

# City of Winter Garden Adopted Budget

Fiscal Year 2024-2025



WINTER GARDEN, FL



# WINTER GARDEN

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# WINTER GARDEN

**CITY OF WINTER GARDEN  
Fiscal Year 2024/2025  
Adopted Budget**

**JOHN REES**

Mayor

**LISA BENNETT**

Mayor Pro Tem  
Commissioner, District 1

**ILIANA JONES**

Commissioner, District 2

**CHLOE JOHNSON**

Commissioner, District 3

**COLIN SHARMAN**

Commissioner, District 4

**JON C. WILLIAMS**

City Manager



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# WINTER GARDEN

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# BUDGET MESSAGE

Budget Message



# WINTER GARDEN

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Dear Commission and Citizens of Winter Garden,

I am pleased to present the City of Winter Garden Fiscal Year 2025 Recommended Budget, a balanced budget that reflects a responsible allocation of resources and an ongoing commitment to long-term fiscal strength. This document presents projected revenues, expenditures for operations and capital improvements for the upcoming fiscal year.

***Introduction***

Fiscal year 2025 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. The FY 2025 budget is a culmination of extensive analysis, careful consideration, and the shared vision of our community.

***Economic Outlook***

Economic indicators for fiscal year 2025 and beyond point to a cautionary outlook. The City of Winter Garden’s long-term revenues anticipate property values will continue to rise, however, at a slower pace than previous years. 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. Certain State revenues could deviate from the forecast depending on consumer spending during the upcoming year. The economic outlook for expenditures continues to show the cumulative impact of sustained inflation, higher interest rates, supply chain disruptions, wage growth and tight labor market.

***Budget Highlights***

The General Fund revenues budget for FY 2025 totals \$65,447,681. This is a decrease of \$17 million, or 21%, when compared to the budget for the prior fiscal year budget. This decrease does not reflect an accurate portrayal of the total budget year to budget year revenues due to the one-time \$24M grant funding source budgeted in FY2024.

The recurring revenue sources for the General Fund are projected to increase in FY2025. The largest revenue source in the General Fund budget is ad valorem taxes in the amount of \$26,321,525 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 \$2.2 million as a result of the 9.3% increase in Winter Garden's property values.

We have funded the budget to ensure a strong commitment to public safety, along with meeting the need for infrastructure improvements, and funding to provide high quality services to the residents, businesses and visitors of the City. The General Fund expenditures budget total \$66,374,340. This is a decrease of \$24 million, or 27%, when compared to the budget for the prior fiscal year budget which is a combination of a decrease in the capital budget and an increase in personnel and operating expenditures. The FY2025 capital budget has decreased by \$31.6 million due to the capital budgeted in FY2024 for grant funded projects. The General Fund non-capital expenditures budget increased approximately \$7.5 million, or 13.47%.

The FY 2025 Budget was developed by looking at the City's present and anticipated future financial conditions. The framework for the budget was established to maintain resources at sustainable levels to ensure quality services are delivered. The guiding principles are as follows:

- Promote an economically sustainable community.
- Protect essential services on which the public depends.
- Continue vital infrastructure improvements.
- Maintain adequate reserves for long-term financial planning

***Promote an economically sustainable community***

Property Taxes

The City continues to see sustained growth in assessed values and net new construction added to the property tax roll this year. The City's total certified taxable assessed valuation is \$6,087,968,520, an increase of \$517,756,142, or 9.3%, from the prior year's valuation. Revenue

from ad valorem taxes is projected at \$26.3 million, representing 40% of the General Fund revenue. The FY 2025 budget includes an operating millage rate of 4.5000 per \$1,000 assessed taxable valuation, which is the same since FY 2019.

***Protect essential services on which the public depends***

Public Safety

The Police Department continues to evolve in the use of technology to provide for a safe community to our residents. This fiscal year the department has budgeted to launch red light cameras to help keep our community safe and provide our law enforcement officers with the tools they need to solve and deter crimes in our City. This budget invests in the Fire Department capital and operational needs to respond to the increased demand for fire and emergency medical services.

***Continue vital infrastructure improvements***

Parks and Recreation

The City's Parks and Recreation provides essential services that strengthen communities by improving health and wellness, driving economic opportunities, and uniting people. In addition to recreational programming and services, the Parks and Recreation Department works diligently to provide safe, well-maintained park facilities and amenities.

Streets and Stormwater

The Streets and Stormwater departments provide for the annual maintenance, rehabilitation and replacement of the City's streets, sidewalks and stormwater drainage system infrastructure. This includes street resurfacing, sidewalk repairs, pipe replacement, pipe lining, outfall piping and culvert installation, rehabilitation of swales, retention ditches and drainage canals.

***Maintain adequate reserves for long-term financial planning***

The projected unassigned fund balance in the General Fund at the end of fiscal year 2025 is budgeted to be \$12,624,038 bringing unassigned fund balance to 20% of General Fund operating

expenditures. The Government Finance Officers Association (GFOA) recommends general-purpose governments maintain unrestricted budgetary fund balance in their general fund of at least two months of regular general fund operating expenditures which is equivalent to 17%.

***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.

In conclusion, 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, 2023**

*Christopher P. Morrill*

Executive Director



# WINTER GARDEN

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# CITY OVERVIEW

CITY ORGANIZATIONAL CHART

—

CITY PROFILE

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CITY STRATEGIC PLAN

—

FY2025 DEPARTMENTAL GOALS OVERVIEW

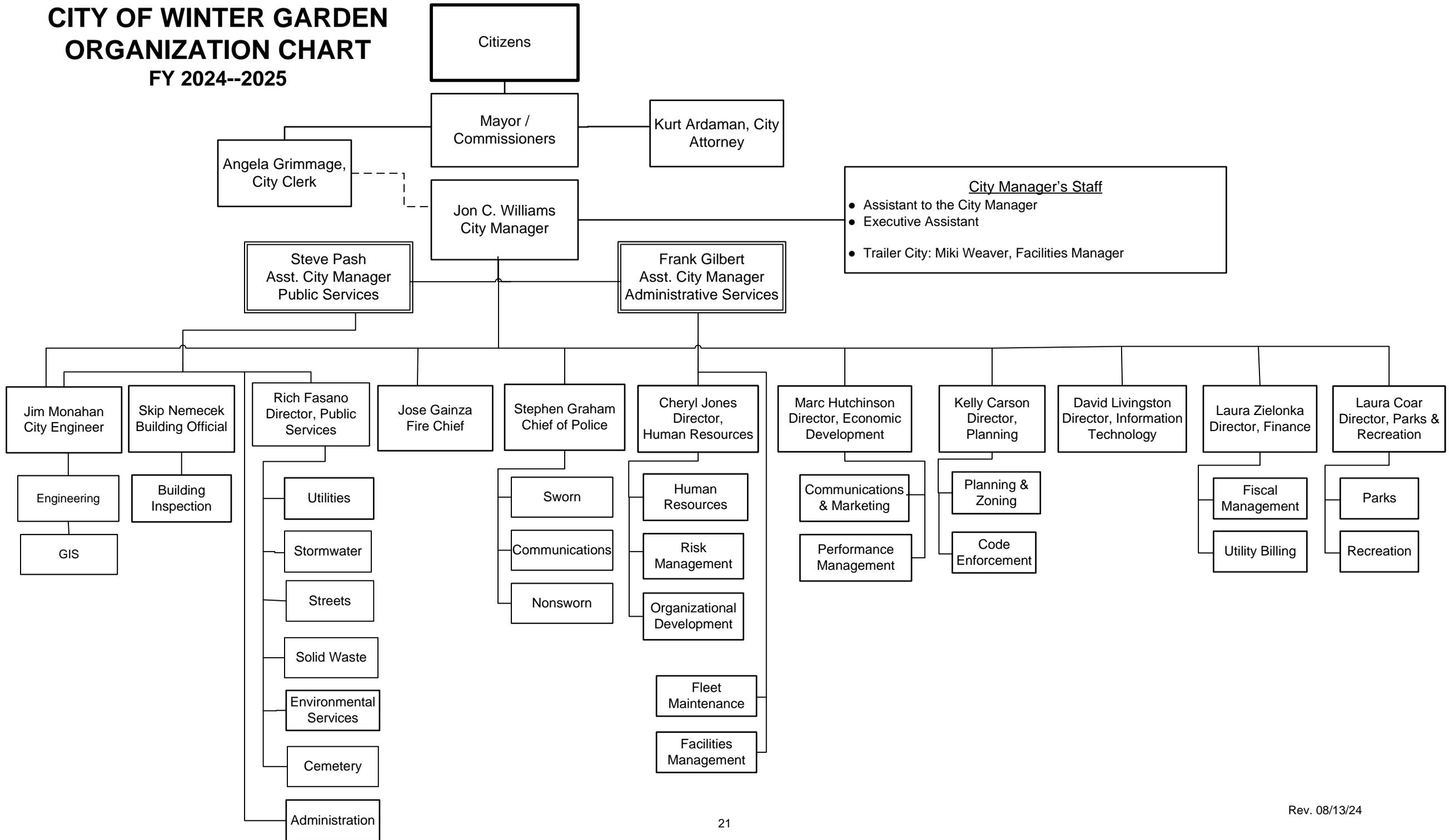
City Overview



# WINTER GARDEN

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# CITY OF WINTER GARDEN ORGANIZATION CHART FY 2024--2025



## 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 over 2,500 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.



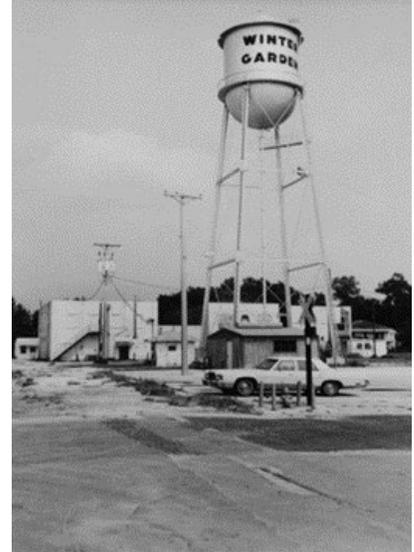
Right in the middle of downtown is an iconic clock tower and "outdoor living room" with a mosaic-tiled public fountain lined with bench swings and a gazebo that serves as a stage for year-round entertainment.

