



Winter Garden, Florida

City of Winter Garden
Adopted Budget

Fiscal Year 2023-2024





WINTER GARDEN

**CITY OF WINTER GARDEN
Fiscal Year 2023/2024
Adopted Budget**

JOHN REES

Mayor

LISA BENNETT

Mayor Pro Tem
Commissioner, District 1

RON MUELLER

Commissioner, District 2

MARK A. MACIEL

Commissioner, District 3

COLIN SHARMAN

Commissioner, District 4

JON C. WILLIAMS

City Manager

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BUDGET MESSAGE

Budget Message

August 18, 2023

**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 2023/2024. This document presents projected revenues, expenditures for operations and capital improvements for the upcoming fiscal year.

Introduction

Fiscal year 2024 presents us with both opportunities and challenges. Our primary goal is to continue fostering the growth and well-being of our community while ensuring responsible fiscal management. This budget proposal aims to strike a balance between the provision of essential services, targeted investments, and prudent financial planning. This budget is a culmination of extensive analysis, careful consideration, and the shared vision of our community.

Economic Outlook

The City experienced welcomed economic growth as key economic indicators continued to move in a positive direction. Revenue projections are strong due to increased real estate valuations, new construction, and consumer spending. The City also boasts a healthy general fund reserve of \$17.4 million or 31% of the general fund operating expenditures. Economists predict a mild recession is anticipated sometime in the next twelve months, but our healthy financial reserves will help us navigate unforeseen events ahead. 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.

Budget Highlights

The General Fund revenues budget for FY 2023/24 totals \$82,768,911. This is an increase of \$31,920,525 or 63% when compared to the budget for the prior fiscal year budget. The most

significant source of the increase is from the addition of \$24.5 million in grant funding which is comprised of \$18 million from the allocation of ARPA funds, \$1.2 million from the Firefighter SAFER grant program and \$5 million from the West Orange Health District program. The General Fund operating revenues (not including grant funding) increased 14.7%, an increase of \$7.5 million when compared to FY 2023 budget. The largest revenue source in the General Fund budget is ad valorem taxes in the amount of \$24,081,464 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 \$2,730,358 as a result of the 12.8% increase in Winter Garden’s property values.

We have funded the budget to ensure robust economic development and strong public safety. The budget funds a commitment to meet the continued need for infrastructure improvements and provide high quality services to the residents, businesses and visitors of the City. Consequently, operating expenditures are expected to grow approximately 13.6% or \$6.67 million and the capital budget has increased by \$31.7 million with the majority of the new capital funded by grant and contributions funding.

While providing funding for all essential governmental services, we’ve also been able to include funds to start addressing several other important community projects with the use of grant funding and other sources of revenues.

Major initiatives

Tucker Ranch Health and Wellness Park:

Tucker Ranch -- a sprawling 209-acre park at 100 Avalon Road in Winter Garden, Florida, that was once a working cattle ranch — will become an integrated fitness and wellness campus focused on improving residents’ physical, mental, and emotional wellbeing, within the backdrop of an old Florida landscape.

It is the City’s goal to collaborate with community partners to create a culture of health and wellness in West Orange by creating a 20-acre holistic health and wellness park and state-of-the-

art teaching farm. The Tucker Ranch Health & Wellness Park will be a convenient community hub for exercise, health, & nutrition for the mind, body, and soul.

When constructed, the holistic health and wellness park will include a trail system with multiple exercise nodes and outdoor fitness equipment, an advanced fitness area, an outdoor kitchen, farm and a covered pavilion and a retreat center (multi-purpose building).

The operational farm will include a greenhouse, a farm store, an outdoor teaching kitchen, and edible and teaching gardens. All the produce grown will be distributed and sold to local food outlets, such as the weekly Winter Garden Farmers Market, to provide fresh, local, and affordable produce for the community.

The park will include a primitive campground, hiking trails, canoe and kayak launch on John's Lake, and a preserved historic area. Core project components are as follows:

- **Food and Nutrition** – A farm to teach the community about healthy eating and means to provide access to nutritious, locally grown seasonal food.
- **Fitness and Rehab** – State of the art fitness areas, equipment, and classes.
- **Mental Health** – The nature aspects and attributes of the outdoor park will boost mental outlook and contribute to a positive mental state.
- **Natural Environment** – All buildings will be constructed to capitalize on the natural environment, hereby providing an additional boost to physical and mental health. Many of the classes and programming will be held outdoors.

The City has created a consortium of local healthcare organizations to guide and contribute to funding and programming. So far, the West Orange Healthcare District, Healthy West Orange, and Advent Health are funding partners. Consortium members include Orlando Health, Healthy West Orange (a grassroots movement established by the District to help residents eat well and stay active), as well as Advent Health, American Diabetes Association, American Heart Association, Community Health Centers, Mental Health Association of Central Florida, Nemours, Orlando Health, Shepherd's Hope, and UCP of Central Florida.

WELLNESS PARK - OVERALL SITE PLAN



Legend

- | | | | | | | |
|---------------------|----------------------|----------------------------|---------------------------|---------------------------------|---------------------------|-------------------------|
| Ⓐ The Retreat | Ⓒ Old Florida Garden | Ⓜ Family Friendly Exercise | Ⓢ Crossing Terrace | Ⓥ Viewing Terrace | Ⓤ Path for Events | Ⓦ Box Truck Parking |
| Ⓑ Labyrinth Glade | Ⓓ Trailhead Gateway | Ⓝ Crossing | Ⓣ Demonstration Gardens | Ⓦ Edible Landscape | Ⓧ Service Yard & Parking | Ⓨ Greenhouse |
| Ⓒ Sound Garden | Ⓛ Wildlife Garden | Ⓔ Round Pavilion | Ⓤ Pollinator Mixed Border | Ⓧ Pole Barn | Ⓨ Staff/Port Service Yard | Ⓩ Advanced Fitness Node |
| Ⓓ Fragrance Garden | Ⓛ Floating Pavilion | Ⓟ Great Lawn | Ⓥ Historic Arch | Ⓨ Orchard Grove | Ⓩ Gate | ⓐ Advanced Fitness Lawn |
| Ⓔ Story Circle | Ⓧ Expanded Pond | Ⓠ Bus Drop Off | Ⓦ Demonstration Kitchen | Ⓨ Sculpture or Fountain | Ⓤ Enhanced Trail Gateway | ⓑ Greenway Connection |
| Ⓛ Meditation Garden | Ⓛ Boardwalk | Ⓡ Great Arbor | Ⓧ Farm Stand & Restrooms | Ⓨ Reconfigured Wetland & Buffer | Ⓤ Advanced Fitness Area | ⓒ Bike Storage |

East Winter Garden Revitalization:

The City's focus over the last few years has been on revitalizing East Winter Garden. In December 2022, the City of Winter Garden, along with hundreds of Winter Garden citizens, and Dover Kohl & Partners town planning, worked together to prepare and publish an East Winter Garden Plan. The plan identified five big ideas for East Winter Garden Revitalization:

- 1) One Winter Garden – Increase connections between the Historic Downtown District and EWG while adding destination along Plant Street that could provide outdoor dining, new businesses, and more local jobs.
- 2) Increase Homeownership & Housing Options – Increase homeownership and improve housing quality while respecting the scale of the existing community.
- 3) Improve Health & Recreation, Safety & Security – Encourage more healthy food options in the area. Help provide activities and training for kids, teens, young adults, and the elderly. Annex enclaves of County land to provide a continuity of safety and services.
- 4) Add New Destination within Walking & Biking Distance – Add sidewalks, streetlights, street trees, and improve drainage at critical areas. Consider trail extension along Center Street and through the neighborhoods.
- 5) Continue Support for Initiatives Underway – Continue to support the existing programs that bring the community together. Churches, church missions, nonprofits, and local nongovernmental organizations.

The City has made great progress towards the implementation of the East Winter Garden Plan.

The City has assigned \$4.2 million funded in the current fiscal year 2023 carryforward budget for:

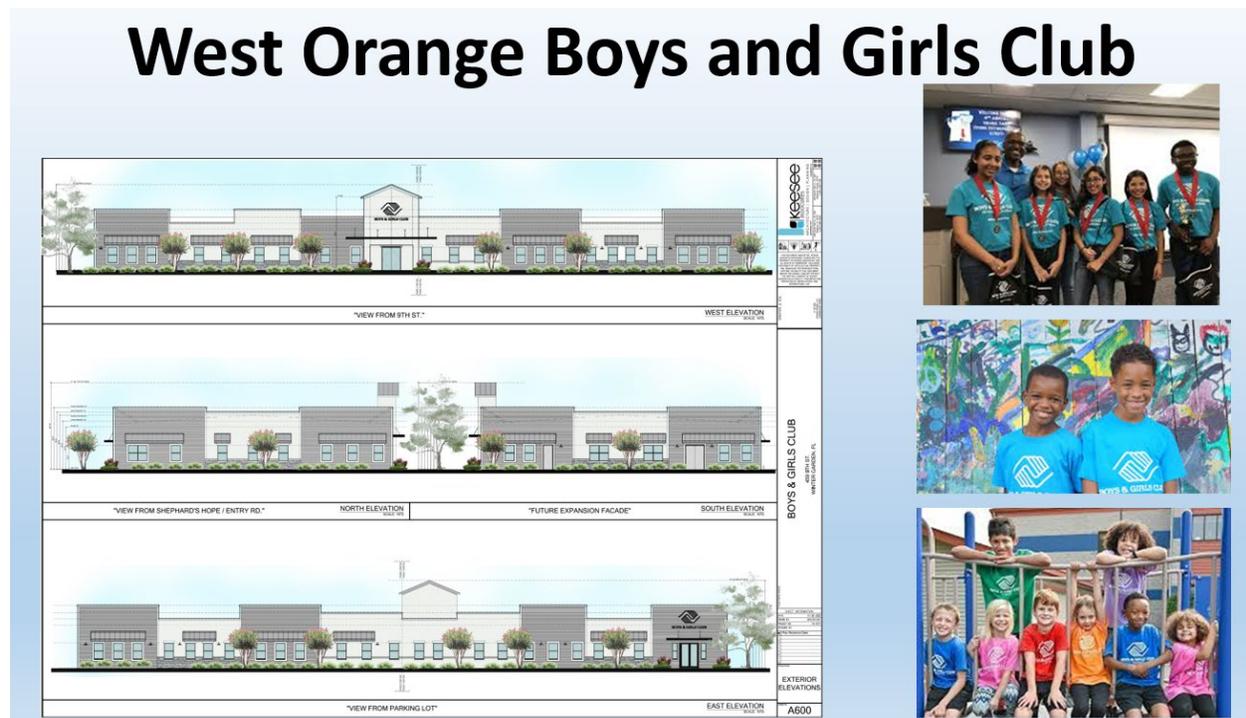
- Stormwater improvements as part of the Orange County stormwater improvements plan
- Planning water main upgrades and sidewalk improvements
- Renovating homes in EWG in partnership with Habitat for Humanity Revitalizations
- Revitalize the core of 10th and Center Streets
- Designing streetscape at 10th & Center Street
- Revitalizing Dyson's Plaza

The fiscal year 2024 budget includes adding \$4.16 million for the following projects

- \$1.5 million – Boys & Girls Club partnership
- \$1.25 million – EWG Housing Initiative – Legacy Home Rehab program
- \$650k – EWG Infrastructure – Streetscape Conceptual Design/Construction Drawings at 10th and Center Street
- \$550k – Zanders Park Revitalization and Upgrades
- \$100k – Habitat for Humanity EWG Neighborhood Revitalization Initiative
- \$55k – EWG Housing Consultant
- \$55k – EWG Community Outreach

West Orange Boys & Girls Club in East Winter Garden:

West Orange Boys and Girls Club



EWG Housing Initiative – Legacy Home Rehab Program:



EWG Habitat for Humanity EWG Neighborhood Revitalization Initiative:



Traffic Management Program:

A large initiative the City is embarking on is traffic management throughout the City. The City has started a new traffic management program which includes three components: monitor, enforcement and control.

Monitor – use of technology, speed cameras and traffic data

“Slow Down Winter Garden” campaign is the City’s new public safety message to remind motorists to drive at a safe speed through neighborhoods and city streets. The “Slow Down Winter Garden” campaign is an extension of the City’s recently adopted transportation policy plan that addresses safety, speed management, and traffic calming.



Phase one of the plan will include increasing police presence on City roads to monitor speeding, erecting speed cameras and warning notice systems at select locations, and temporarily installing speed cushions and speed tables on designated roads to monitor their effectiveness. FY 2024 includes \$808k in funding for 16 new red light cameras to be installed throughout the City.

Enforcement – use of technology, additional traffic police patrol, warning system

The City commission approved of adding five new positions for additional Traffic Unit Staff. The commission authorized the addition of 1 Lieutenant, 2 Motor Officers, and 2 Community Service Officers which are dedicated to the traffic unit to educate and enforce traffic laws and gaining increased compliance. FY2024 fully funds the 5 additional traffic unit staff. The budget also includes \$40k for 2 new mobile message boards with radar.

Control – traffic calming measures, vision zero policy

The City will be developing a Vision Zero Action Plan. Vision Zero is a strategy to eliminate roadway fatalities and severe injuries while increasing safe, healthy, equitable mobility for all. First implemented in Sweden in the 1990s, Vision Zero has proved successful across Europe – and now it’s gaining momentum in major American cities. Vision Zero is a multidisciplinary approach, bringing together diverse and necessary stakeholders to address this complex problem. Vision Zero acknowledges that many factors contribute to safe mobility – including roadway design, speeds, behaviors, technology, and policies – and sets clear goals to achieve the shared goal of zero fatalities and severe injuries. The City has allocated \$150k in the FY2024 budget to develop a Vision Zero Action Plan in the City.

Long-term financial planning

The projected unassigned fund balance in the General Fund at the end of fiscal year 2024 is budgeted to be \$17,362,642, bringing unassigned fund balance to 31.2% of General Fund operating 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 has continued to be above the goal of 30%. 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.

Closing

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 work incredibly hard, day after day. We continue to maintain a conservative budget by controlling costs without compromising the services that add value and serve the City well.

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, 2022

Christopher P. Morill

Executive Director

CITY OVERVIEW

CITY ORGANIZATIONAL CHART

—

CITY PROFILE

—

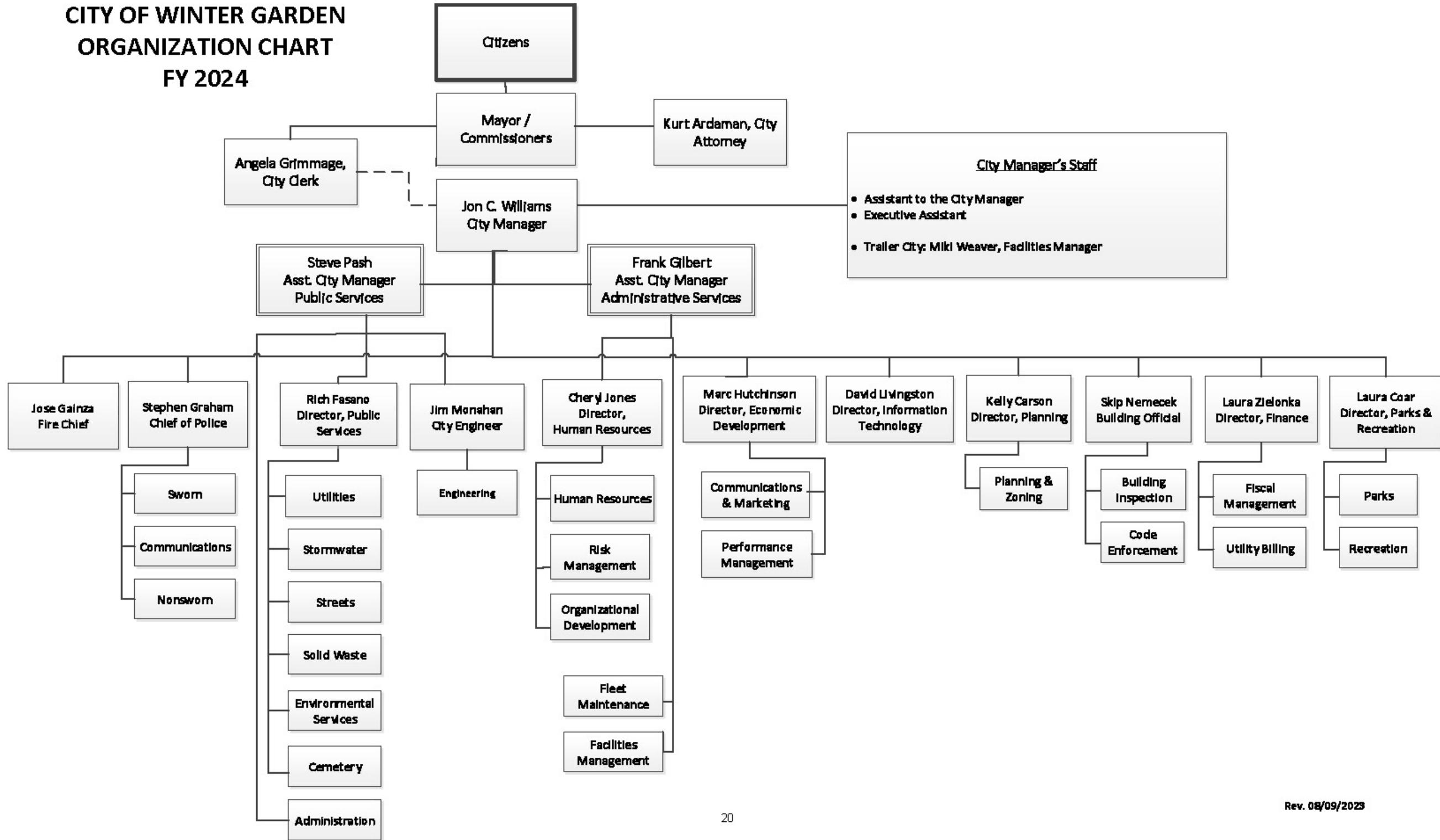
CITY STRATEGIC PLAN

—

FY2023 DEPARTMENTAL GOALS OVERVIEW

City Overview

CITY OF WINTER GARDEN ORGANIZATION CHART FY 2024



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 51,000 residents and 1,600 businesses. The City of Winter Garden is a desirable place to live and a local gathering place for residents within Central Florida offering a diversity of housing and entertainment options.



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

Winter Garden's proximity to Orlando and the theme parks has made it an ideal spot for growth. Winter Garden has grown to become the commercial and cultural capital of West Orange County.

People can browse boutique 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 which provides for 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.



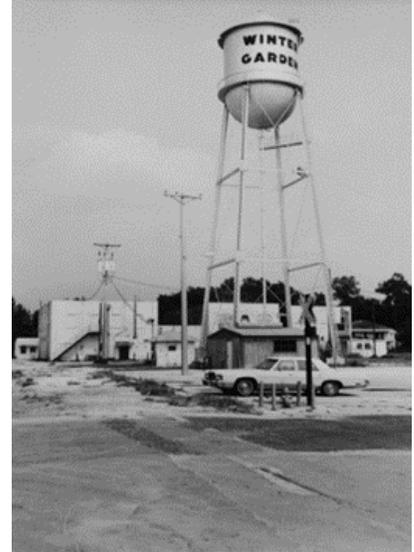
Right in the middle of downtown is an iconic clock tower and "outdoor living room" with a mosaic-tiled public fountain lined with bench swings and a gazebo that serves as a stage for year-round entertainment.

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 2.6 percent in 2022 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. The tourism industry normally accounts for roughly \$75 billion of the total regional economy.

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

Fiscal Year	Population ¹		Personal Income ²		Labor Force (Countywide) ³			Unemployment Rate ⁴
	City of Winter Garden	Orange County	City of Winter Garden		Civilian			
	Winter Garden	County	Annual Income	Per Capita	Labor Force	Employed	Unemployed	
2022	50,318	1,481,321	\$ 1,849,279,337	\$ 36,752	791,783	770,900	20,883	2.6
2021	47,475	1,457,940	1,719,105,232	36,569	754,627	720,932	33,695	4.5
2020	46,964	1,415,260	1,708,879,068	36,387	748,262	675,176	73,086	9.8
2019	45,245	1,386,080	1,638,140,470	36,206	784,788	763,604	21,184	2.7
2018	44,935	1,349,597	1,635,049,845	36,387	755,616	732,303	23,313	3.1
2017	42,959	1,313,880	1,561,602,609	36,351	717,674	683,711	33,963	4.7
2016	41,606	1,280,387	1,504,889,020	36,170	715,726	684,812	30,914	4.3
2015	39,871	1,252,396	1,434,957,290	35,990	692,813	659,768	33,045	4.8
2014	38,442	1,227,995	1,342,240,872	34,916	681,320	643,006	38,314	5.6
2013	37,172	1,202,978	1,243,812,292	33,461	649,312	608,781	40,531	6.2

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].

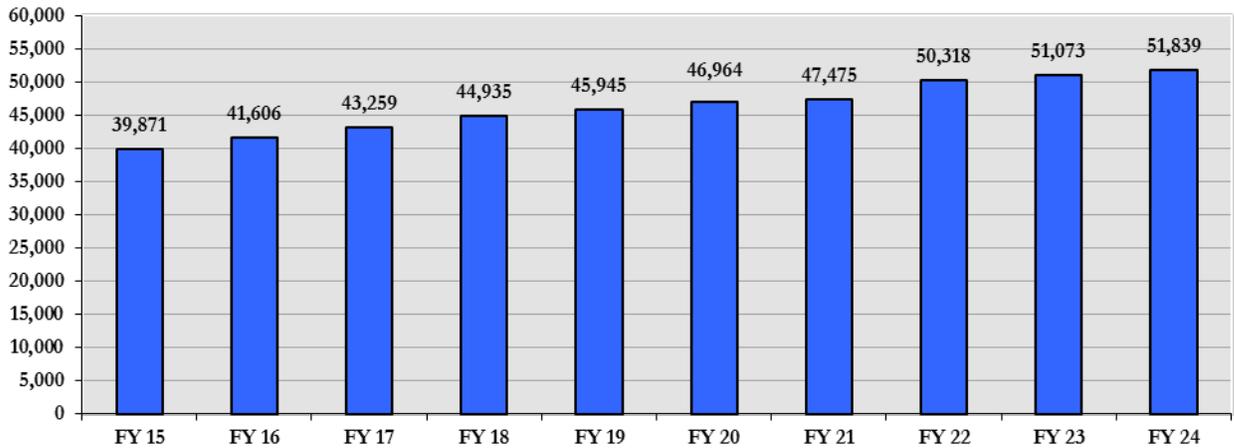
³Source: Florida Department of Economic Opportunity - Local Area Unemployment Statistics

⁴Countywide

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 50,318 in fiscal

year 2022, representing a 13% increase over five years and 30% increase over ten years.

WINTER GARDEN POPULATION



Economic indicators for fiscal year 2023-24 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 serve four-year staggered terms, with the Mayor and one Commissioner elected every four years and the other three Commissioners elected the following year. The Commissioners are elected by district, and the Mayor is elected at large.

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

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

City Strategic Plan

The FY2024 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.

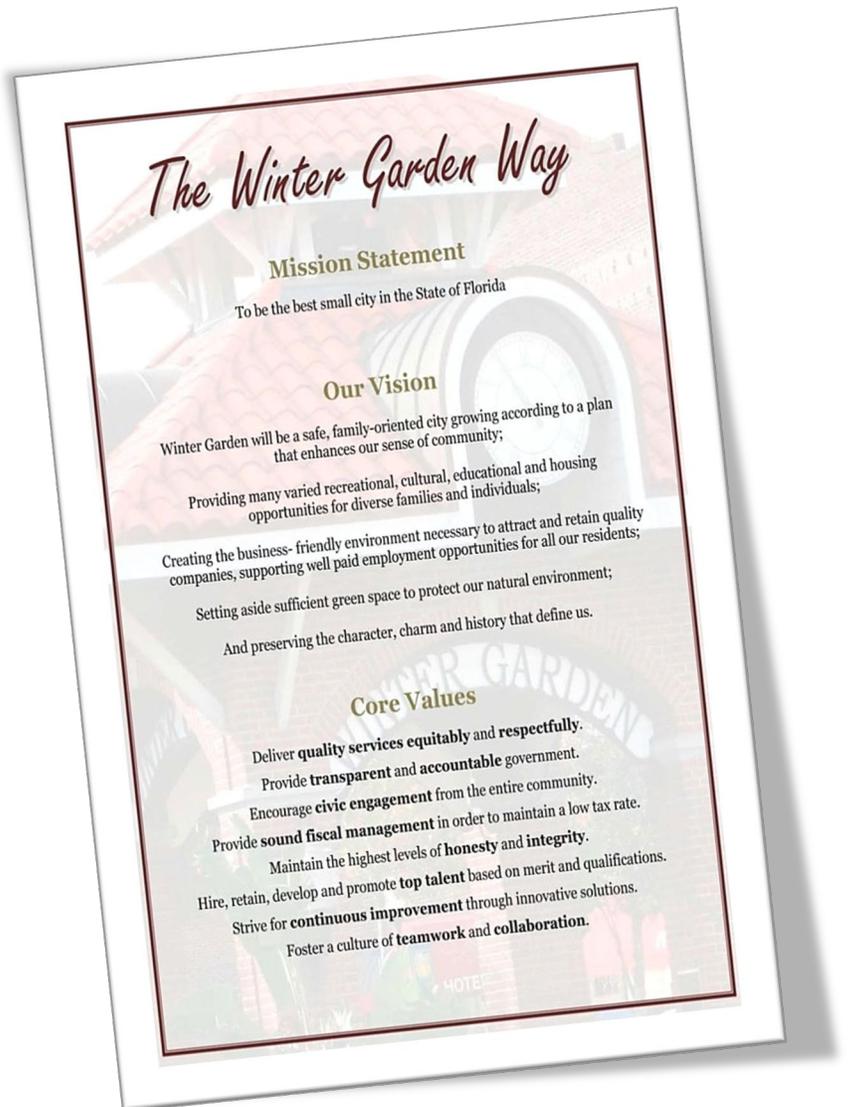
Strategic Model & Framework

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.

FY2024 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 FY2024 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.

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

Facilitate thorough 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, enable, and preserve a vibrant downtown and commercial districts, 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.



ECONOMIC DEVELOPMENT

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
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 Capital Improvement Projects annually
Proactively safeguard engineering design standards on all infrastructure installations in the City



PUBLIC SERVICES: Wastewater & Reclaimed Water

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



PUBLIC SERVICES: Wastewater/Stormwater/Collections

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



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

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



PUBLIC SERVICES: Water Treatment & Pumping

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

IMPROVE AND MAINTAIN MOBILITY

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



COMMUNITY DEVELOPMENT

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



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Improve pedestrian infrastructure, bicycle and automobile transportation

DELIVER QUALITY SERVICES EQUITABLY & RESPECTFULLY

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



FACILITIES MANAGEMENT

Provide “best in class” customer service through prompt responses and timely completions of 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 2022 was 50,318, an increase of approximately 253% in 22 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Population	50,318	51,073	51,839	52,409	52,986	53,568	54,158
Growth Rate	1.1%	1.5%	1.5%	1.1%	1.1%	1.1%	1.1%
Taxable Value (000's)	4,407,338	4,938,596	5,570,212	5,987,978	6,287,377	6,475,999	6,637,899
Growth in Taxable Value	7.5%	12.1%	12.8%	7.5%	5.0%	3.0%	2.5%
Utility Growth Assumptions							
Annual Irrigation Sales							
Accounts (at year end)	9,875	9,924	10,024	10,124	10,225	10,327	10,431
Total Gallons Used (000's)	651,750	655,009	661,559	668,174	674,856	681,605	688,421
Avg Gallons per Account	6	6	6	6	6	6	6
Annual Water Sales							
Accounts (at year end)	17,444	17,531	17,707	17,884	18,062	18,261	18,462
Total Gallons Used (000's)	1,358,576	1,365,331	1,378,985	1,392,775	1,406,702	1,422,176	1,437,820
Avg Gallons per Account	6	6	6	6	6	6	6
Growth Rate	2.5%	0.5%	1.0%	1.0%	1.0%	1.1%	1.1%
Annual Sewer Sales							
Accounts (at year end)	16,813	16,897	17,066	17,237	17,409	17,600	17,794
Total Gallons Used (000's)	1,080,274	1,113,174	1,124,306	1,135,549	1,146,905	1,159,521	1,172,275
Avg Gallons per House Hold	5	5	5	5	5	5	5
Growth Rate	2.5%	0.5%	1.0%	1.0%	1.0%	1.1%	1.1%
Solid Waste Growth Assumptions							
Accounts (at year end)	16,181	16,262	16,425	16,589	16,755	16,939	17,125
Account Growth Rate	2.5%	0.5%	1.0%	1.0%	1.0%	1.1%	1.1%
Stormwater Growth Assumptions							
Accounts ERUs (at year end)	17,265	17,351	17,525	17,700	17,877	18,074	18,273
Account Growth Rate	2.5%	0.5%	1.0%	1.0%	1.0%	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 2024 - 2028

	FY 2024 Budget	Five Year Forecast 2024-2028
Ad Valorem Taxes	Millage (4.50 mills) on tax base of \$5.570 billion per Tax Appraiser. Assumes 96% collection of gross revenues	Increase in asessed value of going down from 12.8% to 2.5% gradually including new construction
Utility Taxes	9.4% growth	Capped at 3% Annual Growth increase
Franchise Fees	24% growth	Capped at 3% 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	Based on YE 2023 revenue and trend and economic forecasts	3% Annual Growth projection to be conservative
Fines & Forfeitures	Based on YE 2023 revenue	Population Growth Rate
Permit Fees		
Building Permits	Based on department projection	Building Projections and Trending
Other Permit Fees	Based on YE 2023 revenue	Population Growth Rate
Land Development Fees	Based on YE 2023 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2023 revenue	Population Growth Rate
Licenses		
Business Tax Receipts	Based on YE 2023 revenue and trend and economic forecasts	Population Growth Rate
Charges for Services		
Recreation	Based on detail of revenues by program	Population Growth Rate
Building Leases	Based on YE 2023 revenue	No increase projected to be conservative
Rentals	Based on YE 2023 revenue	No increase projected to be conservative
Miscellaneous	Based on YE 2023 revenue	No change projected
Impact Fees	Based on Bulding projections times rate	Building Projections and Trending
Interest	Based on YE 2023 revenue	Flat over five years
Water	Projected customer growth rate 1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Wastewater	Projected customer growth rate 1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Garbage	Projected customer growth rate 1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
Stormwater	Projected customer growth rate 1% over prior year	Increase only in anticipated customer growth rate, no projected rate increase
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 2024 BUDGET CALENDAR

—

METHOD OF BUDGETING

—

FY2024 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 2023/24 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 2023/24 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 2024 Budget Calendar for Departments

<u>Event</u>	<u>Date</u>
Budget Manual sent to Departments	May 19, 2023
Budget entry access given to Departments	May 19, 2023
Receive DR 420 Forms from Property Appraiser	June 30, 2023
Commission Sets Proposed Millage Rate	July 13, 2023
Send in DR 420 Forms to Property Appraiser	July 14, 2023
Personnel request forms due to HR Department	July 14, 2023
Capital Improvement Project request forms due to Finance	July 14, 2023
Fleet Maintenance Vehicle Inspection forms due to Finance	July 14, 2023
All budget request to be entered into GMBA	July 14, 2023
Personnel request forms due to Finance from HR	July 14, 2023
CIP/Department Head Meetings	July 19 – 21, 2023
Finance submits preliminary budget proposal to City Manager	August 4, 2023
FTE and Organization Charts due to Finance Department	August 4, 2023
Performance Measurements due to Finance Department	August 4, 2023
Budget Workshop	August 24, 2023
1 st Public Hearing	September 14, 2023
2 nd Public Hearing	September 28, 2023
Send in Adopted Ordinance to PA, DOR and Tax Collector	September 29, 2023
Complete and Deliver Form DR422 and TRIM Package	When received

D. METHOD OF BUDGETING

Budgetary Basis

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

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

Actual expenditures for the past fiscal year, along with the original and amended budget for the current fiscal year, and a proposed budget for the upcoming fiscal year are listed for each department and division of the City. The amended budget column reflects all budget amendments approved by the City Manager or the City Commission through August 2023. The 2023/24 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. FY2023-24 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 2023-24 Revenue and Expenditure budget assumptions are as follows:

Revenues:

- No increase to the City millage rate, keep flat at 4.5000 for FY 2023-24 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 2023-24 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 FY2023-24. Provision for inflation in selected operating services line items.
- **Capital Outlay:** Departments were requested to submit only critical capital outlay budget for FY 2023-24. 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 2024 BUDGET HIGHLIGHTS

The City of Winter Garden’s proposed fiscal year 2024 budget of \$138M 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 \$55.7 million to the General Fund personnel and operating expenditures, an increase of 13.6%, and \$34.8 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	\$84,268,911
Special Revenue Fund	\$8,086,577
Debt Service Fund	\$2,559,147
Enterprise Funds	\$29,671,115
Fiduciary Funds	\$23,253,675
Total	\$147,839,425

TOTAL EXPENDITURES & DISBURSEMENTS

General Fund	\$90,463,948
Special Revenue Fund	\$9,145,246
Debt Service Fund	\$2,559,147
Enterprise Funds	\$30,922,571
Fiduciary Funds	\$4,928,991
Total	\$138,019,903

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

THREE-YEAR GROWTH PROJECTIONS

POPULATION

FY 2022: 50,318

FY 2023: 51,073

FY 2024: 51,839

GROWTH %

FY 2022: 2.98%

FY 2023: 1.50%

FY 2024: 1.50%

TAXABLE VALUE

FY 2022: 4,407,338,459

FY 2023: 4,938,596,286

FY 2024: 5,570,212,378

GROWTH %

FY 2022: 7.48%

FY 2023: 12.05%

FY 2024: 12.79%

GENERAL FUND PERSONNEL & OPERATING

EXPENDITURES

FY 2022: 39,572,389

FY 2023: 49,012,578

FY 2024: 55,686,309

GROWTH %

FY 2022: 14.82%

FY 2023: 23.86%

FY 2024: 13.62%

2024 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 2.5%, 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 \$82.79 million which is approximately \$31.92 million increase from FY2023 budgeted revenues.

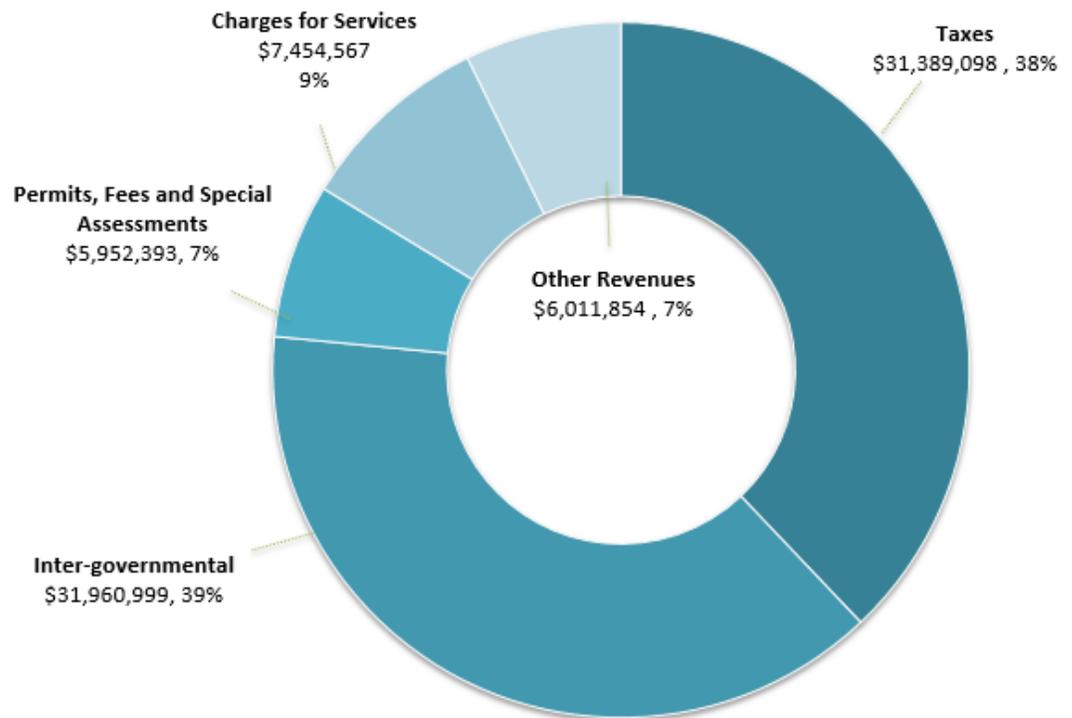
Most of the City's general use revenue is derived from property taxes. The total taxable value of property in the City of Winter Garden will increase approximately 12.8% for the 2024 fiscal budget year. The budgeted property tax revenue of about \$24.08 million is an approximate increase of \$2.73 million 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 \$8.4 million to \$9.4 million and the state sharing revenue is projected to increase from \$2.5 million to approximately \$3 million.

This year's budget also includes an additional \$24.5M in grant funding and contributions revenues.

GENERAL FUND

REVENUES BY SOURCE



TOTAL GENERAL FUND REVENUES: \$82,768,911

GENERAL FUND OPERATING BUDGET

5%

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

20%

The City has budgeted a 20% increase to general and liability insurance and variable costs

13.6%

The city is budgeting a 13.62% increase to personnel & operating expenditures for the General Fund in FY 2024.

Preparation of the Operating Budget was a critical undertaking given that while the economic outlook for revenues are positive, the economy is still experiencing inflation 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 FY2024 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 insurance is a 20% increase. The total General Fund expenditures increased \$38.37M, 74%, from last fiscal year budget largely due to the increase in capital of \$31.7M. The General Fund personnel and operating expenditures increased 13.6% over last years budget which equates to approxi-

Departments were requested to submit only critical capital outlay budget for FY2024 and only new CIP of significant importance were considered for the FY2024 budget year.

The proposed FY 2024 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 FY2024 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	FY2022	FY2023	FY2024	Change	% Change
	Actual	Budget	Budget		
General Government	\$6,776,797	\$7,235,687	\$8,110,507	\$874,820	12%
Public Safety	\$23,630,999	\$29,381,648	\$35,013,683	\$5,632,035	19%
Physical Environment	\$2,727,037	\$3,681,506	\$4,187,794	\$506,288	14%
Transportation	\$3,208,193	\$2,178,076	\$3,114,354	\$936,278	43%
Economic Environment	\$415,788	\$649,542	\$3,464,626	\$2,815,084	433%
Human Services	\$178,346	\$276,690	\$284,955	\$8,265	3%
Culture & Recreation	\$5,478,621	\$5,315,874	\$32,115,317	\$26,799,443	504%
Transfers Out	\$1,781,257	\$3,370,859	\$4,172,712	\$801,853	24%
Total General Fund Expenditures	\$44,197,038	\$52,089,882	\$90,463,948	\$38,374,066	74%

FY 2023/2024 BUDGET HIGHLIGHTS

For the 2023-2024 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 12.8% which follows the prior year increase of 12.1%. This improvement has allowed the City to offer expanded services while continuing to invest in necessary city functions and infrastructure.

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 and the desire for more usable greenspace. The budget addresses these priorities by positioning resources to meet the demand in various areas, such as roadway maintenance, public safety and parks infrastructure.

Based on available economic data and the City Commission priorities, the Fiscal Year 2024 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 63% to \$82.8 million which is approximately \$31.9 million more than budgeted revenues in FY2023. This increase in the General Fund revenues is largely due to the increase in grant funding and contributions by \$24.5 million which consists of the American Rescue Plan Act (\$18.05M), Firefighter SAFER Grant funding (\$1.2M) and West Orange Health District Tucker Ranch Wellness Grant funding (\$5M).

The regular General Fund operating revenues are projected to increase 14.7% over prior year budget which is approximately \$7.5 million more than prior year budgeted recurring revenues. The budget for the citywide property tax revenue is approximately \$24.08 million. This revenue source, benefiting from the new construction and the existing real estate market is about \$2.73 million more than the FY2023 budget. These funds will be used for an array of services and infrastructure improvements including law enforcement, fire rescue, 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 Local Government Half-Cent Sales Tax revenue is projected to increase by \$951K from \$8.42 million to \$9.37 million and state sharing revenue is projected to increase by approximately \$452k from the current year budget of \$2.55 million to \$3.0 million. The Utility taxes and franchise fees are projected to increase 15.8% from \$8.43 million to approximately \$9.76 million in fiscal year 2023/2024.

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 FY2023/24 budget. The below notable assumptions were kept in mind while formulating the budget:

- Inflationary effects will continue – higher costs could burden our operating overhead
- Supply Chain delay issues will likely continue and impact the timing and pace of projects
- Mild economic recession is projected in the near term and will impact next year.

This budget includes an increase of \$6.67M, 13.6%, in total General Fund operating expenditures over last fiscal year and an increase of \$31.70M in capital expenditures over last fiscal year budget. 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. The budget also includes operating cost increases for contractual services and operating supplies due to the current inflationary environment.

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 \$34.6 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 to meet the competitive market.

Healthcare costs continue to rise nationwide and fiscal year 2024 is expected to continue to increase. This budget proposes to increase the city paid portion of the health insurance premiums by 20%. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2023. The City has a self-insured health insurance, therefore, any premiums collected in excess of net paid claims will flow to the City's insurance reserves fund balance to be used to fund future years. 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 from 15.59% to 18.84% for the General Employee pension plan. The City's pension contribution for the Fire and Police pension plan will increase from 16.85% to 18.61% in the FY2024 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 5 new FTEs to general employee staffing for the below positions and 1 removal of a temporary training FTE:

- Convert two existing contracted employees to fulltime employees (Accounting Specialist position and Downtown Manager position)
- Add an Administrative Assistant to support the City Manager, Economic Development Director and Parks Director
- The Assistant UB Manager will transition to UB Manager pending retirement, the assistant manager position will be taken off the total FTEs as it was a training position for the UB Manager transition
- Hire and train two new positions to prepare for impending retirements (Human Resources Manager and a Parks Supervisor)

We have also proposed to add 8 new FTEs in public safety for the below positions:

- Fire Marshall – dedicated FTE to address the growing complexities of fire safety
- Fire Inspector – hire and train new position to prepare for impending retirement
- Six additional Firefighter Paramedics requested for EMS transport to staff Rescue 23

General Government

The General Government includes the Executive, City Clerk, Fiscal Management, Information Technology, Human Resources, Legal, Planning and Business Tax departments. The General Government expenditures as a whole are budgeted to increase by 12% from \$7.24 million to \$8.11 million, this in an increase of \$875k. The 12% increase is multifaceted. Information Technology operating expenditures increased \$316k which is largely due to a \$257k increase to IT software. Most of the increase in software budget this year can be attributed to upgrades needed to improve the capabilities and serviceability of the utility billing/permits interactive voice relay/Web bill pay system, Laserfiche document management system, and the ongoing maintenance costs of CrowdStrike managed detection and response. These three systems account for \$227,425 of the total software budget. Additionally, The MobilGaurd/Smarsh social

media and text tracking software needed for public records inquiries has been added to this year's budget. The total General operating budget also includes converting a contracted Accounting Specialist position to a fulltime employee and adding a Human Resources Manager/Risk Manager. The additional Human Resources staffing is need with the Assistant City Manager of Administrative Services pending retirement to allow for time to learn valuable institutional knowledge and expertise in labor negotiations and risk management. The budget increase also includes additional funds in the Human Resources department for additional training programs and increased funds for recruiting and advertising.

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 2024 Public Safety budget totals \$35.01 million which is approximately \$5.6 million increase over FY 2023 budget.

The Police Department FY2024 budget totals \$18.00 million, a 10% increase over the prior year of \$16.35 million. The Police sworn department operating budget increased by \$1 million which is due to the addition of the red light camera program, the expenditures are offset by the \$1 million red light camera revenues. The FY2024 police capital budget includes \$816k to replace 12 marked police vehicles, \$45k for 15 new laptop computers for the new patrol, \$72k for a laser mapping system for use in crime scene investigations and \$30k to install a Police Dispatch microwave radio system from Winter Garden Dispatch to the Orange County communications tower in Ocoee needed for the 911 dispatch consoles and the radios in the field.

The Fire Rescue Department budget for fiscal year 2024 is \$14.65 million, a 37% increase over the prior year of \$10.71 million. Fire personnel expenses increased \$1 million which is largely due to the addition of six new firefighter paramedics to staff R23. The additional staffing expenditures are offset by the increase in EMS transport revenue and the SAFER Grant that the City applied for. The FY2024 fire capital budget totals \$3.7 million, an increase of \$2.6 million

over FY2023 budget. The FY2024 capital budget includes additional funding for the new Fire Station 21 with \$2.5M coming from the use of ARPA funding, the fire capital budget also includes year one of a three year funding project for renovations for Fire Station 24. Fire Station 24 is a 40 year old Fire Station, the renovation is estimated at \$375k to renovate the dorms, restrooms, day room and workout areas. The FY2024 CIP includes \$718k allocated towards the Fire Vehicle replacement fund for primary response vehicles.

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 \$506k with a budget of \$4.19 million compared to \$3.68 million budgeted in FY2023. The FY2024 budget focuses on funding for repairs and maintenance on the City's aging infrastructure. The departments in the physical environment has been impacted 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. 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 \$936k from FY2023 due to higher capital budget in FY2024 in Streets and Engineering. The current carryforward in streets budget is \$16.5 million. We are anticipating a potential increase in costs for projects currently budgeted for and for projects already in progress. The FY 2024 budget includes an additional \$250k in funding to begin the Overhead to Underground power lines multiyear project and \$300k for the topographic survey and design plans for the parking lots at the City ballfields located at Smith Street and Seminole Street. The FY2024 budget also includes \$1 million in additional funding for citywide road resurfacing 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. The Culture & Recreation budget increased by \$26.8 million from \$5.3 million to \$32.12 million. This budget provides for the ongoing operations and maintenance of existing parks and new amenities. The fiscal year 2024 budget has budgeted \$1.5 million in routine parks and recreation capital improvements and \$25 million for the Tucker Ranch Health and Wellness Park. The Tucker Ranch Health and Wellness Park project costs are offset from use of \$14 million from ARPA grant funding, \$5 million from the West Orange Health District grant funding, \$1.2 million from Advent Health donation and a \$1.5 million transfer from the Capital Projects fund.

Economic Environment

The Economic Environment budget increased by \$2.8 million in the fiscal year 2024 budget which is largely due to the focus on the East Winter Garden neighborhood community through a number of targeted initiatives. These initiatives are geared towards making significant progress with visible community characteristics that strictly align with the East Winter Garden Plan that was first developed in 2018 (updated in 2022) by our planning, and design consultant, Dover, Kohl and Partners. This plan is a result from a series of community workshops and charrettes with inputs from neighborhood residents as well as stakeholders to outline five visionary “Big Ideas” for a successful path. These “Big Ideas” point to East Winter Garden being:

- One Winter Garden united and connected with the Historic Downtown District
- A community with increased Homeownership, Housing Quality and Housing Options
- A community with an Improved sense of Health, Recreation, Safety and Security
- An added new Destination to the Downtown landscape within Walking and Biking Distance
- A community that continues to bolster and Support Existing Initiatives and Programs Underway through church, non-profit and private organization partnerships

The 2024 budget includes \$1.5 million allocated for the Boys & Girls club to be funded with the use of ARPA funding. The City has budgeted \$250k to go towards the establishment of an East Winter Garden Legacy Fund plus \$1M from the CRA Fund. The EWG Legacy Home Fund is designed to programmatically administer and assist existing homeowners with interior and exterior home renovations to improve and revitalize the look and feel of the community. The goal is to impact and assist approximately 20 homes annually.

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 CRA budget for FY2024 is intended to further cultivate and renew the broader economic environment. It is fully inspired by the East Winter Garden Plan and firmly mirrors the spirit of the five “Big Ideas” for community success. The budgetary focus first turns to the establishment of an East Winter Garden Legacy Fund of \$1M (+\$250k from General Fund).

The second focus area of the budget will engage the expertise of a landscape architect consultant to develop a conceptual design for the streetscape along 10th and Center Street including North Street. Features will include hardscape/landscape treatments, widened roads, street parking, pedestrian-friendly sidewalks, decorative street light poles, pocket parks with open gathering spaces, an intersection rondell (smaller version of a roundabout) and historical markers throughout to celebrate the rich legacies of the community’s past.

The third focus area, in concert and agreement with the Dyson family, will target renovation and construction work to the Dyson’s Plaza on Center Street which will transform and improve the

façade, the building structure, parking capacity and landscape. This will be the first imprint of visible improvement on Center Street. The Dyson commercial site has been an indelible fixture in the community's history and has been a stable economic element of the business landscape in East Winter Garden.

The fourth focus area of the budget will be the revitalization work of Zanders Park. Planned improvements will bring a visible facelift to the resident experience with upgrades to the playground equipment, furniture, canopy, fence work and hardscape. Keeping park and recreation spaces in top condition has long been tied to having a direct relationship to the community's perception of a high quality of life. The City expects that these upgraded features at Zanders will garner the same emotional connection and foster pride for community.

Finally, some other areas with budget commitment will target wayfinding signage and neighborhood revitalization work through Habitat for Humanity. Installation of wayfinding signage throughout Downtown along Plant Street will further serve to build connection with the East Winter Garden district and neighborhood to foster unity as One Winter Garden and erase the design attributes of the past that created division or separation. The City's work and partnership with Habitat for Humanity will continue to help dignify homeownership and home quality through property rehab assistance to ensure as many residents as possible experience a sense of home security and a heightened quality of life.

Enterprise Funds

The Enterprise Funds are comprised of the Utilities, Stormwater, Solid Waste and Trailer City funds. The Enterprise Funds FY2024 total budget is \$30.92 million, an increase of \$7.11 million over the FY 2023 budget. This is primarily due to the Wastewater and Water departments increase in capital spending. City staff are recommending to use the State of Florida Public Service Commission (PSC) price index in calculating a fee increase for the City's enterprise Utilities and Solid Waste Enterprise funds. Since 1981, the PSC has established a price index increase or decrease for major categories of operating costs. This process allows water and wastewater utilities to adjust rates based on current specific expenses to ensure that inflationary pressures

are not detrimental to utility owners and that any possible deflationary pressures are not adverse to customers. By keeping up with the index, utility operations can be maintained at a level sufficient to insure quality of service for the customers. The PSC Price Index for 2023 is calculated at 7.07 percent. City Commission approved the water/sewer rate ordinance in June 2023 to adjust water/irrigation/sewer rates by 7.07% effective October 1, 2023.

Water and Wastewater fees are used to cover the costs associated with providing safe drinking water which included planning, construction, operation and maintenance of the City's water management systems. Utilities services operating budget is budgeted to be \$20.7 million. The increase of \$5.68 million in FY2024 over FY2023 is primarily due to higher operation costs and additional capital improvement project funding for water distribution systems repairs/replacement. The Utility Department capital budget spending increased by \$5.1 million which includes \$3.5 million allocated for the WWTP Expansion. The WWTP expansion costs are funded by the SRF loan the City recently received at a financing rate of 1.76%.

The Stormwater Fund budget is budgeted to increase by \$318k from \$2.4 million in FY2023 to \$2.7 million in FY2024 due to more capital expenditures budgeted in FY2024. The FY 2024 Stormwater capital budget includes \$1.5 million for stormwater line upgrades at E Plant and 9th street and \$300k for Stormwater R&R throughout the City.

Solid waste fees are used to cover the costs associated with providing collection and disposal of garbage, refuse and solid waste. Solid Waste program increase of \$773k in FY2024 over FY 2023 is primarily due to higher personnel, benefits and operating costs. The majority of the increase is due to increased costs in tipping fees, vehicle rentals and personnel costs. Staff is recommending a fee increase of 7.07% to cover the increased operating costs.

