update/expand parks and recreational venues to match community needs and higher expectations • Availability of funding to expand/improve/sustain outdoor assets and facilities • Programming and general operating cost to maintain community health and safety including capacity assistance to local restaurants will continue, as well as, downtown business corridor expanding to side streets off Plant Street plus additional unforeseen assistance

Organizational Structure

FTE: 25



FY 2022-2023 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 State Road 50, Dillard Street and Plant Street.

Strategic Priority #2

Provide Recreation, Arts and Culture

Department Goal

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

Objective

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

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Rehab, restore and protect passive green space throughout the City

Objective

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

Strategic Priority #4

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index *	87%	N/A	89%↑
Quality of City Parks Satisfaction Index *	87%	N/A	92%↑
Downtown Amenities, Pedestrian and Landscape Areas Satisfaction Rating <small>(in-house survey feedback from downtown merchants)</small>	N/A	98%	≥ 95%↑
Overall Quality of Park and Recreation Opportunities Satisfaction Index *	87%	N/A	90%↑
Recreational Opportunities Satisfaction Index *	83%	N/A	85%↑
Recreation Programs and Classes Satisfaction Index *	80%	N/A	83%↑
% Satisfied with Recreation Programs <small>(in-house post program survey)</small>	99.3%	96.7%	≥ 95%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index *	67%	N/A	82%↑

Opportunities To Attend Special Events and Festivals Satisfaction Index *	76%	N/A	82%↑
Quality of the Overall Natural Environment Satisfaction Index *	87%	N/A	91%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	N/A	68%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
# of Total Program/Event Participants (Attendees)	101,612	531,860	475,000↑
% Residents Used Recreational Centers or Their Services Participation Index **	36%	N/A	40%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
PARKS & LAND DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0775-572.12-00	REGULAR SALARIES AND WAGES	531,906	850,453	850,453	950,977
001-0775-572.14-00	OVERTIME	55,252	45,330	45,330	49,727
001-0775-572.21-00	FICA TAXES	43,994	68,527	68,527	76,554
001-0775-572.22-00	RETIREMENT CONTRIBUTIONS	76,214	135,084	135,084	156,010
001-0775-572.23-00	LIFE AND HEALTH INSURANCE	95,971	150,646	150,646	163,749
001-0775-572.24-00	WORKERS' COMPENSATION	12,818	10,736	10,736	15,382
	TOTAL PERSONAL SERVICES	816,155	1,260,777	1,260,777	1,412,398
001-0775-572.34-01	MISC OTHER CONTRACTUAL SERVICES	286,681	360,870	435,988	375,500
001-0775-572.34-02	LAWN MAINTENANCE	266,295	213,800	213,800	293,838
001-0775-572.34-06	JANITORIAL SERVICES	11,868	-	-	6,864
001-0775-572.34-08	PERSONNEL SERVICES	244,040	180,100	180,100	98,600
001-0775-572.40-00	TRAVEL AND PER DIEM	431	730	730	730
001-0775-572.41-02	TELEPHONE SERVICES	7,260	9,100	9,100	9,100
001-0775-572.41-03	RADIO SERVICES	168	200	200	200
001-0775-572.41-04	INTERNET SERVICES	4,499	3,600	3,600	3,600
001-0775-572.43-00	UTILITY SERVICES	168,400	152,200	152,200	152,200
001-0775-572.44-00	RENTALS AND LEASES	4,140	5,800	5,800	5,800
001-0775-572.45-00	INSURANCE	46,041	43,896	43,896	55,250
001-0775-572.46-01	REPAIR AND MAINT SVCS-MISC	7,056	49,150	49,150	49,150
001-0775-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	21,404	38,800	38,800	56,420
001-0775-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	7,903	11,700	11,700	11,700
001-0775-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	725	1,710	1,710	1,710
001-0775-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	750	750	750
001-0775-572.46-10	REPAIR AND MAINT SVCS-BUILDING	235,580	42,400	42,400	42,400
001-0775-572.48-01	ADVERTISEMENT-LEGAL, OTHER	1,101	2,200	2,200	2,200
001-0775-572.49-05	LICENSES/TAXES/CERTIFICATIONS	-	2,700	2,700	2,860
001-0775-572.51-00	OFFICE SUPPLIES	1,003	950	950	1,400
001-0775-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	174,429	244,300	244,300	264,850
001-0775-572.52-02	CHEMICALS	84,726	67,100	67,100	67,100
001-0775-572.52-03	GASOLINE AND OIL	17,153	16,000	16,000	16,000
001-0775-572.52-04	UNIFORMS AND ACCESSORIES	8,971	20,675	20,675	20,675
001-0775-572.54-01	DUES AND SUBSCRIPTIONS	-	2,600	2,600	600
001-0775-572.54-02	SEMINARS AND COURSES	67	3,500	3,500	1,950
	TOTAL OPERATING EXPENDITURES	1,599,941	1,474,831	1,549,949	1,541,447
001-0775-572.61-00	LAND	-	-	2,400,000	-
001-0775-572.62-00	BUILDINGS	15,687	272,200	420,642	14,320
001-0775-572.63-00	IMPROVEMENT OTHER THAN BUILDINGS	430,696	337,704	8,588,675	-
001-0775-572.64-00	MACHINERY AND EQUIPMENT	133,558	76,544	239,970	4,050
	TOTAL CAPITAL OUTLAY	579,941	686,448	11,649,287	18,370
	TOTAL PARKS DIVISION	<u>2,996,037</u>	<u>3,422,056</u>	<u>14,460,013</u>	<u>2,972,215</u>

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
RECREATION DIVISION**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
001-0872-572.12-00	REGULAR SALARIES AND WAGES	298,798	311,889	311,889	338,401
001-0872-572.13-00	OTHER SALARIES AND WAGES	242,083	256,269	256,269	254,187
001-0872-572.14-00	OVERTIME	5,047	9,249	9,249	5,198
001-0872-572.21-00	FICA TAXES	46,945	44,172	44,172	45,731
001-0872-572.22-00	RETIREMENT CONTRIBUTIONS	41,867	48,428	48,428	53,567
001-0872-572.23-00	LIFE AND HEALTH INSURANCE	50,729	61,955	61,955	71,932
001-0872-572.24-00	WORKERS' COMPENSATION	9,718	8,507	8,507	11,662
	TOTAL PERSONAL SERVICES	695,187	740,469	740,469	780,678
001-0872-572.31-01	MISC PROFESSIONAL SERVICES	-	1,000	1,000	1,000
001-0872-572.34-02	LEGAL	-	1,000	1,000	1,000
001-0872-572.34-01	MISC OTHER CONTRACTUAL SERVICES	66,670	112,932	112,932	75,042
001-0872-572.34-04	BANKING FEES	11,069	6,200	6,200	14,615
001-0872-572.34-06	JANITORIAL SERVICES	12,159	16,500	16,500	16,500
001-0872-572.34-08	PERSONNEL SERVICES	56,971	78,528	78,528	78,528
001-0872-572.40-00	TRAVEL AND PER DIEM	194	5,465	5,465	1,265
001-0872-572.41-02	TELEPHONE SERVICES	8,410	10,000	10,000	8,892
001-0872-572.41-04	INTERNET SERVICES	9,041	10,400	10,400	10,400
001-0872-572.41-05	POSTAGE	189	400	400	400
001-0872-572.43-00	UTILITY SERVICES	48,495	48,000	48,000	48,000
001-0872-572.44-00	RENTALS AND LEASES	5,344	8,200	8,200	8,200
001-0872-572.45-00	INSURANCE	53,941	65,999	65,999	64,729
001-0872-572.46-01	REPAIR AND MAINT SVCS-MISC	136	1,000	1,000	1,650
001-0872-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	10,458	42,800	42,800	91,152
001-0872-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,468	3,600	3,600	3,600
001-0872-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	8,580	7,850	7,850	7,850
001-0872-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	3,447	4,800	4,800	4,800
001-0872-572.46-10	REPAIR AND MAINT SVCS-BUILDING	54,534	19,200	19,200	24,220
001-0872-572.47-01	MISC PRINTING AND BINDING	-	2,000	2,000	2,000
001-0872-572.48-01	PROMOTIONAL-ADVERTISEMENTS	352	500	500	500
001-0872-572.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	-	750	750	750
001-0872-572.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	32,408	31,700	31,700	31,700
001-0872-572.49-05	LICENSES, TAXES, AND CERTIFICATIONS	737	7,210	7,210	7,210
001-0872-572.49-11	EMPLOYEE SOCIAL EVENTS	433	1,620	1,620	1,620
001-0872-572.51-00	OFFICE SUPPLIES	1,800	9,541	9,541	9,541
001-0872-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	70,040	91,650	91,650	91,650
001-0872-572.52-02	CHEMICALS	27,906	32,000	32,000	32,000
001-0872-572.52-03	GASOLINE AND OIL	824	2,500	2,500	2,500
001-0872-572.52-04	UNIFORMS AND ACCESSORIES	4,913	7,882	7,882	7,882
001-0872-572.54-01	DUES AND SUBSCRIPTIONS	7,740	4,550	4,550	4,550
001-0872-572.54-02	SEMINARS AND COURSES	3,516	9,920	9,920	9,920
001-0872-572.54-03	EDUC ASSIST PROG REIMBURS	6,037	5,912	5,912	5,912
	TOTAL OPERATING EXPENDITURES	509,812	651,609	651,609	669,578
001-0872-572.62-00	BUILDINGS	59,117	20,200	129,501	-
001-0872-572.63-00	IMPROVEMENTS OTHER THAN BUILDING	8,398	120,000	122,824	-
001-0872-572.64-00	EQUIPMENT	-	80,120	80,120	65,087
	TOTAL CAPITAL OUTLAY	67,515	220,320	332,445	65,087
	TOTAL RECREATION DIVISION	1,272,514	1,612,398	1,724,523	1,515,343

CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
HERITAGE DEPOT MUSEUM DIVISION

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0873-573.45-00 INSURANCE	2,812	3,634	3,634	3,374
001-0873-573.46-10 REPAIRS & MAINT. - BUILDING	8,157	12,000	12,000	39,000
TOTAL OPERATING EXPENDITURES	10,969	15,634	15,634	42,374
001-0873-573.62-00 BUILDINGS	93,425	-	33,812	-
TOTAL CAPITAL OUTLAY	93,425	-	33,812	-
TOTAL HERITAGE DEPOT MUSEUM DIVISION	104,394	15,634	49,446	42,374

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 GENERAL FUND EXPENDITURES
 PARKS AND RECREATION DEPARTMENT
 SPECIAL EVENTS DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0874-574.34-01 MISC OTHER CONTRACTUAL SERVICES	111,061	181,447	181,447	387,095
001-0874-574.34-08 PERSONNEL SERVICES	-	4,100	4,100	3,100
001-0874-574.44-00 RENTALS AND LEASES	31,251	12,250	12,250	19,072
001-0874-574.47-01 MISC PRINTING AND BINDING	-	500	500	500
001-0874-574.48-01 PROMOTIONAL-ADVERTISEMENTS	16	2,600	2,600	2,600
001-0874-574.49-01 MISC OTHER CUR CHGS & OBLIGATIONS	662	500	500	500
001-0874-574.52-01 MISCELLANEOUS OPERATING SUPPLIES	55,475	48,550	48,550	94,330
TOTAL OPERATING EXPENDITURES	198,465	249,947	249,947	507,197
TOTAL SPECIAL EVENTS DIVISION	198,465	249,947	249,947	507,197

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
NEWTON PARK FACILITIES DIVISION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-3658-575.12-00	REGULAR SALARIES AND WAGES	36,445	37,245	37,245	42,668
001-3658-575.13-00	OTHER SALARIES	9,435	8,618	8,618	10,001
001-3658-575.14-00	OVERTIME	117	135	135	124
001-3658-575.21-00	FICA TAXES	3,018	3,519	3,519	4,039
001-3658-575.22-00	RETIREMENT CONTRIBUTIONS	5,108	5,617	5,617	6,652
001-3658-575.23-00	LIFE AND HEALTH INSURANCE	15,278	15,695	15,695	18,872
001-3658-575.24-00	WORKERS' COMPENSATION	645	641	641	774
	TOTAL PERSONAL SERVICES	70,046	71,469	71,469	83,130
001-3658-575.34-01	MISC CONTRACTUAL SERVICES	-	10,260	10,260	10,260
001-3658-575.34-06	JANITORIAL SERVICES	8,249	10,700	10,700	10,700
001-3658-575.40-00	TRAVEL AND PER DIEM	-	100	100	100
001-3658-575.41-02	TELEPHONE SERVICES	757	1,500	1,500	1,500
001-3658-575.41-04	INTERNET SERVICES	397	750	750	750
001-3658-575.41-05	POSTAGE	-	100	100	100
001-3658-575.43-00	UTILITY SERVICES	9,048	10,000	10,000	10,000
001-3658-575.45-00	INSURANCE	18,300	14,370	14,370	34,460
001-3658-575.46-10	REPAIR AND MAINT SVCS-BUILDING	16,677	10,750	10,750	38,299
001-3658-575.47-01	MISC PRINTING AND BINDING	-	100	100	100
001-3658-575.51-00	OFFICE SUPPLIES	-	300	300	300
001-3658-575.52-01	MISCELLANEOUS OPERATING SUPPLIES	9,174	22,100	22,100	23,595
001-3658-575.52-04	UNIFORMS AND ACCESSORIES	180	450	450	450
001-3658-575.54-03	EDUC ASSIST PROG REIM	-	-	-	-
	TOTAL OPERATING EXPENDITURES	62,782	81,480	81,480	130,614
001-3658-575.62-00	BUILDINGS	-	480,000	488,000	-
001-3658-575.63-00	IMPROVEMENTS OTHER THAN BLDG	-	-	-	65,000
001-3658-575.64-00	EQUIPMENT	-	-	78,780	-
	TOTAL CAPITAL OUTLAY	-	480,000	566,780	65,000
	TOTAL NEWTON PARK FACILITIES DIVISION	132,828	632,949	719,729	278,744
	TOTAL PARKS AND RECREATION DEPARTMENT	4,704,238	5,932,984	17,203,658	5,315,874

OTHER GOVERNMENTAL FUNDS

DOWNTOWN PARKING DISTRICT

—

COMMUNITY REDEVELOPMENT AGENCY

—

LAW ENFORCEMENT TRUST

—

LAW ENFORCEMENT GRANTS

—

LOCAL OPTION GAS TAX

—

GENERAL IMPACT FEES

—

POLICE & FIRE PREMIUM TAX TRUST

—

CAPTIAL PROJECTS FUND

—

DEBT SERVICE FUND

Other Governmental Funds

SPECIAL REVENUE FUNDS

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

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

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 DOWNTOWN PARKING DISTRICT FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0000-361.10-00 INTEREST	36	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	36	-	-	-
110-0741-399.99-99 USE OF FUND BALANCE	4,598	-	-	3,687
TOTAL DOWNTOWN PARKING DISTRICT FUND	4,634	-	-	3,687

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 DOWNTOWN PARKING DISTRICT FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0741-545.43-00 UTILITY SERVICES	4,634	-	-	3,687
TOTAL OPERATING EXPENDITURES	4,634	-	-	3,687
TOTAL DOWNTOWN PARKING DISTRICT FUND	<u>4,634</u>	<u>-</u>	<u>-</u>	<u>3,687</u>

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
120-0213-338.00-00 SHARED REVENUES - OTHER LOCAL	791,413	924,042	924,042	1,000,000
120-0213-361.10-00 INTEREST	9,948	25,523	25,523	28,841
120-0213-361.30-00 INCR(DECR) IN FV OF INVST	(11,653)	-	-	-
120-0213-361.40-00 GAIN/LOSS ON SALE/INVST	6,110	-	-	-
120-0213-381.00-00 INTER-FUND TRANSFER IN	798,484	937,648	937,648	1,350,323
120-0213-399.99-99 USE OF FUND BALANCE	-	-	651,572	-
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	<u>1,594,302</u>	<u>1,887,213</u>	<u>2,538,785</u>	<u>2,379,164</u>

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
120-0213-552.49-02 INTERFUND MANAGEMENT FEES	16,911	16,721	16,721	16,721
TOTAL OPERATING EXPENDITURES	16,911	16,721	16,721	16,721
120-0213-552.62-00 EWG MODULAR BLDG	-	-	81,525	-
120-0213-552.63-00 CRA CAPITAL FUNDING PROJECTS	-	500,000	710,047	-
120-0213-552.63-00 DOWNTOWN WAYFINDING SIGNS	-	-	60,000	-
120-0213-552.63-00 EAST WINTER GARDEN ZONE 1 HOUSING	-	-	300,000	1,500,000
TOTAL CAPITAL OUTLAY	-	500,000	1,151,572	1,500,000
120-0213-552.72-00 INTEREST	3,500	2,252	2,252	975
TOTAL DEBT SERVICE	3,500	2,252	2,252	975
120-0213-552.82-00 AIDS TO PRIVATE ORGANIZATIONS	25,000	50,000	50,000	50,000
120-0213-552.83-00 OTHER GRANTS AND AIDS	31,887	-	-	-
TOTAL GRANTS AND AIDS	56,887	50,000	50,000	50,000
120-0213-581.91-00 INTERFUND TRANSFER	645,312	747,150	747,150	747,150
120-0213-599.99-99 TRANSFER TO FUND BALANCE	871,692	571,090	571,090	64,318
TOTAL OTHER USES	1,517,004	1,318,240	1,318,240	811,468
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	1,594,302	1,887,213	2,538,785	2,379,164

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 LAW ENFORCEMENT TRUST FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
121-1121-359.00-00 FORFEITURES	736	150	150	150
121-1121-361.10-00 INTEREST	153	550	550	550
121-1321-359.00-00 FORFEITURES	53,642	18,585	18,585	32,025
121-1321-399.99-99 USE OF FUND BALANCE-FEDERAL	-	5,000	19,139	-
TOTAL LAW ENFORCEMENT TRUST FUND	<u>54,531</u>	<u>24,285</u>	<u>38,424</u>	<u>32,725</u>

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 LAW ENFORCEMENT TRUST FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>STATE-DESIGNATED</u>				
121-1221-521.82-00 AIDS TO PRIVATE ORGANIZAT	500	5,000	5,000	5,000
121-1221-599.99-99 CARRYFORWARD TO FUND BALANCE	389	14,285	14,285	-
TOTAL STATE-DESIGNATED	889	19,285	19,285	5,000
<u>FEDERAL-DESIGNATED</u>				
121-1421-521.62-00 BUILDINGS	7,126	-	14,139	-
121-1421-521.64-00 MACHINERY AND EQUIPMENT		5,000	5,000	15,000
121-1421-599.99-99 CARRYFORWARD TO FUND BALANCE	46,516	-	-	12,725
	53,642	5,000	19,139	27,725
TOTAL LAW ENFORCEMENT TRUST FUND	54,531	24,285	38,424	32,725

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
LAW ENFORCEMENT GRANTS FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
122-0521-331.21-00 LOCAL LAW ENFORCEMENT GRANT	38,349	44,704	44,704	20,217
TOTAL INTERGOVERNMENTAL	38,349	44,704	44,704	20,217
122-0521-331.21-10 NAT'L IB REPORTING SYS	-	13,458	13,458	607
122-0521-334.20-00 MITIGATION FUNDS	-	9,432	9,432	5,000
122-0521-361.10-00 INTEREST	143	545	545	145
TOTAL INTEREST AND OTHER EARNINGS	143	23,435	23,435	5,752
122-0521-381.00-00 INTER-FUND TRANSFER IN	-	12,000	12,000	8,400
122-0521-399.99-99 USE OF FUND BALANCE	9,397	-	-	2,231
TOTAL OTHER SOURCES	9,397	12,000	12,000	10,631
TOTAL LAW ENFORCEMENT GRANTS FUND	47,889	80,139	80,139	36,600

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
LAW ENFORCEMENT GRANTS FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
122-0521-521.52-01 MISC OPERATING SUPPLIES	5,110	19,800	19,800	19,800
122-0521-521.52-04 UNIFORMS AND ACCESSORIES	31,847	16,800	16,800	16,800
TOTAL OPERATING EXPENDITURES	36,957	36,600	36,600	36,600
122-0521-521.64-00 MACHINERY AND EQUIPMENT	10,932	-	-	-
TOTAL CAPITAL OUTLAY	10,932	-	-	-
122-0521-599.99-99 CARRYFORWARD FUND BALANCE	-	43,539	43,539	-
TOTAL OTHER USES	-	43,539	43,539	-
TOTAL LAW ENFORCEMENT GRANTS FUND	47,889	80,139	80,139	36,600

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
LOCAL OPTION GAS TAX FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
160-0741-312.41-00 LOCAL OPTION GAS TAX	1,416,085	1,397,494	1,397,494	1,495,365
TOTAL TAXES	1,416,085	1,397,494	1,397,494	1,495,365
160-0741-361.10-00 INTEREST	17,418	40,559	40,559	7,925
160-0741-361.30-00 INCR(DECR) IN FV OF INVST	(28,623)	-	-	-
160-0741-361.40-00 GAIN/LOSS ON SALE/INVSTMN	15,006	-	-	-
TOTAL OTHER EARNINGS	3,801	40,559	40,559	7,925
160-0741-381.00-00 INTRAFUND TRANSFER IN	17,927	17,850	17,850	17,850
160-0741-399.99-99 USE OF FUND BALANCE	-	1,715,097	1,878,921	1,174,201
TOTAL OTHER SOURCES	17,927	1,732,947	1,896,771	1,192,051
TOTAL LOCAL OPTION GAS TAX FUND	1,437,813	3,171,000	3,334,824	2,695,341

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 LOCAL OPTION GAS TAX FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
160-0741-541.31-04	-	1,200	1,200	-
160-0741-541.34-01	-	367,325	367,325	-
160-0741-541.46-03	4,461	-	-	-
160-0741-541.49-04	-	67,828	67,828	-
160-0741-541.49-08	278,624	353,147	353,147	295,341
160-0741-541.52-01	-	1,500	1,500	-
TOTAL OPERATING EXPENDITURES	<u>283,085</u>	<u>791,000</u>	<u>791,000</u>	<u>295,341</u>
160-0741-541.63-00	944,170	2,380,000	2,543,824	2,400,000
TOTAL CAPITAL OUTLAY	<u>944,170</u>	<u>2,380,000</u>	<u>2,543,824</u>	<u>2,400,000</u>
160-0741-599.99-99	210,558	-	-	-
TOTAL OTHER USES	<u>210,558</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL LOCAL OPTION GAS TAX FUND	<u>1,437,813</u>	<u>3,171,000</u>	<u>3,334,824</u>	<u>2,695,341</u>

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL IMPACT FEE FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
<u>ADMINISTRATION DIVISION</u>				
170-0213-361.10-00 INTEREST	34,522	36,769	36,769	13,075
170-0213-361.30-00 INCR (DECR) IN FV OF INVST	(53,886)	-	-	-
170-0213-361.40-00 GAIN ON SALE OF INVESTMENTS	28,251	-	-	-
TOTAL ADMINISTRATION DIVISION	8,887	36,769	36,769	13,075
<u>POLICE-SWORN DIVISION</u>				
170-0521-324.11-00 RESIDENTIAL-PUBLIC SAFETY	108,141	97,632	97,632	38,349
170-0521-324.12-00 COMMERCIAL-PUBLIC SAFETY	196,528	91,940	91,940	58,615
170-0521-399.99-99 USE OF FUND BALANCE	-	-	-	-
TOTAL POLICE-SWORN DIVISION	304,669	189,572	189,572	96,964
<u>FIRE DEPARTMENT</u>				
170-0622-324.11-00 RESIDENTIAL-PUBLIC SAFETY	156,629	141,408	141,408	56,681
170-0622-324.12-00 COMMERCIAL-PUBLIC SAFETY	256,181	119,284	119,284	78,957
170-0622-399.99-99 USE OF FUND BALANCE	-	-	1,388,725	-
TOTAL FIRE DEPARTMENT	412,810	260,692	1,612,648	135,638
<u>RECREATION DIVISION</u>				
170-0872-324.61-00 RECREATION IMPACT FEES	358,224	335,787	335,787	102,436
170-0872-399.99-99 USE OF FUND BALANCE	-	-	1,264,213	-
TOTAL RECREATION DIVISION	358,224	335,787	1,600,000	102,436
TOTAL GENERAL IMPACT FEES FUND	1,084,590	822,820	3,438,989	348,113

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
<u>POLICE-SWORN DIVISION</u>				
170-0521-521.64-00 MACHINERY AND EQUIPMENT	159,578	-	150,528	-
TOTAL CAPITAL OUTLAY	159,578	-	150,528	-
170-0521-599.99-99 TRANSFER TO FUND BALANCE	145,091	189,572	39,044	96,964
TOTAL OTHER USES	145,091	189,572	39,044	96,964
TOTAL POLICE-SWORN DIVISION	<u>304,669</u>	<u>189,572</u>	<u>189,572</u>	<u>96,964</u>
<u>FIRE DEPARTMENT</u>				
170-0622-522.62-00 BUILDINGS	1,594	-	1,649,417	-
TOTAL CAPITAL OUTLAY	1,594	-	1,649,417	-
170-0622-599.99-99 TRANSFER TO FUND BALANCE	420,103	297,461	-	148,713
TOTAL OTHER USES	420,103	297,461	-	148,713
TOTAL FIRE DEPARTMENT	<u>421,697</u>	<u>297,461</u>	<u>1,649,417</u>	<u>148,713</u>
<u>RECREATION DIVISION</u>				
170-0872-572.61-00 LAND	-	-	1,600,000	-
TOTAL CAPITAL OUTLAY	-	-	1,600,000	-
170-0872-599.99-99 CARRYFORWARD FUND BALANCE	358,224	335,787	-	102,436
TOTAL OTHER USES	358,224	335,787	-	102,436
TOTAL RECREATION DIVISION	<u>358,224</u>	<u>335,787</u>	<u>1,600,000</u>	<u>102,436</u>
TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND	<u>1,084,590</u>	<u>822,820</u>	<u>3,438,989</u>	<u>348,113</u>

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0213-361.10-00 INTEREST	157,311	162,650	162,650	66,448
174-0213-361.30-00 INCR (DECR) IN FV OF INVST	(269,905)	-	-	-
174-0213-361.40-00 GAIN (LOSS) ON SALE OF INVESTMENTS	139,772	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	27,178	162,650	162,650	66,448
174-0741-324.31-00 RESIDENTIAL-TRANSPORTATIO	1,014,962	1,038,842	1,038,842	340,963
174-0741-324.32-00 COMMERCIAL-TRANSPORTATION	882,657	592,624	592,624	693,204
174-0741-399.99-99 USE OF FUND BALANCE	-	4,665,884	14,532,619	-
TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES	1,924,797	6,460,000	16,326,735	1,100,615

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0741-541.61-00 LAND	36,749	-	56,897	-
174-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS	447,344	6,460,000	16,269,838	37,500
TOTAL CAPITAL OUTLAY	484,093	6,460,000	16,326,735	37,500
174-0741-599.90-99 CARRYFORWARD FUND BALANCE	1,440,704	-	-	1,063,115
TOTAL OTHER USES	1,440,704	-	-	1,063,115
TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES	<u>1,924,797</u>	<u>6,460,000</u>	<u>16,326,735</u>	<u>1,100,615</u>

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-312.51-00 FIRE INSURANCE PREMIUM	361,652	377,708	377,708	414,757
190-0000-312.52-00 CASUALTY INSURANCE PREMIUM TAX	450,542	528,403	528,403	540,336
TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES	812,194	906,111	906,111	955,093

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-521.91-00 TRANSFERS	450,542	528,403	528,403	540,336
190-0000-522.91-00 TRANSFERS	361,652	377,708	377,708	414,757
TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES	812,194	906,111	906,111	955,093

CAPITAL PROJECTS FUNDS

Capital Projects Funds are funds used to account for financial resources to be used for the acquisition or construction of major capital facilities.

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 CAPITAL PROJECTS FUND - REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-361.10-00 INTEREST	29,973	-	-	-
335-0213-361.30-00 INCR(DECR) IN FV OF INVST	(52,194)	-	-	-
335-0213-361.40-00 GAIN/LOSS ON SALE/INVSTMN	29,326	-	-	-
335-0213-399.99-99 USE OF FUND BALANCE	1,722,605	-	520,440	-
TOTAL CAPITAL PROJECTS FUND	1,729,710	-	520,440	-
TOTAL CAPITAL PROJECTS FUND	1,729,710	-	520,440	-

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
CAPITAL PROJECTS FUND**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-552.62-00 LAND/BUILDING	1,663,377	-	-	-
335-0213-552.63-00 IMPROVEMENT OTHER THAN BLDG	66,333	-	520,440	-
TOTAL CAPITAL	1,729,710	-	520,440	-
334-0213-599.99-99 TRANSFER TO FUND BALANCE	-	-	-	-
TOTAL CAPITAL PROJECTS FUND	1,729,710	-	520,440	-

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 CAPITAL PROJECTS FUND - REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
336-0213-361.10-00 INTEREST	1,780	-	-	-
336-0213-384.00-00 DEBT PROCEEDS	16,087,000	-	-	-
336-0213-399.99-99 USE OF FUND BALANCE	-	-	-	-
TOTAL CAPITAL PROJECTS FUND	16,088,780	-	-	-
TOTAL CAPITAL PROJECTS FUND	<u>16,088,780</u>	-	-	-

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
CAPITAL PROJECTS FUND**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
336-0213-559.31-01 MISC PROFESSIONAL SVCS	17,500	-	-	-
336-0213-559.31-02 LEGAL	66,708	-	-	-
TOTAL OPERATING	84,208	-	-	-
336-0213-599.99-99 TRANSFER TO FUND BALANCE	16,004,572	-	-	-
TOTAL CAPITAL PROJECTS FUND	16,088,780	-	-	-

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

Sales Tax Revenue Bonds, Series 2021

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
DEBT SERVICE FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-381.00-00 INTER-FUND TRANSFER IN	620,475	1,818,253	1,818,253	1,945,911
230-0000-381.12-00 INTER-FUND TRANSFER IN	<u>645,312</u>	<u>747,150</u>	<u>747,150</u>	<u>747,150</u>
TOTAL OTHER SOURCES	1,265,787	2,565,403	2,565,403	2,693,061
TOTAL DEBT SERVICE FUND	<u>1,265,787</u>	<u>2,565,403</u>	<u>2,565,403</u>	<u>2,693,061</u>

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 DEBT SERVICE FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-517.71-00 PRINCIPAL	855,000	1,904,000	1,904,000	1,948,000
230-0000-517.72-00 INTEREST	410,787	661,403	661,403	622,356
TOTAL DEBT SERVICE	1,265,787	2,565,403	2,565,403	2,570,356
230-0000-599.99-99 CARRYFORWARD FUND BALANCE	-	-	-	122,705
TOTAL OTHER USES	-	-	-	122,705
TOTAL DEBT SERVICE FUND	1,265,787	2,565,403	2,565,403	2,693,061

ENTERPRISE FUNDS

UTILITIES

—

STORMWATER

—

SOLID WASTE

—

TRAILER CITY

Enterprise Funds

MAJOR REVENUE SOURCES OF ENTERPRISE FUNDS

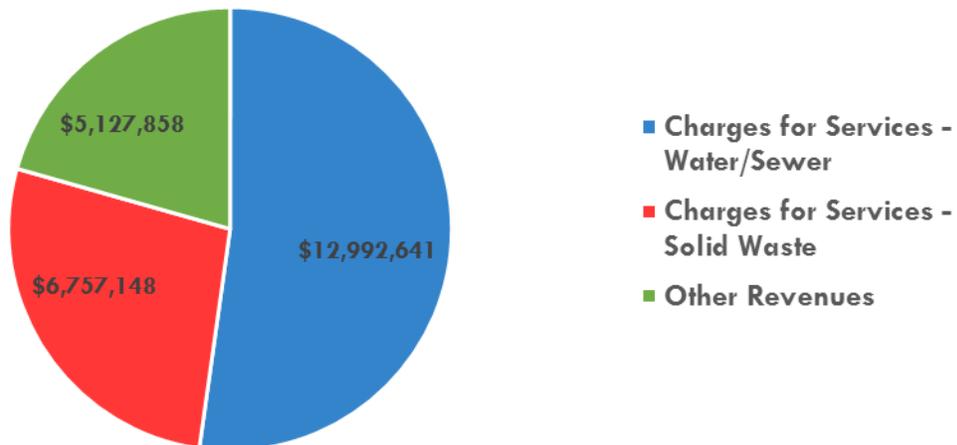
Charges for Services

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

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

<u>Revenue Description</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Actual 2021</u>	<u>Budget 2022</u>	<u>Budget 2023</u>
Charges for Services - Water/Sewer	\$11,634,771	\$12,066,910	\$12,366,037	\$12,135,461	\$12,992,641
Charges for Services - Solid Waste	5,416,064	5,550,450	5,602,534	5,621,238	6,757,148
Other Revenues	5,764,365	6,789,500	8,644,735	5,073,487	5,127,858

ENTERPRISE FUNDS MAJOR REVENUE SOURCES - FY 2023 BUDGET



- UTILITIES -

Administration

Water

Distribution

Wastewater

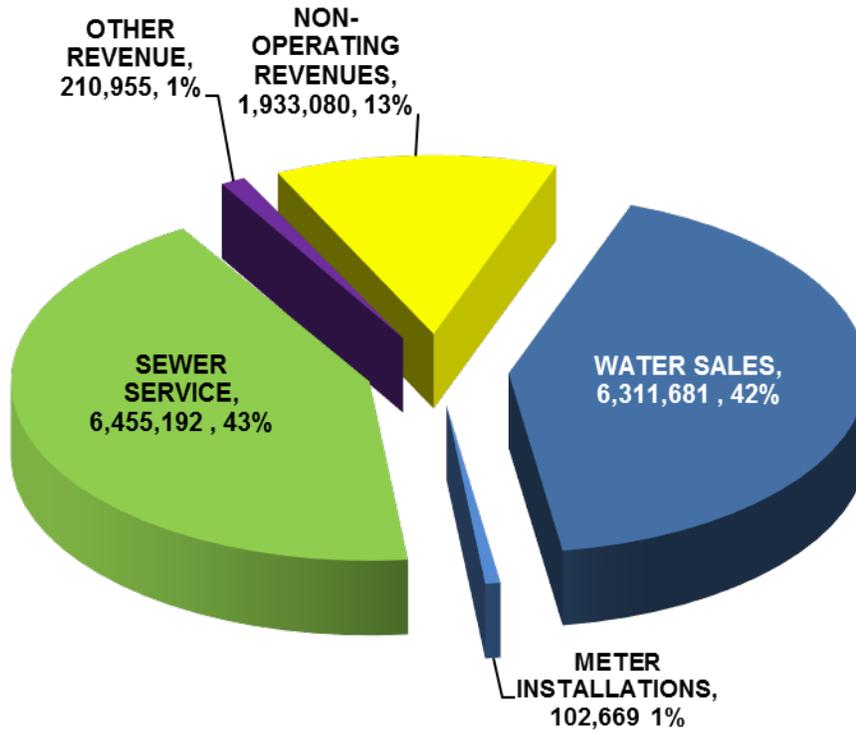
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

UTILITIES OPERATING FUND REVENUES BY SOURCE

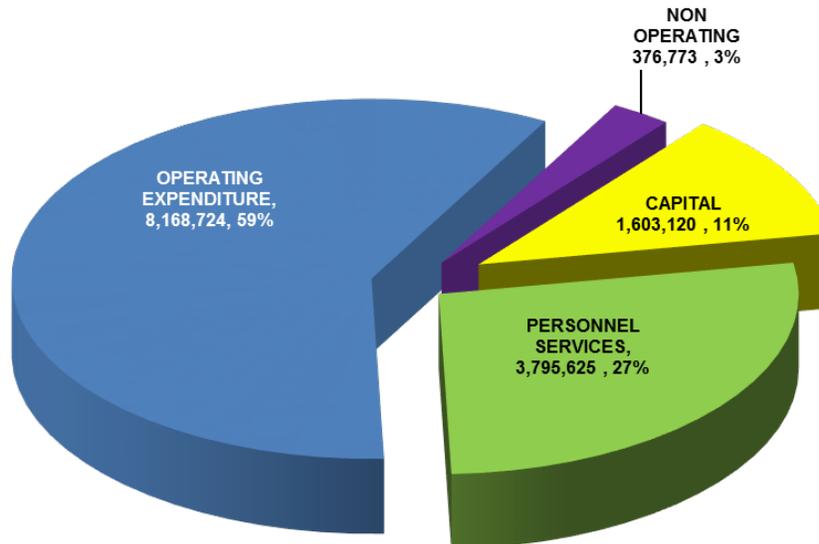
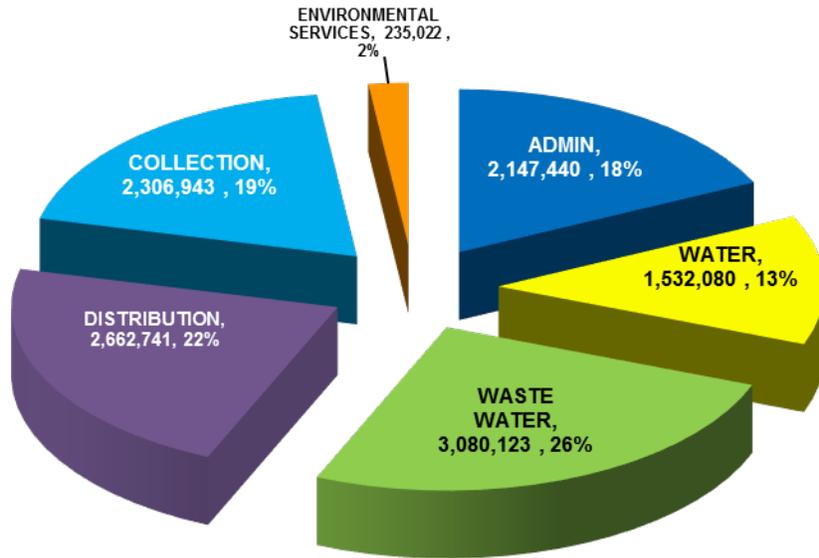