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

As a predominantly residential community, the City’s economic environment is heavily influenced by the economy of Orlando and the Central Florida area. The major economic influences are regional job market, cost of housing, retail activity, and tourism activity. Consideration of the impact of these indicators is critical to the development of the City budget, all available information and indicators are utilized in forecasting the City’s revenues and expenditures.

The unemployment rate for Orange County was 2.6 percent in 2023 which is down from 10.1 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 <sup>1</sup>		Personal Income <sup>2</sup>		Labor Force <sup>3</sup>			Unemployment Rate
	City of Winter Garden	Orange County	City of Winter Garden Annual Income	Per Capita	Civilian Labor Force	Employed	Unemployed	
2023	50,800	1,492,951	\$ 1,960,351,680	\$ 38,590	26,407	25,723	684	2.6
2022	50,318	1,481,321	1,719,105,232	36,752	25,559	24,939	620	2.4
2021	47,475	1,457,940	1,736,113,275	36,569	24,088	23,109	979	4.1
2020	46,964	1,415,260	1,708,879,068	36,387	23,011	20,677	2,334	10.1
2019	45,245	1,386,080	1,638,140,470	36,206	24,177	23,450	727	3.0
2018	44,935	1,349,597	1,635,049,845	36,387	23,494	22,736	758	3.2
2017	42,959	1,313,880	1,561,602,609	36,351	22,579	21,762	817	3.6
2016	41,606	1,280,387	1,504,889,020	36,170	22,035	21,004	1,031	4.7
2015	39,871	1,252,396	1,434,957,290	35,990	20,855	19,843	1,012	4.9
2014	38,442	1,227,995	1,342,240,872	34,916	19,980	19,018	962	4.8

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

<sup>2</sup>Source: Estimated based on prior year trends.

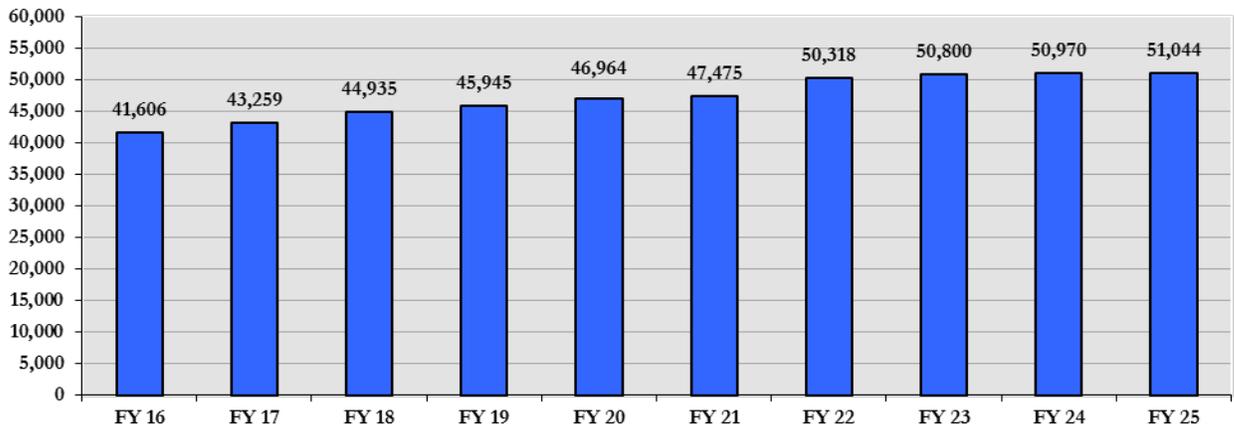
Note: Personal income information is only available for Orange County [not City specific].

<sup>3</sup>Source: Florida Commerce (fka FL Department of Economic Opportunity) - Local Area Unemployment Statistics

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 50,800 in fiscal year 2023, representing a 13% increase over five years and 37% increase over ten years.

WINTER GARDEN POPULATION



Economic indicators for fiscal year 2024-2025 and beyond point to a continued economic recovery. The City of Winter Garden’s long-term revenue outlook anticipate property values will continue to rise; however, certain revenues could be impacted due to high fuel prices and a potential economic slowdown.

## 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 FY2025 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.

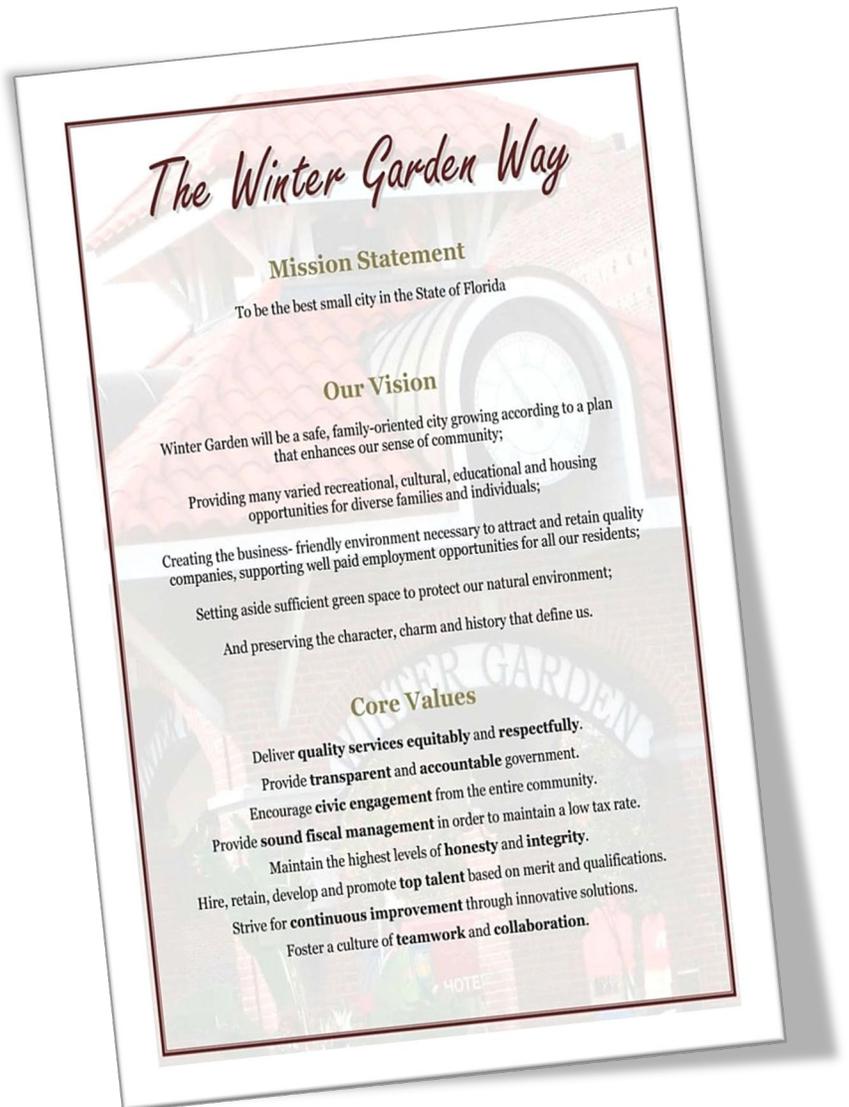
### Strategic Model & Framework

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.

## FY2025 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 FY2025 department goals aligned by the City’s primary and secondary strategic priorities. For more details, please see the *Expenditures* section of this budget document for each department’s business plan including targeted objectives and key performance indicators.

## STRATEGIC PRIORITIES & GOALS

### ENSURE A SAFE COMMUNITY

Direct police presence around property and personal crimes to provide a high sense of citizen safety while equally ensuring community protection and readiness for fire, medical and disaster emergencies.



#### FIRE & RESCUE

Protection and preservation of life and property



#### POLICE

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

### ENCOURAGE A THRIVING ECONOMY

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



#### COMMUNITY DEVELOPMENT

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

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

#### BUILDING

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



#### 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**

Reduce the amount of solid waste going into the landfill



**PARKS & RECREATION**

Rehab, restore and protect passive green space throughout the City



**PUBLIC SERVICES: Water Treatment & Pumping**

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



**PUBLIC SERVICES: Wastewater & Reclaimed Water**

Ensure Waste Water Plant energy efficiency to minimize carbon footprint



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

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

**PROVIDE RECREATION, ARTS & CULTURE**

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



**PARKS & RECREATION**

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

**SUPPORT PUBLIC EDUCATION & LEARNING OPPORTUNITIES**

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



**EXECUTIVE**

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

**RECRUIT, DEVELOP AND RETAIN TOP TALENT**

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



**HUMAN RESOURCES**

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

**MAINTAIN QUALITY SERVICES & INFRASTRUCTURE**

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



**PUBLIC SERVICES: Engineering**

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



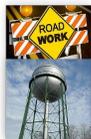
**PUBLIC SERVICES: Wastewater & Reclaimed Water**

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 2020 was 48,469, an increase of approximately 240% in 20 years. The current population is 51,044 as of 2024-2025 estimates.