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 2024-2028 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 FY2022/2023” 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 09/30/2022	Expected Change FY 22/23	Estimated Balance 09/30/2023	Budgeted Change FY 23/24	Projected Balance 09/30/2024	Percent Change FY 23/24
General Fund	\$52,156,098	(\$28,598,418)	\$23,557,680	(\$6,195,038)	17,362,642	-26.30%
CRA Fund	3,706,907	(1,005,729)	2,701,178	350,360	3,051,538	12.97%
Impact Fee Fund	26,798,722	(17,467,230)	9,331,492	(86,705)	9,244,787	-0.93%
Non-Major Governmental	5,954,652	(1,694,256)	4,260,396	(1,322,323)	2,938,073	-31.04%
Total Governmental Funds	88,616,379	(48,765,633)	39,850,746	(7,253,706)	32,597,040	-18.20%

**BUDGET SUMMARY BY FUND
FISCAL YEAR 2023/2024**

<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	23,557,680	12,355,913	-	3,937,153	6,678,632	100,324,659	146,854,037
REVENUES							
Ad Valorem Taxes at 4.5000 mils	24,081,464	-	-	-	-	-	24,081,464
Sales, Use, and Fuel Taxes	-	2,488,349	-	-	-	-	2,488,349
Utility and Service Taxes	7,068,789	-	-	-	-	-	7,068,789
Local Business Taxes	238,845	-	-	-	-	-	238,845
Permits, Fees, & Special Assessments	5,952,363	2,210,449	-	-	2,814,980	-	10,977,792
Intergovernmental Revenue	31,960,999	1,380,811	-	-	3,500,000	977,886	37,819,696
Charges for Services	7,454,567	-	-	-	21,618,307	-	29,072,874
Fines and Forfeitures	51,546	14,580	-	-	-	-	66,126
Interest and Other Earnings	493,946	434,253	-	-	409,514	17,473,544	18,811,257
Miscellaneous Revenues	5,466,392	-	-	-	1,272,884	4,802,246	11,541,522
Total Revenues	82,768,911	6,528,441	-	-	29,615,685	23,253,676	142,166,713
OTHER FINANCING SOURCES							
Interfund Transfers	1,500,000	1,558,135	2,559,147	-	55,430	-	5,672,712
TOTAL REVENUE & OTHER FINANCING SOURCES	84,268,911	8,086,577	2,559,147	-	29,671,115	23,253,676	147,839,425
TOTAL ESTIMATED REVENUES & BALANCES	107,826,591	20,442,490	2,559,147	3,937,153	36,349,747	123,578,335	294,693,462
EXPENDITURES/EXPENSES							
General Government	8,110,508	-	-	-	-	4,928,991	13,039,498
Public Safety	35,013,683	2,831,432	-	-	-	-	37,845,115
Physical Environment	4,187,794	-	-	-	30,902,852	-	35,090,646
Transportation	3,114,353	2,247,093	-	-	-	-	5,361,447
Economic Environment	3,464,626	2,566,721	-	-	-	-	6,031,347
Human Services	284,955	-	-	-	-	-	284,955
Culture & Recreation	32,115,317	-	-	-	-	-	32,115,317
Total Expenditures/Expenses	86,291,236	7,645,246	-	-	30,902,852	4,928,991	129,768,325
NON-EXPENSE DISBURSEMENTS							
Debt Service	-	-	2,559,147	-	19,719	-	2,578,866
Interfund Transfers	4,172,712	-	-	1,500,000	-	-	5,672,712
TOTALS EXPENDITURES/EXPENSES	90,463,948	7,645,246	2,559,147	1,500,000	30,922,571	4,928,991	138,019,903
Reserves	17,362,643	12,797,244	-	2,437,153	5,427,175	118,649,344	156,673,559
TOTAL APPROPRIATED EXPENDITURES & RESERVES	107,826,591	20,442,490	2,559,147	3,937,153	36,349,747	123,578,335	294,693,462

GENERAL FUND

GENERAL FUND REVENUES SUMMARY

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GENERAL FUND REVENUES DETAIL

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GENERAL GOVERNMENT

—

PUBLIC SAFETY

—

COMMUNITY DEVELOPMENT

—

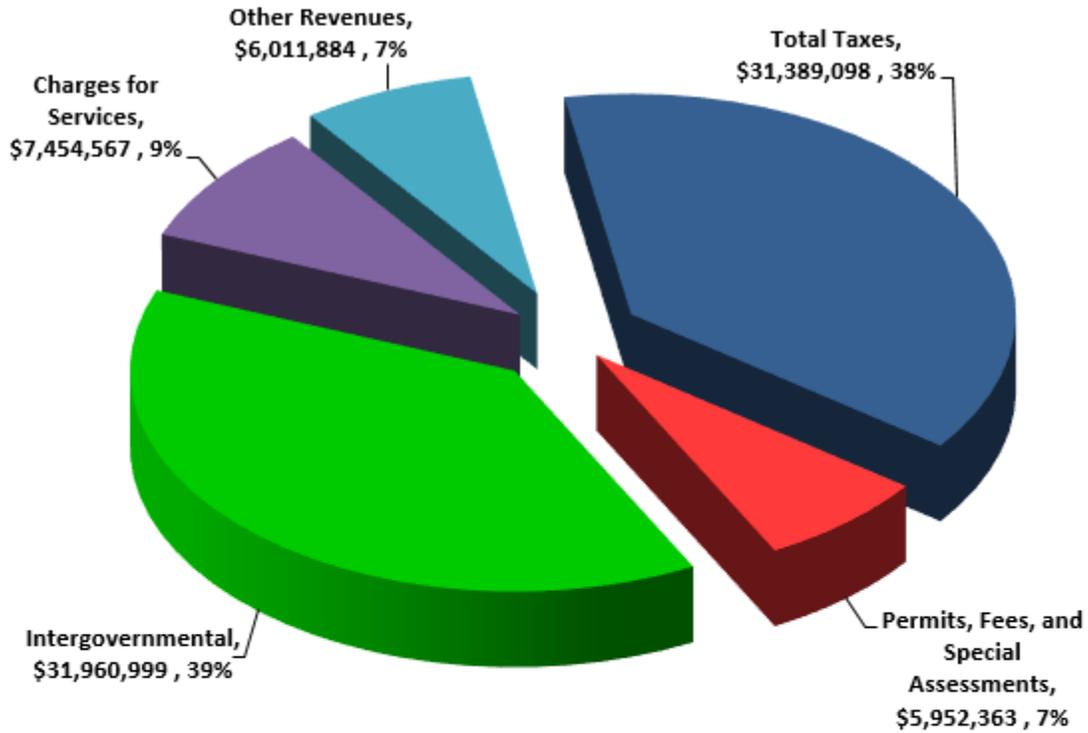
PUBLIC SERVICES

—

PARKS & LAND AND RECREATION

- GENERAL FUND REVENUES -

GENERAL FUND REVENUES BY SOURCE



Total Taxes	\$ 31,389,098
Permits, Fees, and Special Assessments	5,952,363
Intergovernmental	31,960,999
Charges for Services	7,454,567
Other Revenues	6,011,884
Total	\$ 82,768,911

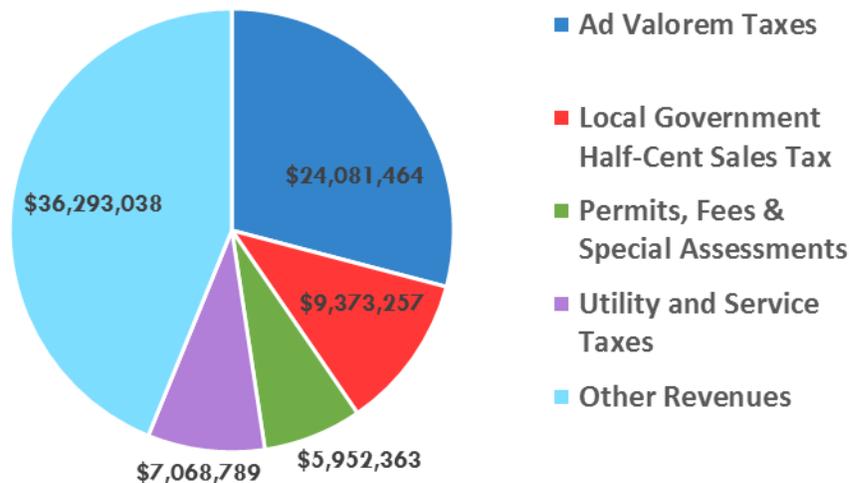
MAJOR REVENUE SOURCES OF GENERAL FUND

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 2020</u>	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Budget 2024</u>
Ad Valorem Taxes	\$16,169,770	\$17,737,535	\$19,166,315	\$21,351,106	\$24,081,464
Local Government Half-Cent Sales Tax	6,016,341	6,751,697	9,110,823	8,422,431	9,373,257
Permits, Fees & Special Assessments	6,374,508	5,545,835	5,307,322	4,967,958	5,952,363
Utility and Service Taxes	6,112,479	6,225,671	7,066,785	6,480,026	7,068,789
Other Revenues	9,945,014	8,189,192	7,356,065	9,626,865	36,293,038

Major Revenue Sources – Governmental Funds - FY 2024 Budget

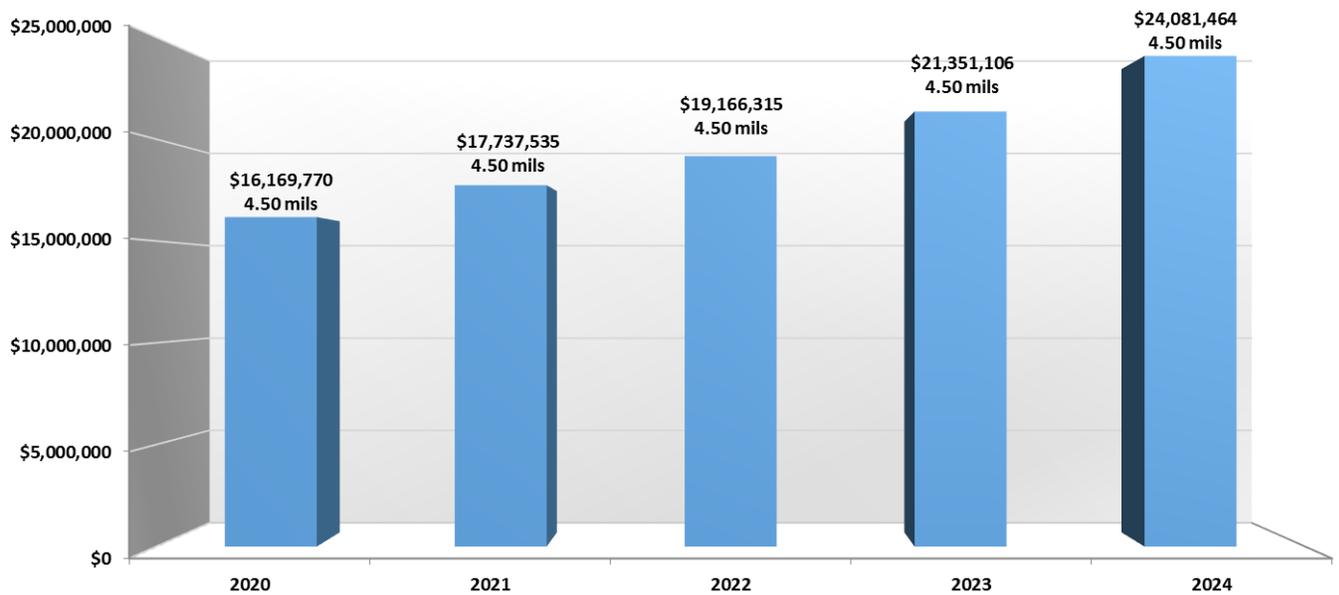


Ad Valorem Taxes

Ad Valorem taxes, also known as “property tax”, account for 29% of the City’s total general fund revenue 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 FY2024 estimated property tax revenues for the City. As illustrated, in FY2024 the operating millage remained the same at 4.5000. With the City maintaining its millage rate, property tax revenue is expected to increase by \$2,730,358 as a result of an increase in taxable value due to reassessments and new construction.

PROPERTY TAX REVENUES AND MILLAGE RATE

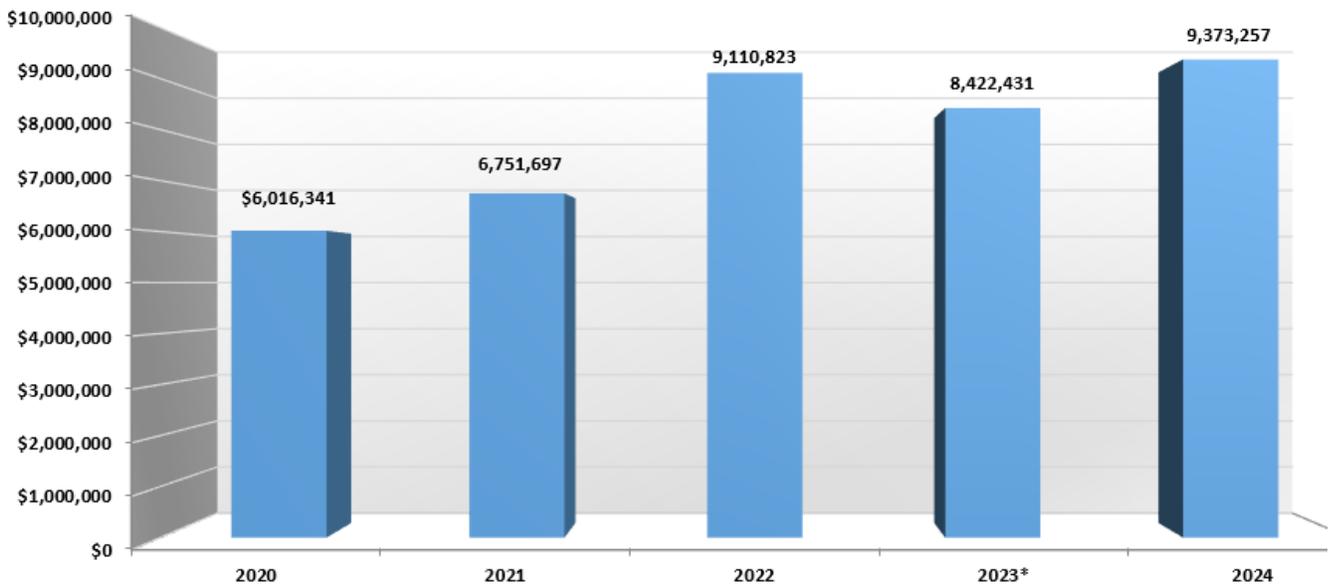


Local Government Half-Cent Sales Tax

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 was heavily impacted in 2020 and 2021 due to the economic impacts of the coronavirus due to lack of spending. We were conservative with the FY2023 budget as the economy started to recover in 2022. The FY2023 budget was \$8,422,431, however, it is forecasted to be \$9,454,901 based on actuals through August 2023. We are anticipating revenues to maintain at the current growth rate for next fiscal year.

LOCAL GOVERNMENT HALF-CENT TAX



*FY23 Budgeted at \$8,422,431; Forecasted to be \$9,454,901 based on actuals thru August 2023

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.

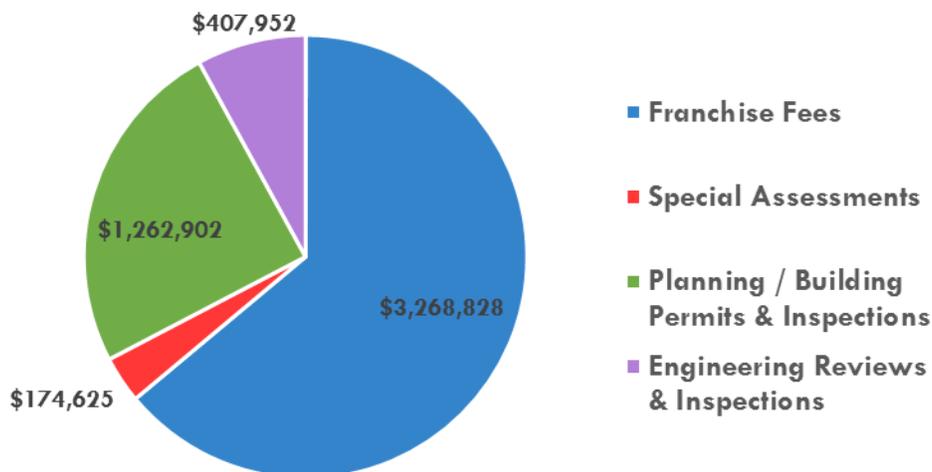
Permits and Fees are charged based on a fee schedule. The revenue estimated for permits and fees takes into consideration both the anticipated construction for the budgeted year and the amount collected in the prior year.

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 2020</u>	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Budget 2024</u>
Franchise Fees	\$2,957,513	\$3,038,477	\$3,569,637	\$3,268,828	\$3,268,828
Special Assessments	34,668	34,914	35,409	174,625	174,625
Planning / Building Permits & Inspection	3,441,528	2,147,603	1,473,501	1,183,593	1,262,902
Engineering Reviews & Inspections	235,456	485,859	375,485	340,912	407,952

PERMITS, FEES & SPECIAL ASSESSMENTS - FY 2024 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.

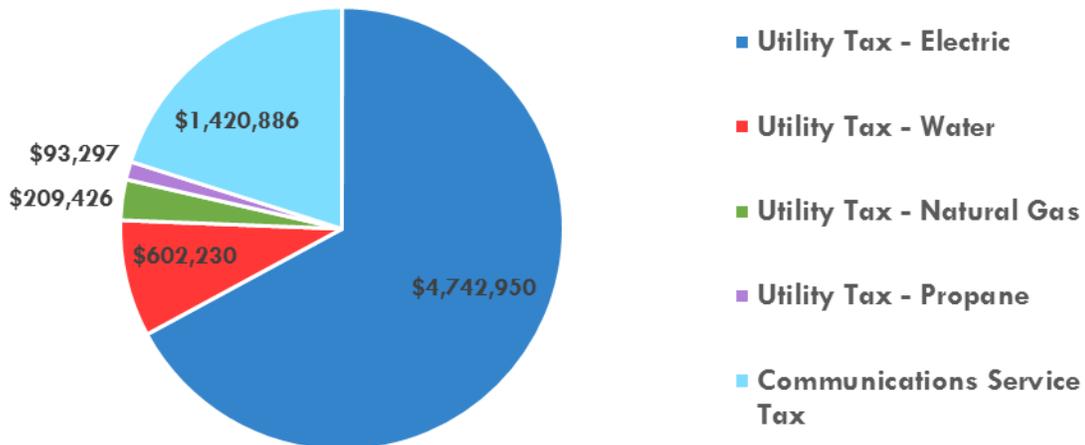
The Utility tax for electricity and natural gas is collected by the utility companies and submitted to the City on a monthly basis. The Utility tax for water is collected directly by the City via monthly invoices. The average tax rate is 10.0 percent of the sales price of such utility service.

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 2020</u>	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Budget 2024</u>
Utility Tax - Electric	\$4,046,185	\$4,170,184	\$4,549,250	\$4,317,633	\$4,742,950
Utility Tax - Water	547,691	563,863	591,459	570,729	602,230
Utility Tax - Natural Gas	164,833	182,924	198,668	191,588	209,426
Utility Tax - Propane	59,989	72,756	88,698	81,461	93,297
Communications Service Tax	1,293,781	1,235,944	1,406,664	1,318,615	1,420,886

UTILITY AND SERVICE TAXES - FY 2024 BUDGET



**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND REVENUES
EXECUTIVE DEPARTMENT**

		<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0213-311.10-00	ADVALOREM TAXES	19,147,737	21,334,736	21,334,736	24,063,317
001-0213-311.90-00	PENALTIES AND INTEREST	18,577	16,370	16,370	18,147
	TOTAL AD VALOREM	19,166,314	21,351,106	21,351,106	24,081,464
001-0213-314.10-00	UTILITY TAX-ELECTRIC	4,549,250	4,317,633	4,317,633	4,742,950
001-0213-314.30-00	UTILITY TAX-WATER	591,459	570,729	570,729	602,230
001-0213-314.40-00	UTILITY TAX-GAS	198,668	191,588	191,588	209,426
001-0213-314.80-00	UTILITY TAX-PROPANE	88,698	81,461	81,461	93,297
	TOTAL UTILITY TAX	5,428,075	5,161,411	5,161,411	5,647,903
001-0213-315.20-00	COMMUNICATIONS SERVICE TAX	1,406,664	1,318,615	1,318,615	1,420,886
	TOTAL SERVICE TAX	1,406,664	1,318,615	1,318,615	1,420,886
001-0213-323.10-00	FRANCHISE FEES-ELECTRIC	3,384,290	3,131,425	3,131,425	3,917,715
001-0213-323.40-00	FRANCHISE FEES-GAS	185,347	137,403	137,403	194,278
001-0213-325.20-00	WESTSIDE TOWNHOMES	18,113	17,850	17,850	18,089
001-0213-325.30-00	LAKE COVE POINT	2,539	2,525	2,525	2,525
001-0213-325.40-00	BRANDY CREEK	14,757	14,250	14,250	14,505
001-0213-325.50-00	STONEBROOK WEST	-	100,000	100,000	95,997
001-0213-325.60-00	LAKEVIEW RESERVE	-	40,000	40,000	38,400
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	3,605,046	3,443,453	3,443,453	4,281,509
001-0213-331.10-00	FEDERAL GRANTS - GENERAL GOVERNMENT	-	-	5,015,164	18,050,000
001-0213-335.12-50	STATE REVENUE PROCEEDS	2,910,666	2,546,258	2,546,258	2,997,986
001-0213-335.14-00	MOBILE HOME LICENSES	43,478	46,618	46,618	45,854
001-0213-335.15-00	ALCOHOLIC BEVERAGE LICENSES	26,923	25,229	25,229	28,174
001-0213-335.18-00	LOCAL GOVT HALF-CENT SALES TAX	9,110,823	8,422,431	8,422,431	9,373,257
001-0213-338.20-00	COUNTY OCCUPATIONAL LICENSES	55,420	51,497	51,497	43,155
	TOTAL INTERGOVERNMENTAL	12,147,310	11,092,033	16,107,197	30,538,426
001-0213-341.30-01	LIEN SEARCH FEES	39,800	42,304	42,304	34,726
001-0213-341.90-01	INTERFUND MANAGEMENT FEES	788,606	1,005,463	1,005,463	631,800
001-0213-341.90-02	OCPS COLLECTION ALLOWANCE	36,677	59,198	59,198	33,739
001-0213-341.91-00	FILING FEES	-	45	45	45
	TOTAL CHARGES FOR SERVICES	865,083	1,107,010	1,107,010	700,310
001-0213-361.10-00	INTEREST	392,367	496,327	496,327	489,433
001-0213-361.13-00	INTEREST-ORANGE COUNTY TAX COLL	6,164	12,359	12,359	4,513
001-0213-361.30-00	NET INCR(DECR) IN FAIR VAL OF INVST	(2,468,801)	-	-	-
001-0213-361.40-00	GAIN/LOSS ON SALE OF INVESTMENTS	(54,552)	-	-	-
	TOTAL INTEREST AND OTHER EARNINGS	(2,124,822)	508,686	508,686	493,946
001-0213-362.11-00	BUILDING LEASES	50,268	47,412	47,412	53,412
001-0213-366.00-00	CONTRIBUTIONS	25,000	-	-	-
001-0213-369.90-00	OTHER MISCELLANEOUS REVENUES	51,327	2,450	2,450	51,780
001-0213-399.99-99	USE OF FUND BALANCE	-	-	32,398,777	5,000,359
	TOTAL MISCELLANEOUS REVENUES	126,595	49,862	32,448,639	5,105,551
	TOTAL EXECUTIVE DEPARTMENT	40,620,265	44,032,176	81,446,117	72,269,995

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 GENERAL FUND REVENUES
 FINANCE DEPARTMENT**

		<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>UTILITY BILLING DIVISION</u>					
001-0223-341.90-01	INTERFUND MANAGEMENT FEES	524,411	566,600	566,600	788,685
	TOTAL CHARGES FOR SERVICES	524,411	566,600	566,600	788,685
TOTAL FINANCE DEPARTMENT		524,411	566,600	566,600	788,685

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND REVENUES
ADMINISTRATIVE SERVICES DEPARTMENT**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
<u>INFORMATION TECHNOLOGY DIVISION</u>				
001-0225-341.90-01 INTERFUND MANAGEMENT FEES	134,662	109,658	109,658	128,783
TOTAL CHARGES FOR SERVICES	134,662	109,658	109,658	128,783
TOTAL INFORMATION TECHNOLOGY DIVISION	134,662	109,658	109,658	128,783
<u>FACILITIES MANAGEMENT DIVISION</u>				
001-0746-341.90-01 INTERFUND MANAGEMENT FEES	169,967	156,230	156,230	156,230
TOTAL CHARGES FOR SERVICE	169,967	156,230	156,230	156,230
001-0746-364.00-00 DISPOSITION OF FIXED ASSETS	4,649	544	544	544
TOTAL MISCELLANEOUS REVENUES	4,649	544	544	544
TOTAL FACILITIES MANAGEMENT DIVISION	174,616	156,774	156,774	156,774
<u>FLEET MANAGEMENT DIVISION</u>				
001-0747-341.90-01 INTERFUND MANAGEMENT FEES	283,006	261,210	261,210	362,131
TOTAL CHARGES FOR SERVICE	283,006	261,210	261,210	362,131
001-0747-364.00-00 DISPOSITION OF FIXED ASSETS	5,860	3,000	3,000	3,000
001-0747-365.00-00 SALE/SURPL MATERIAL/SCRAP	2,596	500	500	500
TOTAL MISCELLANEOUS REVENUES	8,456	3,500	3,500	3,500
TOTAL FLEET MANAGEMENT DIVISION	291,462	264,710	264,710	365,631
TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	600,740	531,142	531,142	651,188

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND REVENUES
COMMUNITY DEVELOPMENT DEPARTMENT**

		<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>PLANNING DIVISION</u>					
001-0315-329.02-00	PLAN REVIEW FEES	46,755	30,060	30,060	26,571
001-0315-329.05-00	PLAT REVIEW FEES	3,970	2,270	2,270	4,161
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	50,725	32,330	32,330	30,732
001-0315-369.90-00	OTHER MISCELLANEOUS REVENUES	45,850	45,204	45,204	52,438
	TOTAL PLANNING DIVISION	96,575	77,534	77,534	83,169
<u>BUILDING INSPECTION DIVISION</u>					
001-0324-322.02-00	BUILDING PERMITS	1,123,142	949,166	949,166	990,336
001-0324-329.02-00	PLAN REVIEW FEES	28,600	27,090	27,090	7,230
001-0324-329.07-00	REINSPECTION FEE	101,270	67,680	67,680	37,630
001-0324-329.08-00	DRIVEWAY INSPECTIONS	3,270	2,970	2,970	570
001-0324-329.10-00	ADMINISTRATIVE SERVICE FEES	19,785	15,135	15,135	14,366
001-0324-331.10-00	GENERAL GOVERNMENT	-	-	-	-
001-0324-342.20-02	FIRE PROTECTION SERVICES	146,709	89,222	89,222	182,038
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	1,422,776	1,151,263	1,151,263	1,232,170
001-0324-369.90-00	OTHER MISCELLANEOUS REVENUES	7,282	5,894	5,894	6,162
	TOTAL MISCELLANEOUS REVENUES	7,282	5,894	5,894	6,162
001-0324-399.99-99	USE OF BUILDING CODE RESERVES	-	1,237,212	1,237,212	1,191,890
	TOTAL OTHER SOURCES	-	1,237,212	1,237,212	1,191,890
	TOTAL BUILDING INSPECTION DIVISION	1,430,058	2,394,369	2,394,369	2,430,222
<u>BUSINESS TAX</u>					
001-0331-316.00-00	LOCAL BUSINESS TAX	232,044	245,645	245,645	238,845
	TOTAL BUSINESS TAX DIVISION	232,044	245,645	245,645	238,845
<u>CODE ENFORCEMENT DIVISION</u>					
001-0528-354.20-00	CODE VIOLATIONS	24,946	2,500	2,500	2,500
	TOTAL CODE ENFORCEMENT DIVISION	24,946	2,500	2,500	2,500
	TOTAL COMMUNITY DEVELOPMENT DEPT	1,783,623	2,720,048	2,720,048	2,754,735

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND REVENUES
POLICE DEPARTMENT**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
001-0521-331.20-00	3,265	-	-	-
001-0521-338.30-00	108,343	111,090	111,090	126,329
	111,608	111,090	111,090	126,329
001-0521-342.10-01	236,905	274,930	274,930	285,166
001-0521-342.10-03	405,960	440,000	440,000	465,000
001-0521-342.10-04	9,947	12,321	12,321	10,612
001-0521-342.10-05	-	-	-	990,464
	652,812	727,251	727,251	1,751,242
001-0521-351.50-01	38,209	39,234	39,234	39,214
001-0521-351.50-02	7,850	5,724	5,724	7,220
001-0521-354.20-00	-	1,376	1,376	2,612
	46,059	46,334	46,334	49,046
001-0521-364.00-00	52,456	-	-	14,520
001-0521-369.90-00	14,309	2,607	2,607	2,607
	66,765	2,607	2,607	17,127
001-0521-389.99-99	-	4,285	4,285	2,789
	-	4,285	4,285	2,789
001-0530-342.10-06	544,188	754,600	754,600	792,330
	544,188	754,600	754,600	792,330
TOTAL POLICE DEPARTMENT	<u>1,421,432</u>	<u>1,646,167</u>	<u>1,646,167</u>	<u>2,738,863</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND REVENUES
FIRE DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0622-331.20-00 FEDERAL GRANT - SAFER	94,681	150,784	150,784	1,200,000
001-0622-334.20-00 STATE GRANT - EQUIPMENT	-	-	-	24,000
001-0622-335.21-00 FIREFIGHTER SUPPLEMENTAL COMP	35,363	23,764	23,764	32,294
TOTAL INTERGOVERNMENTAL REVENUE	130,044	174,548	174,548	1,256,294
001-0622-342.60-02 EMS TRANSPORT	812,088	1,192,000	1,192,000	1,897,803
001-0622-342.60-02 EMS TRANSPORT PEMT and MCO	-	-	-	250,000
TOTAL CHARGES FOR SERVICES	812,088	1,192,000	1,192,000	2,147,803
001-0622-366.00-00 DISPOSITION/FIXED ASSETS	2,052	-	-	-
001-0622-366.00-00 CONTRIBUTIONS	-	1,500	1,500	1,500
001-0622-369.90-00 OTHER MISCELLANEOUS REVENUES	-	-	-	-
TOTAL MISCELLANEOUS REVENUES	2,052	1,500	1,500	1,500
TOTAL FIRE DEPARTMENT	944,184	1,368,048	1,368,048	3,405,597

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND REVENUES
PUBLIC SERVICES DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>ADMINISTRATION DIVISION</u>				
001-0701-341.10-00	-	-	-	-
001-0701-341.90-01	20,616	20,844	20,844	42,372
TOTAL ADMINISTRATION DIVISION	20,616	20,844	20,844	42,372
<u>CEMETERY DIVISION</u>				
001-0739-331.39-00	-	-	-	-
001-0739-334.39-00	-	-	-	-
001-0739-343.80-01	57,375	86,598	86,598	44,010
001-0739-343.80-02	5,200	5,175	5,175	3,275
001-0739-343.80-03	-	-	-	-
001-0739-343.80-05	16,950	71,726	71,726	38,860
TOTAL CHARGES FOR SERVICE	79,525	163,499	163,499	86,145
001-0739-362.00-00	78,723	70,653	70,653	72,653
001-0739-369.90-00	-	-	-	-
TOTAL MISCELLANEOUS REVENUES	78,723	70,653	70,653	72,653
001-0739-381.00-00	-	-	-	-
TOTAL OTHER SOURCES	-	-	-	-
TOTAL CEMETERY DIVISION	158,248	234,152	234,152	158,798
<u>STREETS DIVISION</u>				
001-0741-331.49-00	-	-	-	-
001-0741-334.49-00	-	-	-	-
001-0741-335.45-00	38,813	41,409	41,409	39,950
TOTAL INTERGOVERNMENTAL REVENUE	38,813	41,409	41,409	39,950
001-0741-364.00-00	3,091	-	-	-
001-0741-369.90-00	55,511	24,023	24,023	25,961
TOTAL MISCELLANEOUS REVENUES	58,602	24,023	24,023	25,961
001-0741-381.00-00	-	-	-	-
TOTAL OTHER SOURCES	-	-	-	-
TOTAL STREETS DIVISION	97,415	65,432	65,432	65,911

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND REVENUES
PARKS AND RECREATION DEPARTMENT**

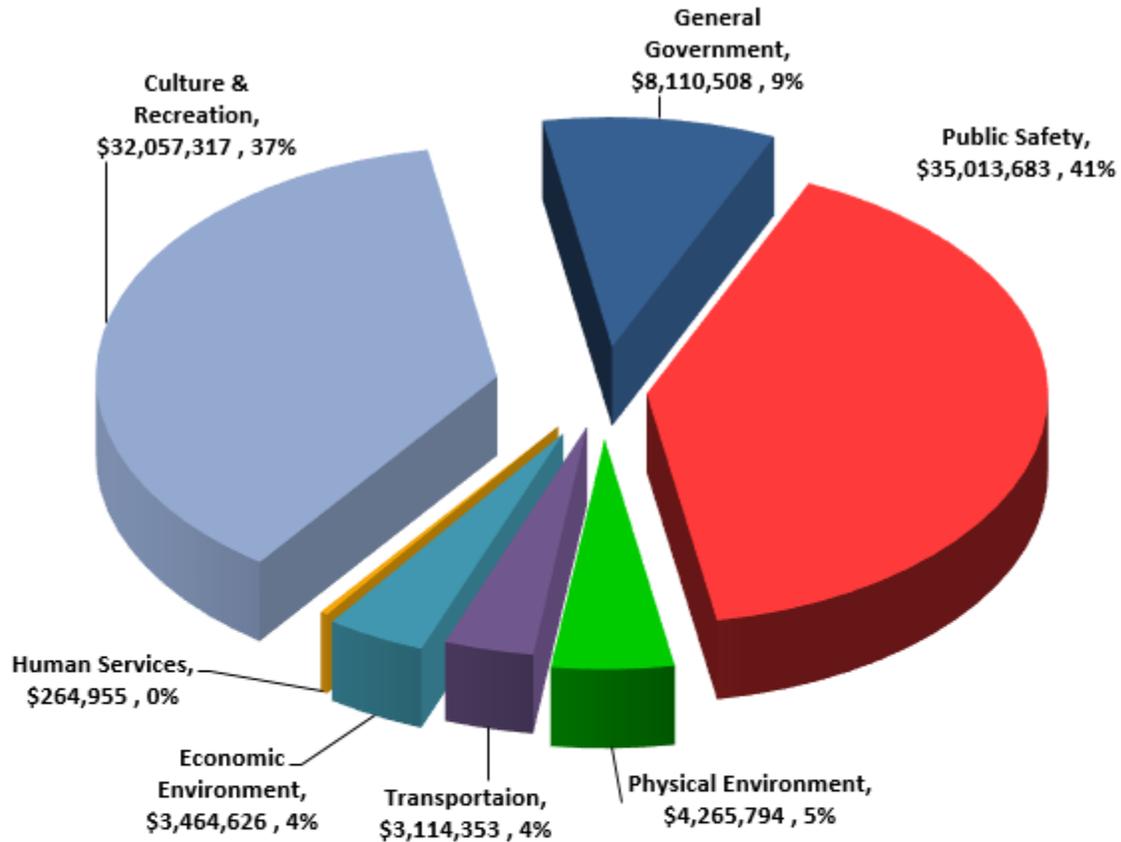
	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>PARKS DIVISION</u>				
001-0775-331.70-00	-			
001-0775-334.70-00	-	-	-	-
	-	-	-	-
001-0775-364.00-00	11,500	-	-	-
001-0775-366.00-00	1,231,130	-	-	4,964,877
	1,242,630	-	-	4,964,877
001-0775-381.00-00	-	-	-	1,500,000
	-	-	-	1,500,000
TOTAL PARKS DIVISION	1,242,630	-	-	6,464,877
<u>RECREATION DIVISION</u>				
001-0872-347.21-01	159,267	133,505	133,505	162,467
001-0872-347.21-02	5,775	10,049	10,049	5,833
001-0872-347.21-03	3,125	2,902	2,902	3,156
001-0872-347.21-04	11,458	12,843	12,843	11,573
001-0872-347.21-05	25,553	30,476	30,476	25,809
001-0872-347.21-06	62,790	58,041	58,041	63,418
001-0872-347.21-07	44,239	42,454	42,454	44,680
001-0872-347.21-10	23,176	23,800	23,800	33,350
001-0872-347.21-11	19,744	6,376	6,376	19,941
001-0872-347.21-12	1,097	158	158	160
001-0872-347.21-14	128,291	121,050	121,050	128,150
	484,515	441,654	441,654	498,536
001-0872-366.01-00	-	10,679	10,679	12,500
001-0872-369.90-00	8,027	18,993	18,993	10,000
	8,027	29,672	29,672	22,500
TOTAL RECREATION DIVISION	492,542	471,326	471,326	521,036
<u>SPECIAL EVENTS DIVISION</u>				
001-0874-362.00-00	3,963	2,537	2,537	2,500
001-0874-369.90-00	7,468	-	-	2,500
	11,431	2,537	2,537	5,000
TOTAL SPECIAL EVENTS DIVISION	11,431	2,537	2,537	5,000
<u>NEWTON PARK FACILITIES DIVISION</u>				
001-3658-362.01-00	13,740	5,732	5,732	11,353
001-3658-362.02-00	137,187	67,470	67,470	144,690
001-3658-362.03-00	10,885	8,642	8,642	16,236
001-3658-362.04-00	4,836	3,843	3,843	4,578
001-3658-369.90-00	10,327	4,811	4,811	12,081
	176,975	90,498	90,498	188,938
TOTAL NEWTON PARK FACILITIES DIVISION	176,975	90,498	90,498	188,938
TOTAL PARKS AND RECREATION DEPARTMENT	1,923,578	564,361	564,361	7,179,851

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 GENERAL FUND REVENUES
 PUBLIC SERVICES DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
001-1016-329.03-00 ENGINEER INSPECTION FEES	327,513	282,132	282,132	341,832
001-1016-329.04-00 REVIEW FEES	47,972	58,780	58,780	66,120
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	375,485	340,912	340,912	407,952
TOTAL ENGINEERING DIVISION	375,485	340,912	340,912	407,952

- GENERAL FUND EXPENDITURES -

GENERAL FUND EXPENDITURES BY SOURCE



General Government	\$ 8,110,508
Public Safety	35,013,683
Physical Environment	4,265,794
Transportation	3,114,353
Economic Environment	3,464,626
Human Services	264,955
Culture & Recreation	<u>32,057,317</u>
Total	\$86,291,236

- GENERAL GOVERNMENT -

Legislative

Legal

Executive

Economic Development

City Clerk

Finance Department

Administrative Services

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
LEGISLATIVE DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0111-511.11-00	OTHER SALARIES AND WAGES	40,800	40,800	40,800
001-0111-511.21-00	FICA TAXES	2,576	3,121	3,121
001-0111-511.23-00	EMPLOYEE GROUP INSURANCE	21,493	30,851	30,851
001-0111-511.24-00	WORKERS' COMPENSATION	95	95	128
	TOTAL PERSONAL SERVICES	64,964	74,867	74,867
001-0111-511.31-01	MISC PROFESSIONAL SERVICES	1,280	-	-
001-0111-511.34-03	CODE OF ORDINANCES	5,349	7,080	7,080
001-0111-511.40-00	TRAVEL AND PER DIEM	13	1,375	1,375
001-0111-511.41-02	TELEPHONE	150	200	200
001-0111-511.41-04	INTERNET	3,482	2,000	2,000
001-0111-511.47-01	MISC PRINTING AND BINDING	-	90	90
001-0111-511.48-01	ADVERTISEMENT-LEGAL OTHER	909	1,000	1,000
001-0111-511.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	2,500	2,500
001-0111-511.49-03	ELECTION FEES	-	29,000	29,000
001-0111-511.51-00	OFFICE SUPPLIES	379	1,000	1,000
001-0111-511.52-01	MISC. OPERATING SUPPLIES	375	1,050	1,050
001-0111-511.52-04	UNIFORMS AND ACCESSORIES	469	2,500	2,500
001-0111-511.54-01	DUES AND SUBSCRIPTIONS	10,527	13,362	13,362
001-0111-511.54-02	SEMINARS AND COURSES	-	3,275	3,275
	TOTAL OPERATING EXPENDITURES	22,933	64,432	64,432
001-0111-511.82-00	AIDS TO PRIVATE ORGANIZATIONS	500	1,000	1,000
001-0111-564.83-00	OTHER GRANTS AND AIDS	71,190	75,690	75,690
	TOTAL GRANTS AND AIDS	71,690	76,690	76,690
	TOTAL LEGISLATIVE DEPARTMENT	159,587	215,989	215,989
			222,633	

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 GENERAL FUND EXPENDITURES
 LEGAL DEPARTMENT**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
001-0914-514.31-00 LEGAL SERVICES REIMBURSEMENT	(24,580)	(60,689)	(60,689)	(39,240)
001-0914-514.31-02 LEGAL SERVICES	483,148	486,120	486,120	495,876
TOTAL LEGAL DEPARTMENT	458,568	425,431	425,431	456,636



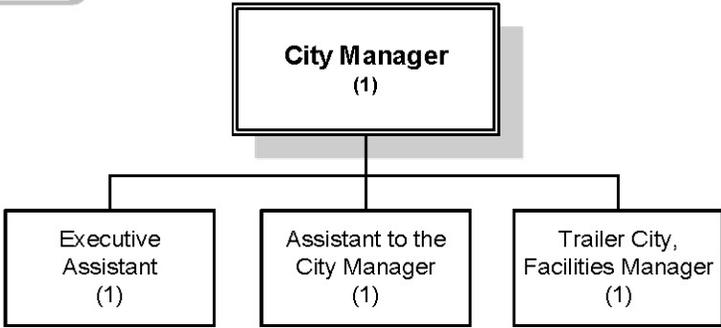
EXECUTIVE DEPARTMENT

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 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



FY 2023-2024 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1 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 #2

Support Public Education and Learning Opportunities

Department Goal

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

Objective

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

Strategic Priority #3

Deliver Quality Services Equitably and Respectfully

Department Goal

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

Objectives

- Continue to monitor, 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 #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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall quality of life in Winter Garden Satisfaction Index *	96%	92%	95% ↑
Overall image or reputation of Winter Garden Satisfaction Index*	96%	93%	94% ↑
Recommend living in Winter Garden to someone who asks Satisfaction Index *	95%	97%	98% ↑
Winter Garden as a place to raise children Satisfaction Index *	92%	94%	95% ↑
Winter Garden as a place to live Satisfaction Index *	98%	98%	99% ↑
Overall Customer Service by City Employees (online & in-person) Satisfaction Index *	88%	87.5%	90% ↑
Service Process Satisfaction Rating **	93%	88.1%	≥ 95% ↑
Service Outcome Satisfaction Rating **	94%	88.1%	≥ 95% ↑
% Satisfied with Resolution Timeframe **	96%	89.9%	≥ 98% ↑
Employee Motivation and Productivity Satisfaction Rating ***	80.4%	80.4%	82% ↑
OPERATIONAL INDICATORS			
All City Average Queue Wait Time (In Seconds) - All customer service areas combined	0:44	0:38	≤ 0:30 ↓
All City Call Abandonment Rate - All customer service areas combined	9.7%	9.8%	≤ 6% ↓
% of Requests Resolved ≤ 5 Days	86%	86.8%	≥ 95% ↑
% of Requests Resolved within 24 hours	58%	57.6%	≥ 60% ↑
# of K-12 students who participated in City outreach and learning activities	16,367	16,162	20,000 ↑
# of K-12 Students Enrichment Participants per Household	1.02	1.01	1.3 ↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** 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.

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
EXECUTIVE DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0213-512.12-00	REGULAR SALARIES AND WAGES	482,626	496,201	496,201	408,161
001-0213-512.14-00	OVERTIME	1,017	-	-	-
001-0213-512.21-00	FICA TAXES	26,194	37,959	37,959	31,224
001-0213-512.22-00	RETIREMENT CONTRIBUTIONS	63,415	77,358	77,358	76,898
001-0213-512.23-00	LIFE AND HEALTH INSURANCE	42,022	58,690	58,690	36,762
001-0213-512.24-00	WORKERS' COMPENSATION	723	870	870	976
001-0213-512.25-00	UNEMPLOYMENT COMPENSATION	1,158	-	-	-
	TOTAL PERSONAL SERVICES	617,155	671,078	671,078	554,021
001-0213-512.31-01	MISC PROFESSIONAL SERVICES	221,318	37,800	37,800	337,800
001-0213-512.31-02	LEGAL SERVICES	376	2,500	2,500	2,500
001-0213-512.34-01	MISC OTHER CONTRACTUAL SERVICES	31,132	56,200	56,200	56,200
001-0213-512.40-00	TRAVEL AND PER DIEM	-	100	100	100
001-0213-512.41-02	TELEPHONE SERVICES	5,235	5,602	5,602	5,602
001-0213-512.41-04	INTERNET SERVICES	470	750	750	750
001-0213-512.41-05	POSTAGE	12,068	1,250	1,250	1,250
001-0213-512.43-00	UTILITY SERVICES	31,396	20,110	20,110	20,110
001-0213-512.44-00	RENTALS AND LEASES	1,647	8,107	8,107	8,107
001-0213-512.45-00	INSURANCE	30,324	29,005	29,005	40,937
001-0213-512.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	400	400	400
001-0213-512.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,182	1,007	1,007	1,007
001-0213-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,455	300	300	300
001-0213-512.46-10	REPAIR AND MAINT SVCS-BUILDING	7,285	6,550	6,550	6,550
001-0213-512.47-01	MISC PRINTING AND BINDING	50,381	5,500	5,500	5,500
001-0213-512.48-01	PROMOTIONAL-ADVERTISEMENTS	3,426	3,646	3,646	3,646
001-0213-512.48-02	PROMOTIONAL ITEMS	7,538	5,000	5,000	5,000
001-0213-512.48-05	PROMOTIONAL ITEMS - OUTREACH	-	10,000	10,000	10,000
001-0213-512.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	20,475	5,559	5,559	5,559
001-0213-512.49-05	LICENSES/TAXES/CERTIFICATES	23,584	24,821	24,821	24,822
001-0213-512.49-11	OTHER EVENTS	7,350	-	-	-
001-0213-512.51-00	OFFICE SUPPLIES	908	1,250	1,250	1,250
001-0213-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	13,433	15,500	15,500	15,500
001-0213-512.52-03	GASOLINE AND OIL	116	644	644	644
001-0213-512.52-04	UNIFORMS AND ACCESSORIES	747	600	600	400
001-0213-512.54-01	DUES AND SUBSCRIPTIONS	4,640	16,452	16,452	11,602
001-0213-512.54-02	SEMINARS AND COURSES	-	3,200	3,200	2,700
	TOTAL OPERATING EXPENDITURES	478,486	261,853	261,853	568,236
001-0213-512.61-00	LAND	7,348	-	5,029,069	-
001-0213-512.62-00	BUILDING	312,697	-	-	-
	TOTAL CAPITAL OUTLAY	320,045	-	5,029,069	-
001-0213-580.64-00	LEASES	57,213	-	-	-
001-0213-512.71-00	PRINCIPAL	2,059	-	-	-
001-0213-512.72-00	INTEREST	124	-	-	-
	TOTAL DEBT SERVICE	2,183	-	-	-
001-0213-512.82-00	AID TO PRIVATE ORGANIZATIONS	107,156	200,000	200,000	200,000

	TOTAL GRANTS AND AIDS	107,156	200,000	200,000	200,000
001-0213-512.99-01	CONTINGENT EXPENSE	-	100,000	100,000	100,000
	TOTAL OTHER USES	-	100,000	100,000	100,000
	TOTAL EXECUTIVE DEPARTMENT	1,582,238	1,232,931	6,262,000	1,422,257



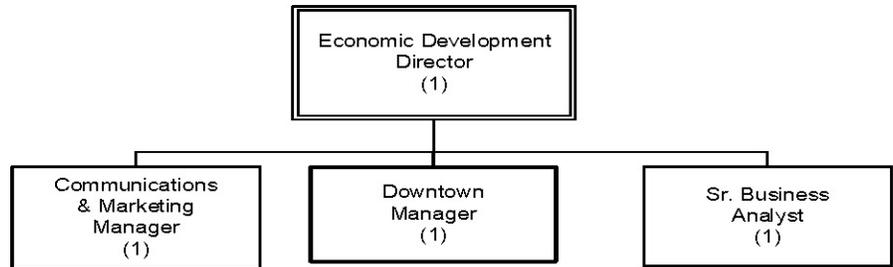
ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Promote a sustainable thriving economy and business community that creates prosperous conditions that build wealth, yield diverse/desirable job opportunities and generate 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/Resident community engagement and relations • Business Marketing & Promotion • Strategic Planning and Performance Management • Strategic Development and Partnerships
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Increasing cost of commercial lending across sectors impacting pace of development • Rising and unstable construction costs • Continuing rise of the Federal interest rate • Inflation and supply chain delays in the marketplace • More demand than supply in the real estate Market • Generally uncertainty about the economy • Managing the downtown parking demand while preserving the quality of life for surrounding and impacted residents 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Slowing economy may create favorable pressure for prices across sectors to fall • Expecting marginal growth in all sectors • Continued increase in property tax revenues and job growth but the rate of growth will start to slow • Market conditions are still strong, but will start to slow • Real estate market continues to feel the pressure of more demand than supply in both residential and commercial • More informed citizens will increase the sense of community and their understanding of City government affairs • Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity

Organizational Structure

FTE: 4



FY 2023-2024 STRATEGIC PRIORITIES, 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*

Enable, encourage and preserve a vibrant downtown/commercial district, 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.
- Revitalize, undergird and facilitate the East Winter Garden commercial district and neighborhood using targeted initiatives, programs, partnerships and resources to achieve sustainable economic vitality and improved quality of life.

Strategic Priority #2

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 realize higher levels of inclusion and a stronger sense of community engagement towards City affairs, events, services and quality of life opportunities.

KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	Actual	FY 22/23 Actual	FY 23/24 Target
Employment Opportunity Satisfaction Index *	54%	58%	64% ↑
Overall Quality of business and service establishments in Winter Garden Satisfaction Index *	92%	92%	93% ↑
Variety of business and service establishments Satisfaction Index *	84%	81%	86% ↑
Shopping Opportunities Satisfaction Index *	84%	76%	86% ↑
Overall Economic Health of Winter Garden Satisfaction Index *	86%	85%	88% ↑
Economic Development Satisfaction Index *	81%	75%	82% ↑
Vibrant Downtown/Commercial Area Satisfaction Index *	94%	90%	95% ↑
Public Information Services Satisfaction Index *	81%	81%	83% ↑
Residents Connection and Engagement with their Community Satisfaction Index *	75%	73%	78% ↑
Making All Residents Feel Welcome Satisfaction Index *	86%	89%	91% ↑
Sense of Community Satisfaction Index *	78%	83%	85% ↑
OPERATIONAL INDICATORS			
City-wide Commercial Occupancy Rate	97%	93%	100% ↑

Downtown Commercial Occupancy Rate	100%	98%	98%↑
Downtown CRA Taxable Value (in millions)	\$242M	\$340M	\$382M↑
Annual % Change in Property Values	7.6%	12%	12.8%↑
Total Annual Property Values	\$4,407,338,459	\$4,938,596,286	\$5,570,212,378↑
Construction \$ Value per Commercial Building Permit			\$645,700↑
Construction \$ Value per Residential Building Permit			\$45,500↑
Average Wage of Total Jobs	\$53,200	\$60,528	\$63,500↑
# of Jobs Added	1,200	920	1,200↑
City Unemployment Rate	3%	2.3%	3.0%↓
% Change in Median Household Income	2%	17.6%	3.1%↑
Median Household Income	\$79,890	\$93,951	\$96,900↑
Average Purchase Price of a New Home (Single-Family)	\$556,392	\$634,386	\$685,136↑
East Winter Garden Commercial Occupancy Rates	N/A	33%	67%↑
East Winter Garden CRA Taxable Value	\$85.2M	\$157.7M	\$176.6M↑
East Winter Garden Median/Average Home Value	\$275,595	\$346,923	\$370,200↑
Dollars Invested / East Winter Garden Household	\$2,977	\$1,554	\$6,646↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
ECONOMIC DEVELOPMENT DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0215-552.12-00	REGULAR SALARIES AND WAGES	224,261	245,832	245,832	374,092
001-0215-552.21-00	FICA TAXES	16,925	18,806	18,806	28,618
001-0215-552.22-00	RETIREMENT CONTRIBUTIONS	34,030	38,325	38,325	70,479
001-0215-552.23-00	LIFE AND HEALTH INSURANCE	26,365	29,719	29,719	48,012
001-0215-552.24-00	WORKERS' COMPENSATION	207	250	250	279
	TOTAL PERSONAL SERVICES	301,788	332,932	332,932	521,480
001-0215-552.31-01	MISC PROFESSIONAL SERVICES	2,446	16,000	16,000	16,000
001-0215-552.34-01	MISC OTHER CONTRACTUAL SERVICES	58,668	57,000	57,000	527,000
001-0215-552.41-02	TELEPHONE SERVICES	1,114	1,390	1,390	4,690
001-0215-552.41-05	POSTAGE	510	200	200	1,200
001-0215-552.43-00	UTILITY SERVICES	1,427	1,500	1,500	1,500
001-0215-552.44-00	RENTALS AND LEASES	-	700	700	700
001-0215-552.45-00	GENERAL INSURANCE	1,548	1,493	1,493	2,089
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	513	400	400	400
001-0215-552.47-01	MISC PRINTING AND BINDING	-	60	60	250
001-0215-552.48-01	PROMOTIONAL-ADVERTISEMENTS	13,999	10,500	10,500	15,500
001-0215-552.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	1,407	1,900	1,900	1,900
001-0215-552.48-04	PROMOTIONAL - COMM / MARKETING	-	214,512	214,512	225,512
001-0215-552.48-05	DOWNTOWN MNGMT/ PROGRAMS	-	-	-	90,000
001-0215-552.49-01	MISC OTHER CUR CHGS & OBLG	2,041	-	-	25,000
001-0215-552.51-00	OFFICE SUPPLIES	570	700	700	1,500
001-0215-552.52-01	MISCELLANEOUS OPERATING SUPPLIES	8,446	500	500	5,500
001-0215-552.52-04	UNIFORMS AND ACCESSORIES	813	400	400	800
001-0215-552.54-01	DUES AND SUBSCRIPTIONS	12,258	8,005	8,005	17,355
001-0215-552.54-02	SEMINARS AND COURSES	-	600	600	5,500
	TOTAL OPERATING EXPENDITURES	105,760	316,610	316,610	943,146
001-0215-552.62-00	BUILDINGS	-	-	-	1,500,000
001-0215-552.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	8,240	-	344,147	500,000
	TOTAL CAPITAL OUTLAY	8,240	-	344,147	2,000,000
	TOTAL ECONOMIC DEVELOPMENT DEPARTMENT	415,788	649,542	993,689	3,464,626



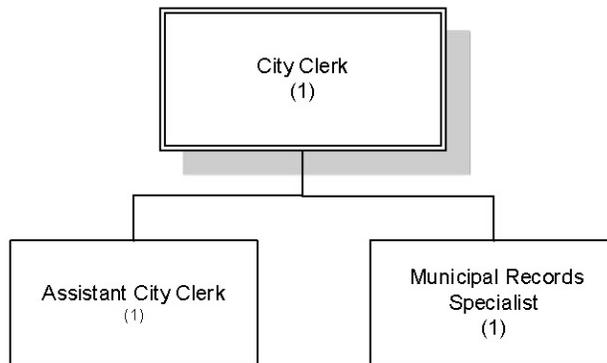
CITY CLERK'S DEPARTMENT

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, and 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"> • Educate department directors of responsibility for their department's records • Changing user needs and expectations • Timely adaptation to new legislative mandates or changes • Identifying records liaisons and ensuring ownership for records compliance in each department • Determining email records not related to government business 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Monitor and preserve legislative and administrative law updates • Continued effective alliances with multiple departments • Preserved integrity of electronic documents and information • Maximize timely access to records and information for citizens and staff

Organizational Structure

FTE: 3



FY 2023-2024 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Transparent and Accountable Government

Department Goal

Improve access, retention, and integrity of City records

Objectives

- Deploy reinforcement records management training content and curriculum utilizing a two-pronged approach, first to new hires during on-boarding and then ongoing follow-up training for existing employees, to ensure responsible, accurate and complete records management practices throughout the City.
- Provide City Commission, staff, citizens, and other agencies with timely and accurate support on records retention, disposition, meeting agendas and minutes.

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating*	80.4%	80.4%	82%↑
City Clerk's Office Fulfillment & Experience Satisfaction Rating	N/A	N/A	90%↑

* 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
CITY CLERK DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0218-512.12-00	REGULAR SALARIES AND WAGES	196,924	227,369	227,369	229,912
001-0218-512.14-00	OVERTIME	-	100	100	100
001-0218-512.21-00	FICA TAXES	14,980	17,401	17,401	17,596
001-0218-512.22-00	RETIREMENT CONTRIBUTIONS	29,808	35,447	35,447	43,315
001-0218-512.23-00	LIFE AND HEALTH INSURANCE	21,513	37,504	37,504	35,552
001-0218-512.24-00	WORKERS' COMPENSATION	321	388	388	433
	TOTAL PERSONAL SERVICES	263,546	318,209	318,209	326,908
001-0218-512.40-00	TRAVEL AND PER DIEM	242	1,500	1,500	1,500
001-0218-512.41-02	TELEPHONE SERVICES	1,089	1,576	1,576	1,576
001-0218-512.41-05	POSTAGE	227	400	400	400
001-0218-512.43-00	UTILITY SERVICES	11,538	9,485	9,485	9,485
001-0218-512.44-00	RENTALS AND LEASES	989	2,700	2,700	2,700
001-0218-512.45-00	GENERAL INSURANCE	12,452	12,012	12,012	16,810
001-0218-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	802	1,323	1,323	1,323
001-0218-512.46-10	REPAIR AND MAINT SVCS-BUILDING	4,152	1,700	1,700	1,700
001-0218-512.47-01	MISC PRINTING AND BINDING	124	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	370	600	600	1,000
001-0218-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,305	1,100	1,100	1,100
001-0218-512.52-04	UNIFORMS AND ACCESSORIES	400	600	600	600
001-0218-512.54-01	DUES AND SUBSCRIPTIONS	575	1,470	1,470	1,470
001-0218-512.54-02	SEMINARS AND COURSES	400	3,400	3,400	3,400
001-0218-512.54-03	EDUCATION ASSISTANCE	-	500	500	500
	TOTAL OPERATING EXPENDITURES	34,665	39,916	39,916	45,114
001-0218-512.71-00	PRINCIPAL	1,403	-	-	-
001-0218-512.72-00	INTEREST	97	-	-	-
	TOTAL DEBT SERVICE	1,500	-	-	-
	TOTAL CITY CLERK DEPARTMENT	299,711	358,125	358,125	372,022

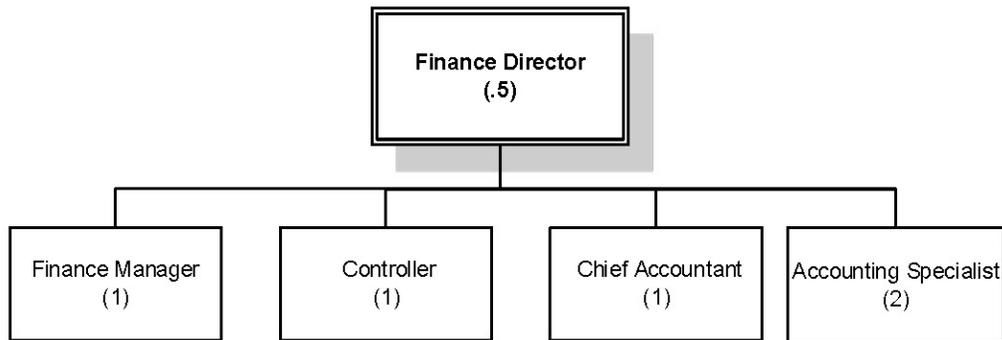


FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<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 Availability of externally sourced funding pursued

Organizational Structure

FTE: 5.5



FY 2023-2024 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

Objectives

- 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.
- Continuously assist with pursuit and acquisition of grant funding provided at the State and Federal levels to facilitate and subsidize targeted City improvements and projects.