Water Sales	\$6,311,681
Meter Installations	102,669
Sewer Service	6,455,192
Other Revenue	210,955
Non-operating Revenues	<u>1,933,080</u>
Total	\$15,013,577

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES OPERATING FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
410-2116-329.09-00	7,875	6,445	6,445	6,162
IRRIGATION & WELLS				
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	7,875	6,445	6,445	6,162
410-2116-343.30-00	5,937,694	5,759,700	5,759,700	6,311,681
WATER SERVICE				
410-2116-343.30-01	33,180	35,560	35,560	30,202
INITIATION FEE				
410-2116-343.30-02	9,716	3,186	3,186	5,740
WATER TAP-IN CHARGE				
410-2116-343.31-00	149,597	111,735	111,735	102,669
METER INSTALLATIONS				
410-2116-343.32-00	41,198	20,030	20,030	41,292
FIRE HYDRANT SERVICE				
410-2116-343.33-00	22,771	73,331	73,331	26,663
SERVICE CHARGES				
410-2116-343.50-00	6,112,803	6,083,607	6,083,607	6,455,192
SEWER SERVICE				
410-2116-343.50-01	54,600	3,749	3,749	3,640
SEWER CONNECTION FEE				
410-2116-343.68-00	4,478	44,562	44,562	15,562
PENALTIES				
TOTAL CHARGES FOR SERVICES	12,366,037	12,135,460	12,135,460	12,992,641
410-2116-361.10-00	158,677	124,225	124,225	104,494
INTEREST				
410-2116-361.30-00	(234,531)	-	-	-
INCR (DECR) IN FV OF INVST				
TOTAL INTEREST AND OTHER EARNINGS	(75,854)	124,225	124,225	104,494
410-2116-362.00-00	21,930	21,802	21,802	22,800
RENTAL INCOME				
410-2116-364.00-00	1,098,089	-	-	-
DISPOSITION OF FIXED ASSETS				
410-2117-384.00-00	-	-	-	-
DEBT PROCEEDS				
410-2116-389.40-00	1,570,760	878,735	878,735	925,087
OTHER GRANTS & DONATIONS				
410-2117-389.40-00	1,175,326	843,542	843,542	962,393
OTHER GRANTS & DONATIONS				
410-2127-364.30-00	1,889	-	-	-
DISPOSITION OF FIXED ASSETS				
410-2127-369.90-00	11,579	-	-	-
OTHER MISCELLANEOUS REVS				
TOTAL MISCELLANEOUS REVENUES	3,879,573	1,744,079	1,744,079	1,910,280
410-2116-399.99-99	965,514	-	9,310,048	-
USE OF FUND BALANCE				
TOTAL OTHER SOURCES	965,514	-	9,310,048	-
TOTAL UTILITIES OPERATING FUND	17,143,145	14,010,209	23,320,257	15,013,577

UTILITIES OPERATING FUND EXPENDITURES BY USE



**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES OPERATING FUND
ADMINISTRATIVE DIVISION EXPENDITURES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
410-2113-536.12-00 SALARIES	155,889	181,905	181,905	200,110
410-2113-536.21-00 FICA TAXES	12,067	13,916	13,916	15,308
410-2113-536.22-00 RETIREMENT CONTRIBUTION	23,316	27,431	27,431	31,197
410-2113-536.23-00 EMPLOYEE GROUP INSURANCE	12,010	12,594	12,594	14,679
410-2113-536.24-00 WORKERS COMP INSURANCE	209	215	215	251
410-2113-536.27-00 PENSION EXPENSE	(3,924)	1,100	1,100	1,100
TOTAL PERSONAL SERVICES	199,567	237,161	237,161	262,646
410-2113-536.31-01 PROFESSIONAL SERVICE MISC	18,498	11,250	11,250	15,250
410-2113-536.31-02 LEGAL	-	9,500	9,500	500
410-2113-536.31-03 INVESTMENT COUNSEL	-	27,304	27,304	27,304
410-2113-536.31-04 ENGINEERING	-	5,500	5,500	500
410-2113-536.32-00 ACCOUNTING AND AUDIT	12,302	16,000	16,000	16,000
410-2113-536.34-01 MISC CONTRACTUAL SERVICES	43	250	250	250
410-2113-536.40-00 TRAVEL	-	1,595	1,595	600
410-2113-536.41-02 TELEPHONE	3,099	2,683	2,683	2,683
410-2113-536.41-04 INTERNET	974	5,120	5,120	5,120
410-2113-536.41-05 POSTAGE	90	5,050	5,050	100
410-2113-536.43-00 UTILITY SERVICES	308	2,628	2,628	350
410-2113-536.44-00 RENTALS AND LEASE	3,027	3,600	3,600	3,600
410-2113-536.45-00 GENERAL INSURANCE	64,032	36,284	36,284	106,352
410-2113-536.46-03 REPAIRS/MAINT-VEHICLES	811	4,495	4,495	4,495
410-2113-536.46-05 REPAIRS/MAINT-SOFTWARE	237	2,750	2,750	2,750
410-2113-536.46-06 REPAIRS/MAINT-HARDWARE	58,193	58,193	58,193	58,193
410-2113-536.46-10 REPAIRS/MAINT-BUILDING	4,912	4,912	4,912	4,912
410-2113-536.47-01 MISC PRINTING AND BINDING	-	3,830	3,830	3,830
410-2113-536.48-01 PROMOTIONAL-ADVERTISEMENTS	-	2,800	2,800	2,800
410-2113-536.49-02 MANAGEMENT FEES	1,305,094	1,355,202	1,355,202	1,620,380
410-2113-536.49-05 LICENSES & TAXES	-	3,476	3,476	-
410-2113-536.51-00 OFFICE SUPPLIES	253	1,650	1,650	1,650
410-2113-536.52-01 OPERATING SUPPLIES MISC	426	8,862	8,862	500
410-2113-536.52-03 GASOLINE & OIL	427	2,850	2,850	2,850
410-2113-536.52-04 UNIFORMS & ACCESSORIES	37	1,175	1,175	1,175
410-2113-536.54-01 DUES & SUBSCRIPTIONS	2,015	3,450	3,450	2,150
410-2113-536.54-02 SEMINARS & COURSES	-	1,915	1,915	500
TOTAL OPERATING EXPENDITURES	1,474,778	1,582,324	1,582,324	1,884,794
410-2113-536.91-01 CONTINGENT EXPENSE	-	100,000	100,000	100,000
410-2113-581.91-00 INTRAFUND TRANSFERS	-	-	-	225,000
410-2113-590.90-00 CARRYFORWARD FUND BALANCE	-	1,133,368	1,133,368	1,069,335
TOTAL OTHER USES	-	1,233,368	1,233,368	1,394,335
TOTAL ADMINISTRATIVE DIVISION	1,674,345	3,052,853	3,052,853	3,541,775



PUBLIC SERVICES DEPARTMENT

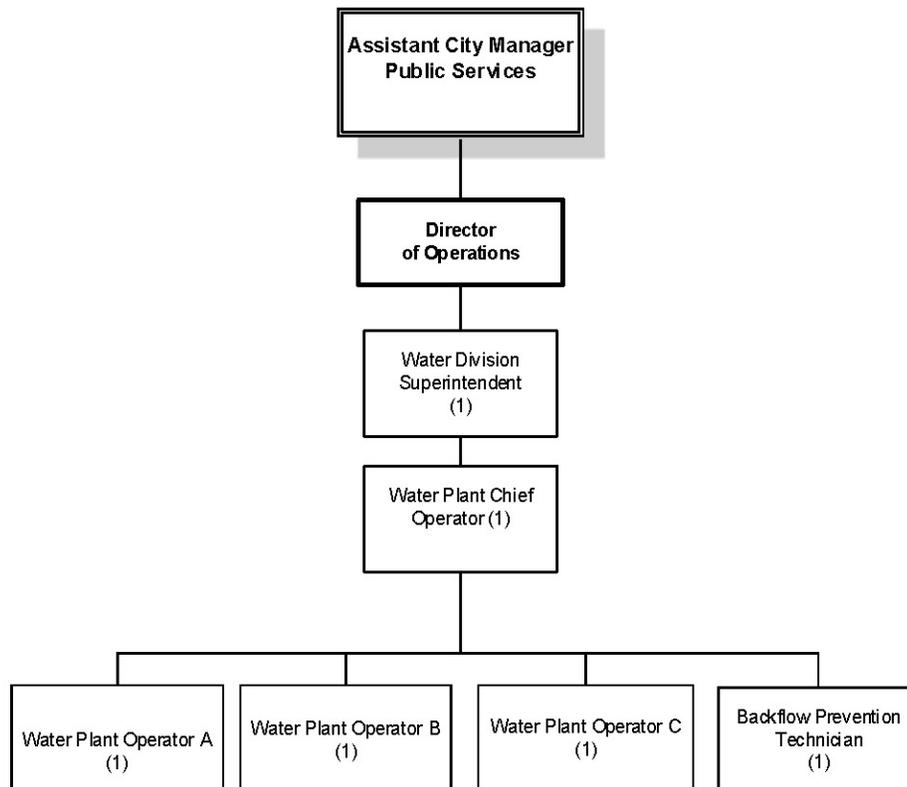
WATER TREATMENT & PUMPING DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Provide quality and safe drinking water that is desirable for use.	CORE FUNCTIONS: <ul style="list-style-type: none"> • Provide safe drinking water • Maintain water system pressures and flows
CHALLENGES: <ul style="list-style-type: none"> • St. John River Water Management District (SJRWMD) requirements for Alternative Water Supply Projects, using the expansion of the City's Reclaimed Water System as our Alternative Water Supply Project • Plant energy consumption due to an increase in citizens working from/staying at home and other market forces • Rising energy cost burdening plant overhead 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> • Continue to meet compliance with the City's Consumptive Use Permit (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 • Staff levels will be adequate to meet operational demands and activities

Organizational Structure

FTE: 6



FY 2022-2023 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goals

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

Objectives

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

Strategic Priority #2

Preserve the Natural Environment

Department Goals

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

Objectives

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

Strategic Priority #3

Provide Sound Fiscal Management

Department Goal

Control Water Treatment Plant Operating & Maintenance Cost within parameters

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index *	75%	N/A	77% ↑
FINANCIAL INDICATORS			
Preventative Maintenance to Production (Cost per Hour)	\$5.59	\$12.69	≤ \$17.00 ↓
Preventative Maintenance to Production (Cost per Million of Gallon)	\$.03	\$.03	≤ \$.03 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$64.32	\$64.32	\$60.00 ↓
OPERATIONAL INDICATORS			
Million Gallons/Day in Groundwater Withdrawals	5.35	5.51	≤ 5.5 ↓
Irrigation Gallons Billed (Used) per Service Connection	216.2	185.7	193.6 ↓
Rainfall Volume (in inches)	47.4	82.0	≥ 58.0 ↑
Water Plant Energy Consumption per Year per Service Connection (In one thousand British Thermal Units - KBTUs)	879,407	914,211	875,000 ↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021. Rating represents an average from two water quality survey ratings: 'Drinking water taste' and 'Drinking water pressure'

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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES OPERATING FUND
WATER DIVISION EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2116-533.12-00 SALARIES REGULAR	155,770	322,494	322,494	358,936
410-2116-533.14-00 OVERTIME	38,454	10,819	10,819	10,819
410-2116-533.21-00 FICA TAXES	14,191	25,498	25,498	28,286
410-2116-533.22-00 RETIREMENT CONTRIBUTION	27,136	50,264	50,264	57,645
410-2116-533.23-00 EMPLOYEE GROUP INSURANCE	33,446	64,047	64,047	72,928
410-2116-533.24-00 WORKERS COMP INSURANCE	7,419	7,183	7,183	8,903
410-2116-533.26-00 OTHER POST EMPLOYMENT BENEFITS	39,112	26,615	26,615	41,459
410-2116-533.27-00 PENSION EXPENSE	(3,646)	1,578	1,578	1,578
TOTAL PERSONAL SERVICES	311,882	508,498	508,498	580,554
410-2116-533.31-01 MISC PROFESSIONAL SVCS	-	24,000	24,000	24,000
410-2116-533.31-04 ENGINEERING	17,015	25,000	25,000	19,000
410-2116-533.34-01 CONTRACTUAL SVCS MISC.	24,655	25,111	25,111	48,000
410-2116-533.34-02 LAWN MAINTENANCE SERVICES	34,527	36,344	36,344	36,344
410-2116-533.34-08 PERSONNEL SERVICES	-	5,000	5,000	-
410-2116-533.40-00 TRAVEL EXPENSE	153	1,440	1,440	1,440
410-2116-533.41-01 MISCELLANEOUS	1,229	-	-	-
410-2116-533.41-02 TELEPHONE	8,270	7,276	7,276	7,276
410-2116-533.41-03 RADIO	92	100	100	100
410-2116-533.41-04 INTERNET SERVICES	2,000	500	500	500
410-2116-533.41-05 POSTAGE	-	6,775	6,775	6,775
410-2116-533.43-00 UTILITY SERVICES	379,157	420,081	420,081	420,081
410-2116-533.44-00 RENTALS AND LEASES	2,470	5,000	5,000	2,500
410-2116-533.45-00 GENERAL INSURANCE	63,135	74,345	74,345	75,762
410-2116-533.46-01 REPAIRS & MAINTENANCE MISC.	50,478	69,470	69,470	55,750
410-2116-533.46-02 REPAIRS/MAINT-EQUIPMENT	48,548	73,595	73,595	73,595
410-2116-533.46-03 REPAIRS/MAINT-VEHICLES	-	4,648	4,648	4,648
410-2116-533.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	726	1,000	1,000	1,000
410-2116-533.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	14,350	14,323	14,323	14,323
410-2116-533.46-10 BUILDING	125,357	44,208	44,208	44,208
410-2116-533.47-01 PRINTING AND BINDING MISC.	2,005	5,330	5,330	5,330
410-2116-533.48-01 ADVERTISEMENT-LEGAL, OTHER	48	250	250	250
410-2116-533.49-05 LICENSES & TAXES	6,500	7,050	7,050	7,050
410-2116-533.51-00 OFFICE SUPPLIES	52	850	850	850
410-2116-533.52-01 OPERATING SUPPLIES MISC.	5,973	5,356	5,356	5,356
410-2116-533.52-02 CHEMICALS	69,406	76,379	76,379	76,379
410-2116-533.52-03 GASOLINE & OIL	11,642	9,500	9,500	17,159
410-2116-533.52-04 UNIFORMS & ACCESSORIES	1,753	2,100	2,100	2,100
410-2116-533.54-01 DUES AND SUBSCRIPTIONS	957	500	500	1,000
410-2116-533.54-02 SEMINARS AND COURSES	772	750	750	750
TOTAL OPERATING EXPENDITURES	871,270	946,281	946,281	951,526
410-2116-533.62-00 BUILDINGS	-	30,900	30,900	-
410-2116-533.63-00 IMPROVEMENTS O/T BUILDING	797,565	5,500	1,796,858	-
410-2116-533.64-00 MACHINERY & EQUIPMENT	-	728,799	988,050	68,220
TOTAL CAPITAL OUTLAY	797,565	765,199	2,815,808	68,220
410-2116-591.93-00 SERVICE DEPOSIT INTEREST	49,792	51,774	51,774	51,774
TOTAL OTHER USES	49,792	51,774	51,774	51,774
TOTAL WATER DIVISION	2,030,509	2,271,752	4,322,361	1,652,074



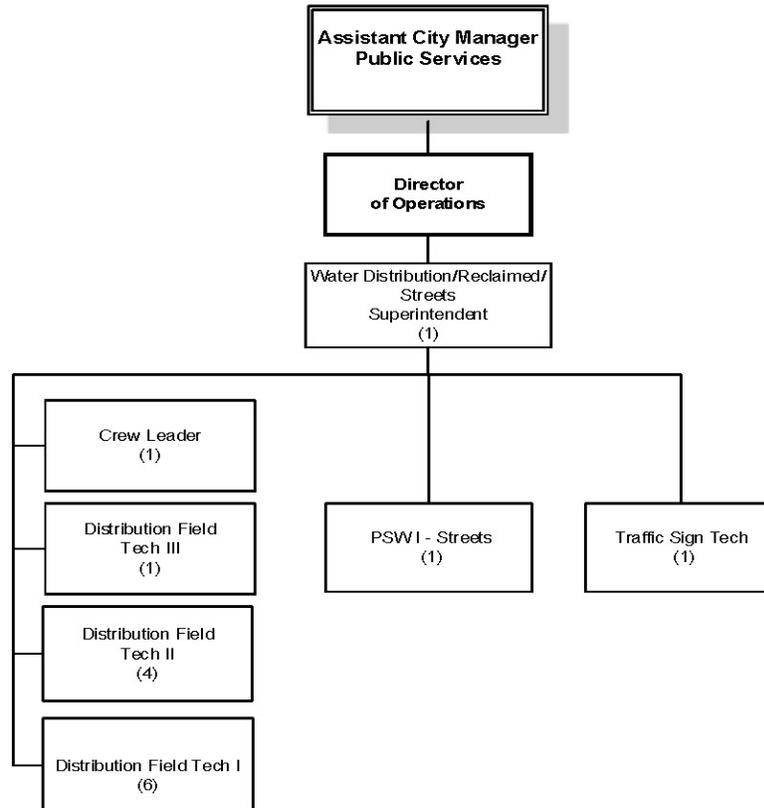
PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT:</p> <p>Water Distribution: Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week.</p> <p>Streets: Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide reliable water services • Provide and maintain roadways and sidewalks • Maintain traffic signs, traffic lights and street lights
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Adverse and abnormal weather patterns and conditions • Higher than normal turnover and vacancies - not having sufficient staff to adequately handle the demand of water meter repairs, replacement work and street maintenance • Loss of three workdays per month to support Utility Billing Turn-off/Turn-On operations • Rising cost of materials and supplies including supply chain constraints 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Completion of Phase II water meter conversion to the new FlexNet meters, which enables water consumption to be read remotely, will encounter delays due to limited availability and supply chain issues • Staff vacancies will be filled to adequately meet operational demands and activities

Organizational Structure

FTE: 15



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve pedestrian infrastructure, bicycle and automobile transportation

Objectives

- Execute and continuously evaluate City street maintenance program, including bicycle lanes, to increase the 'street repair/maintenance satisfaction index'.
- Execute and continuously evaluate City sidewalk maintenance plan, including bicycle trails, to improve the 'sidewalk maintenance satisfaction index'.
- Proactively ensure timely and accurate traffic communication to the public prior to or during scheduled or unscheduled road maintenance work to increase the 'ease of car travel in Winter Garden satisfaction index'.

Strategic Priority #2

Maintain Quality Services and Infrastructure

Department Goal

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

Objectives

- Timely execute water main capital improvements and provide enhanced Fire and Rescue Department 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 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index *	64%	N/A	70%↑
Sidewalk Maintenance Satisfaction Index *	70%	N/A	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index *	76%	N/A	80%↑
OPERATIONAL INDICATORS			
Street Repair Ratio (based on linear feet)	3.95%	6.39%	5%↑
Sidewalk Repair Ratio (based on linear feet)	0.62%	0.48%	1.1%↑
Number of Water Main Breaks	4	4	2↓

See Appendix for Detailed Business Plans, Including Performance Indicator Definitions

Number of Service Line Breaks	160	116	150↓
# of Boiled Water Notices Issued	2	7	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	5	0	0↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES OPERATING FUND
DISTRIBUTION DIVISION EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
410-2126-533.12-00	SALARIES REGULAR	439,595	569,890	569,890	559,664
410-2126-533.14-00	SALARIES OVERTIME 1.5	46,120	10,735	10,735	10,735
410-2126-533.21-00	FICA TAXES	33,611	44,418	44,418	43,636
410-2126-533.22-00	RETIREMENT CONTRIBUTION	65,234	87,558	87,558	88,925
410-2126-533.23-00	EMPLOYEE GROUP INSURANCE	107,070	157,490	157,490	145,022
410-2126-533.24-00	WORKERS COMP INSURANCE	12,090	12,467	12,467	14,508
410-2126-533.26-00	OTHER POST EMPLOYMENT BENEFITS	44,173	31,489	31,489	46,823
410-2126-533.27-00	PENSION EXPENSE	(11,778)	3,816	3,816	3,816
	TOTAL PERSONAL SERVICES	736,115	917,863	917,863	913,129
410-2126-533.31-04	ENGINEERING	4,466	5,000	5,000	5,000
410-2126-533.31-06	MEDICAL	-	200	200	200
410-2126-533.34-01	CONTRACTUAL SVCS MISC.	821,873	947,281	947,281	1,021,632
410-2126-533.40-00	TRAVEL EXPENSE	5,163	3,502	3,502	3,502
410-2126-533.41-02	TELEPHONE	2,995	2,319	2,319	2,319
410-2126-533.41-03	RADIO	137	150	150	150
410-2126-533.41-04	INTERNET	5,295	2,993	2,993	2,993
410-2126-533.44-00	RENTALS AND LEASES	-	3,500	3,500	3,500
410-2126-533.45-00	GENERAL INSURANCE	18,644	23,195	23,195	22,373
410-2126-533.46-01	REPAIRS & MAINTENANCE MISC.	-	500	500	500
410-2126-533.46-02	REPAIRS/MAINT-EQUIPMENT	5,407	6,226	6,226	10,726
410-2126-533.46-03	REPAIRS/MAINT-VEHICLES	16,857	11,761	11,761	11,761
410-2117-535.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	17,433	11,543	11,543	11,543
410-2126-533.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	14,323	14,323	14,323	14,323
410-2126-533.46-07	UTILITY LINE	55,407	85,017	85,017	85,017
410-2126-533.48-01	ADVERTISEMENT-LEGAL, OTHER	1,066	-	-	-
410-2126-533.49-05	LICNSES/TAXES/CERTIFICTNS	554	1,602	1,602	1,602
410-2126-533.51-00	OFFICE SUPPLIES	141	250	250	250
410-2126-533.52-01	OPERATING SUPPLIES MISC.	388,688	429,960	609,360	515,315
410-2126-533.52-03	GASOLINE & OIL	25,755	21,100	21,100	21,100
410-2126-533.52-04	UNIFORMS & ACCESSORIES	8,823	10,950	10,950	10,950
410-2126-533.54-01	DUES & SUBSCRIPTIONS	1,775	2,500	2,500	2,500
410-2126-533.54-02	SEMINARS & COURSES	2,348	2,356	2,356	2,356
	TOTAL OPERATING EXPENDITURES	1,397,150	1,586,228	1,765,628	1,749,612
410-2126-533.62-00	BUILDING	34,847	-	99,308	-
410-2126-533.63-00	IMPROVEMENTS O/T BUILDING	228,320	492,250	1,216,287	718,500
410-2126-533.64-00	MACHINERY & EQUIPMENT	142,526	213,490	213,490	158,000
	TOTAL CAPITAL OUTLAY	405,693	705,740	1,529,085	876,500
	TOTAL DISTRIBUTION DIVISION	2,538,958	3,209,831	4,212,576	3,539,241



PUBLIC SERVICES DEPARTMENT

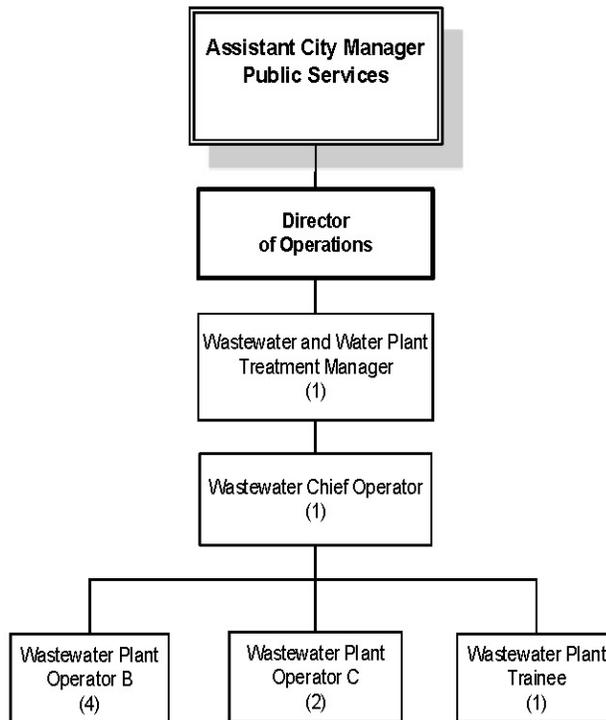
WASTEWATER & RECLAIMED WATER DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Treatment of sewage to Florida Department of Environmental Protection (FDEP) Permit levels • Production of reclaimed water
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Excessive rainfall leading to higher infiltration to the collection system • 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 • Plant energy consumption due to an increase in residents working from/staying at home and other market forces • Rising energy cost burdening plant overhead 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • City will be able to continue to dispose of the sludge produced by the treatment plant • Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses • Staff levels will be adequate to meet operational demands and activities

Organizational Structure

FTE: 9



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goals

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

Improve and maintain odor controls at wastewater treatment facility

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

Minimize equipment failure through proactive maintenance

Prolong Waste Water Plant asset and equipment life and minimize failures

Objectives

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

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Control Waste Water Plant Operating & Maintenance Cost within parameters

Objective

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

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Ensure Waste Water Plant energy efficiency to minimize carbon footprint

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
FINANCIAL INDICATORS			
Preventive Maintenance to Production (Dollars per Hour)	\$12.00	\$44.90	≤ \$40.00 ↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$0.01	\$0.02	≤ \$.04 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$115.82	\$115.82	≤ \$300.00 ↓
OPERATIONAL INDICATORS			
Water Conservation Household Participation Index *	93%	N/A	95% ↑
Number of Odor Complaints (Wastewater Treatment Plant)	4	4	0 ↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0 ↓
% Pump and Motor Failures	15%	7.1%	≤ 5% ↓
Pump and Motor Maintenance Rate	81%	80%	≥ 75% ↑
Restaurant Site Inspection Compliance Rate **	100%	100%	100% ↑
Waste Water Plant Energy Consumption per Year per Service Connection (In one-thousand British Thermal Units - KBTUs)	85,003	85,621	87,500 ↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

** Annual grease trap inspections of 113 total local restaurants to reduce grease contaminants in the waste water system

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES OPERATING FUND
WASTEWATER DIVISION EXPENDITURES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
410-2117-535.12-00 SALARIES REGULAR	307,227	383,625	383,625	433,766
410-2117-535.14-00 SALARIES OVERTIME 1.5	43,715	10,735	10,735	20,380
410-2117-535.21-00 FICA TAXES	25,680	30,169	30,169	34,742
410-2117-535.22-00 RETIREMENT CONTRIBUTION	33,578	59,469	59,469	70,801
410-2117-535.23-00 EMPLOYEE GROUP INSURANCE	58,749	75,405	75,405	84,248
410-2117-535.24-00 WORKERS COMP INSURANCE	5,932	6,042	6,042	7,118
410-2117-535.26-00 OTHER POST EMPLOYMENT BENEFITS	42,673	28,540	28,540	45,233
410-2117-535.27-00 PENSION EXPENSE	(6,879)	2,116	2,116	2,116
TOTAL PERSONAL SERVICES	510,675	596,101	596,101	698,405
410-2117-535.31-01 MISC PROFESSIONAL SERVICES	1,125	15,126	37,876	15,126
410-2117-535.31-04 ENGINEERING	-	5,500	5,500	-
410-2117-535.34-01 CONTRACTUAL SVCS MISC.	414,656	346,900	511,900	675,000
410-2117-535.34-02 LAWN MAINTENANCE	55,900	51,309	58,309	60,000
410-2117-535.34-06 JANITORIAL	1,101	1,469	9,469	10,000
410-2117-535.34-08 PERSONNEL SERVICES	-	5,200	5,200	5,200
410-2117-535.40-00 TRAVEL EXPENSES	1,494	2,880	2,880	2,880
410-2117-535.41-02 TELEPHONE	6,214	6,349	6,349	6,349
410-2117-535.41-03 RADIO	61	150	150	150
410-2117-535.41-04 INTERNET	8,659	5,400	5,400	5,400
410-2117-535.41-05 POSTAGE	-	200	200	200
410-2117-535.43-00 UTILITY SERVICES	515,104	540,100	540,100	540,100
410-2117-535.44-00 RENTALS & LEASES	26,939	3,000	183,000	264,000
410-2117-535.45-00 GENERAL INSURANCE	139,636	174,576	174,576	167,563
410-2117-535.46-01 REPAIRS & MAINTENANCE MISC.	40,466	20,189	20,189	15,000
410-2117-535.46-02 REPAIRS/MAINT-EQUIPMENT	96,791	94,850	414,850	240,000
410-2117-535.46-03 REPAIRS/MAINT-VEHICLES	3,970	4,493	4,493	4,493
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	-	2,000	2,000	2,000
410-2117-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	9,548	11,548	11,548	11,548
410-2117-535.46-10 REPAIRS/MAINT-BUILDING	61,756	34,384	34,384	34,384
410-2117-535.48-01 ADVERTISEMENT-LEGAL & OTHER	1,373	-	-	3,500
410-2117-535.49-01 MISC OTHER CHARGES	8,564	-	-	-
410-2117-535.49-05 LICENSES & TAXES	7,040	6,088	6,088	7,500
410-2117-535.51-00 OFFICE SUPPLIES	1,047	1,075	1,075	1,075
410-2117-535.52-01 OPERATING SUPPLIES MISC.	19,877	16,753	16,753	30,000
410-2117-535.52-02 CHEMICALS	237,548	237,294	252,064	250,000
410-2117-535.52-03 GASOLINE & OIL	19,511	10,316	10,316	10,316
410-2117-535.52-04 UNIFORMS & ACCESSORIES	8,001	5,384	5,384	5,384
410-2117-535.52-05 LABORATORY SUPPLIES	6,426	6,415	13,415	10,000
410-2117-535.54-01 DUES & SUBSCRIPTIONS	660	550	550	550
410-2117-535.54-02 SEMINARS & COURSES	2,712	1,356	1,356	2,000
410-2117-535.54-03 EDUCATION REIMBURSEMENT	3,271	-	-	2,000
TOTAL OPERATING EXPENDITURES	1,699,450	1,610,854	2,335,374	2,381,718
410-2117-535.62-00 Buildings	-	13,500	-	-
410-2117-535.63-00 IMPROV OTHER THAN BUILDING	236,591	-	4,433,593	-
410-2117-535.64-00 MACHINERY & EQUIPMENT	84,301	41,296	376,823	-
TOTAL CAPITAL OUTLAY	320,892	54,796	4,810,416	-
TOTAL WASTEWATER	2,531,017	2,261,751	7,741,891	3,080,123



PUBLIC SERVICES DEPARTMENT

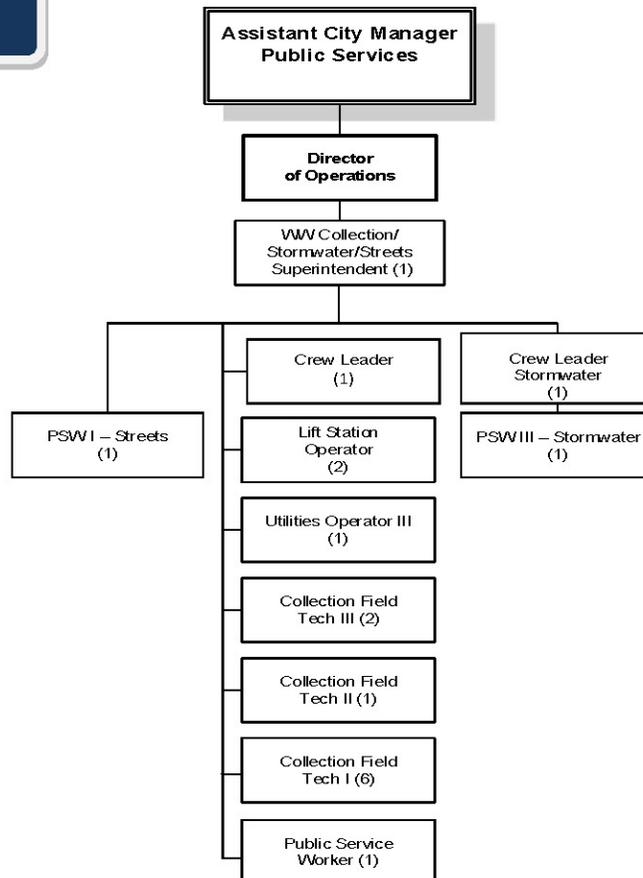
WASTEWATER/STORMWATER/STREETS DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT:</p> <p>Wastewater/Stormwater Collection: Provide citizens with efficient and responsive collection services for wastewater/stormwater.</p> <p>Streets: To keep the City and its gateway corridors attractive, clean and safe for all modes of travel.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Maintain wastewater and stormwater collection systems • Monitoring lift stations • Mowing and maintenance of street right-of-ways, sidewalks and storm water ponds • Assist with Farmer's Market, Special Events, and any other specified assignments from City Administration
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Higher than normal turnover and vacancies restraining the required level of preventive maintenance activities and other service demands • 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 workdays a month to assist Utility Billing with monthly turn-on's/turn-off's • Rising cost of materials and supplies including supply chain constraints 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Use of Computerized Maintenance Management Work Order System will continue to improve process workflow, operational efficiency and more informed data-based decision making • Staff vacancies will be filled to adequately meet operational demands and activities

Organizational Structure

FTE: 18



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

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

Objective

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

Strategic Priority #2

Maintain Quality Services and Infrastructure

Department Goals

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

Reduce flooding incidents thereby reducing citizen storm water complaints

Objectives

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY22/23 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index *	86%	N/A	88% ↑
Sewer Service Satisfaction Index *	91%	N/A	93% ↑
Storm Water Drainage Satisfaction Index *	87%	N/A	89% ↑
OPERATIONAL INDICATORS			
Volume of Pollutants Removed from Storm Water Drains (in tons)	1,056	579	1,275 ↑
# of Street Sweeping Miles Cleaned	8,904	7,764	8,750 ↑
% of Total Sewer Pipes Cleaned	37.8%	21.2%	40% ↑

% of Total Sewer Pipes TV Inspected	1.3%	5.8%	10%↑
Linear Feet of Sewer Pipes Cleaned	349,680	196,221	337,920↑
% of Total Storm Water Lines TV Inspected	0.2%	0%	25%↑
Total Number of Flooding Incidents	0	3	0↓
% of Sewer Calls Responded to Within 45 Minutes	96.9%	99.1%	100%↑
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES OPERATING FUND
COLLECTION DIVISION EXPENDITURES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
410-2127-535.12-00 SALARIES REGULAR	334,968	603,798	603,798	673,628
410-2127-535.14-00 SALARIES OVERTIME 1.5	75,866	103,215	103,215	46,478
410-2127-535.21-00 FICA TAXES	30,376	54,086	54,086	55,088
410-2127-535.22-00 RETIREMENT CONTRIBUTION	60,068	106,618	106,618	112,265
410-2127-535.23-00 EMPLOYEE GROUP INSURANCE	107,949	180,262	180,262	184,449
410-2127-535.24-00 WORKERS COMP INSURANCE	27,793	14,197	14,197	33,352
410-2127-535.26-00 OTHER POST EMPLOYMENT BENEFITS	44,673	30,694	30,694	47,353
410-2127-535.27-00 PENSION EXPENSE	(10,892)	5,116	5,116	5,116
TOTAL PERSONAL SERVICES	670,801	1,097,986	1,097,986	1,157,729
410-2127-535.31-04 ENGINEERING SERVICES	11,172	3,000	3,000	3,000
410-2127-535.31-06 MEDICAL	110	200	200	200
410-2127-535.34-01 CONTRACTUAL SVCS MISC.	60,769	142,243	142,243	92,243
410-2127-535.34-08 PERSONNEL	27,040	27,560	27,560	27,560
410-2127-535.40-00 TRAVEL EXPENSES	212	1,260	1,260	1,260
410-2127-535.41-02 TELEPHONE	12,394	12,500	12,500	12,500
410-2127-535.41-03 RADIO	122	300	300	300
410-2127-535.41-04 INTERNET SERVICES	3,567	3,530	3,530	3,530
410-2127-535.41-05 COMMUNICATIONS/FREIGHT-POSTAGE	-	100	100	100
410-2127-535.43-00 UTILITY SERVICES	127,256	106,488	106,488	106,488
410-2127-535.44-00 RENTALS AND LEASES	26,927	34,750	34,750	34,750
410-2127-535.45-00 GENERAL INSURANCE	50,253	59,994	59,994	60,304
410-2127-535.46-01 REPAIRS & MAINTENANCE MISC.	-	500	500	500
410-2127-535.46-02 REPAIRS/MAINT-EQUIPMENT	12,347	10,925	10,925	10,925
410-2127-535.46-03 REPAIRS/MAINT-VEHICLES	56,786	69,578	69,578	69,578
410-2127-535.46-04 REPAIRS/MAINT-LIFT STATIONS	314,238	207,379	228,379	344,178
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	17,433	117,504	11,429	254,303
410-2127-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	9,548	9,685	115,760	9,685
410-2127-535.46-07 UTILITY LINE	19,190	16,243	36,243	32,486
410-2127-535.46-10 BUILDING	17,080	9,824	9,824	9,824
410-2127-535.47-01 PRINTING & BINDING	66	200	200	200
410-2127-535.48-01 ADVERTISEMENT-LEGAL, OTHER	2,419	250	250	250
410-2127-535.49-05 LICENSES & TAXES	-	6,945	6,945	500
410-2127-535.51-00 OFFICE SUPPLIES	299	200	200	200
410-2127-535.52-01 OPERATING SUPPLIES MISC.	32,679	24,400	24,400	24,400
410-2127-535.52-02 CHEMICALS	3,987	2,150	2,150	6,500
410-2127-535.52-03 GASOLINE & OIL	39,301	26,500	26,500	26,500
410-2127-535.52-04 UNIFORMS & ACCESSORIES	10,438	11,450	11,450	11,450
410-2127-535.54-01 DUES AND SUBSCRIPTIONS	270	1,000	1,000	1,000
410-2127-535.54-02 SEMINARS & COURSES	600	18,176	18,176	4,500
410-2127-535.54-03 EDUCATION REIMBURSEMENT	8,981	-	-	-
TOTAL OPERATING EXPENDITURES	865,484	924,834	965,834	1,149,214
410-2127-535.62-00 BUILDING	10,000	13,500	124,738	-
410-2127-535.63-00 IMPROVEMENTS OTHER THAN BLDGS	413,993	730,310	1,354,626	550,000
410-2127-535.64-00 MACHINERY & EQUIPMENT	432,710	231,990	231,990	108,400
TOTAL CAPITAL OUTLAY	856,703	975,800	1,711,354	658,400
TOTAL COLLECTION DIVISION	2,392,988	2,998,620	3,775,174	2,965,343