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 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Population	50,318	50,800	51,044	51,299	51,556	51,813	52,073
Growth Rate	1.1%	1.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Taxable Value (000's)	4,938,596	5,570,212	6,087,969	6,392,367	6,648,062	6,847,503	7,018,691
Growth in Taxable Value	7.5%	12.8%	9.3%	5.0%	4.0%	3.0%	2.5%
<b>Utility Growth Assumptions</b>							
<b>Annual Irrigation Sales</b>							
Accounts (at year end)	10,089	10,114	10,134	10,154	10,175	10,195	10,215
Total Gallons Used (000's)	1,867,536	1,820,520	1,824,120	1,827,768	1,831,424	1,835,087	1,838,757
Avg Gallons per Account	15	15	15	15	15	15	15
Growth Rate	0.8%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
<b>Annual Water Sales</b>							
Accounts (at year end)	17,232	17,271	17,291	17,326	17,360	17,395	17,430
Total Gallons Used (000's)	1,599,757	1,658,016	1,659,936	1,663,256	1,666,582	1,669,916	1,673,255
Avg Gallons per Account	8	8	8	8	8	8	8
Growth Rate	0.4%	0.2%	0.1%	0.2%	0.2%	0.2%	0.2%
<b>Annual Sewer Sales</b>							
Accounts (at year end)	16,643	16,682	16,702	16,735	16,769	16,802	16,836
Total Gallons Used (000's)	1,266,708	1,201,104	1,202,544	1,204,949	1,207,359	1,209,774	1,212,193
Avg Gallons per House Hold	6	6	6	6	6	6	6
Growth Rate	0.4%	0.2%	0.1%	0.2%	0.2%	0.2%	0.2%
<b>Solid Waste Growth Assumptions</b>							
Accounts (at year end)	16,659	16,698	16,718	16,751	16,785	16,819	16,852
Account Growth Rate	1.7%	0.2%	0.1%	0.2%	0.2%	0.2%	0.2%
<b>Stormwater Growth Assumptions</b>							
Accounts ERUs (at year end)	16,863	16,902	16,922	16,956	16,990	17,024	17,058
Account Growth Rate	1.4%	0.2%	0.1%	0.2%	0.2%	0.2%	0.2%

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 2025 - 2029

	FY 2025 Budget	Five Year Forecast 2025-2029
<b>GOVERNMENTAL REVENUES</b>		
<b>Ad Valorem Taxes</b>	Millage (4.50 mills) on tax base of \$6.088 billion per Tax Appraiser. Assumes 96% collections of gross revenues; 9.3% growth	Increase in assessed value of going down from 9.3% to 2.5% gradually including new construction
<b>Utility Taxes</b>	8% growth	Capped at 3% Annual Growth increase
<b>Franchise Fees</b>	9% growth	Capped at 3% Annual Growth increase
<b>Communication Service Tax</b>	Estimated by the State Office of Economic and Demographic Research	Contraction through 2025; less than 1% thereafter
<b>Intergovernmental Federal/State/County/Other</b>	Based on YE 2024 revenue and trend and economic forecasts	3% Annual Growth projection to be conservative
<b>Fines &amp; Forfeitures</b>	Based on YE 2024 revenue	Population Growth Rate
<b>Permit Fees</b>		
Building Permits	Based on department projection	Building Projections and Trending
Other Permit Fees	Based on YE 2024 revenue	Population Growth Rate
Land Development Fees	Based on YE 2024 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2024 revenue	Population Growth Rate
<b>Licenses</b>		
Business Tax Receipts	Based on YE 2024 revenue and trend and economic forecasts	Population Growth Rate
<b>Charges for Services</b>		
Recreation	Based on detail of revenues by program	Population Growth Rate
Building Leases	Based on YE 2024 revenue	No increase projected to be conservative
Rentals	Based on YE 2024 revenue	No increase projected to be conservative
<b>Miscellaneous</b>	Based on YE 2024 revenue	No change projected
<b>Impact Fees</b>	Based on Building projections times rate	Building Projections and Trending
<b>Interest</b>	Based on YE 2024 revenue	Flat over five years
<b>ENTERPRISE REVENUES</b>		
<b>Water</b>	Rate increase is equal to CPI index 3.24%	Rate increase per ordinance
<b>Wastewater</b>	Rate increase is equal to CPI index 3.24%	Rate increase per ordinance
<b>Garbage</b>	Rate increase is equal to CPI index 3.24%	Increase only in anticipated customer growth rate, projected CPI increase 3%
<b>Stormwater</b>	Ordinance rate increase \$0.25 per ERU	Increase only in anticipated customer growth rate
<b>EXPENDITURES</b>		
<b>Personnel Expenses</b>	Staffing levels requested and benefit increases based on economic data	3% cost of living increases; 10% medical benefits increase
<b>Operating Expenses</b>	Estimated by Department Heads	4-8% growth by type of operating expense
<b>Capital Outlay &amp; Operating Impacts</b>	Assumes only finishing projects currently in progress and those in the five-year CIP	Assumes only finishing projects currently in progress and those in the five-year CIP
<b>Debt Service</b>	Per debt service schedule	Per debt service schedule



# WINTER GARDEN

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# BUDGET STRUCTURE

## BUDGET GUIDES

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## BUDGET ADOPTION & MODIFICATION

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## BUDGET POLICY, PROCESS & PREPARATION

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## FY 2025 BUDGET CALENDAR

—

## METHOD OF BUDGETING

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## FY2025 BUDGET ASSUMPTIONS



# WINTER GARDEN

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## 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 2024/25 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 2024/25 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 2025 Budget Calendar for Departments**

<b><u>Event</u></b>	<b><u>Date</u></b>
Budget Manual sent to Departments	May 17, 2024
Budget entry access given to Departments	May 17, 2024
Receive DR 420 Forms from Property Appraiser	June 28, 2024
Commission Sets Proposed Millage Rate	July 11, 2024
Send in DR 420 Forms to Property Appraiser	July 12, 2024
Personnel request forms due to HR Department	July 19, 2024
Capital Improvement Project request forms due to Finance	July 19, 2024
Fleet Maintenance Vehicle Inspection forms due to Finance	July 19, 2024
All budget request to be entered into GMBA	July 19, 2024
Personnel request forms due to Finance from HR	July 19, 2024
CIP/Department Head Meetings	July 24 – 26, 2024
Finance submits preliminary budget proposal to City Manager	August 2, 2024
FTE and Organization Charts due to Finance Department	August 2, 2024
Performance Measurements due to Finance Department	August 2, 2024
Budget Workshop	August 22, 2024
1 <sup>st</sup> Public Hearing	September 12, 2024
2 <sup>nd</sup> Public Hearing	September 26, 2024
Send in Adopted Ordinance to PA, DOR and Tax Collector	September 27, 2024
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 2024. The 2024/25 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. 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. FY2024-25 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 2024-25 Revenue and Expenditure budget assumptions are as follows:

**Revenues:**

- No increase to the City millage rate, keep flat at 4.5000 for FY 2024-25 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 2024-25 personal services budget includes a 5% COLA 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 FY2024-25. Provision for inflation in selected operating services line items.
- **Capital Outlay:** Departments were requested to submit only critical capital outlay budget for FY 2024-25. All rolling stock purchase requests are reviewed by the City Fleet Manager.
- **Capital Improvements:** Only new or increased Capital Improvement Projects (CIP) of significant importance were considered, as well as projects necessary to maintain the City's current facilities or other assets. Please refer to the Capital Improvement Program section for the detailed five-year CIP.

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



# WINTER GARDEN

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# BUDGET SUMMARY

BUDGET HIGHLIGHTS

—

BUDGET OVERVIEW

—

FUND BALANCE SUMMARY

—

SUMMARY OF REVENUES, EXPENDITURES  
AND FUND BALANCE



# WINTER GARDEN

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# CITY OF WINTER GARDEN

## FY 2025 BUDGET HIGHLIGHTS

The City of Winter Garden’s fiscal year 2025 budget of \$158M 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
- No new positions
- 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 \$58.5 million to the General Fund personnel and operating expenditures, \$4.6 million in transfers and other expenditures and \$3.2 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	\$65,447,681
Special Revenue Fund	\$6,923,704
Enterprise Funds	\$58,382,324
Fiduciary Funds	\$27,497,920
<b>Total</b>	<b>\$158,251,629</b>

### TOTAL EXPENDITURES & DISBURSEMENTS

General Fund	\$62,114,640
Special Revenue Fund	\$3,787,102
Debt Service Fund	\$2,575,179
Enterprise Funds	\$60,167,832
Fiduciary Funds	\$5,312,594
<b>Total</b>	<b>\$133,957,347</b>