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Fiscal Management Overall Customer Service Satisfaction Rating *	97.1%	97.1%	97.5%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82%↑
FINANCIAL INDICATORS			
Budget to Actual Variance Percent (City Overall Financials) **	+11%	+6%	+5%↑
External Grant Funding Received	\$703,867	\$6,550,296	\$56,370,609↑

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

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

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
FISCAL MANAGEMENT DIVISION**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>	
001-0222-513.12-00	REGULAR SALARIES AND WAGES	405,640	488,264	488,264	545,378
001-0222-513.21-00	FICA TAXES	29,632	37,352	37,352	41,721
001-0222-513.22-00	RETIREMENT CONTRIBUTIONS	53,979	76,120	76,120	102,749
001-0222-513.23-00	LIFE AND HEALTH INSURANCE	54,475	65,315	65,315	71,196
001-0222-513.24-00	WORKERS' COMPENSATION	562	677	677	759
	TOTAL PERSONAL SERVICES	544,288	667,729	667,729	761,804
001-0222-513.31-01	MISC PROFESSIONAL SERVICES	95,098	120,860	120,860	93,060
001-0222-513.32-00	ACCOUNTING AND AUDITING	20,872	20,560	20,560	23,060
001-0222-513.34-01	MISC OTHER CONTRACTUAL SERVICES	50,288	46,518	46,518	53,873
001-0222-513.34-04	BANKING SERVICES	3,565	12,985	12,985	3,815
001-0222-513.40-00	TRAVEL AND PER DIEM	47	200	200	200
001-0222-513.41-02	TELEPHONE SERVICES	2,288	2,650	2,650	2,650
001-0222-513.41-05	POSTAGE	1,247	4,672	4,672	4,672
001-0222-513.43-00	UTILITY SERVICES	10,556	9,300	9,300	9,300
001-0222-513.44-00	RENTALS AND LEASES	2,580	7,064	7,064	7,064
001-0222-513.45-00	INSURANCE	11,789	11,321	11,321	15,914
001-0222-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	300	300	300
001-0222-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	23,769	24,769	24,769	24,769
001-0222-513.46-10	REPAIR AND MAINT SVCS-BUILDING	3,798	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	738	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	-	175	175	175
001-0222-513.51-00	OFFICE SUPPLIES	3,598	1,681	1,681	4,581
001-0222-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,206	1,850	1,850	4,350
001-0222-513.52-04	UNIFORMS AND ACCESSORIES	784	800	800	1,200
001-0222-513.54-01	DUES AND SUBSCRIPTIONS	2,029	1,446	1,446	1,446
001-0222-513.54-02	SEMINARS AND COURSES	1,140	2,486	2,486	2,486
001-0222-513.54-03	EDUCATION REIMBURSEMENT	-	1,500	1,500	1,500
	TOTAL OPERATING EXPENDITURES	237,392	279,110	279,110	262,388
001-0222-513.64-00	MACHINERY AND EQUIPMENT	10,345	-	-	-
	TOTAL CAPITAL OUTLAY	10,345	-	-	-
001-0222-581.91-00	INTRAGOVERNMENT TRANSFERS	1,781,257	3,370,859	3,370,859	4,164,312
	TOTAL OTHER USES	1,781,257	3,370,859	3,370,859	4,164,312
	TOTAL FISCAL MANAGEMENT DIVISION	2,573,282	4,317,698	4,317,698	5,188,504



FINANCE DEPARTMENT

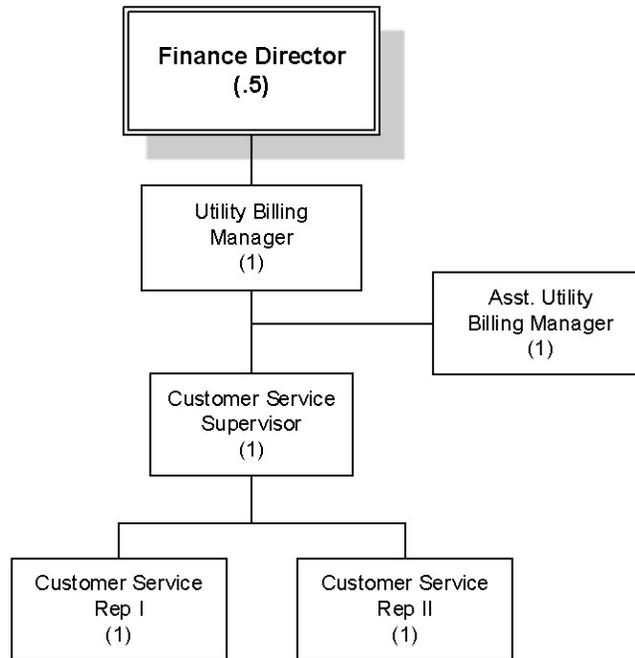
UTILITY BILLING

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"> • Service turn offs for non-payment are labor intensive • Increased handling of phone calls and customer walk in's resulting from payment arrangements for unpaid balances • Meter shortage has slowed meter replacement process and could cause delays for new construction homes 	<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: 5.5



FY 2023-2024 STRATEGIC PRIORITIES, GOALS 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index *	70%	82%	82%↑
Overall Service Experience Satisfaction Rating (monthly in-house survey)	96%	96.8%	≥ 97%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time (in seconds)	:43	:50	≤ :55↓
Call Abandonment Rate	5.1%	6.1%	≤ 5%↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

≤ ≥ 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
FINANCE DEPARTMENT
UTILITY BILLING DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0223-513.12-00	REGULAR SALARIES AND WAGES	197,944	249,844	249,844	352,701
001-0223-513.14-00	OVERTIME	1,107	200	200	200
001-0223-513.21-00	FICA TAXES	14,995	19,128	19,128	26,997
001-0223-513.22-00	RETIREMENT CONTRIBUTIONS	30,184	38,982	38,982	55,489
001-0223-513.23-00	LIFE AND HEALTH INSURANCE	39,434	45,394	45,394	60,295
001-0223-513.24-00	WORKERS' COMPENSATION	842	677	677	1,137
001-0223-513.26-00	OTHER POSTEMPLOYMENT BENEFITS	6,000	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	<u>290,506</u>	<u>360,225</u>	<u>360,225</u>	<u>502,818</u>
001-0223-513.34-01	COMMUNICATIONS/POSTAGE SVCS	135,172	152,448	152,448	152,448
001-0223-513.34-04	BANKING SERVICES	41,048	37,530	37,530	49,176
001-0223-513.40-00	TRAVEL AND PER DIEM	-	750	750	750
001-0223-513.41-02	TELEPHONE SERVICES	5,086	7,096	7,096	7,096
001-0223-513.41-03	RADIO SERVICES	15	20	20	20
001-0223-513.41-04	INTERNET SERVICES	469	951	951	951
001-0223-513.41-05	POSTAGE	20,361	2,669	2,669	2,669
001-0223-513.43-00	UTILITY SERVICES	6,322	6,197	6,197	6,197
001-0223-513.44-00	RENTALS AND LEASES	1,684	5,275	5,275	5,275
001-0223-513.45-00	INSURANCE	7,235	6,978	6,978	9,768
001-0223-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	459	459	459
001-0223-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	32,818	32,290	32,290	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	2,275	2,179	2,179	2,179
001-0223-513.47-01	MISC PRINTING AND BINDING	72	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	20,698	100	100	100
001-0223-513.49-05	LICENSES/TAXES/CERTIFICATIONS	127	2,500	2,500	2,500
001-0223-513.51-00	OFFICE SUPPLIES	4,146	3,000	3,000	3,000
001-0223-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,592	6,100	6,100	6,100
001-0223-513.52-04	UNIFORMS AND ACCESSORIES	800	800	800	1,000
001-0223-513.54-02	SEMINARS AND COURSES	-	900	900	900
	TOTAL OPERATING EXPENDITURES	<u>281,920</u>	<u>271,232</u>	<u>271,232</u>	<u>285,868</u>
	TOTAL UTILITY BILLING DIVISION	<u>572,426</u>	<u>631,457</u>	<u>631,457</u>	<u>788,686</u>
	TOTAL FINANCE DEPARTMENT	<u>3,145,708</u>	<u>4,949,155</u>	<u>4,949,155</u>	<u>5,977,190</u>



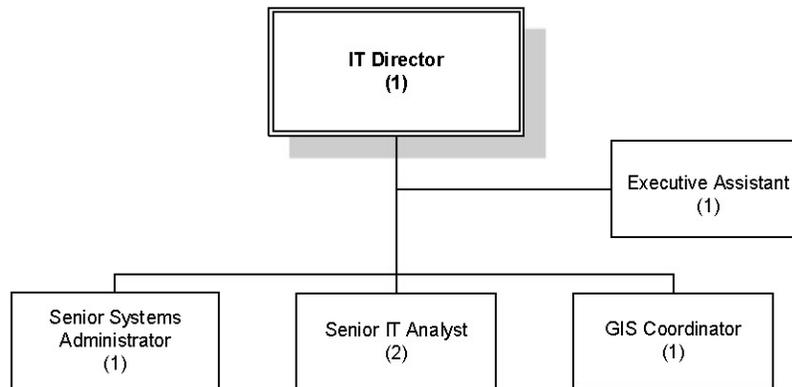
INFORMATION TECHNOLOGY

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 be informed on support requirements in a timely manner when called upon to facilitate department technology projects 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 Phone system call volumes will remain at a manageable level and controls will minimize and contain involuntary call abandonment occurrences Level of staff training will be adequate for any changes in technology Budget approval for projects/capital items

Organizational Structure

FTE: 6



FY 2023-2024 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.
- Monitor and improve IT's service request fulfilment process, targeting responsiveness and timely resolution to achieve a first contact resolution rate of **at least 70%**.

- 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/Upgrade of wireless infrastructure, Implementation of VMWare Horizons virtual desktop infrastructure platform, Migration of on-site Selectron services to the Cloud and Jessie Brock Technology Upgrade*

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
IT Overall Service Satisfaction Rating *	90.6%	90.6%	93% ↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82% ↑
OPERATIONAL INDICATORS			
Helpdesk Average First Response Time (in minutes)	N/A	N/A	≤ :60 ↓
Helpdesk Average Resolution Time (in hours)	N/A	N/A	≤ 24:00 ↓
Helpdesk First Contact Resolution Rate	N/A	N/A	≥ 70% ↑
Cisco Phone System Uptime Rate	99.99%	99.93%	≥ 99.5% ↑
Involuntary Abandonment Rate	0.5%	6.07%	≤ 2.0% ↓
% Uptime and Availability of Systems	99.97%	99.97%	≥ 99.5% ↑

* 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
INFORMATION TECHNOLOGY DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0225-513.12-00	REGULAR SALARIES AND WAGES	382,788	498,982	498,982	510,021
001-0225-513.14-00	OVERTIME	-	400	400	400
001-0225-513.21-00	FICA TAXES	27,625	38,203	38,203	39,047
001-0225-513.22-00	RETIREMENT CONTRIBUTIONS	57,720	77,854	77,854	96,163
001-0225-513.23-00	LIFE AND HEALTH INSURANCE	58,488	67,997	67,997	76,411
001-0225-513.24-00	WORKERS' COMPENSATION	503	437	437	679
	TOTAL PERSONAL SERVICES	<u>527,124</u>	<u>683,872</u>	<u>683,872</u>	<u>722,722</u>
001-0225-513.31-01	MISC PROFESSIONAL SERVICE	6,685	12,600	12,600	12,600
001-0225-513.34-01	MISC OTHER CONTRACTUAL SERVICES	45,620	57,440	57,440	61,192
001-0225-513.34-08	PERSONNEL SERVICES	31,579	-	-	-
001-0225-513.41-02	TELEPHONE SERVICES	5,982	19,300	19,300	20,284
001-0225-513.41-04	INTERNET SERVICES	60,589	82,762	82,762	113,400
001-0225-513.41-05	POSTAGE	174	250	250	250
001-0225-513.43-00	UTILITY SERVICES	10,983	8,400	8,400	9,500
001-0225-513.45-00	INSURANCE	65,487	71,394	71,394	88,406
001-0225-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	5,000	5,000	5,250
001-0225-513.46-03	REPAIR AND MAINT SVCS-VEHICLES	636	500	500	500
001-0225-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	323,298	411,100	578,001	668,192
001-0225-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	96,102	113,040	113,040	96,300
001-0225-513.46-10	REPAIR AND MAINT SVCS-BUILDING	3,952	3,000	3,000	13,000
001-0225-513.51-00	OFFICE SUPPLIES	221	1,500	1,500	1,750
001-0225-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	39,243	39,650	39,650	44,915
001-0225-513.52-03	GASOLINE AND OIL	43	120	120	120
001-0225-513.52-04	UNIFORMS AND ACCESSORIES	762	1,200	1,200	1,500
001-0225-513.52-05	IT OPER SUPPLIES	15,124	19,000	19,000	19,700
001-0225-513.54-01	DUES AND SUBSCRIPTIONS	754	1,195	1,195	1,195
001-0225-513.54-02	SEMINARS AND COURSES	4,956	4,897	4,897	6,950
001-0225-513.54-03	EDUCATION ASSISTANCE PROGRAM	9,012	8,400	8,400	11,465
	TOTAL OPERATING EXPENDITURES	<u>721,202</u>	<u>860,748</u>	<u>1,027,649</u>	<u>1,176,469</u>
001-0225-513.63-00	IMPROV. OTHER THAN BUILDINGS	-	-	100,000	-
001-0225-513.64-00	MACHINERY AND EQUIPMENT	113,727	386,098	514,647	137,579
	TOTAL CAPITAL OUTLAY	<u>113,727</u>	<u>386,098</u>	<u>614,647</u>	<u>137,579</u>
	TOTAL INFORMATION TECHNOLOGY DIVISION	<u>1,362,053</u>	<u>1,930,718</u>	<u>2,326,168</u>	<u>2,036,770</u>

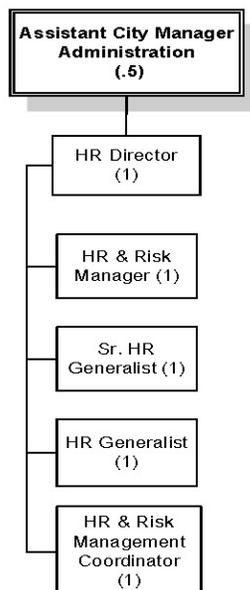


ADMINISTRATIVE SERVICES HUMAN RESOURCES BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<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 • Contract negotiations for two new and one existing union for Police & Fire. • Retention of existing talent and shortage of skilled talent to fill vacancies. • Need for succession planning for key positions with pending retirements identified over the course of the next 5 years. 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Employees will want to continue to learn and improve skills if given the opportunity • Managers, supervisors and staff will embrace leadership development training opportunities • Ongoing training and support to help all leaders and employees successfully navigate the Career Development program and identify career paths, qualification gaps, etc. • Employee compliance with safety practices • HR has requested a new HR & Risk Manager to transition Risk Management oversight, to assist with an increase in labor relations (i.e. collective bargaining), and for new leadership and staff training initiatives for the fiscal year.

Organizational Structure

FTE: 5.5



FY 2023-2024 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 21/22	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	100%	99.5%	100% ↑
Career Development Leadership Effectiveness Satisfaction Index **	87.1%	87.1%	89% ↑
HR Overall Customer Service Satisfaction Rating **	96.6%	96.6%	97% ↑
Employee Motivation and Productivity Satisfaction Rating **	80.4%	80.4%	82% ↑
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position (In Days)	0	67	≤ 90 ↓
Average Time to Fill Mid-Level Professional Position (In Days)	73	N/A	≤ 90 ↓
Sick Hours per FTE	40	39.3	≤ 40 ↓
Average Time Off per FTE (Hours)	156.7	198.7	≤ 150 ↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	.07	.34	≤ 0.40 ↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	.1	.59	≤ 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.

TBD – Data for insurance claims will be provided in November and updated when received.

≤ ≥ 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
HUMAN RESOURCES DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0745-513.12-00	REGULAR SALARIES AND WAGES	350,337	545,958	545,958	626,236
001-0745-513.14-00	OVERTIME	35	-	-	-
001-0745-513.21-00	FICA TAXES	25,941	41,766	41,766	47,907
001-0745-513.22-00	RETIREMENT CONTRIBUTIONS	50,330	85,115	85,115	97,930
001-0745-513.23-00	LIFE AND HEALTH INSURANCE	55,492	60,274	60,274	82,418
001-0745-513.24-00	WORKERS' COMPENSATION	363	437	437	490
	TOTAL PERSONAL SERVICES	482,498	733,550	733,550	854,981
001-0745-513.31-02	LEGAL SERVICES	899	6,250	6,250	6,250
001-0745-513.31-06	MEDICAL SERVICES	34,463	32,500	32,500	32,500
001-0745-513.34-01	MISC OTHER CONTRACTUAL SERVICES	70,060	132,500	179,720	136,000
001-0745-513.34-08	PERSONNEL SERVICES	-	15,000	30,000	15,000
001-0745-513.40-00	TRAVEL AND PER DIEM	449	1,000	1,000	1,000
001-0745-513.41-02	TELEPHONE SERVICES	3,195	3,400	3,400	5,950
001-0745-513.41-04	INTERNET SERVICES	505	700	700	1,200
001-0745-513.41-05	POSTAGE	557	1,500	1,500	1,500
001-0745-513.43-00	UTILITY SERVICES	9,889	10,500	10,500	10,500
001-0745-513.44-00	RENTALS AND LEASES	3,456	7,000	7,000	7,000
001-0745-513.45-00	GENERAL INSURANCE	10,886	10,375	10,375	14,696
001-0745-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	745	1,000	1,000	1,500
001-0745-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	873	1,500	1,500	1,800
001-0745-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	500	500	1,500
001-0745-513.46-10	REPAIR AND MAINT SVCS-BUILDING	6,374	5,000	5,000	5,000
001-0745-513.47-01	MISC PRINTING AND BINDING	196	350	350	420
001-0745-513.48-01	PROMOTIONAL-ADVERTISEMENTS	4,894	15,000	29,076	15,000
001-0745-513.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	-	5,000	5,000	5,000
001-0745-513.51-00	OFFICE SUPPLIES	2,951	5,000	5,000	6,000
001-0745-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	116,505	102,200	116,823	84,000
001-0745-513.52-03	GASOLINE AND OIL	-	150	150	150
001-0745-513.52-04	UNIFORMS AND ACCESSORIES	1,000	1,000	1,000	1,200
001-0745-513.54-01	DUES AND SUBSCRIPTIONS	2,968	4,000	4,000	4,000
001-0745-513.54-02	SEMINARS AND COURSES	5,799	25,800	50,001	75,800
	TOTAL OPERATING EXPENDITURES	276,664	387,225	502,345	432,966
001-0745-513.71-00	PRINCIPAL	2,152	-	-	-
001-0745-513.72-00	INTEREST	149	-	-	-
	TOTAL DEBT SERVICE	2,301	-	-	-
	TOTAL HUMAN RESOURCES DIVISION	761,463	1,120,775	1,235,895	1,287,947



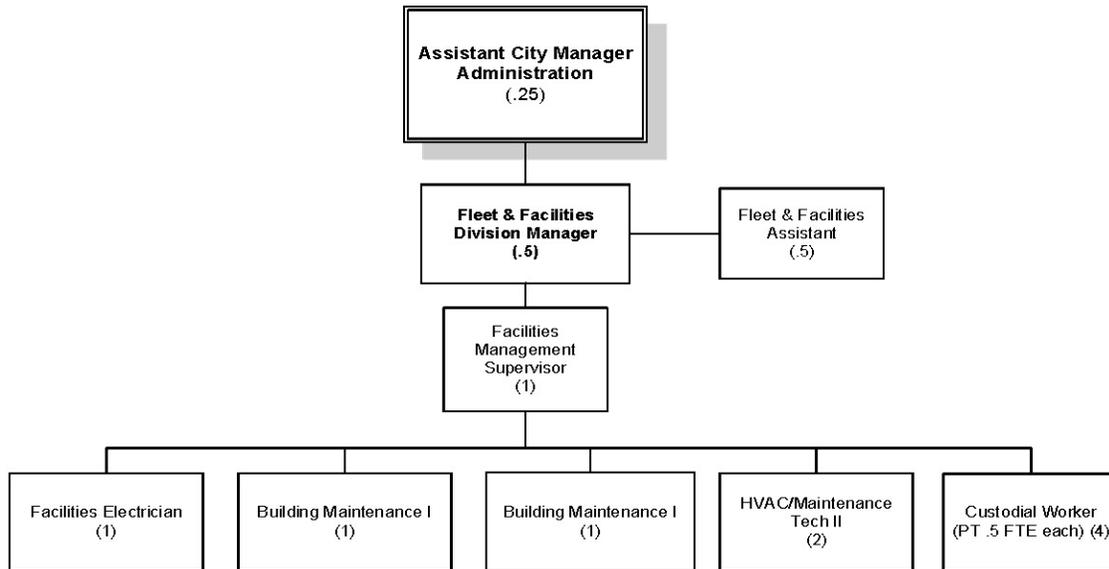
ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT

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"> • 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 FY24

Organizational Structure

FTE: 9.25



2023-2024 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.
- Create a ten-year asset repair/replacement plan and schedule to help effectively predict future costs and labor needs for budgeting purposes.

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	91%	91%	92% ↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82% ↑
FINANCIAL INDICATORS			
Average Level 1 Repair Costs (Life & Safety Failures)	\$460.14	\$124.50	≤ \$200 ↓
Average Level 2 Repair Costs (Equipment Defects)	\$215.29	\$205.75	≤ \$275 ↓
Average Preventive Maintenance Cost	\$76.28	\$132.50	≤ \$250 ↓
Average Corrective Maintenance Cost	\$159.13	\$396.25	≤ \$450 ↓
Average Request For Services Task Cost	\$44.96	\$220.75	≤ \$250 ↓

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

OPERATIONAL INDICATORS

Average Days to Close <i>Level 1</i> Service Work Requests (Life & Safety Failures)	.67	2.3	≤ 2 ↓
Average Days to Close <i>Level 2</i> Service Work Requests (Equipment Defects)	2.6	2	≤ 3 ↓
% Preventive Maintenance vs Corrective Maintenance	47.6%	33.3%	60% ↑
Average Preventive Maintenance Hours	1.97	1.91	≤ 2 ↓
Average Corrective Maintenance Hours	3.4	5.3	≤ 4 ↓
Average Request For Services Task Hours	1.97	3.01	≤ 1.5 ↓

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

** Cost-based measures for the second half of the fiscal year were modified to include a loaded labor wage. This artificially inflated the costs and has been adjusted for the next fiscal year.

≤ ≥ 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FACILITIES MANAGEMENT DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0746-539.12-00	REGULAR SALARIES AND WAGES	437,422	585,958	585,958	584,847
001-0746-539.14-00	OVERTIME	82,062	90,623	90,623	90,623
001-0746-539.21-00	FICA TAXES	38,953	51,758	51,758	51,673
001-0746-539.22-00	RETIREMENT CONTRIBUTIONS	65,042	63,168	63,168	78,175
001-0746-539.23-00	LIFE AND HEALTH INSURANCE	55,831	75,388	75,388	72,784
001-0746-539.24-00	WORKERS' COMPENSATION	6,442	6,899	6,899	8,697
	TOTAL PERSONAL SERVICES	<u>685,752</u>	<u>873,795</u>	<u>873,795</u>	<u>886,799</u>
001-0746-539.34-01	MISC OTHER CONTRACTUAL SERVICES	29,174	46,380	46,380	46,380
001-0746-539.34-06	JANITORIAL SERVICES	101,001	142,700	142,700	154,640
001-0746-539.34-08	PERSONNEL SERVICES	83,879	30,000	30,000	102,500
001-0746-539.40-00	TRAVEL AND PER DIEM	941	2,200	2,200	2,200
001-0746-539.41-02	TELEPHONE SERVICES	10,173	9,985	9,985	17,505
001-0746-539.41-04	INTERNET SERVICES	3,570	3,240	3,240	4,320
001-0746-539.43-00	UTILITY SERVICES	22,193	25,500	25,500	25,500
001-0746-539.44-00	RENTALS AND LEASES	15,285	7,800	7,800	13,600
001-0746-539.45-00	INSURANCE	1,754	5,209	5,209	4,369
001-0746-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	2,388	1,500	1,500	1,500
001-0746-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	19,178	10,500	10,500	13,000
001-0746-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,331	4,202	4,202	4,363
001-0746-539.46-10	REPAIR AND MAINT SVCS-BUILDING	121,113	355,680	355,680	351,260
001-0746-539.47-01	MISC PRINTING AND BINDING	287	75	75	75
001-0746-539.48-01	ADVERTISEMENT-LEGAL, OTHER	428	-	-	-
001-0746-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	175	500	500	500
001-0746-539.51-00	OFFICE SUPPLIES	1,636	750	750	750
001-0746-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	44,976	34,500	34,500	34,500
001-0746-539.52-02	CHEMICALS	213	4,500	4,500	6,200
001-0746-539.52-03	GASOLINE AND OIL	17,153	8,400	8,400	10,000
001-0746-539.52-04	UNIFORMS AND ACCESSORIES	7,833	7,560	7,560	7,560
001-0746-539.54-01	DUES AND SUBSCRIPTIONS	4,433	8,405	8,405	10,405
001-0746-539.54-02	SEMINARS AND COURSES	1,678	4,950	4,950	4,550
	TOTAL OPERATING EXPENDITURES	<u>491,792</u>	<u>714,536</u>	<u>714,536</u>	<u>815,677</u>
001-0746-539.62-00	BUILDINGS	73,286	60,000	250,302	328,000
001-0746-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	12,486	67,462	132,101	5,000
001-0746-539.64-00	MACHINERY AND EQUIPMENT	-	130,000	130,000	195,000
	TOTAL CAPITAL OUTLAY	<u>85,772</u>	<u>257,462</u>	<u>512,403</u>	<u>528,000</u>
	TOTAL FACILITIES MANAGEMENT DIVISION	<u>1,263,316</u>	<u>1,845,793</u>	<u>2,100,734</u>	<u>2,230,476</u>



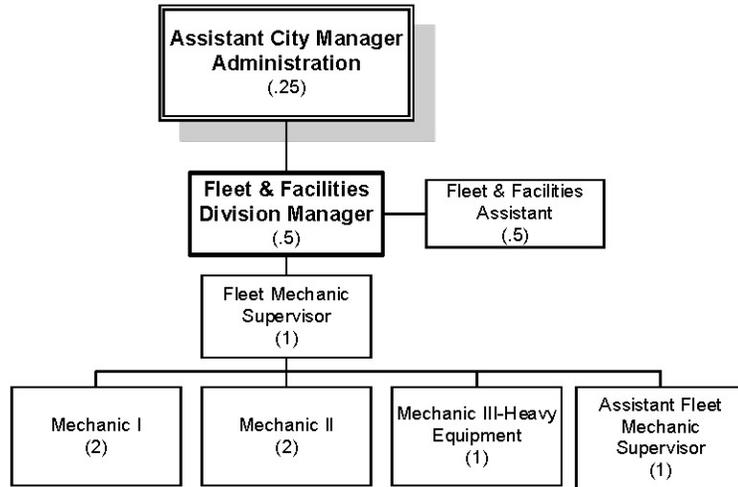
ADMINISTRATIVE SERVICES FLEET MANAGEMENT

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 2023-2024 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall Fleet Management Satisfaction Rating *	91.5%	91.5%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82%↑
FINANCIAL INDICATOR			
Fleet Average Downtime Cost	\$858.50	\$875.28	\$900↓
OPERATIONAL INDICATORS			
Overall Preventative Maintenance Adherence Rate	90.8%	96%	95%↑
% Preventive vs. Corrective Maintenance	23.2%	25.2%	26%↑
Fleet Average Downtime Hours	17.7	22.0	15.0↓
% Repeat Repairs/Failures	.78%	.89%	1.3%↓
Fleet Assets-to-Mechanic Ratio	62.1	65.7	60.0↓
% of Repairs Outsourced	7.3%	6.6%	6%↓

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

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
ADMINISTRATIVE SERVICES DEPARTMENT
FLEET MANAGEMENT DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0747-539.12-00	REGULAR SALARIES AND WAGES	574,067	642,950	642,950	675,098
001-0747-539.14-00	OVERTIME	33,175	34,827	34,827	34,827
001-0747-539.21-00	FICA TAXES	44,998	51,850	51,850	54,309
001-0747-539.22-00	RETIREMENT CONTRIBUTIONS	83,520	105,665	105,665	92,092
001-0747-539.23-00	LIFE AND HEALTH INSURANCE	95,874	106,794	106,794	129,430
001-0747-539.24-00	WORKERS' COMPENSATION	14,003	6,505	6,505	18,904
001-0747-539.26-00	OTHER POST EMPLOYMENT BENEFITS	8,709	9,760	9,760	9,760
	TOTAL PERSONAL SERVICES	854,346	958,351	958,351	1,014,419
001-0747-539.34-01	MISC OTHER CONTRACTUAL SERVICES	7,259	12,905	12,905	14,905
001-0747-539.34-06	JANITORIAL SERVICES	5,505	6,700	6,700	6,700
001-0747-539.34-08	PERSONNEL SERVICES	5,709	2,500	2,500	5,000
001-0747-539.40-00	TRAVEL AND PER DIEM	3,673	1,000	1,000	1,750
001-0747-539.41-02	TELEPHONE SERVICES	5,134	6,130	6,130	6,130
001-0747-539.41-03	RADIO SERVICES	76	90	90	90
001-0747-539.41-04	INTERNET	-	1,000	1,000	1,000
001-0747-539.41-05	COMMUNICATIONS/FREIGHT-POSTAGE	285	600	600	600
001-0747-539.43-00	UTILITY SERVICES	2,133	4,000	4,000	4,000
001-0747-539.44-00	RENTALS AND LEASES	10,684	9,100	9,100	10,400
001-0747-539.45-00	INSURANCE	11,902	21,190	21,190	16,080
001-0747-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	6,229	11,800	11,800	15,590
001-0747-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	8,794	7,500	7,500	7,500
001-0747-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	18,237	26,140	26,140	28,640
001-0747-539.46-10	REPAIR AND MAINT SVCS-BUILDING	6,589	10,000	10,000	74,000
001-0747-539.47-01	MISC PRINTING AND BINDING	975	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	1,870	3,650	3,650	5,650
001-0747-539.51-00	OFFICE SUPPLIES	436	650	650	750
001-0747-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	32,502	28,200	28,200	37,000
001-0747-539.52-02	CHEMICALS	3,444	3,200	3,200	7,500
001-0747-539.52-03	GASOLINE AND OIL	52,271	28,700	28,700	35,500
001-0747-539.52-04	UNIFORMS AND ACCESSORIES	10,583	14,784	14,784	14,984
001-0747-539.54-01	DUES AND SUBSCRIPTIONS	386	700	700	800
001-0747-539.54-02	SEMINARS AND COURSES	3,249	5,800	5,800	6,100
	TOTAL OPERATING EXPENDITURES	197,925	206,653	206,653	300,983
001-0747-539.62-00	BUILDINGS	-	40,000	40,000	-
001-0747-539.64-00	EQUIPMENT	-	12,700	12,700	50,000
	TOTAL CAPITAL OUTLAY	-	52,700	52,700	50,000
	TOTAL FLEET MANAGEMENT DIVISION	1,052,271	1,217,704	1,217,704	1,365,402
	TOTAL ADMINISTRATIVE SERVICES DEPARTMENT	3,077,050	4,184,272	4,554,333	4,883,825

- PUBLIC SAFETY -

Police – Sworn

Police – Non-sworn

Police – Communications

Fire/Rescue Department



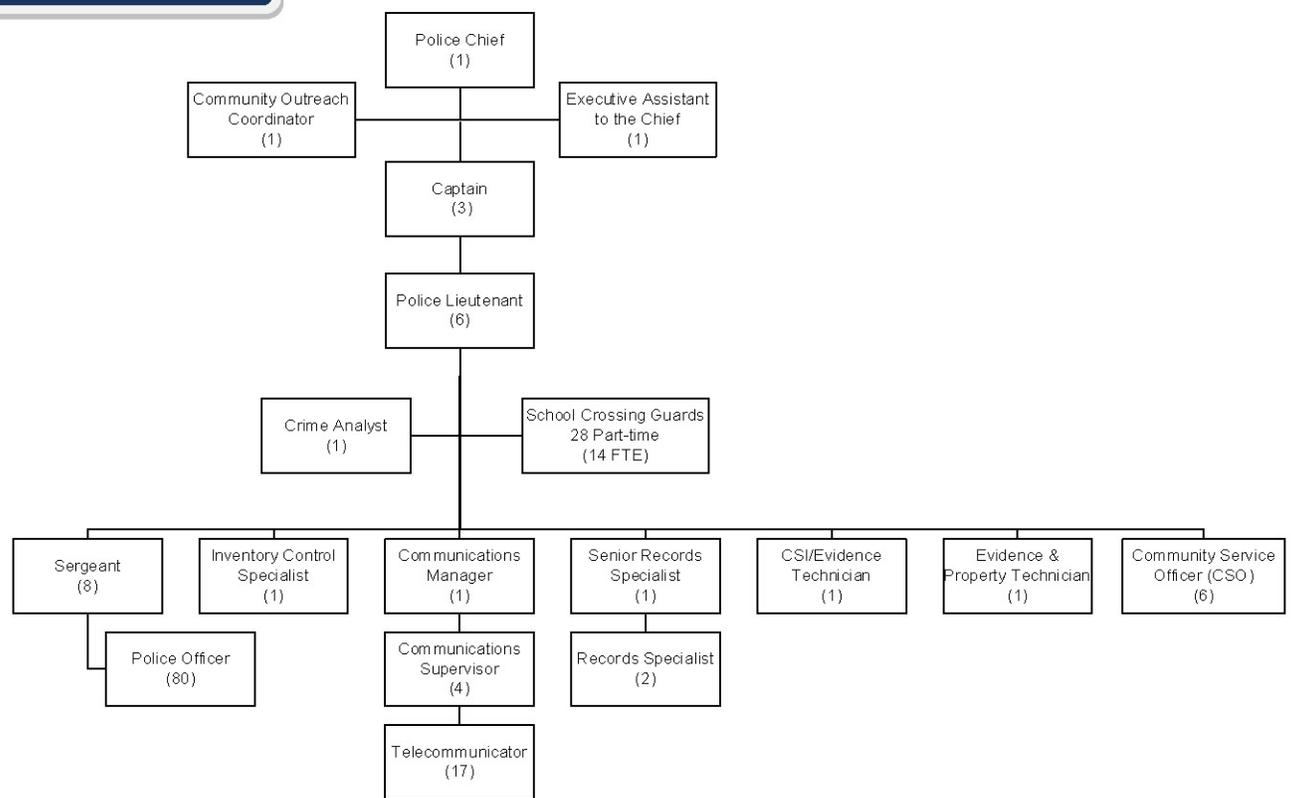
POLICE DEPARTMENT

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 • Records Management Software upgrade challenges on reporting crime statistics • 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 • Enforcement policy changes enacted will further build and preserve community relationships in Winter Garden • New Records Management Software system will be installed in late FY2023/early 2024 to assist and improve the efficiency of crime statistics reporting

Organizational Structure

FTE: 149



FY 2023-2024 STRATEGIC PRIORITIES, GOALS & 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index *	83%	79%	84%↑
Safety From Violent Crime Index *	91%	81%	91%↑

Crime Prevention Index *	81%	82%	84%↑
Sense of Safety Throughout the City Composite Satisfaction Index **	93.8%	90.3%	96%↑
Traffic Enforcement Satisfaction Index *	74%	68%	75%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
Property Crime Clearance Rate	42.3%	34%	≥ 39%↑
Violent Crime Clearance Rate	50%	76.6%	≥ 58%↑
Crime Clearance Rate	44.1%	38%	≥40%↑
# of Crimes Reported *** (property & violent crimes combined)	1,856	2,310	2,180↓
Crime Rate per 1,000 Residents	38.2	45.2	44↓
Downtown Crime Clearance Rate	68%	65%	≥ 65%↑
# of Crimes Reported in Downtown District ***	93	81	90↓
Number of Traffic Stops	15,328	17,043	9,000↑
Count of Traffic Enforcement Events	2,022	2,664	1,800↑
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	250.5	256.8	240↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	6:50	7:18	≤ 7:00↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	14.18	14.37	14.0↓
Code 3 Calls Response Time (high priority emergencies)	4:05	4:17	≤ 4:10↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** 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.

≤ ≥ 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
SWORN DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0521-521.12-00	REGULAR SALARIES AND WAGES	5,399,779	6,801,052	6,907,057	6,857,643
001-0521-521.14-00	OVERTIME	235,922	176,684	176,684	189,800
001-0521-521.15-00	SPECIAL PAY	66,110	121,668	121,668	129,068
001-0521-521.16-00	SPECIAL DETAIL	237,371	281,208	281,208	249,240
001-0521-521.21-00	FICA TAXES	440,171	564,617	564,617	568,070
001-0521-521.22-00	RETIREMENT CONTRIBUTIONS	619,457	1,175,749	1,175,749	1,199,849
001-0521-521.23-00	LIFE AND HEALTH INSURANCE	883,411	1,087,184	1,087,184	1,196,316
001-0521-521.24-00	WORKERS' COMPENSATION	204,555	222,335	222,335	276,149
001-0521-521.25-00	UNEMPLOYMENT COMPENSATION	283	-	-	-
001-0521-521.26-00	OTHER POST EMPLOYMENT BENEFITS	13,343	41,700	41,700	41,700
	TOTAL PERSONAL SERVICES	8,100,402	10,472,197	10,578,202	10,707,834
001-0521-521.31-01	MISC PROFESSIONAL SERVICES	3,582	3,825	3,825	4,375
001-0521-521.31-02	LEGAL SERVICES	3,696	25,000	25,000	25,000
001-0521-521.31-06	MEDICAL SERVICES	5,400	8,750	8,750	8,750
001-0521-521.34-01	MISC OTHER CONTRACTUAL SERVICES	53,841	102,132	102,132	107,562
001-0521-521.40-00	TRAVEL AND PER DIEM	9,443	6,130	6,130	8,000
001-0521-521.41-01	CABLE SERVICES	901	840	840	840
001-0521-521.41-02	TELEPHONE SERVICES	35,492	34,944	34,944	58,944
001-0521-521.41-03	RADIO SERVICES	5,178	5,184	5,184	5,184
001-0521-521.41-04	INTERNET SERVICES	53,730	44,460	44,460	48,906
001-0521-521.41-05	POSTAGE	1,199	2,436	2,436	2,436
001-0521-521.43-00	UTILITY SERVICES	56,446	60,416	60,416	72,500
001-0521-521.44-00	RENTALS AND LEASES	34,432	75,664	75,664	126,344
001-0521-521.45-00	INSURANCE	191,790	321,233	321,233	258,917
001-0521-521.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	9,611	39,108	39,108	42,868
001-0521-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	212,483	200,000	200,000	200,000
001-0521-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	198,701	211,120	211,120	1,268,942
001-0521-521.46-10	REPAIR AND MAINT SVCS-BUILDING	17,784	20,431	20,431	20,431
001-0521-521.47-01	MISC PRINTING AND BINDING	2,398	3,000	3,000	3,000
001-0521-521.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	-	-	-
001-0521-521.49-05	LICENSES, TAXES, AND CERTIFICATIONS	3,058	2,550	2,550	2,550
001-0521-521.51-00	OFFICE SUPPLIES	3,441	19,975	19,975	23,200
001-0521-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	103,618	169,226	169,226	170,206
001-0521-521.52-03	GASOLINE AND OIL	254,848	195,000	195,000	195,000
001-0521-521.52-04	UNIFORMS AND ACCESSORIES	49,930	81,407	81,407	80,508
001-0521-521.54-01	DUES AND SUBSCRIPTIONS	2,603	4,005	4,005	3,790
001-0521-521.54-02	SEMINARS AND COURSES	34,218	34,400	34,400	31,210
001-0521-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	17,021	20,000	20,000	20,000
001-0521-521.54-04	EDUCATION-SECOND DOLLAR FUNDING	-	10,000	10,000	10,000
	TOTAL OPERATING EXPENDITURES	1,364,844	1,701,236	1,701,236	2,799,463

001-0521-521.62-00	BUILDING	40,731	-	-	40,000
001-0521-521.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	-	-	10,000
001-0521-521.64-00	MACHINERY AND EQUIPMENT	932,080	1,016,085	1,380,921	913,180
	TOTAL CAPITAL OUTLAY	972,811	1,016,085	1,380,921	963,180
001-0521-521.71-00	PRINCIPAL	2,739	-	-	-
001-0521-521.72-00	INTEREST	190	-	-	-
	TOTAL DEBT SERVICE	2,929	-	-	-
001-0521-581.91-02	GRANTS-CITY MATCH	12,000	8,400	8,400	8,400
	TOTAL OTHER USES	12,000	8,400	8,400	8,400
	TOTAL SWORN DIVISION	10,452,986	13,197,918	13,668,759	14,478,877

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-MISCELLANEOUS DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0520-521.12-00	REGULAR SALARIES AND WAGES	422,590	555,535	626,297	692,022
001-0520-521.13-00	OTHER SALARIES AND WAGES	243,496	266,037	266,037	319,960
001-0520-521.14-00	OVERTIME	8,023	4,846	4,846	8,264
001-0520-521.21-00	FICA TAXES	49,000	63,221	63,221	78,049
001-0520-521.22-00	RETIREMENT CONTRIBUTIONS	64,639	81,405	81,405	98,375
001-0520-521.23-00	LIFE AND HEALTH INSURANCE	103,079	139,633	139,633	145,212
001-0520-521.24-00	WORKERS' COMPENSATION	6,426	7,736	7,736	8,675
001-0520-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	<u>900,253</u>	<u>1,121,413</u>	<u>1,192,175</u>	<u>1,353,557</u>
001-0520-521.31-01	MISC PROFESSIONAL SERVICES	300	250	250	250
001-0520-521.34-01	MISC CONTRACTUAL SERVICES	81,821	102,000	102,000	99,469
001-0520-521.40-00	TRAVEL AND PER DIEM	1,227	3,500	3,500	3,500
001-0520-521.41-02	TELEPHONE SERVICES	1,744	3,732	3,732	3,732
001-0520-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,737	4,820	4,820	4,820
001-0520-521.47-01	MISC PRINTING AND BINDING	-	160	160	320
001-0520-521.49-05	LICNSES/TAXES/CERTIFICTNS	-	350	350	1,250
001-0520-521.51-00	OFFICE SUPPLIES	586	1,255	1,255	1,255
001-0520-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,017	1,500	1,500	1,500
001-0520-521.52-04	UNIFORMS AND ACCESSORIES	2,386	10,850	10,850	10,450
001-0520-521.54-01	DUES AND SUBSCRIPTIONS	40	455	455	455
001-0520-521.54-02	SEMINARS AND COURSES	3,954	2,585	2,585	2,585
001-0520-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	2,000	2,000	3,000
	TOTAL OPERATING EXPENDITURES	<u>94,812</u>	<u>133,457</u>	<u>133,457</u>	<u>132,586</u>
001-0520-521.64-00	MACHINERY AND EQUIPMENT	17,736	-	110,766	72,000
	TOTAL CAPITAL OUTLAY	<u>17,736</u>	<u>-</u>	<u>110,766</u>	<u>72,000</u>
	TOTAL NONSWORN-MISCELLANEOUS DIVISION	<u>1,012,801</u>	<u>1,254,870</u>	<u>1,436,398</u>	<u>1,558,143</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
POLICE DEPARTMENT
NONSWORN-COMMUNICATIONS DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0530-521.12-00	REGULAR SALARIES AND WAGES	857,238	1,127,367	1,127,367	1,140,402
001-0530-521.14-00	OVERTIME	223,786	112,826	112,826	129,700
001-0530-521.21-00	FICA TAXES	78,617	94,875	94,875	97,163
001-0530-521.22-00	RETIREMENT CONTRIBUTIONS	161,733	193,346	193,346	239,287
001-0530-521.23-00	LIFE AND HEALTH INSURANCE	187,280	253,724	253,724	230,950
001-0530-521.24-00	WORKERS' COMPENSATION	1,032	1,243	1,243	1,393
001-0530-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	413	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	<u>1,510,099</u>	<u>1,786,381</u>	<u>1,786,381</u>	<u>1,841,895</u>
001-0530-521.31-01	MISC PROFESSIONAL SERVICES	408	375	375	375
001-0530-521.34-01	MISC CONTRACTUAL SERVICES	847	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	2,843	3,456	3,456	3,456
001-0530-521.41-03	RADIO SERVICES	-	-	-	8,400
001-0530-521.43-00	UTILITY SERVICES	2,781	2,520	2,520	2,520
001-0530-521.44-00	RENTALS AND LEASES	1,702	1,776	1,776	1,776
001-0530-521.45-00	INSURANCE	-	13	13	14
001-0530-521.46-02	REPAIR AND MAINT SVCS-EQUIPMNT	-	1,500	1,500	1,500
001-0530-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	14,039	13,975	13,975	14,320
001-0530-521.46-10	REPAIR AND MAINT SVCS-BUILDING	6,256	10,000	10,000	10,000
001-0530-521.47-01	MISC PRINTING AND BINDING	3,122	150	150	150
001-0530-521.49-05	LICENSES/TAXES/CERTIFICATIONS	159	1,575	1,575	1,500
001-0530-521.51-00	OFFICE SUPPLIES	486	1,675	1,675	1,675
001-0530-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,149	4,530	4,530	4,530
001-0530-521.52-04	UNIFORMS AND ACCESSORIES	886	5,565	5,565	5,565
001-0530-521.54-01	DUES AND SUBSCRIPTIONS	1,331	400	400	1,672
001-0530-521.54-02	SEMINARS AND COURSES	1,144	5,530	5,530	8,280
001-0530-521.54-03	EDUC ASSIST PROG REIMBURS	-	6,000	6,000	6,000
	TOTAL OPERATING EXPENDITURES	<u>37,153</u>	<u>80,168</u>	<u>80,168</u>	<u>92,861</u>
001-0530-521.62-00	BUILDINGS	-	29,294	189,832	30,000
	TOTAL CAPITAL OUTLAY	<u>-</u>	<u>29,294</u>	<u>189,832</u>	<u>30,000</u>
	TOTAL NONSWORN-COMMUNICATIONS DIVISION	<u>1,547,252</u>	<u>1,895,843</u>	<u>2,056,381</u>	<u>1,964,756</u>
	TOTAL POLICE DEPARTMENT	<u>13,013,039</u>	<u>16,348,631</u>	<u>17,161,538</u>	<u>18,001,776</u>



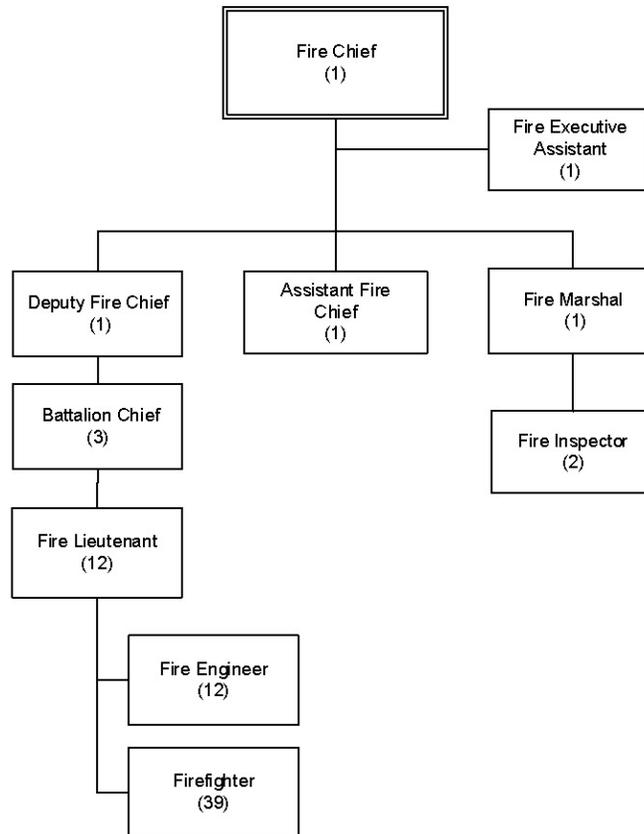
FIRE/RESCUE DEPARTMENT

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 • Supply chain and cost limitations for fleet and supplies • 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: 73



FY 2023-2024 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.'
-

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Emergency Preparedness Satisfaction Index *	77%	79%	82%↑
Fire Prevention & Education Satisfaction Index *	84%	85%	87%↑
Safety from Fire, Flood or Other Natural Disaster Satisfaction Index *	85%	82%	86%↑
Fire Services Satisfaction Index *	91%	92%	94%↑
Emergency Medical Services Satisfaction Index *	91%	92%	94%↑
Employee Motivation and Productivity Satisfaction Rating **	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
Fire Average Response Time	5:24	6:21	≤ 5:25↓
EMS Average Response Time	6:09	5:55	≤ 5:05↓
CPR Certified / 1,000 Residents Ratio	51.11	77.36	105↑
# of Incidents where CPR was used by a citizen prior to a First Responder	17	6	10↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

*

** 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.

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
FIRE DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
001-062X-522.12-00 REGULAR SALARIES & WAGES	4,146,887	4,710,407	4,710,407	5,191,419
001-062X-522.14-00 OVERTIME	740,864	574,248	574,248	610,864
001-062X-522.15-00 SPECIAL PAY	25,180	38,378	38,378	38,378
001-062X-522.21-00 FICA TAXES	355,966	407,212	407,212	446,811
001-062X-522.22-00 RETIREMENT CONTRIBUTIONS	506,214	890,465	890,465	1,079,805
001-062X-522.23-00 LIFE AND HEALTH INSURANCE	689,600	838,408	838,408	965,460
001-062X-522.24-00 WORKERS' COMPENSATION	200,401	150,422	150,422	270,541
001-062X-522.25-00 UNEMPLOYMENT COMPENSATION	2,299	-	-	2,500
001-062X-522.26-00 OTHER POST EMPLOYMENT BENEFITS	6,000	6,000	6,000	6,000
TOTAL PERSONAL SERVICES	6,673,411	7,615,540	7,615,540	8,611,778
001-062X-522.31-02 LEGAL	224	2,500	2,500	3,500
001-062X-522.31-06 MEDICAL SERVICES	29,510	39,250	39,250	52,850
001-062X-522.34-01 MISC CONTRACTUAL SERVICES	421,686	466,432	466,432	561,600
001-062X-522.40-00 TRAVEL AND PER DIEM	3,576	7,450	7,450	7,450
001-062X-522.41-01 MISC COMMUNICTN/FRGHT SVC	6,421	6,150	6,150	6,150
001-062X-522.41-02 TELEPHONE SERVICES	17,760	21,670	21,670	22,720
001-062X-522.41-03 RADIO SERVICES	656	975	975	975
001-062X-522.41-04 INTERNET SERVICES	39,115	47,420	47,420	47,420
001-062X-522.41-05 POSTAGE	1,416	1,350	1,350	1,350
001-062X-522.43-00 UTILITY SERVICES	58,830	63,750	63,750	66,250
001-062X-522.44-00 RENTALS AND LEASES	16,951	19,100	19,100	25,000
001-062X-522.45-00 INSURANCE	145,900	142,675	142,675	196,965
001-062X-522.46-01 REPAIR/MAINT SVC-MISC	-	600	600	600
001-062X-522.46-02 REPAIR/MAINT SVC-EQUIPMNT	25,044	78,570	78,570	85,375
001-062X-522.46-03 REPAIR/MAINT SVC-VEHICLES	283,657	254,500	254,500	271,100
001-062X-522.46-05 REPAIR/MAINT SVC-SOFTWARE	4,163	5,325	5,325	5,325
001-062X-522.46-10 REPAIR/MAINT SVC-BUILDING	85,054	141,560	141,560	104,450
001-062X-522.47-01 MISC PRINTING AND BINDING	334	1,500	1,500	2,000
001-062X-522.48-01 ADVERTISEMENT-LEGAL,OTHER	580	1,000	1,000	1,000
001-062X-522.48-02 PROMOTIONAL ITEMS	6,969	11,000	11,000	14,000
001-062X-522.49-05 LICNSES/TAXES/CERTIFICTNS	3,171	10,130	10,130	11,250
001-062X-522.51-00 OFFICE SUPPLIES	2,193	9,100	9,100	9,450
001-062X-522.52-01 MISC OPERATING SUPPLIES	266,112	288,515	308,515	363,769
001-062X-522.52-03 GASOLINE AND OIL	111,957	69,500	69,500	85,000
001-062X-522.52-04 UNIFORMS AND ACCESSORIES	51,799	123,450	168,233	175,775
001-062X-522.54-01 DUES AND SUBSCRIPTIONS	11,088	19,160	19,160	20,960
001-062X-522.54-02 SEMINARS AND COURSES	3,589	12,035	12,035	7,035
001-062X-522.54-03 EDUC ASSIST PROG REIMBURS	6,304	31,000	31,000	41,500
001-062X-522.54-04 CERTIFICATION CLASS REIMBURS	46,618	112,500	112,500	105,000
TOTAL OPERATING EXPENDITURES	1,650,677	1,988,167	2,052,950	2,295,819
001-062X-522.62-00 BUILDINGS	8,865	225,500	412,809	2,750,000
001-062X-522.63-00 IMPROVEMENTS OTHER THAN BUILDING	-	-	29,000	-
001-062X-522.64-00 MACHINERY AND EQUIPMENT	211,876	882,689	1,731,251	989,540
TOTAL CAPITAL OUTLAY	220,741	1,108,189	2,173,060	3,739,540
001-062X-522.71-00 PRINCIPAL	1,403	-	-	-

001-062X-522.72-00 INTEREST
TOTAL DEBT SERVICE
TOTAL FIRE DEPARTMENT

97	-	-	-
1,500	-	-	-
<u>8,546,329</u>	<u>10,711,896</u>	<u>11,841,550</u>	<u>14,647,137</u>

- COMMUNITY DEVELOPMENT -

Planning

Building Inspection

Business Tax

Code Enforcement



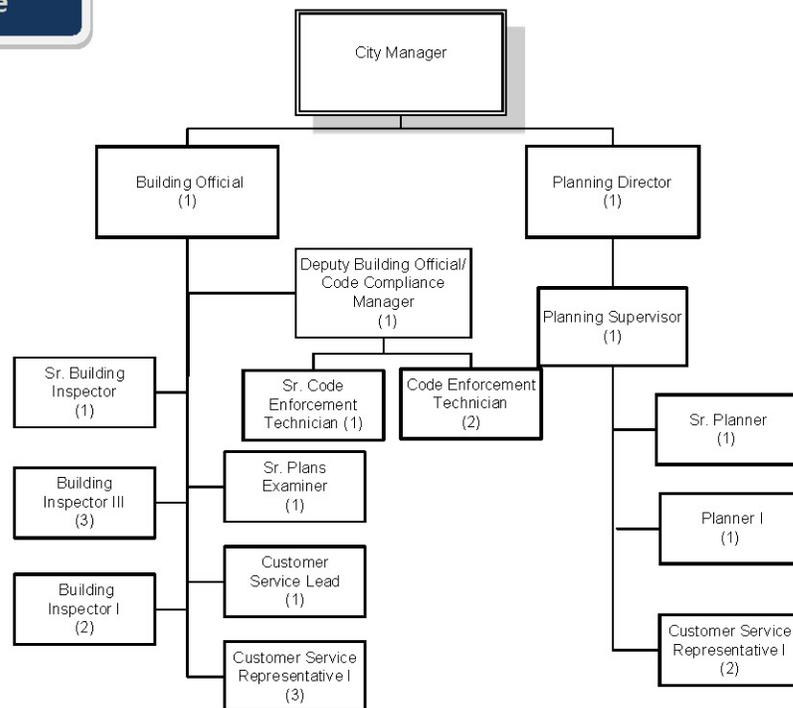
COMMUNITY DEVELOPMENT DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Oversee development review of land development projects • Maintain City's Comprehensive Plan • Maintain and update City's development codes • Review building plans • Issue building permits • Conduct building inspections • Enforce City codes • Collect business taxes
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • State 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 • New affordable housing act could cause issues with building and zoning requirements not fitting into our current standards 	<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 continued delays in 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 2023/2024 to properly match workload demand

Organizational Structure

FTE: 22



FY 2023-2024 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

*Facilitate thorough 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*

Objectives

- Establish and uphold design quality standards for all commercial and residential projects to ensure the City maintains its unique character and charm as it develops.
 - 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 INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall Quality of the Transportation System *	61%	62%	65%↑
Ease of Public Parking Satisfaction Index *	67%	60%	68%↑
Availability of Paths and Walking Trails Satisfaction Index *	84%	82%	84%↑
Ease of Bicycle Travel Satisfaction Index *	70%	73%	75%↑
Ease of Car Travel Satisfaction Index *	76%	68%	72%↑
Traffic Flow on Major Streets Satisfaction Index *	52%	42%	55%↑
Land Use, Planning and Zoning Satisfaction Rating *	61%	61%	65%↑
Overall Design or Layout of Winter Garden's Residential and Commercial Areas Satisfaction Index *	76%	75%	79%↑
Well-planned Residential Growth Satisfaction Index *	76%	54%	76%↑
Well-planned Commercial Growth Satisfaction Index *	74%	57%	74%↑
Well-designed Neighborhoods Satisfaction Index *	84%	66%	84%↑
Preservation of the Historical or Cultural Character of the Community Satisfaction Index *	83%	77%	85%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	66%	68%↑
Code Enforcement Satisfaction Index *	63%	56%	65%↑
% Citizen Initiated Code Complaints	2.5%	4.3%	≤ 5%↓
OPERATIONAL INDICATORS			
Total Connected Trails & Paths (in feet)	108,456	108,456	109,100↑
Total Connected Sidewalks (in feet)	1,490,672	1,501,926	1,510,500↑
Percentage of Multipurpose Trails Connected to Neighborhoods	56.5%	56.5%	57%↑
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	N/A	40	≤ 30↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	24.8	35.5	≤ 30↓
Avg. Overall Permitting Turnaround Time (days)	19.5	20.3	≤ 15↓
Avg. Commercial Plan Review Time (days)	3.0	3.5	≤ 10↓
Avg. Residential Plan Review Time (days)	2.6	3.9	≤ 5↓
# of Inspections per Inspector per Day	29.2	14.2	≤ 25↓
% of Total Inspections Performed by Requested Date	98.8%	97.7%	≥ 98%↑
Average Queue Wait Time (In Seconds) – Building and Planning	:71	:39	≤ :25↓
Call Abandonment Rate – Building and Planning	9.3%	6.3%	≤ 5%↓

Average Queue Wait Time (In Seconds) – Reception	:15	:11	≤ :10↓
Call Abandonment Rate - Reception	8.5%	7.4%	≤ 5%↓
Ratio of Unincorporated Winter Garden	21.4%	21.4%	21.35%↓
City Green and Open Space %	33.4%	33.4%	33.5%↑
Average Days Taken to Close a Code Case	41.9	46.4	≤ 45↓
% of Complaints/Cases Brought into Compliance without Official Action	97.4%	98%	100%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