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES OPERATING FUND
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
410-2132-537.12-00 SALARIES REGULAR	92,930	100,560	100,560	110,613
410-2132-537.14-00 SALARIES OVERTIME 1.5	-	411	411	411
410-2132-537.21-00 FICA TAXES	6,767	7,724	7,724	8,493
410-2132-537.22-00 RETIREMENT CONTRIBUTION	13,168	15,227	15,227	17,309
410-2132-537.23-00 EMPLOYEE GROUP INSURANCE	24,665	25,859	25,859	30,047
410-2132-537.24-00 WORKERS COMP INSURANCE	3,685	3,799	3,799	4,422
410-2132-537.26-00 OTHER POST EMPLOYMENT BENEFITS	10,664	8,397	8,397	11,304
410-2132-537.27-00 PENSION EXPENSE	(2,431)	563	563	563
TOTAL PERSONAL SERVICES	<u>149,448</u>	<u>162,541</u>	<u>162,541</u>	<u>183,162</u>
410-2132-537.34-01 MISC CONTRACTUAL SERVICES	-	-	-	-
410-2132-537.40-00 TRAVEL EXPENSES	-	900	900	900
410-2132-537.41-02 COMMUNICATIONS/FREIGHT-PHONE	1,789	800	800	800
410-2132-537.41-03 RADIO	15	-	-	-
410-2132-537.41-05 POSTAGE	4,007	4,950	4,950	4,950
410-2132-537.44-00 RENTALS & LEASES	2,420	-	-	-
410-2132-537.45-00 GENERAL INSURANCE	90	109	109	109
410-2132-537.46-02 REPAIRS/MAINT-EQUIPMENT	198	500	500	500
410-2132-537.46-03 VEHICLES	-	890	890	890
410-2132-537.46-05 COMPUTER SOFTWARE	530	1,750	1,750	1,750
410-2132-537.46-06 COMPUTER HARDWARE	14,324	14,324	14,324	14,324
410-2132-537.47-01 PRINTING & BINDING	4,941	2,530	2,530	2,530
410-2132-537.48-01 PROMOTIONAL-ADVERTISEMENTS	-	4,100	4,100	4,100
410-2132-537.48-02 PROMOTIONAL-PROMOTIONAL ITEMS	6,420	15,317	15,317	14,317
410-2132-537.49-05 LICENSES & TAXES	-	100	100	100
410-2132-537.51-00 OFFICE SUPPLIES	160	300	300	300
410-2132-537.52-01 OPERATING SUPPLIES-MISCELLANEOUS	495	1,500	1,500	1,500
410-2132-537.52-03 GASOLINE & OIL	93	2,500	2,500	2,500
410-2132-537.52-04 UNIFORMS & ACCESSORIES	1,061	750	750	750
410-2132-537.54-01 DUES AND SUBSCRIPTIONS	727	700	700	700
410-2132-537.54-02 SEMINARS & COURSES	825	840	840	840
TOTAL OPERATING EXPENDITURES	<u>38,095</u>	<u>52,860</u>	<u>52,860</u>	<u>51,860</u>
TOTAL ENVIRONMENTAL SERVICES DIVISION	<u>187,543</u>	<u>215,401</u>	<u>215,401</u>	<u>235,022</u>

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 UTILITIES OPERATING FUND EXPENDITURES
 DEPRECIATION**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2190-536.59-01 DEPRECIATION BUILDING	136,055	-	-	-
410-2190-536.59-02 DEPRECIATION IMPROVEMENTS	5,180,598	-	-	-
410-2190-536.59-03 DEPRECIATION EQUIPMENT	471,132	-	-	-
TOTAL OPERATING EXPENDITURES	5,787,785	-	-	-
TOTAL DEPRECIATION	5,787,785	-	-	-
TOTAL UTILITIES OPERATING FUND	17,143,145	14,010,209	23,320,257	15,013,577

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES IMPACT FEES FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
411-2116-324.21-00 RESIDENTIAL-PHYSICAL ENVR	394,761	209,055	209,055	125,116
411-2116-324.22-00 COMMERCIAL-PHYSICAL ENVIR	74,934	33,956	33,956	67,911
411-2117-324.21-00 RESIDENTIAL-PHYSICAL ENVR	299,507	221,656	221,656	103,069
411-2117-324.22-00 COMMERCIAL-PHYSICAL ENVIR	75,100	61,249	61,249	90,122
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	844,302	525,916	525,916	386,218
411-2116-361.10-00 INTEREST	7,765	7,881	7,881	4,697
411-2116-361.30-00 INCR(DECR) IN FV OF INVST	(10,085)	-	-	-
TOTAL INVESTMENTS	(2,320)	7,881	7,881	4,697
411-2116-363.23-01 IMPACT FEES WATER SRVC	171,401	45,061	45,061	48,198
411-2116-363.23-02 IMPACT FEES SEWER SRVC	189,617	123,812	123,812	27,418
411-2117-389.40-00 OTHER GRANTS & DONATIONS	-	-	369,297	-
TOTAL MISCELLANEOUS REVENUES	361,018	168,873	538,170	75,616
TOTAL UTILITIES IMPACT FEES FUND	1,203,000	702,670	1,071,967	466,531

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
UTILITIES IMPACT FEE FUND EXPENDITURES**

		<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>WATER DIVISION</u>					
411-2116-517.72-00	INTEREST	12,821	9,525	9,525	6,141
	TOTAL DEBT SERVICE	12,821	9,525	9,525	6,141
411-2116-599.99-99	CARRYFORWARD FUND BALANCE	815,572	410,240	410,240	117,199
	TOTAL DEBT SERVICE	815,572	410,240	410,240	117,199
TOTAL WATER DIVISION		828,393	419,765	419,765	123,340
<u>WASTEWATER DIVISION</u>					
411-2117-535.63-00	IMPROV OTHER THAN BUILDING	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-
411-2117-517.72-00	INTEREST	76,177	60,836	60,836	39,257
411-2117-599.99-99	CARRYFORWARD FUND BALANCE	298,430	222,069	222,069	153,934
	TOTAL DEBT SERVICE	374,607	282,905	282,905	193,191
TOTAL WASTEWATER DIVISION		374,607	282,905	282,905	193,191
<u>DISTRIBUTION DIVISION</u>					
411-2126-533.63-00	IMPROV OTHER THAN BUILDING	-	-	369,297	150,000
	TOTAL CAPITAL OUTLAY	-	-	369,297	150,000
TOTAL DISTRIBUTION DIVISION		-	-	369,297	150,000
TOTAL UTILITIES IMPACT FEES FUND		1,203,000	702,670	1,071,967	466,531

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
412-2116-381.41-00 INTERFUND TRANSFER	-	-	-	225,000
TOTAL NON-OPERATING REVENUES	-	-	-	225,000
TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND	-	-	-	225,000

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES**

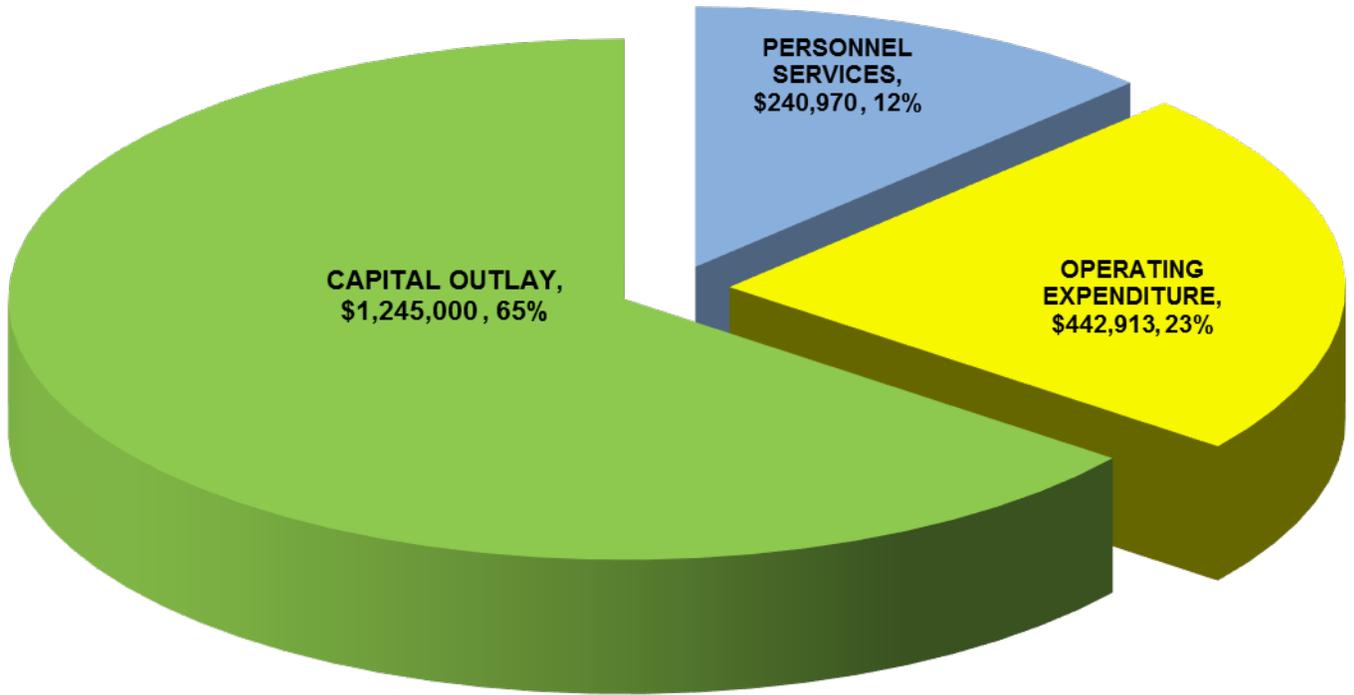
	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
<u>WATER DIVISION</u>				
412-2116-533.63-00 IMPROV OTHER THAN BUILDING	-	-	-	50,000
TOTAL CAPITAL OUTLAY	-	-	-	50,000
TOTAL WATER DIVISION	-	-	-	50,000
<u>WASTE WATER DIVISION</u>				
412-2117-535.63-00 IMPROV OTHER THAN BUILDING	-	-	-	100,000
TOTAL CAPITAL OUTLAY	-	-	-	100,000
TOTAL WASTE WATER DIVISION	-	-	-	100,000
<u>DISTRIBUTION DIVISION</u>				
412-2126-533.63-00 IMPROV OTHER THAN BUILDING	-	-	-	-
TOTAL CAPITAL OUTLAY	-	-	-	-
TOTAL DISTRIBUTION DIVISION	-	-	-	-
<u>COLLECTION DIVISION</u>				
412-2127-535.49-10 BAD DEBT EXPENSE	-	-	-	-
TOTAL OPERATING EXPENDITURES	-	-	-	-
412-2127-535.63-00 IMPROV OTHER THAN BUILDING	-	-	-	75,000
TOTAL CAPITAL OUTLAY	-	-	-	75,000
TOTAL COLLECTION DIVISION	-	-	-	75,000
TOTAL UTILITIES RENEWAL & REPLACEMENT FUND	-	-	-	225,000

- STORMWATER -

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
STORMWATER OPERATING FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
420-2618-329.00-00 STORMWATER	2,027,031	2,186,352	2,186,352	2,329,846
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,027,031	2,186,352	2,186,352	2,329,846
420-2618-361.10-00 INTEREST	40,520	18,768	18,768	19,395
420-2618-361.30-00 INCR(DECR) IN OF INVESTMENT	(60,244)	-	-	-
420-2618-361.40-00 GAIN/LOSS SALE OF INVESTMENT	3,015	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	(16,709)	18,768	18,768	19,395
420-2618-364.00-00 DISPOSITION / FIXED ASSETS	-	-	-	-
TOTAL MISCELLANEOUS REVENUES	-	-	-	-
420-2618-381.00-00 INTERFUND TRANSFER	-	-	-	56,775
420-2618-389.40-00 OTHER GRANTS & DONATIONS	1,342,736	-	-	-
TOTAL NON-OPERATING REVENUES	1,342,736	-	-	56,775
420-2618-399.99-99 USE OF FUND BALANCE	-	611,575	2,700,030	-
TOTAL OTHER SOURCES	-	611,575	2,700,030	-
TOTAL STORMWATER OPERATING FUND	3,353,058	2,816,695	4,905,150	2,406,016

STORMWATER FUND EXPENDITURES BY USE



**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
STORMWATER OPERATING FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>STORMWATER OPERATING DIVISION</u>				
420-2618-538.12-00 SALARIES REGULAR	68,255	109,409	109,409	155,319
420-2618-538.14-00 OVERTIME	10,189	19,789	19,789	15,878
420-2618-538.21-00 FICA TAXES	6,710	9,884	9,884	13,097
420-2618-538.22-00 RETIREMENT CONTRIBUTION	12,106	19,483	19,483	26,690
420-2618-538.23-00 EMPLOYEE GROUP INSURANCE	10,136	21,751	21,751	12,162
420-2618-538.24-00 WORKERS COMP INSURANCE	3,690	4,083	4,083	4,428
420-2618-538.26-00 OTHER POST EMPLOYMENT BENEFITS	11,551	9,821	9,821	12,244
420-2618-538.27-00 PENSION EXPENSE	(3,243)	1,119	1,119	1,152
TOTAL PERSONAL SERVICES	119,394	195,339	195,339	240,970
420-2618-538.31-01 MISCELLANEOUS PROFESSIONAL SVCS	246	10,000	10,000	500
420-2618-538.31-02 LEGAL	1,325	-	-	-
420-2618-538.31-04 ENGINEERING	42,098	25,500	125,500	25,500
420-2618-538.31-06 MEDICAL	-	147	147	147
420-2618-538.32-00 ACCOUNTING AND AUDIT	1,804	2,500	2,500	2,500
420-2618-538.34-01 CONTRACTUAL SVCS MISC.	111,412	45,523	145,523	110,710
420-2618-538.34-08 PERSONNEL SERVICES	-	1,641	1,641	1,641
420-2618-538.34-12 TIPPING FEES	41,756	42,817	42,817	42,817
420-2618-538.40-00 TRAVEL AND PER DIEM	113	934	934	934
420-2618-538.41-02 TELEPHONE SERVICES	112	300	300	300
420-2618-538.41-03 RADIO	46	100	100	100
420-2618-538.41-04 INTERNET	900	-	-	-
420-2618-538.43-00 WATER/SEWER UTILITIES	-	200	200	200
420-2618-538.44-00 RENTALS AND LEASES	12,967	18,810	18,810	21,210
420-2618-538.45-00 GENERAL INSURANCE	4,558	5,670	5,670	5,470
420-2618-538.46-01 REPAIRS & MAINTENANCE MISC.	-	4,280	4,280	500
420-2618-538.46-02 REPAIRS/MAINT-EQUIPMENT	9,170	19,092	19,092	19,092
420-2618-538.46-03 REPAIRS/MAINT-VEHICLES	39,085	31,553	31,553	31,553
420-2618-538.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	-	1,000	1,000	1,000
420-2618-538.46-07 REPAIRS/MAINT-UTILITY LINES	10,736	7,750	7,750	7,750
420-2618-538.48-01 ADVERTISING	1,187	-	-	-
420-2618-538.48-02 PROMOTIONAL ITEMS	-	500	500	500
420-2618-538.49-02 MANAGEMENT FEES	113,131	124,170	124,170	134,434
420-2618-538.49-05 LICENSES & TAXES	1,005	3,000	3,000	3,000
420-2618-538.51-00 OFFICE SUPPLIES	52	100	100	100
420-2618-538.52-01 OPERATING SUPPLIES MISC.	21,444	11,110	11,110	8,100
420-2618-538.52-02 CHEMICALS	1,335	2,850	2,850	6,562
420-2618-538.52-03 GASOLINE & OIL	12,395	14,896	14,896	14,896
420-2618-538.52-04 UNIFORMS	599	1,300	1,300	1,300
420-2618-538.54-01 MEMBERSHIP DUES	830	741	741	741
420-2618-538.54-02 SEMINARS AND COURSES	-	1,356	1,356	1,356
TOTAL OPERATING EXPENDITURES	428,306	377,840	577,840	442,913

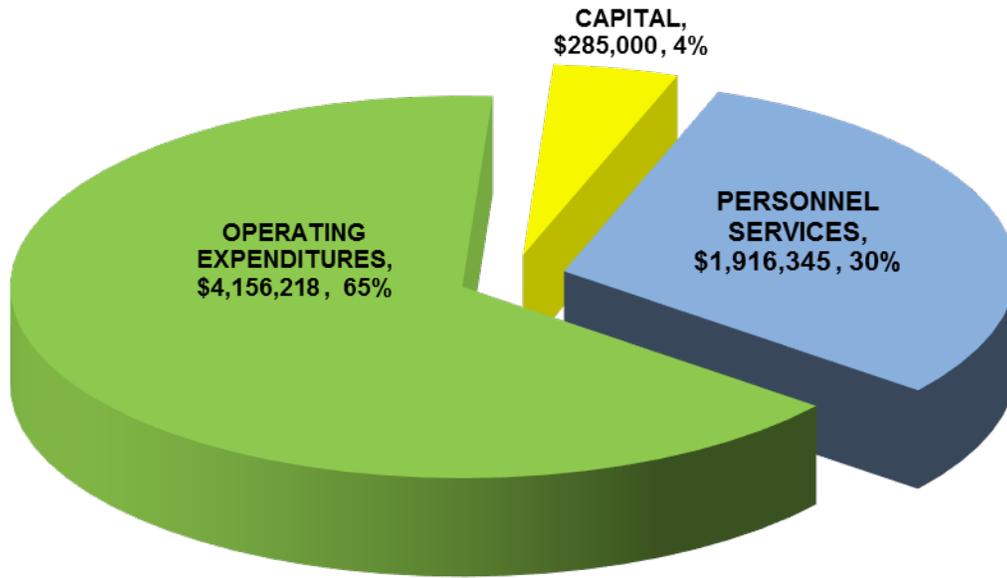
420-2618-538.62-00	BUILDING	-	13,500	-	-
420-2618-538.63-00	OTHER IMPROVEMENTS	1,345,844	1,911,250	3,813,205	850,000
420-2618-538.64-00	CAPITAL EQUIPMENT	156,533	318,766	318,766	395,000
	TOTAL CAPITAL OUTLAY	1,502,377	2,243,516	4,131,971	1,245,000
420-2618-599.99-99	CARRYFORWARD FUND BALANCE	524,495	-	-	477,133
	TOTAL OTHER USES	524,495	-	-	477,133
	TOTAL STORMWATER OPERATING	2,574,572	2,816,695	4,905,150	2,406,016
	STORMWATER DEPRECIATION				
420-2690-538.59-02	DEPRECIATION IMPROVEMENTS	676,641	-	-	-
420-2690-538.59-03	DEPRECIATION EQUIPMENT	101,845	-	-	-
	TOTAL OPERATING EXPENDITURES	778,486	-	-	-
	TOTAL STORMWATER DEPRECIATION	778,486	-	-	-
	TOTAL STORMWATER OPERATING FUND	3,353,058	2,816,695	4,905,150	2,406,016

- SOLID WASTE -

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
SOLID WASTE OPERATING FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
430-3134-343.41-01 RESIDENTIAL	3,502,373	3,509,438	3,509,438	4,179,790
430-3134-343.41-02 COMMERCIAL	1,932,017	1,952,625	1,952,625	2,418,159
430-3134-343.41-03 COMMERCIAL RECYCLING	130,500	125,600	125,600	125,600
430-3134-343.41-04 EXTRA CHARGES	8,840	7,350	7,350	7,350
430-3134-343.42-03 CONTAINER USER FEE / RECYCLE	<u>28,804</u>	<u>26,225</u>	<u>26,225</u>	<u>26,250</u>
TOTAL CHARGES FOR SERVICES	5,602,534	5,621,238	5,621,238	6,757,148
430-3134-361.10-00 INTEREST	12,264	12,778	12,778	12,778
430-3134-361.30-00 INCR(DECR) IN FV OF INVST	<u>(15,502)</u>	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	(3,238)	12,778	12,778	12,778
430-3134-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	<u>12,839</u>	<u>13,465</u>	<u>13,465</u>	<u>13,465</u>
TOTAL MISCELLANEOUS REVENUES	12,839	13,465	13,465	13,465
430-3134-399.99-99 USE OF FUND BALANCE	<u>1,291,979</u>	<u>255,899</u>	<u>696,671</u>	-
TOTAL OTHER SOURCES	1,291,979	255,899	696,671	-
TOTAL SOLID WASTE OPERATING FUND REVENUES	<u>6,904,114</u>	<u>5,903,380</u>	<u>6,344,152</u>	<u>6,783,391</u>

SOLID WASTE FUND EXPENDITURES BY USE





PUBLIC SERVICES DEPARTMENT

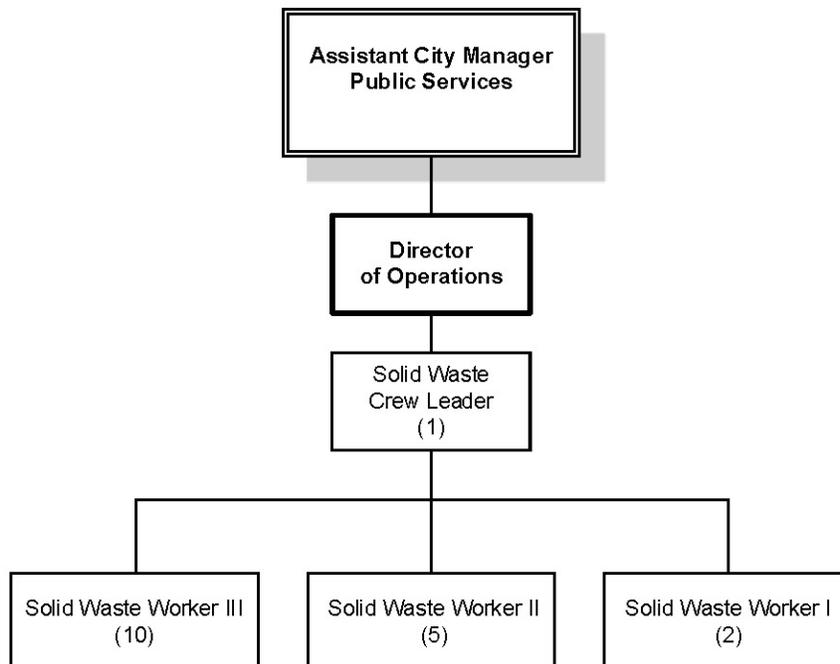
SOLID WASTE DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

MISSION STATEMENT: Provide responsive as well as efficient collection and disposal of solid waste.	CORE FUNCTIONS: <ul style="list-style-type: none"> • Collection and removal of solid waste materials <ul style="list-style-type: none"> ○ Residential/Commercial garbage ○ Recyclables ○ Yard Waste
CHALLENGES: <ul style="list-style-type: none"> • Public apathy towards recycling combined with the rising disposal cost of recycling • Closure of lower-cost Orange County recycling facility now causing the use of higher-cost site alternatives for recycle disposal • Continued effects of the recycling ban by China and its impact on marketplace demand • Continued impact from household consumption resulting in more waste/trips to dispose due to continued community growth • Incinerator now reducing tonnage permitted by Waste Connections Incorporated (WCI) due to Waste Management volume - this continues to making drivers less efficient on routes • Increases in Orange County solid waste disposal costs - recently jumped by 3% 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> • New residential and commercial solid waste billing rate increase will go into effect in FY23 • The OC landfill will continue to accept solid waste from the City of Winter Garden • To realize a significant increase in recycling disposal cost due to market conditions and inflationary effects on processing cost - will now cost \$95 per ton reflecting a 67.8% increase • Vehicles and equipment will be properly maintained in a timely manner • Public will comply with disposal requirements

Organizational Structure

FTE: 18



FY 2022-2023 STRATEGIC PRIORITY, GOALS & OBJECTIVE

Strategic Priority #1

Preserve the Natural Environment

Departmental Goals

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill

Objective

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Garbage Collection Satisfaction Index *	94%	N/A	97%↑
Recycling Service Satisfaction Index *	84%	N/A	90%↑
Yard Waste Pick-up Satisfaction Index *	96%	N/A	97%↑
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	\$144.44	\$151.76	\$170.00↓
OPERATIONAL INDICATORS			
% Residents Recycled at Home Participation Index *	89%	N/A	91%↑
% of Homes Converting to New Recycling Carts	88%	90%	90%↑
Number of Commercial Accounts Recycling	70	70	75↑
Recycled Waste as a % of Total Waste	9.6%	9.3%	12.5%↑
Tonnage of Recycle Waste per 1,000 Residents	61	61	70↑
Tonnage of Commercial Solid Waste Refuse per Service Account	17.6	18.5	19↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	317	315	315↓
Tonnage per Trip	10.6	10.3	11.0↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
SOLID WASTE OPERATING FUND**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>	
<u>SOLID WASTE OPERATING DIVISION</u>					
430-3134-534.12-00	SALARIES REGULAR	848,874	952,351	952,351	981,321
430-3134-534.14-00	OVERTIME	217,489	249,120	249,120	235,019
430-3134-534.21-00	FICA TAXES	80,755	91,913	91,913	93,050
430-3134-534.22-00	RETIREMENT CONTRIBUTION	144,867	181,182	181,182	189,627
430-3134-534.23-00	EMPLOYEE GROUP INSURANCE	171,900	215,598	215,598	225,302
430-3134-534.24-00	WORKERS COMP INSURANCE	87,784	57,437	57,437	105,341
430-3134-534.26-00	OTHER POST EMPLOYMENT BENEFITS	89,532	58,794	58,794	58,794
430-3134-534.27-00	PENSION EXPENSE	(36,810)	25,566	25,566	27,890
	TOTAL PERSONAL SERVICES	1,604,391	1,831,961	1,831,961	1,916,345
430-3134-534.31-01	PROFESSIONAL SERVICE MISC.	-	1,000	1,000	1,000
430-3134-534.31-06	MEDICAL	-	500	500	500
430-3134-534.32-00	ACCOUNTING AND AUDIT	2,050	2,750	2,750	2,750
430-3134-534.34-01	CONTRACTUAL SVCS MISC.	15,520	33,611	33,611	3,000
430-3134-534.34-06	JANITORIAL	2,942	-	3,120	3,200
430-3134-534.34-08	PERSONNEL	380,805	337,111	337,111	407,610
430-3134-534.34-12	TIPPING FEES	1,747,496	1,649,959	1,834,871	1,849,959
430-3134-534.40-00	TRAVEL AND PER DIEM	3,615	-	-	-
430-3134-534.41-02	TELEPHONE	4,959	4,000	4,000	4,000
430-3134-534.41-03	RADIO	214	215	215	215
430-3134-534.41-04	INTERNET SERVICES	6,545	6,700	6,700	6,700
430-3134-534.44-00	RENTALS & LEASES	177,776	195,500	195,500	195,500
430-3134-534.45-00	GENERAL INSURANCE	61,263	93,834	93,834	73,516
430-3134-534.46-01	REPAIRS & MAINTENANCE MISC.	1,230	-	-	-
430-3134-534.46-02	REPAIRS/MAINT-EQUIPMENT	397	2,500	2,500	2,500
430-3134-534.46-03	REPAIRS/MAINT-VEHICLES	754,564	316,834	522,864	575,150
430-3134-534.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	99	1,000	1,000	1,000
430-3134-534.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	9,114	9,114	9,114	9,114
430-3134-534.46-10	BUILDING	32,527	26,881	26,881	26,881
430-3134-534.47-01	PRINTING & BINDING MISC.	-	8,700	8,700	8,700
430-3134-534.48-01	PROMOTIONAL-ADVERTISEMENTS	181	600	600	600
430-3134-534.48-02	PROMOTIONAL ITEMS	-	8,700	8,700	2,500
430-3134-534.49-02	MANAGEMENT FEES	366,022	377,620	377,620	341,415
430-3134-534.49-05	LICENSES & TAXES	463	400	400	400
430-3134-534.51-00	OFFICE SUPPLIES	415	500	500	500
430-3134-534.52-01	OPERATING SUPPLIES MISC.	176,710	237,604	237,604	237,604
430-3134-534.52-02	CHEMICALS	871	4,750	4,750	4,750
430-3134-534.52-03	GAS & OIL	216,661	225,000	337,378	377,378
430-3134-534.52-04	UNIFORMS AND ACCESSORIES	13,687	17,486	14,366	17,486
430-3134-534.54-01	DUES & SUBSCRIPTIONS	223	795	795	795
430-3134-534.54-02	SEMINARS AND COURSES	53	1,495	1,495	1,495
	TOTAL OPERATING EXPENDITURES	3,976,402	3,565,159	4,068,479	4,156,218

430-3134-534.62-00	BUILDING	18,154	13,500	120,083	-
430-3134-534.63-00	IMPROVEMENTS OTHER THAN BLDG	-	11,250	24,750	-
430-3134-534.64-00	MACHINERY & EQUIPMENT	675,566	481,510	481,510	285,000
	TOTAL CAPITAL OUTLAY	693,720	506,260	626,343	285,000
430-3134-599.99-99	CARRYFORWARD FUND BALANCE	-	-	-	425,828
	TOTAL OTHER USES	-	-	-	425,828
	TOTAL SOLID WASTE OPERATING	6,274,513	5,903,380	6,526,783	6,783,391
	<u>SOLID WASTE DEPRECIATION</u>				
430-3190-534.59-91	DEPRECIATION BUILDING	25,176	-	-	-
430-3190-534.59-92	DEPRECIATION IMPROVEMENTS	14,835	-	-	-
430-3190-534.59-93	DEPRECIATION EQUIPMENT	589,590	-	-	-
	TOTAL OPERATING EXPENDITURES	629,601	-	-	-
	TOTAL SOLID WASTE DEPRECIATION	629,601	-	-	-
	TOTAL SOLID WASTE OPERATING FUND	6,904,114	5,903,380	6,526,783	6,783,391

- TRAILER CITY -

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
TRAILER CITY FUND REVENUES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
450-3657-361.10-00 INTEREST	109	250	250	250
TOTAL INTEREST AND OTHER EARNINGS	109	250	250	250
450-3657-362.45-00 RENTALS	263,183	259,259	259,259	260,551
TOTAL CHARGES FOR SERVICES	263,183	259,259	259,259	260,551
450-3657-369.90-00 OTHER MISC REVENUES	-	1,140	1,140	-
450-3657-369.91-00 COIN LAUNDRY SERVICE	4,190	4,057	4,057	4,106
TOTAL MISCELLANEOUS REVENUES	4,190	5,197	5,197	4,106
450-3657-399.99-99 USE OF FUND BALANCE	-	-	4,000	-
TOTAL OTHER SOURCES	-	-	4,000	-
TOTAL TRAILER CITY FUND	267,482	264,706	268,706	264,907

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
TRAILER CITY FUND EXPENDITURES**

	<u>2021 ACTUAL</u>	<u>2022 ORIGINAL BUDGET</u>	<u>2022 AMENDED BUDGET</u>	<u>2023 ADOPTED BUDGET</u>
TRAILER CITY OPERATING				
450-3657-539.12-00 SALARIES REGULAR	93,253	100,516	100,516	112,235
450-3657-539.21-00 FICA TAXES	7,174	7,447	7,447	7,604
450-3657-539.22-00 RETIREMENT CONTRIBUTION	13,115	15,158	15,158	17,497
450-3657-539.23-00 EMPLOYEE GROUP INSURANCE	17,980	18,817	18,817	21,230
450-3657-539.24-00 WORKERS COMP INSURANCE	2,397	2,471	2,471	2,876
450-3657-539.26-00 OTHER POST EMPLOYMENT BENEFITS	13,801	12,213	12,213	14,629
450-3657-539.27-00 PENSION EXPENSE	(22,685)	974	974	1,003
TOTAL PERSONAL SERVICES	125,035	157,595	157,595	177,075
450-3657-539.31-02 LEGAL	923	1,000	1,000	1,000
450-3657-539.32-00 ACCOUNTING AND AUDIT	1,396	2,000	2,000	2,000
450-3657-539.34-01 CONTRACTUAL SVCS MISC.	3,197	5,000	5,000	4,000
450-3657-539.34-06 JANITORIAL SERVICES	-	3,000	3,000	2,000
450-3657-539.41-02 TELEPHONE	1,937	2,000	2,000	2,000
450-3657-539.41-04 INTERNET	1,435	1,500	1,500	1,500
450-3657-539.41-05 POSTAGE	35	100	100	100
450-3657-539.43-00 UTILITY SERVICES	6,183	5,000	5,000	5,000
450-3657-539.45-00 GENERAL INSURANCE	2,268	2,821	2,821	2,722
450-3657-539.46-02 REPAIRS/MAINT-EQUIPMENT	2,675	3,000	3,000	3,000
450-3657-539.46-03 REPAIRS/MAINT-VEHICLES	963	1,500	1,500	1,500
450-3657-539.46-06 REPAIRS/MAINT-HARDWARE	2,792	2,500	2,500	4,500
450-3657-539.46-10 REPAIRS/MAINT-BUILDING	3,279	3,500	3,500	3,500
450-3657-539.49-02 MANAGEMENT FEES	15,385	12,665	12,665	7,055
450-3657-539.49-05 LICENSES & TAXES	31,092	41,023	41,023	41,023
450-3657-539.51-00 OFFICE SUPPLIES	316	550	550	550
450-3657-539.52-01 OPERATING SUPPLIES MISC.	359	1,500	1,500	1,000
450-3657-539.52-03 GASOLINE & OIL	1,096	1,800	1,800	1,800
450-3657-539.52-04 UNIFORMS & ACCESSORIES	906	1,000	1,000	1,500
TOTAL OPERATING EXPENDITURES	76,237	91,459	91,459	85,750
450-3657-539.63-00 IMPROV OTHER THAN BUILDING	-	-	4,000	-
TOTAL CAPITAL OUTLAY	-	-	4,000	-
450-3657-599.99-99 CARRYFORWARD FUND BALANCE	37,719	15,652	15,652	2,082
TOTAL OTHER USES	37,719	15,652	15,652	2,082
TOTAL TRAILER CITY OPERATING	238,991	264,706	268,706	264,907
TRAILER CITY DEPRECIATION				
450-3690-539.59-91 DEPRECIATION BUILDING	19,282	-	-	-
450-3690-539.59-92 DEPRECIATION IMPROVEMENTS	7,760	-	-	-
450-3690-539.59-93 DEPRECIATION EQUIPMENT	1,449	-	-	-
TOTAL OPERATING EXPENDITURES	28,491	-	-	-
TOTAL TRAILER CITY DEPRECIATION	28,491	-	-	-
TOTAL TRAILER CITY FUND	267,482	264,706	268,706	264,907

FIDUCIARY FUNDS

GENERAL EMPLOYEE PENSION FUND

—

POLICE OFFICERS' AND FIREFIGHTERS'
PENSION FUND

Fiduciary Funds

FIDUCIARY FUNDS

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL EMPLOYEE PENSION FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-361.10-00 INTEREST	164,963	167,757	167,757	166,360
610-0000-361.20-00 DIVIDENDS	627,259	526,010	526,010	576,635
610-0000-361.30-00 INC (DEC) IN FAIR VALUE OF INVEST	5,319,222	1,032,950	1,032,950	3,176,086
610-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	198,695	(17,887)	(17,887)	90,404
TOTAL INTEREST AND OTHER EARNINGS	6,310,139	1,708,830	1,708,830	4,009,485
610-0000-368.00-00 EMPLOYER CONTRIBUTIONS	1,376,166	1,398,958	1,398,958	1,458,736
610-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	238,971	252,534	252,534	253,309
610-0000-369.90-00 OTHER MISCELLANEOUS REVENUES	1,041	512	512	777
TOTAL MISCELLANEOUS REVENUES	1,616,178	1,652,004	1,652,004	1,712,822
TOTAL GENERAL EMPLOYEE PENSION FUND	7,926,317	3,360,834	3,360,834	5,722,306

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL EMPLOYEE PENSION FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>	
610-0000-513.31-01	PROF SVCS MISC.	16,828	7,209	7,209	17,838
610-0000-513.31-02	LEGAL	8,387	6,273	6,273	8,890
610-0000-513.31-03	INVESTMENT COUNSEL	128,229	138,709	138,709	135,923
610-0000-513.34-01	CONTRACT SVCS MISC	19,182	17,233	17,233	20,333
610-0000-513.45-00	INSURANCE	6,539	6,169	6,169	6,931
610-0000-513.49-06	RETIREMENT CONTRB REFUNDED	26,362	9,169	9,169	27,944
610-0000-513.54-01	DUES AND SUBSCRIPTIONS	620	-	-	657
610-0000-513.54-02	SEMINARS AND COURSES	-	2,241	2,241	300
610-0000-518.36-00	PENSION BENEFITS	2,041,370	1,743,096	1,743,096	2,163,852
	TOTAL OPERATING EXPENDITURES	2,247,517	1,930,099	1,930,099	2,382,668
610-0000-599.99-99	CARRYFORWARD FUND BALANCE	5,678,800	1,430,735	1,430,735	3,339,638
	TOTAL OTHER USES	5,678,800	1,430,735	1,430,735	3,339,638
	TOTAL GENERAL EMPLOYEE PENSION FUND	7,926,317	3,360,834	3,360,834	5,722,306