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

### THREE-YEAR GROWTH PROJECTIONS

#### POPULATION

FY 2023: 50,800

FY 2024: 50,970

FY 2025: 51,044

#### GROWTH %

FY 2023: 0.96%

FY 2024: 0.33%

FY 2025: 0.15%

#### TAXABLE VALUE

FY 2023: 4,938,596,286

FY 2024: 5,570,212,378

FY 2025: 6,087,968,520

#### GROWTH %

FY 2023: 12.05%

FY 2024: 12.79%

FY 2025: 9.30%

#### GENERAL FUND

##### NON-CAPITAL

##### EXPENDITURES

FY 2023: 48,696,263

FY 2024: 55,686,237

FY 2025: 63,186,968

#### GROWTH %

FY 2023: 23.06%

FY 2024: 14.35%

FY 2025: 13.47%

## 2025 BUDGET HIGHLIGHTS

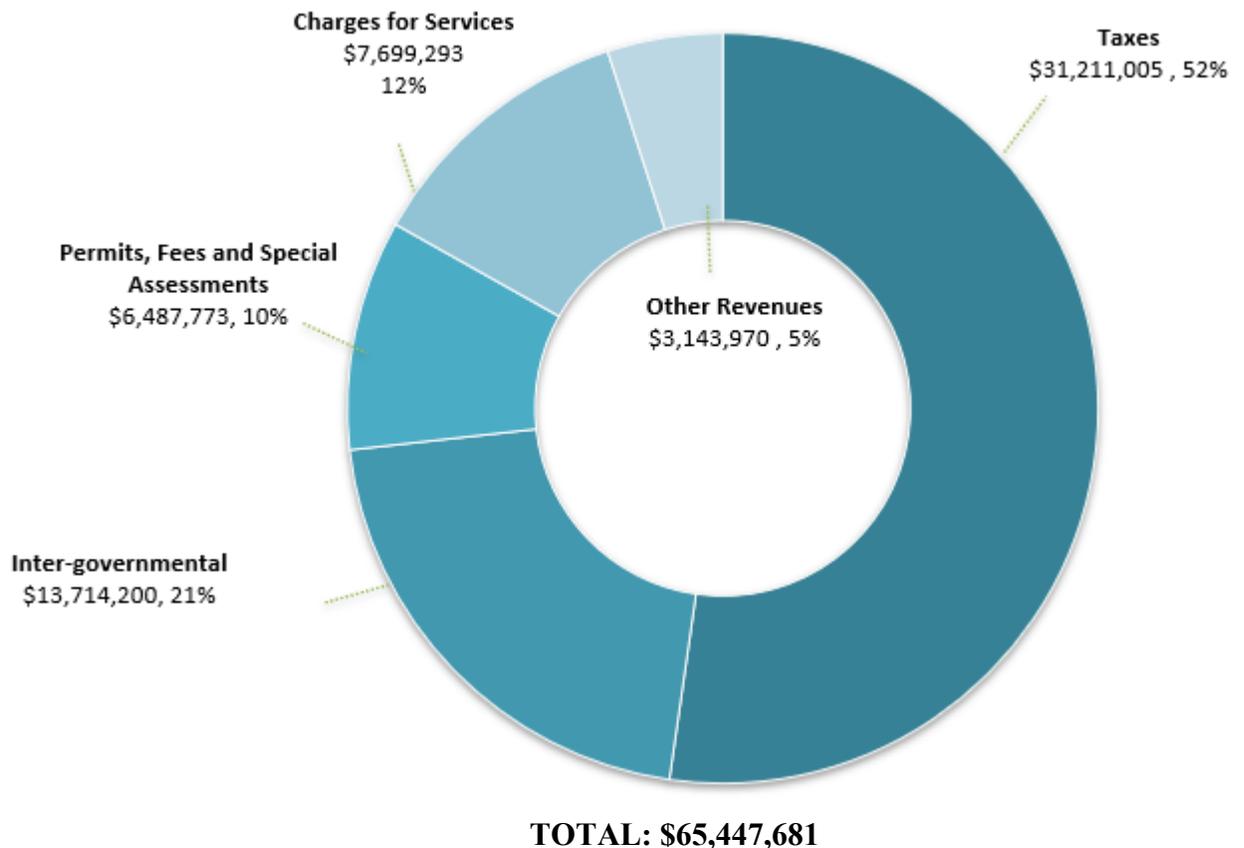
### MAJOR REVENUE SOURCES FOR THE GENERAL FUND

Total budgeted revenues for the General Fund are projected to be \$65.5 million, a decrease of (\$17.3) million from the \$82.8 million budgeted revenues in FY2024. This decrease in the revenues is due to the one-time grant funding and contributions of \$24.5 million budgeted in FY2024. The General Fund regular operating revenues are projected to increase 8.3% over prior year budget which is approximately \$4.8 million more than prior year budgeted recurring 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 9.3% for the 2025 fiscal budget year. The budgeted property tax revenue of about \$26.3 million is an approximate increase of \$2.2 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 \$9.3 million to \$9.6 million and the state sharing revenue is projected to increase from \$3 million to approximately \$3.7 million.

#### GENERAL FUND REVENUES



## 2025 BUDGET HIGHLIGHTS

### GENERAL FUND OPERATING BUDGET

#### 5%

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

#### 15%

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

#### 13.5%

The city is budgeting a 13.5% increase to non-capital expenditure budget for the General Fund in FY 2025.

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

The FY2025 personnel services budget includes a 5% cost-of-living increase for employees. The employer contribution for the pension rates increased from 18% to 21.4% and the estimated cost of health insurance is a 15% increase.

Departments were requested to submit only critical capital outlay budget for FY2025 and only new CIP of significant importance were considered for the FY2025 budget year.

The FY 2025 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 FY2025 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	FY2023 Actual	FY2024 Budget	FY2025 Budget	Change	% Change
General Government	\$12,643,040	\$8,110,507	\$8,946,918	\$836,411	10%
Public Safety	\$28,659,633	\$35,013,683	\$37,895,640	\$2,881,957	8%
Physical Environment	\$3,379,005	\$4,187,794	\$4,300,013	\$112,219	3%
Transportation	\$3,191,980	\$3,114,354	\$3,105,471	-\$8,883	0%
Economic Environment	\$842,981	\$3,464,626	\$1,468,814	-\$1,995,812	-58%
Human Services	\$232,690	\$284,955	\$285,825	\$870	0%
Culture & Recreation	\$5,886,912	\$32,115,317	\$6,111,959	-\$26,003,358	-81%
Transfers Out	\$3,347,964	\$4,172,712	\$4,259,700	\$86,988	2%
<b>Total General Fund Expenditures</b>	<b>\$58,184,205</b>	<b>\$90,463,948</b>	<b>\$66,374,340</b>	<b>-\$24,089,608</b>	<b>-27%</b>

## FY 2024/2025 BUDGET OVERVIEW

For the 2024-2025 fiscal year, signs point to a cautionary positive economic outlook in Winter Garden. The estimated increase in citywide property values for the upcoming budget year is 9.3% which follows the prior year increase of 12.8%. This improvement has allowed the City to offer expanded services while continuing to invest in necessary city functions and infrastructure.

In the past four years, the City has been experiencing a greater demand for government services, from increased safety needs, 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 public safety, roadway maintenance, and parks infrastructure.

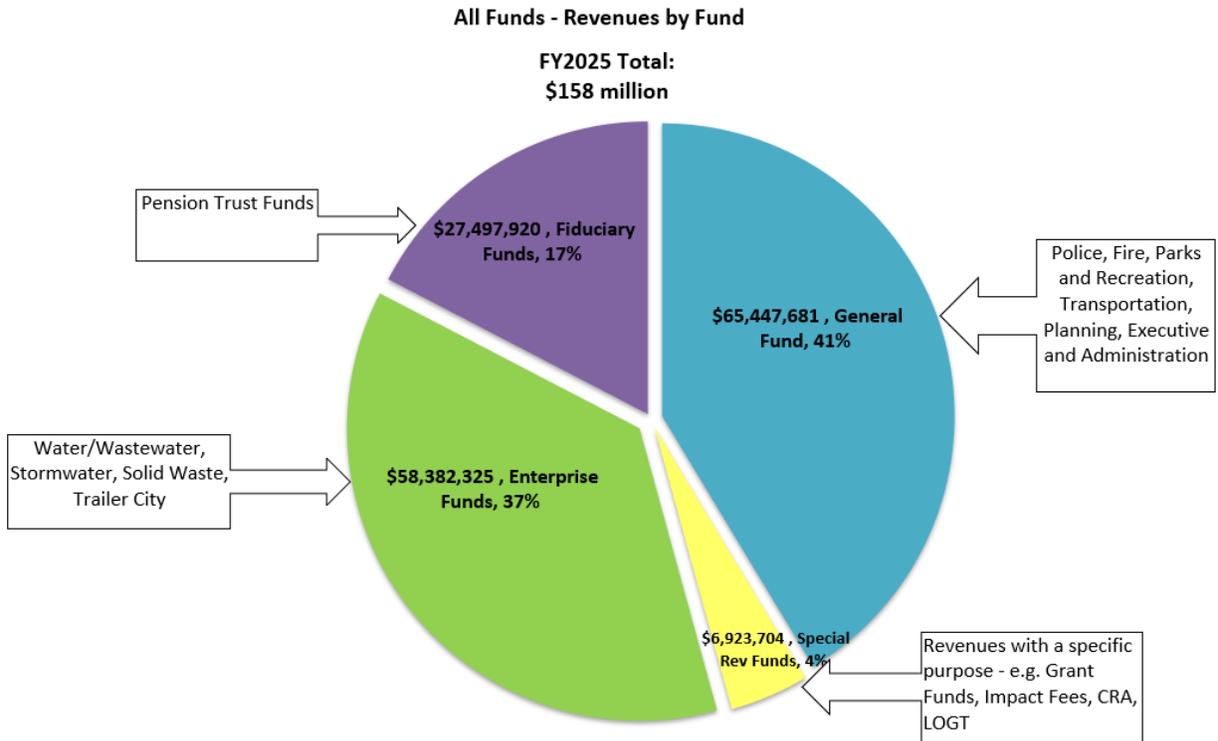
Based on available economic data and City Commission priorities, the Fiscal Year 2025 Revenue and Expenditure/Expense budgets were prepared using the following guidelines:

- 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

The FY 2025 revenue budget was developed with current and future economic conditions and trends which are then considered on how to best utilize these resources to deliver city services.

The following chart illustrates the City's budget revenues for the fiscal year 2025.



**General Fund Revenues**

Total budgeted revenues for the General Fund are projected to be \$65.5 million which is a decrease of (\$17.3) million, (21%), from the \$82.8 million budgeted revenues in FY2024. This decrease in the General Fund revenues is largely due to the one-time grant funding and contributions of \$24.5 million budgeted in FY2024. The regular General Fund operating revenues are projected to increase 8.3% over prior year budget which is approximately \$4.8 million more than prior year budgeted recurring revenues. The budget for the citywide property tax revenue is approximately \$26.3 million. This revenue source, benefiting from the new construction and the existing real estate market is about \$2.2 million more than the FY2024 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 \$274K from \$9.37 million to \$9.65 million and state sharing revenue is projected to increase by approximately \$709k from the current year budget of \$3.0 million to \$3.7 million based on actual trends. The Utility taxes and franchise fees are projected to increase 8.4% from \$9.76 million to approximately \$10.58 million in fiscal year 2024/2025.

### **Enterprise Fund Revenues**

An enterprise fund records activities of government that are operated and accounted for as a business and rely principally on revenue derived from user fees to fund the operations. The City's Enterprise funds consist of the Water and Wastewater Utility System, the Stormwater System, Solid Waste Services and Trailer City. Water and Wastewater fees are used to cover the costs associated with providing safe drinking water which include planning, construction, operation and maintenance of the City's water management systems. City staff are recommending using 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 and solid waste operations can be maintained at a level sufficient to ensure quality of service for the customers. The PSC Price Index for 2024 is calculated at 3.24 percent.

### Expenditures

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 fiscal year 2025 budget was developed with a look at the past, the present and the anticipated future financial conditions of the City.