≤ ≥ 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0315-515.12-00	REGULAR SALARIES AND WAGES	265,087	320,342	320,342	358,372
001-0315-515.21-00	FICA TAXES	19,527	24,506	24,506	27,415
001-0315-515.22-00	RETIREMENT CONTRIBUTIONS	39,869	49,941	49,941	67,517
001-0315-515.23-00	LIFE AND HEALTH INSURANCE	46,910	61,279	61,279	67,733
001-0315-515.24-00	WORKERS' COMPENSATION	342	412	412	462
	TOTAL PERSONAL SERVICES	371,735	456,480	456,480	521,500
001-0315-515.31-01	MISC PROFESSIONAL SERVICES	120,028	85,000	85,000	120,000
001-0315-515.34-01	MISC OTHER CONTRACTUAL SERVICES	19,268	500	500	25,000
001-0315-515.40-00	TRAVEL AND PER DIEM	-	375	375	500
001-0315-515.41-02	TELEPHONE SERVICES	2,434	2,778	2,778	2,778
001-0315-515.41-05	POSTAGE	3,711	2,500	2,500	3,000
001-0315-515.43-00	UTILITY SERVICES	10,628	10,400	10,400	10,400
001-0315-515.44-00	RENTALS AND LEASES	3,305	8,500	8,500	8,500
001-0315-515.45-00	INSURANCE	11,864	11,446	11,446	16,015
001-0315-515.46-05	REPAIR AND MAINT SVCS-SOFTWARE	16,887	17,027	17,027	17,027
001-0315-515.46-10	REPAIR AND MAINT SVCS-BUILDING	3,824	2,238	2,238	2,238
001-0315-515.47-01	MISC PRINTING AND BINDING	494	1,200	1,200	1,200
001-0315-515.48-01	PROMOTIONAL-ADVERTISEMENTS	5,997	10,500	10,500	10,500
001-0315-515.49-05	LICENSES/TAXES/CERTIFICATIONS	1,002	800	800	1,200
001-0315-515.51-00	OFFICE SUPPLIES	1,469	3,000	3,000	3,200
001-0315-515.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,440	2,500	2,500	2,500
001-0315-515.52-04	UNIFORMS AND ACCESSORIES	600	1,000	1,000	1,000
001-0315-515.54-01	DUES AND SUBSCRIPTIONS	-	1,250	1,250	1,250
001-0315-515.54-02	SEMINARS AND COURSES	-	350	350	350
001-0315-515.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	3,000	3,000	3,000
	TOTAL OPERATING EXPENDITURES	202,951	164,364	164,364	229,658
001-0315-515.71-00	PRINCIPAL	1,624	-	-	-
001-0315-515.72-00	INTEREST	113	-	-	-
	TOTAL DEBT SERVICE	1,737	-	-	-
001-0315-554.43-00	UTILITY SERVICES	198	72	72	72
001-0315-554.61-00	LAND	364,895	-	498,574	-
	TOTAL HOUSING AND URBAN DEVELOP	365,093	72	498,646	72
	TOTAL PLANNING DIVISION	941,516	620,916	1,119,490	751,230

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUILDING INSPECTION DIVISION**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
001-0324-524.12-00	921,478	1,094,564	1,094,564	1,071,808
001-0324-524.14-00	7,857	4,572	4,572	8,328
001-0324-524.21-00	68,837	84,084	84,084	82,630
001-0324-524.22-00	133,350	171,355	171,355	203,498
001-0324-524.23-00	130,956	162,124	162,124	162,318
001-0324-524.24-00	7,376	8,880	8,880	9,958
TOTAL PERSONAL SERVICES	<u>1,269,854</u>	<u>1,525,579</u>	<u>1,525,579</u>	<u>1,538,541</u>
001-0324-524.34-01	114,694	200,000	200,000	200,000
001-0324-524.40-00	138	1,500	1,500	1,500
001-0324-524.41-02	8,511	12,054	12,054	12,054
001-0324-524.41-04	3,556	3,360	3,360	3,360
001-0324-524.41-05	143	350	350	350
001-0324-524.43-00	17,974	16,700	16,700	16,700
001-0324-524.44-00	2,274	5,050	5,050	5,050
001-0324-524.45-00	24,341	23,479	23,479	32,859
001-0324-524.46-03	14,092	13,500	13,500	13,500
001-0324-524.46-05	35,190	36,637	36,637	36,637
001-0324-524.46-06	48	1,500	1,500	1,500
001-0324-524.46-10	6,049	3,872	3,872	3,872
001-0324-524.47-01	189	650	650	650
001-0324-524.47-02	-	500	500	500
001-0324-524.49-05	960	1,500	1,500	1,500
001-0324-524.51-00	3,189	7,000	7,000	7,000
001-0324-524.52-01	3,563	8,570	8,570	8,570
001-0324-524.52-03	10,247	7,200	7,200	12,000
001-0324-524.52-04	1,598	4,080	4,080	4,080
001-0324-524.54-01	374	4,000	4,000	4,000
001-0324-524.54-02	4,705	6,650	6,650	6,650
001-0324-524.54-03	-	5,000	5,000	5,000
TOTAL OPERATING EXPENDITURES	<u>251,835</u>	<u>363,152</u>	<u>363,152</u>	<u>377,332</u>
001-0324-524.64-00	220,996	41,000	41,000	82,000
TOTAL CAPITAL OUTLAY	<u>220,996</u>	<u>41,000</u>	<u>41,000</u>	<u>82,000</u>
001-0324-524.71-00	1,403	-	-	-
001-0324-524.72-00	97	-	-	-
TOTAL DEBT SERVICE	<u>1,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL BUILDING INSPECTION DIVISION	<u>1,744,185</u>	<u>1,929,731</u>	<u>1,929,731</u>	<u>1,997,873</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
BUSINESS TAX DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0331-513.12-00	REGULAR SALARIES AND WAGES	17,247	18,930	18,930	21,421
001-0331-513.21-00	FICA TAXES	1,319	1,448	1,448	1,639
001-0331-513.22-00	RETIREMENT CONTRIBUTIONS	2,604	2,951	2,951	4,036
001-0331-513.24-00	WORKERS' COMPENSATION	156	188	188	211
	TOTAL PERSONAL SERVICES	21,326	23,517	23,517	27,306
001-0331-513.41-02	TELEPHONE SERVICES	278	372	372	372
001-0331-513.41-05	POSTAGE	1,698	1,600	1,600	1,700
001-0331-513.45-00	INSURANCE	10	11	11	15
001-0331-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,346	2,597	2,597	2,597
001-0331-513.47-01	MISC PRINTING AND BINDING	398	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	4,730	5,680	5,680	5,784
	TOTAL OCCUPATIONAL LICENSING DIVISION	26,056	29,197	29,197	33,090

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
COMMUNITY DEVELOPMENT DEPARTMENT
CODE ENFORCEMENT DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0528-521.12-00	REGULAR SALARIES AND WAGES	203,780	235,606	235,606	224,158
001-0528-521.14-00	OVERTIME	2,832	1,023	1,023	1,023
001-0528-521.21-00	FICA TAXES	15,440	18,024	18,024	17,148
001-0528-521.22-00	RETIREMENT CONTRIBUTIONS	30,805	36,731	36,731	42,231
001-0528-521.23-00	LIFE AND HEALTH INSURANCE	29,772	53,735	53,735	37,514
001-0528-521.24-00	WORKERS' COMPENSATION	1,847	2,353	2,353	2,493
	TOTAL PERSONAL SERVICES	284,476	347,472	347,472	324,567
001-0528-521.31-02	LEGAL SERVICES	1,950	1,000	1,000	1,000
001-0528-521.34-01	MISC OTHER CONTRACTUAL SERVICES	12,757	15,000	15,000	15,000
001-0528-521.40-00	TRAVEL AND PER DIEM	25	600	600	600
001-0528-521.41-02	TELEPHONE SERVICES	3,657	3,274	3,274	3,928
001-0528-521.41-04	INTERNET SERVICES	3,832	2,544	2,544	4,180
001-0528-521.41-05	POSTAGE	1,487	1,000	1,000	1,500
001-0528-521.45-00	INSURANCE	504	486	486	680
001-0528-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,798	3,500	3,500	3,500
001-0528-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,479	3,430	3,430	3,430
001-0528-521.47-01	MISC PRINTING AND BINDING	362	750	750	750
001-0528-521.48-01	PROMOTIONAL-ADVERTISEMENTS	-	500	500	500
001-0528-521.49-05	LICNSES/TAXES/CERTICATIONS	190	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	324	200	200	200
001-0528-521.52-03	GASOLINE AND OIL	10,895	8,477	8,477	10,477
001-0528-521.52-04	UNIFORMS AND ACCESSORIES	685	840	840	840
001-0528-521.54-01	DUES AND SUBSCRIPTIONS	-	145	145	145
001-0528-521.54-02	SEMINARS AND COURSES	-	675	675	2,500
	TOTAL OPERATING EXPENDITURES	42,970	43,921	43,921	50,730
	TOTAL CODE ENFORCEMENT DIVISION	327,446	391,393	391,393	375,297
	TOTAL COMMUNITY DEVELOPMENT DEPT	3,039,203	2,971,238	3,469,812	3,157,490

- PUBLIC SERVICES -

Administration

Cemetery

Streets

Engineering



PUBLIC SERVICES DEPARTMENT

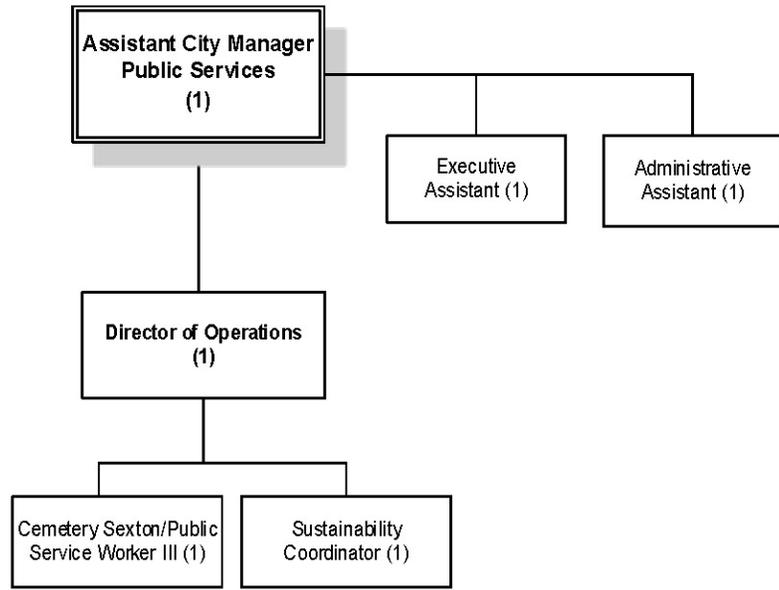
ADMINISTRATION/CEMETERY DIVISIONS

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 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	80.4%	80.4%	82%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate * †	0%	1.76%	15%↑
Capital Improvements External Funding Received * †	\$0	\$3,500,000	\$500,000↑
OPERATIONAL INDICATORS			
Total Recordable Incident Rate (Accidents Per 100 Employees)	6.2	43.7	0↓
Average Queue Wait Time (In Seconds)	:53	:55	≤ :35↓
Call Abandonment Rate	22.3%	25.9%	≤ 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 FY24 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

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ADMINISTRATION DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0701-539.12-00	REGULAR SALARIES AND WAGES	101,774	205,312	205,312	171,803
001-0701-539.21-00	FICA TAXES	7,421	15,706	15,706	13,143
001-0701-539.22-00	RETIREMENT CONTRIBUTIONS	15,363	32,008	32,008	32,368
001-0701-539.23-00	LIFE AND HEALTH INSURANCE	8,549	10,374	10,374	38,910
001-0701-539.24-00	WORKERS' COMPENSATION	228	274	274	308
	TOTAL PERSONAL SERVICES	133,335	263,675	263,675	256,532
001-0701-539.34-01	MISC OTHER CONTRACTUAL SERVICES	-	100	100	100
001-0701-539.40-00	TRAVEL AND PER DIEM	-	500	500	500
001-0701-539.41-02	TELEPHONE SERVICES	110	2,660	2,660	2,660
001-0701-539.41-03	RADIO SERVICES	15	15	15	15
001-0701-539.41-05	POSTAGE	370	300	300	500
001-0701-539.43-00	UTILITY SERVICES	47,844	35,686	35,686	47,687
001-0701-539.44-00	RENTALS AND LEASES	3,373	3,200	3,200	3,400
001-0701-539.45-00	INSURANCE	10,682	10,306	10,306	14,421
001-0701-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	178	100	100	100
001-0701-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	397	500	500	500
001-0701-539.46-10	REPAIR AND MAINT SVCS-BUILDING	10,918	4,450	4,450	4,450
001-0701-539.47-01	PRINTING AND BINDING	-	100	100	100
001-0701-539.48-01	PROMOTIONAL-ADVERTISEMENTS	-	100	100	100
001-0701-539.49-05	LICENSES/TAXES/CERTIFICATIONS	-	1,800	1,800	1,800
001-0701-539.51-00	OFFICE SUPPLIES	-	200	200	200
001-0701-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,411	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	-	568	568	568
	TOTAL OPERATING EXPENDITURES	75,298	65,927	65,927	82,443
	TOTAL ADMINISTRATION DIVISION	208,633	329,602	329,602	338,975

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
CEMETERY DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0739-539.12-00	REGULAR SALARIES AND WAGES	51,927	61,042	61,042	57,461
001-0739-539.14-00	OVERTIME	12,070	7,932	7,932	12,432
001-0739-539.21-00	FICA TAXES	4,557	5,277	5,277	5,347
001-0739-539.22-00	RETIREMENT CONTRIBUTIONS	9,675	10,753	10,753	13,168
001-0739-539.23-00	LIFE AND HEALTH INSURANCE	15,362	17,465	17,465	19,681
001-0739-539.24-00	WORKERS' COMPENSATION	2,110	3,445	3,445	2,849
	TOTAL PERSONAL SERVICES	95,701	105,914	105,914	110,938
001-0739-539.31-06	MEDICAL SERVICES	-	100	100	100
001-0739-539.34-01	MISC CONTRACTUAL SERVICES	42,865	54,550	54,550	54,550
001-0739-539.41-02	TELEPHONE SERVICES	1,390	1,144	1,144	1,144
001-0739-539.41-04	INTERNET	649	400	400	700
001-0739-539.43-00	UTILITY SERVICES	5,369	4,518	4,518	5,550
001-0739-539.44-00	RENTALS AND LEASES	-	1,000	1,000	1,000
001-0739-539.45-00	INSURANCE	2,699	8,125	8,125	3,644
001-0739-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	541	200	200	200
001-0739-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	483	300	300	300
001-0739-539.46-10	REPAIR AND MAINT SVCS-BUILDING	423	1,000	1,000	1,000
001-0739-539.47-01	PRINTING AND BINDING	-	250	250	250
001-0739-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,199	1,300	1,300	1,300
001-0739-539.49-07	VAULT OPENINGS	35,520	66,158	66,158	66,158
001-0739-539.51-00	OFFICE SUPPLIES	221	100	100	100
001-0739-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	4,656	3,000	3,000	3,000
001-0739-539.52-02	CHEMICALS	-	200	200	200
001-0739-539.52-03	GASOLINE AND OIL	1,648	1,407	1,407	1,807
001-0739-539.52-04	UNIFORMS AND ACCESSORIES	804	690	690	900
001-0739-539.54-01	DUES AND SUBSCRIPTIONS	-	100	100	100
	TOTAL OPERATING EXPENDITURES	98,467	144,542	144,542	142,003
001-0739-539.63-00	IMPROVEMENTS OTHER THAN BUILDING	8,649	35,449	391,145	-
	TOTAL CAPITAL OUTLAY	8,649	35,449	391,145	-
	TOTAL CEMETERY DIVISION	202,817	285,905	641,601	252,941

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
STREETS DIVISION**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>	
001-0741-541.12-00	REGULAR SALARIES AND WAGES	61,498	74,058	74,058	75,960
001-0741-541.14-00	OVERTIME	11,635	7,820	7,820	12,799
001-0741-541.21-00	FICA TAXES	4,917	6,264	6,264	6,790
001-0741-541.22-00	RETIREMENT CONTRIBUTIONS	11,054	12,765	12,765	16,722
001-0741-541.23-00	LIFE AND HEALTH INSURANCE	30,272	34,898	34,898	37,922
001-0741-541.24-00	WORKERS' COMPENSATION	7,093	6,448	6,448	9,576
001-0741-541.26-00	OTHER POST EMPLOYMENT BENEFITS	3,000	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	129,469	145,253	145,253	162,769
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	699,803	457,256	907,141	720,000
001-0741-541.34-08	PERSONNEL SERVICES	42,340	49,800	49,800	33,800
001-0741-541.40-00	TRAVEL AND PER DIEM	22	900	900	900
001-0741-541.41-02	TELEPHONE SERVICES	445	600	600	600
001-0741-541.41-03	RADIO SERVICES	214	350	350	350
001-0741-541.41-04	INTERNET SERVICES	540	-	-	-
001-0741-541.43-00	UTILITY SERVICES	7,797	6,930	6,930	6,930
001-0741-541.44-00	RENTALS AND LEASES	22,139	24,220	24,220	15,500
001-0741-541.45-00	INSURANCE	41,195	51,420	51,420	55,613
001-0741-541.46-01	REPAIR AND MAINT SVCS-MISC	-	400	400	400
001-0741-541.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	66,024	55,753	55,753	35,753
001-0741-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	9,401	9,750	9,750	9,750
001-0741-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	11,183	11,429	11,429	11,429
001-0741-541.46-09	REPAIR AND MAINT SVCS-SIDEWALKS	32,287	19,920	19,920	51,500
001-0741-541.46-10	REPAIR AND MAINT SVCS-BUILDING	84	500	500	500
001-0741-541.49-04	TRAFFIC SIGNALS AND SIGNS	205,517	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	131,947	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	23,880	22,770	22,770	44,750
001-0741-541.52-02	CHEMICALS	263	977	977	977
001-0741-541.52-03	GASOLINE AND OIL	13,161	26,054	26,054	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	18,622	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	1,344,864	1,165,930	1,615,815	1,441,707
001-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	938,407	-	16,530,651	250,000
001-0741-541.64-00	MACHINERY AND EQUIPMENT	7,193	-	-	40,000
	TOTAL CAPITAL OUTLAY	945,600	-	16,530,651	290,000
	TOTAL STREETS DIVISION	2,419,933	1,311,183	18,291,719	1,894,476



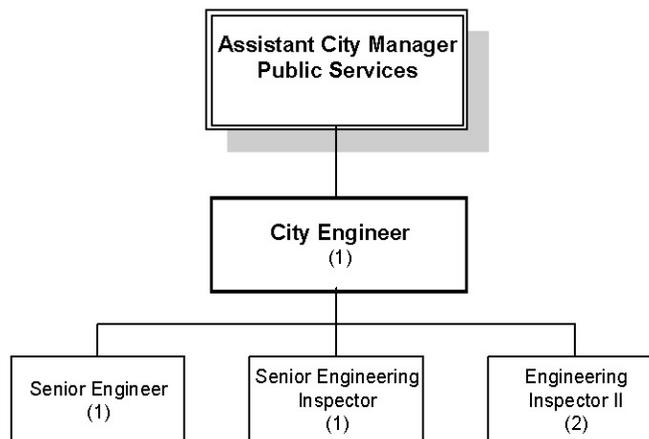
PUBLIC SERVICES DEPARTMENT ENGINEERING DIVISION

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 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATOR			
Overall Quality of the Utility Infrastructure Satisfaction Index *	81%	84%	85%↑
FINANCIAL INDICATORS			
% of CIPs Completed within Bid Amount	75.86%	80.95%	≥ 95%↑
CIP Bid to Design Estimate Cost Variance %	-24.84%	0%	≥ -10%↑
CIP Bid to Actual Cost Variance %	-0.93%	-8.89%	≤ 5%↓
OPERATIONAL INDICATORS			
% of On-Time CIP Starts (Design Phase)	100%	100%	≥ 95%↑
CIPs Completed and/or on Schedule	100%	95.24%	≥ 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 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

≤ ≥ 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 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PUBLIC SERVICES DEPARTMENT
ENGINEERING DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-1016-541.12-00	REGULAR SALARIES AND WAGES	302,700	397,911	397,911	455,895
001-1016-541.14-00	OVERTIME	-	1,094	1,094	-
001-1016-541.21-00	FICA TAXES	22,374	30,524	30,524	34,876
001-1016-541.22-00	RETIREMENT CONTRIBUTIONS	45,713	62,205	62,205	85,891
001-1016-541.23-00	LIFE AND HEALTH INSURANCE	46,539	62,765	62,765	58,530
001-1016-541.24-00	WORKERS' COMPENSATION	2,347	2,825	2,825	3,168
	TOTAL PERSONAL SERVICES	419,673	557,324	557,324	638,360
001-1016-541.31-04	ENGINEERING SERVICES	249,607	271,585	271,585	240,107
001-1016-541.34-01	MISC CONTRACTUAL SERVICES	-	1,500	1,500	1,500
001-1016-541.40-00	TRAVEL AND PER DIEM	57	-	-	-
001-1016-541.41-02	TELEPHONE SERVICES	3,608	4,455	4,455	4,155
001-1016-541.41-04	INTERNET SERVICES	2,895	2,200	2,200	3,200
001-1016-541.41-05	POSTAGE	7	50	50	50
001-1016-541.43-00	UTILITY SERVICES	5,712	6,000	6,000	6,000
001-1016-541.45-00	INSURANCE	7,075	6,824	6,824	9,551
001-1016-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	2,572	2,500	2,500	2,500
001-1016-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,788	2,500	2,500	2,500
001-1016-541.46-10	REPAIR AND MAINT SVCS-BUILDING	2,055	1,500	1,500	1,500
001-1016-541.47-01	MISC PRINTING AND BINDING	-	100	100	100
001-1016-541.48-01	ADVERTISEMENT-LEGAL, OTHER	489	750	750	750
001-1016-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	350	350	350
001-1016-541.51-00	OFFICE SUPPLIES	442	750	750	750
001-1016-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	726	750	750	750
001-1016-541.52-03	GASOLINE AND OIL	7,080	6,105	6,105	6,105
001-1016-541.52-04	UNIFORMS AND ACCESSORIES	508	1,350	1,350	1,350
001-1016-541.54-01	DUES AND SUBSCRIPTIONS	-	300	300	300
001-1016-541.54-03	EDUCATIONAL ASSISTANCE	75	-	-	-
	TOTAL OPERATING EXPENDITURES	285,696	309,569	309,569	281,518
001-1016-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	82,891	-	8,252	300,000
001-1016-541.64-00	MACHINERY AND EQUIPMENT	-	-	66,123	-
	TOTAL CAPITAL OUTLAY	82,891	-	74,375	300,000
	TOTAL ENGINEERING DIVISION	788,260	866,893	941,268	1,219,878
	TOTAL PUBLIC SERVICES DEPARTMENT	3,619,643	2,793,583	20,204,190	3,706,269

- PARKS & RECREATION -

Parks

Recreation

Heritage Depot Museum

Special Events

Newton Park



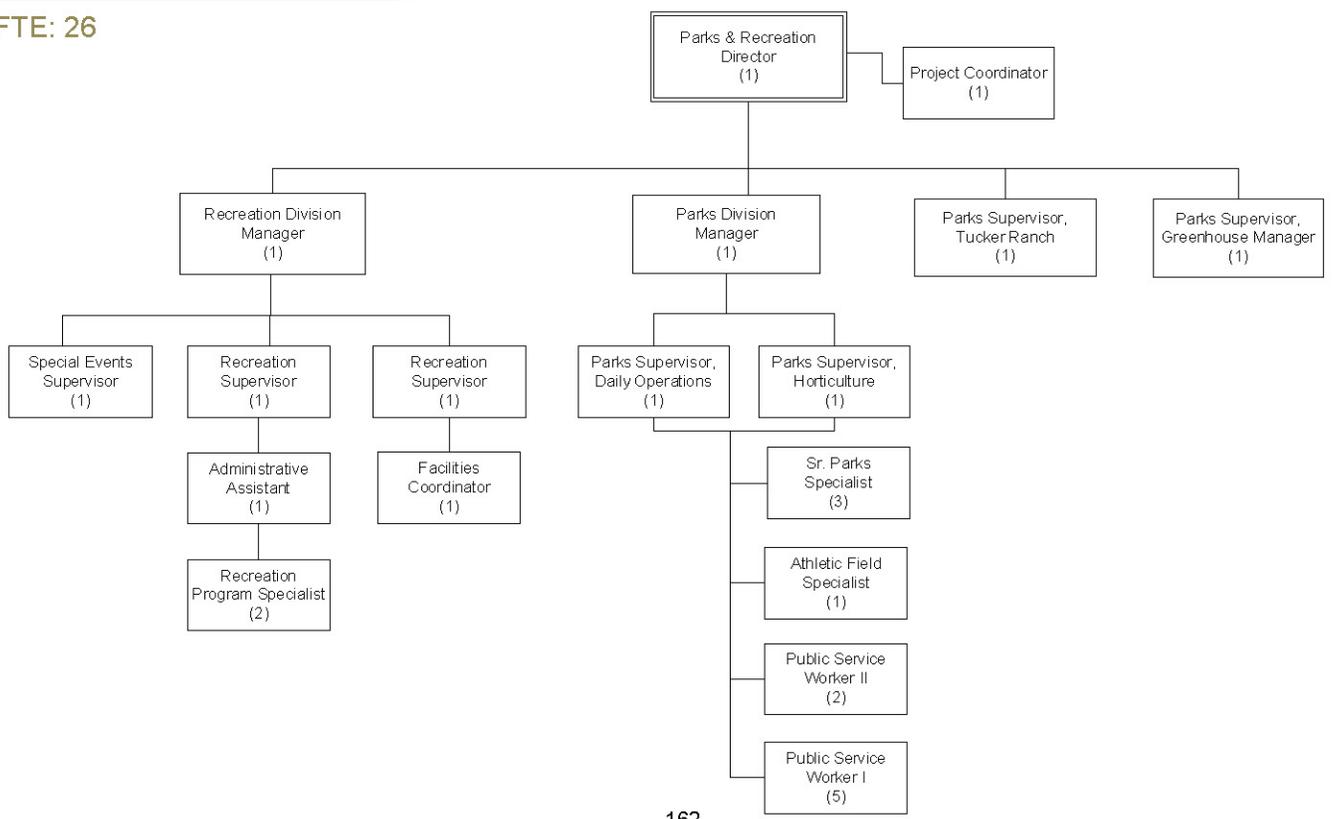
PARKS & RECREATION DEPARTMENT

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 inflated event attendance - Fall/Winter/Spring • Growing demand for athletic/field spaces from non-residents due to turndowns by Orange County • Pressures to expand the number of downtown events while managing the effect on businesses • Event parking impact on staff and visitor experience • Delivering the right mix of programs and services that cater to changing needs • Impact of Tanner Hall's needed structural renovation on future events and rental opportunities • Rental rates for facilities – last adjusted 15yrs ago • Vacancies are causing a strain on the department with forced overtime and lack of time for training • Impact of Pickleball's high non-resident usage underserving the experience for local residents 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Growing demand from residents and visitors to participate in recreational and athletic activities • Event attendance will continue to grow • Continued growth will increase pressure to update/expand parks and recreational venues • 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: 26



FY 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index *	87%	89%	91%↑
Quality of City Parks Satisfaction Index *	87%	85%	92%↑
Downtown Amenities, Pedestrian and Landscape Areas Satisfaction Rating <small>(in-house survey feedback from downtown merchants)</small>	98%	90%	≥ 95%↑
Overall Quality of Park and Recreation Opportunities Satisfaction Index *	87%	84%	88%↑
Recreational Opportunities Satisfaction Index *	83%	76%	85%↑
Recreation Programs and Classes Satisfaction Index *	80%	87%	89%↑
% Satisfied with Recreation Programs <small>(in-house post program survey)</small>	96.7%	97.6%	≥ 95%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index *	67%	77%	82%↑
Opportunities To Attend Special Events and Festivals Satisfaction Index *	76%	85%	87%↑
Quality of the Overall Natural Environment Satisfaction Index *	87%	84%	91%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	66%	68%↑
Employee Motivation and Productivity Satisfaction Rating**	80.4%	80.4%	82%↑
OPERATIONAL INDICATOR			
# of Total Program/Event Participants <small>(Attendees)</small>	531,860	555,300	475,000↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** 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.

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
PARKS & LAND DIVISION**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>	
001-0775-572.12-00	REGULAR SALARIES AND WAGES	492,471	950,977	950,977	830,144
001-0775-572.14-00	OVERTIME	62,444	49,727	49,727	56,200
001-0775-572.21-00	FICA TAXES	41,316	76,553	76,553	67,805
001-0775-572.22-00	RETIREMENT CONTRIBUTIONS	83,528	156,010	156,010	166,987
001-0775-572.23-00	LIFE AND HEALTH INSURANCE	94,878	163,749	163,749	136,973
001-0775-572.24-00	WORKERS' COMPENSATION	10,736	15,382	15,382	14,494
	TOTAL PERSONAL SERVICES	785,373	1,412,398	1,412,398	1,272,603
001-0775-572.34-01	MISC OTHER CONTRACTUAL SERVICES	418,531	375,500	375,500	473,472
001-0775-572.34-02	LAWN MAINTENANCE	285,145	293,838	293,838	338,438
001-0775-572.34-06	JANITORIAL SERVICES	6,515	6,864	6,864	6,882
001-0775-572.34-08	PERSONNEL SERVICES	270,645	98,600	98,600	190,710
001-0775-572.40-00	TRAVEL AND PER DIEM	39	730	730	980
001-0775-572.41-02	TELEPHONE SERVICES	6,421	9,100	9,100	9,100
001-0775-572.41-03	RADIO SERVICES	168	200	200	200
001-0775-572.41-04	INTERNET SERVICES	5,401	3,600	3,600	3,600
001-0775-572.43-00	UTILITY SERVICES	178,633	152,200	152,200	183,755
001-0775-572.44-00	RENTALS AND LEASES	100	5,800	5,800	5,800
001-0775-572.45-00	INSURANCE	55,107	55,250	55,250	74,394
001-0775-572.46-01	REPAIR AND MAINT SVCS-MISC	16,110	49,150	49,150	130,100
001-0775-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	15,167	56,420	56,420	55,025
001-0775-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	12,311	11,700	11,700	12,960
001-0775-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	559	1,710	1,710	1,710
001-0775-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	750	750	1,620
001-0775-572.46-10	REPAIR AND MAINT SVCS-BUILDING	126,435	42,400	42,400	45,650
001-0775-572.48-01	ADVERTISEMENT-LEGAL, OTHER	1,101	2,200	2,200	2,200
001-0775-572.49-05	LICENSES/TAXES/CERTIFICATIONS	391	2,860	2,860	3,810
001-0775-572.51-00	OFFICE SUPPLIES	337	1,400	1,400	1,400
001-0775-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	176,873	264,850	264,850	286,250
001-0775-572.52-02	CHEMICALS	55,470	67,100	67,100	78,000
001-0775-572.52-03	GASOLINE AND OIL	19,009	16,000	16,000	16,000
001-0775-572.52-04	UNIFORMS AND ACCESSORIES	9,745	20,675	20,675	32,625
001-0775-572.54-01	DUES AND SUBSCRIPTIONS	-	600	600	600
001-0775-572.54-02	SEMINARS AND COURSES	130	1,950	1,950	3,150
	TOTAL OPERATING EXPENDITURES	1,660,343	1,541,447	1,541,447	1,960,231
001-0775-572.61-00	LAND	-	-	2,400,000	-
001-0775-572.62-00	BUILDINGS	73,127	14,320	362,775	278,465
001-0775-572.63-00	IMPROVEMENT OTHER THAN BUILDINGS	813,799	-	7,832,295	26,077,270
001-0775-572.64-00	MACHINERY AND EQUIPMENT	178,041	4,050	67,960	51,763
	TOTAL CAPITAL OUTLAY	1,064,967	18,370	10,663,030	26,407,498
	TOTAL PARKS DIVISION	3,510,683	2,972,215	13,616,875	29,640,332

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
RECREATION DIVISION**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>	
001-0872-572.12-00	REGULAR SALARIES AND WAGES	308,748	338,401	338,401	355,900
001-0872-572.13-00	OTHER SALARIES AND WAGES	271,619	254,187	254,187	285,200
001-0872-572.14-00	OVERTIME	9,794	5,198	5,198	10,088
001-0872-572.21-00	FICA TAXES	44,623	45,731	45,731	49,816
001-0872-572.22-00	RETIREMENT CONTRIBUTIONS	47,509	53,567	53,567	68,952
001-0872-572.23-00	LIFE AND HEALTH INSURANCE	53,973	71,932	71,932	67,635
001-0872-572.24-00	WORKERS' COMPENSATION	8,507	11,662	11,662	11,484
	TOTAL PERSONAL SERVICES	<u>744,773</u>	<u>780,678</u>	<u>780,678</u>	<u>849,075</u>
001-0872-572.31-01	MISC PROFESSIONAL SERVICES	-	1,000	1,000	1,250
001-0872-572.34-02	LEGAL	-	1,000	1,000	1,000
001-0872-572.34-01	MISC OTHER CONTRACTUAL SERVICES	70,960	75,042	75,042	80,528
001-0872-572.34-04	BANKING FEES	16,264	14,615	14,615	14,615
001-0872-572.34-06	JANITORIAL SERVICES	4,416	16,500	16,500	16,500
001-0872-572.34-08	PERSONNEL SERVICES	62,198	78,528	78,528	83,778
001-0872-572.40-00	TRAVEL AND PER DIEM	723	1,265	1,265	1,460
001-0872-572.41-02	TELEPHONE SERVICES	8,389	8,892	8,892	8,892
001-0872-572.41-04	INTERNET SERVICES	8,119	10,400	10,400	10,400
001-0872-572.41-05	POSTAGE	76	400	400	400
001-0872-572.43-00	UTILITY SERVICES	52,137	48,000	48,000	52,500
001-0872-572.44-00	RENTALS AND LEASES	3,487	8,200	8,200	8,200
001-0872-572.45-00	INSURANCE	69,714	64,729	64,729	94,113
001-0872-572.46-01	REPAIR AND MAINT SVCS-MISC	-	1,650	1,650	1,650
001-0872-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	38,762	91,152	91,152	78,263
001-0872-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	3,350	3,600	3,600	3,600
001-0872-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	8,787	7,850	7,850	7,850
001-0872-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	4,800	4,800	4,100
001-0872-572.46-10	REPAIR AND MAINT SVCS-BUILDING	29,011	24,220	24,220	24,670
001-0872-572.47-01	MISC PRINTING AND BINDING	199	2,000	2,000	2,000
001-0872-572.48-01	PROMOTIONAL-ADVERTISEMENTS	1,308	500	500	1,250
001-0872-572.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	1,638	750	750	750
001-0872-572.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	66,284	31,700	31,700	41,400
001-0872-572.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,673	7,210	7,210	8,125
001-0872-572.49-11	EMPLOYEE SOCIAL EVENTS	264	1,620	1,620	1,620
001-0872-572.51-00	OFFICE SUPPLIES	3,665	9,541	9,541	9,541
001-0872-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	87,648	91,650	91,650	70,045
001-0872-572.52-02	CHEMICALS	36,445	32,000	32,000	46,300
001-0872-572.52-03	GASOLINE AND OIL	2,321	2,500	2,500	2,500
001-0872-572.52-04	UNIFORMS AND ACCESSORIES	3,475	7,882	7,882	11,472
001-0872-572.54-01	DUES AND SUBSCRIPTIONS	7,542	4,550	4,550	5,700
001-0872-572.54-02	SEMINARS AND COURSES	3,230	9,920	9,920	10,930
001-0872-572.54-03	EDUC ASSIST PROG REIMBURS	4,925	5,912	5,912	-
	TOTAL OPERATING EXPENDITURES	<u>597,010</u>	<u>669,578</u>	<u>669,578</u>	<u>705,402</u>
001-0872-572.62-00	BUILDINGS	113,121	-	67,398	50,000
001-0872-572.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	-	122,824	-
001-0872-572.64-00	EQUIPMENT	-	65,087	143,677	62,842
	TOTAL CAPITAL OUTLAY	<u>113,121</u>	<u>65,087</u>	<u>333,899</u>	<u>112,842</u>
001-0872-572.71-00	PRINCIPAL	3,447	-	-	-
001-0872-572.72-00	INTEREST	105	-	-	-
	TOTAL DEBT SERVICE	<u>3,552</u>	<u>-</u>	<u>-</u>	<u>-</u>
	TOTAL RECREATION DIVISION	<u>1,458,456</u>	<u>1,515,343</u>	<u>1,784,155</u>	<u>1,667,319</u>

CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
HERITAGE DEPOT MUSEUM DIVISION

		<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0873-573.45-00	INSURANCE	3,634	3,374	3,374	4,543
001-0873-573.46-10	REPAIRS & MAINT. - BUILDING	17,612	39,000	39,000	29,000
	TOTAL OPERATING EXPENDITURES	21,246	42,374	42,374	33,543
	TOTAL HERITAGE DEPOT MUSEUM DIVISION	21,246	42,374	42,374	33,543

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 GENERAL FUND EXPENDITURES
 PARKS AND RECREATION DEPARTMENT
 SPECIAL EVENTS DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0874-574.34-01 MISC OTHER CONTRACTUAL SERVICES	250,859	387,095	387,095	377,596
001-0874-574.34-08 PERSONNEL SERVICES	2,961	3,100	3,100	4,000
001-0874-574.44-00 RENTALS AND LEASES	22,251	19,072	19,072	21,772
001-0874-574.45-00 INSURANCE	-	-	-	750
001-0874-574.47-01 MISC PRINTING AND BINDING	-	500	500	500
001-0874-574.48-01 PROMOTIONAL-ADVERTISEMENTS	3	2,600	2,600	1,460
001-0874-574.49-01 MISC OTHER CUR CHGS & OBLIGATIONS	19,767	500	500	10,200
001-0874-574.52-01 MISCELLANEOUS OPERATING SUPPLIES	71,156	94,330	94,330	91,330
TOTAL OPERATING EXPENDITURES	366,997	507,197	507,197	507,608
TOTAL SPECIAL EVENTS DIVISION	366,997	507,197	507,197	507,608

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND EXPENDITURES
PARKS AND RECREATION DEPARTMENT
NEWTON PARK FACILITIES DIVISION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-3658-575.12-00	REGULAR SALARIES AND WAGES	37,485	42,668	42,668	41,234
001-3658-575.13-00	OTHER SALARIES	11,719	10,001	10,001	12,891
001-3658-575.14-00	OVERTIME	373	124	124	395
001-3658-575.21-00	FICA TAXES	3,240	4,039	4,039	4,171
001-3658-575.22-00	RETIREMENT CONTRIBUTIONS	5,760	6,652	6,652	7,768
001-3658-575.23-00	LIFE AND HEALTH INSURANCE	16,183	18,872	18,872	21,847
001-3658-575.24-00	WORKERS' COMPENSATION	641	774	774	865
	TOTAL PERSONAL SERVICES	<u>75,401</u>	<u>83,130</u>	<u>83,130</u>	<u>89,171</u>
001-3658-575.34-01	MISC CONTRACTUAL SERVICES	-	10,260	10,260	10,260
001-3658-575.34-06	JANITORIAL SERVICES	4,142	10,700	10,700	9,200
001-3658-575.40-00	TRAVEL AND PER DIEM	-	100	100	100
001-3658-575.41-02	TELEPHONE SERVICES	720	1,500	1,500	1,500
001-3658-575.41-04	INTERNET SERVICES	469	750	750	750
001-3658-575.41-05	POSTAGE	-	100	100	100
001-3658-575.43-00	UTILITY SERVICES	9,800	10,000	10,000	11,300
001-3658-575.45-00	INSURANCE	11,701	34,460	34,460	15,796
001-3658-575.46-10	REPAIR AND MAINT SVCS-BUILDING	11,980	38,299	38,299	38,299
001-3658-575.47-01	MISC PRINTING AND BINDING	-	100	100	260
001-3658-575.51-00	OFFICE SUPPLIES	-	300	300	300
001-3658-575.52-01	MISCELLANEOUS OPERATING SUPPLIES	6,639	23,595	23,595	24,080
001-3658-575.52-04	UNIFORMS AND ACCESSORIES	387	450	450	400
	TOTAL OPERATING EXPENDITURES	<u>45,838</u>	<u>130,614</u>	<u>130,614</u>	<u>112,345</u>
001-3658-575.62-00	BUILDINGS	-	-	510,000	-
001-3658-575.63-00	IMPROVEMENTS OTHER THAN BLDG	-	65,000	65,000	65,000
	TOTAL CAPITAL OUTLAY	<u>-</u>	<u>65,000</u>	<u>575,000</u>	<u>65,000</u>
	TOTAL NEWTON PARK FACILITIES DIVISION	<u>121,239</u>	<u>278,744</u>	<u>788,744</u>	<u>266,516</u>
	TOTAL PARKS AND RECREATION DEPARTMENT	<u>5,478,621</u>	<u>5,315,873</u>	<u>16,739,345</u>	<u>32,115,317</u>

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 2023/2024 BUDGET
 DOWNTOWN PARKING DISTRICT FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0000-361.10-00 INTEREST	46	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	46	-	-	-
110-0741-399.99-99 USE OF FUND BALANCE	4,368	3,687	3,687	4,649
TOTAL DOWNTOWN PARKING DISTRICT FUND	4,414	3,687	3,687	4,649

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 DOWNTOWN PARKING DISTRICT FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0741-545.43-00 UTILITY SERVICES	4,414	3,687	3,687	4,649
TOTAL OPERATING EXPENDITURES	4,414	3,687	3,687	4,649
TOTAL DOWNTOWN PARKING DISTRICT FUND	4,414	3,687	3,687	4,649

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
120-0213-338.00-00 SHARED REVENUES - OTHER LOCAL	910,948	1,000,000	1,000,000	1,356,594
120-0213-361.10-00 INTEREST	12,368	28,841	28,841	28,841
120-0213-361.30-00 INCR(DECR) IN FV OF INVST	(33,515)	-	-	-
120-0213-361.40-00 GAIN/LOSS ON SALE/INVST	(529)	-	-	-
120-0213-381.00-00 INTER-FUND TRANSFER IN	937,648	1,350,323	1,350,323	1,531,646
120-0213-399.99-99 USE OF FUND BALANCE	-	-	1,005,729	-
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	<u>1,826,920</u>	<u>2,379,164</u>	<u>3,384,893</u>	<u>2,917,081</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
120-0213-552.49-02 INTERFUND MANAGEMENT FEES	16,721	16,721	16,721	16,721
TOTAL OPERATING EXPENDITURES	16,721	16,721	16,721	16,721
120-0213-552.62-00 EWG MODULAR BLDG	85,863	-	-	-
120-0213-552.63-00 CRA CAPITAL FUNDING PROJECTS	-	-	710,047	-
120-0213-552.63-00 DOWNTOWN WAYFINDING SIGNS	-	-	60,000	250,000
120-0213-552.63-00 EAST WINTER GARDEN REVITALIZATION	-	1,500,000	1,800,000	2,300,000
TOTAL CAPITAL OUTLAY	85,863	1,500,000	2,570,047	2,550,000
120-0213-552.72-00 INTEREST	2,252	975	975	-
TOTAL DEBT SERVICE	2,252	975	975	-
120-0213-552.82-00 AIDS TO PRIVATE ORGANIZATIONS	6,150	50,000	50,000	-
120-0213-552.83-00 OTHER GRANTS AND AIDS	-	-	-	-
TOTAL GRANTS AND AIDS	6,150	50,000	50,000	-
120-0213-581.91-00 INTERFUND TRANSFER	645,312	747,150	747,150	-
120-0213-599.99-99 TRANSFER TO FUND BALANCE	1,070,622	64,318	-	350,360
TOTAL OTHER USES	1,715,934	811,468	747,150	350,360
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	1,826,920	2,379,164	3,384,893	2,917,081

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 LAW ENFORCEMENT TRUST FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
121-1121-359.00-00 FORFEITURES	-	150	150	200
121-1121-361.10-00 INTEREST	337	550	550	2,500
121-1121-399.99-99 USE OF FUND BALANCE-STATE	-	-	5,440	-
121-1321-359.00-00 FORFEITURES	27,496	32,025	32,025	14,380
TOTAL LAW ENFORCEMENT TRUST FUND	27,833	32,725	38,165	17,080

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
LAW ENFORCEMENT TRUST FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>STATE-DESIGNATED</u>				
121-1221-521.31-01	-			
121-1221-521.34-01	-	-	-	-
121-1221-521.46-05				
121-1221-521.52-01	-	-	-	-
121-1221-521.62-00	-	-	-	-
121-1221-521.64-00	-	-	-	-
121-1221-521.82-00	500	5,000	5,000	-
121-1221-599.99-99	-	12,725	12,725	-
TOTAL STATE-DESIGNATED	500	17,725	17,725	-
<u>FEDERAL-DESIGNATED</u>				
121-1421-521.46-06	-	-	-	-
121-1421-521.52-01	-	-	-	-
121-1421-521.62-00	8,699	-	5,440	-
121-1421-521.64-00	17,144	15,000	15,000	15,000
121-1421-599.99-99	1,490	-	-	2,080
	27,333	15,000	20,440	17,080
TOTAL LAW ENFORCEMENT TRUST FUND	27,833	32,725	38,165	17,080

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 LAW ENFORCEMENT GRANTS FUND REVENUES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
122-0521-331.21-00 LOCAL LAW ENFORCEMENT GRANT	6,332	20,217	20,217	19,217
TOTAL INTERGOVERNMENTAL	6,332	20,217	20,217	19,217
122-0521-331.21-10 NAT'L IB REPORTING SYS	-	607	607	-
122-0521-334.20-00 MITIGATION FUNDS	19,681	5,000	5,000	5,000
122-0521-361.10-00 INTEREST	194	145	145	200
TOTAL INTEREST AND OTHER EARNINGS	19,875	5,752	5,752	5,200
122-0521-381.00-00 INTER-FUND TRANSFER IN	12,000	8,400	8,400	8,400
122-0521-399.99-99 USE OF FUND BALANCE	9,405	2,231	2,231	3,783
TOTAL OTHER SOURCES	21,405	10,631	10,631	12,183
TOTAL LAW ENFORCEMENT GRANTS FUND	47,612	36,600	36,600	36,600

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 LAW ENFORCEMENT GRANTS FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
122-0521-521.52-01 MISC OPERATING SUPPLIES	-	19,800	19,800	19,800
122-0521-521.52-04 UNIFORMS AND ACCESSORIES	24,509	16,800	16,800	16,800
TOTAL OPERATING EXPENDITURES	24,509	36,600	36,600	36,600
122-0521-521.64-00 MACHINERY AND EQUIPMENT	23,103	-	-	-
TOTAL CAPITAL OUTLAY	23,103	-	-	-
 TOTAL LAW ENFORCEMENT GRANTS FUND	 47,612	 36,600	 36,600	 36,600

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
LOCAL OPTION GAS TAX FUND REVENUES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
160-0741-312.41-00 LOCAL OPTION GAS TAX	1,530,253	1,495,365	1,495,365	1,498,830
TOTAL TAXES	1,530,253	1,495,365	1,495,365	1,498,830
160-0741-361.10-00 INTEREST	10,972	7,925	7,925	11,634
160-0741-361.30-00 INCR(DECR) IN FV OF INVST	(75,161)	-	-	-
160-0741-361.40-00 GAIN/LOSS ON SALE/INVSTMN	(71)	-	-	-
TOTAL OTHER EARNINGS	(64,260)	7,925	7,925	11,634
160-0741-381.00-00 INTRAFUND TRANSFER IN	18,113	17,850	17,850	18,089
160-0741-399.99-99 USE OF FUND BALANCE	861,291	1,174,201	1,705,803	-
TOTAL OTHER SOURCES	879,404	1,192,051	1,723,653	18,089
TOTAL LOCAL OPTION GAS TAX FUND	2,345,397	2,695,341	3,226,943	1,528,553

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 LOCAL OPTION GAS TAX FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
160-0741-541.46-03 REPAIR/MAINT SVC-VEHICLES	5,551	-	-	-
160-0741-541.49-08 STREET LIGHTS	327,624	295,341	295,341	295,341
TOTAL OPERATING EXPENDITURES	333,175	295,341	295,341	295,341
160-0741-541.61-00 LAND	-	-	-	-
160-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS	2,012,222	2,400,000	2,931,602	1,047,103
TOTAL CAPITAL OUTLAY	2,012,222	2,400,000	2,931,602	1,047,103
160-0741-599.99-99 CARRYFORWARD FUND BALANCE	-	-	-	186,109
TOTAL OTHER USES	-	-	-	186,109
TOTAL LOCAL OPTION GAS TAX FUND	2,345,397	2,695,341	3,226,943	1,528,553

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL IMPACT FEE FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>ADMINISTRATION DIVISION</u>				
170-0213-361.10-00 INTEREST	31,053	13,075	13,075	92,213
170-0213-361.30-00 INCR (DECR) IN FV OF INVST	(173,441)	-	-	25,263
170-0213-361.40-00 GAIN ON SALE OF INVESTMENTS	(3,661)	-	-	6,780
TOTAL ADMINISTRATION DIVISION	(146,049)	13,075	13,075	124,256
<u>POLICE-SWORN DIVISION</u>				
170-0521-324.11-00 RESIDENTIAL-PUBLIC SAFETY	33,900	38,349	38,349	6,780
170-0521-324.12-00 COMMERCIAL-PUBLIC SAFETY	88,366	58,615	58,615	89,226
170-0521-399.99-99 USE OF FUND BALANCE	105,570	-	57,806	-
TOTAL POLICE-SWORN DIVISION	227,836	96,964	154,770	96,006
<u>FIRE DEPARTMENT</u>				
170-0622-324.11-00 RESIDENTIAL-PUBLIC SAFETY	49,100	56,681	56,681	6,874
170-0622-324.12-00 COMMERCIAL-PUBLIC SAFETY	115,556	78,957	78,957	86,926
170-0622-399.99-99 USE OF FUND BALANCE	27,141	-	1,454,956	1,581,810
TOTAL FIRE DEPARTMENT	191,797	135,638	1,590,594	1,675,610
170-0872-324.61-00 RECREATION IMPACT FEES	99,136	102,436	102,436	10,149
170-0872-399.99-99 USE OF FUND BALANCE	-	-	1,497,564	-
TOTAL RECREATION DIVISION	99,136	102,436	1,600,000	10,149
TOTAL GENERAL IMPACT FEES FUND	<u>372,720</u>	<u>348,113</u>	<u>3,358,439</u>	<u>1,906,021</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>POLICE-SWORN DIVISION</u>				
170-0521-521.62-00	-	-	-	-
170-0521-521.64-00	227,836	-	154,770	-
	227,836	-	154,770	-
170-0521-599.99-99	-	96,964	-	96,006
	-	96,964	-	96,006
	227,836	96,964	154,770	96,006
<u>FIRE DEPARTMENT</u>				
170-0622-522.62-00	45,748	-	1,603,669	1,799,866
	45,748	-	1,603,669	1,799,866
170-0622-599.99-99	-	148,713	-	-
	-	148,713	-	-
	45,748	148,713	1,603,669	1,799,866
<u>RECREATION DIVISION</u>				
170-0872-572.61-00	-	-	1,600,000	-
	-	-	1,600,000	-
170-0872-599.99-99	99,136	102,436	-	10,149
	99,136	102,436	-	10,149
	99,136	102,436	1,600,000	10,149
TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND	372,720	348,113	3,358,439	1,906,021

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0213-361.10-00 INTEREST	134,997	66,448	66,448	278,456
174-0213-361.30-00 INCR (DECR) IN FV OF INVST	(865,784)	-	-	-
174-0213-361.40-00 GAIN (LOSS) ON SALE OF INVESTMENTS	(15,058)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	(745,845)	66,448	66,448	278,456
174-0741-324.31-00 RESIDENTIAL-TRANSPORTATIO	337,843	340,963	340,963	34,115
174-0741-324.32-00 COMMERCIAL-TRANSPORTATION	2,201,147	693,204	693,204	1,976,379
174-0741-399.99-99 USE OF FUND BALANCE	154,819	-	14,443,832	-
TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES	<u>1,947,964</u>	<u>1,100,615</u>	<u>15,544,447</u>	<u>2,288,950</u>

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0741-541.61-00 LAND	4,629	-	52,268	-
174-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS	1,943,335	37,500	15,492,179	900,000
TOTAL CAPITAL OUTLAY	1,947,964	37,500	15,544,447	900,000
174-0741-599.91-00 INTERFUND TRANSFER	-	-	-	-
174-0741-590.91-00 INTERGOVERNMENTAL TRANSFERS	-	-	-	-
174-0741-599.90-99 CARRYFORWARD FUND BALANCE	-	1,063,115	-	1,388,950
TOTAL OTHER USES	-	1,063,115	-	1,388,950
TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES	<u>1,947,964</u>	<u>1,100,615</u>	<u>15,544,447</u>	<u>2,288,950</u>

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-312.51-00 FIRE INSURANCE PREMIUM	383,179	414,757	414,757	421,497
190-0000-312.52-00 CASUALTY INSURANCE PREMIUM TAX	505,808	540,336	540,336	556,389
TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES	<u>888,987</u>	<u>955,093</u>	<u>955,093</u>	<u>977,886</u>

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-521.91-00 TRANSFERS	505,808	540,336	540,336	556,389
190-0000-522.91-00 TRANSFERS	383,179	414,757	414,757	421,497
TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES	<u>888,987</u>	<u>955,093</u>	<u>955,093</u>	<u>977,886</u>

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 2023/2024 BUDGET
 CAPITAL PROJECTS FUND - REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-361.10-00 INTEREST	9,029	-	-	-
335-0213-361.30-00 INCR(DECR) IN FV OF INVST	(67,531)	-	-	-
335-0213-361.40-00 GAIN/LOSS ON SALE/INVSTMN	50	-	-	-
335-0213-399.99-99 USE OF FUND BALANCE	1,038,976	-	-	1,500,000
TOTAL CAPITAL PROJECTS FUND	980,524	-	-	1,500,000
TOTAL CAPITAL PROJECTS FUND	980,524	-	-	1,500,000

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
CAPITAL PROJECTS FUND**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-552.62-00 LAND/BUILDING	-	-	-	-
335-0213-552.63-00 IMPROVEMENT OTHER THAN BLDG	980,524	-	-	-
TOTAL CAPITAL	980,524	-	-	-
335-0213-581.91-00 INTERGOVERNMENTAL TRANSFERS	-	-	-	1,500,000
TOTAL CAPITAL PROJECTS FUND	980,524	-	-	1,500,000

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 CAPITAL PROJECTS FUND - REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
336-0213-361.10-00 INTEREST	41,710	-	-	-
336-0213-384.00-00 DEBT PROCEEDS	-	-	-	-
336-0213-399.99-99 USE OF FUND BALANCE	-	-	-	-
TOTAL CAPITAL PROJECTS FUND	41,710	-	-	-
TOTAL CAPITAL PROJECTS FUND	<u>41,710</u>	<u>-</u>	<u>-</u>	<u>-</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
CAPITAL PROJECTS FUND**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
336-0213-559.31-01 MISC PROFESSIONAL SVCS	-	-	-	-
336-0213-559.31-02 LEGAL	-	-	-	-
TOTAL OPERATING	-	-	-	-
336-0213-599.99-99 TRANSFER TO FUND BALANCE	47,710	-	-	-
TOTAL CAPITAL PROJECTS FUND	47,710	-	-	-

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 2023/2024 BUDGET
DEBT SERVICE FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-381.00-00 INTER-FUND TRANSFER IN	825,497	1,945,911	1,945,911	2,559,147
230-0000-381.12-00 INTER-FUND TRANSFER IN	645,499	747,150	747,150	-
TOTAL OTHER SOURCES	1,470,996	2,693,061	2,693,061	2,559,147
TOTAL DEBT SERVICE FUND	<u>1,470,996</u>	<u>2,693,061</u>	<u>2,693,061</u>	<u>2,559,147</u>

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 DEBT SERVICE FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-517.71-00 PRINCIPAL	876,000	1,948,000	1,948,000	1,968,000
230-0000-517.72-00 INTEREST	594,996	622,356	622,356	591,147
TOTAL DEBT SERVICE	1,470,996	2,570,356	2,570,356	2,559,147
230-0000-599.99-99 CARRYFORWARD FUND BALANCE	-	122,705	122,705	-
TOTAL OTHER USES	-	122,705	122,705	-
TOTAL DEBT SERVICE FUND	1,470,996	2,693,061	2,693,061	2,559,147