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
620-0000-312.51-00 FIRE INSURANCE PREMIUM	361,652	377,708	377,708	414,757
620-0000-312.52-00 CASUALTY INS PREMIUM TAX	450,542	528,403	528,403	540,336
TOTAL INTERGOVERNMENTAL	812,194	906,111	906,111	955,093
620-0000-361.10-00 INTEREST	224,768	215,733	215,733	220,251
620-0000-361.20-00 DIVIDENDS	1,133,106	818,852	818,852	975,979
620-0000-361.30-00 INCR / (DEC) ON FV OF INV	8,742,309	2,332,302	2,332,302	5,537,306
620-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	(23,032)	(85,096)	(85,096)	(54,064)
TOTAL INTEREST AND OTHER EARNINGS	10,077,151	3,281,791	3,281,791	6,679,471
620-0000-368.01-00 EMPLOYER CONTRIBUTIONS	1,392,770	1,326,658	1,326,658	1,476,336
620-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	341,336	379,232	379,232	361,816
620-0000-369.90-00 OTHER	866	5	5	5
TOTAL MISCELLANEOUS REVENUES	1,734,972	1,705,895	1,705,895	1,838,157
TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND	<u>12,624,317</u>	<u>5,893,797</u>	<u>5,893,797</u>	<u>9,472,721</u>

**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES**

	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2022</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2023</u> <u>ADOPTED</u> <u>BUDGET</u>
620-0000-513.31-01 ACTUARIAL SERVICE	14,520	30,191	30,191	15,391
620-0000-513.31-02 LEGAL	25,881	14,556	14,556	27,434
620-0000-513.31-03 INVESTMENT COUNSEL	169,550	158,626	158,626	179,723
620-0000-513.34-01 CONTRACT SVCS MISC	65,212	38,008	38,008	69,125
620-0000-513.40-00 TRAVEL AND PER DIEM	614	-	-	651
620-0000-513.45-00 GENERAL INSURANCE	-	5,319	5,319	5,295
620-0000-513.49-06 RTRMT CONTRB REFUNDED	11,409	33,305	33,305	31,420
620-0000-513.54-01 DUES AND SUBSCRIPTIONS	620	690	690	750
620-0000-513.54-02 SEMINARS AND COURSES	895	-	-	1,000
620-0000-518.36-00 PENSION BENEFITS	<u>1,740,562</u>	<u>2,370,594</u>	<u>2,370,594</u>	<u>1,844,996</u>
TOTAL OPERATING EXPENDITURES	2,029,263	2,651,289	2,651,289	2,175,784
620-0000-599.99-99 CARRYFORWARD FUND BALANCE	<u>10,595,054</u>	<u>3,242,508</u>	<u>3,242,508</u>	<u>7,296,937</u>
TOTAL OTHER USES	10,595,054	3,242,508	3,242,508	7,296,937
TOTAL FIREFIGHTER'S & POLICE OFFICER'S PENSION FUND	<u>12,624,317</u>	<u>5,893,797</u>	<u>5,893,797</u>	<u>9,472,721</u>

CAPITAL EXPENDITURES & 5-YEAR CIP

CAPITAL EXPENDITURES

—

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

—

DEBT OUTSTANDING

Capital, CIP and Debt

**FY 2023 BUDGET
CAPITAL EXPENDITURES**

		<u>CATEGORY</u>			TOTAL CAPITAL
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	
GENERAL FUND					
IT	Firewalls - City Hall and Police Department	-	-	86,098	
	New ERP Software	-	-	300,000	
Building	Truck Replacement	-	-	41,000	
Police - Sworn	A/C Unit - Police Dispatch Server Room	29,294	-	-	
	Tasers (10) replacements	-	-	11,000	
	Laptops (15) replacements	-	-	44,085	
	Transit Van	-	-	65,000	
	Marked Vehicles (14) replacements	-	-	896,000	
Fire	Bay Door Lights - Station 22	7,500	-	-	
	Bunker Gear Storage - Station 23	8,000	-	-	
	Bay Cooling Fans (3) - Stations 22, 23 and 24	16,500	-	-	
	Ventilation - Stations 23 and 24	14,500	-	-	
	Apparatus Floor Resurface - Station 24	29,000	-	-	
	Reserve Apparatus Storage Building - Station 24	150,000	-	-	
	Ventilation Chainsaw, replacement	-	-	3,000	
	Stabilization Struts (2) replacements	-	-	4,200	
	Rotary Saws (2) replacements	-	-	5,600	
	Intake Valves (4) replacements	-	-	6,040	
	Engraving System	-	-	6,084	
	Forcible Entry Training Prop	-	-	8,415	
	Equipment - Rescue 23 Ambulance	-	-	12,000	
	Lifepak Defibrillators (5), replacements	-	-	12,500	
	NFPA compliant Imaging Cameras (2) replacements	-	-	15,800	
	Controlled Substance Security/Storage Units (15)	-	-	28,050	
	Batallion Chief Vehicle, Replacement	-	-	85,000	
	Fire Engine - Station 24, Replacement	-	-	696,000	
Cemetery	Cemetery Irrigation	-	35,449	-	
Facilities Maint.	Garden Theatre Rooftop A/C	60,000	-	-	
	EV Charging Stations two (2)	-	9,000	-	
	Sealcoat City Hall Parking Lot	-	10,962	-	
	Downtown Audio Upgrades	-	17,500	-	
	Downtown Surveillance Cameras	-	30,000	-	
	Transit Vans (2), to replace trucks	-	-	130,000	
Fleet Maint.	Resurface Floor - Light Shop	40,000	-	-	
	A/C Refrigerant Machines two (2)	-	-	12,700	

**FY 2023 BUDGET
CAPITAL EXPENDITURES**

		CATEGORY			TOTAL CAPITAL
		BUILDING	IMPROVEMENTS OTHER THAN	CAPITAL	
		62	BUILDING 63	EQUIPMENT 64	
Parks	Parks Complex Shelter Field Sprayer	14,320 -	- -	- 4,050	
Recreation	Pool Chemical Storage - Boulder Pool Fitness Sound System Equipment Storage - Jessie Brock Community Ctr Transit Van, to replace passenger van	- - - -	- - - -	1,000 1,662 7,425 55,000	
Newton Facilities	Newton Park Electrical Upgrade	-	65,000	-	
TOTAL - GENERAL FUND		369,114	167,911	2,537,709	3,074,734

LAW ENFORCEMENT TRUST					
	Police Drone	-	-	15,000	
TOTAL - LAW ENFORCEMENT TRUST			-	15,000	15,000

COMMUNITY REDEVELOPMENT					
	East Winter Garden	-	1,500,000	-	
TOTAL - COMMUNITY REDEVELOPMENT		-	1,500,000	-	1,500,000

LOCAL OPTION GAS TAX					
	Pavement Striping	-	150,000	-	
	Downtown Brick Pavers	-	250,000	-	
	City-wide Street Resurfacing	-	2,000,000	-	
TOTAL - LOCAL OPTION GAS TAX FUND			2,400,000	-	2,400,000

**FY 2023 BUDGET
CAPITAL EXPENDITURES**

	<u>CATEGORY</u>			TOTAL CAPITAL
	BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	
GENERAL TRANSPORTATION IMPACT FEE FUND				
Video Detection at Daniels & Foxcrest Signal	-	37,500	-	
TOTAL - GENERAL TRANSPORTATION IMPACT FEE FUND	-	37,500	-	37,500

UTILITIES FUND					
Water	Water Treatment Pumps two (2)	-	-	68,220	
Distribution	Daniels Business Park Reclaim Main Upsize	-	18,500	-	
	Avalon Road Utility Relocates	-	100,000	-	
	East Winter Garden Water Main Improvements	-	600,000	-	
	Kubota Vehicle			17,000	
	Vehicle Replacement	-	-	38,000	
	Truck Replacements, two (2)	-	-	103,000	
Collection	Avalon Road Utility Relocates	-	100,000	-	
	Rolling Rock Way Pump Station	-	100,000	-	
	Teacup Springs Sewer Conversion	-	150,000	-	
	Manhole Rehabilitation	-	200,000	-	
	Portable Toilets, ADA Compliant two (2)	-	-	5,400	
	Truck Replacements, two (2)	-	-	103,000	
TOTAL - UTILITIES FUND		-	1,268,500	334,620	1,603,120

UTILITIES IMPACT FEE FUND					
Distribution	Western Storage Tank Fill Piping	-	75,000	-	
Distribution	Tildenville Rd Water Main Extension	-	75,000	-	
TOTAL - UTILITIES IMPACT FEE FUND		-	150,000	-	150,000

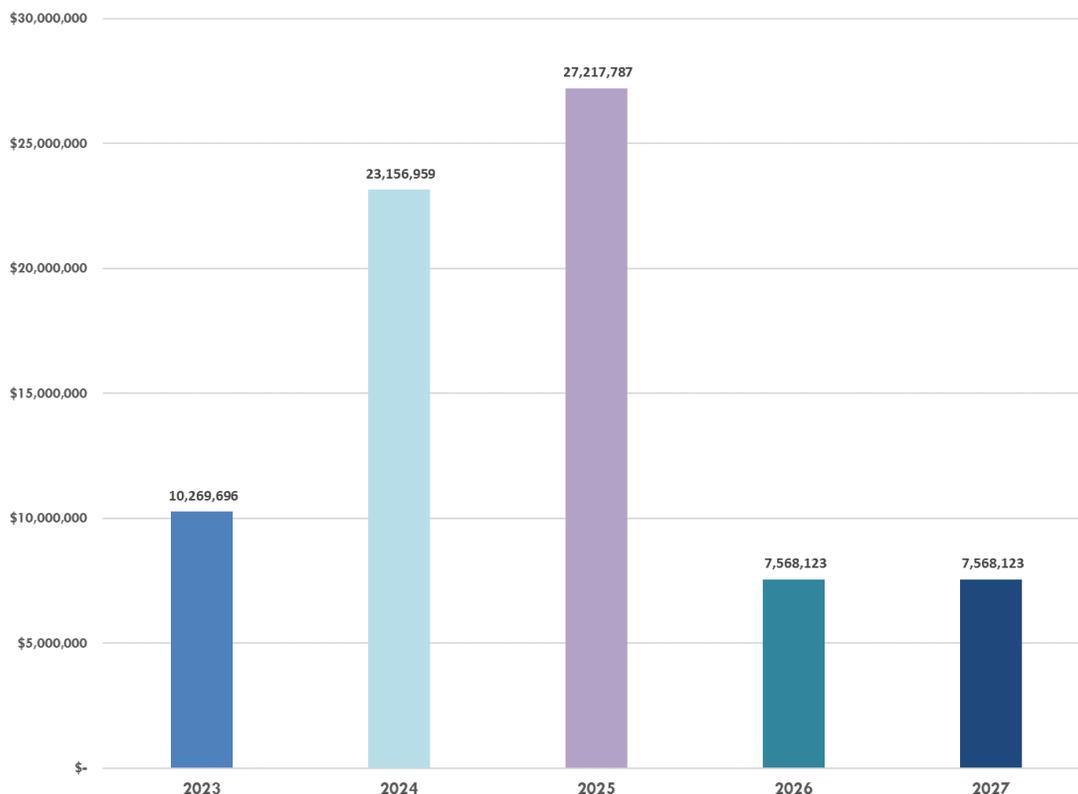
**FY 2023 BUDGET
CAPITAL EXPENDITURES**

		<u>CATEGORY</u>			TOTAL CAPITAL
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	
UTILITIES RENEWAL & REPLACEMENT FUND					
Water	Downtown Brick Pavers	-	50,000	-	
Waste Water	20" RM Elevated Crossing (design phase)	-	100,000	-	
Collection	Downtown Brick Pavers	-	75,000	-	
TOTAL - UTILITIES RENEWAL & REPLACEMENT FUND		-	225,000	-	225,000
STORMWATER FUND					
	Westside Townhomes Drainage Improvements	-	100,000	-	
	Newton Park Dredging	-	150,000	-	
	Roper Drive Stormwater Improvements	-	300,000	-	
	Stormwater R&R	-	300,000	-	
	Utility Truck Replacement	-	-	85,000	
	Street Sweeper Replacement	-	-	310,000	
TOTAL - STORMWATER FUND		-	850,000	395,000	1,245,000
SOLID WASTE FUND					
	Mack Rear Load, Replacement	-	-	285,000	
TOTAL - SOLID WASTE FUND		-	-	285,000	285,000
TOTAL CAPITAL EXPENDITURES		369,114	6,598,911	3,567,329	10,535,354

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

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

The fiscal year 2023 CIP includes a total investment of \$75.78 million in projects over the next five years. The majority of the total capital projects are slated for FY2023, FY2024 and FY2025. All further capital projects will be critically assessed and funding sources fully evaluated to determine whether to start or defer projects. The chart below shows a budgetary summary of the \$75.78 million five-year CIP.



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

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

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

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
FIVE YEAR CIP**

FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTALS
General Fund	2,864,976	1,886,500	1,384,000	1,384,000	1,384,000	8,903,476
CRA Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
General Impact Fee Fund	37,500	-	285,000	1,000,000	1,000,000	2,322,500
Local Option Gas Tax	2,400,000	1,686,476	2,513,374	1,680,000	1,680,000	9,959,850
Stormwater	1,245,000	2,078,850	554,100	607,450	607,450	5,092,850
Solid Waste	285,000	-	-	-	-	285,000
Utilities Fund	1,562,220	15,055,073	17,356,123	1,196,673	1,196,673	36,366,761
Utility Impact Fee	150,000	700,000	3,200,000	-	-	4,050,000
Utility Renewal and Replacement	225,000	250,060	425,190	200,000	200,000	1,300,250
TOTAL	10,269,696	23,156,959	27,217,787	7,568,123	\$7,568,123	\$ 75,780,687

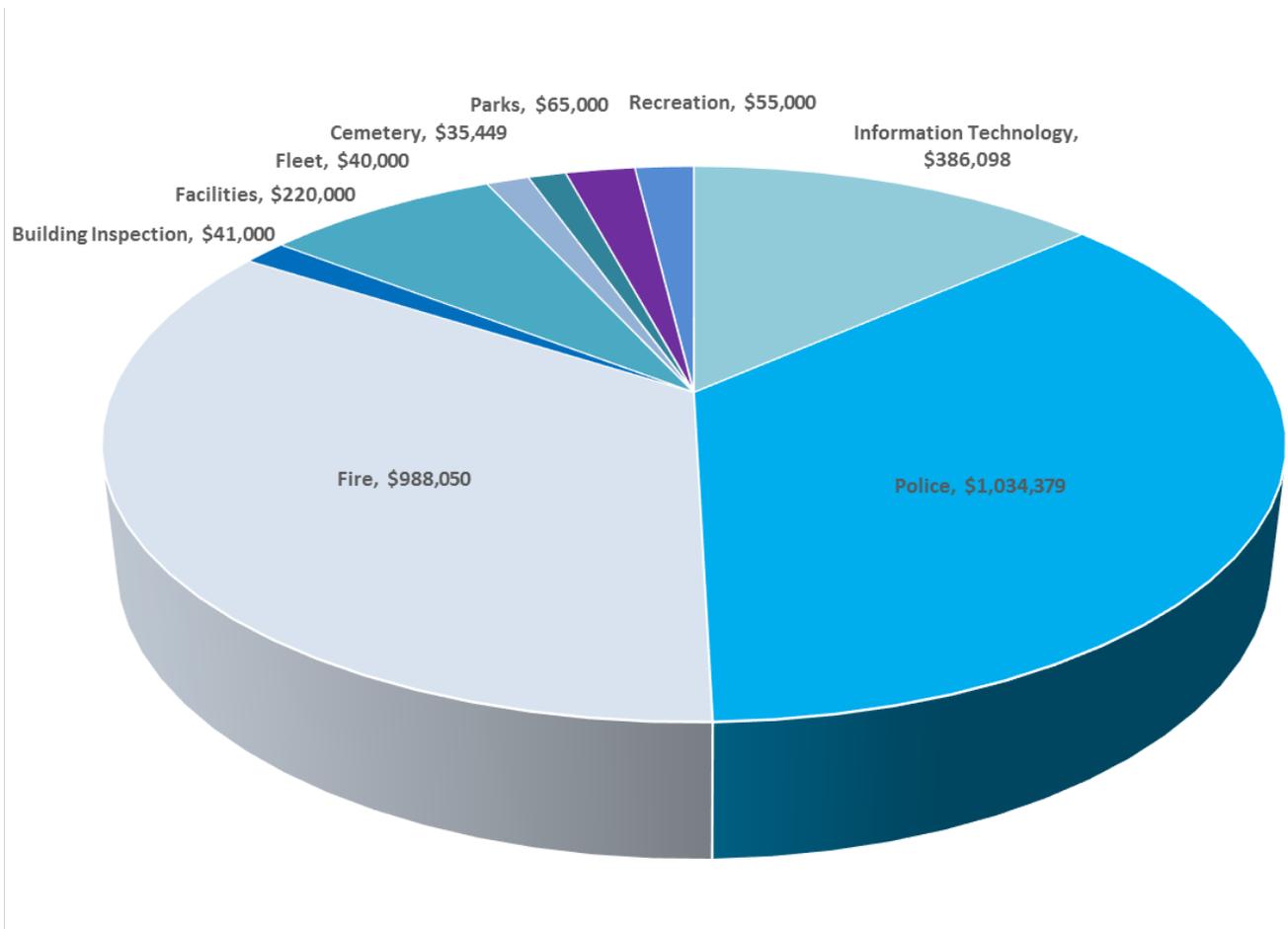
The Five-Year 2023-2027 Capital Improvement Fund Schedule shows all capital improvements broken down by funding source.

CAPITAL IMPROVEMENT PLAN PROJECT BY FUND FOR FY 2023

GENERAL FUND

Planned spending in the General Fund will be approximately \$2.86 million in FY 2023.

General Fund CIP Projects by Category FY2023



Fire and Police Capital Improvement Projects:

Police Projects: The police department replaces rolling stock every year, the total FY 2023 funding for rolling stock is \$1M which includes 14 vehicle replacements is at \$64k each, a new transit van for \$65k for an additional CLU (Community Liaison Unity) vehicle, and \$44k for laptops for the vehicles. Also included in the Police CIP is the Police Dispatch Server Room A/C Unit replacement for \$29k.

Fire Projects: Fire has \$696k budgeted for replacing fire engine E-124 which is a 1998 E-One Fire Engine, and \$85k to replace battalion chief vehicle B-124 which is a 2006 Ford Explorer. There is also \$179k budgeted for apparatus storage building at Station 24.

Information Technology Capital Improvement Projects:

Information Technology Upgrades: As more and more city service delivery relies on technology for the communication, completion and payment of daily operational functions, funding for upgrades to the technology infrastructure of the city has been added to continue to support the upgrade of critical IT network and security infrastructures to ensure confidentiality, integrity, and availability of essential electronic data. Total CIP funding in FY 2023 will be \$386k which includes \$86k for firewalls for City Hall and the Police Department and \$300k for new ERP software.

Parks & Land and Recreation:

General Parks and Recreation Major Maintenance: This project traditionally provides for capital repairs and replacement as needed throughout the city. The FY2023 CIP project is for Newton Park Electrical Upgrades for \$65K for the installation of new underground conduits and electrical circuits. Recreation has \$55k budget to replace an aging transit van that is used for recreation programs, the old van will be repurposed in the Parks department to be used by parks staff.

Facilities and Fleet Improvement Projects:

Facilities Projects: The facilities department has included \$30k for downtown surveillance cameras to be tied into the existing surveillance software. The Garden Theater has \$60k budgeted to replace one of three roof top A/C units, this will be the second replaced, the existing units are R22 units which are no longer supported and are end of life. Also included in the Facilities CIP is the replacement of two utility trucks, both of which are 2002 at the end of life, to be replaced with transit vans for the facilities employees to keep their tools and equipment in.

Fleet Projects: The CIP for fleet totals \$40k to resurface the Light Shop floor with an overlay of urethane concrete followed by a coating of industrial epoxy.

COMMUNITY REDEVELOPMENT AGENCY FUND

East Winter Garden Project: There City's CRA has been extended for an additional 10 years, the City has pledged that 75% of the future CRA revenues will be dedicated to East Winter Garden projects. The City is currently working with the EWG community on projects that the CRA will fund in East Winter Garden for redevelopment and revitalization.

LOCAL OPTION GAS TAX FUND

Pavement Resurfacing and Sidewalk Repairs: The FY2023 budget allocates \$2M toward street resurfacing in conjunction with \$250k toward Downtown brick pavers. Total future funding allocates \$5.8M toward street resurfacing and downtown brick pavers.

Street Improvements: Funding for these improvements have been planned at a level to be in-line with anticipated repairs/replacement and funding for new projects and initiatives, while also maintaining high quality rights-of-way throughout the city. Total future funding allocates \$1.7M.

STORMWATER FUND

Drainage Improvements: These funds will provide for the storm sewer repairs and upgrades necessary to improve water quality and meet current city standards. Funding of \$1.245M has been allocated to these improvements in FY2023.

WATER & WASTEWATER UTILITY FUND

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

Routine Rehabilitation and Upgrades: This includes sewer mains, sanitary manholes, short line sewer installations, water mains, asbestos force main replacement, and lift station upgrades.

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Firewalls - City Hall and Police Dept	Information Systems	\$ 86,098
<u>Description:</u> Replacement of current firewalls located at City Hall and Police Department. <u>Impact on operating budget: No additional impact</u> Maintenance on replacements projected to remain the same		
Replace AS400 with new ERP System	Information Systems	\$ 300,000
<u>Description:</u> Replacement of current AS400 with a new ERP system. <u>Impact on operating budget: No additional impact</u> Licensing on replacements projected to remain the same		
Replace vehicle	Building/Code	\$ 41,000
<u>Description:</u> One inspector truck to replace a truck in poor condition. <u>Impact on operating budget: subtract <\$500</u> Will save on maintenance as new truck will be under warranty		
Police Dispatch Server Room A/C Unit	Police Department	\$ 29,294
<u>Description:</u> Continuation of current year work in progress on A/C unit, replacing existing Liebert Server Room conditioner with a new Liebert PDX system. <u>Impact on operating budget: No additional impact</u> This is a replacement, therefore no additional impact		
Replace ten (10) tasers	Police Department	\$ 11,000
<u>Description:</u> Replacement of older units. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		
Replace fifteen (15) Laptops	Police Department	\$ 44,085
<u>Description:</u> Replacement laptops for patrol cars. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Marked Vehicles (14) - Replacement	Police Department	\$ 896,000
<u>Description:</u> Replace fourteen marked police vehicles in poor condition. <u>Impact on operating budget: subtract <\$5k</u> Will save on maintenance as vehicles will be under warranty		
Transit Van	Police Department	\$ 65,000
<u>Description:</u> Purchase of new Transit Van. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Preventative maintenance of vehicle		
Station 22 Bay Door Lights	Fire Department	\$ 7,500
<u>Description:</u> Installation of Stop/Go lights in the bay for safety. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Electric expense to power the lights.		
Station 23 Bunker Gear Storage Area	Fire Department	\$ 8,000
<u>Description:</u> Continuation of bunker gear storage addition to house fire bunker gear with ventilation system, meeting NFPA guidelines. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Electric expense to power the system.		
Bay Cooling Fans	Fire Department	\$ 16,500
<u>Description:</u> Installation: three (3) 12ft diameter fans to cool apparatus bays at Stations 22, 23, and 24. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Electric expense to power fans.		
Ventilation - Stations 23 and 24	Fire Department	\$ 14,500
<u>Description:</u> Install National Fire Protection Assoc (NFPA) compliant ventilation system in the apparatus bay to ensure fresh air flow to areas. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Electric expense to power the system.		

FY 2023 Capital Requests
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Apparatus Floor Resurface - Station 24	Fire Department	\$ 29,000
<u>Description:</u> Remove current flooring, then resurface and coat with industrial rated epoxy coating. <u>Impact on operating budget: None</u> Maintenance of existing area.		
Apparatus Storage Building - Station 24	Fire Department	\$ 150,000
<u>Description:</u> Metal building, 40ft x 71ft, to provide storage and shelter for reserve apparatus. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Electric expense for power.		
Ventilation Chainsaw	Fire Department	\$ 3,000
<u>Description:</u> Replaces older chainsaw on Tower 22. <u>Impact on operating budget: None</u> This is a replacement, therefore no additional impact		
Stabilization Struts (2)	Fire Department	\$ 4,200
<u>Description:</u> Replaces older struts on Tower 22. <u>Impact on operating budget: None</u> This is a replacement, therefore no additional impact		
Rotary Saws (2)	Fire Department	\$ 5,600
<u>Description:</u> Replaces older equipment on Tower 22. <u>Impact on operating budget: None</u> These are replacements, therefore no additional impact		
Intake Valves (4)	Fire Department	\$ 6,040
<u>Description:</u> Replaces valves currently on Engines 121 and 123. <u>Impact on operating budget: None</u> These are replacements, therefore no additional impact		
Engraving System	Fire Department	\$ 6,084
<u>Description:</u> Purchase of Vision engraving system to create items at less cost. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Maintenance of system		

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Forcible Entry Training Prop	Fire Department	\$ 8,415
<u>Description:</u> Hands-on training prop to drill personnel on forcible entry into structures. <u>Impact on operating budget: None</u> Training tool; no maintenance needed		
Equipment - Rescue 23 Ambulance	Fire Department	\$ 12,000
<u>Description:</u> Capital request to adjust for price increase to equip the new ambulance at Station 23. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Maintenance of apparatus		
Lifepak Defibrillators (5)	Fire Department	\$ 12,500
<u>Description:</u> Purchase of new defibrillators to replace existing models. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		
Imaging Cameras (2)	Fire Department	\$ 15,800
<u>Description:</u> NFPA compliant Imaging Cameras (2) to replace current inventory. <u>Impact on operating budget: None. Continues at <\$1k annually</u> Maintenance of apparatus		
Substance Security/Storage Units	Fire Department	\$ 28,050
<u>Description:</u> Storage to secure and provide chain of custody documentation for controlled substances. Fifteen boxes to be located at Fire Stations and at Fire Administration Headquarters. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Maintenance of apparatus		
Battalion Chief Vehicle	Fire Department	\$ 85,000
<u>Description:</u> Replacement of vehicle at Station 24. <u>Impact on operating budget: None. Continues at <\$1k annually</u> This is a replacement, therefore no additional impact		

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Fire Engine - Station 24	Fire Department	\$ 696,000
<u>Description:</u> Replacement of current fire engine at Station 24 (Palmetto St). <u>Impact on operating budget: None. Continues at <\$5k annually</u> This is a replacement, therefore no additional impact		
Cemetery Irrigation	Cemetery	\$ 35,449
<u>Description:</u> Install three irrigation wells to improve irrigation system. <u>Impact on operating budget: None</u> Improvement of established area		
Garden Theatre Rooftop A/C	Facilities Maintenance	\$ 60,000
<u>Description:</u> Replacement of one of three rooftop A/C units. <u>Impact on operating budget: None</u> None, this is a system swap		
Sealcoat City Hall Parking Lot	Facilities Maintenance	\$ 10,962
<u>Description:</u> Sealcoat the parking lot followed by restriping of all lines and markings. <u>Impact on operating budget: None</u> Improvement of existing area		
Downtown audio upgrades	Facilities Maintenance	\$ 17,500
<u>Description:</u> Continuation of speaker additions to the downtown area, extending audio to the Tremaine and Lakeview areas. <u>Impact on operating budget: None</u> None, this is a system swap		
Electric Vehicle Charging Stations	Facilities Maintenance	\$ 9,000
<u>Description:</u> Two (2) ChargePoint electric vehicle charging stations to accommodate increased usage. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Maintenance of stations		

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Downtown Surveillance	Facilities Maintenance	\$ 30,000
<u>Description:</u> Installation of camera surveillance on Plant St. <u>Impact on operating budget: Neglible</u> Maintenance of cameras		
Transit Vans (2)	Facilities Maintenance	\$ 130,000
<u>Description:</u> Replace two older trucks with Transit vans. <u>Impact on operating budget: subtract <\$1k</u> Will save on maintenance as vans will be under warranty		
Resurface Floor - Light Shop	Fleet Maintenance	\$ 40,000
<u>Description:</u> Degrease current flooring, then resurface and coat with industrial rated epoxy coating. <u>Impact on operating budget: None</u> Maintenance of existing area.		
A/C Refrigerant Machines (2)	Fleet Maintenance	\$ 12,700
<u>Description:</u> One new and one replacement refrigerant machine, used daily to recycle and service A/C systems in City vehicles. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Maintenance of machines		
Parks Complex Shelter	Parks/Recreation Department	\$ 14,320
<u>Description:</u> An additional shelter to protect equipment such as tractors and mowers from weather. <u>Impact on operating budget: None</u> No known related expenditures to maintain		
Field Sprayer	Parks/Recreation Department	\$ 4,050
<u>Description:</u> 50 gallon sprayer with electric reel hose used on fields for pest management. <u>Impact on operating budget: Neglible</u> Cleaning of sprayer		

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Pool Chemical Storage - Boulder Pool	Parks/Recreation Department	\$ 1,000
<u>Description:</u> Storage shed to house chemicals for Boulder Pool. <u>Impact on operating budget: None</u> No known related expenditures to maintain		
Fitness Sound System	Parks/Recreation Department	\$ 1,662
<u>Description:</u> Sound system for exercise programs at Jessie Brock Community Center. <u>Impact on operating budget: None</u> System would be replaced by warranty or at end-of-life		
Equipment Storage - Jessie Brock	Parks/Recreation Department	\$ 7,425
<u>Description:</u> Shelter to store tables and chairs for camp and various Community Center programs. <u>Impact on operating budget: None</u> No known related expenditures to maintain		
Transit Van	Parks/Recreation Department	\$ 55,000
<u>Description:</u> Replacement of current passenger van with a new Transit van. <u>Impact on operating budget: subtract <\$500</u> Will save on maintenance as vans will be under warranty		
Newton Park Electrical Upgrade	Newton Park Facilities	\$ 65,000
<u>Description:</u> Upgrade to electrical circuits; installation of new underground conduits at Newton Park. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Maintenance of electrical system		
Drone	Police Department	\$ 15,000
<u>Description:</u> Equipment used to search for suspects and lost individuals. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Minimal maintenance		

FY 2023 Capital Requests
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Capital Projects in East Winter Garden	Community Redevelopment	\$ 1,500,000
<u>Description:</u> Funding for board approved projects in East Winter Garden, to be determined. <u>Impact on operating budget: None</u> Improvement of established area		
Pavement Striping	Local Option Gas Tax	\$ 150,000
<u>Description:</u> Striping of pavement on City roads to be determined. <u>Impact on operating budget: None</u> Improvement of established area		
Downtown Brick Pavers	Local Option Gas Tax	\$ 250,000
<u>Description:</u> Resetting of brick pavers in Downtown area, to include utility improvements. <u>Impact on operating budget: None</u> Improvement of established area		
City-wide Street Resurfacing	Local Option Gas Tax	\$ 2,000,000
<u>Description:</u> Resurfacing of roads, City-wide, to be established. <u>Impact on operating budget: None</u> Improvement of established area		
Video Detection at Foxcrest Signal	Transportation Impact Fees	\$ 37,500
<u>Description:</u> Replace video detection in the traffic signal box at Daniels Rd and Foxcrest. <u>Impact on operating budget: None</u> This is a replacement, therefore no additional impact		
Replace Two (2) PLC Pumps	Utilities Fund	\$ 68,220
<u>Description:</u> Replace the PLC pumps for water treatment. <u>Impact on operating budget: None</u> Replacement of equipment		

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Daniels Business Park Reclaim Main Upsize	Utilities Fund	\$ 18,500
<u>Description:</u> Upsize the size of the Reuse water main along Daniels Rd Business Park for extension of reclaimed water distribution. <u>Impact on operating budget: None</u> Improvement of established area		
Avalon Road Utility Relocates	Utilities Fund	\$ 200,000
<u>Description:</u> Relocation of water main and force main lines to accommodate County improvements from the Florida Turnpike to State Road 50. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
East Winter Garden Water Main Improv	Utilities Fund	\$ 600,000
<u>Description:</u> Upgrade aging water main infrastructure in East Winter Garden. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
Kubota Vehicle	Utilities Fund	\$ 17,000
<u>Description:</u> New Kubota all-terrain vehicle for Wastewater Treatment Plant staff. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Maintenance of vehicle		
Replace (1) Vehicles	Utilities Fund	\$ 38,000
<u>Description:</u> Replace three trucks in poor condition with new F150s. <u>Impact on operating budget: subtract <\$500</u> Will save on maintenance as new trucks will be under warranty		
Replace two (4) Utility Trucks	Utilities Fund	\$ 206,000
<u>Description:</u> Replace two Utility trucks in poor condition with new F450s. <u>Impact on operating budget: subtract <\$500</u> Will save on maintenance as new trucks will be under warranty		

FY 2023 Capital Requests
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Rolling Rock Way Pump Station	Utilities Fund	\$ 100,000
<u>Description:</u> Add pump station at 1275 Rolling Rock Way to serve area currently on septic. <u>Impact on operating budget: Minor, Add <\$1k/yr</u> Maintenance of station		
Teacup Springs Sewer Conversion	Utilities Fund	\$ 150,000
<u>Description:</u> Add gravity sewer collection system on roadways in Teacup Springs. <u>Impact on operating budget: Minor, Add <\$1k/yr</u> Maintenance of system		
Manhole Rehabilitation	Utilities Fund	\$ 200,000
<u>Description:</u> Rehabilitate deteriorated manholes along roadways. <u>Impact on operating budget: None</u> Rehabilitation of existing manholes		
Portable Toilets	Utilities Fund	\$ 5,400
<u>Description:</u> Purchase of two (2) ADA compliant portable toilets for special events. <u>Impact on operating budget: None</u> Replacement of existing equipment		
Western Storage Tank Fill Piping	Utility Impact Fees	\$ 75,000
<u>Description:</u> Need to design and install a separate potable water tank fill line at Amber Sweet Lane. <u>Impact on operating budget: Minor, Add <\$1k/yr</u> Maintenance of system		
Tildenville Rd Water Main Extension	Utility Impact Fees	\$ 75,000
<u>Description:</u> Connect 8" water main from the Old Packing House to the Oakland Park utility in order to loop the system. <u>Impact on operating budget: Minor, Add <\$1k/yr</u> Maintenance of system		

FY 2023 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Downtown Brick Pavers	Utility Renewal/Replace	\$ 125,000
<u>Description:</u> Replacement of aging water main and sewer infrastructure. <u>Impact on operating budget: None</u> Renewal or replacement of current infrastructure		
20" RM Elevated Crossing	Utility Renewal/Replace	\$ 100,000
<u>Description:</u> Rehab elevated crossing of the 20" Reclaim Main on the W.O. Trail behind Hope Charter. <u>Impact on operating budget: None</u> Renewal or replacement of current infrastructure		
Westside Townhomes Drainage Improv	Stormwater	\$ 100,000
<u>Description:</u> Improvements to rear yard drainage along Westside Drive and Dolphin Drive. <u>Impact on operating budget: Minor, Add <\$1k/yr</u> Maintenance of system		
Newton Park Dredging	Stormwater	\$ 150,000
<u>Description:</u> Dredging of muck along Lake Apopka near boat ramp. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
Roper Drive Stormwater Improvements	Stormwater	\$ 300,000
<u>Description:</u> Improvements of stormwater collection through rear lots of Roper Drive to Bradford Park. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
Stormwater R&R	Stormwater	\$ 300,000
<u>Description:</u> Repair and replace existing infrastructure including pipe replacement, chemical grouting and joint repairs. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		

FY 2023 Capital Requests
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Utility Truck Replacement	Stormwater	\$ 85,000
Description: Replace current Utility truck in poor condition with new F650. <u>Impact on operating budget: subtract <\$500</u> Will save on maintenance as new truck will be under warranty		
Street Sweeper	Stormwater	\$ 310,000
Description: Replace 2008 Street Sweeper in poor condition with new Tymco. <u>Impact on operating budget: subtract <\$500</u> Will save on maintenance as new truck will be under warranty		
Mack Rear Load, Replacement	Solid Waste	\$ 285,000
Description: Replacement truck to improve waste collection service for customers. <u>Impact on operating budget: subtract <\$5000</u> Will save on maintenance as new truck will be under warranty		

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
FIVE YEAR CIP**

PROJECT NAME	SOURCE FUND		2023	2024	2025	2026	2027	Totals
Firewalls - City Hall and Police Department	GF	Information Technology	86,098	-	-	-	-	86,098
New ERP Software	GF	Information Technology	300,000	-	-	-	-	300,000
Building Inspector Truck	GF	Community Development	41,000	-	-	-	-	41,000
Police Dispatch Server Room A/C Unit	GF	Police	29,294	-	-	-	-	29,294
Police Laptops	GF	Police	44,085	-	-	-	-	44,085
Transit Van	GF	Police	65,000	-	-	-	-	65,000
Police Marked Vehicles	GF	Police	896,000	384,000	384,000	384,000	384,000	2,432,000
Controlled Substance Storage Units	GF	Fire	28,050	-	-	-	-	28,050
Apparatus Floor Resurface - Station 24	GF	Fire	29,000	-	-	-	-	29,000
Battalion Chief Vehicle	GF	Fire	85,000	-	-	-	-	85,000
Apparatus Storage Building - Station 24	GF	Fire	150,000	-	-	-	-	150,000
Fire Engine - Station 24	GF	Fire	696,000	-	-	-	-	696,000
Cemetery Irrigation	GF	Cemetery	35,449	-	-	-	-	35,449
Streets & Sidewalks Resurfacing/Improvements	GF	Streets	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Downtown Surveillance Cameras	GF	Facilities Maint	30,000	-	-	-	-	30,000
Garden Theatre Rooftop A/C	GF	Facilities Maint	60,000	-	-	-	-	60,000
Transit Vans (2)	GF	Facilities Maint	130,000	-	-	-	-	130,000
Resurface Floor - Light Shop	GF	Fleet Maint	40,000	-	-	-	-	40,000
Downtown Fountain Restoration	GF	Parks & Land	-	502,500	-	-	-	502,500
Transit Van	GF	Recreation	55,000	-	-	-	-	55,000
Newton Park Electrical Upgrade	GF	Newton Pk	65,000	-	-	-	-	65,000
General Fund Total			2,864,976	1,886,500	1,384,000	1,384,000	1,384,000	8,903,476
East Winter Garden	CRA	CRA	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
CRA Fund Total			1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000

CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
FIVE YEAR CIP

PROJECT NAME	SOURCE FUND		2023	2024	2025	2026	2027	Totals
Video Detection - Daniels & Foxcrest Signal	GIF	Streets	37,500	-	-	-	-	37,500
Story Rd (Dillard St to 9th St)	GIF	Streets	-	-	285,000	1,000,000	1,000,000	2,285,000
General Impact Fee Fund Total			37,500	-	285,000	1,000,000	1,000,000	2,322,500
Downtown Brick Pavers	LOGT	Streets	250,000	30,000	30,000	30,000	30,000	370,000
Midget PI - Surprise to Palm	LOGT	Streets	-	47,300	189,100	-	-	236,400
N. Main Street - Plant to Newell	LOGT	Streets	-	22,250	126,000	-	-	148,250
S. Highland - Smith to Maple	LOGT	Streets	-	21,163	119,937	-	-	141,100
S. Highland - Smith to Tremaine	LOGT	Streets	-	21,163	119,937	-	-	141,100
Palm Dr - Regal to Division	LOGT	Streets	-	94,600	378,400	-	-	473,000
Street Resurfacing	LOGT	Streets	2,000,000	1,300,000	1,400,000	1,500,000	1,500,000	7,700,000
Pavement Striping	LOGT	Streets	150,000	150,000	150,000	150,000	150,000	750,000
Local Option Gas Tax Total			2,400,000	1,686,476	2,513,374	1,680,000	1,680,000	9,959,850
Westside Townhomes Drainage Improvements	S	Stormwater	100,000	-	-	-	-	100,000
Newton Park Dredging	S	Stormwater	150,000	-	-	-	-	150,000
Roper Drive Stormwater Improvements	S	Stormwater	300,000	-	-	-	-	300,000
Stormwater Pollution Control	S	Stormwater	-	225,500	-	-	-	225,500
Vehicle Replacement	S	Stormwater	85,000	-	-	-	-	85,000
Streetsweeper Replacement	S	Stormwater	310,000	-	-	-	-	310,000
S. Highland - Smith to Maple	S	Stormwater	-	10,300	58,700	69,000	69,000	207,000
S. Highland - Smith to Tremaine	S	Stormwater	-	10,300	58,700	69,000	69,000	207,000
N. Main Street - Plant to Newell	S	Stormwater	-	3,400	19,450	22,850	22,850	68,550
Midget PI - Surprise to Palm	S	Stormwater	-	10,750	42,950	53,700	53,700	161,100
Palm Dr - Regal to Division	S	Stormwater	-	18,600	74,300	92,900	92,900	278,700
Stormwater Line Upgrade - E Plant/9th St	S	Stormwater	-	1,500,000	-	-	-	1,500,000
Stormwater R&R Improvements	S	Stormwater	300,000	300,000	300,000	300,000	300,000	1,500,000
Stormwater Total			1,245,000	2,078,850	554,100	607,450	607,450	5,092,850
Mack Rear Load	SW	Solid Waste	285,000	-	-	-	-	285,000
Solid Waste Total			285,000	-	-	-	-	285,000

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
FIVE YEAR CIP**

PROJECT NAME	SOURCE FUND		2023	2024	2025	2026	2027	Totals
Water Treatment Pumps two (2)	U-W	Water	68,220	-	-	-	-	68,220
Western Storage Potable Well	U-W	Water	-	2,400,000	-	-	-	2,400,000
Vehicle Replacement	U-W	Water	-	28,199	28,199	28,199	28,199	112,795
WWTP Expansion at Crest Ave	U-WW	Wastewater	-	10,000,000	15,000,000	-	-	25,000,000
Vehicle Replacement	U-W	Wastewater	-	28,199	28,199	28,199	28,199	112,796
East Winter Garden Water Main Improv	U-W	Distribution	600,000	-	-	-	-	600,000
Water Meter Replacements	U-W	Distribution	-	30,000	30,000	30,000	30,000	120,000
Avalon Road Utility Relocates	U-W	Distribution	100,000	-	-	-	-	100,000
Vehicle Replacements	U-W	Distribution	103,000	28,199	28,199	28,199	28,199	215,796
Vehicle Replacement	U-W	Distribution	38,000	28,199	28,199	28,199	28,199	150,796
Fullers Potable Well #7	U-W	Distribution	-	90,000	1,200,000	-	-	1,290,000
2" Water Main Upgrades	U-W	Distribution	-	200,000	200,000	200,000	200,000	800,000
Wintermere Harbour Reuse Main Ext. & Retro	U-W	Distribution	-	324,000	-	-	-	324,000
Wintermere Pt. Reuse Main Ext. & Retrofit	U-W	Distribution	-	1,224,000	-	-	-	1,224,000
Midget PI - Surprise to Palm	U-W	Distribution	-	8,700	34,700	43,400	43,400	130,200
N. Main Street - Plant to Newell	U-W	Distribution	-	3,000	16,750	19,750	19,750	59,250
S. Highland - Smith to Maple	U-W	Distribution	-	4,250	23,925	28,175	28,175	84,525
S. Highland - Smith to Tremaine	U-W	Distribution	-	4,500	23,675	28,175	28,175	84,525
Palm Dr - Regal to Division	U-W	Distribution	-	20,100	80,550	100,650	100,650	301,950
Avalon Road Utility Relocates	U-W	Collection	100,000	-	-	-	-	100,000
Rolling Rock Way Pump Station	U-W	Collection	100,000	-	-	-	-	100,000
Teacup Springs Sewer Conversion	U-W	Collection	150,000	-	-	-	-	150,000
Truck Replacements, two (2)	U-W	Collection	103,000	33,727	33,727	33,727	33,727	237,908
Lift Station Rehab at multiple lift stations	U-W	Collection	-	200,000	200,000	200,000	200,000	800,000
Slip Lining of 1,600' of 8" gravity sewer	U-W	Collection	-	200,000	200,000	200,000	200,000	800,000
Manhole Rehabilitation	U-W	Collection	200,000	200,000	200,000	200,000	200,000	1,000,000
Utilities Fund Total			1,562,220	15,055,073	17,356,123	1,196,673	1,196,673	36,366,761

**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
FIVE YEAR CIP**

PROJECT NAME	SOURCE FUND		2023	2024	2025	2026	2027	Totals
Western Storage Tank Fill Piping	UIF-W	Distribution	75,000	-	-	-	-	75,000
Tildenville Rd Water Main Extension	UIF-W	Distribution	75,000	-	-	-	-	75,000
Westfield Retrofit Phases 1 & 2	UIF-W	Distribution	-	500,000	500,000	-	-	1,000,000
Reclaimed Water PH 3	UIF-WW	Wastewater	-	200,000	2,700,000	-	-	2,900,000
Utility Impact Fee Total			150,000	700,000	3,200,000	-	-	4,050,000
Downtown Brick Paver Project	URR-W	Water	50,000	-	-	-	-	50,000
Downtown Brick Paver Project	URR-WW	Collection	75,000	-	-	-	-	75,000
20" RM Elevated Crossing - W.O. Trail design phase	URR-WW	Wastewater	100,000	-	-	-	-	100,000
Midget Pl - Surprise to Palm	URR-WW	Collection	-	12,200	48,800	-	-	61,000
N. Main Street - Plant to Newell	URR-WW	Collection	-	6,100	34,550	-	-	40,650
Palm Dr - Regal to Division	URR-WW	Collection	-	22,800	91,300	-	-	114,100
S. Highland - Smith to Maple	URR-WW	Collection	-	4,460	25,290	-	-	29,750
S. Highland - Smith to Tremaine	URR-WW	Collection	-	4,500	25,250	-	-	29,750
Gravity Sewer Rehab	URR-WW	Collection	-	200,000	200,000	200,000	200,000	800,000
Utility Renewal and Replacement Total			225,000	250,060	425,190	200,000	200,000	1,300,250
TOTAL CITY			<u>10,269,696</u>	<u>23,156,959</u>	<u>27,217,787</u>	<u>7,568,123</u>	<u>7,568,123</u>	<u>75,780,687</u>

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, 2022
Parking Garage and Downtown Capital Projects – Sales Tax Revenue Bonds, Series 2016A \$10,061,000 principal due in annual installments of \$375,000 to \$630,000 through October 1, 2036; interest due in semi-annual installments of \$7,813 to \$146,242 through October 1, 2036; interest rate is fixed at 2.48%.	\$ 7,557,000
Refinance Original City Hall Loan – Sales Tax Revenue Bonds, Series 2016B \$9,691,000; principal due in annual installments of \$363,000 to \$605,000 through October 1, 2036; interest due in semi-annual installments of \$7,502 to \$140,865 through October 1, 2036; interest rate is fixed at 2.48%.	7,276,000
Transportation & Parks Capital Projects – Sales Tax Revenue Bonds, Series 2021 \$16,087,000; principal due in annual installments of \$1.028M to \$1.279M through October 1, 2035; interest due in semi-annual installments of \$10,808 to \$135,935 through October 1, 2035; interest rate is fixed at 1.69%.	15,059,000
Total Outstanding—Governmental Fund Types	\$29,892,000

Debt Outstanding—Proprietary Fund Types:	Amount Expected at October 1, 2022
Wastewater Treatment Pre-Construction – 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%	\$ 144,055
Wastewater Treatment Construction – 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%	1,416,023
Water Treatment Construction – 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%	262,100
Total Outstanding—Proprietary Fund Types	\$1,822,178

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
2023	\$ 458,000	\$ 187,414	\$ 645,414
2024	469,000	176,055	645,055
2025	481,000	164,424	645,424
2026-2036	6,149,000	952,321	7,101,321
	<u>\$7,557,000</u>	<u>\$1,480,214</u>	<u>\$9,037,214</u>

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

Fiscal Year Ending	Principal	Interest	Total
2023	\$ 444,000	\$ 180,445	\$ 624,445
2024	453,000	169,434	622,434
2025	461,000	158,199	619,199
2026-2036	5,918,000	916,310	6,834,310
	<u>\$7,276,000</u>	<u>\$1,424,388</u>	<u>\$8,700,388</u>

Debt service requirements of the Sales Tax Bonds, Series 2021 are as follows:

Fiscal Year Ending	Principal	Interest	Total
2023	\$ 1,046,000	\$ 254,497	\$ 1,300,497
2024	1,063,000	236,820	1,299,820
2025	1,082,000	218,855	1,300,855
2026-2036	11,868,000	1,130,982	12,998,982
	<u>\$15,059,000</u>	<u>\$1,841,154</u>	<u>\$16,900,154</u>

DEBT OUTSTANDING—PROPRIETARY FUND TYPES:

Utility Fund

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

Fiscal Year Ending	Principal	Interest	Total
2023	70,838	4,212	75,050
2024	73,218	1,834	75,051
	<u>\$144,055</u>	<u>\$6,046</u>	<u>\$150,101</u>

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

Fiscal Year Ending	Principal	Interest	Total
2023	698,099	35,045	733,144
2024	717,924	15,220	733,144
	<u>\$1,416,023</u>	<u>\$50,265</u>	<u>\$1,466,288</u>

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

Fiscal Year Ending	Principal	Interest	Total
2023	129,312	6,141	135,453
2024	132,788	2,665	135,453
	<u>\$262,100</u>	<u>\$8,806</u>	<u>\$270,906</u>

SUPPLEMENTAL INFORMATION

PERSONNEL AUTHORIZATIONS

—

FULL TIME EQUIVALENT EMPLOYEES PER
THOUSAND

—

GENERAL FUND UNRESERVED FUND BALANCE
HISTORY

—

AD VALOREM REVENUE HISTORICAL
COMPARISON

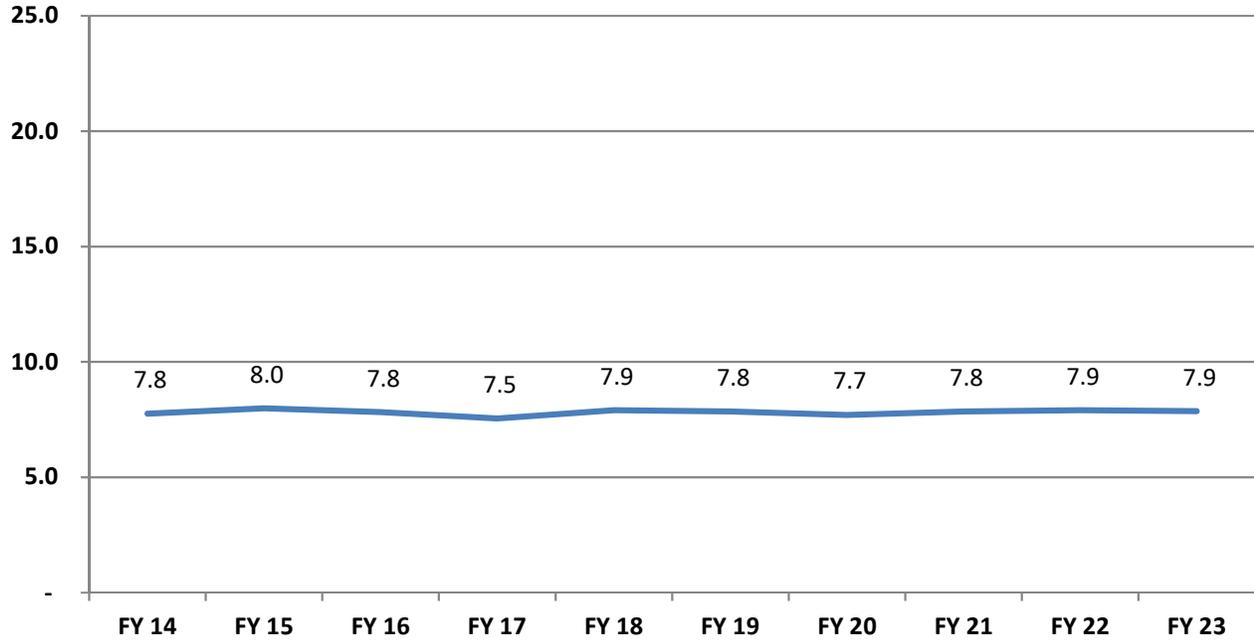
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TAXABLE VALUE AND MILLAGE
HISTORICAL COMPARISON

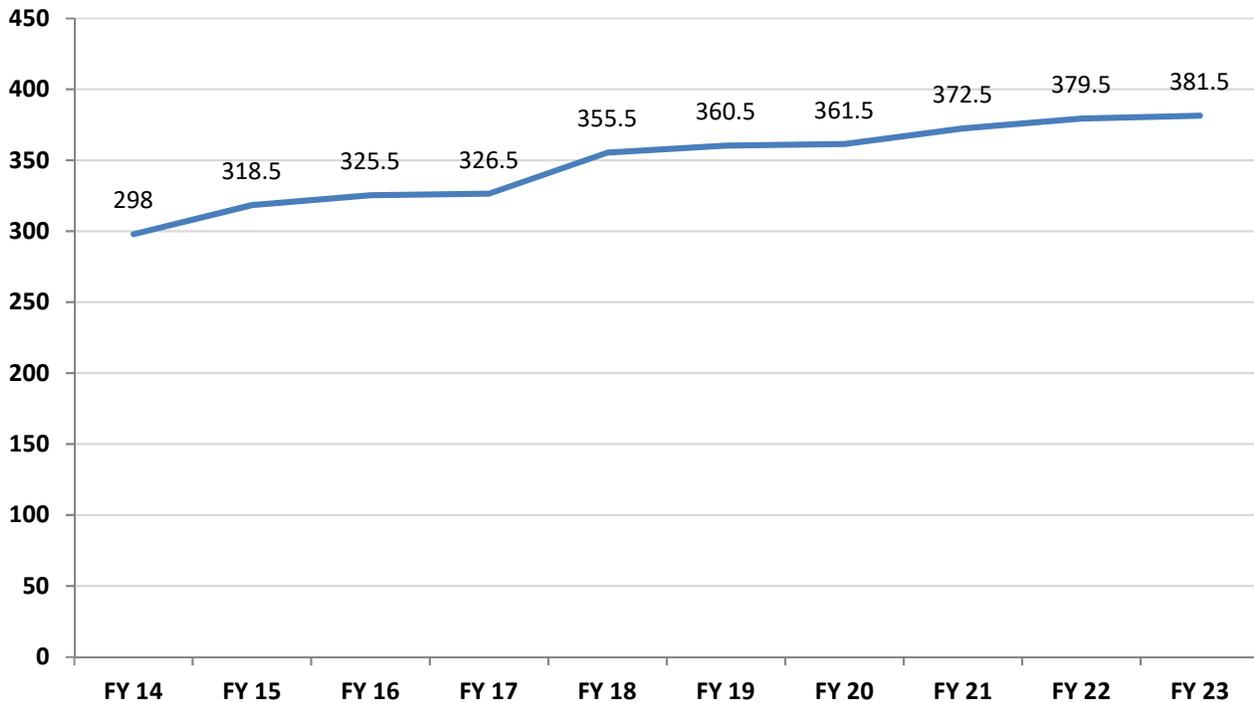
CITY OF WINTER GARDEN
Adopted FULL TIME EQUIVALENT
FISCAL YEAR 2022-2023

DEPARTMENT	FY 2019	FY 2020	FY 2021	FY 2022	Adopted FY 2023
GENERAL GOVERNMENT					
City Commission	5	5	5	5	5
Executive	5.5	5.5	5.5	3.5	3.5
Economic Development	1	1	1	2	2
City Clerk	3	3	3	3	3
Finance	11	9	9	9	10
Information Systems	5	5	5	6	6
ADMINISTRATIVE SERVICES					
Human Resources	4	4	4	5	5
Facilities Management	6	7	9	9	9
Fleet Management	7	7	7	8	8
TOTAL GENERAL GOVERNMENT	47.5	46.5	48.5	50.5	51.5
PUBLIC SAFETY					
Police - sworn	90	90	93	95	95
Police - non-sworn	30	30	35	35	35
Police - non-sworn part-time	12	12	12	12	12
Fire	64	64	64	64	64
TOTAL PUBLIC SAFETY	196	196	204	206	206
COMMUNITY DEVELOPMENT					
Building - Inspection	9	9	10	10	10
Building - Code Enforcement	3	3	3	3	3
Planning - Administration	5	5	5	5	5
Building - Administration	6	6	6	7	7
TOTAL COMMUNITY DEVELOPMENT	23	23	24	25	25
PUBLIC SERVICES					
Administration	4	4	4	4	4
Streets	3	3	3	3	3
Cemetery	1	1	1	1	1
Sanitation	18	18	18	18	18
Stormwater	2	2	2	2	2
Environmental Services	2	2	2	2	2
Water	5	5	5	5	5
Wastewater	7	7	7	7	8
Distribution	12	14	14	14	14
Collection	15	15	15	15	15
TOTAL PUBLIC WORKS AND UTILITIES	69	71	71	71	72
ENGINEERING	5	5	5	5	5
PARKS and RECREATION					
Recreation	9	9	9	8	8
Parks	14	14	14	17	17
TOTAL PARKS/RECREATION	23	23	23	25	25
TOTAL PUBLIC SERVICES	97	99	99	101	102
TRAILER CITY	2	2	2	2	2
TOTALS (less Commission)	360.5	361.5	372.5	379.5	381.5

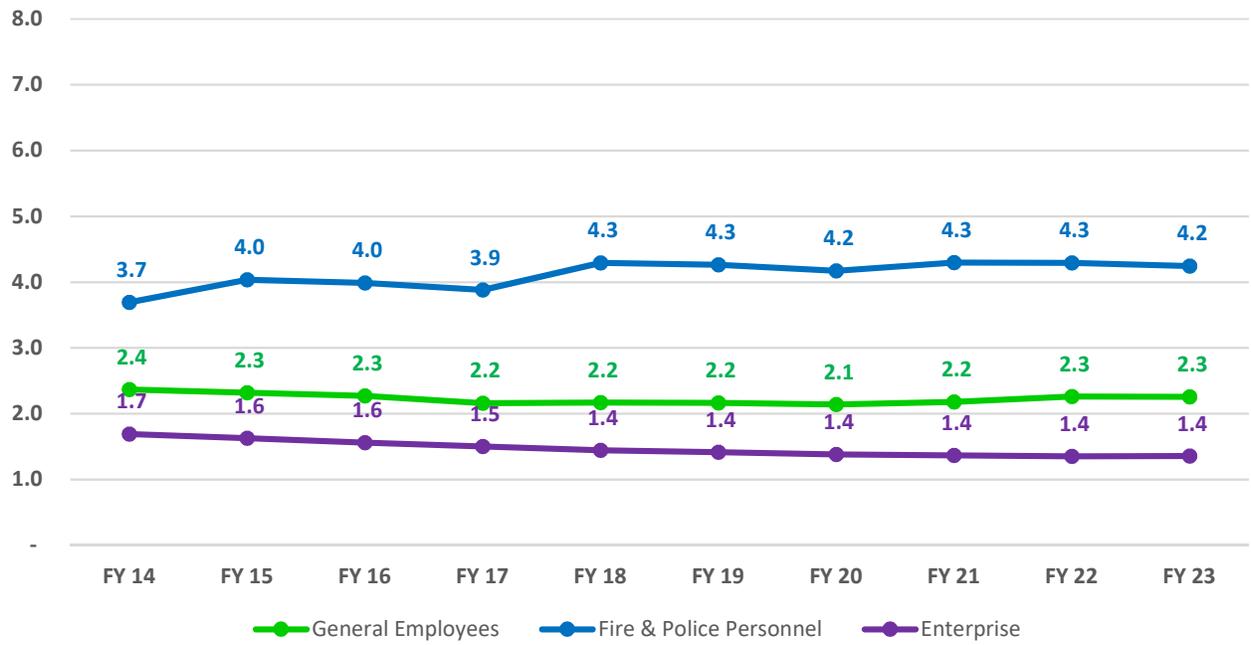
**CITY OF WINTER GARDEN
 FY 2022/2023 BUDGET
 FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**



FULL-TIME EQUIVALENT EMPLOYEES



General Fund Employees per 1,000 Residents

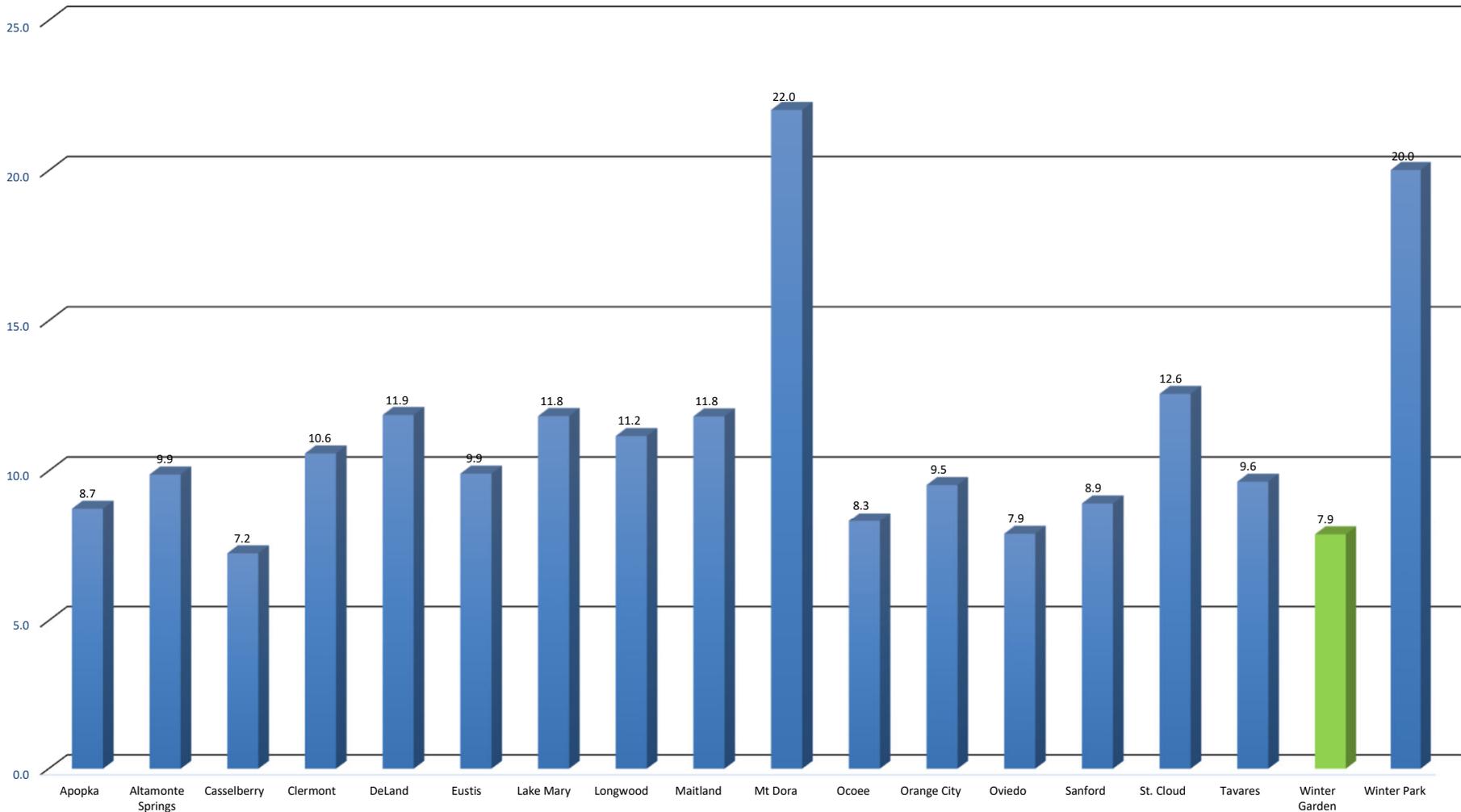


City of Winter Garden

FY 2022--2023 Full-time Equivalent Employees per 1,000 Population

	Apopka	Altamonte Springs	Casselberry	Clermont	DeLand	Eustis	Lake Mary	Longwood	Maitland	Mt Dora	Ocoee	Orange City	Oviedo	Sanford	St. Cloud	Tavares	Winter Garden	Winter Park
Number of citizens	56,727	46,735	29,571	44,687	38,342	23,407	16,867	15,496	19,545	16,688	48,202	13,483	40,073	62,045	61,033	19,600	48,503	30,019
Budgeted FTEs	496.0	462.0	214.0	473.0	455.0	232.0	199.5	173.0	231.0	367.5	401.0	128.5	316.0	553.3	767.0	189.0	381.5	601.0
Full-time Equivalent Employees per 1,000 Population	8.7	9.9	7.2	10.6	11.9	9.9	11.8	11.2	11.8	22.0	8.3	9.5	7.9	8.9	12.6	9.6	7.9	20.0

Local Municipalities - Full-time Equivalent Employees per 1,000 Population



City of Winter Garden

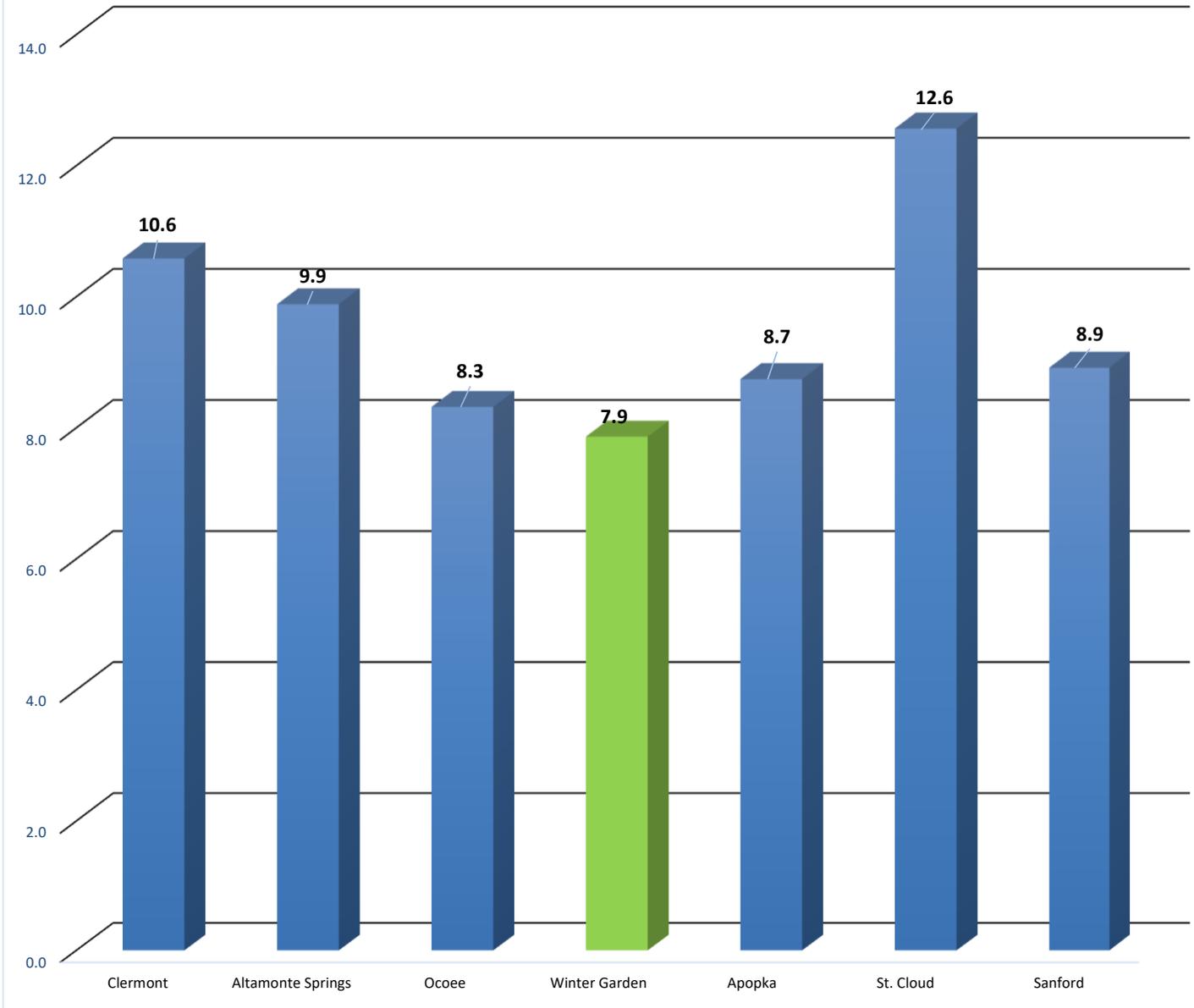
FY 2022--2023 Full-time Equivalent Employees per 1,000

Population

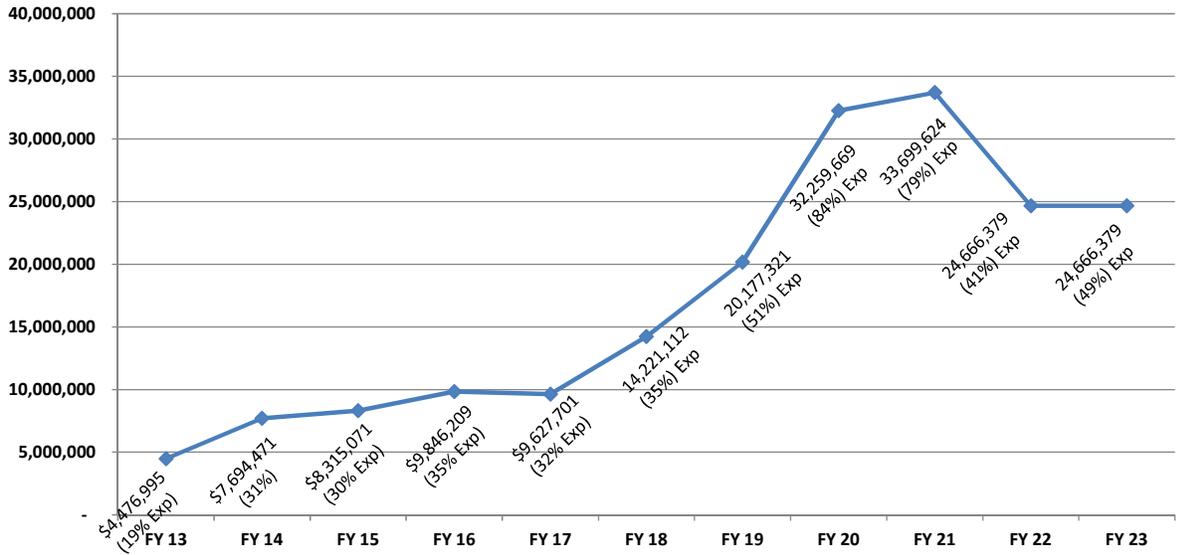
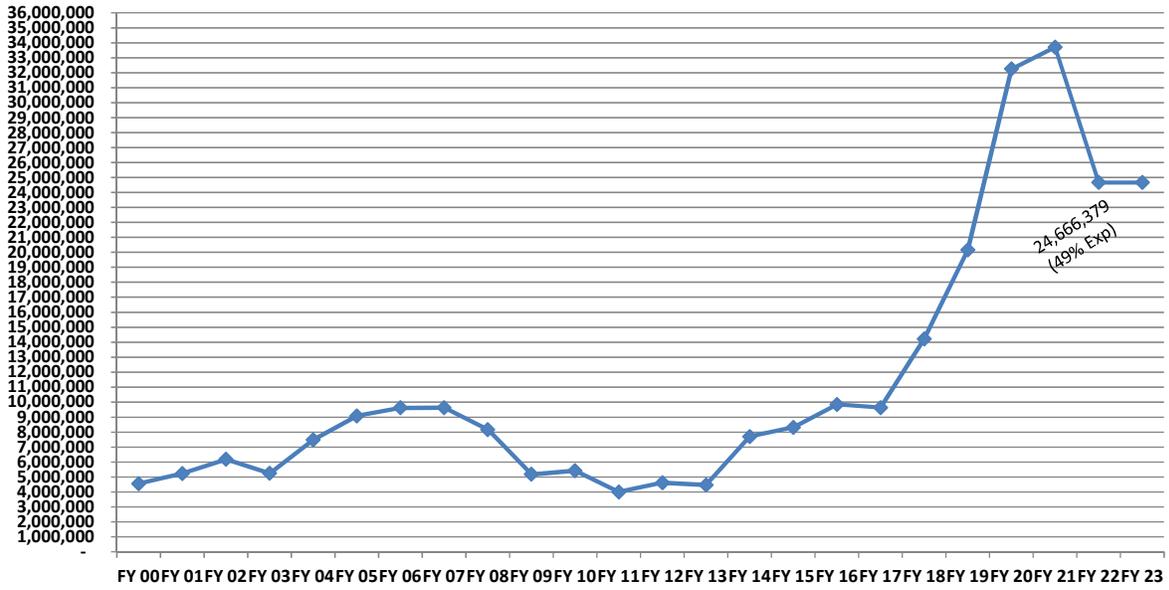
Comparison purpose, # of FTEs to hit average 9.6	
Average	Winter Garden
	48,503
	475.5
9.8	9.8

	Clermont	Altamonte Springs	Ocoee	Winter Garden	Apopka	St. Cloud	Sanford
Number of citizens	44,687	46,735	48,202	48,503	56,727	61,033	62,045
Budgeted FTEs	473.0	462.0	401.0	381.5	496.0	767.0	553.3
Full-time Equivalent Employees per 1,000 Population	10.6	9.9	8.3	7.9	8.7	12.6	8.9

Local Municipalities - Full-time Equivalent Employees per 1,000 Population

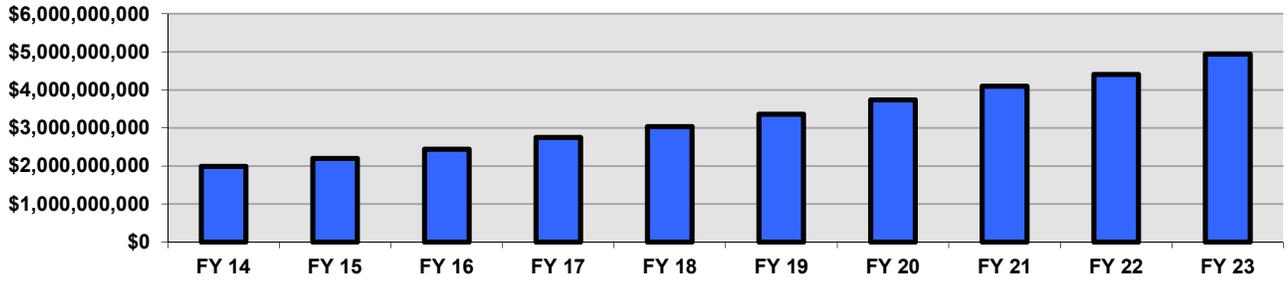


**CITY OF WINTER GARDEN
FY 2022/2023 BUDGET
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND**

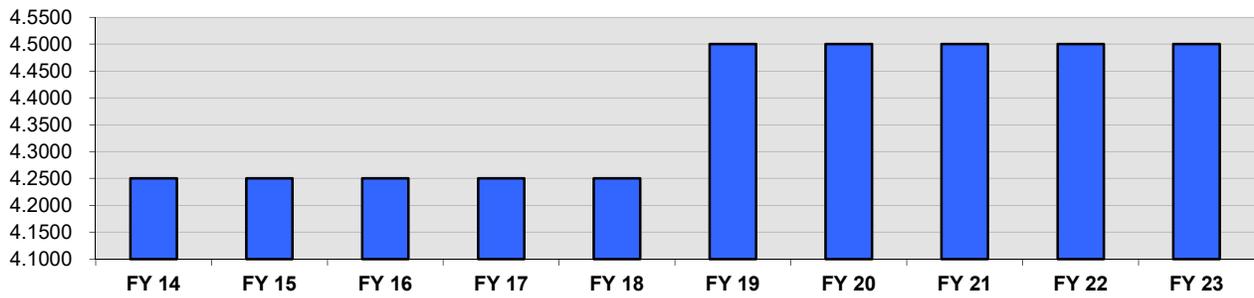


CITY OF WINTER GARDEN AD VALOREM TAXES

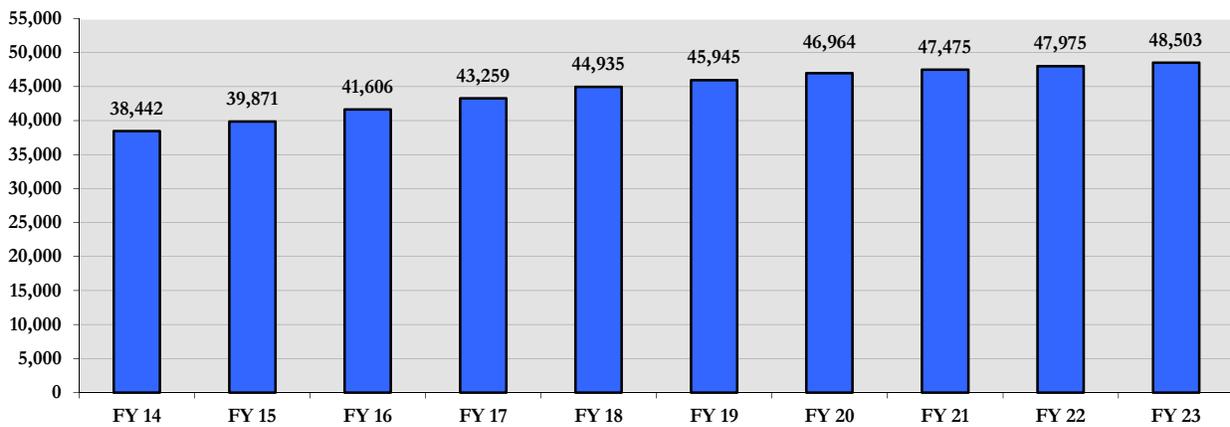
TOTAL ASSESSED VALUATION



MILLAGE RATE



WINTER GARDEN POPULATION





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City of Winter Garden

STRATEGIC PLAN

Strategic Priorities

Improve and Maintain Mobility

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

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



Target Areas:

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



Key Initiatives:

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

Ensure a Safe Community

Direct police presence around property and personal crimes, providing a sense of safety.