Below are challenges that the City has been facing from 2020 to current:

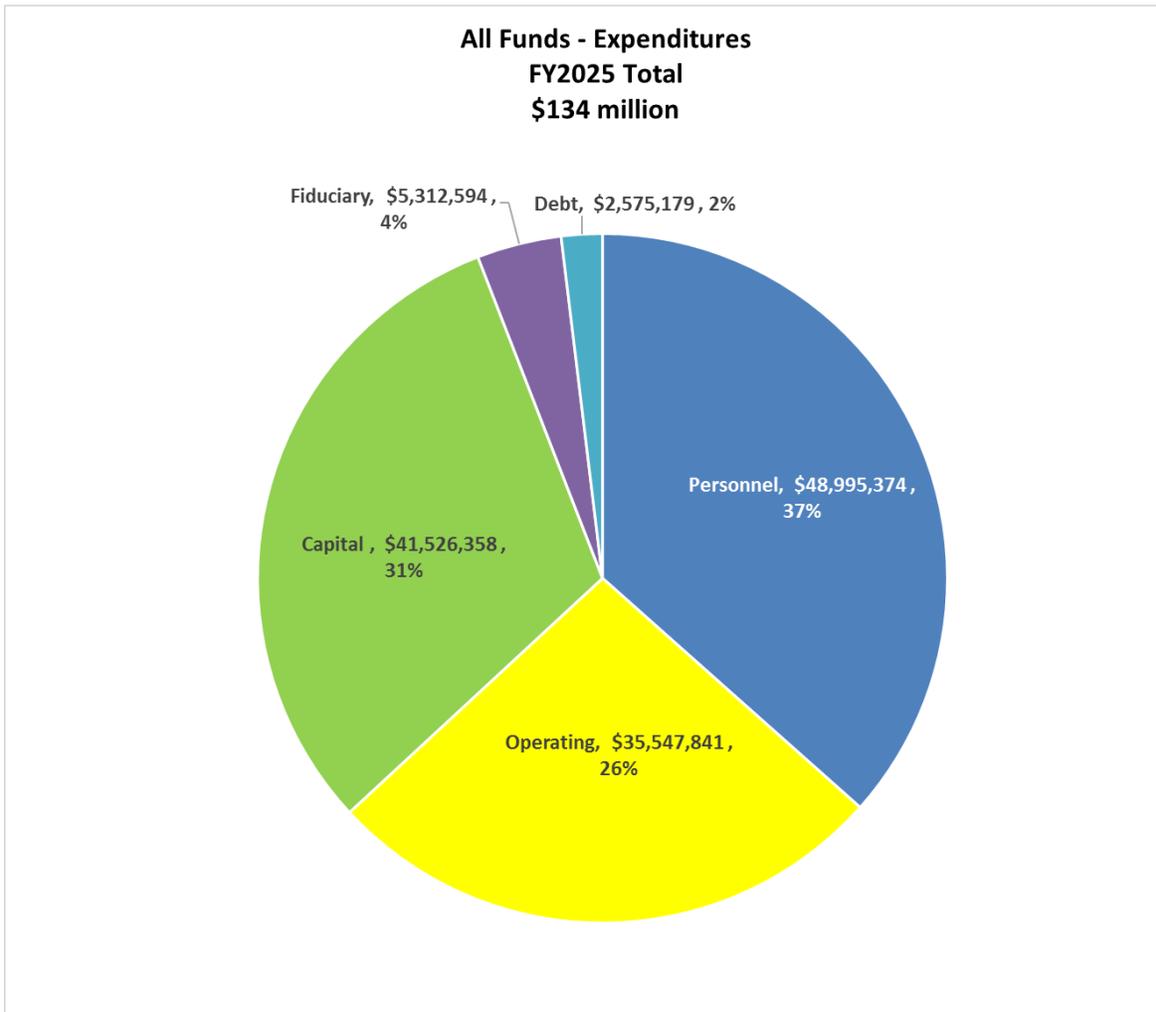
- COVID: Resulted in a need for expenditure cuts, longer lead times on project completion, and recruiting challenges.
- Inflation: Since 2020, consumer prices have increased by 20.8%
- Increase to State Minimum Wage: In 2021, the Florida minimum wage increased 16%. Increasing by a dollar each year to \$15/hour by September 2026 results in an increase to minimum wage by 74% in a 5-year span.
- State of Police Recruiting: The landscape of law enforcement has undergone a seismic shift in recent years which has contributed to wage growth and tight labor market.

The notable assumptions below were kept in mind while formulating the budget:

- Inflationary effects will continue – higher costs could burden our operating overhead.
- Wage growth and tight labor market – increased wages will compound year over year.
- Supply chain delay issues will likely continue and impact the timing and pace of projects.

The City has prioritized and closely evaluated all existing and potential projects, programs, and services when formulating the City’s FY2024/25 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 employees. The budget also includes operating cost increases for contractual services and operating supplies due to the current inflationary environment.

The following graph depicts the budget categories and the percentage of funding allocated to each.



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 City are projected to be approximately \$49 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 city employees and market increases to meet the competitive labor market.

Healthcare costs continue to rise nationwide and fiscal year 2025 is expected to continue to increase. This budget proposes to increase the city paid portion of the health insurance premiums by 15%. The City will continue to pay 50% of the cost for dependent coverage and 100% of employee only coverage through December 2024. 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 18.84% to 21.40% for the General Employee pension plan. The City's pension contribution for the Fire and Police pension plan will increase from 18.61% to 21.39% in the FY2025 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.

#### 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 10% from \$8.11 million to \$8.95 million, this in an increase of \$836k.

#### 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 2025 Public Safety budget totals \$37.90 million which is approximately 8% over the FY 2024 budget which equates to an increase of \$2.88 million.

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 3%, from \$4.2 million to \$4.3 million budgeted in FY2025. The FY2025 budget focuses on funding for repairs and maintenance on the City’s aging infrastructure. The departments in the physical environment have 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 remains flat at \$3.1 million. The current carryforward in streets budget is \$16 million. We are anticipating a potential increase in costs for projects currently budgeted for and for projects already in progress. The FY 2025 budget includes an additional \$100k in funding to begin the Overhead to Underground power lines multiyear project and \$1.5 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 decreased by \$26 million due to the \$25 million one-time capital budgeted for the Tucker Ranch Health and Wellness Park in FY2024. This budget provides for the ongoing operations and maintenance of existing parks and new amenities.

Economic Environment

The Economic Environment budget decreased by \$2 million in the fiscal year 2025 budget which is largely due to the capital variance year over year. In FY2024, \$2 million was budgeted for the East Winter Garden Legacy Fund which will be carried forward to FY2025.

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 FY2025 is intended to further cultivate and renew the broader economic environment. The budget includes \$1.02 million for the East Winter Garden Revitalization initiative for three initiatives. The first, is to continue our ongoing partnership with Habitat for Humanity's Neighborhood Revitalization program targets minor exterior improvements. The second, proposes the purchase and acquisition of three properties in the Historic East Winter Garden Neighborhood for housing solution and streetscape right of way purposes. The third, contemplates the Legacy Fund to include downpayment assistance for homes that require demolition. The 2025 proposed items fully align with the strategic "Big Ideas" priority from the updated East Winter Garden Plan (adopted in 2018) which is to Increase Homeownership & Housing Option within the Historic East Winter Garden Neighborhood.

Enterprise Funds

The Enterprise Funds are comprised of the Utilities, Stormwater, Solid Waste and Trailer City funds. The Enterprise Funds FY2025 total budget is \$60.2 million, an increase of \$20.3 million

over the FY 2024 budget. This is primarily due to the Wastewater and Water departments increase in capital spending.

Utilities services operating budget is budgeted to be \$47.3 million. The increase of \$26.6 million in FY2025 over FY2024 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 \$25.1 million which includes \$26.5 million allocated for the Waste Water Treatment Plant (WWTP) Expansion project. The WWTP expansion costs are budgeted to be funded using several resources which include low interest rate SRF loans, grant funding and possible other sources to be determined.

The Stormwater Fund budget is budgeted to increase by \$2 million from \$2.7 million in FY2024 to \$4.7 million in FY2025 due to more capital expenditures budgeted in FY2025. The FY 2025 Stormwater capital budget includes \$4 million for stormwater improvements throughout the City.

Solid Waste program increase of \$593k in FY2025 over FY 2024 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.

### 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 2025-2029 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 unrestricted fund balance is 20 percent of expenditures in FY2025

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 FY2023/2024” 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 09/30/2023	Expected Change FY 23/24	Estimated Balance 09/30/2024	Budgeted Change FY 24/25	Projected Balance 09/30/2025	Percent Change FY 24/25
<b>General Fund (Unassigned)</b>	\$19,957,289	(\$7,333,251)	\$12,624,038	\$0	12,624,038	0.00%
<b>CRA Fund</b>	5,781,434	(1,553,585)	\$4,227,849	2,184,630	6,412,479	51.67%
<b>Impact Fee Funds</b>	23,411,017	(14,205,908)	\$9,205,109	2,625,871	11,830,980	28.53%
<b>Non-Major Governmental</b>	18,113,141	(16,943,523)	\$1,169,618	(25,056)	1,144,562	-2.14%
<b>Total Governmental Funds</b>	67,262,881	(40,036,267)	\$27,226,614	4,785,445	32,012,059	17.58%