ENTERPRISE FUNDS

UTILITIES

—

STORMWATER

—

SOLID WASTE

—

TRAILER CITY

Enterprise Funds

MAJOR REVENUE SOURCES OF ENTERPRISE FUNDS

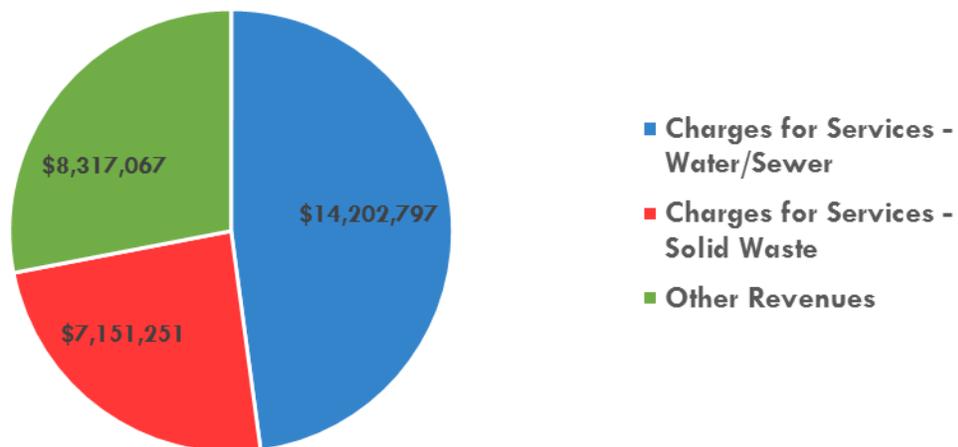
Charges for Services

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 2020</u>	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Budget 2023</u>	<u>Budget 2024</u>
Charges for Services - Water/Sewer	\$12,066,910	\$12,366,037	\$12,831,466	\$12,992,641	\$14,202,797
Charges for Services - Solid Waste	5,550,450	5,602,534	5,731,575	6,757,148	7,151,251
Other Revenues	6,789,500	8,644,735	4,712,449	5,127,858	8,317,067

ENTERPRISE FUNDS MAJOR REVENUE SOURCES - FY 2024 BUDGET



- UTILITIES -

Administration

Water

Distribution

Wastewater

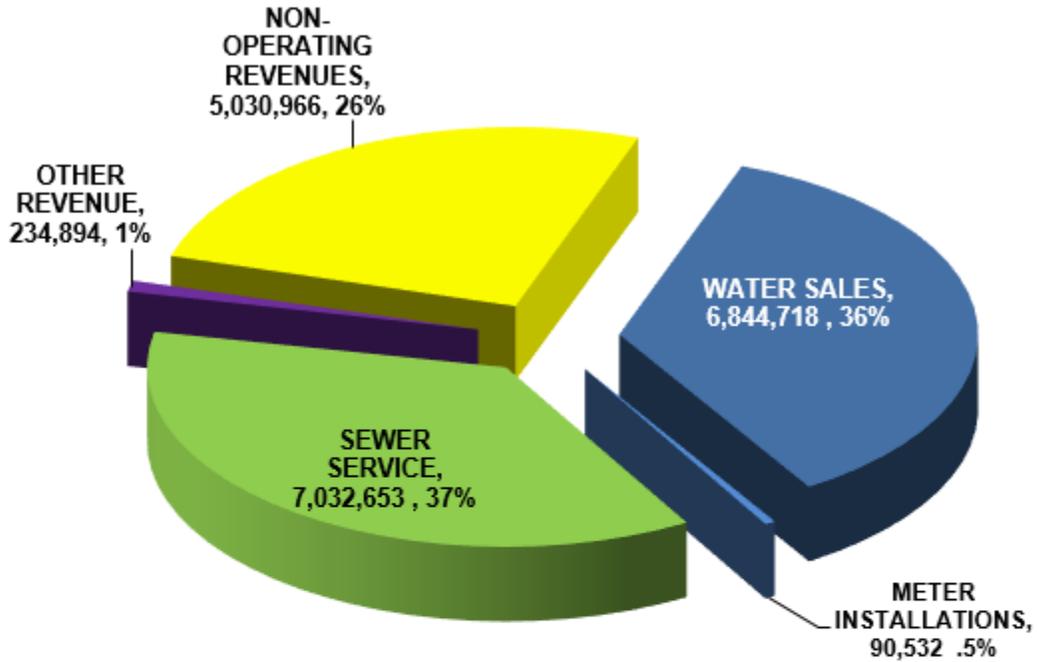
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

UTILITIES OPERATING FUND REVENUES BY SOURCE

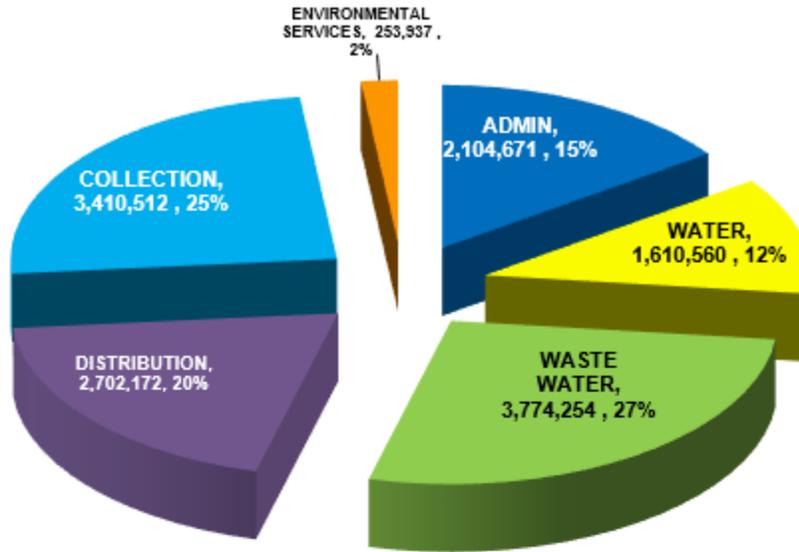


Water Sales	\$6,844,718
Meter Installations	90,532
Sewer Service	7,032,653
Other Revenue	234,894
Non-operating Revenues	<u>5,030,966</u>
Total	\$19,233,763

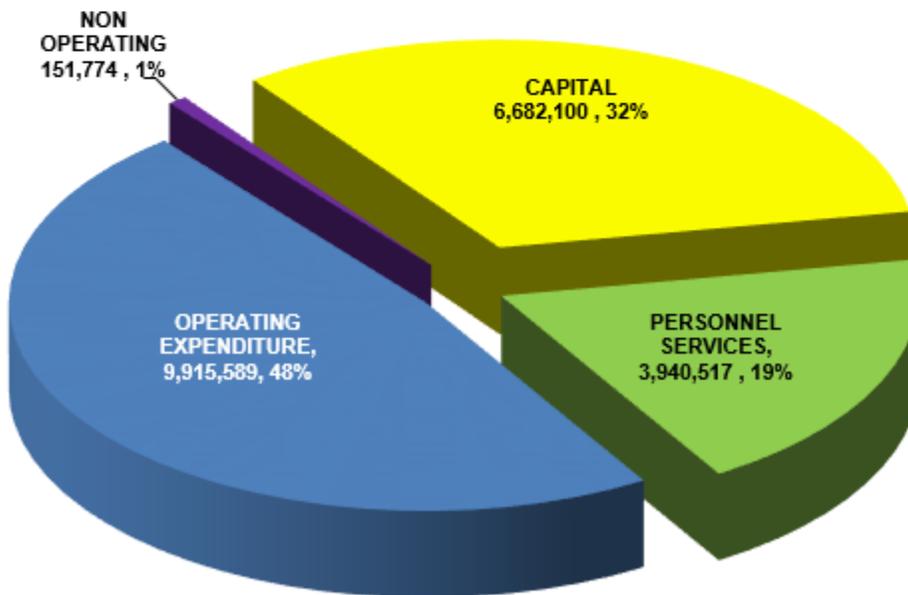
**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
UTILITIES OPERATING FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2116-329.09-00	3,075	6,162	6,162	2,527
IRRIGATION & WELLS				
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	3,075	6,162	6,162	2,527
410-2116-334.31-00	-	-	-	3,500,000
STATE FUNDING				
TOTAL INTERGOVERNMENTAL	-	-	-	3,500,000
410-2116-343.30-00	6,207,106	6,311,681	6,311,681	6,844,718
WATER SERVICE				
410-2116-343.30-01	27,320	30,202	30,202	24,880
INITIATION FEE				
410-2116-343.30-02	4,010	5,740	5,740	6,024
WATER TAP-IN CHARGE				
410-2116-343.31-00	95,445	102,669	102,669	90,532
METER INSTALLATIONS				
410-2116-343.32-00	46,003	41,292	41,292	43,012
FIRE HYDRANT SERVICE				
410-2116-343.33-00	69,837	26,663	26,663	69,104
SERVICE CHARGES				
410-2116-343.50-00	6,335,637	6,455,192	6,455,192	7,032,653
SEWER SERVICE				
410-2116-343.50-01	6,370	3,640	3,640	6,940
SEWER CONNECTION FEE				
410-2116-343.68-00	39,738	15,562	15,562	84,934
PENALTIES				
TOTAL CHARGES FOR SERVICES	12,831,466	12,992,641	12,992,641	14,202,797
410-2116-361.10-00	122,064	104,494	104,494	323,941
INTEREST				
410-2116-361.30-00	(878,403)	-	-	-
INCR (DECR) IN FV OF INVST				
TOTAL INTEREST AND OTHER EARNINGS	(756,339)	104,494	104,494	323,941
410-2116-361.90-00	9,162	-	-	-
LEASE RENTAL INCOME				
410-2116-362.00-00	23,535	22,800	22,800	22,320
RENTAL INCOME				
410-2116-389.40-00	423,230	925,087	925,087	380,907
OTHER GRANTS & DONATIONS				
410-2117-389.40-00	890,301	962,393	962,393	801,271
OTHER GRANTS & DONATIONS				
410-2127-364.30-00	15,970	-	-	-
DISPOSITION OF FIXED ASSETS				
410-2127-369.90-00	5,307	-	-	-
OTHER MISCELLANEOUS REVS				
TOTAL MISCELLANEOUS REVENUES	1,367,505	1,910,280	1,910,280	1,204,498
410-2116-399.99-99	4,951,085	-	11,558,910	1,456,218
USE OF FUND BALANCE				
TOTAL OTHER SOURCES	4,951,085	-	11,558,910	1,456,218
TOTAL UTILITIES OPERATING FUND	18,396,792	15,013,577	26,572,487	20,689,981

UTILITIES OPERATING FUND EXPENDITURES BY USE



USES BY CATEGORY



**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
UTILITIES OPERATING FUND
ADMINISTRATIVE DIVISION EXPENDITURES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
410-2113-536.12-00 SALARIES	113,091	200,110	200,110	188,683
410-2113-536.21-00 FICA TAXES	9,476	15,308	15,308	14,434
410-2113-536.22-00 RETIREMENT CONTRIBUTION	19,448	31,197	31,197	35,548
410-2113-536.23-00 EMPLOYEE GROUP INSURANCE	7,568	14,679	14,679	11,900
410-2113-536.24-00 WORKERS COMP INSURANCE	215	251	251	290
410-2113-536.27-00 PENSION EXPENSE	14,596	1,100	1,100	1,100
TOTAL PERSONAL SERVICES	164,394	262,646	262,646	251,955
410-2113-536.31-01 PROFESSIONAL SERVICE MISC	18,564	15,250	15,250	15,250
410-2113-536.31-02 LEGAL	-	500	500	500
410-2113-536.31-03 INVESTMENT COUNSEL	-	27,304	27,304	27,304
410-2113-536.31-04 ENGINEERING	-	500	500	500
410-2113-536.32-00 ACCOUNTING AND AUDIT	10,954	16,000	16,000	16,000
410-2113-536.34-01 MISC CONTRACTUAL SERVICES	43	250	250	250
410-2113-536.40-00 TRAVEL	-	600	600	600
410-2113-536.41-02 TELEPHONE	3,006	2,683	2,683	3,100
410-2113-536.41-04 INTERNET	1,054	5,120	5,120	1,120
410-2113-536.41-05 POSTAGE	-	100	100	100
410-2113-536.43-00 UTILITY SERVICES	346	350	350	350
410-2113-536.44-00 RENTALS AND LEASE	2,977	3,600	3,600	3,600
410-2113-536.45-00 GENERAL INSURANCE	34,738	106,352	106,352	46,896
410-2113-536.46-03 REPAIRS/MAINT-VEHICLES	975	4,495	4,495	4,495
410-2113-536.46-05 REPAIRS/MAINT-SOFTWARE	143	2,750	2,750	2,750
410-2113-536.46-06 REPAIRS/MAINT-HARDWARE	-	58,195	58,195	58,193
410-2113-536.46-10 REPAIRS/MAINT-BUILDING	4,912	4,911	4,911	4,912
410-2113-536.47-01 MISC PRINTING AND BINDING	-	3,830	3,830	3,830
410-2113-536.48-01 PROMOTIONAL-ADVERTISEMENTS	108	2,800	2,800	2,800
410-2113-536.49-02 MANAGEMENT FEES	1,276,919	1,620,380	1,620,380	1,651,341
410-2113-536.51-00 OFFICE SUPPLIES	349	1,650	1,650	1,650
410-2113-536.52-01 OPERATING SUPPLIES MISC	-	500	500	500
410-2113-536.52-03 GASOLINE & OIL	-	2,850	2,850	2,850
410-2113-536.52-04 UNIFORMS & ACCESSORIES	200	1,175	1,175	1,175
410-2113-536.54-01 DUES & SUBSCRIPTIONS	1,996	2,150	2,150	2,150
410-2113-536.54-02 SEMINARS & COURSES	-	500	500	500
TOTAL OPERATING EXPENDITURES	1,357,284	1,884,795	1,884,795	1,852,716
410-2113-536.91-01 CONTINGENT EXPENSE	-	100,000	100,000	100,000
410-2113-581.91-00 INTRAFUND TRANSFERS	-	225,000	225,000	-
410-2113-590.90-00 CARRYFORWARD FUND BALANCE	-	1,069,335	1,069,335	-
TOTAL OTHER USES	-	1,394,335	1,394,335	100,000
TOTAL ADMINISTRATIVE DIVISION	1,521,678	3,541,776	3,541,776	2,204,671



PUBLIC SERVICES DEPARTMENT

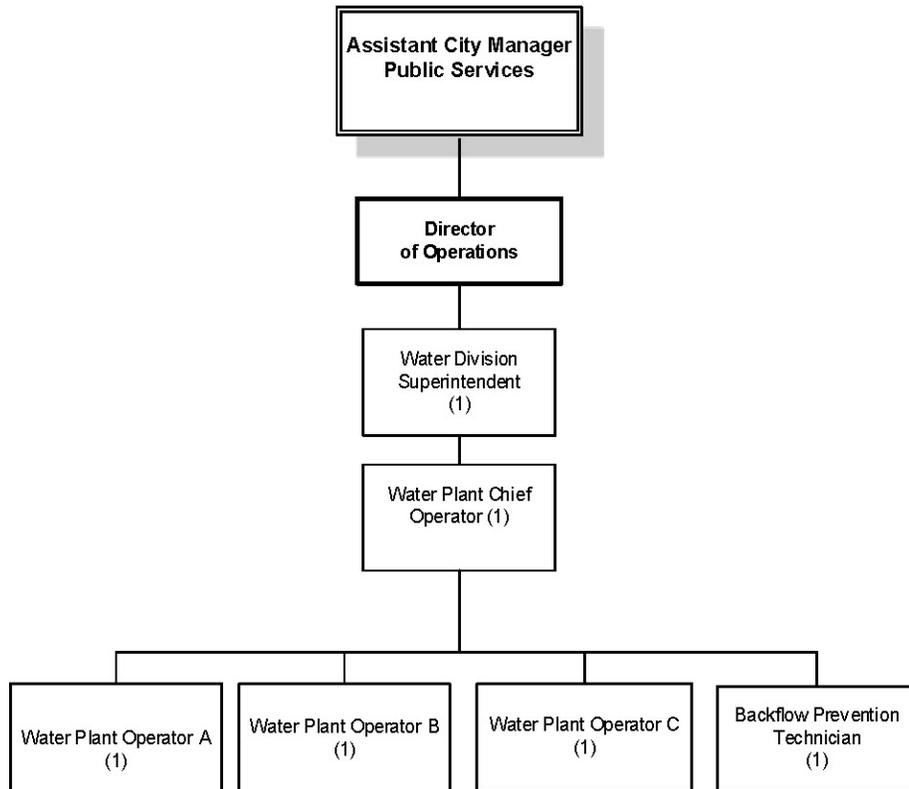
WATER TREATMENT & PUMPING DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<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 2023-2024 STRATEGIC PRIORITIES, 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index *	75%	72%	77% ↑
OPERATIONAL INDICATORS			
Preventative Maintenance to Production (Cost per Hour)	\$12.29	\$14.42	≤ \$17.00 ↓
Preventative Maintenance to Production (Cost per Million of Gallon)	\$.03	\$.03	≤ \$.03 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$69.38	\$93.21	\$60.00 ↓
OPERATIONAL INDICATORS			
Million Gallons/Day in Groundwater Withdrawals	5.51	5.81	≤ 5.5 ↓
Irrigation Gallons Billed (Used) per Service Connection	185.7	179.5	193.6 ↓
Rainfall Volume (in inches)	82.0	47.4	≥ 58.0 ↑
Water Plant Energy Consumption per Year per Service Connection (In one thousand British Thermal Units - KBTUs)	914,211	950,780	875,000 ↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Rating represents an average from two water quality survey ratings: 'Drinking water taste' and 'Drinking water pressure' Value in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

≤ ≥ 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 2023/2024 BUDGET
UTILITIES OPERATING FUND
WATER DIVISION EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2116-533.12-00 SALARIES REGULAR	201,606	358,936	358,936	361,988
410-2116-533.14-00 OVERTIME	42,483	10,819	10,819	10,819
410-2116-533.21-00 FICA TAXES	17,056	28,286	28,286	28,520
410-2116-533.22-00 RETIREMENT CONTRIBUTION	35,483	57,645	57,645	70,237
410-2116-533.23-00 EMPLOYEE GROUP INSURANCE	38,655	72,928	72,928	71,203
410-2116-533.24-00 WORKERS COMP INSURANCE	7,183	8,903	8,903	9,697
410-2116-533.26-00 OTHER POST EMPLOYMENT BENEFITS	19,781	41,459	41,459	20,968
410-2116-533.27-00 PENSION EXPENSE	13,560	1,578	1,578	13,967
TOTAL PERSONAL SERVICES	375,807	580,554	580,554	587,398
410-2116-533.31-01 MISC PROFESSIONAL SVCS	14,149	24,000	24,000	24,000
410-2116-533.31-04 ENGINEERING	7,155	19,000	19,000	19,000
410-2116-533.34-01 CONTRACTUAL SVCS MISC.	52,591	48,000	48,000	71,525
410-2116-533.34-02 LAWN MAINTENANCE SERVICES	48,093	36,344	36,344	36,344
410-2116-533.40-00 TRAVEL EXPENSE	2,028	1,440	1,440	1,440
410-2116-533.41-01 MISCELLANEOUS	1,525	-	-	-
410-2116-533.41-02 TELEPHONE	8,551	7,276	7,276	7,276
410-2116-533.41-03 RADIO	92	100	100	100
410-2116-533.41-04 INTERNET SERVICES	1,986	500	500	500
410-2116-533.41-05 POSTAGE	-	6,775	6,775	6,775
410-2116-533.43-00 UTILITY SERVICES	479,424	420,081	420,081	420,081
410-2116-533.44-00 RENTALS AND LEASES	681	2,500	2,500	2,500
410-2116-533.45-00 GENERAL INSURANCE	74,345	75,762	75,762	100,367
410-2116-533.46-01 REPAIRS & MAINTENANCE MISC.	81,742	55,750	55,750	55,750
410-2116-533.46-02 REPAIRS/MAINT-EQUIPMENT	89,848	73,595	109,366	73,595
410-2116-533.46-03 REPAIRS/MAINT-VEHICLES	1,592	4,648	4,648	4,648
410-2116-533.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	1,478	1,000	1,000	1,000
410-2116-533.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	-	14,323	14,323	14,323
410-2116-533.46-10 BUILDING	70,813	44,208	44,208	44,208
410-2116-533.47-01 PRINTING AND BINDING MISC.	2,251	5,330	5,330	5,330
410-2116-533.48-01 ADVERTISEMENT-LEGAL, OTHER	417	250	250	250
410-2116-533.49-05 LICENSES & TAXES	6,125	7,050	7,050	7,050
410-2116-533.51-00 OFFICE SUPPLIES	768	850	850	850
410-2116-533.52-01 OPERATING SUPPLIES MISC.	4,139	5,356	5,356	5,356
410-2116-533.52-02 CHEMICALS	70,097	76,379	76,379	99,885
410-2116-533.52-03 GASOLINE & OIL	18,005	17,159	17,159	17,159
410-2116-533.52-04 UNIFORMS & ACCESSORIES	1,765	2,100	2,100	2,100
410-2116-533.54-01 DUES AND SUBSCRIPTIONS	718	1,000	1,000	1,000
410-2116-533.54-02 SEMINARS AND COURSES	745	750	750	750
TOTAL OPERATING EXPENDITURES	1,041,123	951,526	987,297	1,023,162
410-2116-533.62-00 BUILDINGS	12,400	-	18,500	20,000
410-2116-533.63-00 IMPROVEMENTS O/T BUILDING	183,981	-	1,641,358	-
410-2116-533.64-00 MACHINERY & EQUIPMENT	73,864	68,220	961,871	-
TOTAL CAPITAL OUTLAY	257,845	68,220	2,621,729	20,000
410-2116-591.93-00 SERVICE DEPOSIT INTEREST	51,186	51,774	51,774	51,774
TOTAL OTHER USES	51,186	51,774	51,774	51,774
TOTAL WATER DIVISION	1,725,961	1,652,074	4,241,354	1,682,334



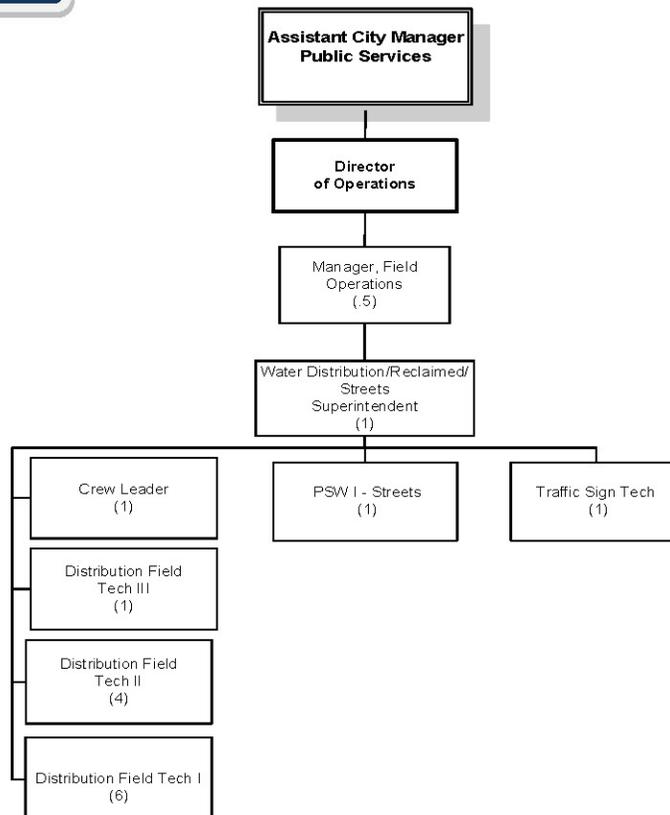
PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: <u>Water Distribution:</u> Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week.</p> <p><u>Streets:</u> Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Provide reliable water services • Provide and maintain roadways and sidewalks • Maintain traffic signs, traffic lights and street lights
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Adverse and abnormal weather patterns and conditions • 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 six 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 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: 15.5



FY 2023-2024 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 partner with Fire and Rescue Department personnel on established testing guidelines 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index *	64%	55%	70% ↑
Sidewalk Maintenance Satisfaction Index *	70%	67%	75% ↑
Ease of Car Travel in Winter Garden Satisfaction Index *	76%	68%	80% ↑
OPERATIONAL INDICATORS			
Street Repair Ratio (based on linear feet)	6.39%	3.24%	5% ↑
Sidewalk Repair Ratio (based on linear feet)	0.48%	1.66%	1.1% ↑
Number of Water Main Breaks	4	3	2 ↓

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

Number of Service Line Breaks	116	188	150↓
# of Boiled Water Notices Issued	7	1	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	0	0	0↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
UTILITIES OPERATING FUND
DISTRIBUTION DIVISION EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
410-2126-533.12-00	SALARIES REGULAR	386,501	559,664	559,664	585,877
410-2126-533.14-00	SALARIES OVERTIME 1.5	59,492	10,735	10,735	10,735
410-2126-533.21-00	FICA TAXES	33,051	43,636	43,636	45,641
410-2126-533.22-00	RETIREMENT CONTRIBUTION	65,899	88,925	88,925	112,402
410-2126-533.23-00	EMPLOYEE GROUP INSURANCE	87,296	145,022	145,022	121,938
410-2126-533.24-00	WORKERS COMP INSURANCE	12,467	14,508	14,508	16,830
410-2126-533.25-00	UNEMPLOYMENT COMPENSATION	3,025	-	-	-
410-2126-533.26-00	OTHER POST EMPLOYMENT BENEFITS	21,581	46,823	46,823	22,876
410-2126-533.27-00	PENSION EXPENSE	43,801	3,816	3,816	45,115
	TOTAL PERSONAL SERVICES	713,113	913,129	913,129	961,413
410-2126-533.31-04	ENGINEERING	1,745	5,000	5,000	5,000
410-2126-533.31-06	MEDICAL	-	200	200	200
410-2126-533.34-01	CONTRACTUAL SVCS MISC.	908,420	1,021,632	1,021,632	1,003,838
410-2126-533.40-00	TRAVEL EXPENSE	2,645	3,502	3,502	3,502
410-2126-533.41-02	TELEPHONE	2,887	2,319	2,319	2,319
410-2126-533.41-03	RADIO	137	150	150	150
410-2126-533.41-04	INTERNET	6,413	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	23,195	22,373	22,373	31,314
410-2126-533.46-01	REPAIRS & MAINTENANCE MISC.	160	500	500	500
410-2126-533.46-02	REPAIRS/MAINT-EQUIPMENT	10,091	10,726	10,726	10,726
410-2126-533.46-03	REPAIRS/MAINT-VEHICLES	20,676	11,761	11,761	11,761
410-2117-535.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	11,100	11,543	11,543	11,543
410-2126-533.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	-	14,323	14,323	14,323
410-2126-533.46-07	UTILITY LINE	100,490	85,017	85,017	85,017
410-2126-533.48-01	ADVERTISEMENT-LEGAL, OTHER	1,240	-	-	-
410-2126-533.49-05	LICNSES/TAXES/CERTIFICTNS	200	1,602	1,602	1,602
410-2126-533.51-00	OFFICE SUPPLIES	88	250	250	250
410-2126-533.52-01	OPERATING SUPPLIES MISC.	241,484	515,552	883,428	515,315
410-2126-533.52-03	GASOLINE & OIL	44,666	21,100	21,100	21,100
410-2126-533.52-04	UNIFORMS & ACCESSORIES	7,248	10,950	10,950	10,950
410-2126-533.54-01	DUES & SUBSCRIPTIONS	1,436	2,500	2,500	2,500
410-2126-533.54-02	SEMINARS & COURSES	1,315	2,356	2,356	2,356
	TOTAL OPERATING EXPENDITURES	1,385,636	1,749,849	2,117,725	1,740,759
410-2126-533.62-00	BUILDING	31,784	-	67,524	-
410-2126-533.63-00	IMPROVEMENTS O/T BUILDING	76,347	718,500	1,955,427	837,000
410-2126-533.64-00	MACHINERY & EQUIPMENT	130,168	158,000	248,273	57,000
	TOTAL CAPITAL OUTLAY	238,299	876,500	2,271,224	894,000
	TOTAL DISTRIBUTION DIVISION	2,337,048	3,539,478	5,302,078	3,596,172



PUBLIC SERVICES DEPARTMENT

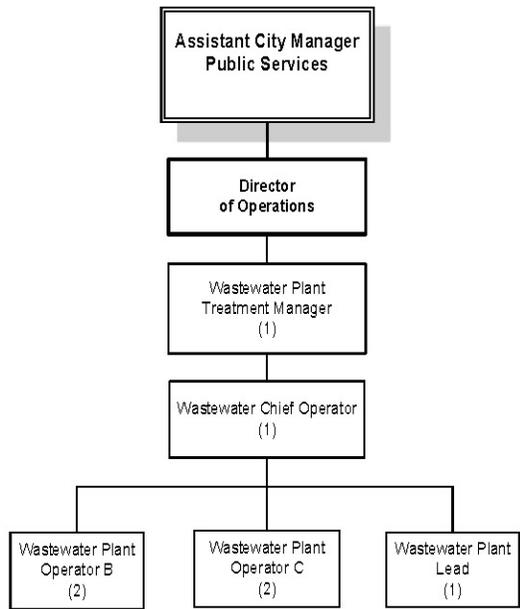
WASTEWATER & RECLAIMED WATER DIVISION

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: 7



FY 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER INDICATOR			
Water Conservation Household Participation Index *	93%	85%	95%↑
OPERATIONAL INDICATORS			
Preventive Maintenance to Production (Dollars per Hour)	\$36.09	\$30.81	≤ \$40.00↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$0.02	\$0.04	≤ \$.04↓
Treatment Operating and Maintenance Cost per Service Connection	\$144.37	\$193.77	≤ \$250.00↓
Number of Odor Complaints (Wastewater Treatment Plant)	4	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
% Pump and Motor Failures	7.1%	5.06%	≤ 5%↓
Pump and Motor Maintenance Rate	80%	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)	85,621	85,853	87,500↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** 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 2023/2024 BUDGET
UTILITIES OPERATING FUND
WASTEWATER DIVISION EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2117-535.12-00 SALARIES REGULAR	289,075	433,766	433,766	443,204
410-2117-535.14-00 SALARIES OVERTIME 1.5	64,491	20,380	20,380	20,380
410-2117-535.21-00 FICA TAXES	25,942	34,742	34,742	35,464
410-2117-535.22-00 RETIREMENT CONTRIBUTION	46,499	70,801	70,801	87,339
410-2117-535.23-00 EMPLOYEE GROUP INSURANCE	65,535	84,248	84,248	106,183
410-2117-535.24-00 WORKERS COMP INSURANCE	6,042	7,118	7,118	8,157
410-2117-535.26-00 OTHER POST EMPLOYMENT BENEFITS	23,331	45,233	45,233	24,731
410-2117-535.27-00 PENSION EXPENSE	25,647	2,116	2,116	26,416
TOTAL PERSONAL SERVICES	546,562	698,405	698,405	751,875
410-2117-535.31-01 MISC PROFESSIONAL SERVICES	16,562	15,126	15,126	15,126
410-2117-535.31-04 ENGINEERING	2,451	-	-	-
410-2117-535.34-01 CONTRACTUAL SVCS MISC.	459,891	675,000	675,000	688,800
410-2117-535.34-02 LAWN MAINTENANCE	64,205	60,000	60,000	60,000
410-2117-535.34-06 JANITORIAL	10,729	10,000	10,000	15,000
410-2117-535.34-08 PERSONNEL SERVICES	-	5,200	5,200	5,200
410-2117-535.40-00 TRAVEL EXPENSES	1,516	2,880	2,880	2,880
410-2117-535.41-02 TELEPHONE	6,254	6,349	6,349	6,349
410-2117-535.41-03 RADIO	61	150	150	150
410-2117-535.41-04 INTERNET	7,890	5,400	5,400	5,400
410-2117-535.41-05 POSTAGE	9	200	200	200
410-2117-535.43-00 UTILITY SERVICES	610,564	540,100	540,100	540,100
410-2117-535.44-00 RENTALS & LEASES	175,426	264,000	264,000	187,747
410-2117-535.45-00 GENERAL INSURANCE	174,576	167,563	167,563	235,677
410-2117-535.46-01 REPAIRS & MAINTENANCE MISC.	8,632	15,000	15,000	15,000
410-2117-535.46-02 REPAIRS/MAINT-EQUIPMENT	291,078	240,000	345,000	240,000
410-2117-535.46-03 REPAIRS/MAINT-VEHICLES	4,646	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	-	11,548	11,548	11,548
410-2117-535.46-10 REPAIRS/MAINT-BUILDING	137,465	34,384	34,384	34,384
410-2117-535.48-01 ADVERTISEMENT-LEGAL & OTHER	2,200	3,500	3,500	3,500
410-2117-535.49-01 MISC OTHER CHARGES	500	-	-	-
410-2117-535.49-05 LICENSES & TAXES	7,290	7,500	7,500	7,500
410-2117-535.51-00 OFFICE SUPPLIES	228	1,075	1,075	1,075
410-2117-535.52-01 OPERATING SUPPLIES MISC.	29,692	30,000	30,000	30,000
410-2117-535.52-02 CHEMICALS	255,932	250,000	516,255	875,000
410-2117-535.52-03 GASOLINE & OIL	17,604	10,315	10,315	10,316
410-2117-535.52-04 UNIFORMS & ACCESSORIES	5,060	5,384	5,384	5,384
410-2117-535.52-05 LABORATORY SUPPLIES	9,615	10,000	10,000	10,000
410-2117-535.54-01 DUES & SUBSCRIPTIONS	-	550	550	550
410-2117-535.54-02 SEMINARS & COURSES	1,931	2,000	2,000	4,000
410-2117-535.54-03 EDUCATION REIMBURSEMENT	-	2,000	2,000	5,000
TOTAL OPERATING EXPENDITURES	2,302,007	2,381,717	2,752,972	3,022,379
410-2117-535.63-00 IMPROV OTHER THAN BUILDING	923,871	-	4,394,833	3,500,000
410-2117-535.64-00 MACHINERY & EQUIPMENT	50,929	-	325,844	-
TOTAL CAPITAL OUTLAY	974,800	-	4,720,677	3,500,000
TOTAL WASTEWATER	3,823,369	3,080,122	8,172,054	7,274,254



PUBLIC SERVICES DEPARTMENT

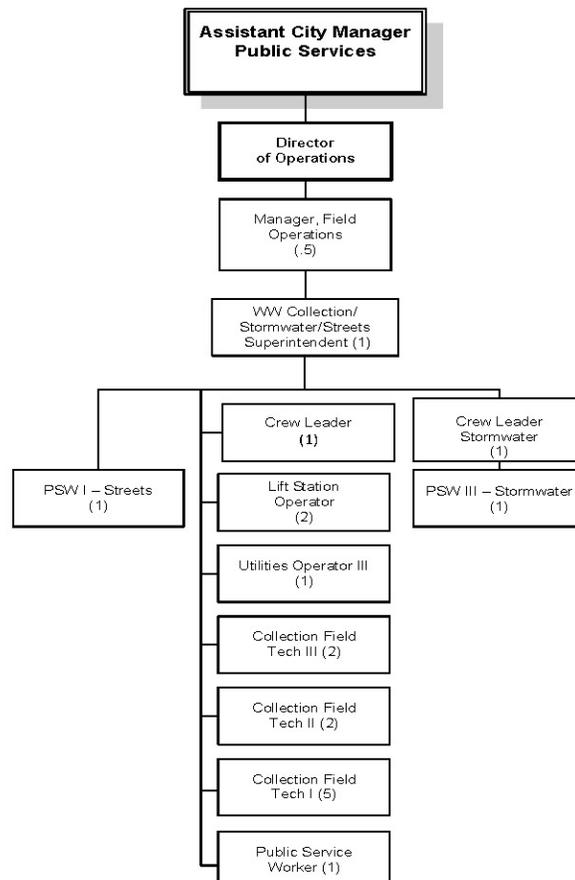
WASTEWATER/STORMWATER/STREETS DIVISION

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: 18.5



FY 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index **	86%	76%	88% ↑
Sewer Service Satisfaction Index **	91%	87%	93% ↑
Storm Water Drainage Satisfaction Index **	87%	85%	89% ↑
OPERATIONAL INDICATORS			
Volume of Pollutants Removed from Storm Water Drains (in tons)	579	554	1,275 ↑
# of Street Sweeping Miles Cleaned	7,764	8,249	8,750 ↑
% of Total Sewer Pipes Cleaned	21.2%	40.6%	40% ↑

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

% of Total Sewer Pipes TV Inspected	5.8%	4.3%	10%↑
Linear Feet of Sewer Pipes Cleaned	196,221	374,967	337,920↑
% of Total Storm Water Lines Inspected	0%	.95%	25%↑
Total Number of Flooding Incidents	3	0	0↓
% of Sewer Calls Responded to Within 45 Minutes	99.1%	99.4%	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 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
UTILITIES OPERATING FUND
COLLECTION DIVISION EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2127-535.12-00 SALARIES REGULAR	287,095	673,628	673,628	716,620
410-2127-535.14-00 SALARIES OVERTIME 1.5	93,157	46,478	46,478	46,478
410-2127-535.21-00 FICA TAXES	25,262	55,088	55,088	58,377
410-2127-535.22-00 RETIREMENT CONTRIBUTION	53,959	112,265	112,265	143,768
410-2127-535.23-00 EMPLOYEE GROUP INSURANCE	93,928	184,449	184,449	139,498
410-2127-535.24-00 WORKERS COMP INSURANCE	14,197	33,352	33,352	19,166
410-2127-535.26-00 OTHER POST EMPLOYMENT BENEFITS	24,581	47,353	47,353	26,056
410-2127-535.27-00 PENSION EXPENSE	40,509	5,116	5,116	41,724
TOTAL PERSONAL SERVICES	632,688	1,157,729	1,157,729	1,191,687
410-2127-535.31-04 ENGINEERING SERVICES	2,783	3,000	3,000	3,000
410-2127-535.31-06 MEDICAL	-	200	200	200
410-2127-535.34-01 CONTRACTUAL SVCS MISC.	110,564	92,243	92,243	542,243
410-2127-535.34-08 PERSONNEL	27,524	27,560	27,560	25,560
410-2127-535.40-00 TRAVEL EXPENSES	189	1,260	1,260	1,260
410-2127-535.41-02 TELEPHONE	7,976	12,500	12,500	12,500
410-2127-535.41-03 RADIO	122	300	300	300
410-2127-535.41-04 INTERNET SERVICES	4,230	3,530	3,530	3,530
410-2127-535.41-05 COMMUNICATIONS/FREIGHT-POSTAGE	21	100	100	100
410-2127-535.43-00 UTILITY SERVICES	128,391	106,488	106,488	106,488
410-2127-535.44-00 RENTALS AND LEASES	-	34,750	34,750	34,750
410-2127-535.45-00 GENERAL INSURANCE	59,994	60,304	60,304	80,992
410-2127-535.46-01 REPAIRS & MAINTENANCE MISC.	29	500	500	500
410-2127-535.46-02 REPAIRS/MAINT-EQUIPMENT	32,407	10,925	10,925	30,925
410-2127-535.46-03 REPAIRS/MAINT-VEHICLES	34,434	69,578	69,578	69,578
410-2127-535.46-04 REPAIRS/MAINT-LIFT STATIONS	319,955	344,178	344,178	422,137
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	70,166	254,067	254,067	289,905
410-2127-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	1,557	9,685	9,685	9,685
410-2127-535.46-07 UTILITY LINE	35,533	32,486	509,126	499,848
410-2127-535.46-10 BUILDING	9,824	9,824	9,824	9,824
410-2127-535.47-01 PRINTING & BINDING	751	200	200	200
410-2127-535.48-01 ADVERTISEMENT-LEGAL, OTHER	1,500	250	250	250
410-2127-535.49-05 LICENSES & TAXES	260	500	500	500
410-2127-535.51-00 OFFICE SUPPLIES	238	200	200	200
410-2127-535.52-01 OPERATING SUPPLIES MISC.	24,702	24,400	24,400	24,400
410-2127-535.52-02 CHEMICALS	4,631	6,500	6,500	6,500
410-2127-535.52-03 GASOLINE & OIL	59,125	26,500	26,500	26,500
410-2127-535.52-04 UNIFORMS & ACCESSORIES	8,515	11,450	11,450	11,450
410-2127-535.54-01 DUES AND SUBSCRIPTIONS	-	1,000	1,000	1,000
410-2127-535.54-02 SEMINARS & COURSES	3,840	4,500	4,500	4,500
410-2127-535.54-03 EDUCATION REIMBURSEMENT	-	-	-	-
TOTAL OPERATING EXPENDITURES	949,261	1,148,978	1,625,618	2,218,825
410-2127-535.62-00 BUILDING	108,311	-	16,427	-
410-2127-535.63-00 IMPROVEMENTS OTHER THAN BLDGS	260,816	550,000	2,126,758	2,072,000
410-2127-535.64-00 MACHINERY & EQUIPMENT	185,456	108,400	153,673	196,100
TOTAL CAPITAL OUTLAY	554,583	658,400	2,296,858	2,268,100
TOTAL COLLECTION DIVISION	2,136,532	2,965,107	5,080,205	5,678,612

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
UTILITIES OPERATING FUND
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
410-2132-537.12-00 SALARIES REGULAR	99,357	110,613	110,613	115,397
410-2132-537.14-00 SALARIES OVERTIME 1.5	1,529	411	411	411
410-2132-537.21-00 FICA TAXES	7,189	8,493	8,493	8,859
410-2132-537.22-00 RETIREMENT CONTRIBUTION	15,021	17,309	17,309	21,818
410-2132-537.23-00 EMPLOYEE GROUP INSURANCE	28,032	30,047	30,047	29,549
410-2132-537.24-00 WORKERS COMP INSURANCE	3,799	4,422	4,422	5,129
410-2132-537.26-00 OTHER POST EMPLOYMENT BENEFITS	5,393	11,304	11,304	5,717
410-2132-537.27-00 PENSION EXPENSE	9,038	563	563	9,309
TOTAL PERSONAL SERVICES	<u>169,358</u>	<u>183,162</u>	<u>183,162</u>	<u>196,189</u>
410-2132-537.40-00 TRAVEL EXPENSES	593	900	900	900
410-2132-537.41-02 COMMUNICATIONS/FREIGHT-PHONE	1,788	800	800	1,800
410-2132-537.41-03 RADIO	15	-	-	-
410-2132-537.41-05 POSTAGE	4,095	4,950	4,950	4,950
410-2132-537.44-00 RENTALS & LEASES	689	-	-	2,000
410-2132-537.45-00 GENERAL INSURANCE	109	109	109	147
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	700	1,750	1,750	1,750
410-2132-537.46-06 COMPUTER HARDWARE	-	14,324	14,324	14,324
410-2132-537.47-01 PRINTING & BINDING	4,878	2,530	2,530	5,030
410-2132-537.48-01 PROMOTIONAL-ADVERTISEMENTS	-	4,100	4,100	4,100
410-2132-537.48-02 PROMOTIONAL-PROMOTIONAL ITEMS	15,533	14,317	14,317	14,317
410-2132-537.49-05 LICENSES & TAXES	-	100	100	100
410-2132-537.51-00 OFFICE SUPPLIES	44	300	300	300
410-2132-537.52-01 OPERATING SUPPLIES-MISCELLANEOUS	850	1,500	1,500	1,500
410-2132-537.52-03 GASOLINE & OIL	-	2,500	2,500	2,500
410-2132-537.52-04 UNIFORMS & ACCESSORIES	1,060	750	750	1,000
410-2132-537.54-01 DUES AND SUBSCRIPTIONS	798	700	700	800
410-2132-537.54-02 SEMINARS & COURSES	1,021	840	840	840
TOTAL OPERATING EXPENDITURES	<u>32,371</u>	<u>51,860</u>	<u>51,860</u>	<u>57,748</u>
TOTAL ENVIRONMENTAL SERVICES DIVISION	<u>201,729</u>	<u>235,022</u>	<u>235,022</u>	<u>253,937</u>

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 UTILITIES OPERATING FUND EXPENDITURES
 DEPRECIATION**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2190-536.59-01 DEPRECIATION BUILDING	131,603	-	-	-
410-2190-536.59-02 DEPRECIATION IMPROVEMENTS	6,025,688	-	-	-
410-2190-536.59-03 DEPRECIATION EQUIPMENT	493,184	-	-	-
TOTAL OPERATING EXPENDITURES	6,650,475	-	-	-
TOTAL DEPRECIATION	<u>6,650,475</u>	-	-	-
TOTAL UTILITIES OPERATING FUND	<u>18,396,792</u>	<u>15,013,577</u>	<u>26,572,487</u>	<u>20,689,980</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
UTILITIES IMPACT FEES FUND REVENUES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
411-2116-324.21-00 RESIDENTIAL-PHYSICAL ENVR	120,976	125,116	125,116	13,575
411-2116-324.22-00 COMMERCIAL-PHYSICAL ENVIR	165,036	67,911	67,911	161,888
411-2117-324.21-00 RESIDENTIAL-PHYSICAL ENVR	97,521	103,069	103,069	12,369
411-2117-324.22-00 COMMERCIAL-PHYSICAL ENVIR	198,793	90,122	90,122	185,685
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	582,326	386,218	386,218	373,517
411-2116-361.10-00 INTEREST	6,019	4,697	4,697	13,868
411-2116-361.30-00 INCR(DECR) IN FV OF INVST	(37,156)	-	-	-
TOTAL INVESTMENTS	(31,137)	4,697	4,697	13,868
411-2116-363.23-01 IMPACT FEES WATER SRVC	43,440	48,198	48,198	30,408
411-2116-363.23-02 IMPACT FEES SEWER SRVC	28,378	27,418	27,418	19,865
TOTAL MISCELLANEOUS REVENUES	71,818	75,616	75,616	50,273
411-2116-399.99-99 USE OF FUND BALANCE-WATER	-	-	369,297	-
TOTAL NON-OPERATING REVENUES	-	-	369,297	-
TOTAL UTILITIES IMPACT FEES FUND	623,007	466,531	835,828	437,658

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
UTILITIES IMPACT FEE FUND EXPENDITURES**

		<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>WATER DIVISION</u>					
411-2116-517.72-00	INTEREST	9,525	6,141	6,141	2,665
	TOTAL DEBT SERVICE	9,525	6,141	6,141	2,665
411-2116-599.99-99	CARRYFORWARD FUND BALANCE	317,168	117,199	117,199	236,939
	TOTAL DEBT SERVICE	317,168	117,199	117,199	236,939
	TOTAL WATER DIVISION	326,693	123,340	123,340	239,604
411-2117-517.72-00	INTEREST	55,045	39,257	39,257	17,054
411-2117-599.99-99	CARRYFORWARD FUND BALANCE	241,269	153,934	153,934	181,000
	TOTAL DEBT SERVICE	296,314	193,191	193,191	198,054
	TOTAL WASTEWATER DIVISION	296,314	193,191	193,191	198,054
<u>DISTRIBUTION DIVISION</u>					
411-2126-533.63-00	IMPROV OTHER THAN BUILDING	-	150,000	519,297	-
	TOTAL CAPITAL OUTLAY	-	150,000	519,297	-
	TOTAL DISTRIBUTION DIVISION	-	150,000	519,297	-
	TOTAL UTILITIES IMPACT FEES FUND	623,007	466,531	835,828	437,658

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES**

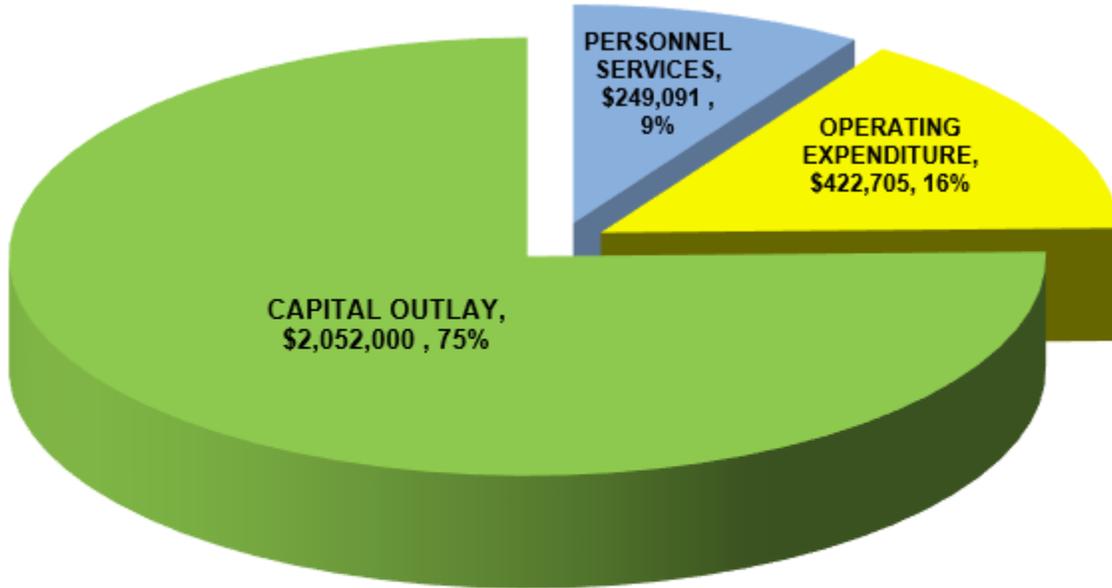
		<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
412-2116-381.41-00	INTERFUND TRANSFER	-	225,000	225,000	-
	TOTAL NON-OPERATING REVENUES	-	225,000	225,000	-
	TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND	-	225,000	225,000	-

**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES**

		<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
<u>WATER DIVISION</u>					
412-2116-533.63-00	IMPROV OTHER THAN BUILDING	-	50,000	50,000	-
	TOTAL CAPITAL OUTLAY	-	50,000	50,000	-
	TOTAL WATER DIVISION	-	50,000	50,000	-
<u>WASTE WATER DIVISION</u>					
412-2117-535.63-00	IMPROV OTHER THAN BUILDING	-	100,000	100,000	-
	TOTAL CAPITAL OUTLAY	-	100,000	100,000	-
	TOTAL WASTE WATER DIVISION	-	100,000	100,000	-
<u>COLLECTION DIVISION</u>					
412-2127-535.63-00	IMPROV OTHER THAN BUILDING	-	75,000	75,000	-
	TOTAL CAPITAL OUTLAY	-	75,000	75,000	-
	TOTAL COLLECTION DIVISION	-	75,000	75,000	-
	TOTAL UTILITIES RENEWAL & REPLACEMENT FUND	-	225,000	225,000	-

- STORMWATER -

STORMWATER FUND EXPENDITURES BY USE



Personnel	\$ 249,091
Operating	422,705
Capital	<u>2,055,000</u>
Total	\$ 2,723,796

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
STORMWATER OPERATING FUND REVENUES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
420-2618-329.00-00 STORMWATER	2,264,440	2,329,846	2,329,846	2,438,936
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,264,440	2,329,846	2,329,846	2,438,936
420-2618-361.10-00 INTEREST	30,397	19,395	19,395	59,955
420-2618-361.30-00 INCR(DECR) IN OF INVESTMENT	(196,520)	-	-	-
420-2618-361.40-00 GAIN/LOSS SALE OF INVESTMENT	(14,328)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	(180,451)	19,395	19,395	59,955
420-2618-364.00-00 DISPOSITION / FIXED ASSETS	24,327	-	-	-
TOTAL MISCELLANEOUS REVENUES	24,327	-	-	-
420-2618-381.00-00 INTERFUND TRANSFER	-	56,775	56,775	55,430
420-2618-389.40-00 OTHER GRANTS & DONATIONS	84,052	-	-	-
TOTAL NON-OPERATING REVENUES	84,052	56,775	56,775	55,430
420-2618-399.99-99 USE OF FUND BALANCE	1,334,912	-	2,007,839	169,476
TOTAL OTHER SOURCES	1,334,912	-	2,007,839	169,476
TOTAL STORMWATER OPERATING FUND	3,527,280	2,406,016	4,413,855	2,723,797

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
STORMWATER OPERATING FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>	
<u>STORMWATER OPERATING DIVISION</u>					
420-2618-538.12-00	SALARIES REGULAR	106,407	155,319	155,319	158,710
420-2618-538.14-00	OVERTIME	16,110	15,878	15,878	15,878
420-2618-538.21-00	FICA TAXES	8,920	13,097	13,097	13,356
420-2618-538.22-00	RETIREMENT CONTRIBUTION	17,509	26,690	26,690	32,892
420-2618-538.23-00	EMPLOYEE GROUP INSURANCE	9,350	12,163	12,163	11,514
420-2618-538.24-00	WORKERS COMP INSURANCE	4,083	4,428	4,428	5,512
420-2618-538.26-00	OTHER POST EMPLOYMENT BENEFITS	4,705	12,244	12,244	4,987
420-2618-538.27-00	PENSION EXPENSE	6,060	1,152	1,152	6,242
	TOTAL PERSONAL SERVICES	173,144	240,970	240,970	249,091
420-2618-538.31-01	MISCELLANEOUS PROFESSIONAL SVCS	-	500	500	500
420-2618-538.31-04	ENGINEERING	11,545	25,500	75,500	25,500
420-2618-538.31-06	MEDICAL	-	147	147	147
420-2618-538.32-00	ACCOUNTING AND AUDIT	1,606	2,500	2,500	2,500
420-2618-538.34-01	CONTRACTUAL SVCS MISC.	139,654	110,710	110,710	118,460
420-2618-538.34-08	PERSONNEL SERVICES	549	1,641	1,641	1,641
420-2618-538.34-12	TIPPING FEES	34,926	42,817	42,817	42,817
420-2618-538.40-00	TRAVEL AND PER DIEM	153	934	934	934
420-2618-538.41-02	TELEPHONE SERVICES	110	300	300	300
420-2618-538.41-03	RADIO	46	100	100	100
420-2618-538.41-04	INTERNET	937	-	-	-
420-2618-538.43-00	WATER/SEWER UTILITIES	-	200	200	200
420-2618-538.44-00	RENTALS AND LEASES	13,421	21,210	21,210	15,210
420-2618-538.45-00	GENERAL INSURANCE	5,670	5,470	5,470	7,656
420-2618-538.46-01	REPAIRS & MAINTENANCE MISC.	-	500	500	500
420-2618-538.46-02	REPAIRS/MAINT-EQUIPMENT	15,316	19,092	19,092	19,092
420-2618-538.46-03	REPAIRS/MAINT-VEHICLES	34,782	31,553	31,553	31,553
420-2618-538.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	-	1,000	1,000	1,000
420-2618-538.46-07	REPAIRS/MAINT-UTILITY LINES	1,481	7,750	7,750	7,750
420-2618-538.48-01	ADVERTISING	1,326	-	-	-
420-2618-538.48-02	PROMOTIONAL ITEMS	-	500	500	500
420-2618-538.49-02	MANAGEMENT FEES	124,170	134,434	134,434	101,780
420-2618-538.49-05	LICENSES & TAXES	1,155	3,000	3,000	3,000
420-2618-538.51-00	OFFICE SUPPLIES	60	100	100	100
420-2618-538.52-01	OPERATING SUPPLIES MISC.	18,039	8,100	8,100	16,610
420-2618-538.52-02	CHEMICALS	5,239	6,562	6,562	6,562
420-2618-538.52-03	GASOLINE & OIL	21,884	14,896	14,896	14,896
420-2618-538.52-04	UNIFORMS	847	1,300	1,300	1,300
420-2618-538.54-01	MEMBERSHIP DUES	800	741	741	741
420-2618-538.54-02	SEMINARS AND COURSES	-	1,356	1,356	1,356
	TOTAL OPERATING EXPENDITURES	433,716	442,913	492,913	422,705

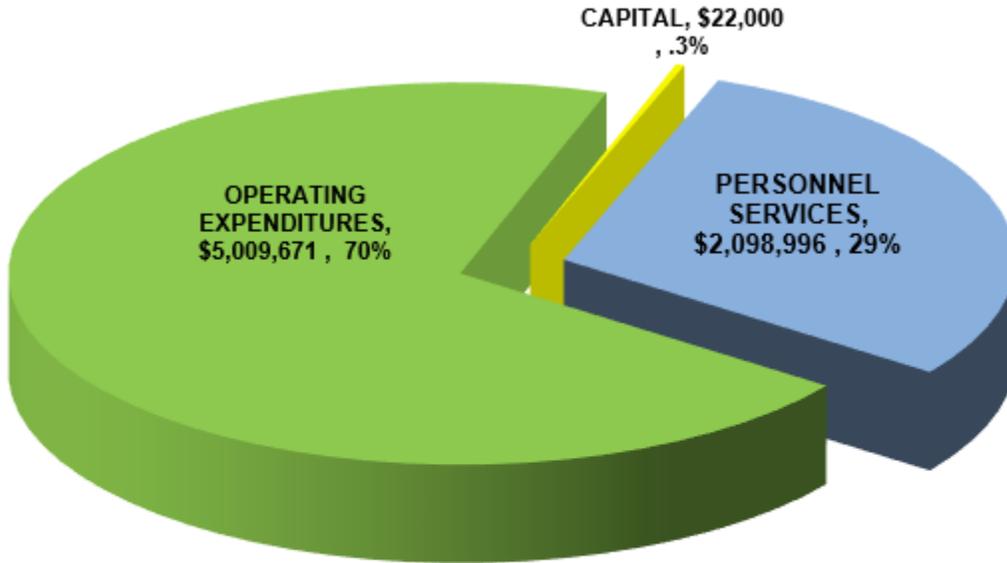
420-2618-538.62-00	BUILDING	99,000	-	124,738	-
420-2618-538.63-00	OTHER IMPROVEMENTS	1,724,897	850,000	3,008,684	2,035,500
420-2618-538.64-00	CAPITAL EQUIPMENT	170,637	395,000	546,549	16,500
	TOTAL CAPITAL OUTLAY	1,994,534	1,245,000	3,679,971	2,052,000
420-2618-599.99-99	CARRYFORWARD FUND BALANCE	-	477,133	-	-
	TOTAL OTHER USES	-	477,133	-	-
	TOTAL STORMWATER OPERATING	2,601,394	2,406,016	4,413,854	2,723,796
	STORMWATER DEPRECIATION				
420-2690-538.59-02	DEPRECIATION IMPROVEMENTS	794,382	-	-	-
420-2690-538.59-03	DEPRECIATION EQUIPMENT	131,504	-	-	-
	TOTAL OPERATING EXPENDITURES	925,886	-	-	-
	TOTAL STORMWATER DEPRECIATION	925,886	-	-	-
	TOTAL STORMWATER OPERATING FUND	3,527,280	2,406,016	4,413,854	2,723,796