Ensure Fire Department and community readiness for fire, medical and disaster emergencies through proactive outreach.



In order to be comfortable in their homes, neighborhoods and downtown; feel confident in the 9-1-1 response; to move freely about the city; and for commerce to be successful; residents must feel safe. A safe community will attract residents, visitors and businesses. The causes of crime are many, and while not all solutions rest with the police, local law enforcement is still on the front line to vigilantly protect both person and property. Life emergencies surrounding a medical crisis or personal property can also be devastating, especially, when they can be prevented. The Fire Department works hard to educate citizens on prevention and having a fast response to such events.



Target Areas:

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



Key Initiatives:

- Maintain strong police presence downtown and throughout City.
- Promote (night and day) sense of safety in neighborhoods.
- Preserve community trust and enlist key members to assist with crime prevention.
- Engage with at-risk youth through proactive community initiatives.
- Ensure traffic safety on targeted roadways and in neighborhoods
- Reduce and prevent property crimes.
- Conduct emergency preparedness outreach and fire prevention campaigns – targeting vulnerable communities.
- Provide CPR training for residents to help save lives.
- Ensure speedy Fire and EMS response including turn-out times.



Encourage a Thriving Economy

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

Economic vitality is the engine of sustainable growth and, some would argue, the foundation of a good quality of life. There are many avenues to a strong and vibrant economy, but building on the assets as well as the intangibles that Winter Garden already has makes the road to success much more attainable.

Target Areas:

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



Key Initiatives:

- Continue to preserve a vibrant, thriving downtown.
- Revitalize/Expand commercial areas throughout the City.
- Make Winter Garden a premier place to work, live and play in Central Florida.
- Market Winter Garden as a destination for entrepreneurs, recreationists, culinary enthusiasts, digital media and all other visitors.
- Attract and promote a desirable mix of businesses.
- Build on the strategic presence of the West Orange Trail.
- Work closely with the development community to create new office, commercial and industrial space throughout the City.
- Improve property values through quality commercial and residential development.
- Deliver an expedient plan review/permitting processes with high design standards.



Protect the Sense of Community

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

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



Target Areas:

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

Key Initiatives:

- Maintain the small town atmosphere.
- Preserve the historical charm and attributes.
- Develop a strong community identity and public spaces where people like to gather.
- Provide opportunities to encourage social engagement and connection (partnerships with public, private, faith-based/not-for-profit sectors).
- Provide opportunities for public participation, input and civic engagement.
- Increase community engagement and cohesion (more multi-cultural experiences).
- Keep residents well-informed about City affairs and happenings.
- Make all residents feel welcomed, valued and connected



Preserve the Natural Environment

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

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



however, a reasonable balance must be struck to grow wisely and responsibly protecting the beauty nature has already provided.

Target Areas:

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

Key Initiatives:

- Pursue managed and well-planned growth.
- Maintain and protect natural land spaces, groundwater resources and other environmentally sensitive areas.
- Rehab, restore and protect open space/land reserve.
- Continue to pursue efforts to improve/reduce pollution effects in Lake Apopka.
- Require residential developers to allot significant acreage to natural open spaces.
- Rehabilitate and preserve Tucker Ranch Heritage Park, thereby, providing addition natural green space for holistic health and wellness also including farming, primitive camping, education, and other nature-based activities.



Provide an Attractive Community

Keep the City and its gateway corridors attractive and clean.

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



Target Areas:

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

Key Initiatives:

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



Provide Recreation, Arts and Culture

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



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



Target Areas:

- Resident demand outpaces available athletic facilities - some leave town to "play."
- Many residents lack awareness about existing programs.
- Youth need more recreation and constructive out-of-school time activities.

Key Initiatives:

- Maximize recreational opportunities to provide programs that are most desirable by all demographical segments.
- Tucker Ranch Heritage Park to be used to expand recreational footprint and offer health and wellness experiences.
- Celebrate community history and tradition through festivals/events.
- Encourage private sector partnership of recreational services/offerings.
- Diverse art and culture events that bring the residents and visitors together.
- Utilize creative ways to proactively connect and engage with residents about recreation programs, art and cultural opportunities.



Support Education and Learning Opportunities

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

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



Target Areas:

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



Key Initiatives:

- Support efforts to improve the quality of Winter Garden public schools.
- Support new and existing opportunities for adult education including technical and traditional higher learning.
- Provide diverse learning and enrichment alternatives for K-12 students that complement each student's broader educational development.

Maintain Quality Services and Infrastructure

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

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



Target Areas:

- Not all parts of Winter Garden appear to have equivalent quality of infrastructure.
- Water, sewer, storm water, street resurfacing, right of way landscaping and other services need to be performed at the highest levels across all of Winter Garden.

Key Initiatives:

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





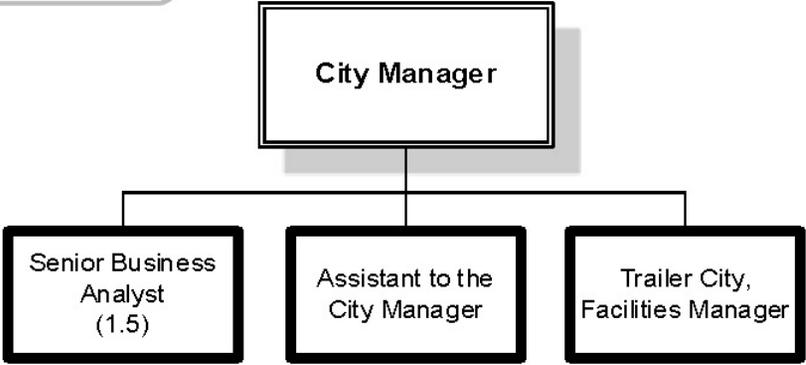
EXECUTIVE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To lead, direct and coordinate all City functions and departments ensuring proper resource and alignment between operating activities and the strategic priorities valued by our residents, City Commissioners and other stakeholders.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Lead, direct and oversee all City department functions and operating activities Resident/Business community engagement and relations External government (state and local) affairs Administer and oversee budget and fiscal management Policy, ordinance and resolution development Community planning and business development
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Legislation changes at federal, state and local levels Recessionary concerns and slowing economy Inflationary environment and ongoing supply chain issues Generally apathy towards local government Ensuring the City's efforts to communication are targeted and meaningful using the right medium and the right message to the right stakeholders in the right way Public's reluctance to participate in community and government matters due to a lack of understanding or being uninformed Higher than normal staff turnover and vacancies burdening our customer service response 	<p>BUSINESS ASSUMPTIONS</p> <ul style="list-style-type: none"> More informed citizens will increase their understanding of City functions and affairs Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity Citizens fundamentally desire to experience a high sense of community and feel welcomed to share and be a part of their community Economy and markets will experience further slowdown in the near term Excellent and reliable customer service will build and preserve community trust Sufficient staffing and resources in place to effectively meet service demands with excellence and in the Winter Garden Way

Organizational Structure

FTE: 4.5



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Protect the Sense of Community

Department Goal

Cultivate a sense of community pride, connection and involvement

Objective

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

Performance Indicators

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

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

Public Information Services Satisfaction Index – % of Citizens who feel positive about the overall access, quality and usefulness of Public Information delivered through various media

Residents Connection and Engagement with their Community Satisfaction Index – % of Citizens who feel positive about their ability easily connect and engage with their community in various capacities

Making All Residents Feel Welcome Satisfaction Index– % of Citizens who feel positive about the City's efforts to make residents feel welcomed and valued

Sense of Civic/Community Pride Satisfaction Index – % of Citizens who feel positive about their value and celebration for civic and community pride

Sense of Community Satisfaction Index – % of Citizens who feel positive about the overall sense of community cohesiveness and unity

Strategic Priority #2

Provide and Attractive Community

Department Goal

Achieve a high quality of life for all citizens by nurturing and sustaining a desirable community

Objective

- Proactively engage residents, including community stakeholders, to refine targeted efforts to better provide best in class City services, development, infrastructure, amenities, customer service and a resilient economic base for all residents to be proud of in order to achieve a quality of life that is safe, wholesome and desirable.

Performance Indicators

Overall quality of life in Winter Garden Satisfaction Index– % of Citizens who feel positive about the overall quality of life throughout the City

Overall image or reputation of Winter Garden Satisfaction Index– % of Citizens who feel positive about the overall image and reputation of City

Recommend living in Winter Garden to someone who asks Satisfaction Index–% of Citizens who feel positive about living in the City to the degree they would recommend it to others

Winter Garden as a place to raise children Satisfaction Index– % of Citizens who feel positive and safe about the City as a place to raise children

Winter Garden as a place to live Satisfaction Index– % of Citizens who feel positive and safe about the City as a place to live and reside

Remain in Winter Garden for the next five years Satisfaction Index- % of Citizens who feel positive about living and remaining in the City for at least the next five years

Strategic Priority #3

Support Public Education and Learning Opportunities

Department Goal

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

Objective

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

Performance Indicators

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

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

of K-12 Students Enrichment Participants per Household - The average number of students per household who attend or participate in outreach and learning enrichment activities where the City serves as a community partner, resource or facilitator (can include repeat participation)

Strategic Priority #4

Deliver Quality Services Equitably and Respectfully

Department Goal

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

Objective

- Continue to monitor, engage and improve the City's work request service delivery process to achieve satisfactory excellence in the customer service experience when responding to the service concerns of all citizens.

Performance Indicators

Overall Customer Service by City Employees Satisfaction Index – % of Citizens who feel positive about the quality of the City's overall customer service delivery, interactions and responsiveness

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

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

% of Requests Resolved within 24 hours – % of customer or citizen service requests that are closed/completed less than or equal to one business day by City staff

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

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

Objective

- Monitor, engage and improve the Citywide telephone customer service response on all inbound calls to achieve timely and responsive outcomes according to the established service standards when handling the service needs of the community.

Performance Indicators

All City Average Queue Wait Time – The time that elapses on average (seconds or minutes) once a caller enters any of the Main City Queues 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...

All City Average Talk Time – Time taken (seconds or minutes) to service or complete All City inbound 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...

All City 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 any of the Main City Queues. Note - :60 = 1 min; :120 = 2 min; :180 sec = 3 min; etc....

All City Call Abandonment Rate – Number of callers or calls entering any of the Main City Queues that voluntarily terminate or abandon the call before a call agent or live person picks-up divided by total calls presented in all Queues.

All City % of Calls Handled – Number of calls presented in any of the Main City Queues and were answered by a call agent or live person divided by total calls presented in all Queues.

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Opportunities to Participate in Community Matter Satisfaction Index *	69%	N/A	79%↑
Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index *	71%	N/A	80%↑
Public Information Services Satisfaction Index *	81%	N/A	83%↑
Residents Connection and Engagement with their Community Satisfaction Index *	75%	N/A	78%↑
Making All Residents Feel Welcome Satisfaction Index *	86%	N/A	90%↑
Sense of Civic/Community Pride Satisfaction Index *	76%	N/A	80%↑
Sense of Community Satisfaction Index *	78%	N/A	82%↑
Overall quality of life in Winter Garden Satisfaction Index *	96%	N/A	97%↑

Overall image or reputation of Winter Garden Satisfaction Index*	93%	N/A	94%↑
Winter Garden as a place to raise children Satisfaction Index *	92%	N/A	93%↑
Winter Garden as a place to live Satisfaction Index *	98%	N/A	98%↑
Overall Customer Service by City Employees Satisfaction Index *	88%	N/A	90%↑
Service Process Satisfaction Rating **	95%	93%	≥ 95%↑
Service Outcome Satisfaction Rating **	95%	94%	≥ 95%↑
% Satisfied with Resolution Timeframe **	97%	96%	100%↑
Employee Motivation and Productivity Satisfaction Rating ***	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Recommend living in Winter Garden to someone who asks Participiation Index *	95%	N/A	96%↑
Remain in Winter Garden for the next five years Participation Index *	91%	N/A	93%↑
All City Average Queue Wait Time (In Seconds) - All customer service areas combined	0:38	0:44	≤ 0:30↓
All City Average Talk Time (In Seconds) - All customer service areas combined	:96	:91	:90↓
All City Average Hold Time (In Seconds) - All customer service areas combined	:42	:32	:30↓
All City Call Abandonment Rate - All customer service areas combined	8%	9.7%	≤ 6%↓
All City % of Calls Handled - All customer service areas combined	92%	90.3%	≥ 94%↑
% of Requests Resolved ≤ 5 Days	87%	86%	≥ 95%↑
% of Requests Resolved within 24 hours	50%	58%	≥ 60%↑
# of City outreach and learning activities for K-12 students and families	29	173	200↑
# of K-12 students who participated in City outreach and learning activities	6,903	16,367	24,000↑
# of K-12 Students Enrichment Participants per Household	.45	1.02	2 ↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

** Work Request system citizen survey on service request experience conducted monthly

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

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

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

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



ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Promote a sustainable and thriving economy that maintains a prosperous business community that yields diverse job opportunities and growth.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Business Recruitment • Economic Gardening – Business Development, Business Assistance & Partnerships • Downtown Development and Redevelopment/CRA • Business Marketing & Promotion • Strategic Development and Partnerships • Communications
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Commercial lending opening back but still slow for some sectors • Inflation and Supply Chain issues caused by the Pandemic • Market corrections as a result of Covid impacting office and retail markets • More demand than supply in the Real Estate Market • Some businesses are struggling, some are doing very well • Uncertainty about the economy 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Marginal growth in all sectors • Increase in tax revenues and job growth (3%to 5%) • Market conditions strong, but will start to slow • Real estate market continues to feel the pressure of more demand than supply in both residential and commercial

Organizational Structure

FTE: 2



FY 2022-2023 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Encourage a Thriving Economy

Department Goal

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

Objective

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

Performance Indicators

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

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

Variety of Business & Service Establishments Satisfaction Index – Percentage of citizens who feel positive about the diverse mix of business and service establishments throughout the City

Shopping Opportunities Satisfaction Index – Percentage of citizens who feel positive about the shopping quality, options and opportunities within Winter Garden's City boundaries

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

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

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

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

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

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

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

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

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

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

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

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

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

Department Goal

Foster entrepreneurship and empower business start-ups to bolster commerce

Objective

- Create a business friendly environment that facilitates and expedites entrepreneurial growth.

Performance Indicators

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

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

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

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

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

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

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

Department Goal

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

Objective

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

Performance Indicators

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

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

Downtown CRA Taxable Value – Orange County Property Appraiser's determination of taxable value for properties within the CRA (Community Redevelopment Act) boundary

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Employment Opportunity Satisfaction Index *	54%	N/A	60%↑
Overall Quality of business and service establishment in Winter Garden Satisfaction Index *	92%	N/A	93%↑
Variety of business and service establishments Satisfaction Index * (New Rating)	84%	N/A	86%↑
Shopping Opportunities Satisfaction Index *	84%	N/A	86%↑
Overall Economic Health of Winter Garden Satisfaction Index *	86%	N/A	88%↑
Economic Development Satisfaction Index *	81%	N/A	85%↑
Vibrant Downtown/Commercial Area Satisfaction Index *	94%	N/A	95%↑
OPERATIONAL INDICATORS			
City Population **	50,839	47,975	48,475↑
% Change in City Population **	2.5%	-5.6%	1%↑
City-wide Commercial Occupancy Rate	98%	97%	99%↑
City Unemployment Rate	5.18%	3%	2.9%↓
# of Jobs Added (In Winter Garden)	2,094	1,200	1,500↑
Average Wage of Total Jobs	\$51,900	\$53,200	\$56,382↑
Annual % Change in Property Values	9.6%	7.6%	12.1%↑
Total Annual Property Values	\$4,096,285,803	\$4,407,338,459	\$4,938,596,286↑
% Change in Median Household Income	5.3%	2%	12.5%↑

Median Household Income	\$78,334	\$79,890	\$89,854↑
Average Purchase Price of a New Home (Single-Family)	\$512,284	\$556,392	\$565,000↑
# of Business Start-Ups & Expansions	387	379	390↑
% Change in Business Tax Receipts	-.53%	-5.03%	3.4%↑
Annual Business Tax Receipts	\$244,340	\$232,044	\$240,000↑
Commercial Construction \$ Value			\$93,500,000↑
Construction \$ Value per Commercial Building Permit			\$374,000↑
Residential Construction \$ Value			\$111,250,000↑
Construction \$ Value per Residential Building Permit			\$44,550↑
Downtown Commercial Occupancy Rate	99%	100%	100%↑
Downtown CRA Taxable Value	\$209M	\$242M	\$340M↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

** Population value adjusted downward to reflect recent 2020 Census results which showed Winter Garden with approx. 3,000 fewer residents.

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

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



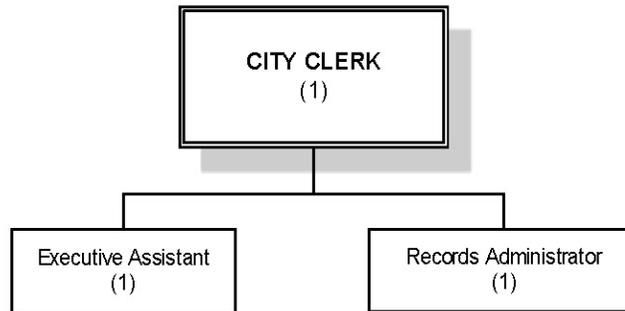
CITY CLERK'S DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: The City Clerk's Office is committed to serving the public by striving for excellence in ensuring integrity of the legislative process, municipal elections, administrative support, accuracy of information and preservation of official public documents.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Management of Legislative Proceedings • Records Custodian, Management and Training • Oath Administration and Ceremonial Duties • Supervisor of Municipal Elections • Coordinator of Lien Searches and Records Requests • Coordinator of Senior Utility Assistance Discount Program
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Education of both the staff and the public on reasonable timeframes for fulfilling records requests • Changing user needs and expectations • Timely adaptation to new legislative mandates or changes 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Monitoring of legislative statutory or administrative law updates • Continued effective alliances with multiple departments • Preserved integrity of electronic documents and information

Organizational Structure

FTE: 3



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Transparent and Accountable Government

Department Goal

Improve access, retention, and integrity of City records

Objective

- Implement training content and curriculum utilizing a two phased approach, first to internal staff followed by key department areas, to ensure responsible, accurate and complete records management practices throughout the City.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

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 Indicator	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑

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

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

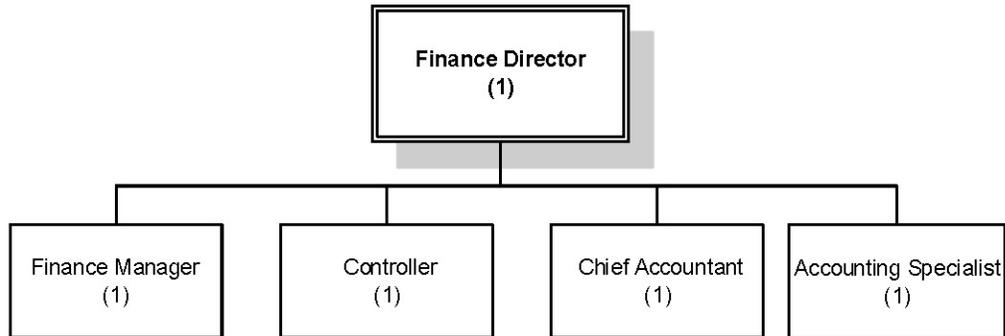


FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Preserve financial wellness and the fiscal integrity of the City as well as facilitate accounting and procurement standards.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Financial Management – Treasury, Management & Budgeting, Accounting & Controls • Payroll Administration • Accounts Payable & Accounts Receivable
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Unfavorable State legislative changes • Economic instability of the State and Nation • Inflationary effects to cost for fuel, material, repair and maintenance and supply costs • Supply chain delays impact the timing of projects • 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Favorable audited financial statements • Budget with considerations for inflation on goods and materials as wells as pressure for higher wages for new recruits/hires • American Rescue Plan Act 2021 (ARPA) funding will be available for infrastructure projects

Organizational Structure

FTE: 5



FY 2022-2023 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 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82%↑
Fiscal Management Overall Customer Service Satisfaction Rating *	N/A	97.1%	97.5%↑
FINANCIAL INDICATOR			
Budget to Actual Variance (City Overall Financials) **	+11%	+11%	+5%↑

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

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

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

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



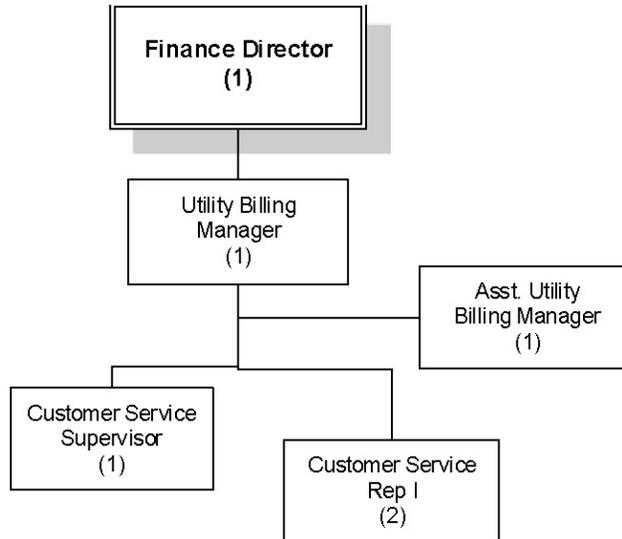
FINANCE DEPARTMENT UTILITY BILLING

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To provide exceptional customer service experience as well as ensure an efficient and effective billing process.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation) • Meter Reading management • Account Maintenance including set up, billing, cancellations, collections, and liens
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Normal processes have resumed in Utility Billing to include service turn offs for non-payment • Increased handling of phone calls and customer walk in's resulting from payment arrangements for unpaid balances 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Increased payments online, over the phone and by mail • Talk time and hold time will remain steady and in control due to new and more proficient staff assisting residents • Obtaining email address list from all residents will continue and enhance the way the we communicate and serve

Organizational Structure

FTE: 5



FY 2022-2023 STRATEGIC PRIORITY, GOAL AND OBJECTIVES

Strategic Priority #1
Deliver Quality Services Equitably and Respectfully

Department Goal

Provide a responsive and consistent Utility Billing service experience

Objectives

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

Performance Indicators

Utility Billing Service Satisfaction Index – Percentage of citizens or households surveyed (from the biennial citizen survey) who feel positive about the services delivered by Winter Garden's Utility Billing Department

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

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

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

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

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

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

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 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index *	70%	N/A	82%↑
Overall Service Experience Satisfaction Rating (monthly in-house survey)	97.8%	96%	≥ 97%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time (in seconds)	:54	:43	≤ :55↓
Average Talk Time (in seconds)	:139	:124	≤ :115↓
Average Hold Time (in seconds)	:77	:45	≤ :90↓
Call Abandonment Rate	6.8%	5.1%	≤ 5%↓
% of Calls Handled	93.2%	94.9%	≤ 95%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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



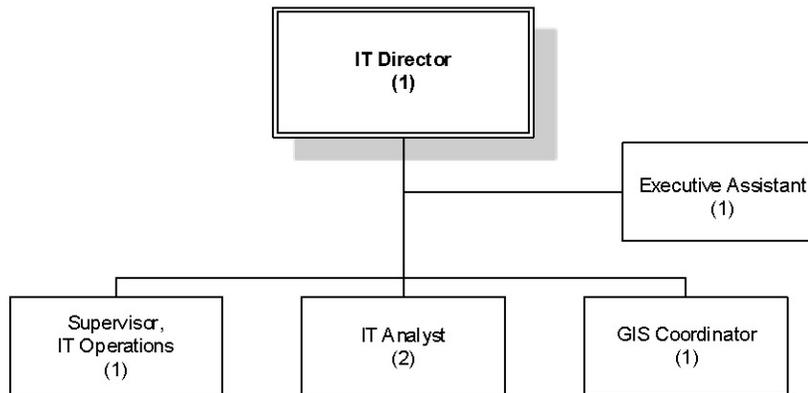
INFORMATION TECHNOLOGY

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>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.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide service according to the Winter Garden Way • Integrate and support computer hardware, software, and voice technology • Provide quality Geographic Information Services • Support internal service requests
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Failure to receive information or requirements in a timely manner when supporting the technology projects of departments • Some equipment extremely difficult to procure due to supply constraints and multi-industry-wide microchip shortages, not to mention inflation and surcharges • Security will be tested as phishing attempts become more sophisticated and as more folks connect from outside our network in various ways 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Current security setup will adequately guard data and overall network integrity, especially in light of data breaches and increased email phishing/ransomware attacks • Call volumes will remain at a manageable level • Level of staff training will be adequate for any changes in technology • Budget approval for projects/capital items

Organizational Structure

FTE: 6



FY 2022-2023 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 multiple targeted software and hardware upgrades to ensure high performing systems as well as enhance organizational productivity and efficiency. Some targeted upgrade areas include: *Replacement Backup Infrastructure, Replace CH Core Network Switches, Install and Configure Redundant Phone/Internet Circuits, Replace City Hall and Police Firewalls, Update Microsoft 365 and Office365, Tanner Hall and Jessie Brock Technology Updates.*

Performance Indicators

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

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

% Uptime and Availability of Systems – Percentage of time or occasions where the system network was available for productive use for all service areas and employees (City Hall, City overall, PD, VPN tunnels)

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
IT Overall Service Satisfaction Rating *	N/A	90.6%	93%↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
CISCO Phone System Uptime Rate	99.98%	99.99%	≥ 99.5%↑
Involuntary Abandonment Rate	1.01%	0.5%	≤ 0.05%↓
% Uptime and Availability of Systems	99.84%	99.97%	≥ 99.5%↑

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

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

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

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



ADMINISTRATIVE SERVICES

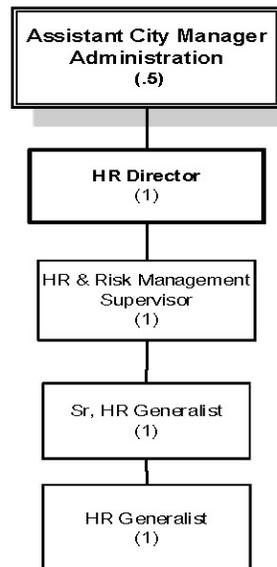
HUMAN RESOURCES

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To recruit, engage, develop, support, and retain a skilled, diverse workforce.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Recruitment and Retention • Employee Support Services • Employee Organizational Development • Employee Relations • Risk Management • Employee Benefits
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Increased challenges maintaining competitiveness locally with recruiting and retention of staff due to talent shortage in local labor market (i.e., finding qualified candidates with the required experience, training, & certification) and a significant increase in market pay rates • Address the ongoing trend of rising pay ranges, including calibrating pay for existing staff (to address both market discrepancies and internal pay compression) and increasing new hire pay rates to attract talent • Limited HR staffing/resources and increased initiatives (i.e., recruitment/retention, compensation, COVID-19 intake/management for the City, etc.) has paused certain HR initiatives, including training, employee recognition, etc. 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Employees will want to continue to learn and improve skills if given the opportunity • Ongoing training and support to help all leaders and employees successfully navigate Career Development program and identify career paths, qualification gaps, etc. • Will have the resources soon to continue employee training, including training to “bridge” the gap for employees’ Individual Development Plans (IDPs) so they may begin working on their career goals • Transitioning of General Liability responsibilities has been paused and will occur at a later timeframe that has yet to be determined • Employee compliance with safety practices

Organizational Structure

FTE: 4.5



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
Recruit, Develop and Retain Top Talent

Department Goal

Recruit and select high quality candidates for all positions

Objective

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

Performance Indicators

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

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

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

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

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

% of Salaried Positions filled within 90 Days – The number of open salaried job requisitions filled (acceptance of an offer) within 90 business days of vacancy compared to all salaried open job requisitions. Excludes high-level director and above positions

Department Goal

Increase development opportunities for City employees

Objectives

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

Performance Indicators

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

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

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

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

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

Department Goal

Improve productivity of workforce

Objective

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

Performance Indicators

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

Average Time Off per FTE – The number of hours used for time off (in all categories except worker's comp and light duty) by all employees annually divided by total FTEs.

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objectives

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

Performance Indicator

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

Strategic Priority #3

Provide Sound Fiscal Management

Department Goal

Reduce healthcare costs to the City

Objective

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

Performance Indicators

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

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

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

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

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

Strategic Priority #4

Deliver Quality Services Equitably & Respectfully

Department Goal

Achieve a productive and safe workplace

Objective

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

Performance Indicators

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

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

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

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

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

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

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

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

Department Goal

Excellent and professional HR service experience to all employees and departments

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	99%	100%	100% ↑
HR On-Boarding Satisfaction Rating	100%	100%	100% ↑
Department On-Boarding Satisfaction Rating	98.3%	100%	100% ↑
Training Experience Satisfaction Rating	N/A	N/A	100% ↑
Career Development Leadership Effectiveness Satisfaction Index *	N/A	87.1%	89% ↑
HR Overall Customer Service Satisfaction Rating *	N/A	96.6%	97% ↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82% ↑
FINANCIAL INDICATORS			
Internal Training Cost Per Employee	\$0	\$0	\$75.00 ↑
External Training Cost Per Employee	\$0	\$0	\$200.00 ↑
Net City Health Care Cost per Member **	\$5,123	\$6,401**	≤ \$5,680 ↓
Total City Health Care Cost per Member **	\$5,959	\$7,494**	≤ \$6,996 ↓
Net City Health Care Cost per Employee **	\$9,558	\$12,421**	≤ \$10,793 ↓
Total City Health Care Cost per Employee **	\$11,118	\$14,542**	≤ \$12,550 ↓
City Insurance Claims Ratio/Rate **	105%	121%**	≤ 80% ↓
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position (In Days)	0	0	≤ 90 ↓
Average Time to Fill Mid-Level Salaried Position (In Days)	0	73	≤ 90 ↓
% of Salaried Positions filled within 90 Days	100%	100%	≥ 85% ↑
Training Hours Per Supervisory Employee	N/A	N/A	30 ↑

Sick Hours per FTE	39.7	40	≤ 40↓
Average Time Off per FTE (Hours)	154.3	156.7	≤ 150↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	.05	.07	≤ 0.40↓
General Employee Lost Workdays Due to On-The-Job Injuries per FTE	0	.1	≤ 0.37↓
Police Lost Workdays Due to On-The-Job Injuries per FTE	.07	0	≤ 0.60↓
Fire Lost Workdays Due to On-The-Job Injuries per FTE	.27	0	≤ 0.90↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	.21	.1	≤ 0.40↓
General Employee Light Duty Days Due to On-The-Job Injuries per FTE	0	.15	≤ 0.20↓
Police Light Duty Days Due to On-The-Job Injuries per FTE	.85	0	≤ 0.95↓
Fire Light Duty Days Due to On-The-Job Injuries per FTE	.32	0	≤ 0.90↓

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

** The City realized higher than expected insurance claims during FY2022 due to significantly higher cost attributed to the occurrence of some major health events and the overall inflationary effects on medical supplies, pharmaceuticals and overhead. This cost in claims, however, was favorably offset by a contingency reserve of \$665.5k.

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

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

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

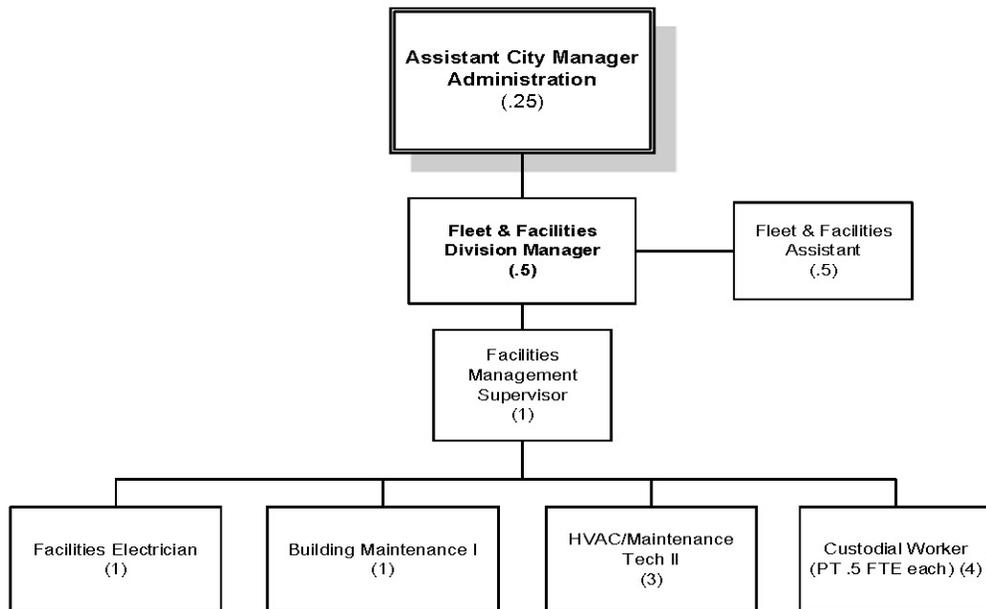


ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Maintenance of City facilities • Selection and management of products, contracts and vendors • Monitor and improve condition of City facilities assets
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Ongoing disinfection of City facilities and workspaces due to continued effects from COVID-19 • Staffing levels are currently effecting level of service • Experiencing higher than expected costs of maintaining facilities • Aging facilities and infrastructure and availability of replacement parts 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Sufficient funding will be available for training, education, sustainability and maintenance. Vacant positions will be filled and additional position added for FY23.

Organizational Structure

FTE: 11.25



FY 2022-2023 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority #1

Deliver Quality Services Equitably and Respectfully

Department Goal

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

Objective

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

Performance Indicator

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

Objective

- Ensure a responsive Facilities operation to all work request demand while containing repair costs within acceptable parameters and optimizing the efficient utilization of resources.