**BUDGET SUMMARY BY FUND  
FISCAL YEAR 2024/2025**

<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	12,624,038	13,691,174	-	911,402	4,480,276	100,324,659	132,031,549
REVENUES							
Ad Valorem Taxes at 4.5000 mils	26,321,525	-	-	-	-	-	26,321,525
Sales, Use, and Fuel Taxes	-	2,638,315	-	-	-	-	2,638,315
Utility and Service Taxes	7,639,016	-	-	-	-	-	7,639,016
Local Business Taxes	250,464	-	-	-	-	-	250,464
Permits, Fees, & Special Assessments	6,494,773	1,996,039	-	-	2,740,370	-	11,231,182
Intergovernmental Revenue	13,714,200	1,453,463	-	-	-	1,077,720	16,245,383
Charges for Services	7,780,793	-	-	-	23,459,508	-	31,240,301
Fines and Forfeitures	106,167	18,680	-	-	-	-	124,847
Interest and Other Earnings	2,482,671	817,207	-	-	822,156	20,440,100	24,562,134
Miscellaneous Revenues	658,071	-	-	-	31,360,291	5,980,100	37,998,462
Total Revenues	65,447,681	6,923,704	-	-	58,382,325	27,497,920	158,251,629
OTHER FINANCING SOURCES							
Interfund Transfers	-	1,648,762	2,555,460	-	55,478	-	4,259,700
TOTAL REVENUE & OTHER FINANCING SOURCES	65,447,681	8,572,466	2,555,460	-	58,437,803	27,497,920	162,511,329
TOTAL ESTIMATED REVENUES & BALANCES	78,071,719	22,263,640	2,555,460	911,402	62,918,079	127,822,579	294,542,878
EXPENDITURES							
General Government	8,946,919	-	-	-	-	5,312,594	14,259,513
Public Safety	37,895,641	1,145,732	-	-	-	-	39,041,372
Physical Environment	4,300,012	-	-	-	60,167,832	-	64,467,844
Transportation	3,105,471	1,604,649	-	-	-	-	4,710,120
Economic Environment	1,468,814	1,036,721	-	-	-	-	2,505,535
Human Services	285,825	-	-	-	-	-	285,825
Culture & Recreation	6,111,958	-	-	-	-	-	6,111,958
Total Expenditures/Expenses	62,114,640	3,787,102	-	-	60,167,832	5,312,594	131,382,168
NON-EXPENSE DISBURSEMENTS							
Debt Service	-	-	2,555,460	-	19,719	-	2,575,179
Interfund Transfers	4,259,700	-	-	-	-	-	4,259,700
TOTALS EXPENDITURES/EXPENSES	66,374,340	3,787,102	2,555,460	-	60,187,551	5,312,594	138,217,047
Reserves	12,624,038	18,476,538	-	911,402	2,730,528	122,509,985	156,325,832
TOTAL APPROPRIATED EXPENDITURES & RESERVES	78,071,719	22,263,640	2,555,460	911,402	62,918,079	127,822,579	294,542,878



# WINTER GARDEN

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# GENERAL FUND

## GENERAL FUND REVENUES SUMMARY

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## GENERAL FUND REVENUES DETAIL

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## GENERAL GOVERNMENT

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## PUBLIC SAFETY

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## COMMUNITY DEVELOPMENT

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## PUBLIC SERVICES

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## PARKS & LAND AND RECREATION

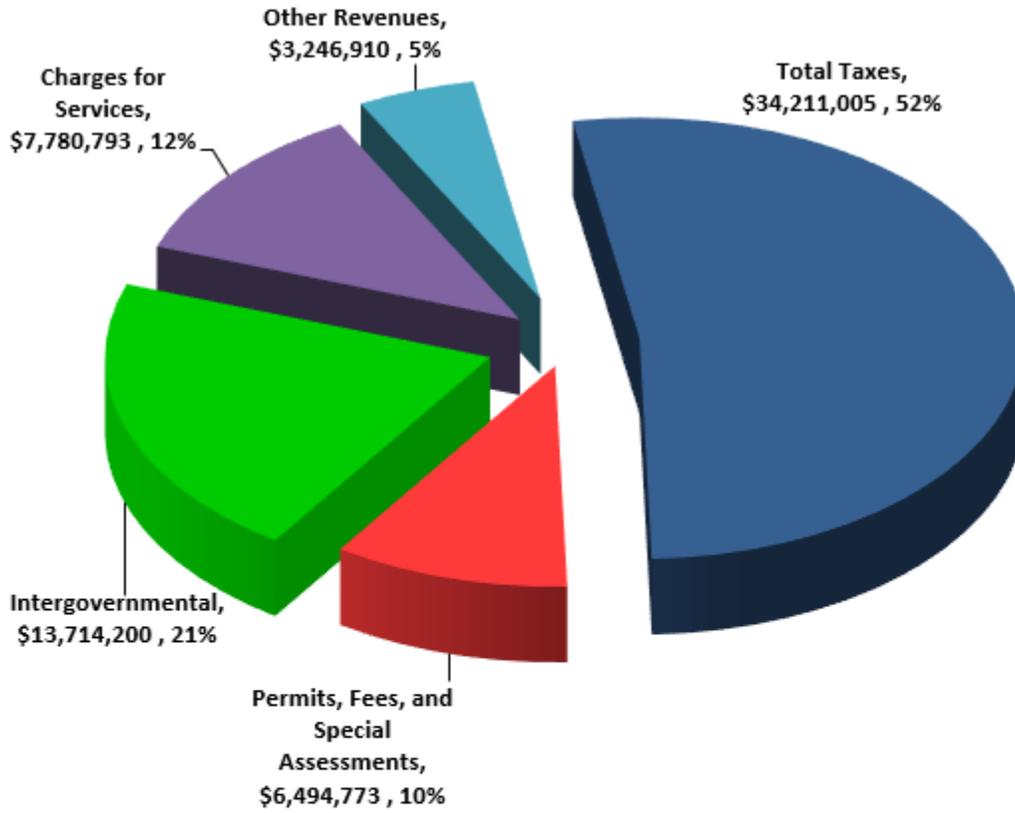


# WINTER GARDEN

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- GENERAL FUND REVENUES -

GENERAL FUND REVENUES BY SOURCE



Total Taxes	\$ 34,211,005
Permits, Fees, and Special Assessments	6,494,773
Intergovernmental	13,714,200
Charges for Services	7,780,793
Other Revenues	<u>3,246,910</u>
<b>Total</b>	<b>\$ 65,447,681</b>

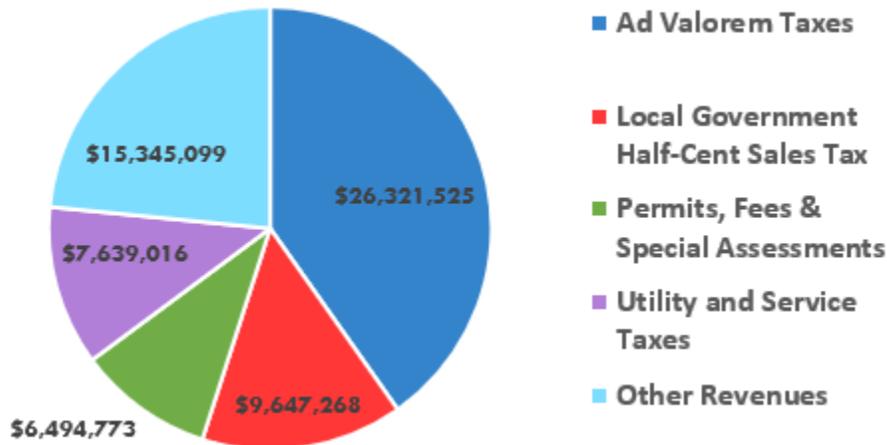
## MAJOR REVENUE SOURCES OF GENERAL FUND

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

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

<u>Revenue Description</u>	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Actual 2023</u>	<u>Budget 2024</u>	<u>Budget 2025</u>
Ad Valorem Taxes	\$17,737,535	\$19,166,315	\$21,428,816	\$24,081,464	\$26,321,525
Local Government Half-Cent Sales Tax	6,751,697	9,110,823	9,311,065	9,373,257	9,647,268
Permits, Fees & Special Assessments	4,774,718	5,307,322	7,017,799	5,952,363	6,494,773
Utility and Service Taxes	5,595,155	6,834,739	7,596,118	7,068,789	7,639,016
Other Revenues	9,590,825	7,588,111	20,594,574	36,293,038	15,345,099

### Major Revenue Sources – Governmental Funds - FY 2025 Budget

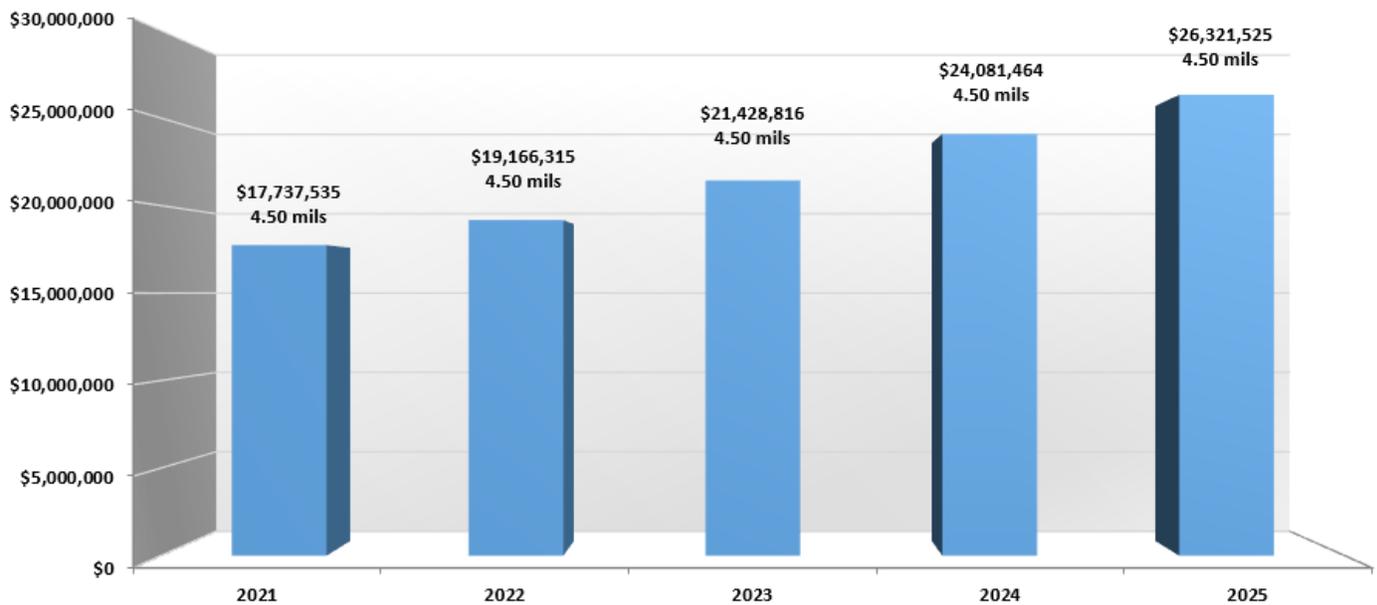


**Ad Valorem Taxes**

Ad Valorem taxes, also known as “property tax”, account for 40% 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 FY2025 estimated property tax revenues for the City. As illustrated, in FY2025 the operating millage remained the same at 4.5000. With the City maintaining its millage rate, property tax revenue is expected to increase by \$2,240,061 because of an increase in taxable value due to reassessments and new construction.