- SOLID WASTE -

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
SOLID WASTE OPERATING FUND REVENUES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
430-3134-331.34-00 FEDERAL GRANTS	97,006	-	-	-
430-3134-334.34-00 STATE GRANTS	5,378	-	-	-
TOTAL GRANTS	102,384	-	-	-
430-3134-343.41-01 RESIDENTIAL	3,571,284	4,179,790	4,179,790	4,442,466
430-3134-343.41-02 COMMERCIAL	2,038,643	2,418,159	2,418,159	2,596,981
430-3134-343.41-03 COMMERCIAL RECYCLING	100,400	125,600	125,600	98,933
430-3134-343.41-04 EXTRA CHARGES	8,999	7,350	7,350	9,486
430-3134-343.42-03 CONTAINER USER FEE / RECYCLE	12,249	26,250	26,250	3,385
TOTAL CHARGES FOR SERVICES	5,731,575	6,757,149	6,757,149	7,151,251
430-3134-361.10-00 INTEREST	6,644	12,777	12,777	11,500
430-3134-361.30-00 INCR(DECR) IN FV OF INVST	(118,558)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	(111,914)	12,777	12,777	11,500
430-3134-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	13,362	13,465	13,465	12,916
TOTAL MISCELLANEOUS REVENUES	13,362	13,465	13,465	12,916
430-3134-399.99-99 USE OF FUND BALANCE	1,237,038	-	-	-
TOTAL OTHER SOURCES	1,237,038	-	-	-
TOTAL SOLID WASTE OPERATING FUND REVENUES	<u>6,972,445</u>	<u>6,783,391</u>	<u>6,783,391</u>	<u>7,175,667</u>

SOLID WASTE FUND EXPENDITURES BY USE



Personnel	\$ 2,098,996
Operating	5,009,671
Capital	<u>22,000</u>
Total	\$ 7,130,667



PUBLIC SERVICES DEPARTMENT

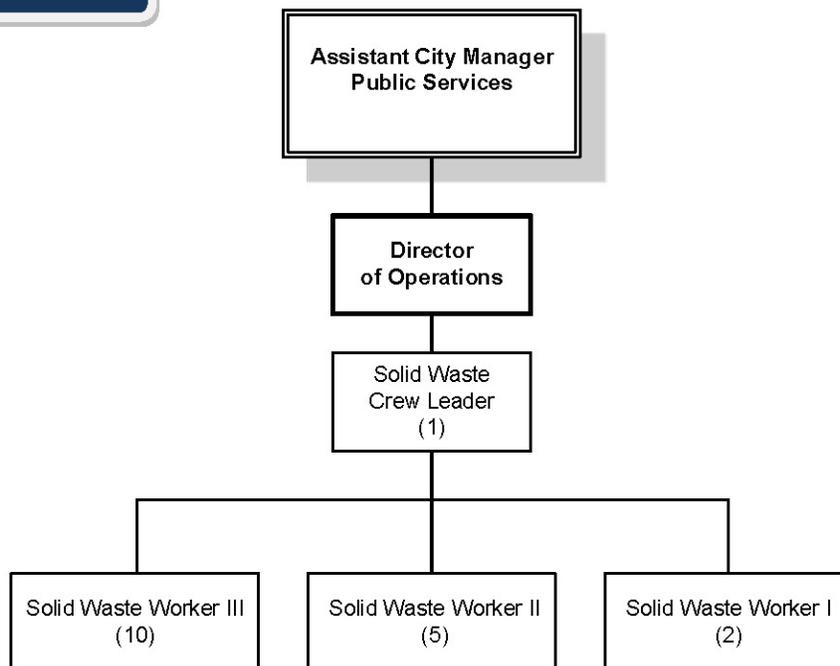
SOLID WASTE DIVISION

BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p>MISSION STATEMENT: Provide responsive as well as efficient collection and disposal of solid waste.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Collection and removal of solid waste materials <ul style="list-style-type: none"> ○ Residential/Commercial garbage ○ Recyclables ○ Yard Waste
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • 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 increased significantly 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • The OC landfill will continue to accept solid waste from the City of Winter Garden • OC tipping fees will increase by 12% YOY for the next three years. • To realize a another significant increase in recycling disposal cost due to market conditions and inflationary effects on processing cost - will now cost \$120 per ton • Vehicles and equipment will be properly maintained in a timely manner • Public will comply with disposal requirements

Organizational Structure

FTE: 18



FY 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
FINANCIAL INDICATOR			
Garbage Collection Satisfaction Index **	94%	92%	97%↑
Recycling Service Satisfaction Index **	84%	84%	90%↑
Yard Waste Pick-up Satisfaction Index **	96%	88%	97%↑
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	\$151.76	\$175.25	\$170.00↓
OPERATIONAL INDICATORS			
% Residents Recycled at Home Participation Index **	89%	88%	91%↑
Number of Commercial Accounts Recycling	70	71	75↑
Recycled Waste as a % of Total Waste	9.3%	8.9%	12.5%↑
Tonnage of Recycle Waste per 1,000 Residents	61	54	70↑
Tonnage of Commercial Solid Waste Refuse per Service Account	18.5	17.96	19↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	315	301	315↓
Tonnage per Trip	10.3	9.9	11.0↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
SOLID WASTE OPERATING FUND**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
<u>SOLID WASTE OPERATING DIVISION</u>				
430-3134-534.12-00 SALARIES REGULAR	870,043	981,321	981,321	1,024,636
430-3134-534.14-00 OVERTIME	317,522	235,019	235,019	241,973
430-3134-534.21-00 FICA TAXES	86,074	93,050	93,050	96,896
430-3134-534.22-00 RETIREMENT CONTRIBUTION	173,745	189,627	189,627	238,629
430-3134-534.23-00 EMPLOYEE GROUP INSURANCE	173,020	225,303	225,303	233,577
430-3134-534.24-00 WORKERS COMP INSURANCE	55,694	105,341	105,341	75,188
430-3134-534.26-00 OTHER POST EMPLOYMENT BENEFITS	48,154	58,794	58,794	51,043
430-3134-534.27-00 PENSION EXPENSE	133,062	27,890	27,890	137,054
TOTAL PERSONAL SERVICES	1,857,314	1,916,345	1,916,345	2,098,996
430-3134-534.31-01 PROFESSIONAL SERVICE MISC.	72	1,000	1,000	1,000
430-3134-534.31-06 MEDICAL	-	500	500	500
430-3134-534.32-00 ACCOUNTING AND AUDIT	1,824	2,750	2,750	2,750
430-3134-534.34-01 CONTRACTUAL SVCS MISC.	3,133	3,000	3,000	3,000
430-3134-534.34-06 JANITORIAL	3,166	3,200	3,200	3,200
430-3134-534.34-08 PERSONNEL	415,084	407,610	407,610	379,288
430-3134-534.34-12 TIPPING FEES	1,808,254	1,849,959	1,849,959	2,049,034
430-3134-534.40-00 TRAVEL AND PER DIEM	3,081	-	-	-
430-3134-534.41-02 TELEPHONE	5,215	4,000	4,000	4,551
430-3134-534.41-03 RADIO	214	215	215	215
430-3134-534.41-04 INTERNET SERVICES	10,797	6,700	6,700	6,700
430-3134-534.44-00 RENTALS & LEASES	104,000	195,500	195,500	823,796
430-3134-534.45-00 GENERAL INSURANCE	111,064	73,516	73,516	149,936
430-3134-534.46-02 REPAIRS/MAINT-EQUIPMENT	-	2,500	2,500	4,000
430-3134-534.46-03 REPAIRS/MAINT-VEHICLES	557,186	575,150	575,150	575,150
430-3134-534.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	-	1,000	1,000	1,000
430-3134-534.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	10,196	9,114	9,114	9,114
430-3134-534.46-10 BUILDING	27,861	26,881	26,881	26,881
430-3134-534.47-01 PRINTING & BINDING MISC.	1,158	8,700	8,700	8,700
430-3134-534.48-01 PROMOTIONAL-ADVERTISEMENTS	1,101	600	600	600
430-3134-534.48-02 PROMOTIONAL ITEMS	2,443	2,500	2,500	2,500
430-3134-534.49-02 MANAGEMENT FEES	360,498	341,415	341,415	311,176
430-3134-534.49-05 LICENSES & TAXES	642	400	400	400
430-3134-534.51-00 OFFICE SUPPLIES	592	500	500	500
430-3134-534.52-01 OPERATING SUPPLIES MISC.	258,267	237,604	237,604	245,271
430-3134-534.52-02 CHEMICALS	633	4,750	4,750	4,750
430-3134-534.52-03 GAS & OIL	367,200	377,378	377,378	377,378
430-3134-534.52-04 UNIFORMS AND ACCESSORIES	14,221	17,486	17,486	17,486
430-3134-534.54-01 DUES & SUBSCRIPTIONS	223	795	795	795
430-3134-534.54-02 SEMINARS AND COURSES	-	1,495	1,495	-
TOTAL OPERATING EXPENDITURES	4,068,125	4,156,218	4,156,218	5,009,671

430-3134-534.62-00	BUILDING	120,060	-	-	-
430-3134-534.63-00	IMPROVEMENTS OTHER THAN BLDG	13,481	-	11,250	22,000
430-3134-534.64-00	MACHINERY & EQUIPMENT	249,289	285,000	526,510	-
	TOTAL CAPITAL OUTLAY	382,830	285,000	537,760	22,000
430-3134-599.99-99	CARRYFORWARD FUND BALANCE	-	425,828	173,068	45,000
	TOTAL OTHER USES	-	425,828	173,068	45,000
	TOTAL SOLID WASTE OPERATING	6,308,269	6,783,391	6,783,391	7,175,667
	<u>SOLID WASTE DEPRECIATION</u>				
430-3190-534.59-91	DEPRECIATION BUILDING	26,175	-	-	-
430-3190-534.59-92	DEPRECIATION IMPROVEMENTS	14,062	-	-	-
430-3190-534.59-93	DEPRECIATION EQUIPMENT	623,939	-	-	-
	TOTAL OPERATING EXPENDITURES	664,176	-	-	-
	TOTAL SOLID WASTE DEPRECIATION	664,176	-	-	-
	TOTAL SOLID WASTE OPERATING FUND	6,972,445	6,783,391	6,783,391	7,175,667

- TRAILER CITY -

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
TRAILER CITY FUND REVENUES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
450-3657-361.10-00 INTEREST	290	250	250	250
TOTAL INTEREST AND OTHER EARNINGS	290	250	250	250
450-3657-362.45-00 RENTALS	264,108	260,551	260,551	264,259
TOTAL CHARGES FOR SERVICES	264,108	260,551	260,551	264,259
450-3657-369.90-00 OTHER MISC REVENUES	25	-	-	250
450-3657-369.91-00 COIN LAUNDRY SERVICE	4,910	4,106	4,106	4,947
TOTAL MISCELLANEOUS REVENUES	4,935	4,106	4,106	5,197
450-3657-399.99-99 USE OF FUND BALANCE	39,632	-	1,918	43,702
TOTAL OTHER SOURCES	39,632	-	1,918	43,702
TOTAL TRAILER CITY FUND	308,965	264,907	266,825	313,408

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
TRAILER CITY FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
TRAILER CITY OPERATING				
450-3657-539.12-00 SALARIES REGULAR	105,620	112,235	112,235	118,138
450-3657-539.21-00 FICA TAXES	7,890	7,604	7,604	8,363
450-3657-539.22-00 RETIREMENT CONTRIBUTION	15,547	17,497	17,497	22,257
450-3657-539.23-00 EMPLOYEE GROUP INSURANCE	18,817	21,231	21,231	23,244
450-3657-539.24-00 WORKERS COMP INSURANCE	2,471	2,876	2,876	3,336
450-3657-539.26-00 OTHER POST EMPLOYMENT BENEFITS	5,824	14,629	14,629	6,173
450-3657-539.27-00 PENSION EXPENSE	36,366	1,003	1,003	37,457
TOTAL PERSONAL SERVICES	192,535	177,075	177,075	218,969
450-3657-539.31-02 LEGAL	1,004	1,000	1,000	1,500
450-3657-539.32-00 ACCOUNTING AND AUDIT	1,244	2,000	2,000	2,000
450-3657-539.34-01 CONTRACTUAL SVCS MISC.	1,417	4,000	4,000	4,000
450-3657-539.34-06 JANITORIAL SERVICES	112	2,000	2,000	1,500
450-3657-539.41-02 TELEPHONE	1,966	2,000	2,000	2,000
450-3657-539.41-04 INTERNET	1,170	1,500	1,500	1,500
450-3657-539.41-05 POSTAGE	7	100	100	100
450-3657-539.43-00 UTILITY SERVICES	6,922	5,000	5,000	10,000
450-3657-539.45-00 GENERAL INSURANCE	3,106	2,722	2,722	4,193
450-3657-539.46-02 REPAIRS/MAINT-EQUIPMENT	2,054	3,000	3,000	3,000
450-3657-539.46-03 REPAIRS/MAINT-VEHICLES	750	1,500	1,500	1,500
450-3657-539.46-06 REPAIRS/MAINT-HARDWARE	8,227	4,500	4,500	4,500
450-3657-539.46-10 REPAIRS/MAINT-BUILDING	8,674	3,500	3,500	3,500
450-3657-539.49-02 MANAGEMENT FEES	9,876	7,055	7,055	9,773
450-3657-539.49-05 LICENSES & TAXES	38,352	41,023	41,023	41,023
450-3657-539.51-00 OFFICE SUPPLIES	723	550	550	550
450-3657-539.52-01 OPERATING SUPPLIES MISC.	585	1,000	1,000	1,000
450-3657-539.52-03 GASOLINE & OIL	1,274	1,800	1,800	1,800
450-3657-539.52-04 UNIFORMS & ACCESSORIES	1,153	1,500	1,500	1,000
TOTAL OPERATING EXPENDITURES	88,616	85,750	85,750	94,439
450-3657-539.63-00 IMPROV OTHER THAN BUILDING	-	-	4,000	-
TOTAL CAPITAL OUTLAY	-	-	4,000	-
450-3657-599.99-99 CARRYFORWARD FUND BALANCE	-	2,082	-	-
TOTAL OTHER USES	-	2,082	-	-
TOTAL TRAILER CITY OPERATING	281,151	264,907	266,825	313,408
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	772	-	-	-
TOTAL OPERATING EXPENDITURES	27,814	-	-	-
TOTAL TRAILER CITY DEPRECIATION	27,814	-	-	-
TOTAL TRAILER CITY FUND	308,965	264,907	266,825	313,408

FIDUCIARY FUNDS

GENERAL EMPLOYEE PENSION FUND

—

POLICE OFFICERS' AND FIREFIGHTERS'
PENSION FUND

Fiduciary Funds

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL EMPLOYEE PENSION FUND REVENUES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-361.10-00 INTEREST	196,012	166,359	166,359	269,971
610-0000-361.20-00 DIVIDENDS	716,564	576,635	576,635	499,180
610-0000-361.30-00 INC (DEC) IN FAIR VALUE OF INVEST	(6,827,011)	3,176,086	3,176,086	6,161,520
610-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	(94,726)	90,404	90,404	58,516
TOTAL INTEREST AND OTHER EARNINGS	(6,009,161)	4,009,484	4,009,484	6,989,187
610-0000-368.00-00 EMPLOYER CONTRIBUTIONS	1,544,341	1,458,736	1,458,736	1,906,778
610-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	248,766	253,309	253,309	290,795
610-0000-369.90-00 OTHER MISCELLANEOUS REVENUES	2,087	777	777	6,256
TOTAL MISCELLANEOUS REVENUES	1,795,194	1,712,822	1,712,822	2,203,829
610-0000-399.99-99 USE OF FUND BALANCE	6,448,380	-	-	-
TOTAL OTHER SOURCES	6,448,380	-	-	-
TOTAL GENERAL EMPLOYEE PENSION FUND	<u>2,234,413</u>	<u>5,722,306</u>	<u>5,722,306</u>	<u>9,193,015</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL EMPLOYEE PENSION FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-513.31-01 PROF SVCS MISC.	6,480	17,838	17,838	14,170
610-0000-513.31-02 LEGAL	8,118	8,890	8,890	8,200
610-0000-513.31-03 INVESTMENT COUNSEL	124,904	135,923	135,923	127,182
610-0000-513.34-01 CONTRACT SVCS MISC	17,971	20,333	20,333	15,016
610-0000-513.40-00 TRAVEL AND PER DIEM	-	-	-	-
610-0000-513.45-00 INSURANCE	6,539	6,931	6,931	6,540
610-0000-513.49-06 RETIREMENT CONTRB REFUNDED	34,754	27,944	27,944	32,790
610-0000-513.54-01 DUES AND SUBSCRIPTIONS	750	657	657	795
610-0000-513.54-02 SEMINARS AND COURSES	1,175	300	300	300
610-0000-518.36-00 PENSION BENEFITS	<u>2,033,722</u>	<u>2,163,852</u>	<u>2,163,852</u>	<u>2,135,408</u>
TOTAL OPERATING EXPENDITURES	<u>2,234,413</u>	<u>2,382,668</u>	<u>2,382,668</u>	<u>2,340,401</u>
610-0000-599.99-99 CARRYFORWARD FUND BALANCE	-	<u>3,339,638</u>	<u>3,339,638</u>	<u>6,852,614</u>
TOTAL OTHER USES	-	<u>3,339,638</u>	<u>3,339,638</u>	<u>6,852,614</u>
TOTAL GENERAL EMPLOYEE PENSION FUND	<u>2,234,413</u>	<u>5,722,306</u>	<u>5,722,306</u>	<u>9,193,015</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES**

	<u>2022 ACTUAL</u>	<u>2023 ORIGINAL BUDGET</u>	<u>2023 AMENDED BUDGET</u>	<u>2024 ADOPTED BUDGET</u>
620-0000-312.51-00 FIRE INSURANCE PREMIUM	383,179	414,757	414,757	421,497
620-0000-312.52-00 CASUALTY INS PREMIUM TAX	505,808	540,336	540,336	556,389
TOTAL INTERGOVERNMENTAL	888,987	955,093	955,093	977,886
620-0000-361.10-00 INTEREST	265,862	220,251	220,251	431,713
620-0000-361.20-00 DIVIDENDS	1,174,565	975,979	975,979	765,109
620-0000-361.30-00 INCR / (DEC) ON FV OF INV	(10,374,329)	5,537,306	5,537,306	9,346,145
620-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	(124,810)	(54,064)	(54,064)	(58,611)
TOTAL INTEREST AND OTHER EARNINGS	(9,058,712)	6,679,472	6,679,472	10,484,357
620-0000-368.01-00 EMPLOYER CONTRIBUTIONS	1,081,096	1,476,336	1,476,336	2,078,554
620-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	386,276	361,816	361,816	519,859
620-0000-369.90-00 OTHER	2,163	5	5	5
TOTAL MISCELLANEOUS REVENUES	1,469,535	1,838,157	1,838,157	2,598,418
620-0000-399.99-99 USE OF FUND BALANCE	9,145,367	-	-	-
TOTAL OTHER SOURCES	9,145,367	-	-	-
TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND	<u>2,445,177</u>	<u>9,472,722</u>	<u>9,472,722</u>	<u>14,060,661</u>

**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2023</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2024</u> <u>ADOPTED</u> <u>BUDGET</u>
620-0000-513.31-01 ACTUARIAL SERVICE	31,779	15,391	15,391	33,686
620-0000-513.31-02 LEGAL	18,462	27,434	27,434	19,570
620-0000-513.31-03 INVESTMENT COUNSEL	190,006	179,723	179,723	201,406
620-0000-513.34-01 CONTRACT SVCS MISC	44,318	69,125	69,125	46,977
620-0000-513.40-00 TRAVEL AND PER DIEM	-	651	651	500
620-0000-513.45-00 GENERAL INSURANCE	10,303	5,295	5,295	5,295
620-0000-513.49-06 RTRMT CONTRB REFUNDED	56,363	31,420	31,420	83,165
620-0000-513.54-01 DUES AND SUBSCRIPTIONS	750	750	750	1,150
620-0000-513.54-02 SEMINARS AND COURSES	1,919	1,000	1,000	1,000
620-0000-518.36-00 PENSION BENEFITS	<u>2,091,277</u>	<u>1,844,996</u>	<u>1,844,996</u>	<u>2,195,841</u>
TOTAL OPERATING EXPENDITURES	2,445,177	2,175,785	2,175,785	2,588,590
620-0000-599.99-99 CARRYFORWARD FUND BALANCE	-	<u>7,296,937</u>	<u>7,296,937</u>	<u>11,472,071</u>
TOTAL OTHER USES	-	7,296,937	7,296,937	11,472,071
TOTAL FIREFIGHTER'S & POLICE OFFICER'S PENSION FUND	<u>2,445,177</u>	<u>9,472,722</u>	<u>9,472,722</u>	<u>14,060,661</u>

CAPITAL EXPENDITURES & 5-YEAR CIP

CAPITAL EXPENDITURES

—

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

—

DEBT OUTSTANDING

Capital, CIP and Debt

**FY 2024 BUDGET
CAPITAL EXPENDITURES**

		CATEGORY			TOTAL CAPITAL
		BUILDING	IMPROVEMENTS OTHER THAN	CAPITAL	
		62	BUILDING	EQUIPMENT	
			63	64	
GENERAL FUND					
IT	Large Printer Virtual Desktop Software Wireless Access Points (50)			5,380 40,072 92,127	
Economic Development	Wayfinding Signage Boys & Girls Club - ARPA Funds	1,500,000	500,000		
PD - Non-sworn	Laser Mapping System			72,000	
Police - Sworn	Office Space Reconfiguration Lighting Retrofit Perimeter Fencing Tasers (5) replacements Traffic Counters (2) Radars (5) replacements Radios (5) replacements Laptops (15) replacements Marked Vehicles (12) replacements	20,000 20,000	10,000	5,500 5,790 10,890 30,000 45,000 816,000	
PD - Communications	Dispatch Wave Radio		30,000		
Fire	Fire Security Cameras, 4 buildings Concrete Apron Replacement - Station 22 Reserve Apparatus Storage Building - Station 24 Stn 24 Interior Renov [Fac's Replacement Funding Plan] Fire Station 21 Stretcher Mounting System replacement Dive Rescue Manikin Tablet, replacement Rescue Harness Cutting Torch, replacement Gas Detector Monitors (5) replacements Stair Chair, replacement Diver Recovery Platform Transport Monitor Arms (2) Protective Gear Washer* Cost share with State Thermal Imaging Cameras (2) Lifepak Defibrillators (6) replacements Fire Training System Fire Prevention Vehicle Fire Marshal Vehicle Stretchers (2) replacements Stretcher Loaders (2) replacements Vehicle Capital [Fleet's Replacement Funding Plan]	20,000 30,000 75,000 125,000 2,500,000		1,075 1,465 1,500 2,100 3,700 5,000 5,250 5,800 6,800 9,950 15,100 17,400 28,500 41,000 41,000 63,400 64,400 758,100	
Streets	Mobile Message Boards (2) Overhead to Underground Power Lines		250,000	40,000	

**FY 2024 BUDGET
CAPITAL EXPENDITURES**

		CATEGORY			TOTAL CAPITAL
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	
Engineering	Ballfield Parking Lot Design		300,000		
Facilities/Fleet Maint.	Garden Theatre Rooftop A/C	8,000			
	Garden Theatre Lobby A/C	22,000			
	Maple Street Park Electrical	22,000			
	Post Office Building Upgrades	26,000			
	City Hall Roof [Facility's Replacement Funding Plan]	100,000			
	City Hall Chiller [Facility's Replacement Funding Plan]	150,000			
	City Hall Fountain Improvement		5,000		
	Event Projectors (2) replacements			130,000	
	Transit Vans (2), to replace trucks			65,000	
	Fleet Heavy Truck Lift			50,000	
Parks	Storage Shed	8,465			
	Senior Field Park Building Upgrades	50,000			
	Walker Field Park Building Upgrades	220,000			
	Senior Field Park Light Upgrades		350,000		
	Little League Field Turf replacement		590,850		
	Tucker Health Wellness Park		25,136,420		
	Field Paint Machine			3,630	
	Utility Cart Vehicle			13,915	
	Veterans Park Swing Sets replacement			34,218	
Recreation	Jessie Brock Roof	50,000			
	Jessie Brock Drinking Fountain replacement			2,571	
	Jessie Brock Outdoor Exercise Course replacement			25,867	
	Lightning Protection System, multiple locations			34,404	
Newton Facilities	Newton Park Electrical Upgrade		65,000		
TOTAL - GENERAL FUND		4,946,465	27,237,270	2,593,904	34,777,639

COMMUNITY REDEVELOPMENT					
CRA	Downtown Wayfinding Signage		250,000		
CRA	EWG Revitalization		2,300,000		
TOTAL - COMMUNITY REDEVELOPMENT		-	2,550,000	-	2,550,000

**FY 2024 BUDGET
CAPITAL EXPENDITURES**

	CATEGORY			TOTAL CAPITAL
	BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	
LOCAL OPTION GAS TAX				
Downtown Brick Pavers Street Resurfacing Pavement Striping		20,000 1,007,103 20,000		
TOTAL - LOCAL OPTION GAS TAX FUND	-	1,047,103	-	1,047,103
GENERAL IMPACT FEE FUNDS				
Fire Station 21 Plant St @ Avalon Intersection Improvements	1,799,866	900,000		
TOTAL - GENERAL IMPACT FEE FUNDS	1,799,866	900,000	-	2,699,866
UTILITIES FUND				
Water Fullers Water Plant Roof Replacement	20,000			
Wastewater WWTP Expansion at Crest Ave		3,500,000		
Distribution Public Works Pavement Resurfacing (cost-share) Public Works Truck Parking (cost-share) Water Meter Replacements Lead Service Line Replacement 2" Water Main Upgrades East Winter Garden Water Main Thumb for Excavator (cost-share) Equipment Trailer Truck replacement		10,000 12,000 30,000 200,000 200,000 385,000	4,500 8,500 44,000	

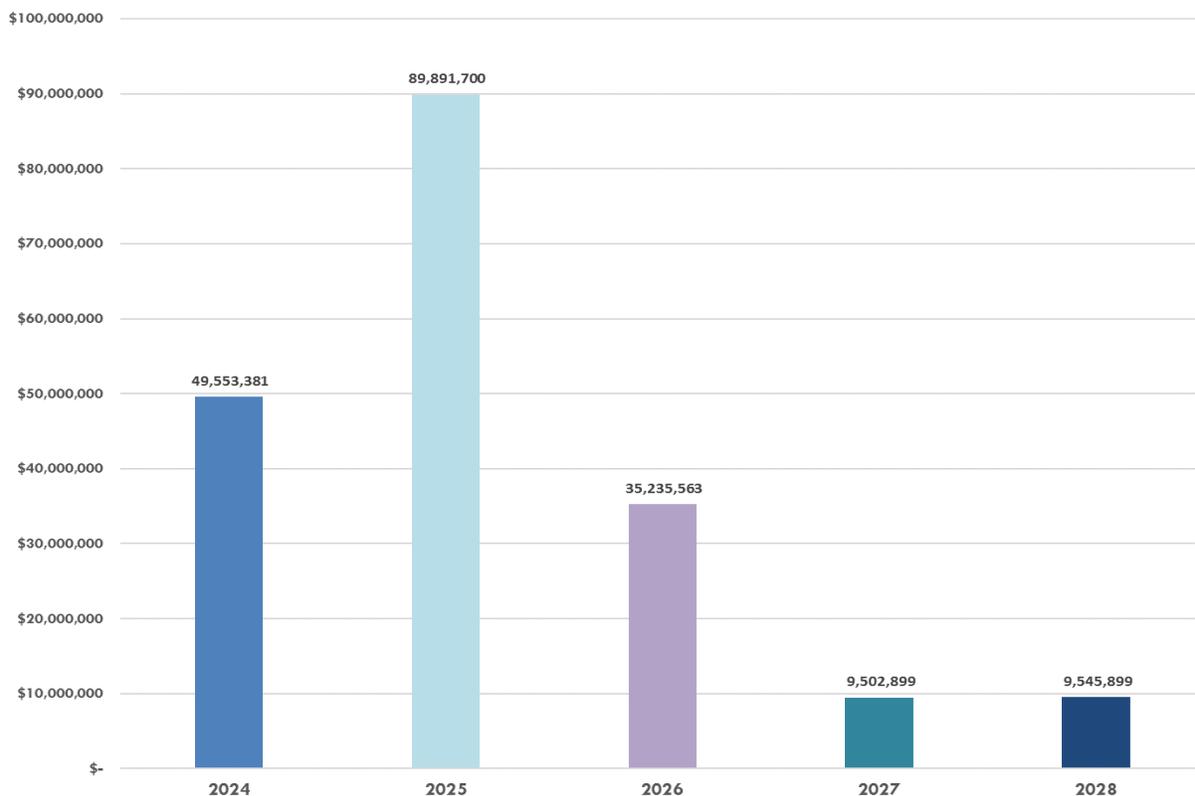
**FY 2024 BUDGET
CAPITAL EXPENDITURES**

		CATEGORY			TOTAL CAPITAL
		BUILDING 62	IMPROVEMENTS OTHER THAN BUILDING 63	CAPITAL EQUIPMENT 64	
Collection	Public Works Pavement Resurfacing (cost-share)		10,000		
	Public Works Truck Parking (cost-share)		12,000		
	Slip Lining		100,000		
	Manhole Rehabilitation		200,000		
	Lift Station Rehab at multiple lift stations		200,000		
	Rolling Rock Way Pump Station		200,000		
	Teacup Springs Sewer Conversion		200,000		
	Tiny Rd Utility Relocates		250,000		
	Avalon Road Utility Relocates		900,000		
	Thumb for Excavator (cost-share)				4,500
	Equipment Trailer				7,600
	Truck replacement				44,000
	Bypass Pump				140,000
TOTAL - UTILITIES FUND		20,000	6,409,000	253,100	6,682,100
STORMWATER FUND					
	Public Works Pavement Resurfacing (cost-share)		10,000		
	Stormwater Pollution Control		225,500		
	Stormwater R&R Improvements		300,000		
	Stormwater Line Upgrade - E Plant/9th St		1,500,000		
	Equipment Trailer			7,600	
	Thumb for Excavator (cost-share)			8,900	
TOTAL - STORMWATER FUND		-	2,035,500	16,500	2,052,000
SOLID WASTE FUND					
	Public Works Pavement Resurfacing (cost-share)		10,000		
	Public Works Truck Parking (cost-share)		12,000		
TOTAL - SOLID WASTE FUND		-	22,000	-	22,000
TOTAL CAPITAL EXPENDITURES		6,766,331	40,200,873	2,863,504	49,830,708

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 2024 CIP includes a total investment of \$193.73 million in projects over the next five years. The majority of the total capital projects are slated for FY2024, FY2025 and FY2026. 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 \$193.73 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 2023/2024 BUDGET
FIVE YEAR CIP**

FUND	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTALS
General Fund	34,412,991	3,491,615	2,617,100	2,392,100	2,392,100	45,305,906
CRA Fund	2,550,000	2,500,000	2,500,000	2,500,000	2,500,000	12,550,000
General Impact Fee Fund	2,699,866	285,000	1,000,000	1,000,000	1,000,000	5,984,866
Local Option Gas Tax	1,047,103	2,267,926	2,613,374	1,680,000	1,680,000	9,288,403
Stormwater	2,205,421	353,350	554,100	607,450	607,450	4,327,771
Solid Waste	45,000	-	-	-	-	45,000
Utilities Fund	6,593,000	80,043,749	22,325,799	1,123,349	1,166,349	111,252,245
Utility Impact Fee	-	700,000	3,200,000	-	-	3,900,000
Utility Renewal and Replacement	-	250,060	425,190	200,000	200,000	1,075,250
TOTAL	\$49,553,381	89,891,700	35,235,563	9,502,899	9,545,899	93,729,441

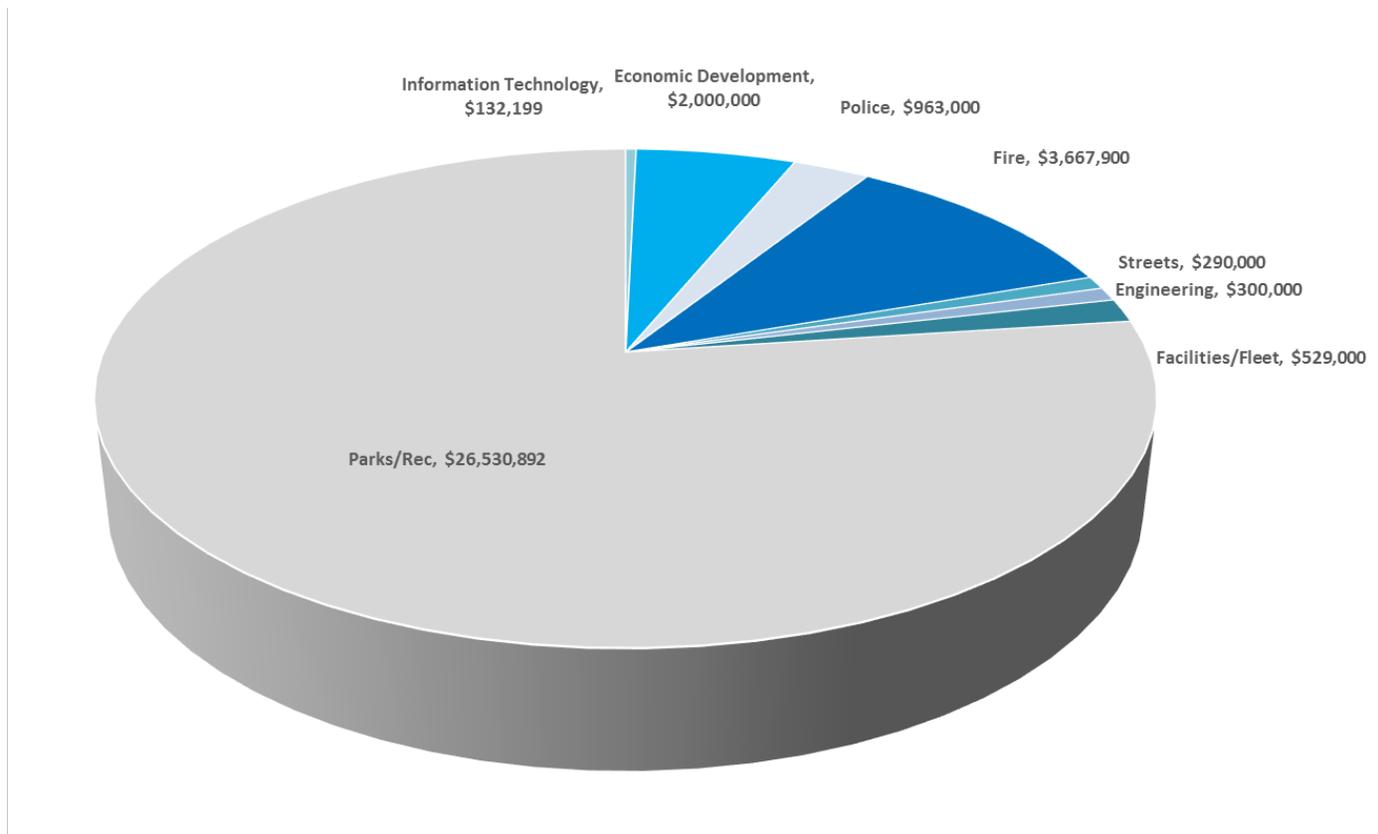
The Five-Year 2024-2028 Capital Improvement Fund Schedule shows all capital improvements broken down by funding source.

CAPITAL IMPROVEMENT PLAN PROJECT BY FUND FOR FY 2024

GENERAL FUND

Planned spending in the General Fund will be approximately \$34.41 million in FY 2024.

General Fund CIP Projects by Category FY2024



Fire and Police Capital Improvement Projects:

Police Projects: The police department replaces rolling stock every year, the total FY 2024 funding for rolling stock is \$816k which includes 12 vehicle replacements at \$68k each, and an additional \$45k to purchase new laptop computers to install in the new vehicles. Also included in the Police CIP is \$72k for a laser mapping system for use in crime scene investigations and \$30k to install a Police Dispatch microwave radio system from Winter Garden Dispatch to the Orange County communications tower in Ocoee needed for the 911 dispatch consoles and the radios in the field.

Fire Projects: The FY2024 budget has added an additional \$4.3M to the budget for the new Fire Station 21 with \$2.5M coming from the use of ARPA funding and \$1.8M from Fire Impact Fees. The CIP budget also includes year one of a three year funding project for renovations for Fire Station 24. Fire Station 24 is a 40 year old Fire Station, the renovation is estimated at \$375k to renovate the dorms, restrooms, day room and workout areas. The FY2024 CIP includes \$718k allocated towards the Fire Vehicle replacement fund for primary response vehicles.

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 \$132k which includes \$42k for virtual desktop software \$92k for 50 wireless access points to replace and expand the City's current legacy wireless infrastructure.

Parks & Land and Recreation:

Tucker Ranch Health & Wellness Park: Tucker Ranch is a sprawling 209-acre park located in Winter Garden on the north eastern side of John's Lake providing lake access. The City purchased Tucker Ranch in 2011 for \$2.1 million and obtained a State grant to preserve and develop the property as a legacy park. The City is now ready to move to the next phase of the park project by adding a sustainable state of the art working and teaching farm and holistic health wellness park that will be the focal point for the region. The FY2024 CIP includes \$25 million towards this project.

General Parks and Recreation Major Maintenance: This project traditionally provides for capital repairs and replacement as needed throughout the city. The FY2024 CIP project is for Newton Park Electrical Upgrades for \$65K for the installation of new underground conduits and electrical circuits. Recreation has \$50k budgeted for the Jessie Brock building roof repair.

Facilities and Fleet Improvement Projects:

Facilities Projects: The Facilities CIP includes multiyear funding for the replacement of the City Hall roof as the current roof is original and 15 years old. The first round of funding in this years CIP budget is \$100k. Facilities has included a multiyear funding for the City Hall chiller system, the estimated cost to replace the system is \$400k, \$150k has been added to this year's CIP for this project. The facilities department has also included \$130k for two new Panasonic projectors used for various events for projections shows.

Fleet Projects: The CIP for fleet totals \$50k to purchase a heavy truck lift for the fleet shop. The lift is used to lift heavy trucks and equipment and allows access to the underside of the vehicles. This new lift will be used in conjunction with the existing lift to provide lift capacity for the heavier tandem axle vehicles.

General Fund Streets and Engineering Projects:

Streets Projects: The Streets department has added \$40k to purchase two AMSIG Mobile Message Boards with Radar as part of the Slow Down Winter Garden Initiative. The FY2024 budget also includes \$250k in funding to begin the Overhead to Underground power lines multiyear project.

Engineering Projects: The FY2024 budget includes \$300k for the topographic survey and design plans for the parking lots at the City ballfields located at Smith Street and Seminole Street.

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. This year's budget includes \$250k for downtown wayfinding signage and \$2.3 million in East Winter Garden dedicated projects. The EWG projects include \$1 million for the EWG Housing Initiative Legacy Home Rehab program, \$650k for the EWG Infrastructure – Streetscape conceptual design/construction

drawings at 10th and Center, \$550k for Zanders Park Revitalization upgrades and \$100k for the EWG Habitat for Humanity Neighborhood Revitalization Initiative.

LOCAL OPTION GAS TAX FUND

Pavement Resurfacing and Sidewalk Repairs: The FY2024 budget allocates \$1M toward street resurfacing in conjunction with \$20k toward Downtown brick pavers. Total future funding allocates \$6M toward street resurfacing and downtown brick pavers.

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 \$2.2M has been allocated to these improvements in FY2024.

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 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Large Printer	Information Systems	\$ 5,380
<u>Description:</u> Large format 36" printer to replace the printer used by GIS personnel for locating. <u>Impact on operating budget: No additional impact</u> Maintenance on replacement projected to remain the same		
Virtual Desktop Software	Information Systems	\$ 40,072
<u>Description:</u> Software that delivers virtual desktop infrastructure to off-site devices. <u>Impact on operating budget: No additional impact</u> Maintenance on software projected to remain the same		
Wireless Access Points (50)	Information Systems	\$ 92,127
<u>Description:</u> Wireless access points to replace and expand the wireless infrastructure. <u>Impact on operating budget: No additional impact</u> Licensing on replacements projected to remain the same		
Wayfinding Signage	Economic Development Community Redevelopment	\$ 750,000
<u>Description:</u> Placement of signs to assist residents and visitors in navigating to specific City locations. <u>Impact on operating budget: Minor, Add <\$250/yr</u> Addition of signage, minimal maintenance		
Boys & Girls Club Partnership	Economic Development	\$ 1,500,000
<u>Description:</u> ARPA funded partnership with the Boys & Girls Club of America to contribute towards the capital of the building in Winter Garden. <u>Impact on operating budget: \$0</u> Boys & Girls Club of America will maintain the building		
Laser Mapping System	Police Department	\$ 72,000
<u>Description:</u> Replacement mapping system to document crime scenes and serious traffic incidents. <u>Impact on operating budget: No additional impact</u> Licensing on replacement projected to remain the same		
Office Space Reconfiguration	Police Department	\$ 20,000
<u>Description:</u> Reconfigure briefing room and officer entry to create additional office spaces, and reconfiguration of the sergeant offices. <u>Impact on operating budget: None</u> Remodel project		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Lighting Retrofit	Police Department	\$ 20,000
<u>Description:</u> Retrofit existing lighting to LED light fixtures to reduce power consumption. <u>Impact on operating budget: subtract <\$500/yr</u> Electric bill amounts will decrease		
Perimeter Fencing	Police Department	\$ 10,000
<u>Description:</u> Install fencing with card access entry points to secure buildings and infrastructure. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Minimal maintenance		
Tasers (5) replacements	Police Department	\$ 11,000
<u>Description:</u> Replacement of older taser units. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		
Traffic Counters (2)	Police Department	\$ 5,790
<u>Description:</u> Two additional traffic counters to use for volume and speeding complaint verification. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Minimal maintenance		
Radars (6)	Police Department	\$ 10,890
<u>Description:</u> Additional radar units to provide more officers ability to enforce speeding violations. <u>Impact on operating budget: None</u> Units are warrantied		
Dispatch Wave Radio	Police Department	\$ 30,000
<u>Description:</u> Installation of microwave radio system to provide communications from 911 dispatch consoles to the Orange County tower and WGPD radios in the field. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Minimal maintenance		
Radios (5) replacements	Police Department	\$ 30,000
<u>Description:</u> Replacement of older radios used for communication. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Laptops (15) replacements	Police Department	\$ 45,000
<u>Description:</u> Replacement of fifteen laptops for patrol cars. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		
Marked Vehicles (12) - Replacement	Police Department	\$ 816,000
<u>Description:</u> Replace twelve marked police vehicles that are in poor condition. <u>Impact on operating budget: subtract <\$5k</u> Will save on maintenance as vehicles will be under warranty		
Fire Security Cameras, 4 buildings	Fire Department	\$ 20,000
<u>Description:</u> Installation of security cameras to provide security and reduce liability at Fire Stations. <u>Impact on operating budget: None</u> System ties into current monitoring system		
Concrete Apron Replacement	Fire Department	\$ 30,000
<u>Description:</u> Replacement of concrete driveway apron sections at Station 22. <u>Impact on operating budget: None</u> These are replacements, therefore no additional impact		
Reserve Apparatus Storage Building	Fire Department	\$ 75,000
<u>Description:</u> Additional funds: storage building to provide shelter for reserve apparatus at Station 24. <u>Impact on operating budget: Minor, Add <\$1K/yr</u> Electric expense for power		
Fire Station 21	Fire Department General Impact Fees	\$ 4,299,866
<u>Description:</u> Construction of permanent Station 21 facility in Southwest Winter Garden. <u>Impact on operating budget: Add >\$75k/yr</u> Utilities and maintenance of building		
Stretcher Mounting System	Fire Department	\$ 1,075
<u>Description:</u> Replacement stretcher mounting system for CART at Station 24 <u>Impact on operating budget: None</u> This is replacing existing equipment		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Dive Rescue Manikin	Fire Department	\$ 1,465
<u>Description:</u> Submergible maniken to train for underwater rescues. <u>Impact on operating budget: None</u> Training tool; no maintenance needed		
Tablet	Fire Department	\$ 1,500
<u>Description:</u> Replacement tablet to document fire inspections. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		
Rescue Harness	Fire Department	\$ 2,100
<u>Description:</u> Replacement harness used to tie in patients during transport. <u>Impact on operating budget: None</u> This is replacing existing equipment		
Cutting Torch	Fire Department	\$ 3,700
<u>Description:</u> Replacement cutting torch used for rescues. <u>Impact on operating budget: None</u> This is replacing existing equipment		
Gas Detector Monitors (5)	Fire Department	\$ 5,000
<u>Description:</u> Replacement of gas detector monitors at each Fire location. <u>Impact on operating budget: None</u> This is a replacement, therefore no additional impact		
Stair Chair	Fire Department	\$ 5,250
<u>Description:</u> Replacement of stair chair; transports individuals unable to walk down steps to safety. <u>Impact on operating budget: None</u> This is replacing existing equipment		
Diver Recovery Platform	Fire Department	\$ 5,800
<u>Description:</u> Platform to provide safe entry into and exit from Marine Rescue 22. <u>Impact on operating budget: Negligible</u> Maintenance of platform		
Transport Monitor Arms (2)	Fire Department	\$ 6,800
<u>Description:</u> Arm cuff and brackets to safely transport cardiac monitor alongside the patient. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Maintenance of equipment		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Protective Gear Washer	Fire Department	\$ 9,950
<u>Description:</u> Decontamination gear washer crucial for mitigating carcinogen exposure from fire byproducts. Cost share with the State. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Maintenance of machine		
Thermal Imaging Cameras (2)	Fire Department	\$ 15,100
<u>Description:</u> NFPA compliant Imaging Cameras (2) to replace current inventory. <u>Impact on operating budget: None</u> This is replacing existing equipment		
Lifepak Defibrillators (6)	Fire Department	\$ 17,400
<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		
Fire Training System	Fire Department	\$ 28,500
<u>Description:</u> Fitness equipment used to enhance readiness of personnel in replication of real world fire ground activities. <u>Impact on operating budget: Negligible</u> Maintenance of equipment		
Fire Prevention Vehicles (2)	Fire Department	\$ 82,000
<u>Description:</u> Replacement of vehicles for Fire inspector and Fire marshal. <u>Impact on operating budget: subtract <\$1k</u> Will save on maintenance		
Stretchers (2)	Fire Department	\$ 63,400
<u>Description:</u> Replacement stretchers for emergency transport <u>Impact on operating budget: None</u> This is replacing existing equipment		
Stretcher Loaders (2)	Fire Department	\$ 64,400
<u>Description:</u> Replacement systems for loading stretchers. <u>Impact on operating budget: None</u> This is replacing existing equipment		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Mobile Message Boards (2)	Streets	\$ 40,000
<u>Description:</u> Portable multiple line message boards to communicate information to the public on road closures, special events and other public notice information. <u>Impact on operating budget: Negligible</u> Maintenance of boards		
Overhead to Underground Power Lines	Streets	\$ 250,000
<u>Description:</u> Convert overhead lines to underground to reduce outages and provide a neat cityscape. <u>Impact on operating budget: None</u> Maintenance to be performed by power provider		
Ballfield Parking Lot Design	Engineering	\$ 300,000
<u>Description:</u> Topographic survey and design plans for parking lot(s) at ballfields. <u>Impact on operating budget: None</u> Budgeted cost is for professional design services		
Garden Theatre Rooftop + Lobby A/C	Facilities Maintenance	\$ 30,000
<u>Description:</u> Replacement of one of three rooftop A/C units and the unit for the theatre lobby. <u>Impact on operating budget: None</u> This is regarding existing equipment		
Maple Street Park Electrical	Facilities Maintenance	\$ 22,000
<u>Description:</u> Repair / replacement of electrical lines, pole lighting, outlets and panel. <u>Impact on operating budget: None</u> This is replacing existing equipment		
Post Office Building Upgrades	Facilities Maintenance	\$ 26,000
<u>Description:</u> Exterior improvements, interior lighting upgrade, and parking improvements. <u>Impact on operating budget: None</u> Improvement of established area		
City Hall Fountain Improvement	Facilities Maintenance	\$ 5,000
<u>Description:</u> Install a dry well system to prevent damage to the fountain's pump mechanism. <u>Impact on operating budget: subtract <\$1k</u> Will save on maintenance		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Event Projectors (2) replacements	Facilities Maintenance	\$ 130,000
<u>Description:</u> Replacement of current equipment used to project images during events. <u>Impact on operating budget: None</u> Replacement of existing equipment		
Transit Van	Facilities Maintenance	\$ 65,000
<u>Description:</u> Replace older truck with Transit van. <u>Impact on operating budget: subtract <\$500</u> Will save on maintenance as van will be under warranty		
Fleet Heavy Truck Lift	Fleet Maintenance	\$ 50,000
<u>Description:</u> Additional heavy vehicle lift at shop, used for maintenance of fleet. <u>Impact on operating budget: Negligible</u> Maintenance of lift		
Equipment Storage - Veterans Park	Parks/Recreation Department	\$ 8,465
<u>Description:</u> Shelter to store equipment for Summer and Holiday camp programs. <u>Impact on operating budget: None</u> No known related expenditures to maintain		
Field Park Building Upgrades	Parks/Recreation Department	\$ 270,000
<u>Description:</u> Upgrades to the concession and press box buildings at Senior and Walker fields. <u>Impact on operating budget: None</u> Improvement of established area		
Senior Field Park Light Upgrades	Parks/Recreation Department	\$ 350,000
<u>Description:</u> Replace damaged light poles and upgrade to LED lighting. <u>Impact on operating budget: None</u> This is replacing existing lighting equipment		
Little League Field Turf replacement	Parks/Recreation Department	\$ 590,850
<u>Description:</u> Replace existing clay and natural turf in infield with durable artificial turf. <u>Impact on operating budget: subtract <\$500</u> Will save on field maintenance		
Tucker Health Wellness Park	Parks/Recreation Department	\$ 25,136,420
<u>Description:</u> Construction of an integrated fitness and wellness campus focused on improving residents' physical and mental well-being. <u>Impact on operating budget: None until completed</u> Once constructed, there will be maintenance costs and park staffing >\$100k		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Field Paint Machine	Parks/Recreation Department	\$ 3,630
<u>Description:</u> Replacement machine that paints boundary lines on fields. <u>Impact on operating budget: None</u> Replacement of existing equipment		
Utility Cart Vehicle	Parks/Recreation Department	\$ 13,915
<u>Description:</u> Vehicle for use in new park areas and for inspections by supervisors. <u>Impact on operating budget: Negligible</u> Maintenance of cart		
Veterans Park Swing Sets	Parks/Recreation Department	\$ 34,218
<u>Description:</u> Replacement of swing sets at Veterans Park. <u>Impact on operating budget: None</u> Replacement of existing playground equipment		
Jessie Brock Drinking Fountain	Parks/Recreation Department	\$ 2,571
<u>Description:</u> Replace current drinking fountain with combination fountain / water bottle fill station. <u>Impact on operating budget: None</u> Replacement of existing equipment		
Outdoor Exercise Course	Parks/Recreation Department	\$ 25,867
<u>Description:</u> Replace exercise course outside of Jessie Brock Community Center. <u>Impact on operating budget: None</u> Replacement of existing equipment		
Lightning Protection System	Parks/Recreation Department	\$ 34,404
<u>Description:</u> Update the current outdated system with a new system at multiple locations. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current hardware		
Jessie Brock Roof	Parks/Recreation Department	\$ 50,000
<u>Description:</u> Start phased replacement of roofs at Jessie Brock Community Center. <u>Impact on operating budget: None</u> Replacement of current roof		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
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		
East Winter Garden Revitalization	Community Redevelopment	\$ 2,300,000
<u>Description:</u> Implementation of the revitalization plans to improve aesthetics, upgrade infrastructure, and continue building community partnerships. <u>Impact on operating budget: None</u> Improvement of established area		
Downtown Brick Pavers	Local Option Gas Tax	\$ 20,000
<u>Description:</u> Resetting of brick pavers in Downtown. <u>Impact on operating budget: None</u> Improvement of established area		
Pavement Striping	Local Option Gas Tax	\$ 20,000
<u>Description:</u> Striping of pavement on City roads to be determined. <u>Impact on operating budget: None</u> Improvement of established area		
Street Resurfacing	Local Option Gas Tax	\$ 1,007,103
<u>Description:</u> Resurfacing of roads, at various locations, City-wide. <u>Impact on operating budget: None</u> Improvement of established area		
Plant St @ Avalon Intersection	General Impact Fees	\$ 900,000
<u>Description:</u> Intersection improvements to include adding turn lanes and adjusting traffic signals. <u>Impact on operating budget: None</u> Improvement of established area		
Replace Roof at Fullers Water Plant	Utilities Fund	\$ 20,000
<u>Description:</u> Replace existing roof, currently end of life, with a new roof system. <u>Impact on operating budget: None</u> Replacement of current roof		

FY 2024 Capital Requests
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
WWTP Expansion at Crest Ave	Utilities Fund	\$ 3,500,000
<u>Description:</u> Expansion of Wastewater Treatment Plant infrastructure to accommodate growth. <u>Impact on operating budget: Major, Add <\$10k/yr</u> Maintenance		
Water Meter Replacements	Utilities Fund	\$ 30,000
<u>Description:</u> Convert current meters to lperl water meters. <u>Impact on operating budget: None</u> Replacement of existing meters		
Lead Service Line Replacement	Utilities Fund	\$ 200,000
<u>Description:</u> Replacement of lead service lines, connecting water main to homes, in pre-1986 built neighborhoods. Working with State to receive matching grant funds. <u>Impact on operating budget: None</u> Improvement of established area		
2" Water Main Upgrades	Utilities Fund	\$ 200,000
<u>Description:</u> Upgrade water main infrastructure to 2" water mains. <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	\$ 385,000
<u>Description:</u> Replace aging water main infrastructure in tandem with County stormwater improvements. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
Bypass Pump	Utilities Fund	\$ 140,000
<u>Description:</u> Equipment for occasional use to bypass construction areas and maintain uninterrupted sewage flow service during repair or maintenance. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Maintenance of pump		
Slip Lining	Utilities Fund	\$ 100,000
<u>Description:</u> Install liners in sewer lines where needed. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		

FY 2024 Capital Requests
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
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		
Lift Station Rehabs	Utilities Fund	\$ 200,000
<u>Description:</u> Lift station rehabilitation at multiple lift stations. <u>Impact on operating budget: None</u> Rehabilitation of existing infrastructure		
Rolling Rock Way Pump Station	Utilities Fund	\$ 200,000
<u>Description:</u> Design and install new pump station 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	\$ 200,000
<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		
Tiny Rd Utility Relocates	Utilities Fund	\$ 250,000
<u>Description:</u> Relocate force main and reclaimed water lines at the Tilden intersection in tandem with County stormwater improvements. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
Avalon Road Utility Relocates	Utilities Fund	\$ 900,000
<u>Description:</u> Relocate force main and reclaimed water lines from S.R. 50 south to the Turnpike in tandem with County road widening construction. <u>Impact on operating budget: Minor, Add <\$1k/yr</u> Maintenance of system		
Utility (2) Trailers	Utilities Fund	\$ 16,100
<u>Description:</u> Purchase two trailers used to haul equipment to job sites. <u>Impact on operating budget: None</u> This is replacing existing equipment		

FY 2024 Capital Requests
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
Replace two (2) Utility Trucks	Utilities Fund	\$ 88,000
<u>Description:</u> Replace two Utility 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		
Thumb for Excavator	Utilities Fund Stormwater	\$ 17,900
<u>Description:</u> Thumb attachment for excavator to handle hard-to-maneuver materials. <u>Impact on operating budget: Minor, Add <\$500/yr</u> Maintenance of attachment		
Public Works Pavement Resurfacing	Utilities Fund Stormwater Solid Waste	\$ 40,000
<u>Description:</u> Continuation of resurfacing project - Public Services complex at 880 W Bay Street. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
Public Works Truck Parking	Utilities Fund Stormwater Solid Waste	\$ 36,000
<u>Description:</u> Create truck parking area adjacent to Solid Waste parking structure. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
Utility Trailer	Stormwater	\$ 7,600
<u>Description:</u> Purchase trailer to haul equipment to job sites. <u>Impact on operating budget: None</u> This is replacing existing equipment		
Stormwater Pollution Control	Stormwater	\$ 225,500
<u>Description:</u> Add systems to eliminate pollution discharge. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		