Performance Indicators

Average Days to Close Level 1 Service Work Requests – Days taken to complete a level 1 (critical life and safety failure) work request from submission of request to the closing of the work order to fulfill the request

Average Days to Close Level 2 Service Work Requests – Days taken to complete a level 2 (equipment defect or malfunction) work request from submission of request to the closing of the work order to fulfill the request

Average Level 1 Repair Costs – Average repair and maintenance cost incurred for level 1 (critical life and safety failure) related service requests

Average Level 2 Repair Costs – Average repair and maintenance cost incurred for level 2 (equipment defect or malfunction) related service requests

% Preventive Maintenance vs Corrective Maintenance – Percentage or ratio of preventative maintenance work orders completed compared to corrective maintenance work orders completed

Average Preventive Maintenance Hours – Average hours utilized to complete/fulfill preventative maintenance activities on City facilities (buildings, complexes and parks). Calculation: total preventative maintenance related hours realized on completed work orders divided by total number of preventative maintenance work orders completed

Average Preventive Maintenance Cost – Average cost realized to complete/fulfill preventative maintenance activities on City facilities (buildings, complexes and parks). Calculation: total preventative maintenance costs (labor, parts, material, equipment, contractors) realized on completed work orders divided by total number of preventative maintenance work orders completed

Average Corrective Maintenance Hours – Average hours utilized to complete/fulfill corrective maintenance activities on City facilities (buildings, complexes and parks). Calculation: total corrective maintenance related hours realized on completed work orders divided by total number of corrective maintenance work orders completed

Average Corrective Maintenance Cost – Average cost realized to complete/fulfill corrective maintenance activities on City facilities (buildings, complexes and parks). Calculation: total corrective maintenance costs (labor, parts, material, equipment, contractors) realized on completed work orders divided by total number of corrective maintenance work orders completed

Average Request For Services Task Hours – Average hours utilized to complete/fulfill miscellaneous ad-hoc service tasks that are not corrective, preventative or project related activities. Calculation: total request for services (RFS) task related hours realized on completed work orders divided by total number of request for services (RFS) task work orders completed

Average Request For Services Task Cost – Average cost realized to complete/fulfill miscellaneous ad-hoc service tasks that are not corrective, preventative or project related activities. Calculation: total request for services (RFS) task related cost (labor, parts, material, equipment, contractors) on completed work orders divided by total number of request for services (RFS) task work orders completed

Average Project Related Hours – Average hours utilized to complete/fulfill project work assignments or activities (not PM or CM) on City facilities (buildings, complexes and parks). Calculation: total project related work hours realized on completed work orders divided by total number of project related work orders completed

Average Project Related Cost – Average cost realized to complete/fulfill project work assignments on City facilities (buildings, complexes and parks). Calculation: total project related work costs (labor, parts, material, equipment, contractors) realized on completed work orders divided by total number of project related work orders completed

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objectives

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

Performance Indicators

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

PERFORMANCE INDICATOR RESULTS & TARGET

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	N/A	91%	92% ↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82% ↑
FINANCIAL INDICATORS			
Average <i>Level 1</i> Repair Costs (Life & Safety Failures)	\$136.50	\$460.14	≤ \$500 ↓
Average <i>Level 2</i> Repair Costs (Equipment Defects)	\$150.25	\$215.29	≤ \$275 ↓
Average Preventive Maintenance Cost	\$25.09	\$76.28	≤ \$50 ↓
Average Corrective Maintenance Cost	\$134.52	\$159.13	≤ \$150 ↓
Average Request For Services Task Cost	\$30.82	\$44.96	≤ \$40 ↓
Average Project Related Cost	\$1,360.13	\$245.00	≤ \$1,000 ↓
OPERATIONAL INDICATORS			
Average Days to Close <i>Level 1</i> Service Work Requests (Life & Safety Failures)	2.3	.67	≤ 2 ↓
Average Days to Close <i>Level 2</i> Service Work Requests (Equipment Defects)	3.05	2.6	≤ 3 ↓
% Preventive Maintenance vs Corrective Maintenance	40.2%	47.6%	≥ 60% ↑
Average Preventive Maintenance Hours	1.4	1.97	≤ 2 ↓
Average Corrective Maintenance Hours	3.4	3.4	≤ 4 ↓
Average Request For Services Task Hours	1.3	1.97	≤ 1.5 ↓
Average Project Related Hours	22.2	5.3	≤ 24 ↓

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

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

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

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

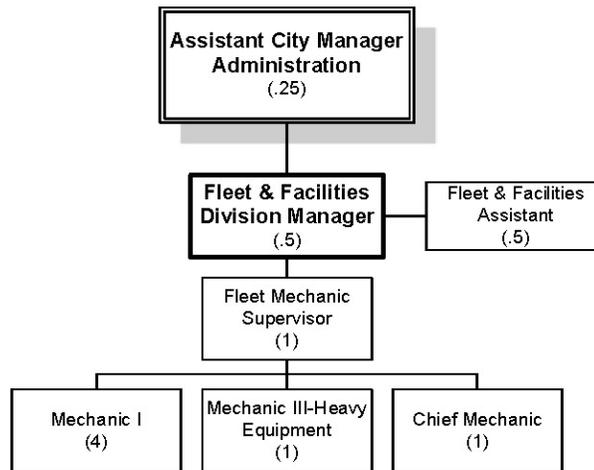


ADMINISTRATIVE SERVICES FLEET MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT: To efficiently maintain a safe and reliable fleet of City vehicles.	CORE FUNCTIONS: <ul style="list-style-type: none"> • Preventive maintenance and repairs of vehicles and equipment • Ensure that vehicles and equipment are adequate and ready for use • Fuel management and distribution
CHALLENGES: <ul style="list-style-type: none"> • Availability of replacement parts (supply chain issues) • Increasing costs associated with maintaining an aging fleet coupled with inflationary environment • Skill level keeping pace with evolving technology 	BUSINESS ASSUMPTIONS: <ul style="list-style-type: none"> • Adequate funding and resources are available • Vehicle replacement cycles will be continued or increased • Continued practice of using an evening shift to keep overtime to a minimum and decrease downtime

Organizational Structure

FTE: 8.25



FY 2022-2023 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 (corrective & preventive) and operate a fleet vehicle (fuel) divided by total mileage realized in the use of that vehicle (monthly, quarterly and/or annually)
- Vehicle Cost per Hour** – Total cost incurred to maintain (corrective & preventive) and operate a fleet vehicle (fuel) divided by total hours realized in the use of that vehicle (monthly, quarterly and/or annually)
- Average Repair & PM Cost Per Fire Vehicle** – Total unscheduled and scheduled cost (corrective and preventive) realized per Fire vehicle annually
- Average Repair & PM Cost Per Police Vehicle** – Total unscheduled and scheduled cost (corrective and preventive) realized per Police vehicle annually
- Average Repair & PM Cost Per Solid Waste Vehicle** – Total unscheduled and scheduled cost (corrective and preventive) realized per Solid Waste vehicle annually
- Average Repair & PM Cost Per Regular Vehicle** – Total unscheduled and scheduled cost (corrective and preventive) realized per regular vehicle annually (light to medium duty)
- Average Age of All Fleet Vehicles** – Average age of all fleet vehicles (all categories) from vehicle manufacture date to the most current date of in-service user
- Average Age of Primary Fleet Vehicles** -Average age of all fleet vehicles in primary daily use (excluding reserve vehicles) from vehicle manufacture date to the most current date of in-service use
- Preventive vs. Corrective Maintenance Ratio** – Number of preventive maintenance work orders compared to the number of corrective repair work orders completed. Calculation: (Preventive maintenance WOs / Preventive maintenance WOs + Corrective repair WOs) X 100
- Fleet Average Downtime** – Average time (in hours) a vehicle is down or out of service due to scheduled or unscheduled repairs (operational failures)
- Fleet Average PM Downtime** – Average time (in hours) a vehicle is down or out of service due to scheduled repairs
- Fleet Average Downtime Cost** – Average cost the City incurs annually per fleet vehicle when this vehicle is down for schedule or unscheduled repairs (includes fuel cost, asset fixed costs for insurance and depreciation plus the repair cost realized - labor including benefits, parts and shop supplies) Calculation: Hourly downtime cost or rate X average # of hours a vehicle is down
- % Repeat Repairs/Failures** – Number of vehicles that encounter the same operating failure at least twice in a 1 year cycle compare to total vehicles that completed work order repairs.
- Fleet Assets-to-Mechanic Ratio**– Relationship or number of active City fleet vehicles per technician. Calculation: (number of active vehicles / number of technicians)
- % of Repairs Outsourced** – Number of repairs sent to outside agencies for repairs compared total number of repairs

Strategic Priority #2
Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Overall Fleet Management Satisfaction Rating *	N/A	91.5%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Overall Preventive Maintenance Adherence Rate	93.3%	90.8%	95%↑
Fire Dept. Preventive Maintenance Adherence Rate	88.2%	95%	95%↑
Police Dept. Preventive Maintenance Adherence Rate	95.6%	90.1%	95%↑
Solid Waste Preventive Maintenance Adherence Rate	100%	98.5%	95%↑
General Support Preventive Maintenance Adherence Rate	89.5%	80.1%	90%↑
Vehicle Cost per Mile	\$0.82	N/A	\$1.50↓
Vehicle Cost per Hour	\$5.12	N/A	\$5.50↓
Average Repair & PM Cost Per Fire Vehicle	\$789	\$1,676	\$1,500↓
Average Repair & PM Cost Per Police Vehicle	\$368	\$610	\$700↓
Average Repair & PM Cost Per Solid Waste Vehicle	\$1,756	\$4,757	\$4,500↓
Average Repair & PM Cost Per Regular Vehicle	\$546	\$841	\$900↓
Average Age of All Fleet Vehicles (years)	10	8.2	10↓

Average Age of Primary Fleet Vehicles (years)	7.8	7.7	7.0↓
% Preventive vs. Corrective Maintenance Ratio	21.9%	23.2%	26%↑
Fleet Average Downtime Hours	10.47	17.7	12↓
Fleet Average PM Downtime Hours	10.52	9.8	8↓
Fleet Average Downtime Cost	\$541.02	\$858.50	\$700↓
% Repeat Repairs/Failures	.88%	.78%	1.3%↓
Fleet Assets-to-Mechanic Ratio	61.6	62.1	60↓
% of Repairs Outsourced	5.88%	7.3%	10%↓

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

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

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



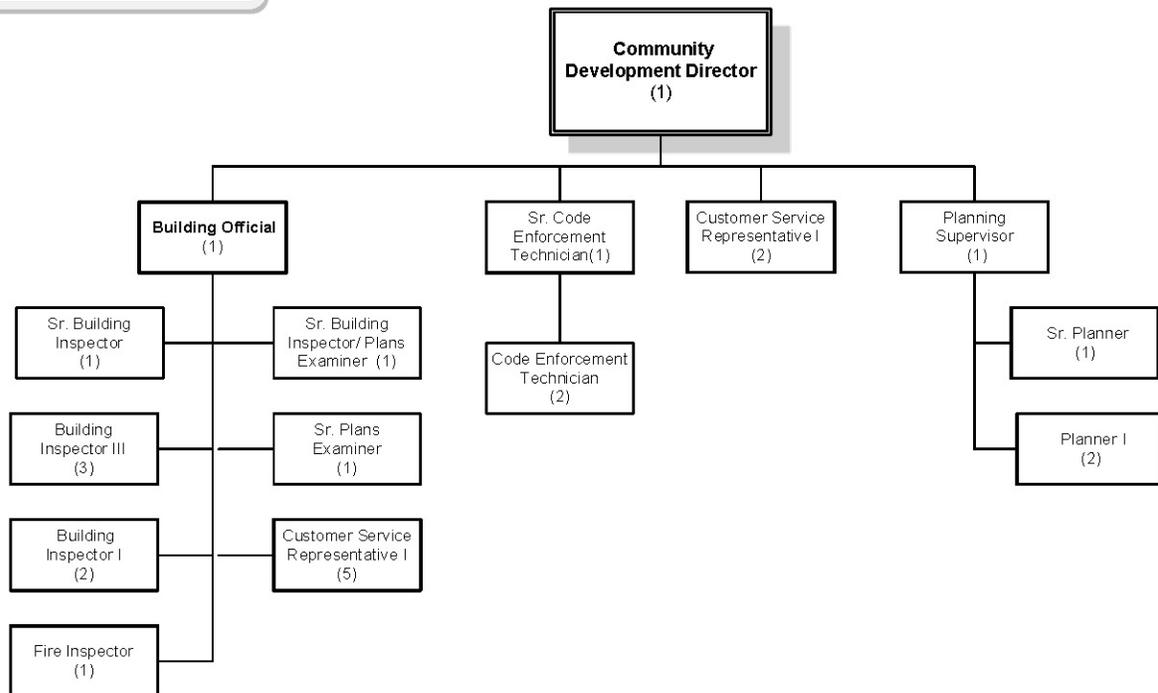
COMMUNITY DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> Oversee Development Review of Land Development Projects Maintain City's Comprehensive Plan Maintain and update City's development codes Review building plans Issue building permits Conduct building inspections Enforce City codes Collect business taxes
<p>CHALLENGES:</p> <ul style="list-style-type: none"> Legislative changes and mandates Effect of the state of the economy on land/property maintenance, development and re-development Impact of fuel, maintenance, and service costs as well as materials Coordination of state and regional agencies with municipal goals Field and operational impacts from new building code requirements Inflation and supply delays in building materials slowing the pace of construction timelines as commercial construction increases Declining quality and availability of construction trades leading to more re-inspections and greater quality control vigilance 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> Support in place to grow community in a balanced and responsible manner Necessary tools will be available to enable an effective and efficient Development Review Process Residential permits and new projects to continue slowing as the economy changes along with the strain on the supply chain for materials Commercial permit activity to continue on approved projects while new projects will also continue to increase <p>All open positions will be filled for FY 2022/2023 to properly match workload demand</p>

Organizational Structure

FTE: 25



FY 2022-2023 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

Overall Quality of the Transportation System Satisfaction Index – Percentage of citizens who feel positive about the quality of transportation via automobile, bicycle foot and/or bus in Winter Garden

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

Percentage of Multipurpose Trails Connected to Neighborhoods - Percentage of developed and completed multipurpose trails and/or paths connected to Winter Garden neighborhoods compared to the total planned network of trails. Calculation: Measured in linear feet, total trails and paths completed divided by total network of trails and paths planned.

Strategic Priority #2

Encourage a Thriving Economy

Department Goal

Expedient plan review process while ensuring high quality development throughout the City

Objective

- 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.

Performance Indicators

Land Use, Planning and Zoning Satisfaction Index – Percentage of citizens who feel positive about the quality and management of the design standards for land use, planning and zoning in the community

Overall Design or Layout of Winter Garden’s Residential and Commercial Areas Satisfaction Index – Percentage of citizens who feel positive about the layout of homes, buildings, streets, parks, etc.

Well-planned Residential Growth Satisfaction Index– Percentage of citizens who feel positive about the quality and planning of overall residential growth

Well-planned Commercial Growth Satisfaction Index – Percentage of citizens who feel positive about the quality and planning of overall commercial growth

Well-designed Neighborhoods Satisfaction Index – Percentage of citizens who feel positive about the overall quality, design and planning of their neighborhoods

Preservation of the Historical or Cultural Character of the Community Satisfaction Index – Percentage of citizens who feel positive about the City's job in preserving the historical and/or cultural character of the community

Objective

- Continue to monitor and streamline Planning’s project plan review processes to achieve an average review cycle time **within 30 business days** for both sub-division and commercial projects.

Performance Indicators

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

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

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

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

Department Goal

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

Objective

- Continue to evaluate and improve Building's process for plan review and permitting in order to achieve an average overall permitting turnaround time of **within 15 business days**.

Performance Indicators

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

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

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

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

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

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

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

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

Objective

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

Performance Indicators

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

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

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

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

Department Goal

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

Objective

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

Performance Indicators

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

Ratio of Unincorporated Winter Garden – Unincorporated segments of Winter Garden compared to Winter Garden's total geographic city limit or area measured in acres. Calculation: $\frac{\text{Total Unincorporated WG in Acres}}{\text{Total WG City Limit in Acres per Joint Planning Area}}$

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

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

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

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

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Safeguard natural land areas and green spaces throughout the City

Objective

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

Performance Indicators

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

Winter Garden Open Space Satisfaction Index – Percentage of Citizens who feel positive about the quality of Winter Garden's allotment of green and open space

Total Acreage of City Green space – Measure in acres of total green space inventories and assets throughout the City. Includes: water bodies, water ways, wetlands, parks, conservation areas, neighborhood parks, residential open green space, bike trails and golf courses. Undeveloped lands and unincorporated areas were excluded.

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

Strategic Priority #4

Provide an Attractive Community

Department Goal

Improve and preserve the aesthetics and community charm throughout the City

Objective

- Continue to proactively educate and engage citizens on the City's enforcement standards and work with citizens on the process while placing emphasis on targeted areas of need to achieve as well as maintain higher levels of voluntary citizen compliance.

Performance Indicators

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

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

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

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

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

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

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

of Code Complaints, Cases and/or Violations per 1,000 Service Connections – Number of code complaints (Work request system 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 17) '17' = approx. 17,000 service connections/1,000

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

Strategic Priority #5

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

Strategic Priority #6

Deliver Quality Services Equitably and Respectfully

Department Goal

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

Objective

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

Performance Indicators

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

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

Objective

- Actively monitor and improve City Reception's telephone customer service response to achieve timely and satisfactory outcomes when handling the service needs of all residents and the community.

Performance Indicators

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

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

Average Hold Time – The total time that elapses on average (seconds or minutes) when a caller is placed on hold status 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 Reception 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 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Overall Quality of the Transportation System Satisfaction Index <i>(New Rating)</i> *	61%	N/A	65%↑
Ease of Public Parking Satisfaction Index *	76%	N/A	78%↑
Availability of Paths and Walking Trails Satisfaction Index *	84%	N/A	86%↑
Ease of Bicycle Travel Satisfaction Index *	70%	N/A	75%↑
Ease of Car Travel Satisfaction Index *	76%	N/A	79%↑
Ease of Walking Satisfaction Index *	73%	N/A	78%↑
Traffic Flow on Major Streets Satisfaction Index *	52%	N/A	55%↑
Land Use, Planning and Zoning Satisfaction Rating *	61%	N/A	65%↑
Overall Design or Layout of Winter Garden's Residential and Commercial Areas Satisfaction Index *	76%	N/A	79%↑
Well-planned Residential Growth Satisfaction Index * <i>(New Rating)</i>	76%	N/A	79%↑
Well-planned Commercial Growth Satisfaction Index * <i>(New Rating)</i>	74%	N/A	77%↑
Well-designed Neighborhoods Satisfaction Index * <i>(New Rating)</i>	84%	N/A	86%↑
Preservation of the Historical or Cultural Character of the Community Satisfaction Index * <i>(New Rating)</i>	83%	N/A	85%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	N/A	68%↑
Winter Garden Open Space Satisfaction Index *	62%	N/A	68%↑
Code Enforcement Satisfaction Index *	63%	N/A	67%↑
% Citizen Initiated Code Complaints	1.25%	2.5%	≤ 5%↓
% Citizen Initiated Complaints handled through Voluntary Compliance	100%	100%	100%↑
% of Code Complaints responded to within 24hrs	100%	96.3%	95%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	28	N/A	≤ 30↓
Average # of Plan Reviews per Project Submittal - Subdivision (days)	1	0.5	≤ 3↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	21	24.8	≤ 30↓
Average # of Plan Reviews per Project Submittal - Commercial (days)	2.25	1	≤ 3↓
Avg. Overall Permitting Turnaround Time (days)	15.9	19.5	≤ 15↓
Avg. Commercial Permitting Turnaround Time (days)	15.5	17.3	≤ 15↓

Avg. Commercial Plan Review Time (days)	3	3.0	≤ 10↓
Avg. Residential Permitting Turnaround Time (days)	17.1	30.8	≤ 15↓
Avg. Residential Plan Review Time (days)	2.75	2.6	≤ 5↓
% of Commercial Permits within Review Standard	72.8%	65.5%	85%↑
% of Residential Permits within Review Standard	53.8%	50.7%	85%↑
Average Cycle Time for Sign Permits (days)	20.6	26.5	≤ 14↓
# of Inspections per Inspector per Day	13.5	29.2	25↓
% of Commercial Building Inspections Performed within 24hrs of Request	99.1%	97.3%	≥ 98%↑
% of Residential Building Inspections Performed within 24hrs of Request	99%	98.8%	≥ 98%↑
% of Total Inspections Performed by Requested Date	99%	98.8%	≥ 98%↑
Total Connected Trails & Paths (in feet)	108,035	108,456	109,100↑
Total Connected Sidewalks (in feet)	1,470,172	1,490,762	1,510,500↑
Percentage of Multipurpose Trails Connected to Neighborhoods	56.1%	56.5%	57%↑
Incorporated Winter Garden Conversion Rate	.42%	1.6%	.25%↑
Ratio of Unincorporated Winter Garden	21.77%	21.4%	21.36%↓
Total JPA Acreage	14,739.6	14,739.6	14,739.6↑
Total Incorporated Acreage	11,530.9	11,583	11,591↑
Total Unincorporated Acreage	3,208.7	3,156.6	3,148.6↓
Unincorporated Acreage Converted	13.5	51.4	8↑
Average Queue Wait Time (In Seconds) – Building and Planning	:50	:71	≤ :25↓
Average Talk Time (In Seconds) – Building and Planning	:57	:72	≤ :95↓
Average Hold Time (In Seconds) – Building and Planning	:22	:17	≤ :40↓
Call Abandonment Rate (In Seconds) – Building and Planning	5.6%	9.3%	≤ 5%↓
% of Calls Handled – Building and Planning	94.6%	90.7%	≥ 95%↑
Average Queue Wait Time (In Seconds) – Reception	:09	:15	:12↓
Average Talk Time (In Seconds) – Reception	:24	:29	:31↓
Average Hold Time (In Seconds) – Reception	:03	:05	:06↓
Call Abandonment Rate (In Seconds) – Reception	5%	8.5%	≤ 5%↓
% of Calls Handled – Reception	95%	91.5%	≥ 95%↑
Total Acreage of City Green Space	3,842	3,860	3,881↑
City Green Space %	33.3%	33.5%	33.5%↑

Average Days Taken to Close a Code Case	73.25	41.9	≤ 45↓
% Staff Initiated Code Violations	98.75%	97.5%	≥ 95%↑
% of Complaints/Cases Brought into Compliance without Official Action	99.5%	97.4%	100%↑
# of Code Complaints, Cases and/or Violations per 1,000 Service Connections	33.3	35.4	50↓
# of Code Complaints, Cases and/or Violations per Code Officer	189	153.1	≤ 400↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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



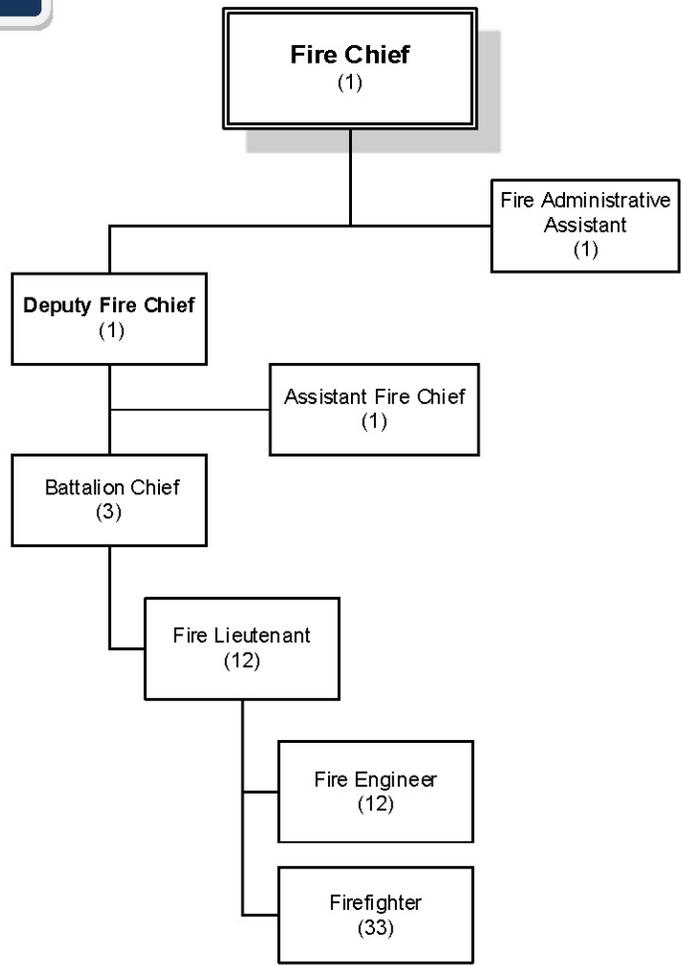
FIRE/RESCUE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Fire, medical, and other incident responses • Fire inspections, Fire Prevention and Education • Community Risk Reduction, Emergency Preparedness, Life Safety
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Difficulty maintaining service levels with the current number of station locations - approved budget for 4th station will improve this • Firefighter recruitment and retention • Staff support and succession planning • Keeping firefighter personnel safe and healthy under the ongoing threat of Pandemic • Containing and preventing the spread of COVID-19 in the community when responding to emergencies • Additional responsibilities to fully support Citywide Emergency Medical Services (EMS) transport 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Reliable dispatching/communication services • Citizens will respond well to outreach efforts • Increasing demand and need for commercial occupancy inspections will have the resources to respond effectively • Emergency Medical Services (EMS) call volume will continue to rise due to community growth.

Organizational Structure

FTE: 64



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

Protection and preservation of life and property

Objective

- Continue the Winter Garden Fire and Rescue Department emergency preparedness and awareness program to better prepare the community for natural disasters and other emergencies. Pursue all opportunities to engage with the public, distribute emergency preparedness guides, conduct proactive hydrant inspections and host car seat installation events to improve the overall 'emergency preparedness satisfaction index'.

Performance Indicators

Emergency Preparedness Satisfaction Index – Percentage of Citizens who feel positive about how prepared the Fire Department is for emergencies
Safety from Fire, Flood or Other Natural Disaster Satisfaction Index – Percentage of Citizens that feel positive about their personal sense of safety from fires, floods, and other natural disasters (such as hurricanes)

Objective

- Improve the 'fire prevention & education satisfaction index' through continued fire prevention outreach focused on ongoing smoke detector inspections of all targeted vulnerable households.

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 or emergency medical 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 host and provide the citizen cardiopulmonary resuscitation (CPR) training program for Winter Garden residents to help bolster and improve the 'CPR certified per 1,000 residents ratio' from **51** to **53** (where for every 1,000 residents there are 53 individuals in the community trained to use CPR).

Performance Indicators

CPR Certified / 1,000 Residents Ratio – The number of individuals (residents and business owners) CPR trained and certified to-date compared to per 1,000 Winter Garden residents in any given year. (Formula: Total number of residents CPR trained / (Total City population (47,500) divided by 1,000 = 47.5). Alternatively, this measure reflects the number of WG residents who are trained in CPR life-saving techniques on a per 1,000 residents basis

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

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Contain and control Fire Department's overtime cost

Objective

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

Performance Indicators

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

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

Strategic Priority #3

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Emergency Preparedness Satisfaction Index *	77%	N/A	80%↑
Fire Prevention & Education Satisfaction Index *	84%	N/A	87%↑
Safety from Fire, Flood or Other Natural Disaster Satisfaction Index * (New Rating)	85%	N/A	88%↑
Fire Services Satisfaction Index *	91%	N/A	95%↑
Emergency Medical Services Satisfaction Index *	91%	N/A	96%↑
Employee Motivation and Productivity Satisfaction Rating **	N/A	80.4%	82%↑
FINANCIAL INDICATORS			
Labor Budget to Actual Labor Variance (+/- Percentage) ***	5.3%	4.7%	+/- 5%↓
Overtime Labor Budget to Actual Labor Variance (+/- Percentage) ***	-18.5%	-34.4%	+/- 5%↓
False Alarms as a % of Total Calls	.4%	.4%	≤ 1%↓
Fire Calls as a % of Total Calls	2.3%	2.6%	≤ 2.5%↓
Fire Average Response Time	5:19	5:24	≤ 5:25↓
EMS Calls as a % of Total Calls	80.4%	79.3%	≤ 80%↓
Average EMS Response Time	5:58	6:09	≤ 5:05↓
CPR Certified / 1,000 Residents Ratio	22.3	51.11	53.1↑
# of incidents where CPR was used by a citizen prior to a first responder	8	17	20↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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

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

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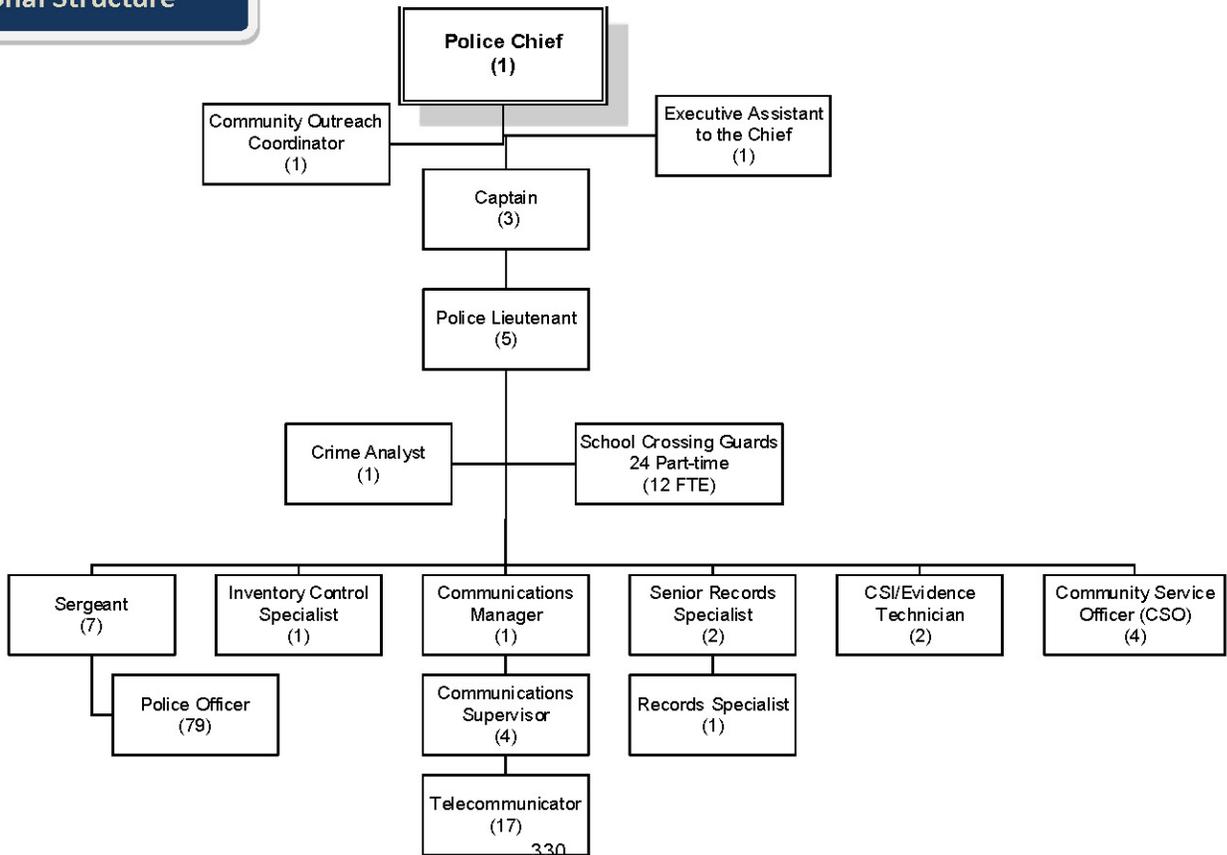
POLICE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Patrol • Criminal Investigations • Community Oriented Policing • Forensics • Dispatch (911 and Non-Emergency Services)
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Extended economic pressures could increase crime • New Florida Incident Based Reporting System (FIBRS) method used to track crime statistics has changed the way a crime incident is reported resulting in more crime counts in a single incident than the previous method - actual crimes and targets will now reflect higher • Maintaining patrol levels with higher than normal officer vacancies • Citizen's apathy towards public safety initiatives • Having to increase staff to keep pace with the population growth • Recruiting/Retaining qualified applicants • Outgrowing the current police department buildings • Traffic safety and enforcement as a result of increasing population within the City and surrounding localities 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Staffing levels will stabilize and officer vacancies will reduce • Community policing and outreach activities will return to normal after being suspended due to COVID • Enforcement policy changes enacted will further build and preserve community relationships in Winter Garden • New Records Management Software system will be installed in early FY2023 to assist and improve the efficiency of crime statistics reporting

Organizational Structure

FTE: 142



FY 2022-2023 STRATEGIC PRIORITY, GOAL & OBJECTIVES

Strategic Priority #1

Ensure a Safe Community

Department Goal

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

Objective

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

Performance Indicators

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

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 low priority (crime not in progress) emergencies from the point a call is answered to the arrival of the first dispatched unit to the scene

Code 2 Calls Received – Number of low priority (crimes not in progress) emergency response calls received and responded to by WGPD officers.

Code 2 Calls per 1,000 Residents – Number of low priority (crime not in progress) emergency calls received and responded to per 1,000 Winter garden residents. Calculation: total number non-emergency calls received / (total city population/1,000)

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

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

- Ensure vehicular traffic safety in targeted neighborhoods and major roadways utilizing effective enforcement measures to reduce excessive speeding and to uphold careful observance of the traffic codes.

Performance Indicators

Traffic Enforcement Satisfaction Index – Percentage of citizens surveyed who feel positive about traffic enforcement efforts throughout the City (speed control and safe observance of the all traffic laws)

% Citizens Receiving a Traffic Citation in the Last 24 months Index – Percent of citizens who received a citation from a Winter Garden Police Officer in the last 24 months - survey index measured every two years in the National Community Survey (NCS)

Number of Traffic Stops – Count of traffic enforcement stops made by WGPD for traffic code violations including aggressive driving.

Count of Traffic Enforcement Events – Number of Aggressive Driving Enforcement events (ADE) and Residential Aggressive Driving Enforcement events (RADE) conducted throughout the City by WGPD

Objective

- Target crime trends throughout the downtown district to increase the overall sense of safety throughout Winter Garden's downtown district.

Performance Indicators

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

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

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

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

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index *	83%	N/A	86%↑
Safety From Violent Crime Index *	91%	N/A	94%↑
Crime Prevention Index *	81%	N/A	84%↑
Average Safety in Your Neighborhood Index (day & night combined) *	93%	N/A	96%↑
Safety in Downtown Winter Garden during the Day Index *	97%	N/A	98%↑
Safety in Downtown Winter Garden after Dark Index *	92%	N/A	95%↑
Traffic Enforcement Satisfaction Index *	74%	N/A	77%↑

Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
# of Property Crimes Reported **	835	1,658	1,800↓
Property Crime Clearance Rate	35.7%	42.3%	39%↑
Property Crime Rate per 1,000 Residents	16.5	34.3	36.0↓
# of Violent Crimes Reported **	178	196	250↓
Violent Crime Clearance Rate	63.6%	50%	58%↑
Violent Crime Rate per 1,000 Residents	3.52	4.04	5.0↓
# of Crimes Reported **	1,013	1,856	2,300↓
Crime Clearance Rate	40.5%	44.1%	39%↑
Crime Rate per 1,000 Residents	20.06	38.2	46.0↓
Code 2 Calls Received (low priority-crime not in progress emergencies)	12,880	12,150	11,200↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	6:51	6:50	≤ 6:30↓
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	255.05	250.5	224.0↓
Code 3 Calls Received (high priority emergencies)	670	688	850↓
Code 3 Calls Response Time (high priority emergencies)	4:55	4:05	≤ 4:00↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	13.27	14.18	17.0↓
% Citizens Receiving a Traffic Citation in the Last 24 months	3%	N/A	≤ 5%↓
Number of Traffic Stops	15,979	15,328	8,500↓
Count of Traffic Enforcement Events	1,856	2,022	1,250↓
# of Crimes Reported in Downtown District **	59	93	90↓
Downtown Crime Clearance Rate	64%	68%	60%↑
# of Unsecured Properties Downtown	9	15	60↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

** # of crimes reported for FY22 forecast and FY23 target have been adjusted to now show higher than normal reported crime counts or incidents due to a State required change in reporting methodology with the Florida Incident Based Reporting System (FIBRS). Change was made effective during FY22.

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

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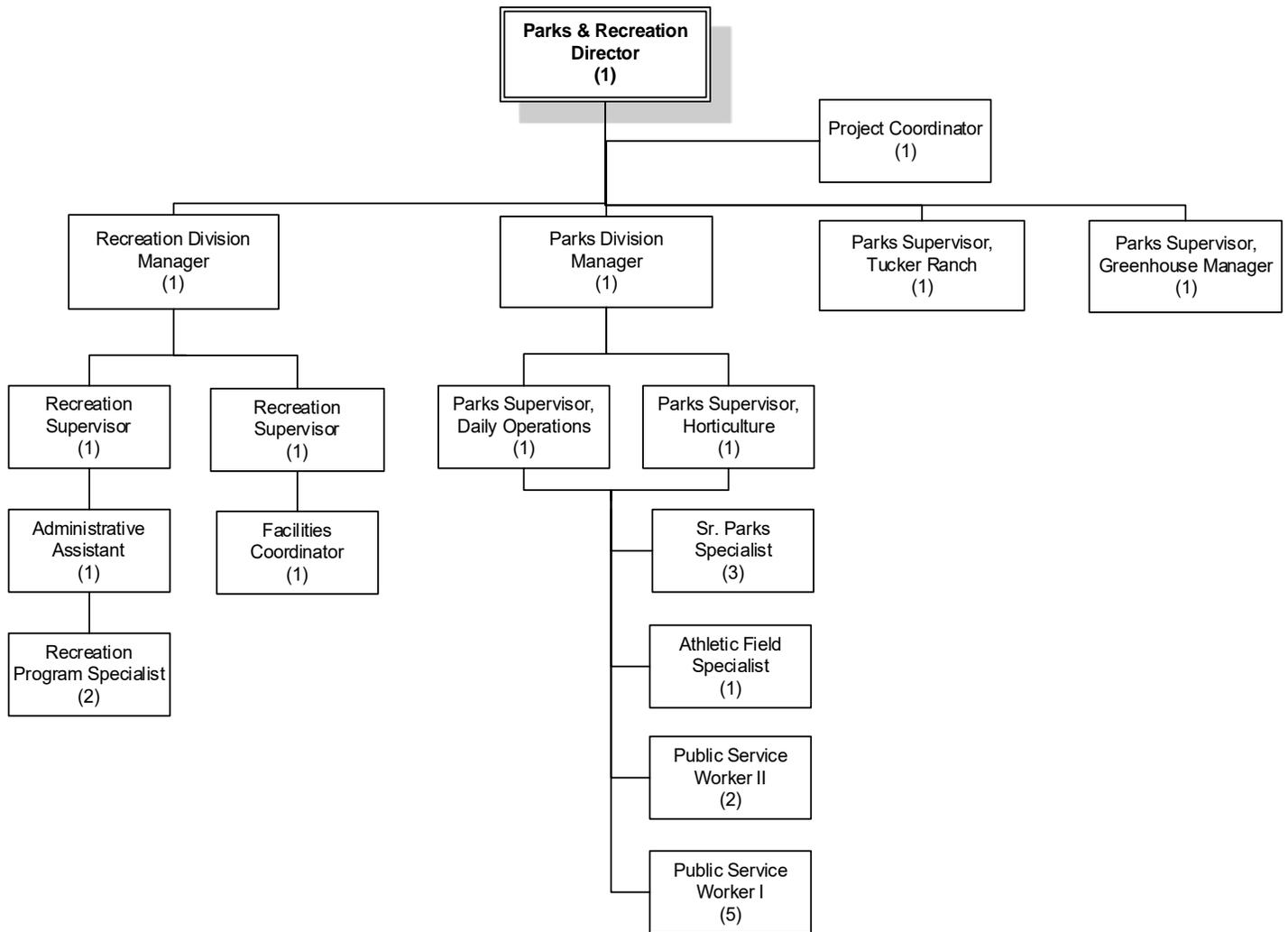
PARKS & RECREATION DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS

<p>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.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • 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
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Managing/Responding to higher than expected attendance at planned events, especially, in the Fall • Growing community demand for athletic spaces while minimizing field overuse and failures • Pressure to expand the number of events downtown while ensuring downtown business positive and negative impacts are considered, as well as resource limitations • Attracting and retaining staffing levels to keep pace with the existing and expanding community demand • Delivering the right mix of programs and services that cater to changing needs • Continued hang-over effects of COVID-19: <ul style="list-style-type: none"> ○ Staff absences due to COVID ○ Curbside drop-off will continue as this practice has improved efficiency and overall safety ○ Monitoring COVID cases in programs and camps and adjusting operations to limit exposures ○ Sanitization practices and protocols will continue to be a priority 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • There will be a growing demand from residents and visitors to participate in recreational and athletic activities • Event attendance will continue to grow • With continued growth, there will be additional pressure to update/expand parks and recreational venues to match community needs and higher expectations • Availability of funding to expand/improve/sustain outdoor assets and facilities • Programming and general operating cost to maintain community health and safety including capacity assistance to local restaurants will continue, as well as, downtown business corridor expanding to side streets off Plant Street plus additional unforeseen assistance

Organizational Structure

FTE: 25



2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide an Attractive Community

Department Goal

Develop and sustain beautiful park, pedestrian and landscape areas

Objectives

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

Performance Indicators

Pedestrian and Landscape Areas Satisfaction Index - Percentage of citizens who feel positive about the way the City maintains its hardscape and landscape areas

Quality of City Parks Satisfaction Index - Based on the Citizens Survey, the percentage of citizens who feel positive about the appearance and the maintenance upkeep of the City's park areas

Downtown Amenities, 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 suite of amenities, pedestrian and landscape areas.