**PROPERTY TAX REVENUES AND MILLAGE RATE**

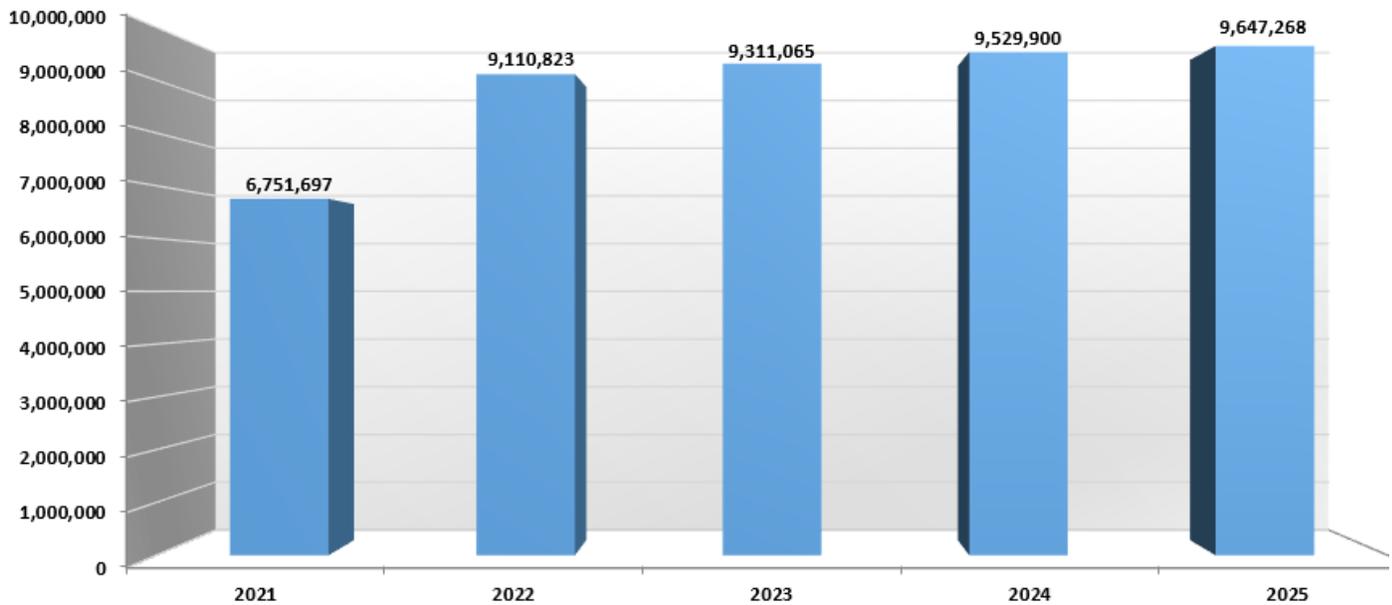


**Local Government Half-Cent Sales Tax**

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. The spending normalized in FY2022 and has remained steady at the FY2022 levels. We are anticipating revenues to maintain at the current growth rate for next fiscal year.

**LOCAL GOVERNMENT HALF-CENT TAX**



\*FY24 Budgeted at \$9,373,257; Forecasted to be \$9,529,900 based on actuals thru July 2024

**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.

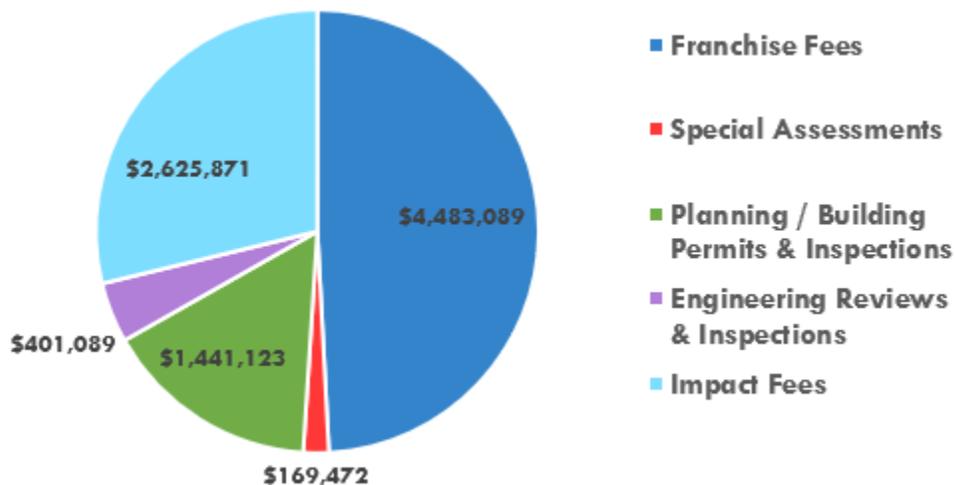
Permits and Fees are charged based on a fee schedule. The revenue estimated for permits and fees takes into consideration both the anticipated construction for the budgeted year and the amount collected in the prior year.

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 2021</u>	<u>Actual 2022</u>	<u>Actual 2023</u>	<u>Budget 2024</u>	<u>Budget 2025</u>
Franchise Fees	\$3,038,477	\$3,569,637	\$4,580,268	\$4,111,993	\$4,483,089
Special Assessments	34,914	35,409	73,576	169,516	169,472
Planning / Building Permits & Inspections	2,147,603	1,473,501	1,948,545	1,262,902	1,441,123
Engineering Reviews & Inspections	485,859	375,485	415,410	407,952	401,089
Impact Fees	3,009,387	2,165,865	3,662,096	2,613,161	2,625,871

**PERMITS, FEES & SPECIAL ASSESSMENTS - FY 2025 BUDGET**



**Utility and Service Taxes**

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

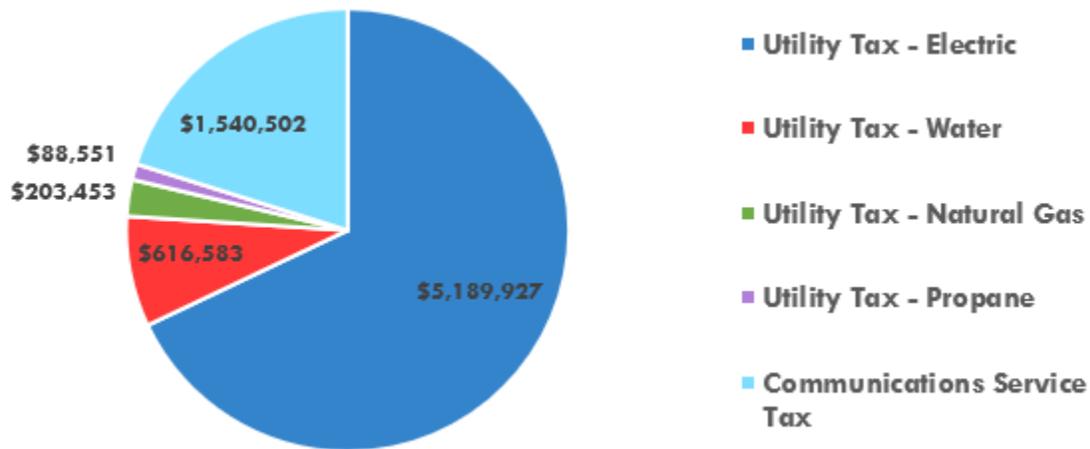
The Utility tax for electricity and natural gas is collected by the utility companies and submitted to the City on a monthly basis. The Utility tax for water is collected directly by the City via monthly invoices. The average tax rate is 10.0 percent of the sales price of such utility service.

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

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

<b><u>Revenue Description</u></b>	<b><u>Actual 2021</u></b>	<b><u>Actual 2022</u></b>	<b><u>Actual 2023</u></b>	<b><u>Budget 2024</u></b>	<b><u>Budget 2025</u></b>
Utility Tax - Electric	\$4,170,184	\$4,549,250	\$5,295,844	\$4,742,950	\$5,189,927
Utility Tax - Water	563,863	591,459	563,809	602,230	616,583
Utility Tax - Natural Gas	182,924	198,668	197,105	209,426	203,453
Utility Tax - Propane	72,756	88,698	88,872	93,297	88,551
Communications Service Tax	1,235,944	1,406,664	1,450,491	1,420,886	1,540,502