FY 2024 Capital Requests
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
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		
Stormwater Upgrade - E Plant/9th St	Stormwater	\$ 1,500,000
<u>Description:</u> Upgrade stormwater line infrastructure to reduce runoff in area. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		

CITY OF WINTER GARDEN
FY 2024 BUDGET
FIVE YEAR CIP

PROJECT NAME	SOURCE FUND		2024	2025	2026	2027	2028	Totals
Wayfinding Signage Phase II	GF	Economic Development	500,000	-	-	-	-	500,000
Boys & Girls Club	GF	Economic Development	1,500,000	-	-	-	-	1,500,000
Virtual Desktop Software	GF	Information Technology	40,072	-	-	-	-	40,072
Wireless Access Points (50)	GF	Information Technology	92,127	-	-	-	-	92,127
Police Laptops	GF	Police	45,000	-	-	-	-	45,000
Laser Mapping System-CSI	GF	Police	72,000	-	-	-	-	72,000
Police Marked Vehicles	GF	Police	816,000	384,000	384,000	384,000	384,000	2,352,000
Dispatch Wave Radio	GF	Police	30,000	-	-	-	-	30,000
Fire Prevention Vehicles	GF	Fire	82,000	-	-	-	-	82,000
Reserve Apparatus Storage Building - Stn 24	GF	Fire	75,000	-	-	-	-	75,000
Interior Renovation - Station 24	GF	Fire	125,000	125,000	125,000	-	-	375,000
Stretchers (2) replacements	GF	Fire	63,400	-	-	-	-	63,400
Stretcher Loaders (2) replacements	GF	Fire	64,400	-	-	-	-	64,400
Fire Heavy Vehicle Capital [Funding Plan]	GF	Fire	758,100	758,100	758,100	758,100	758,100	3,790,500
New Fire Station 21	GF	Fire	2,500,000	-	-	-	-	2,500,000
Streets & Sidewalks Resurfacing/Improvements	GF	Streets	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Mobile Message Boards (2)	GF	Streets	40,000	-	-	-	-	40,000
Overhead to Underground Power Lines	GF	Streets	250,000	250,000	250,000	250,000	250,000	1,250,000
Masonic Lodge Parking Lot Design	GF	Engineering	-	132,215	-	-	-	132,215
Ballfield Parking Lot Design	GF	Engineering	300,000	-	-	-	-	300,000
Garden Theatre Rooftop A/C	GF	Facilities Maint	8,000	-	-	-	-	8,000
Transit Vans (2)	GF	Facilities Maint	65,000	-	-	-	-	65,000
Post Office Building Upgrades	GF	Facilities Maint	26,000	-	-	-	-	26,000
City Hall Roof [Funding Plan]	GF	Facilities Maint	100,000	125,000	-	-	-	225,000
City Hall Chiller [Funding Plan]	GF	Facilities Maint	150,000	150,000	100,000	-	-	400,000
Event Projectors (2) replacements	GF	Facilities Maint	130,000	-	-	-	-	130,000
Fleet Heavy Truck Lift	GF	Fleet Maint	50,000	-	-	-	-	50,000
Tucker Ranch Farm	GF	Parks & Land	25,136,420	-	-	-	-	25,136,420
Senior Field Park Building Upgrades	GF	Parks & Land	50,000	-	-	-	-	50,000
Walker Field Park Building Upgrades	GF	Parks & Land	220,000	-	-	-	-	220,000
Senior Field Park Light Upgrades	GF	Parks & Land	350,000	-	-	-	-	350,000
Little League Field Turf replacement	GF	Parks & Land	590,850	-	-	-	-	590,850
Veterans Park Swing Set replacement	GF	Parks & Land	34,218	-	-	-	-	34,218
Downtown Fountain Restoration	GF	Parks & Land	-	502,500	-	-	-	502,500
Jessie Brock Roof	GF	Recreation	50,000	64,800	-	-	-	114,800
Lightning Protection System, multiple locations	GF	Recreation	34,404	-	-	-	-	34,404
Newton Park Electrical Upgrade	GF	Newton Pk	65,000	-	-	-	-	65,000
General Fund Total			34,412,991	3,491,615	2,617,100	2,392,100	2,392,100	45,305,906
East Winter Garden	CRA	CRA	2,300,000	2,500,000	2,500,000	2,500,000	2,500,000	12,300,000
Downtown Wayfinding Signs	CRA	CRA	250,000	-	-	-	-	250,000
CRA Fund Total			2,550,000	2,500,000	2,500,000	2,500,000	2,500,000	12,550,000
Fire Station - Southwest WG	GIF	Fire	1,799,866	-	-	-	-	1,799,866
Plant & Avalon Intersection Improvements	GIF	Streets	900,000	-	-	-	-	900,000
Story Rd (Dillard St to 9th St)	GIF	Streets	-	285,000	1,000,000	1,000,000	1,000,000	3,285,000
General Impact Fee Fund Total			2,699,866	285,000	1,000,000	1,000,000	1,000,000	5,984,866

CITY OF WINTER GARDEN
FY 2024 BUDGET
FIVE YEAR CIP

PROJECT NAME	SOURCE FUND		2024	2025	2026	2027	2028	Totals
Downtown Brick Pavers	LOGT	Streets	20,000	30,000	30,000	30,000	30,000	140,000
Varsity St Parking Lot	LOGT	Streets	-	481,450	-	-	-	481,450
Midget Pl - Surprise to Palm	LOGT	Streets	-	47,300	189,100	-	-	236,400
N. Main Street - Plant to Newell	LOGT	Streets	-	22,250	126,000	-	-	148,250
S. Highland - Smith to Maple	LOGT	Streets	-	21,163	119,937	-	-	141,100
S. Highland - Smith to Tremaine	LOGT	Streets	-	21,163	119,937	-	-	141,100
Palm Dr - Regal to Division	LOGT	Streets	-	94,600	378,400	-	-	473,000
Street Resurfacing	LOGT	Streets	1,007,103	1,400,000	1,500,000	1,500,000	1,500,000	6,907,103
Pavement Striping	LOGT	Streets	20,000	150,000	150,000	150,000	150,000	620,000
Local Option Gas Tax Total			1,047,103	2,267,926	2,613,374	1,680,000	1,680,000	9,288,403
Dump Truck	S	Stormwater	179,921	-	-	-	-	179,921
Stormwater Pollution Control	S	Stormwater	225,500	-	-	-	-	225,500
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 Pl - 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			2,205,421	353,350	554,100	607,450	607,450	4,327,771
Vehicle Replacement	SW	Solid Waste	45,000	-	-	-	-	45,000
Solid Waste Total			45,000	-	-	-	-	45,000
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	3,500,000	75,000,000	20,000,000	-	-	98,500,000
Vehicle Replacement	U-W	Wastewater	-	45,000	-	45,000	-	90,000
East Winter Garden Water Main Improv	U-W	Distribution	385,000	-	-	-	-	385,000
Water Meter Replacements	U-W	Distribution	30,000	30,000	30,000	30,000	30,000	150,000
Lead Service Line Replacement	U-W	Distribution	200,000	-	-	-	-	200,000
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	200,000	1,000,000
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 Pl - 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
Vehicle Replacements	U-W	Distribution	44,000	-	44,000	-	44,000	132,000

CITY OF WINTER GARDEN
 FY 2024 BUDGET
 FIVE YEAR CIP

PROJECT NAME	SOURCE FUND		2024	2025	2026	2027	2028	Totals
Skid Steer (cost-share)	U-W	Dist/Coll	-	62,000	-	-	-	62,000
Avalon Road Utility Relocates	U-W	Collection	900,000	-	-	-	-	900,000
Rolling Rock Way Pump Station	U-W	Collection	200,000	-	-	-	-	200,000
Teacup Springs Sewer Conversion	U-W	Collection	200,000	-	-	-	-	200,000
Tiny Rd Utility Relocates	U-W	Collection	250,000	-	-	-	-	250,000
Lift Station Rehab at multiple lift stations	U-W	Collection	200,000	200,000	200,000	200,000	200,000	1,000,000
Slip Lining of gravity sewer	U-W	Collection	100,000	200,000	200,000	200,000	200,000	900,000
Manhole Rehabilitation	U-W	Collection	200,000	200,000	200,000	200,000	200,000	1,000,000
Truck Replacements, two (2)	U-W	Collection	44,000	-	44,000	-	44,000	132,000
Bypass Pump	U-W	Collection	140,000	-	-	-	-	140,000
Utilities Fund Total			6,593,000	80,043,749	22,325,799	1,123,349	1,166,349	111,252,245
Westfield Retrofit Phases 1 & 2	UIF-W	Distribution	-	500,000	500,000	-	-	1,000,000
Reclaimed Water PH 3	UIF-WW	Collection	-	200,000	2,700,000	-	-	2,900,000
Utility Impact Fee Total			-	700,000	3,200,000	-	-	3,900,000
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			-	250,060	425,190	200,000	200,000	1,075,250
TOTAL CITY			49,553,381	89,891,700	35,235,563	9,502,899	9,545,899	193,729,441

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, 2023
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%.	\$ 7,099,000
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%.	6,832,000
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	\$28,990,000

Debt Outstanding—Proprietary Fund Types:	Amount Expected at October 1, 2023
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%	\$ 73,217
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%	717,924
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%	132,788
Water Treatment Expansion Planning Loan – 2022 State Revolving Fund Loan \$1,145,000; due in semi-annual principal and interest installments of \$27,184 through August 15, 2042; Interest at 0.1450%	1,087,750
Total Outstanding—Proprietary Fund Types	<u>\$2,011,679</u>

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
2024	\$ 469,000	\$ 176,055	\$ 645,055
2025	481,000	164,424	645,424
2026	493,000	152,495	645,495
2027-2036	5,656,000	799,826	6,455,826
	<u>\$7,099,000</u>	<u>\$1,292,800</u>	<u>\$8,391,800</u>

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

Fiscal Year Ending	Principal	Interest	Total
2024	\$ 453,000	\$ 169,434	\$ 622,434
2025	461,000	158,199	619,199
2026	474,000	146,766	620,766
2027-2036	5,444,000	769,544	6,213,544
	<u>\$6,832,000</u>	<u>\$1,243,943</u>	<u>\$8,075,943</u>

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

Fiscal Year Ending	Principal	Interest	Total
2024	\$ 1,046,000	\$ 254,658	\$ 1,291,658
2025	1,063,000	227,837	1,290,837
2026	1,082,000	209,712	1,291,712
2027-2036	11,868,000	1,030,697	12,898,697
	<u>\$15,059,000</u>	<u>\$1,713,904</u>	<u>\$16,772,904</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
2024	73,217	1,834	75,051
	<u>\$73,217</u>	<u>\$1,834</u>	<u>\$75,051</u>

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

Fiscal Year Ending	Principal	Interest	Total
2024	717,924	15,220	733,144
	<u>\$717,924</u>	<u>\$15,220</u>	<u>\$733,144</u>

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

Fiscal Year Ending	Principal	Interest	Total
2024	132,788	2,665	135,453
	<u>\$132,788</u>	<u>\$2,665</u>	<u>\$135,453</u>

Debt service requirements of the 2022 State Revolving Fund Loan are as follows:

Fiscal Year Ending	Principal	Interest	Total
2024	57,250	1,178	58,968
2025	57,250	1,178	58,968
2026	57,250	1,178	58,968
2027-2042	916,000	27,488	943,488
	<u>\$1,087,750</u>	<u>\$32,642</u>	<u>\$1,120,392</u>

SUPPLEMENTAL INFORMATION

PERSONNEL AUTHORIZATIONS

—

FULL TIME EQUIVALENT EMPLOYEES PER
THOUSAND

—

GENERAL FUND UNRESERVED FUND BALANCE
HISTORY

—

AD VALOREM REVENUE HISTORICAL
COMPARISON

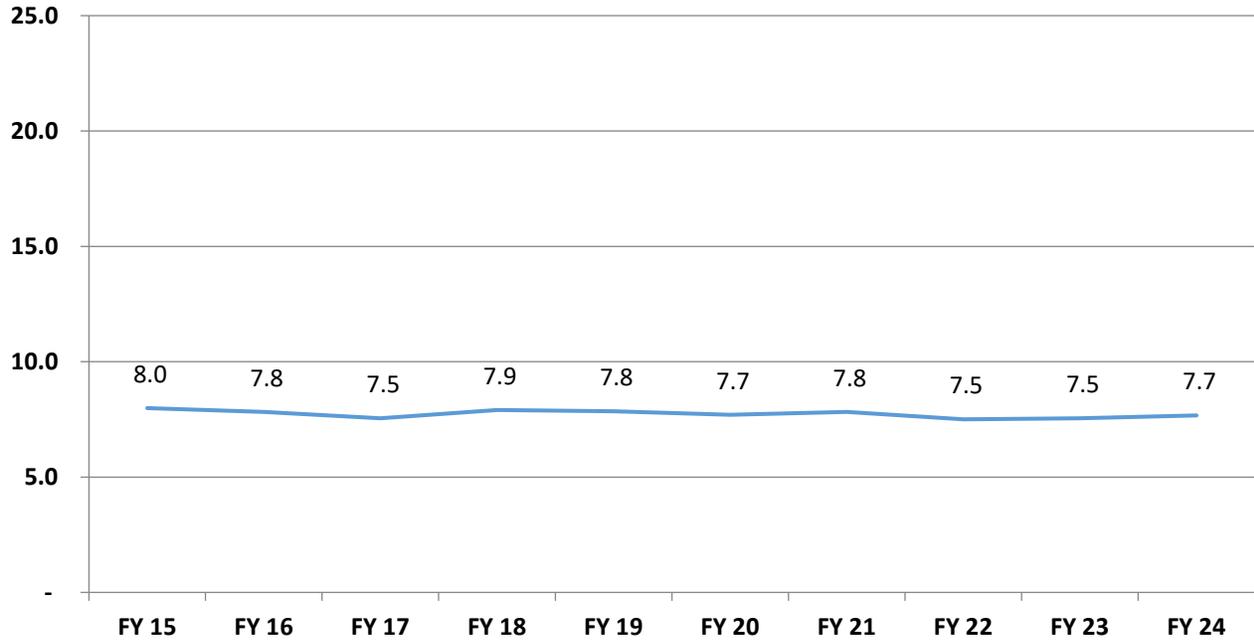
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TAXABLE VALUE AND MILLAGE
HISTORICAL COMPARISON

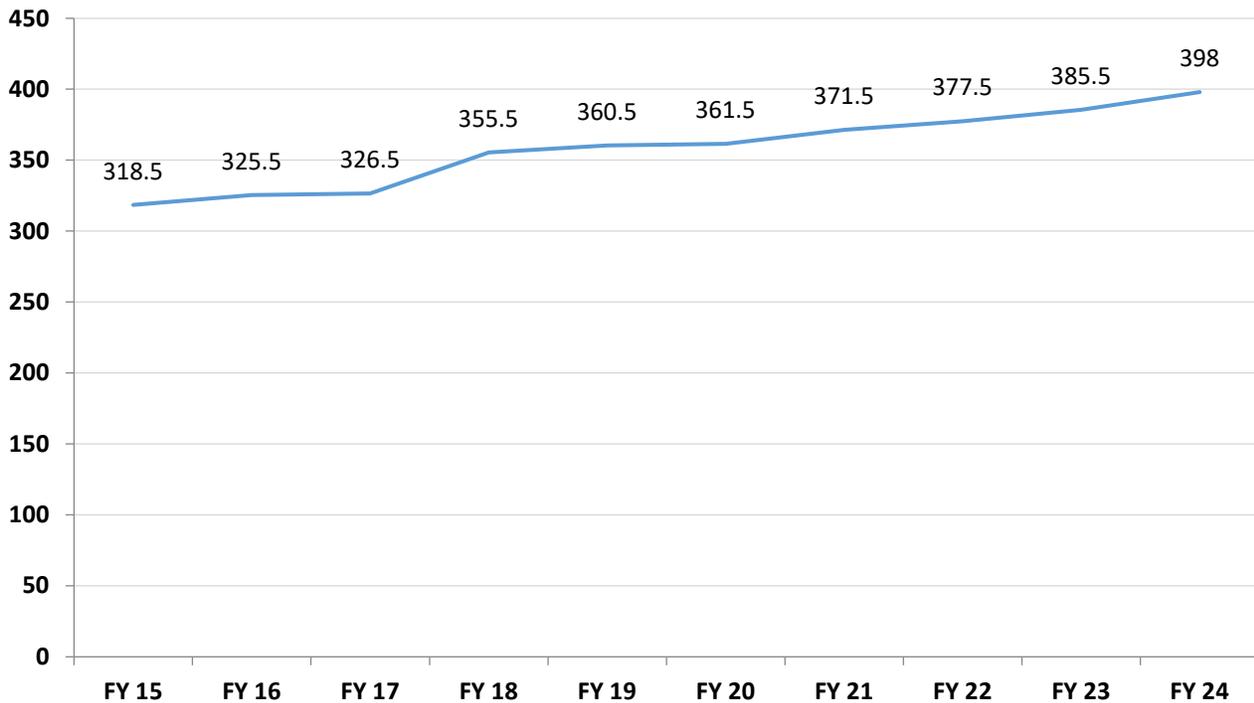
CITY OF WINTER GARDEN
Adopted FULL TIME EQUIVALENT
FISCAL YEAR 2023-2024

DEPARTMENT	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Adopted FY 2024
GENERAL GOVERNMENT					
City Commission	5	5	5	5	5
Executive	5.5	5.5	3.5	3.5	3
Economic Development	1	1	2	2	4
City Clerk	3	3	3	3	3
Finance	9	9	9	10	11
Information Systems	5	5	6	6	6
ADMINISTRATIVE SERVICES					
Human Resources	4	4	5	5	6
Facilities Management	7	9	9	9	9
Fleet Management	7	7	8	8	8
TOTAL GENERAL GOVERNMENT	<u>46.5</u>	<u>48.5</u>	<u>50.5</u>	<u>51.5</u>	<u>55</u>
PUBLIC SAFETY					
Police - sworn	90	93	95	98	98
Police - non-sworn	30	35	35	37	37
Police - non-sworn part-time	12	12	12	14	14
Fire	65	65	65	65	73
TOTAL PUBLIC SAFETY	<u>197</u>	<u>205</u>	<u>207</u>	<u>214</u>	<u>222</u>
COMMUNITY DEVELOPMENT					
Building - Inspection	8	8	8	8	8
Building - Code Enforcement	3	3	3	3	3
Planning - Administration	5	5	5	6	6
Building - Administration	6	6	6	5	5
TOTAL COMMUNITY DEVELOPMENT	<u>22</u>	<u>22</u>	<u>22</u>	<u>22</u>	<u>22</u>
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	7
Distribution	14	14	14	14	14
Collection	15	15	15	15	15
TOTAL PUBLIC WORKS AND UTILITIES	<u>71</u>	<u>71</u>	<u>71</u>	<u>71</u>	<u>71</u>
ENGINEERING	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
PARKS and RECREATION					
Recreation	9	9	8	8	8
Parks	14	14	17	17	18
TOTAL PARKS/RECREATION	<u>23</u>	<u>23</u>	<u>25</u>	<u>25</u>	<u>26</u>
TOTAL PUBLIC SERVICES	<u>99</u>	<u>99</u>	<u>101</u>	<u>101</u>	<u>102</u>
TRAILER CITY	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTALS (less Commission)	361.5	371.5	377.5	385.5	398

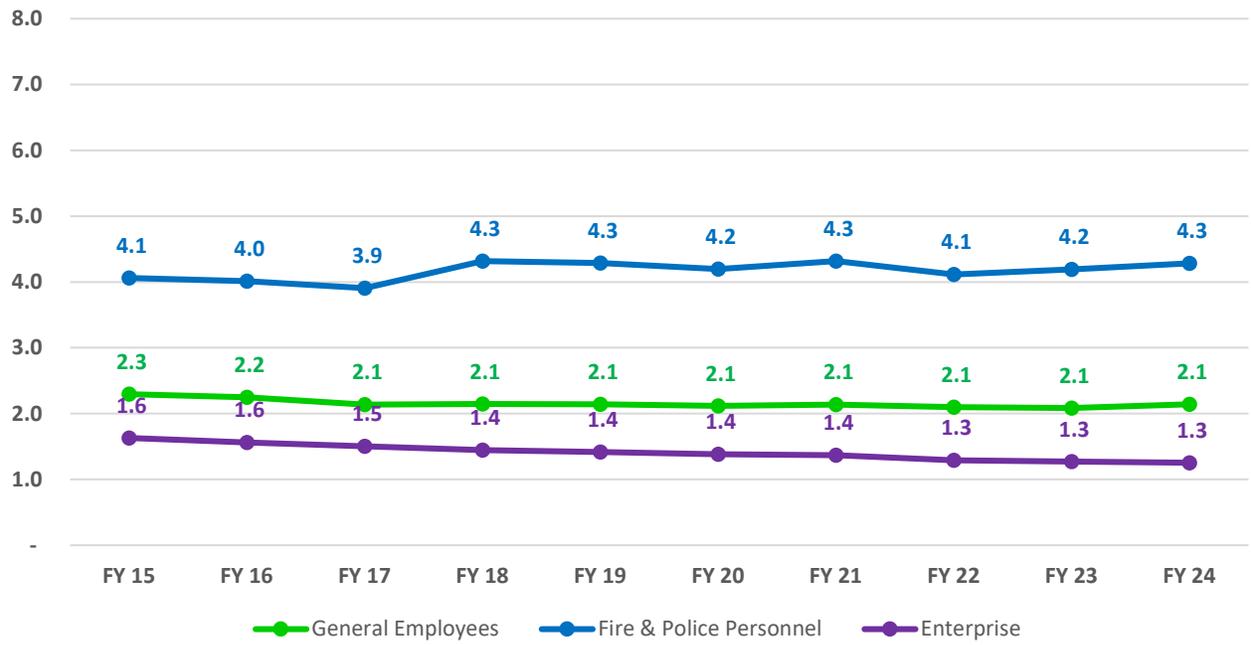
**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**



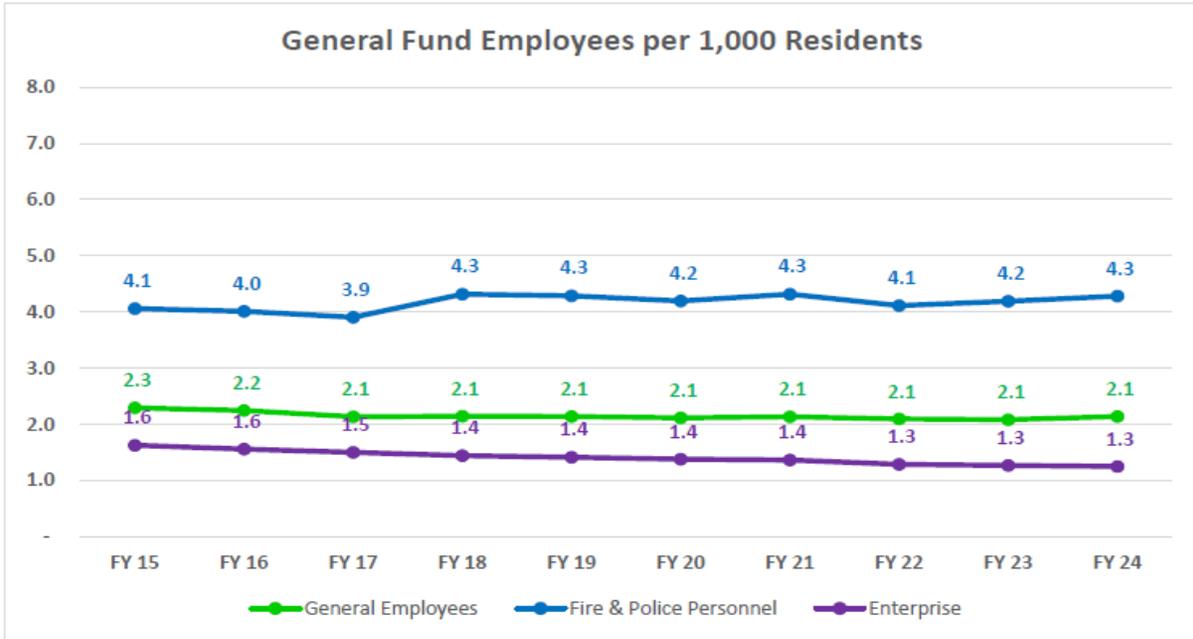
FULL-TIME EQUIVALENT EMPLOYEES



General Fund Employees per 1,000 Residents



**CITY OF WINTER GARDEN
 FY 2023/2024 BUDGET
 FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**

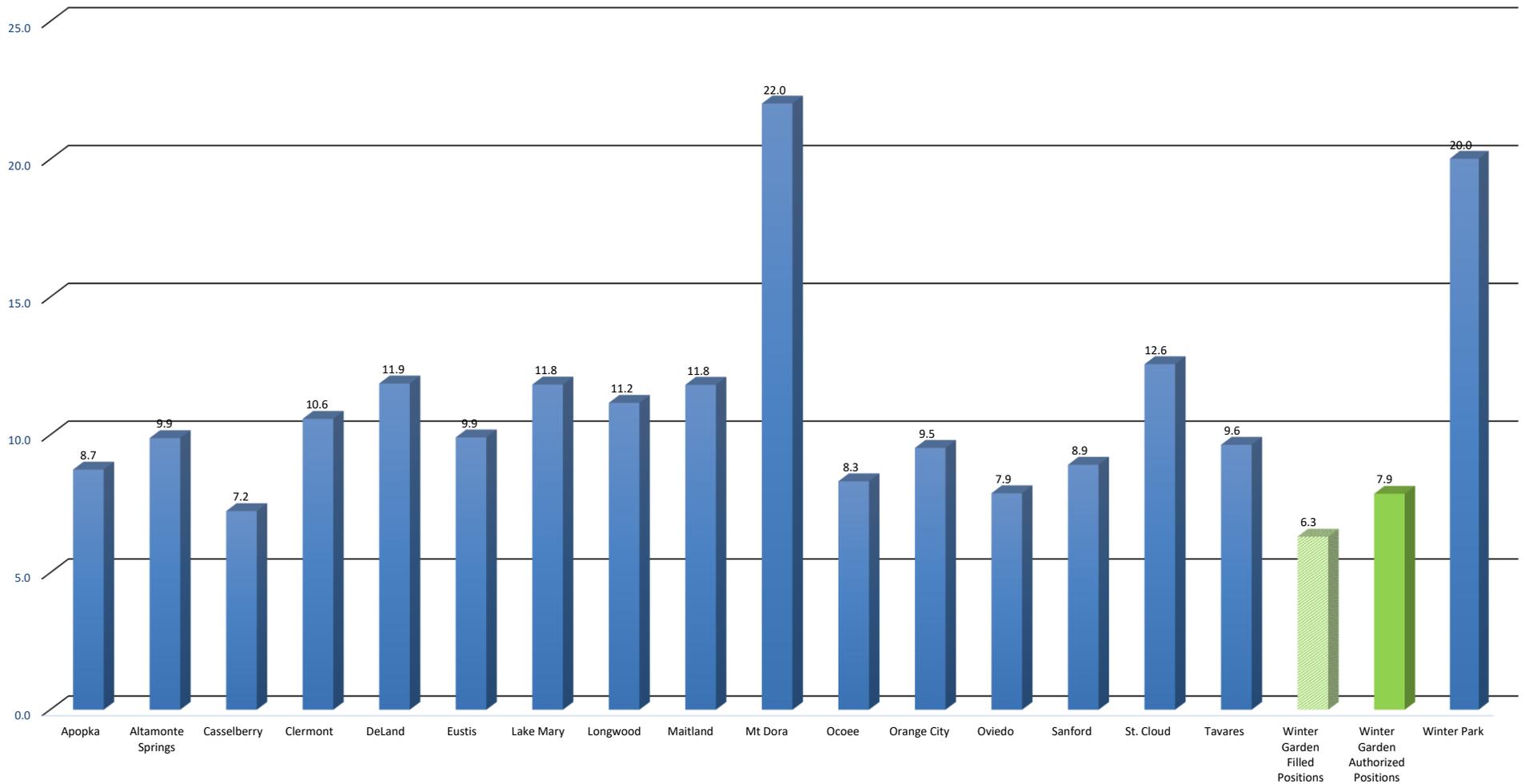


City of Winter Garden

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 Filled Positions	Winter Garden Authorized Positions	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	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	306.0	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	6.3	7.9	20.0

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

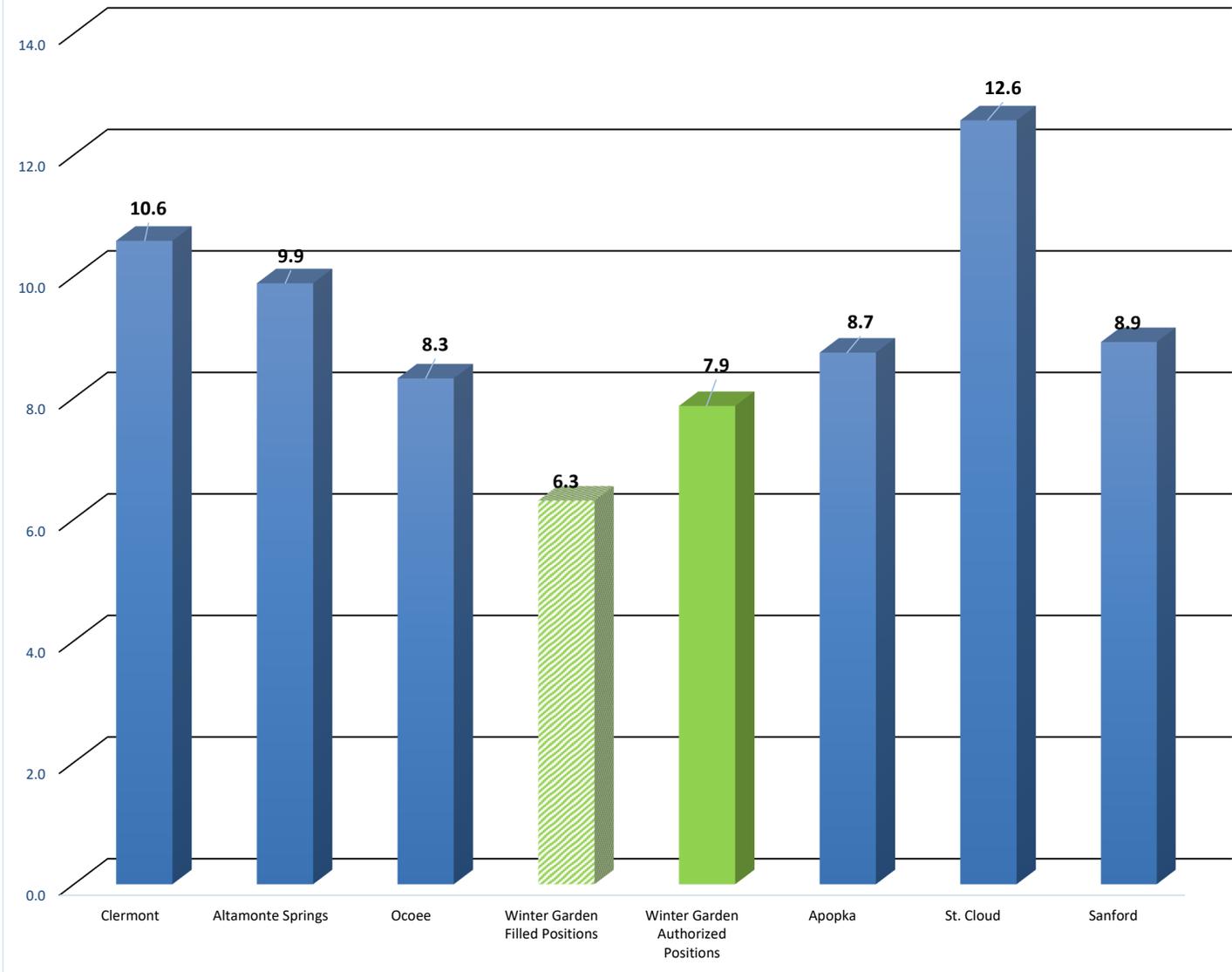


City of Winter Garden
FY 2022--2023 Full-time Equivalent Employees per 1,000
Population

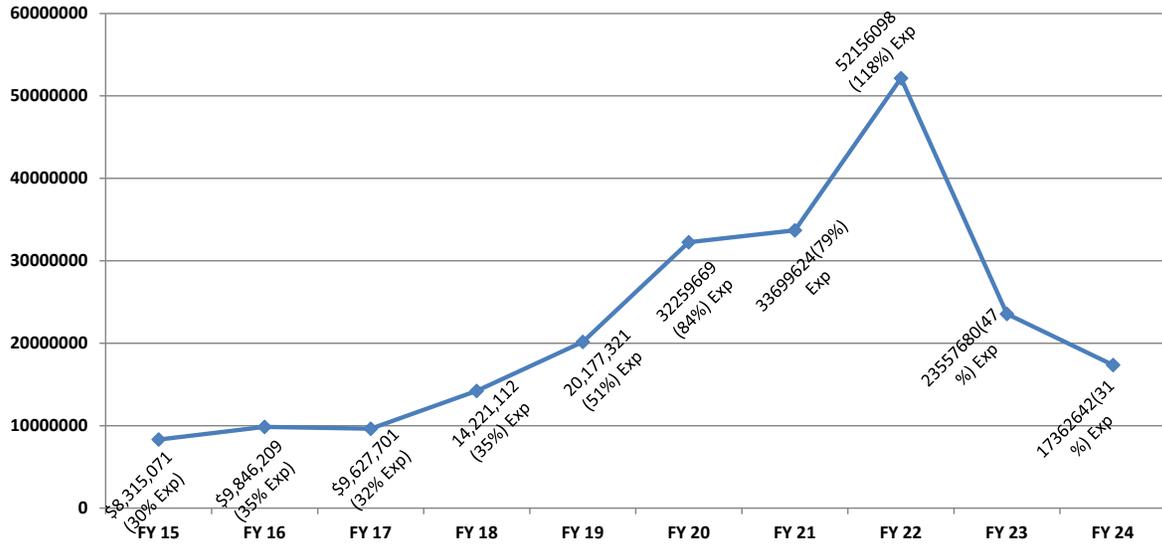
Comparison purpose, # of FTEs to hit average 9.6	
Average	Winter Garden
	48,503
	475.5
9.8	9.8

	Clermont	Altamonte Springs	Ocoee	Winter Garden Filled Positions	Winter Garden Authorized Positions	Apopka	St. Cloud	Sanford
Number of citizens	44,687	46,735	48,202	48,503	48,503	56,727	61,033	62,045
Budgeted FTEs	473.0	462.0	401.0	306.0	381.5	496.0	767.0	553.3
Full-time Equivalent Employees per 1,000 Population	10.6	9.9	8.3	6.3	7.9	8.7	12.6	8.9

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

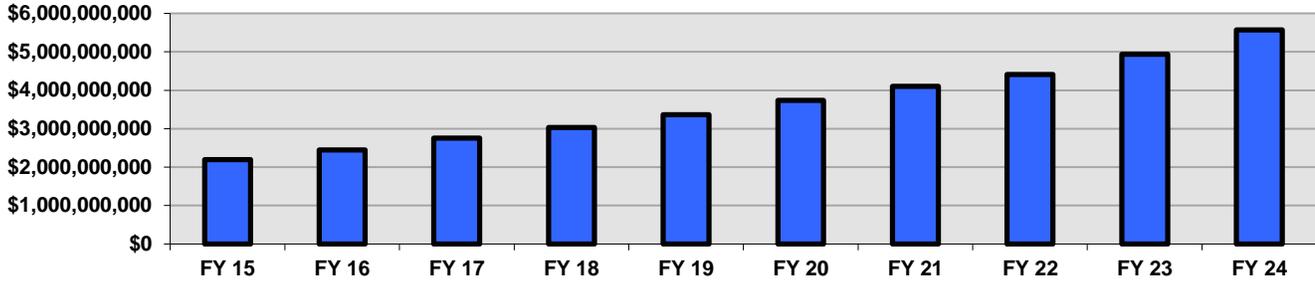


**CITY OF WINTER GARDEN
FY 2023/2024 BUDGET
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND**

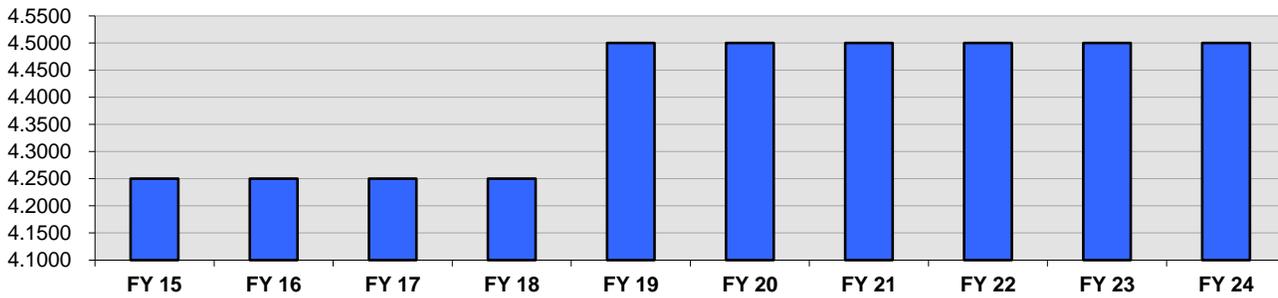


CITY OF WINTER GARDEN AD VALOREM TAXES

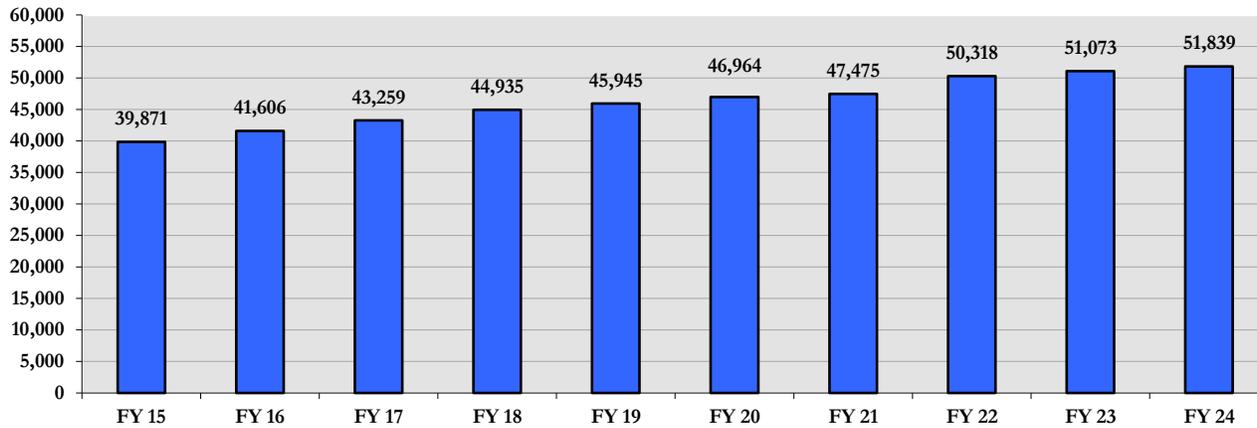
TOTAL ASSESSED VALUATION



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 but 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 crime 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.
- Provide CPR training and car seat installation inspections 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.
- Affordable housing for seniors in some areas.

Key Initiatives:

- Continue to preserve a vibrant, thriving downtown.
- Revitalize East Winter Garden neighborhood and commercial districts.
- 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 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 businesses, 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.

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 our existing nature.



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.
- Further rehabilitate and preserve Tucker Ranch Heritage Park, thereby, providing addition natural green space for holistic health and wellness, also including, 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 but 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.
- 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.
- Explore private sector partnerships (e.g. Healthy West Orange and Advent Health) of recreational programming.
- 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 our 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.
- Partner with local schools to provide education on fire prevention, police engagement activities, water conservation, and recreational opportunities.

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 water running through the pipes to wash your hands. 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.





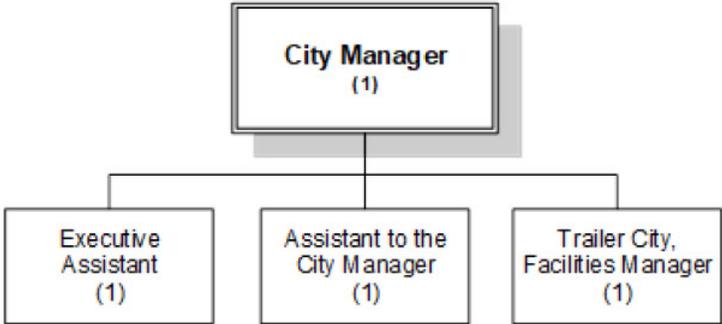
EXECUTIVE DEPARTMENT

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 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



FY 2023-2024 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1
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 #2

Support Public Education and Learning Opportunities

Department Goal

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

Objective

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

Performance Indicators

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

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

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 #3

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 #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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall quality of life in Winter Garden Satisfaction Index *	96%	92%	95%↑
Overall image or reputation of Winter Garden Satisfaction Index*	93%	93%	94%↑
Recommend living in Winter Garden to someone who asks Participiation Index *	95%	97%	98%↑
Remain in Winter Garden for the next five years Participation Index *	91%	92%	93%↑
Winter Garden as a place to raise children Satisfaction Index *	92%	94%	95%↑
Winter Garden as a place to live Satisfaction Index *	98%	98%	99%↑
Overall Customer Service by City Employees Satisfaction Index *	88%	87.5%	90%↑
Service Process Satisfaction Rating **	93%	88.1%	≥ 95%↑
Service Outcome Satisfaction Rating **	94%	88.1%	≥ 95%↑
% Satisfied with Resolution Timeframe **	96%	89.9%	≥ 98%↑
Employee Motivation and Productivity Satisfaction Rating ***	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
All City Average Queue Wait Time (In Seconds) - All customer service areas combined	0:44	:38	≤ :30↓
All City Average Talk Time (In Seconds) - All customer service areas combined	:91	:89	≤ :90↓
All City Average Hold Time (In Seconds) - All customer service areas combined	:32	:30	≤ :30↓
All City Call Abandonment Rate - All customer service areas combined	9.7%	9.8%	≤ 6%↓
All City % of Calls Handled - All customer service areas combined	90.3%	90.2%	≥ 94%↑
% of Requests Resolved ≤ 5 Days	86%	86.8%	≥ 95%↑
% of Requests Resolved within 24 hours	58%	57.6%	≥ 60%↑
# of City outreach and learning activities for K-12 students and families	173	218	220↑
# of K-12 students who participated in City outreach and learning activities	16,367	16,162	20,000↑
# of K-12 Students Enrichment Participants per Household	1.02	1.01	1.3 ↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** 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.

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



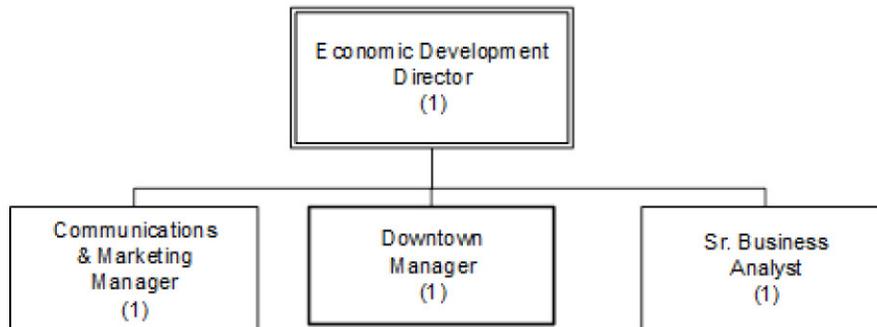
ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Promote a sustainable thriving economy and business community that creates prosperous conditions that build wealth, yield diverse/desirable job opportunities and generate 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/Resident community engagement and relations • Business Marketing & Promotion • Strategic Planning and Performance Management • Strategic Development and Partnerships
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • Increasing cost of commercial lending across sectors impacting pace of development • Rising and unstable construction costs • Continuing rise of the Federal interest rate • Inflation and supply chain delays in the marketplace • More demand than supply in the real estate Market • Generally uncertainty about the economy • Managing the downtown parking demand while preserving the quality of life for surrounding and impacted residents 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Slowing economy may create favorable pressure for prices across sectors to fall • Expecting marginal growth in all sectors • Continued increase in property tax revenues and job growth but the rate of growth will start to slow • Market conditions are still strong, but will start to slow • Real estate market continues to feel the pressure of more demand than supply in both residential and commercial • More informed citizens will increase the sense of community and their understanding of City government affairs Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity

Organizational Structure

FTE: 4



FY 2023-2024 STRATEGIC PRIORITIES, 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

<p>Employment Opportunity Satisfaction Index – Percentage of citizens who feel positive about employment opportunities in the city.</p> <p>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.</p> <p>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.</p> <p>Shopping Opportunities Satisfaction Index – Percentage of citizens who feel positive about the shopping quality, options and opportunities within Winter Garden's City boundaries.</p> <p>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.</p> <p>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.</p> <p>% Change in City Population – Percentage change (increase/decrease) in current fiscal year's City population compared to prior year's City's population.</p> <p>City Population – Total annual count of residents living in Winter Garden.</p> <p>City-wide Commercial Occupancy Rate – Occupied commercial square footage compared to total square footage throughout the City (includes Downtown).</p> <p>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.</p> <p># of Jobs Added – Number of jobs added annually to Winter Garden's employment base (http://www.wintergardensflprospector.com/).</p> <p>Average Wage of Total Jobs – Average annual wage of employment throughout Orange County (Enterprise Florida/US Bureau of Labor Statistics).</p> <p>Annual % Change in Property Values – Percentage change (increase/decrease) in current fiscal year's property values compared to prior year's property values in Winter Garden. (per Orange County Property Tax Appraiser's Office).</p> <p>Total Annual Property Values – Total annual dollar value of properties in Winter Garden (per Orange County Property Tax Appraiser's Office).</p> <p>% 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.</p> <p>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 throughout Winter Garden.</p> <p>Average Purchase Price of a New Home (Single-Family) – Annual aggregate purchase price value of newly built single family homes divided by units sold.</p>

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 year's business tax receipts divided by prior year's total business tax receipts.

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

Commercial Construction \$ Value – 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

Enable, encourage and preserve a vibrant downtown/commercial district, which in turn creates a thriving City

Objectives

- Strengthen and diversify the Downtown District by encouraging and promoting commercial infill and redevelopment.
- Revitalize, undergird and facilitate the East Winter Garden commercial district and neighborhood using targeted initiatives, programs, partnerships and resources to achieve sustainable economic vitality and improved quality of life.

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.

East Winter Garden Commercial Occupancy Rates - Occupied commercial square footage compared to total available square footage in the East Winter Garden business district.

East Winter Garden CRA Taxable Value - Orange County Property Appraiser's determination of taxable value for properties within the East Winter Garden CRA boundary.

East Winter Garden Median/Average Home Value - Average home value or price of a residential dwelling among the identified list of residences within the East Winter Garden neighborhood community.

Dollars Invested per East Winter Garden Household - Annual dollars spent or invested in East Winter Garden commercial and neighborhood programs/initiatives (including CRA funds, grants, etc.) per household within the East Winter Garden neighborhood community (approx. 495 households).

Strategic Priority #2

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 realize higher levels of inclusion and a stronger sense of community engagement towards City affairs, events, services and quality of life opportunities.

Performance Indicators

Opportunities to Participate in Community Matters Satisfaction Index – Percentage of Citizens who feel positive about their level of access and awareness to participate in matters that impact the community.

Job Winter Garden Does at Welcoming Citizen Involvement Satisfaction Index – Percentage of Citizens who feel positive about how well the City includes and involves them in government affairs.

Public Information Services Satisfaction Index - Percentage 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 - Percentage 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 - Percentage of Citizens who feel positive about the City's efforts to make residents feel welcomed and valued.

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

Sense of Community Satisfaction Index - Percentage of Citizens who feel positive about the overall sense of community cohesiveness and unity.

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Employment Opportunity Satisfaction Index *	54%	58%	64%↑
Overall Quality of business and service establishment in Winter Garden Satisfaction Index *	92%	92%	93%↑
Variety of business and service establishments Satisfaction Index *	84%	81%	86%↑
Shopping Opportunities Satisfaction Index *	84%	76%	86%↑
Overall Economic Health of Winter Garden Satisfaction Index *	86%	85%	88%↑
Economic Development Satisfaction Index *	81%	75%	82%↑
Vibrant Downtown/Commercial Area Satisfaction Index *	94%	90%	95%↑
Opportunities to Participate in Community Matters Satisfaction Index*	69%	73%	79%↑
Job Winter Garden Government Does at Welcoming Citizens Involvement Satisfaction Index*	71%	71%	76%↑
Public Information Services Satisfaction Index *	81%	81%	83%↑
Residents Connection and Engagement with their Community Satisfaction Index *	75%	73%	78%↑
Making All Residents Feel Welcome Satisfaction Index *	86%	89%	91%↑
Sense of Civic/Community Pride Satisfaction Index *	76%	85%	87%↑
Sense of Community Satisfaction Index *	78%	83%	85%↑

OPERATIONAL INDICATORS			
City Population **	47,975	51,500	53,100↑
% Change in City Population **	-5.6%	7.3%	3.1%↑
City-wide Commercial Occupancy Rate	97%	93%	98%↑
City Unemployment Rate	3%	2.3%	3%↓
# of Jobs Added (In Winter Garden)	1,200	920	1,100↑
Average Wage of Total Jobs	\$53,200	\$60,528	\$63,500↑
Annual % Change in Property Values	7.6%	12%	12.8%↑
Total Annual Property Values	\$4,407,338,459	\$4,938,596,286	\$5,570,212,378↑
% Change in Median Household Income	2%	17.6%	3.1%↑
Median Household Income	\$79,890	\$93,951	\$96,900↑
Average Purchase Price of a New Home (Single-Family)	\$556,392	\$634,386	\$685,136↑
# of Business Start-Ups & Expansions	379	400	395↑
% Change in Business Tax Receipts	-5.03%	12.95%	1%↑
Annual Business Tax Receipts	\$232,044	\$262,085	\$238,845↑
Commercial Construction \$ Value	\$80,250,175	\$131,190,150	\$14,625,000↑
Construction \$ Value per Commercial Building Permit	\$275,774	\$428,726	\$645,700↑
Residential Construction \$ Value	\$124,572,571	\$60,610,557	\$23,205,000↑
Construction \$ Value per Residential Building Permit	\$38,166	\$25,286	\$45,550↑
Downtown Commercial Occupancy Rate	100%	98%	100%↑
Downtown CRA Taxable Value	\$242M	\$340M	\$382M↑
East Winter Garden Commercial Occupancy Rates	N/A	33%	67%↑
East Winter Garden CRA Taxable Value	\$85.2M	\$157.7M	\$176.6M↑
East Winter Garden Median/Average Home Value	\$275,595	\$346,923	\$370,200↑
Dollars Invested per East Winter Garden Household	\$2,977	\$1,554	\$6,646↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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

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



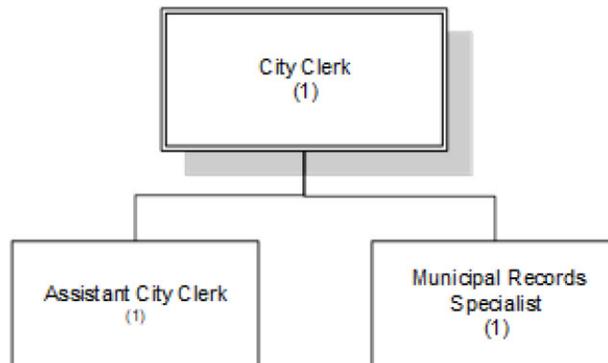
CITY CLERK'S DEPARTMENT

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"> • Educate department directors of responsibility for their department's records • Changing user needs and expectations • Timely adaptation to new legislative mandates or changes • Identifying records liaisons and ensuring ownership for records compliance in each department • Determining email records not related to government business 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Monitor and preserve legislative and administrative law updates • Continued effective alliances with multiple departments • Preserved integrity of electronic documents and information • Maximize timely access to records and information for citizens and staff

Organizational Structure

FTE: 3



FY 2023-2024 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

Strategic Priority #1

Provide Transparent and Accountable Government

Department Goal

Improve access, retention, and integrity of City records

Objectives

- Deploy reinforcement records management training content and curriculum utilizing a two-pronged approach, first to new hires during on-boarding and then ongoing follow-up training for existing employees, to ensure responsible, accurate and complete records management practices throughout the City.
- Provide City Commission, staff, citizens, and other agencies with timely and accurate support on records retention, disposition, meeting agendas and minutes.

Performance Indicators

City Clerk's Office Fulfillment & Experience Rating – Number of records requestors (with reasonable and standard requests) who feel extremely satisfied or satisfied with their City Clerk interaction experience compared to number of requestors surveyed.

Annual Disposition Request Rate - Number of departments who requested disposition of records compared to total number of departments.

% Reasonable Records Requests Timely Completed - Number of reasonable records requests fulfilled within 48 hours compared to total number of reasonable records requests (to exclude complicated requests).

% Agenda Packets Timely Distributed - Number of agenda packets distributed at least 4 days prior to a Commission meeting compared to total number of agenda packets.

% Commission Meeting Minutes Timely Posted - Number of Commission meeting minutes posted to the City website within 2 days of Commission approval compared to total number of Commission meeting minutes posted.

% Accurate Commission Meeting Minutes Adopted - Number of Commission meeting minutes packets adopted without a correction compared to total number of meeting minute packets.

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 INDICATORS RESULTS & TARGETS

Performance Indicator	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating*	80.4%	80.4%	82%↑
City Clerk's Office Fulfillment & Experience Satisfaction Rating	N/A	N/A	90%↑
OPERATIONAL INDICATORS			
Annual Disposition Request Rate	N/A	N/A	75%↑
% Reasonable Records Requests Timely Completed	N/A	N/A	100%↑
% Agenda Packets Timely Distributed	N/A	N/A	100%↑
% Commission Meeting Minutes Timely Posted	N/A	N/A	100%↑
% Accurate Commission Meeting Minutes Adopted	N/A	N/A	95%↑

* 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

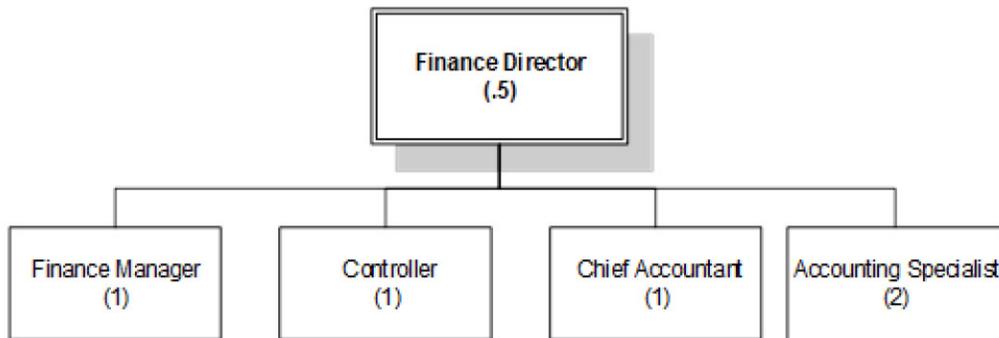


FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<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 well as pressure for higher wages for new recruits/hires American Rescue Plan Act 2021 (ARPA) funding will be available for infrastructure projects Availability of externally sourced funding pursued

Organizational Structure

FTE: 5.5



FY 2023-2024 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

Objective

- Continuously assist with pursuit and acquisition of grant funding provided at the State and Federal levels to facilitate and subsidize targeted City improvements and projects.