Strategic Priority #2

Provide Recreation, Arts and Culture

Department Goal

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

Objective

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

Performance Indicators

Overall Quality of Park and Recreation Opportunities Satisfaction Index - As reported by the Citizens Survey, the % of residents who feel positive about the quality of the parks and recreation options and opportunities throughout the City

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

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

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

Opportunities To Attend Special Events and Festivals Satisfaction Index - As reported by the Citizens Survey, the % of residents who feel that the opportunities to attend special events and festivals were either good or excellent

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

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

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

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

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Rehab, restore and protect passive green space throughout the City

Objective

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

Performance Indicators

Quality of the Overall Natural Environment Satisfaction Index - Percentage of Citizens who feel positive about the characteristics of Winter Garden's overall natural environment
Preservation of Natural Land Areas Satisfaction Index- Percentage of Citizens who feel positive about Winter Garden's preservation of open space, farmlands and greenbelts

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.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index *	87%	N/A	89%↑
Quality of City Parks Satisfaction Index *	87%	N/A	92%↑
Downtown Amenities, Pedestrian and Landscape Areas Satisfaction Rating <small>(in-house survey feedback from downtown merchants)</small>	N/A	98%	≥ 95%↑
Overall Quality of Park and Recreation Opportunities Satisfaction Index * <small>(New Rating)</small>	87%	N/A	90%↑
Recreational Opportunities Satisfaction Index *	83%	N/A	85%↑
Recreation Programs and Classes Satisfaction Index *	80%	N/A	83%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index *	67%	N/A	82%↑

Opportunities To Attend Special Events and Festivals Satisfaction Index *	76%	N/A	82%↑
% Satisfied with Recreation Programs (in-house post program survey)	99.3%	96.7%	≥ 95%↑
Quality of the Overall Natural Environment Satisfaction Index *	87%	N/A	91%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	N/A	68%↑
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
OPERATIONAL INDICATORS			
% Residents Used Recreational Centers or Their Services Index *	36%	N/A	40%↑
# of Total Recreation Program Participants	36,052	39,329	42,000↑
# of Total Program/Events Participants (Attendees)	101,612	531,860	475,000↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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PUBLIC SERVICES DEPARTMENT

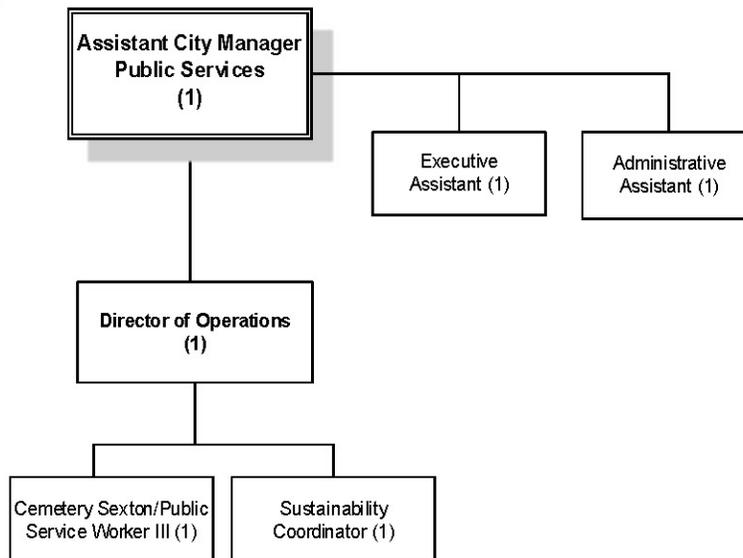
ADMINISTRATION/CEMETERY DIVISIONS

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT:</p> <p>Administration: To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p>Cemetery: Provide compassionate care to families and assist them with the planning of their cemetery needs.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Management of Public Services Divisions • Liaison to State & Federal Regulatory Agencies • Assist with cemetery needs and maintain attractive cemetery grounds • Administer Water Conservation Program • Green energy and energy optimization
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements) • Additional unexpected mandates from regulatory agencies • Utility rates impact fees have not been adjusted in approximately 10 years • Employee turnover with lean staffing and impending retirement eligibility across divisions • Cost constraints on budget due to inflation and recessionary concerns • Uncertainties of long term effects on infrastructure projects • Impact on the pace of construction improvement projects resulting from continued inflationary environment and delays in the supply chain • Lack of available grants 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Commercial and residential consumer utility rates and impact fees will remain unchanged without the proposed rate study • Alternative water supply plan will increase the City's Consumptive Use Permit (CUP) to accommodate the proposed build out of the City • Water conservation public education will reduce water consumption • Vacancies and staffing levels will improve to adequately meet workload demands

Organizational Structure

FTE: 6



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Sound Fiscal Management

Department Goal

Provide alternative funding for City capital improvement projects

Objective

- Continuously pursue and acquire grant funding from state and federal levels to facilitate targeted City infrastructural improvements and achieve a capital improvements external funding rate of at least **15%**.

Performance Indicators

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

Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

Department Goal

Promote a high performing organization

Objective

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

Performance Indicator

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

Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

Department Goal

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

Objective

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

Performance Indicators

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

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

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

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

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

Department Goal

Ensure safety in all Public Services areas through training and accountability

Objective

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

Performance Indicator

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	N/A	80.4%	82%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate * †	0.0%	0.0%	15%↑
Capital Improvements External Funding Received * †	\$0	\$0	\$500,000↑

OPERATIONAL INDICATORS			
Average Queue Wait Time – in seconds	:48	:53	≤ :35↓
Average Talk Time – in seconds	:115	:112	≤ :90↓
Average Hold Time – in seconds	:49	:51	≤ :55↓
Call Abandonment Rate	21.1%	22.3%	≤ 20%↓
% of Calls Handled	78.9%	77.7%	≥ 80%↑
Total Recordable Incident Rate (Accidents Per 100 Employees)	12.49	6.2	0↓

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

† Available grants matching the City's operating goals have declined over the last three years. Pursuing grant opportunities and external funding still remain a key priority. The target for FY23 will focus pursuits on helping to subsidize our reclaimed wastewater expansion effort.

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

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

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



PUBLIC SERVICES DEPARTMENT

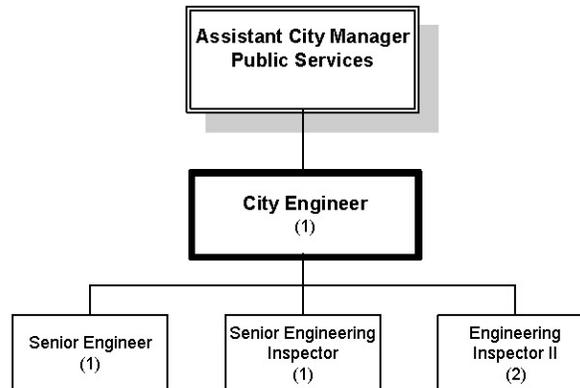
ENGINEERING DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Provide professional engineering services, technical support, and problem resolution for the City as well as private entities through long-term infrastructure planning while ensuring sound project design and quality construction management.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Stormwater Management/Planning • Monitor, Report and ensure Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Compliance • Capital improvement project management • Construction inspections (public and private development) • Public & private plan reviews and consultation • Geographic Information System (GIS) support for City Assets and Infrastructure
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Additional unexpected mandates from NPDES and Federal Emergency Management Agency (FEMA) State and Federal regulatory agencies • Management of a slowing project load with the current staffing • Time management to meet the growing needs of a large project load • New private projects might be delayed due to financial impact of increased material cost and supply chain issues • Pace of overall construction with inflation and supply chain concerns 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Minimal change orders and schedule delays on construction projects • Sufficient funding for Capital Improvement Projects (CIPs) • External stakeholders will complete their tasks within expected timeframes to avoid delays. • Current staffing levels remain

Organizational Structure

FTE: 5



FY 2022-2023 STRATEGIC PRIORITY, GOAL & OBJECTIVE

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

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

Performance Indicators

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

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

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

CIP Bid to Design Estimate Cost Variance % – Percentage difference between the 90% design estimate cost (engineering opinion) of CIP projects and the original proposed bid value. (value should be less than or equal to the stated target)

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

Department Goal

Proactively safeguard engineering design standards on all infrastructure installations

Objective

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

Performance Indicators

Overall Quality of the Utility Infrastructure Satisfaction Index - Percentage of residents who feel positive about the design, function, reliability and integrity of the City's utility infrastructure (water, sewer and stormwater assets)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Overall Quality of the Utility Infrastructure Satisfaction Index * (New Rating)	81%	N/A	85%↑
FINANCIAL INDICATORS			
CIP Bid to Design Estimate Cost Variance %	-3.12%	-24.84%	≥ -10%↑
% of CIPs Completed within Bid Amount	86.36%	75.86%	≥ 95%↑
CIP Bid to Actual Cost Variance %	5.51%	-0.93%	≤ 5%↓
OPERATIONAL INDICATORS			
Number of Post Installation Asset Failures within 2 Years	0	0	0 ↓
Number of Post Installation Asset Failures within 5 Years after Warranty	0	0	0 ↓
% of On-Time CIP Starts (Design Phase)	100%	100%	≥ 95%↑
CIPs Completed and/or on Schedule	95.5%	100%	≥ 95%↑
Number of Active Capital Improvement Projects	9	10	8 ↑
# CIP Site Visits	400	355	300↑
# CIP New Starts per Period	11	10	5 ↑
# CIP C of Cs per period	7	7	6↑
Number of Active Private Projects	30	30	25 ↑
# Private Project Site Visits	3,607	4,701	3,300↑
# Private Project New Starts per Period	26	16	10↑
# Private Project C of Cs per Period	8	14	10↑
# Residential Drainage and ADA Compliance Inspections	1,558	1,257	1,200↑
Number of Active Right of Way Permits	144	58	100 ↑
# Right of Way Site Visits	1,614	3,209	2,500↑
# Right of Way Permit New Starts per Period	156	162	100 ↑
# Right of Way Permit Closeouts per Period	105	104	100 ↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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

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



PUBLIC SERVICES DEPARTMENT

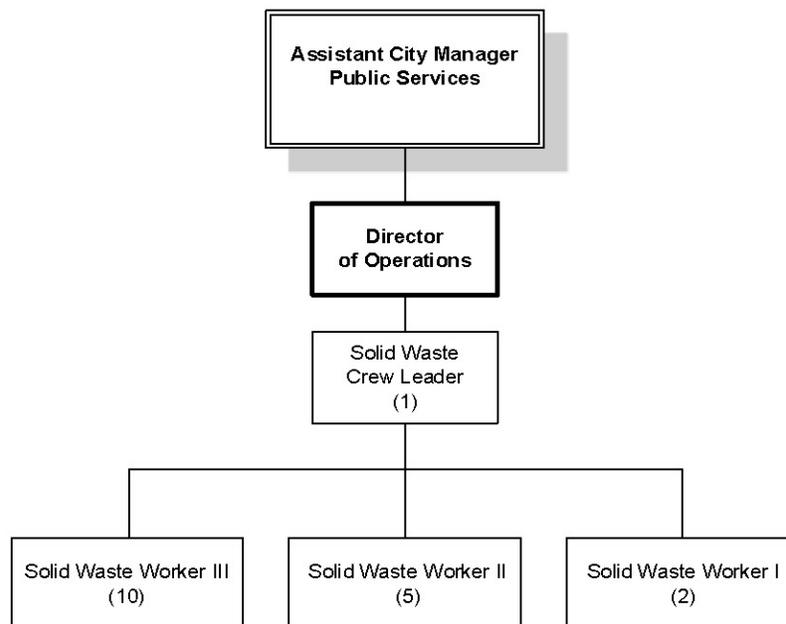
SOLID WASTE DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Provide responsive as well as efficient collection and disposal of solid waste.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Collection and removal of solid waste materials <ul style="list-style-type: none"> ○ Residential/Commercial garbage ○ Recyclables ○ Yard Waste
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Public apathy towards recycling combined with the rising disposal cost of recycling • Closure of lower-cost Orange County recycling facility now causing the use of higher-cost site alternatives for recycle disposal • Continued effects of the recycling ban by China and its impact on marketplace demand • Continued impact from household consumption resulting in more waste/trips to dispose due to continued community growth • Incinerator now reducing tonnage permitted by Waste Connections Incorporated (WCI) due to Waste Management volume - this continues to making drivers less efficient on routes • Increases in Orange County solid waste disposal costs - recently jumped by 3% 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • New residential and commercial solid waste billing rate increase will go into effect in FY23 • The OC landfill will continue to accept solid waste from the City of Winter Garden • To realize a significant increase in recycling disposal cost due to market conditions and inflationary effects on processing cost - will now cost \$95 per ton reflecting a 67.8% increase • Vehicles and equipment will be properly maintained in a timely manner • Public will comply with disposal requirements

Organizational Structure

FTE: 18



FY 2022-2023 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Departmental Goals

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill

Objective

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

Performance Indicators

Garbage Collection Satisfaction Index – Percentage of citizens who feel positive or satisfied with their garbage collection service

Recycling Service Satisfaction Index – Percentage of citizens who feel positive or satisfied with their recycling collection service

Yard Waste Pick-Up Satisfaction Index – Percentage of citizens who feel positive or satisfied with their yard waste collection service

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

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

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

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

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

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

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

Number of Commercial Accounts Recycling – Count of actual commercial accounts that serviced through recycling pick-ups

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) = 50.5. Excludes Recycling.

Tonnage of Recycle Waste per 1,000 Residents – Total recycling waste (commercial & residential) measured in tons per 1,000 Winter Garden residents. Calculation: total tonnage in solid waste refuse / (total city population/1,000) = 50.5

Tonnage per Trip – Total commercial and residential solid waste refuse (includes recycling and yard waste) measured in tons per number of trips to the transfer station and/or landfill. Note: Measure excludes yard waste collected using Boom trucks, however, yard waste collected using Compacted trucks are included.

Solid Waste Direct Cost per Tonnage – Solid Waste Division direct operating cost (labor, repair & maint., tipping fees, fuel, operating supplies etc.) divided by the total refuse weight in tons sent to transfer stations and landfills (excludes depreciation cost and inter-fund management fees)

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Garbage Collection Satisfaction Index *	94%	N/A	97%↑
Recycling Service Satisfaction Index *	84%	N/A	90%↑
Yard Waste Pick-up Satisfaction Index *	96%	N/A	97%↑
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	\$144.44	\$151.76	\$170.00↓
OPERATIONAL INDICATORS			
% Residents Recycled at Home Participation Index *	89%	N/A	91%↑
% of Homes Converting to New Recycling Carts	88%	90%	90%↑
Tons of Solid Waste Refuse	27,232	27,934	29,500↑
Tons of Commercial Solid Waste Refuse	12,059	12,957	13,750↑
Tons of Residential Solid Waste Refuse	15,174	14,981	15,750↑
Tons of Recycle Waste Collected	2,882	2,875	3,500↑
Recycled Waste as a % of Total Waste	9.6%	9.3%	12.5%↑
Number of Commercial Accounts Recycling	70	70	75↑
Tonnage of Commercial Solid Waste Refuse per Service Account	17.6	18.5	19.0↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	317	315	315↓
Tonnage of Recycle Waste per 1,000 Residents	61	61	70↑
Tonnage per Trip	10.6	10.3	11.0↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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



PUBLIC SERVICES DEPARTMENT

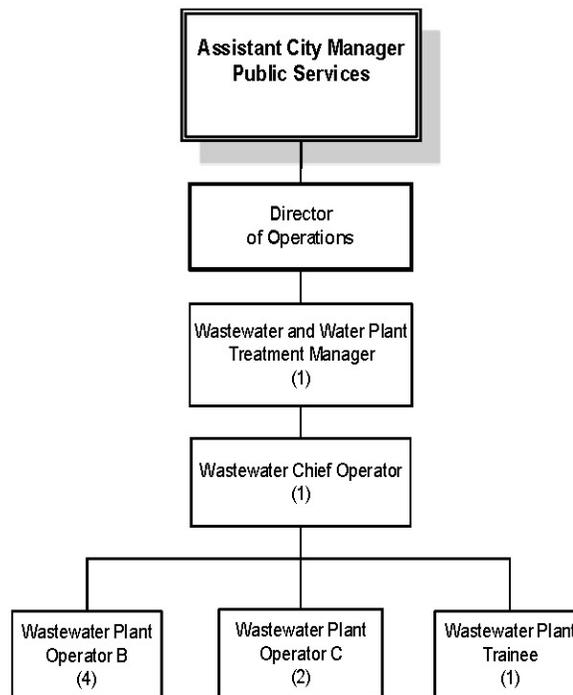
WASTEWATER & RECLAIMED WATER DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: To protect the natural environment through sound environmental practices with wastewater and reclaimed water treatment.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Treatment of sewage to Florida Department of Environmental Protection (FDEP) Permit levels • Production of reclaimed water
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Excessive rainfall leading to higher infiltration to the collection system • 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 • Plant energy consumption due to an increase in residents working from/staying at home and other market forces <p>Rising energy cost burdening plant overhead</p>	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • City will be able to continue to dispose of the sludge produced by the treatment plant • Public education related to properly disposing of cooking oil and grease will reduce wastewater operations expenses • Staff levels will be adequate to meet operational demands and activities

Organizational Structure

FTE: 9



FY 2022-2023 STRATEGIC PRIORITY, GOAL & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

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

Performance Indicator

Restaurant Site Inspection Compliance Rate - Percentage of restaurants that successfully pass grease trap inspections compared to total restaurants inspected

Department Goal

Improve and maintain odor controls at wastewater treatment facility

Objective

- Monitor the odor control equipment on the Headworks and Influent Wetwell to ensure the proper operation to reduce odors effects from the wastewater treatment facility and decrease the number of odor complaints.

Performance Indicators

Number of Odor Complaints – Annual number of unique complaints by residents regarding the smell emitted from the wastewater facility

Number of Repeat Odor Complaints - Number of complaints by residents who have complained previously regarding the smell emitted from the wastewater facility

Department Goal

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

Objective

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

Performance Indicator

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

Department Goal

Minimize equipment failure through proactive maintenance

Objective

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

Performance Indicators

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

Department Goal

Prolong Waste Water Plant asset and equipment life and minimize failures

Objective

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

Performance Indicators

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

Strategic Priority #2

Provide Sound Fiscal Management

Department Goal

Control Waste Water Plant Operating & Maintenance Cost within parameters

Objective

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

Performance Indicator

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

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Ensure Waste Water Plant energy efficiency to minimize carbon footprint

Objective

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

Performance Indicators

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

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Water Conservation Participation Satisfaction Index *	93%	N/A	95%↑
Preventive Maintenance to Production (Dollars per Hour)	\$12.00	\$44.90	≤ \$40.00↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$0.01	\$0.02	≤ \$.04↓
Treatment Operating and Maintenance Cost per Service Connection	\$115.82	\$115.82	≤ \$300.00↓
Number of Odor Complaints (Wastewater Treatment Plant)	4	4	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
% Pump and Motor Failures	3.8%	7.1%	≤ 5%↓
# of Pump and Motor Failures	11	6	5↓
Pump and Motor Maintenance Rate	81%	80%	≥ 75%↑
# Pump and Motor Maintenance Work Performed	78	77	78↑
Total Pounds of Sand Removal from Tanks (in pounds)	89,880	72,260	139,000↓
Restaurant Site Inspection Compliance Rate **	100%	100%	100%↑

# of BTU per Year in Energy Consumption (WWTP)	1,465,112,801	1,492,522,535	1,400,000,000 ↓
Waste Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	85,003	85,621	87,500 ↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

** Annual grease trap inspections of 113 total local restaurants to reduce grease contaminants in the waste water system

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

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



PUBLIC SERVICES DEPARTMENT

WASTEWATER/STORMWATER/STREETS DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

MISSION STATEMENT:

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

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

CORE FUNCTIONS:

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

CHALLENGES:

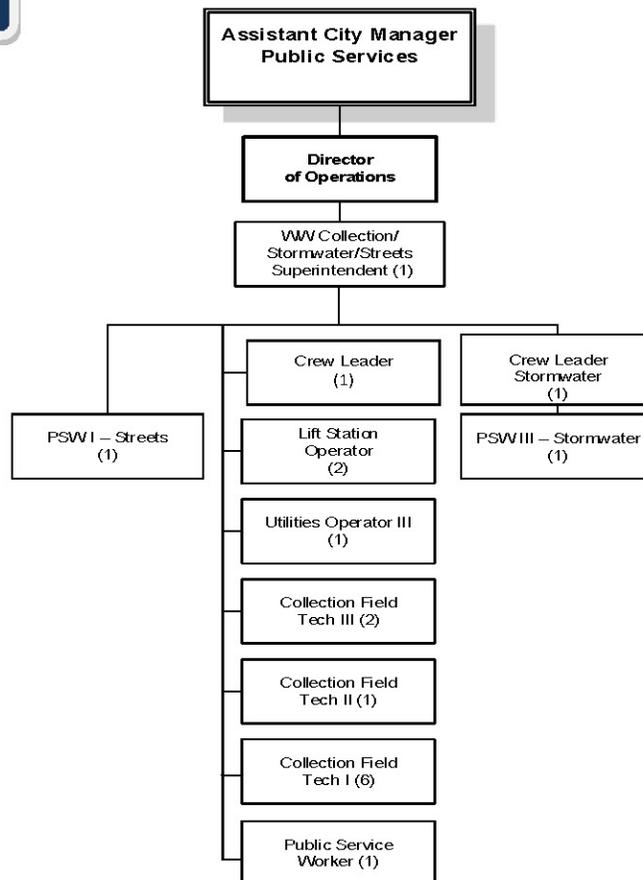
- Higher than normal turnover and vacancies restraining the required level of preventive maintenance activities and other service demands
- Adverse weather conditions and tropical storms
- State and Federal Environmental Mandates
- Lack of cooperation from Federal, State and Regional agencies
- Lack of funding for Storm Water Action Team (SWAT)
- Loss of two workdays a month to assist Utility Billing with monthly turn-on's/turn-off's
- Rising cost of materials and supplies including supply chain constraints

BUSINESS ASSUMPTIONS:

- Use of Computerized Maintenance Management Work Order System will continue to improve process workflow, operational efficiency and more informed data-based decision making
- Staff vacancies will be filled to adequately meet operational demands and activities

Organizational Structure

FTE: 18



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Preserve the Natural Environment

Department Goal

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

Objective

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

Performance Indicators

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

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

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

Strategic Priority #2

Maintain Quality Services and Infrastructure

Department Goal

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

Objective

- Ensure timely and proactive sewer preventative maintenance to increase the 'sewer satisfaction index'.

Performance Indicators

Sewer Satisfaction Index – Percentage of citizens who feel positive about the City's sewer services

% of Sewer Calls Responded to Within 45 Minutes – Number of sewer line blockage service requests (calls by residents) responded to within 45 minutes compared to total number of sewer line blockage service request responses

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

Department Goal

Reduce flooding incidents thereby reducing citizen storm water complaints

Objective

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

Performance Indicators

Storm Water Drainage Satisfaction Index – Percentage of citizens who feel positive about storm water drainage
% of Storm Water Calls Responded to Within 24 Hours – Number of storm water drainage service requests (calls by residents) responded to (arrival to location) within 24 hours compared to total number of storm water drainage service request responses
Total Number of Flooding Incidents– Number of times water collection occurs that result in damage to personal and real property
% of Total Storm water Lines TV Inspected - Linear feet of Storm water TV inspections compared to total linear feet of storm water lines

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY22/223 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index *	86%	N/A	88%↑
Sewer Service Satisfaction Index *	91%	N/A	93%↑
Storm Water Drainage Satisfaction Index *	87%	N/A	89%↑
OPERATIONAL INDICATORS			
Volume of Pollutants Removed from Storm Water Drains (in tons)	1,056	579	1,275↑
# of Street Sweeping Miles Cleaned	8,904	7,764	8,750↑
% of Total Sewer Pipes Cleaned	37.8%	21.2%	40%↑
% of Total Sewer Pipes TV Inspected	1.3%	5.8%	10%↑
Linear Feet of Sewer Pipes Cleaned	349,680	196,221	337,920↑
% of Sewer Calls Responded to Within 45 Minutes	96.9%	99.1%	100%↑
Total Number of Flooding Incidents	0	3	0↓
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑
% of Total Storm Water Lines TV Inspected	0.2%	0%	25%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

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



PUBLIC SERVICES DEPARTMENT

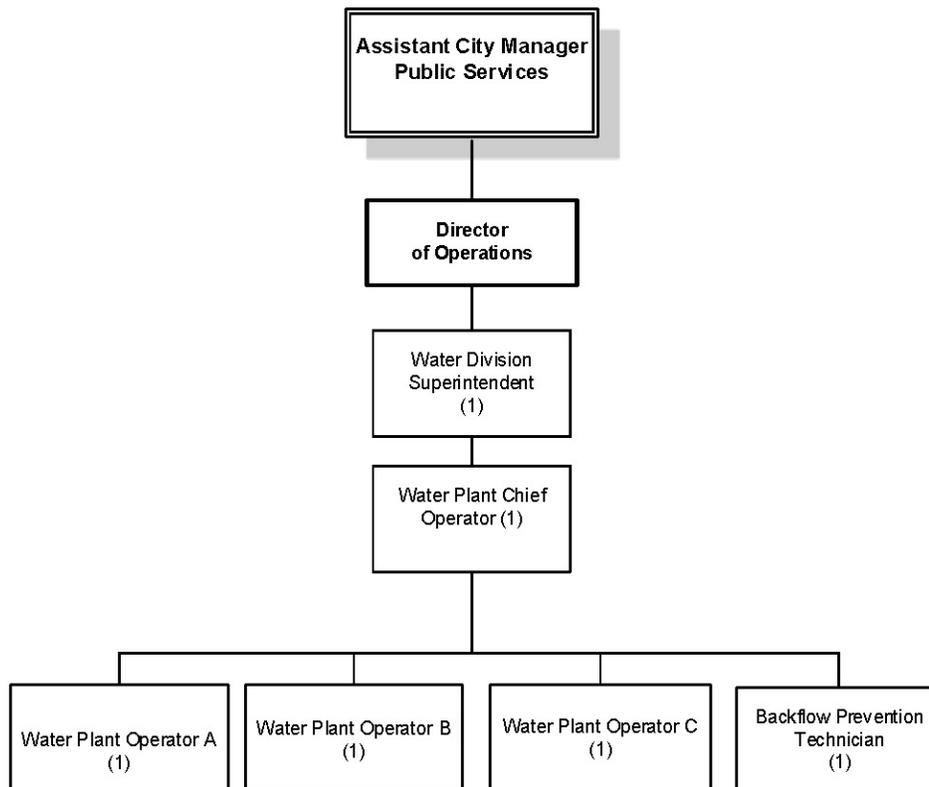
WATER TREATMENT & PUMPING DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Provide quality and safe drinking water that is desirable for use.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide safe drinking water • Maintain water system pressures and flows
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • St. John River Water Management District (SJRWMD) requirements for Alternative Water Supply Projects, using the expansion of the City's Reclaimed Water System as our Alternative Water Supply Project • Plant energy consumption due to an increase in citizens working from/staying at home and other market forces • Rising energy cost burdening plant overhead 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Continue to meet compliance with the City's Consumptive Use Permit (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 • Staff levels will be adequate to meet operational demands and activities

Organizational Structure

FTE: 6



FY 2022-2023 STRATEGIC PRIORITY, GOALS & OBJECTIVES

Strategic Priority #1

Maintain Quality Services and Infrastructure

Department Goal

Raise consumer confidence in the City's drinking water

Objective

- Continue to sustain and improve the drinking water public education program in an effort to elevate the 'drinking water quality satisfaction index'.

Performance Indicator

Drinking Water Quality Satisfaction Index – % of citizens who feel positive about drinking water taste and drinking water pressure. Represents an average of combined NCS Survey scores for both water taste and water pressure

Department Goal

Prolong Water Treatment Plant asset and equipment life and minimize failures

Objective

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

Performance Indicators

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

Strategic Priority #2

Preserve The Natural Environment

Department Goal

Protect groundwater resources through water conservation strategies

Objective

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

Performance Indicators

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

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

Irrigation Gallons Billed – Annual volume of irrigation water (in gallons) consumed and billed for all service connections

Irrigation Gallons Billed per Service Connection – Total volume of irrigation potable and irrigation reclaimed water consumed/billed (in gallons) per irrigation service connection (total gallons billed divided by approx. 10,500 households)

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

Department Goal

Ensure Water Treatment Plant energy efficiency to minimize carbon footprint

Objective

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

Performance Indicators

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

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

Strategic Priority #3

Provide Sound Fiscal Management

Department Goal

Control Water Treatment Plant Operating & Maintenance Cost within parameters

Objective

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

Performance Indicator

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

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index *	75%	N/A	77% ↑
FINANCIAL INDICATORS			
Preventative Maintenance to Production (Cost per Hour)	\$5.59	\$12.69	≤ \$17.00 ↓
Preventative Maintenance to Production (Cost per Million of Gallon)	\$.03	\$.03	≤ \$.03 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$64.32	\$64.32	\$60.00 ↓
OPERATIONAL INDICATORS			
Million Gallons/Day in Groundwater Withdrawals	5.35	5.51	≤ 5.5 ↓
Volume of Ground Water Withdrawals (in million gallons)	1,943.8	2,022.1	2,340 ↓
Irrigation Gallons Billed	2,140,202	1,922,746	2,033,000 ↓
Irrigation Gallons Billed (Used) per Service Connection	216.2	185.7	193.6 ↓
Rainfall Volume (in inches)	47.4	82.0	≥ 58.00 ↑
# of KBTU per Year in Energy Consumption (WTP)	15,077,681,311	15,938,267,855	14,000,000,000 ↓
Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	879,407	914,211	875,000 ↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021. Rating represents an average from two water quality survey ratings: 'Drinking water taste' and 'Drinking water pressure'

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

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

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

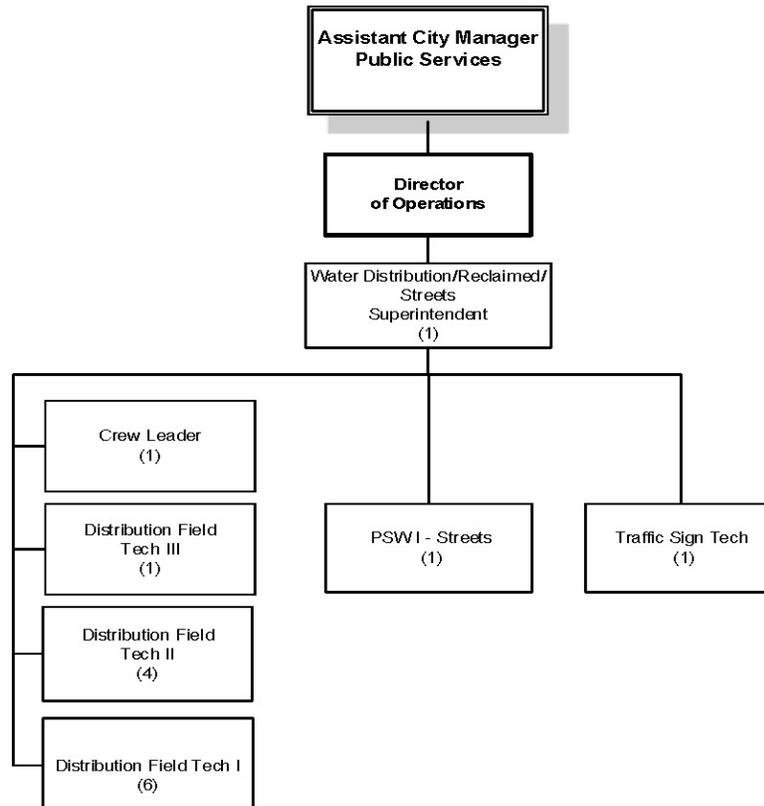


PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: <u>Water Distribution:</u> Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week.</p> <p><u>Streets:</u> Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide reliable water services • Provide and maintain roadways and sidewalks • Maintain traffic signs, traffic lights and street lights
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Adverse and abnormal weather patterns and conditions • Higher than normal turnover and vacancies - not having sufficient staff to adequately handle the demand of water meter repairs, replacement work and street maintenance • Loss of three workdays per month to support Utility Billing Turn-off/Turn-On operations • Rising cost of materials and supplies including supply chain constraints 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Completion of Phase II water meter conversion to the new FlexNet meters, which enables water consumption to be read remotely, will encounter delays due to limited availability and supply chain issues • Staff vacancies will be filled to adequately meet operational demands and activities

Organizational Structure

FTE: 15



FY 2022-2023 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Improve and Maintain Mobility

Department Goal

Improve pedestrian infrastructure, bicycle and automobile transportation

Objective

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

Performance Indicators

Street Repair/Maintenance Satisfaction Index – Percentage of citizens who feel satisfied with street repair and maintenance throughout the City

Street Repair Ratio – Number of linear feet of streets repaired compared to total linear feet of streets in the City

Objective

- Execute and continuously evaluate City sidewalk maintenance plan, including bicycle trails, to improve the 'sidewalk maintenance satisfaction index'.

Performance Indicators

Sidewalk Maintenance Satisfaction Index – Percentage of citizens who feel satisfied with sidewalk maintenance throughout the City

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

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 and Rescue Department personnel training information to reduce water main breaks that occur annually.

Performance Indicators

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

Objective

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

Performance Indicators

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

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index *	64%	N/A	70%↑
Sidewalk Maintenance Satisfaction Index *	70%	N/A	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index *	76%	N/A	80%↑
OPERATIONAL INDICATORS			
Street Repair Ratio (based on linear feet)	3.95%	6.39%	5%↑
Sidewalk Repair Ratio (based on linear feet)	.62%	.48%	1.1%↑
Number of Water Main Breaks	4	4	2↓
Number of Service Line Breaks	160	116	150↓
#of Boiled Water Notices Issued	2	7	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	5	0	0↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2021.

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

GLOSSARY OF TERMS

Glossary of Terms

GLOSSARY

AD VALOREM TAX: A tax levied on the assessed value of real and personal property (also known as “property tax”).

ADOPTED BUDGET: The proposed budget as formally approved by the City Commission.

AGENCY FUND: A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

APPROPRIATION: A specific amount of money set apart by the City Commission for the purchase of goods and services.

ASSESSED PROPERTY VALUE: A valuation set upon real estate or personal property by the County Property Appraiser as a basis for levying taxes.

BALANCED BUDGET: A budget in which budgeted revenues equal budgeted expenditures/expenses.

BOND: A written promise to pay a specified sum of money (face value or principal), at a specified date in the future (maturity date), together with interest at a specified rate.

BUDGET: A fiscal plan of programs, services, and construction projects expected to be carried out, funded within available revenues, and designated within a specific period of time, usually 12 months.

CAPITAL EQUIPMENT: Equipment with a value in excess of \$1,000 and an expected life of more than two years such as automobiles, computers, and furniture.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

PROPRIETARY FUND: A type of fund which is similar to private sector companies, whereby the focus is on the measurement of net income.

REVENUE: Money received by the City from external sources.

REVENUE BOND: A bond whose principal and interest are payable exclusively from a specific revenue source.

ROLLED-BACK MILLAGE RATE: The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SPECIAL REVENUE FUND: A type of fund used to account for the proceeds of a specified revenue source (other than special assessments or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

TAX INCREMENT FINANCING: A method for providing money to pay for infrastructure related to development in a designated district. The money comes from the increase in property tax above the redevelopment level, and can be used for a predetermined time period.

TAX LEVY: The total revenue amount to be raised by general property taxes for purposes specified in the adopted budget.

TAXABLE VALUE: The assessed value less homestead and other exemptions, if applicable.

TRANSPORTATION IMPACT FEE: A charge based on projected trips that will be generated by development or redevelopment of a property.

UTILITY TAX: A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0 percent of the sales price of such utility service or commodity.