Performance Indicators

External Grant Funding Received – Externally sourced funding awarded, received and realized via grants (State and Federal), Federal appropriations or other sources to facilitate and subsidize City cost
Number of Grants and/or Other External Funding Sources Pursued - Number of external funding (grants, federal appropriations or other) applied for and/or pursued by the City

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82%↑
Fiscal Management Overall Customer Service Satisfaction Rating *	97.1%	97.1%	97.5%↑
FINANCIAL INDICATORS			
Budget to Actual Variance (City Overall Financials) **	+11%	+6%	+5%↑
External Grant Funding Received	\$703,867	\$6,550,296	\$56,370,609↑
OPERATIONAL INDICATOR			
Number of Grants and/or Other External Funding Sources Pursued	7	6	13↑

* 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

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



FINANCE DEPARTMENT

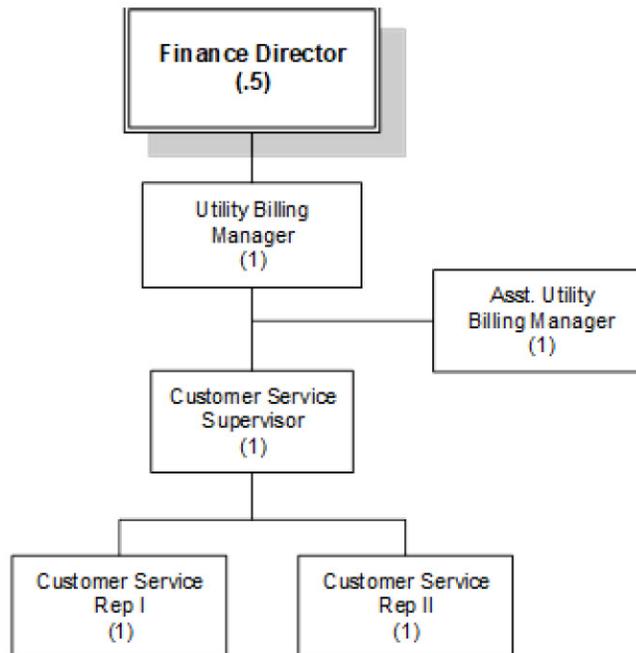
UTILITY BILLING

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"> • Service turn offs for non-payment are labor intensive • Increased handling of phone calls and customer walk in's resulting from payment arrangements for unpaid balances • Meter shortage has slowed meter replacement process and could cause delays for new construction homes 	<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: 5.5



FY 2023-2024 STRATEGIC PRIORITIES, GOALS 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Utility Billing Service Satisfaction Index *	70%	82%	82%↑
Overall Service Experience Satisfaction Rating (monthly in-house survey)	96%	96.8%	≥ 97%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
Average Queue Wait Time (in seconds)	:43	:50	≤ :55↓
Average Talk Time (in seconds)	:124	:128	≤ :115↓
Average Hold Time (in seconds)	:45	:44	≤ :90↓
Call Abandonment Rate	5.1%	6.1%	≤ 5%↓
% of Calls Handled	94.9%	93.8%	≤ 95%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

≤ ≥ 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

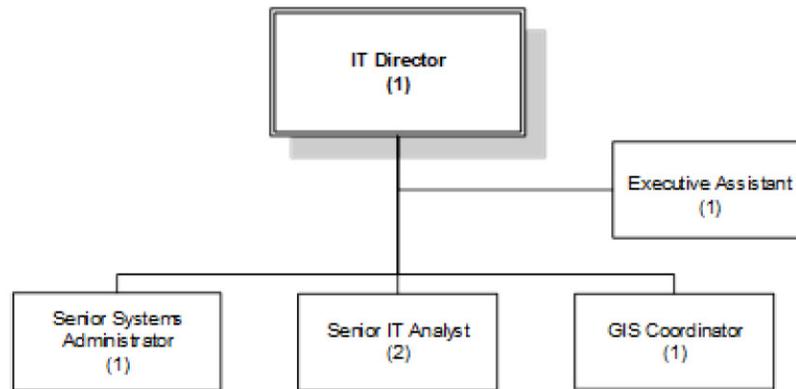


INFORMATION TECHNOLOGY BUSINESS PLAN & PERFORMANCE INDICATORS

<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 be informed on support requirements in a timely manner when called upon to facilitate department technology projects • 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 • Phone system call volumes will remain at a manageable level and controls will minimize and contain involuntary call abandonment occurrences • Level of staff training will be adequate for any changes in technology • Budget approval for projects/capital items

Organizational Structure

FTE: 6



FY 2023-2024 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.

- Monitor and improve IT's service request fulfillment process, targeting responsiveness and timely resolution to achieve a first contact resolution rate of at least 70%.

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

Helpdesk Average First Response Time - The time taken by IT staff to provide an initial response after a customer has reported and incident or requests a service (measured in minutes).

Helpdesk Average Resolution Time - The time taken by IT staff to completely resolve customer requests or issues (measured in hours).

Helpdesk First Contact Resolution Rate - Percentage of tickets that are resolved within the first customer interaction.

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/Upgrade of wireless infrastructure, Implementation of VMWare Horizons virtual desktop infrastructure platform, Migration of on-site Selectron services to the Cloud and Jessie Brock Technology Upgrade*

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

Key Performance Indicators	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
IT Overall Service Satisfaction Rating *	90.6%	90.6%	93%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
Helpdesk Average First Response Time (in minutes)	N/A	N/A	≤ .60↓
Helpdesk Average Resolution Time (in hours)	N/A	N/A	≤ 24:00↓
Helpdesk First Contact Resolution Rate	N/A	N/A	≥ 70%↑
Cisco Phone System Uptime Rate	99.99%	99.93%	≥ 99.5%↑
Involuntary Abandonment Rate	0.5%	6.07%	≤ 2.0%↓
% Uptime and Availability of Systems	99.97%	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

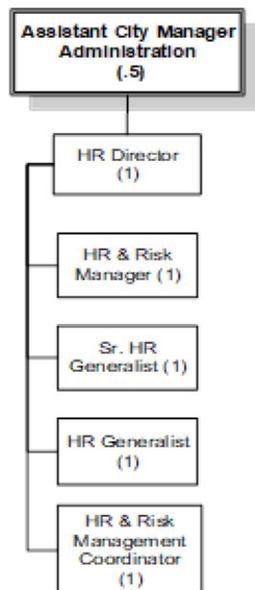
HUMAN RESOURCES

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 • Contract negotiations for two new and one existing union for Police & Fire. • Retention of existing talent and shortage of skilled talent to fill vacancies. • Need for succession planning for key positions with pending retirements identified over the course of the next 5 years. 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • Employees will want to continue to learn and improve skills if given the opportunity • Managers, supervisors and staff will embrace leadership development training opportunities • Ongoing training and support to help all leaders and employees successfully navigate the Career Development program and identify career paths, qualification gaps, etc. • Employee compliance with safety practices • HR has requested a new HR & Risk Manager to transition Risk Management oversight, to assist with an increase in labor relations (i.e. collective bargaining), and for new leadership and staff training initiatives for the fiscal year.

Organizational Structure

FTE: 5.5



FY 2023-2024 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 Professional Position – The number of days it takes on average to fill a mid-level 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

Annual health care reserve per Member – Cumulative inception-to-date net savings from prior year funds dedicated to offset future health insurance claims **divided** by total number of members enrolled in health benefits (i.e. employees, children, spouse, dependents etc.)

Net budgeted health care plan cost per Member – Total budgeted health care planned cost less employee contributions **divided** by total number of members enrolled in health benefits (i.e. employees, children, spouse, dependents etc.)

Net City health care plan cost per Member – Total annual actual health care cost(claims) **less** total employee premium contributions **divided** by total number members enrolled in health benefits. Employees reflect both active and retired

Stop Loss Ratio – Total refunds received for catastrophic claims (those above \$150,000) compared to overall medical claims

City Insurance Claims Ratio/Rate – Relationship between actual net City health care plan cost and budgeted health care plan cost

Fixed costs PMPM (per member per month) – Sum of administration, stop/loss, and stop/loss aggregate costs **divided** by total number of members enrolled in health benefits (i.e. employees, children, spouse, dependents etc.)

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall Employee On-Boarding Satisfaction Rate	100%	99.5%	100%↑
HR On-Boarding Satisfaction Rating	100%	100%	100%↑
Department On-Boarding Satisfaction Rating	100%	99%	100%↑
Training Experience Satisfaction Rating	N/A	N/A	100%↑
Career Development Leadership Effectiveness Satisfaction Index *	87.1%	87.1%	89%↑
HR Overall Customer Service Satisfaction Rating *	96.6%	96.6%	97%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82%↑
FINANCIAL INDICATORS			
Internal Training Cost Per Employee	\$0	\$0	\$75.00↑
External Training Cost Per Employee	\$0	\$0	\$300.00↑
OPERATIONAL INDICATORS			
Average Time to Fill High-Level Salaried Position (In Days)	N/A	67	≤ 90↓
Average Time to Fill Mid-Level Professional Position (In Days)	73	N/A	≤ 90↓
% of Salaried Positions filled within 90 Days	100%	100%	≥ 85%↑
Training Hours Per Supervisory Employee	N/A	N/A	24↑
Sick Hours per FTE	40	39.3	≤ 40↓
Average Time Off per FTE (Hours)	156.7	198.7	≤ 150↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	.07	.34	≤ 0.40↓
General Employee Lost Workdays Due to On-The-Job Injuries per FTE	.1	.17	≤ 0.37↓

Police Lost Workdays Due to On-The-Job Injuries per FTE	0	.17	≤ 0.60↓
Fire Lost Workdays Due to On-The-Job Injuries per FTE	0	1.38	≤ 0.90↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	.1	.59	≤ 0.40↓
General Employee Light Duty Days Due to On-The-Job Injuries per FTE	.15	.57	≤ 0.20↓
Police Light Duty Days Due to On-The-Job Injuries per FTE	0	.79	≤ 0.95↓
Fire Light Duty Days Due to On-The-Job Injuries per FTE	0	.36	≤ 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.

Note: Healthcare metrics for 2023/2024 have been modified to reflect appropriate measure for the change in 2020 to a self-funded plan. Data will be reconciled and tracked at the end of the calendar year.

≤ ≥ 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

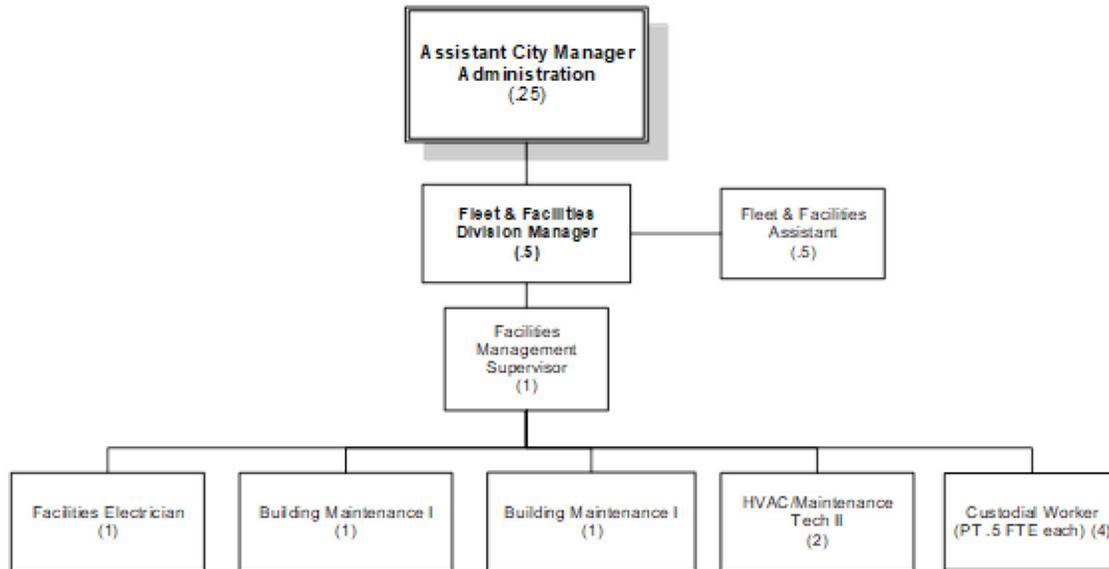


ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<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"> • 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 FY24

Organizational Structure

FTE: 9.25



FY 2023-2024 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

Objectives

- Ensure a responsive Facilities operation to all work request demand while containing repair costs within acceptable parameters and optimizing the efficient utilization of resources.
- Create a ten-year asset repair/replacement plan and schedule to help effectively predict future costs and labor needs for budgeting purposes.

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 preventive maintenance activities on City facilities (buildings, complexes and parks). Calculation: total preventive maintenance related hours realized on completed work orders divided by total number of preventive maintenance work orders completed

Average Preventive Maintenance Cost – Average cost realized to complete/fulfill preventive maintenance activities on City facilities (buildings, complexes and parks). Calculation: total preventive maintenance costs (labor, parts, material, equipment, contractors) realized on completed work orders divided by total number of preventive 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 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

Key Performance Indicators	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Target
CUSTOMER SERVICE INDICATORS			
Facilities Overall Customer Service Satisfaction Rating *	91%	91%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82%↑
FINANCIAL INDICATORS			
Average <i>Level 1</i> Repair Costs (Life & Safety Failures)**	\$460.14	\$124.50	≤ \$200 ↓
Average <i>Level 2</i> Repair Costs (Equipment Defects)**	\$215.29	\$205.75	≤ \$275 ↓
Average Preventive Maintenance Cost**	\$76.28	\$132.50	≤ \$250 ↓
Average Corrective Maintenance Cost**	\$159.13	\$396.25	≤ \$450 ↓
Average Request For Services Task Cost**	\$44.96	\$220.75	≤ \$250 ↓
Average Project Related Cost**	\$245.00	\$3,486.75	≤ \$1,500 ↓
OPERATIONAL INDICATORS			
Average Days to Close <i>Level 1</i> Service Work Requests (Life & Safety Failures)	.67	2.3	≤ 2 ↓
Average Days to Close <i>Level 2</i> Service Work Requests (Equipment Defects)	2.6	2	≤ 3 ↓
% Preventive Maintenance vs Corrective Maintenance	47.6%	33.3%	≥ 60%↑
Average Preventive Maintenance Hours	1.97	1.91	≤ 2 ↓
Average Corrective Maintenance Hours	3.4	5.3	≤ 4 ↓
Average Request For Services Task Hours	1.97	3.01	≤ 1.5 ↓
Average Project Related Hours	5.3	44.61	≤ 24 ↓

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

** Cost-based measures for the second half of the fiscal year were modified to include a loaded labor wage. This artificially inflated the costs and has been adjusted for the next fiscal year.

$\leq \geq$ 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

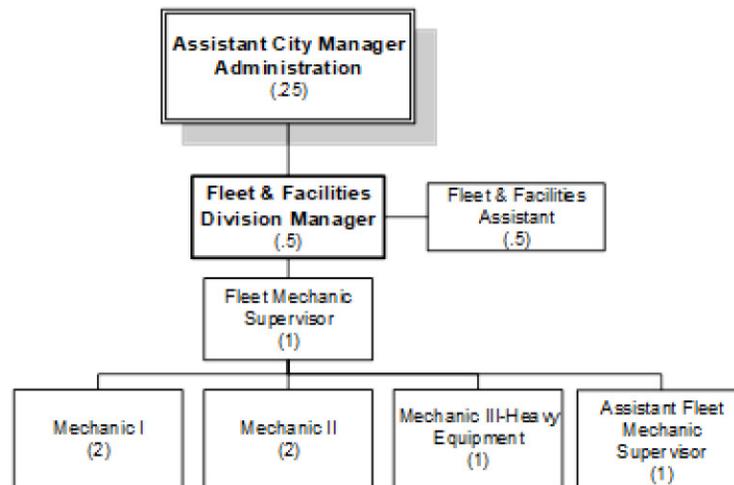
FLEET MANAGEMENT

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 2023-2024 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

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 use

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall Fleet Management Satisfaction Rating *	91.5%	91.5%	92%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	80.4%	82%↑
FINANCIAL INDICATORS			
Average Repair & PM Cost Per Fire Vehicle	\$1,676	\$2,546	\$2,700↓
Average Repair & PM Cost Per Police Vehicle	\$610	\$391	\$450↓
Average Repair & PM Cost Per Solid Waste Vehicle	\$4,757	\$3,804	\$5,000↓
Average Repair & PM Cost Per Regular Vehicle	\$841	\$863	\$1,000↓
Fleet Average Downtime Cost	\$858.50	\$875.28	\$900↓
OPERATIONAL INDICATORS			
Overall Preventive Maintenance Adherence Rate	90.8%	96%	95%↑
Fire Dept. Preventive Maintenance Adherence Rate	95%	100%	98%↑
Police Dept. Preventive Maintenance Adherence Rate	90.1%	97%	95%↑
Solid Waste Preventive Maintenance Adherence Rate	98.5%	95.5%	95%↑
General Support Preventive Maintenance Adherence Rate	80.1%	91.3%	90%↑
Average Age of All Fleet Vehicles (years)	8.2	9.9	10↓
Average Age of Primary Fleet Vehicles (years)	7.7	6.9	7.0↓
% Preventive vs. Corrective Maintenance Ratio	23.2%	25.2%	26%↑
Fleet Average Downtime Hours	17.7	22.0	15↓
Fleet Average PM Downtime Hours	9.8	9.3	8↓

% Repeat Repairs/Failures	.78%	.89%	1.3%↓
Fleet Assets-to-Mechanic Ratio	62.1	65.7	60↓
% of Repairs Outsourced	7.3%	6.6%	6%↓

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

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



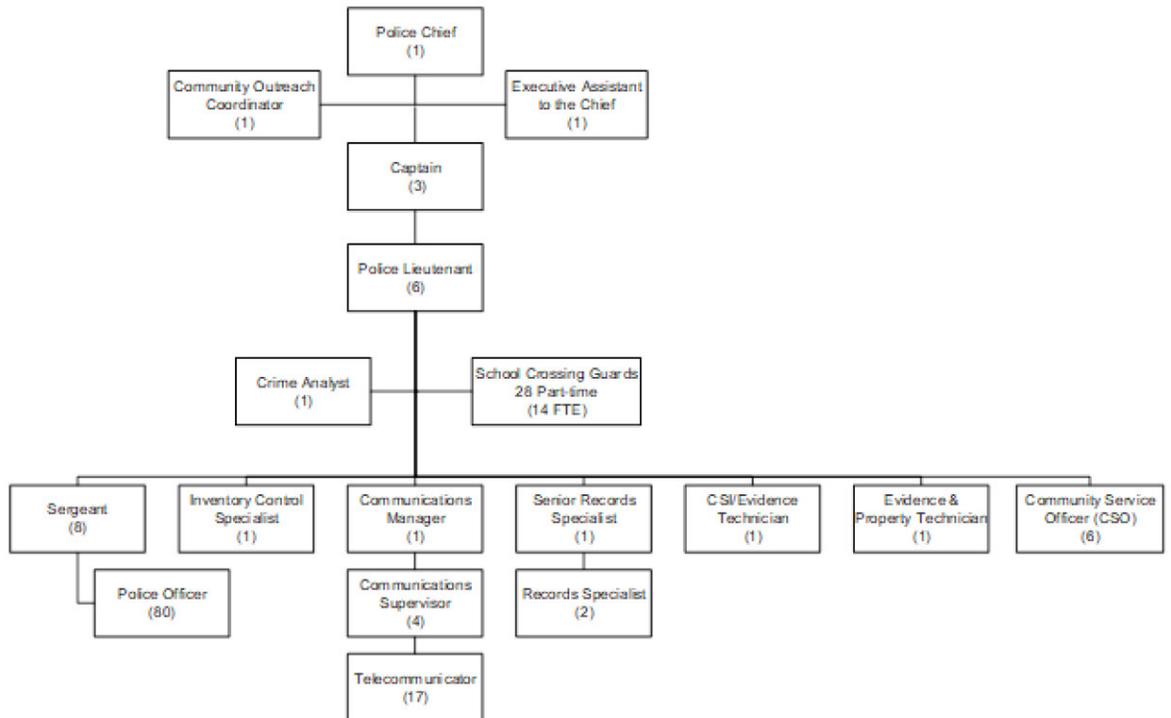
POLICE DEPARTMENT

BUSINESS PLAN & PERFORMANCE INDICATORS

<p>MISSION STATEMENT: Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.</p>	<p>CORE FUNCTIONS:</p> <ul style="list-style-type: none"> • Patrol • Criminal Investigations • Community Oriented Policing • Forensics • Dispatch (911 and Non-Emergency Services)
<p>CHALLENGES:</p> <ul style="list-style-type: none"> • 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 • Records Management Software upgrade challenges on reporting crime statistics • 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 • Enforcement policy changes enacted will further build and preserve community relationships in Winter Garden • New Records Management Software system will be installed in late FY2023/early 2024 to assist and improve the efficiency of crime statistics reporting

Organizational Structure

FTE: 149



FY 2023-2024 STRATEGIC PRIORITIES, GOALS & 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Safety From Property Crime Index *	83%	79%	84%↑
Safety From Violent Crime Index *	91%	81%	91%↑
Crime Prevention Index *	81%	82%	84%↑
Average Safety in Your Neighborhood Index (day & night combined) *	93%	96%	96%↑
Safety in Downtown Winter Garden during the Day Index *	97%	96%	98%↑
Safety in Downtown Winter Garden after Dark Index *	92%	84%	93%↑
Traffic Enforcement Satisfaction Index *	74%	68%	75%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
# of Property Crimes Reported **	1,658	2,092	2,180↓
Property Crime Clearance Rate	42.3%	34%	39%↑

Property Crime Rate per 1,000 Residents	34.3	40.9	40.0↓
# of Violent Crimes Reported **	196	193	180↓
Violent Crime Clearance Rate	50%	76.6%	58%↑
Violent Crime Rate per 1,000 Residents	4.04	3.78	3.6↓
# of Crimes Reported **	1,856	2,310	2,180↓
Crime Clearance Rate	44.1%	38%	40%↑
Crime Rate per 1,000 Residents	38.2	45.2	43.6↓
Code 2 Calls Received (low priority-crime not in progress emergencies)	12,150	13,118	12,000↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	6:50	7:18	≤ 7:00↓
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	250.5	256.8	240.0↓
Code 3 Calls Received (high priority emergencies)	688	734	800↓
Code 3 Calls Response Time (high priority emergencies)	4:05	4:17	≤ 4:10↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	14.18	14.37	14.0↓
% Citizens Receiving a Traffic Citation in the Last 24 months	N/A	5%	≤ 6%↓
Number of Traffic Stops	15,328	17,043	9,000↑
Count of Traffic Enforcement Events	2,022	2,664	1,800↑
# of Crimes Reported in Downtown District **	93	81	90↓
Downtown Crime Clearance Rate	68%	65%	65%↑
# of Unsecured Properties Downtown	15	3	25↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** # 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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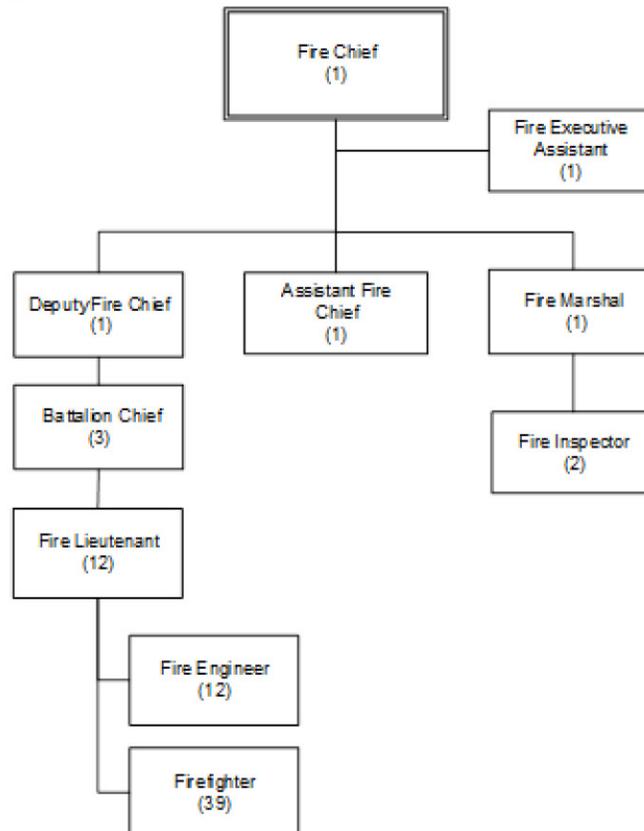
FIRE/RESCUE DEPARTMENT

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 • Supply chain and cost limitations for fleet and supplies <p>Additional responsibilities to fully support Citywide Emergency Medical Services (EMS) transport</p>	<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: 73



FY 2023-2024 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.'

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 (48,500) divided by 1,000 = 48.5). 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Emergency Preparedness Satisfaction Index *	77%	79%	80%↑
Fire Prevention & Education Satisfaction Index *	84%	85%	87%↑
Safety from Fire, Flood or Other Natural Disaster Satisfaction Index * (New Rating)	85%	82%	86%↑
Fire Services Satisfaction Index *	91%	92%	94%↑
Emergency Medical Services Satisfaction Index *	91%	92%	94%↑
Employee Motivation and Productivity Satisfaction Rating **	80.4%	80.4%	82%↑
FINANCIAL INDICATORS			
Labor Budget to Actual Labor Variance (+/- Percentage) ***	4.7%	0%	+/- 5%↓
Overtime Labor Budget to Actual Labor Variance (+/- Percentage) ***	-34.4%	-61.7%	+/- 5%↓
OPERATIONAL INDICATORS			
False Alarms as a % of Total Calls	.4%	.35%	≤ 1%↓
Fire Calls as a % of Total Calls	2.6%	2.07%	≤ 2.5%↓
Fire Average Response Time	5:24	6:21	≤ 5:25↓
EMS Calls as a % of Total Calls	79.3%	79.5%	≤ 80%↓
Average EMS Response Time	6:09	5:55	≤ 5:05↓
CPR Certified / 1,000 Residents Ratio	51.11	77.36	105↑
# of incidents where CPR was used by a citizen prior to a first responder	17	6	10↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** 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.

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



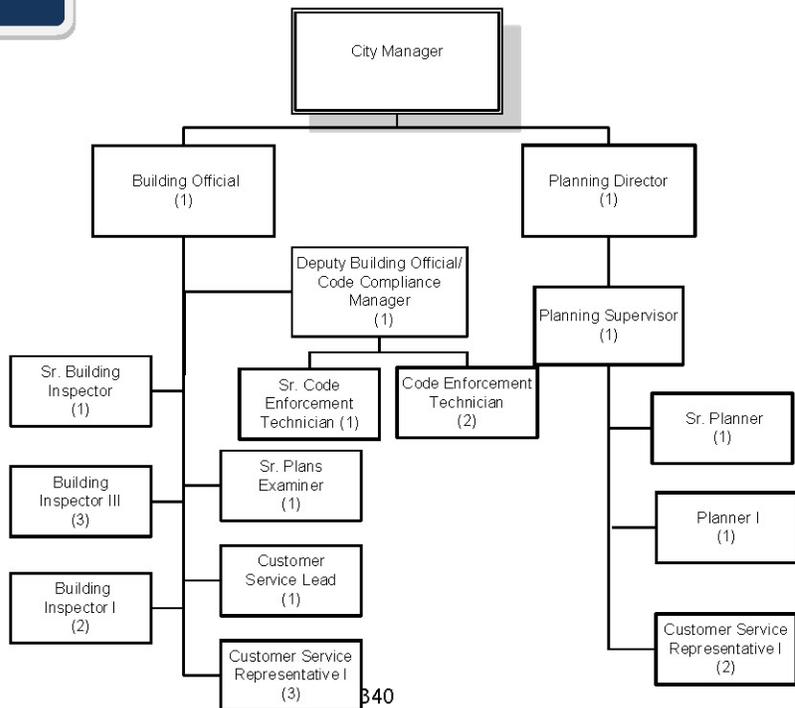
COMMUNITY DEVELOPMENT DEPARTMENT

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"> • State 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 • New affordable housing act could cause issues with building and zoning requirements not fitting into our current standards 	<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 continued delays in 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 2023/2024 to properly match workload demand</p>

Organizational Structure

FTE: 22



FY 2023-2024 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

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

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

Facilitate thorough plan review process while ensuring high quality development throughout the City

Objective

- Establish and uphold design quality standards for all commercial and residential projects to ensure the City maintains its unique character and charm as it develops.

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: Unincorporated Segments Converted for the year in acres divided by Total Unincorporated Segments available for conversion annually in acres

Ratio of Unincorporated Winter Garden – Unincorporated segments of Winter Garden compared to Winter Garden's total geographic city limit or area measured in acres. Calculation: Total Unincorporated WG in Acres divided by Total WG City Limit in Acres per Joint Planning Area

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

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

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

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

Strategic Priority #3

Preserve the Natural Environment

Department Goal

Safeguard natural land areas and green spaces throughout the City

Objective

- Ensure sufficient green space and natural areas are allotted by new developers on all construction projects 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

Total Acreage of City Green space – Measure in acres of total green space inventories and assets throughout the City. Includes: water bodies, water ways, wetlands, parks, conservation areas, neighborhood parks, residential open green space, bike trails and golf courses. Undeveloped lands and unincorporated areas were excluded.

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

Strategic Priority #4

Provide an Attractive Community

Department Goal

Improve and preserve the aesthetics and community charm throughout the City

Objective

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

Performance Indicators

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

% Citizen Initiated Complaints – Number of citizen reported complaints received by phone, e-mail and 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Overall Quality of the Transportation System Satisfaction Index *	61%	62%	65%↑
Ease of Public Parking Satisfaction Index *	76%	60%	68%↑
Availability of Paths and Walking Trails Satisfaction Index *	84%	82%	84%↑
Ease of Bicycle Travel Satisfaction Index *	70%	73%	75%↑
Ease of Car Travel Satisfaction Index *	76%	68%	72%↑
Ease of Walking Satisfaction Index *	73%	73%	75%↑
Traffic Flow on Major Streets Satisfaction Index *	52%	42%	55%↑
Land Use, Planning and Zoning Satisfaction Rating *	61%	61%	65%↑
Overall Design or Layout of Winter Garden's Residential and Commercial Areas Satisfaction Index *	76%	75%	79%↑
Well-planned Residential Growth Satisfaction Index *	76%	54%	76%↑
Well-planned Commercial Growth Satisfaction Index *	74%	57%	74%↑
Well-designed Neighborhoods Satisfaction Index *	84%	66%	84%↑
Preservation of the Historical or Cultural Character of the Community Satisfaction Index * <i>(New Rating)</i>	83%	77%	85%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	66%	68%↑
Code Enforcement Satisfaction Index *	63%	56%	65%↑
% Citizen Initiated Code Complaints	2.5%	4.3%	≤ 5%↓
% Citizen Initiated Complaints handled through Voluntary Compliance	100%	99.3%	100%↑
% of Code Complaints responded to within 24hrs	96.3%	99%	95%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	N/A	40	≤ 30↓
Average # of Plan Reviews per Project Submittal - Subdivision (days)	0.5	2.5	≤ 3↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	24.8	35.5	≤ 30↓
Average # of Plan Reviews per Project Submittal - Commercial (days)	1	2	≤ 3↓
Avg. Overall Permitting Turnaround Time (days)	19.5	20.3	≤ 15↓
Avg. Commercial Permitting Turnaround Time (days)	17.3	19	≤ 15↓

Avg. Commercial Plan Review Time (days)	3.0	3.5	≤ 10↓
Avg. Residential Permitting Turnaround Time (days)	30.8	30.8	≤ 15↓
Avg. Residential Plan Review Time (days)	2.6	3.9	≤ 5↓
% of Commercial Permits within Review Standard	65.5%	70.3%	85%↑
% of Residential Permits within Review Standard	50.7%	45.6%	85%↑
Average Cycle Time for Sign Permits (days)	26.5	37.7	≤ 14↓
# of Inspections per Inspector per Day	29.2	14.2	25↓
% of Commercial Building Inspections Performed within 24hrs of Request	97.3%	95.9%	≥ 98%↑
% of Residential Building Inspections Performed within 24hrs of Request	98.8%	98.4%	≥ 98%↑
% of Total Inspections Performed by Requested Date	98.8%	97.7%	≥ 98%↑
Total Connected Trails & Paths (in feet)	108,456	108,456	109,100↑
Total Connected Sidewalks (in feet)	1,490,762	1,501,926	1,510,500↑
Percentage of Multipurpose Trails Connected to Neighborhoods	56.5%	56.5%	57%↑
Incorporated Winter Garden Conversion Rate	1.6%	.10%	.25%↑
Ratio of Unincorporated Winter Garden	21.4%	21.4%	21.36%↓
Total JPA Acreage	14,739.6	14,739.6	14,739.6↑
Total Incorporated Acreage	11,583	11,586	11,591↑
Total Unincorporated Acreage	3,156.6	3,153.6	3,148.6↓
Unincorporated Acreage Converted	51.4	3	8↑
Average Queue Wait Time (In Seconds) – Building and Planning	:71	:39	≤ :25↓
Average Talk Time (In Seconds) – Building and Planning	:72	:79	≤ :95↓
Average Hold Time (In Seconds) – Building and Planning	:17	:25	≤ :40↓
Call Abandonment Rate (In Seconds) – Building and Planning	9.3%	6.3%	≤ 5%↓
% of Calls Handled – Building and Planning	90.7%	93.7%	≥ 95%↑
Average Queue Wait Time (In Seconds) – Reception	:15	:11	:12↓
Average Talk Time (In Seconds) – Reception	:29	:26	:31↓
Average Hold Time (In Seconds) – Reception	:05	:04	:06↓
Call Abandonment Rate (In Seconds) – Reception	8.5%	7.4%	≤ 5%↓
% of Calls Handled – Reception	91.5%	92.6%	≥ 95%↑
Total Acreage of City Green Space	3,860	3,867	3,881↑
City Green Space %	33.4%	33.4%	33.5%↑

Average Days Taken to Close a Code Case	41.9	46.4	≤ 45↓
% Staff Initiated Code Violations	97.5%	96.2%	≥ 95%↑
% of Complaints/Cases Brought into Compliance without Official Action	97.4%	98%	100%↑
# of Code Complaints, Cases and/or Violations per 1,000 Service Connections	33.4	13	50↓
# of Code Complaints, Cases and/or Violations per Code Officer	153.1	241	≤ 400↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023.

≤ ≥ 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

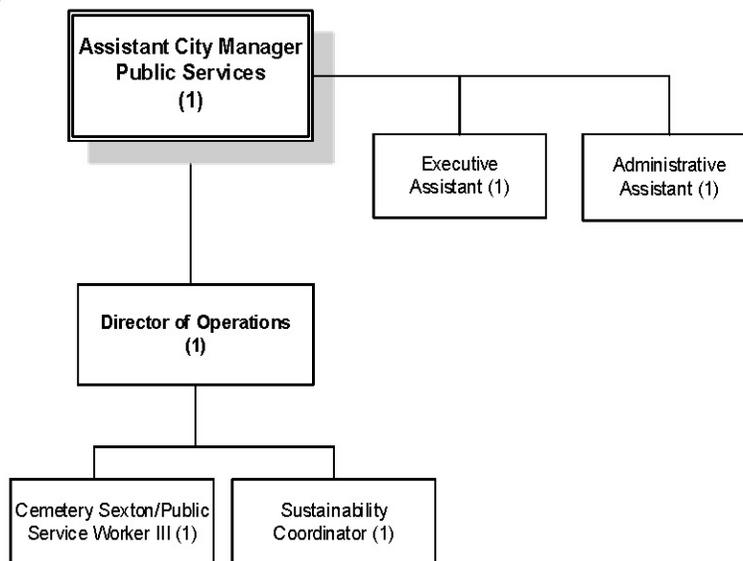
ADMINISTRATION/CEMETERY DIVISIONS

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 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATOR			
Employee Motivation and Productivity Satisfaction Rating	80.4%	80.4%	82%↑
FINANCIAL INDICATORS			
Capital Improvements External Funding Rate * †	0.0%	1.76%	15%↑
Capital Improvements External Funding Received * †	\$0	\$3,500,000	\$500,000↑
OPERATIONAL INDICATORS			
Average Queue Wait Time – in seconds	:53	:55	≤ :35↓

Average Talk Time – in seconds	:112	:101	≤ :90↓
Average Hold Time – in seconds	:51	:45	≤ :55↓
Call Abandonment Rate	22.3%	25.9%	≤ 20%↓
% of Calls Handled	77.7%	74.1%	≥ 80%↑
Total Recordable Incident Rate (Accidents Per 100 Employees)	6.2	43.7	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 FY24 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.

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



PUBLIC SERVICES DEPARTMENT

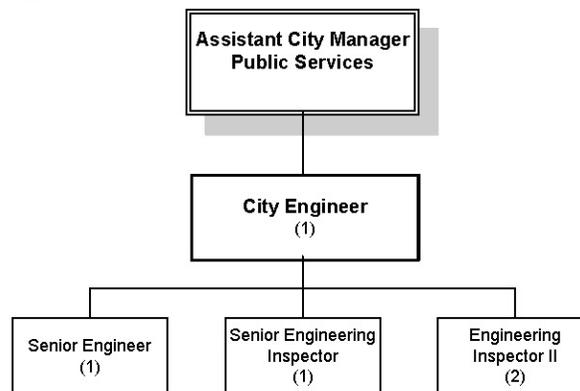
ENGINEERING DIVISION

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 2023-2024 STRATEGIC PRIORITY, GOALS & OBJECTIVES

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

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATOR			
Overall Quality of the Utility Infrastructure Satisfaction Index * (New Rating)	81%	84%	85%↑
FINANCIAL INDICATORS			
CIP Bid to Design Estimate Cost Variance %	-24.84%	0%	≥ -10%↑
% of CIPs Completed within Bid Amount	75.86%	80.95%	≥ 95%↑
CIP Bid to Actual Cost Variance %	-0.93%	-8.89%	≤ 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	100%	95.24%	≥ 95%↑
Number of Active Capital Improvement Projects	10	6	8 ↑
# CIP Site Visits	355	442	300↑
# CIP New Starts per Period	10	11	5 ↑
# CIP C of Cs per period	7	9	6↑
Number of Active Private Projects	30	29	25 ↑
# Private Project Site Visits	4,701	4,821	3,300↑
# Private Project New Starts per Period	16	12	10↑
# Private Project C of Cs per Period	14	13	10↑
Number of Active Right of Way Permits	58	29	100 ↑
# Right of Way Site Visits	3,209	2,107	2,500↑
# Right of Way Permit New Starts per Period	162	162	100 ↑
# Right of Way Permit Closeouts per Period	104	144	100 ↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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PARKS & RECREATION DEPARTMENT

BUSINESS PLAN & KEY PERFORMANCE INDICATORS

MISSION STATEMENT:

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

CORE FUNCTIONS:

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

CHALLENGES:

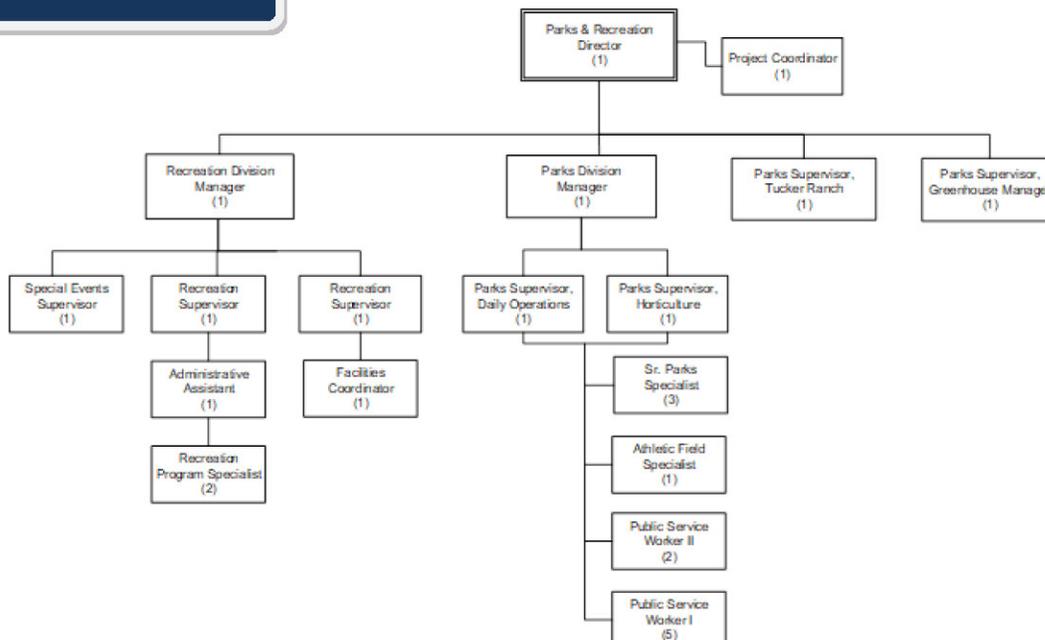
- Managing inflated event attendance - Fall/Winter/Spring
- Growing demand for athletic/field spaces from non-residents due to turndowns by Orange County
- Pressures to expand the number of downtown events while managing the effect on businesses
- Event parking impact on staff and visitor experience
- Delivering the right mix of programs and services that cater to changing needs
- Impact of Tanner Hall's needed structural renovation on future events and rental opportunities
- Rental rates for facilities – last adjusted 15yrs ago
- Vacancies are causing a strain on the department with forced overtime and lack of time for training
 - Impact of Pickleball's high non-resident usage underserving the experience for local residents

BUSINESS ASSUMPTIONS:

- Growing demand from residents and visitors to participate in recreational and athletic activities
- Event attendance will continue to grow
- Continued growth will increase pressure to update/expand parks and recreational venues
- 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: 26



2023-2024 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

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Pedestrian and Landscape Areas Satisfaction Index *	87%	89%	91%↑
Quality of City Parks Satisfaction Index *	87%	85%	92%↑
Downtown Amenities, Pedestrian and Landscape Areas Satisfaction Rating <small>(in-house survey feedback from downtown merchants)</small>	98%	90%	≥ 95%↑
Overall Quality of Park and Recreation Opportunities Satisfaction Index * <small>(New Rating)</small>	87%	84%	88%↑
Recreational Opportunities Satisfaction Index *	83%	76%	85%↑
Recreation Programs and Classes Satisfaction Index *	80%	87%	89%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index *	67%	77%	82%↑
Opportunities To Attend Special Events and Festivals Satisfaction Index *	76%	85%	87%↑
% Satisfied with Recreation Programs <small>(in-house post program survey)</small>	96.7%	97.6%	≥ 95%↑
Quality of the Overall Natural Environment Satisfaction Index *	87%	84%	91%↑
Preservation of Natural Land Areas Satisfaction Index *	65%	66%	68%↑
Employee Motivation and Productivity Satisfaction Rating**	80.4%	80.4%	82%↑
OPERATIONAL INDICATORS			
# of Total Recreation Program Participants	39,329	41,060	42,000↑
# of Total Program/Events Participants <small>(Attendees)</small>	531,860	555,300	475,000↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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

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PUBLIC SERVICES DEPARTMENT

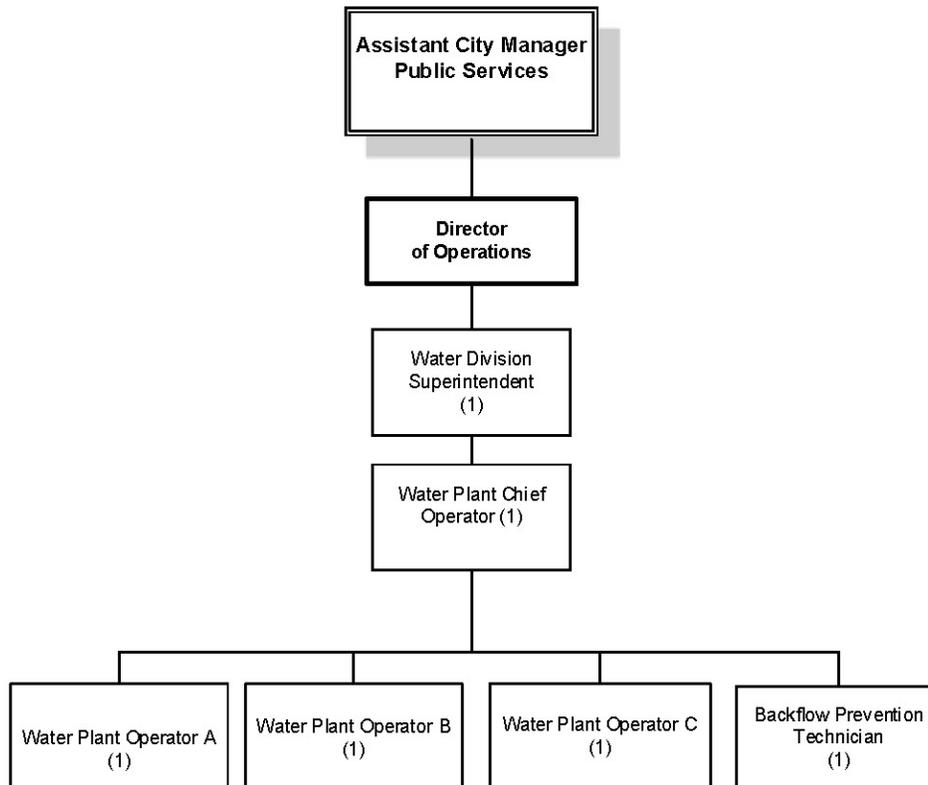
WATER TREATMENT & PUMPING DIVISION

BUSINESS PLAN & PERFORMANCE INDICATORS

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 2023-2024 STRATEGIC PRIORITIES, 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATOR			
Drinking Water Quality Satisfaction Index *	75%	72%	77% ↑
FINANCIAL INDICATORS			
Preventative Maintenance to Production (Cost per Hour)	\$12.29	\$14.42	≤ \$17.00 ↓
Preventative Maintenance to Production (Cost per Million of Gallon)	\$.03	\$.03	≤ \$.03 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$69.38	\$93.21	\$60.00 ↓
OPERATIONAL INDICATORS			
Million Gallons/Day in Groundwater Withdrawals	5.51	5.81	≤ 5.5 ↓
Volume of Ground Water Withdrawals (in million gallons)	2,022.1	2,120.1	2,340 ↓
Irrigation Gallons Billed	1,922,746	1,894,572	2,033,000 ↓
Irrigation Gallons Billed (Used) per Service Connection	185.7	179.5	193.6 ↓
Rainfall Volume (in inches)	82.0	47.4	≥ 58.00 ↑
# of KBTU per Year in Energy Consumption (WTP)	15,938,267,855	16,735,181,247	14,000,000,000 ↓
Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	914,211	950,780	875,000 ↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Rating represents an average from two water quality survey ratings: 'Drinking water taste' and 'Drinking water pressure' Value in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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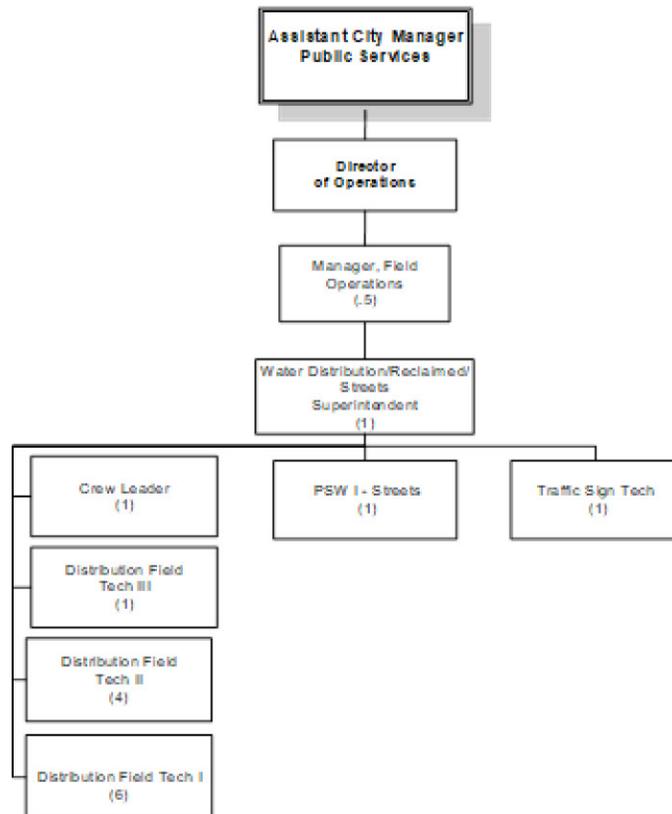


PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

<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 six 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 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: 15.5



FY 2023-2024 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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Street Repair/Maintenance Satisfaction Index *	64%	55%	70%↑
Sidewalk Maintenance Satisfaction Index *	70%	67%	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index *	76%	68%	80%↑
OPERATIONAL INDICATORS			
Street Repair Ratio (based on linear feet)	6.39%	3.24%	5%↑
Sidewalk Repair Ratio (based on linear feet)	.48%	1.66%	1.1%↑
Number of Water Main Breaks	4	3	2↓
Number of Service Line Breaks	116	188	150↓
#of Boiled Water Notices Issued	7	1	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	0	0	0↓

* FY23 forecast, in most cases, reflects 9 months of actual results plus 3 months of projections based on performance trends to-date but could also reflect final actual result for the year. In other instances, it's a year-end projection based on the latest operational expectations, conditions and capabilities.

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PUBLIC SERVICES DEPARTMENT

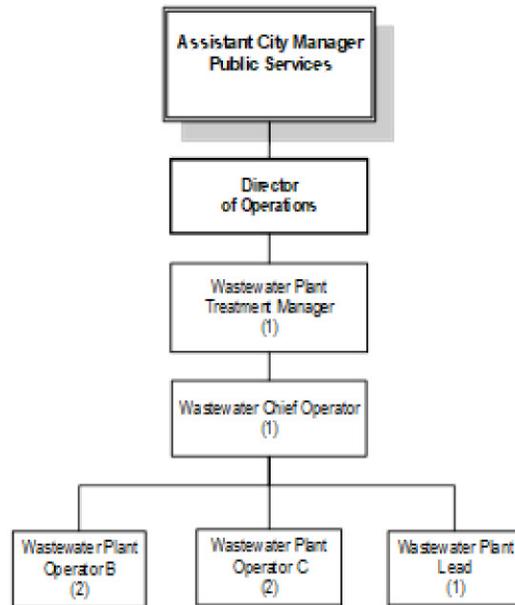
WASTEWATER & RECLAIMED WATER DIVISION

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 • 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: 7



FY 2023-2024 STRATEGIC PRIORITIES, GOALS & 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

Key Performance Indicators	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATOR			
Water Conservation Participation Satisfaction Index *	93%	85%	95%↑
FINANCIAL INDICATORS			
Preventive Maintenance to Production (Dollars per Hour)	\$36.09	\$30.81	≤ \$40.00↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$0.02	\$0.04	≤ \$.04↓
Treatment Operating and Maintenance Cost per Service Connection	\$144.37	\$193.77	≤ \$250.00↓
OPERATIONAL INDICATORS			
Number of Odor Complaints (Wastewater Treatment Plant)	4	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
% Pump and Motor Failures	7.1%	5.06%	≤ 5%↓
# of Pump and Motor Failures	6	2	5↓
Pump and Motor Maintenance Rate	80%	80%	≥ 75%↑
# Pump and Motor Maintenance Work Performed	77	77	78↑
Total Pounds of Sand Removal from Tanks (in pounds)	72,260	67,300	139,000↓
Restaurant Site Inspection Compliance Rate **	100%	100%	100%↑

# of BTU per Year in Energy Consumption (WWTP)	1,492,522,535	1,529,835,598	1,400,000,000↓
Waste Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	85,621	85,853	87,500↓

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

** 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:

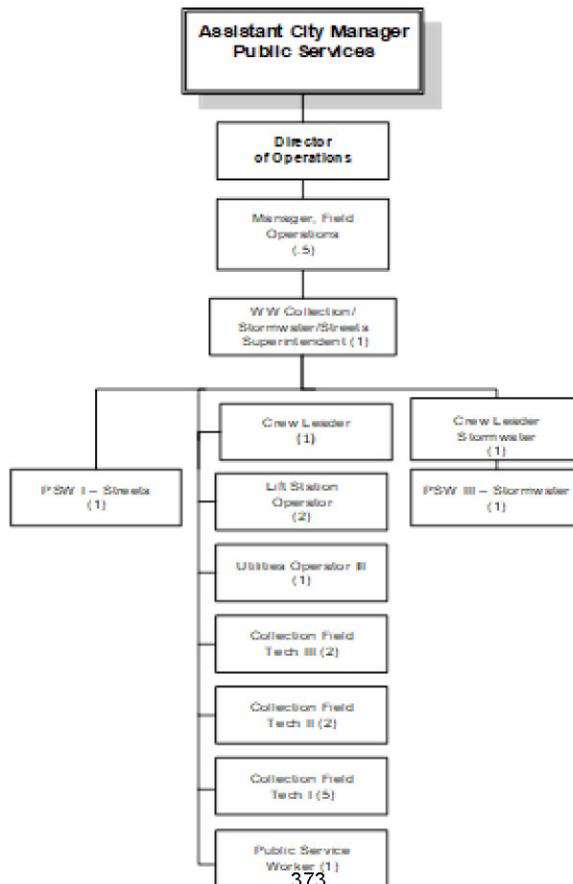
- Higher than normal turnover and vacancies restraining the required level of preventive maintenance activities and other service demands
- Adverse weather conditions and tropical storms
- State and Federal Environmental Mandates
- Lack of cooperation from Federal, State and Regional agencies
- Lack 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: 18.5



FY 2023-2024 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 Inspected - Linear feet of Storm water inspections compared to total linear feet of storm water lines

PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Street Cleaning Satisfaction Index *	86%	76%	88%↑
Sewer Service Satisfaction Index *	91%	87%	93%↑
Storm Water Drainage Satisfaction Index *	87%	85%	89%↑
OPERATIONAL INDICATORS			
Volume of Pollutants Removed from Storm Water Drains (in tons)	579	554	1,275↑
# of Street Sweeping Miles Cleaned	7,764	8,249	8,750↑
% of Total Sewer Pipes Cleaned	21.2%	40.6%	40%↑
% of Total Sewer Pipes TV Inspected	5.8%	4.3%	10%↑
Linear Feet of Sewer Pipes Cleaned	196,221	374,967	337,920↑
% of Sewer Calls Responded to Within 45 Minutes	99.1%	99.4%	100%↑
Total Number of Flooding Incidents	3	0	0↓
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑
% of Total Storm Water Lines Inspected	0%	.95%	25%↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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PUBLIC SERVICES DEPARTMENT

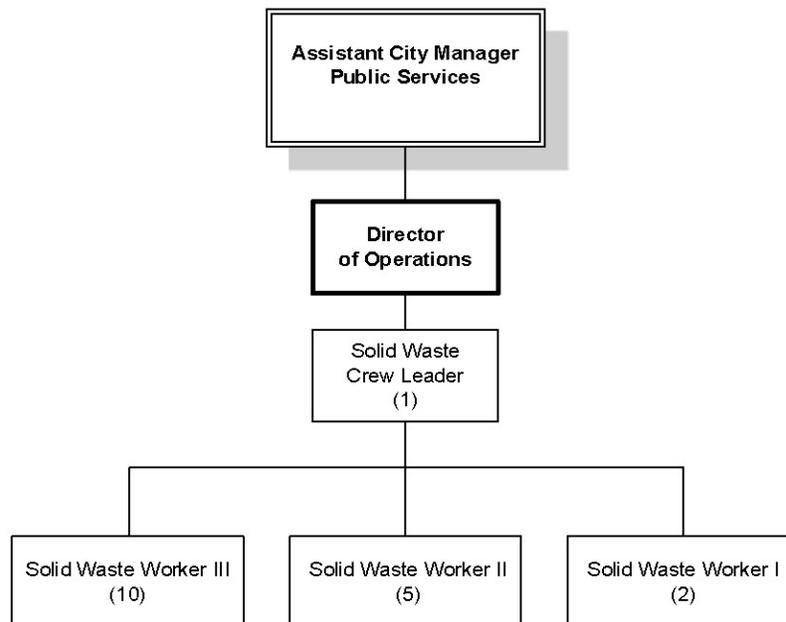
SOLID WASTE DIVISION

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 increased significantly 	<p>BUSINESS ASSUMPTIONS:</p> <ul style="list-style-type: none"> • The OC landfill will continue to accept solid waste from the City of Winter Garden • OC tipping fees will increase by 12% YOY for the next three years. • To realize a another significant increase in recycling disposal cost due to market conditions and inflationary effects on processing cost - will now cost \$120 per ton • Vehicles and equipment will be properly maintained in a timely manner • Public will comply with disposal requirements

Organizational Structure

FTE: 18



FY 2023-2024 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.

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

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 21/22 Actual	FY 22/23 Actual	FY 23/24 Target
CUSTOMER SERVICE INDICATORS			
Garbage Collection Satisfaction Index *	94%	92%	97%↑
Recycling Service Satisfaction Index *	84%	84%	90%↑
Yard Waste Pick-up Satisfaction Index *	96%	88%	97%↑
FINANCIAL INDICATOR			
Solid Waste Direct Cost per Tonnage	\$151.76	\$175.25	\$170.00↓
OPERATIONAL INDICATORS			
% Residents Recycled at Home Participation Index *	89%	88%	91%↑
Tons of Solid Waste Refuse	27,934	23,389	29,500↑
Tons of Commercial Solid Waste Refuse	12,957	13,009	13,750↑
Tons of Residential Solid Waste Refuse	14,981	15,379	15,750↑
Tons of Recycle Waste Collected	2,875	2,776	3,500↑
Recycled Waste as a % of Total Waste	9.3%	8.9%	12.5%↑
Number of Commercial Accounts Recycling	70	71	75↑
Tonnage of Commercial Solid Waste Refuse per Service Account	18.5	17.96	19.0↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	315	301	315↓
Tonnage of Recycle Waste per 1,000 Residents	61	54	70↑
Tonnage per Trip	10.3	9.9	11.0↑

* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY21/22 show survey results last reported in June of 2021 only for comparative purposes.

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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.