**UTILITY AND SERVICE TAXES - FY 2025 BUDGET**



**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND REVENUES  
EXECUTIVE DEPARTMENT**

		<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
001-0213-311.10-00	ADVALOREM TAXES	21,404,971	24,063,317	24,063,317	26,300,024
001-0213-311.90-00	PENALTIES AND INTEREST	23,845	18,147	18,147	21,501
	TOTAL AD VALOREM	21,428,816	24,081,464	24,081,464	26,321,525
001-0213-314.10-00	UTILITY TAX-ELECTRIC	5,295,844	4,742,950	4,742,950	5,189,927
001-0213-314.30-00	UTILITY TAX-WATER	563,809	602,230	602,230	616,583
001-0213-314.40-00	UTILITY TAX-GAS	197,102	209,426	209,426	203,453
001-0213-314.80-00	UTILITY TAX-PROPANE	88,872	93,297	93,297	88,551
	TOTAL UTILITY TAX	6,145,627	5,647,903	5,647,903	6,098,514
001-0213-315.20-00	COMMUNICATIONS SERVICE TAX	1,450,491	1,420,886	1,420,886	1,540,502
	TOTAL SERVICE TAX	1,450,491	1,420,886	1,420,886	1,540,502
001-0213-323.10-00	FRANCHISE FEES-ELECTRIC	4,389,885	3,917,715	3,917,715	4,302,087
001-0213-323.40-00	FRANCHISE FEES-GAS	190,383	194,278	194,278	181,002
001-0213-325.20-00	WESTSIDE TOWNHOMES	17,997	18,089	18,089	17,997
001-0213-325.30-00	LAKE COVE POINT	2,541	2,525	2,525	2,541
001-0213-325.40-00	BRANDY CREEK	14,535	14,505	14,505	14,535
001-0213-325.50-00	STONEBROOK WEST	61	95,997	95,997	95,997
001-0213-325.60-00	LAKEVIEW RESERVE	38,442	38,400	38,400	38,402
	TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	4,653,844	4,281,509	4,281,509	4,652,561
001-0213-331.10-00	FEDERAL GRANTS - GENERAL GOVERNMENT	5,015,164	18,050,000	18,050,000	-
001-0213-335.12-50	STATE REVENUE PROCEEDS	3,271,442	2,997,986	2,997,986	3,707,313
001-0213-335.14-00	MOBILE HOME LICENSES	48,920	45,854	45,854	47,230
001-0213-335.15-00	ALCOHOLIC BEVERAGE LICENSES	29,535	28,174	28,174	28,009
001-0213-335.18-00	LOCAL GOVT HALF-CENT SALES TAX	9,311,065	9,373,257	9,373,257	9,647,268
001-0213-338.20-00	COUNTY OCCUPATIONAL LICENSES	54,050	43,155	43,155	54,316
	TOTAL INTERGOVERNMENTAL	17,730,176	30,538,426	30,538,426	13,484,136
001-0213-341.30-01	LIEN SEARCH FEES	28,765	34,726	34,726	26,670
001-0213-341.90-01	INTERFUND MANAGEMENT FEES	1,004,023	631,800	631,800	1,023,665
001-0213-341.90-02	OCPS COLLECTION ALLOWANCE	13,504	33,739	33,739	4,343
001-0213-341.91-00	FILING FEES	-	45	45	56
	TOTAL CHARGES FOR SERVICES	1,046,292	700,310	700,310	1,054,734
001-0213-361.10-00	INTEREST	2,347,662	489,433	489,433	2,329,038
001-0213-361.13-00	INTEREST-ORANGE COUNTY TAX COLL	143,848	4,513	4,513	153,633
001-0213-361.30-00	NET INCR(DECR) IN FAIR VAL OF INVST	1,049,355	-	-	-
001-0213-361.40-00	GAIN/LOSS ON SALE OF INVESTMENTS	(231,280)	-	-	-
	TOTAL INTEREST AND OTHER EARNINGS	3,309,585	493,946	493,946	2,482,671
001-0213-362.11-00	BUILDING LEASES	59,591	53,412	53,412	75,106
001-0213-364.00-00	DISPOSITION OF FIXED ASSETS	95,392	-	-	-
001-0213-366.00-00	CONTRIBUTIONS	260,887	-	-	-
001-0213-369.90-00	OTHER MISCELLANEOUS REVENUES	53,115	51,780	51,780	61,037
001-0213-383.10-00	FINANCIAL AGREEMENTS	389,020	-	-	-
001-0213-399.99-99	USE OF FUND BALANCE	-	5,000,359	34,082,355	-
	TOTAL MISCELLANEOUS REVENUES	858,005	5,105,551	34,187,547	136,143
001-0215-381.00-00	INTERFUND TRANSFER	-	-	250,000	-

TOTAL OTHER SOURCES	-	-	250,000	-
<b>TOTAL EXECUTIVE DEPARTMENT</b>	<b><u>56,622,836</u></b>	<b><u>72,269,995</u></b>	<b><u>101,601,991</u></b>	<b><u>55,770,786</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL FUND REVENUES  
 FINANCE DEPARTMENT**

		<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>UTILITY BILLING DIVISION</u></b>					
001-0223-341.90-01	INTERFUND MANAGEMENT FEES	566,580	788,685	788,685	663,912
	TOTAL CHARGES FOR SERVICES	566,580	788,685	788,685	663,912
<b>TOTAL FINANCE DEPARTMENT</b>		<b>566,580</b>	<b>788,685</b>	<b>788,685</b>	<b>663,912</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND REVENUES  
ADMINISTRATIVE SERVICES DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>INFORMATION TECHNOLOGY DIVISION</u></b>				
001-0225-341.90-01 INTERFUND MANAGEMENT FEES	109,660	128,783	128,783	130,061
TOTAL CHARGES FOR SERVICES	109,660	128,783	128,783	130,061
001-0225-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	111	-	-	-
TOTAL MISCELLANEOUS REVENUES	111	-	-	-
<b>TOTAL INFORMATION TECHNOLOGY DIVISION</b>	<b>109,771</b>	<b>128,783</b>	<b>128,783</b>	<b>130,061</b>
<b><u>FACILITIES MANAGEMENT DIVISION</u></b>				
001-0746-331.39-00 PHYSICAL ENVIRONMENT	32,048	-	-	-
001-0746-334.39-00 OTHER PHYSICAL ENVIRONMENT	5,341	-	-	-
001-0746-341.90-01 INTERFUND MANAGEMENT FEES	156,229	156,230	156,230	160,596
TOTAL CHARGES FOR SERVICE	193,618	156,230	156,230	160,596
001-0746-364.00-00 DISPOSITION OF FIXED ASSETS	103	544	544	544
TOTAL MISCELLANEOUS REVENUES	103	544	544	544
<b>TOTAL FACILITIES MANAGEMENT DIVISION</b>	<b>193,721</b>	<b>156,774</b>	<b>156,774</b>	<b>161,140</b>
<b><u>FLEET MANAGEMENT DIVISION</u></b>				
001-0747-341.90-01 INTERFUND MANAGEMENT FEES	262,252	362,131	362,131	457,296
TOTAL CHARGES FOR SERVICE	262,252	362,131	362,131	457,296
001-0747-364.00-00 DISPOSITION OF FIXED ASSETS	30,783	3,000	3,000	3,000
001-0747-365.00-00 SALE/SURPL MATERIAL/SCRAP	1,853	500	500	500
001-0747-369.00-00 OTHER MISC REVENUES	65	-	-	-
TOTAL MISCELLANEOUS REVENUES	32,701	3,500	3,500	3,500
<b>TOTAL FLEET MANAGEMENT DIVISION</b>	<b>294,953</b>	<b>365,631</b>	<b>365,631</b>	<b>460,796</b>
<b>TOTAL ADMINISTRATIVE SERVICES DEPARTMENT</b>	<b>598,445</b>	<b>651,188</b>	<b>651,188</b>	<b>751,997</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND REVENUES  
COMMUNITY DEVELOPMENT DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>PLANNING DIVISION</u></b>				
001-0315-329.02-00	29,912	26,571	26,571	28,902
001-0315-329.05-00	9,140	4,161	4,161	4,928
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	39,052	30,732	30,732	33,830
001-0315-364.00-00	182,387	-	-	-
001-0315-369.90-00	51,838	52,438	52,438	52,838
<b>TOTAL PLANNING DIVISION</b>	<b>273,277</b>	<b>83,169</b>	<b>83,169</b>	<b>86,668</b>
<b><u>BUILDING INSPECTION DIVISION</u></b>				
001-0324-322.02-00	1,403,076	990,336	990,336	996,245
001-0324-329.02-00	9,100	7,230	7,230	11,495
001-0324-329.07-00	44,110	37,630	37,630	22,470
001-0324-329.08-00	600	570	570	630
001-0324-329.10-00	17,445	14,366	14,366	17,470
001-0324-331.10-00	-	-	-	-
001-0324-342.20-02	435,162	182,038	182,038	358,983
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	1,909,493	1,232,170	1,232,170	1,407,293
001-0324-369.90-00	5,734	6,162	6,162	5,498
TOTAL MISCELLANEOUS REVENUES	5,734	6,162	6,162	5,498
001-0324-399.99-99	-	1,191,890	1,191,890	926,658
TOTAL OTHER SOURCES	-	1,191,890	1,191,890	926,658
<b>TOTAL BUILDING INSPECTION DIVISION</b>	<b>1,915,227</b>	<b>2,430,222</b>	<b>2,430,222</b>	<b>2,339,449</b>
<b><u>BUSINESS TAX</u></b>				
001-0331-316.00-00	262,084	238,845	238,845	250,464
<b>TOTAL BUSINESS TAX DIVISION</b>	<b>262,084</b>	<b>238,845</b>	<b>238,845</b>	<b>250,464</b>
<b><u>CODE ENFORCEMENT DIVISION</u></b>				
001-0528-354.20-00	67,135	2,500	2,500	20,845
<b>TOTAL CODE ENFORCEMENT DIVISION</b>	<b>67,135</b>	<b>2,500</b>	<b>2,500</b>	<b>20,845</b>
 <b>TOTAL COMMUNITY DEVELOPMENT DEPT</b>	 <b>2,517,723</b>	 <b>2,754,735</b>	 <b>2,754,735</b>	 <b>2,697,426</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND REVENUES  
POLICE DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0521-331.20-00	1,158	-	-	1,200
001-0521-338.30-00	130,609	126,329	126,329	131,732
	131,767	126,329	126,329	132,932
001-0521-342.10-01	353,404	285,166	285,166	384,024
001-0521-342.10-03	461,904	465,000	465,000	648,000
001-0521-342.10-04	8,361	10,612	10,612	9,209
001-0521-342.10-05	-	990,464	990,464	990,464
	823,669	1,751,242	1,751,242	2,031,697
001-0521-351.50-01	61,260	39,214	39,214	63,402
001-0521-351.50-02	10,131	7,220	7,220	18,945
001-0521-354.20-00	3,605	2,612	2,612	2,975
	74,996	49,046	49,046	85,322
001-0521-364.00-00	14,519	14,520	14,520	55,456
001-0521-369.90-00	6,296	2,607	2,607	7,687
	20,815	17,127	17,127	63,143
001-0521-389.99-99	-	2,789	2,789	-
	-	2,789	2,789	-
001-0530-342.10-06	754,600	792,330	792,330	816,100
	754,600	792,330	792,330	816,100
<b>TOTAL POLICE DEPARTMENT</b>	<b>1,805,847</b>	<b>2,738,863</b>	<b>2,738,863</b>	<b>3,129,194</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL FUND REVENUES  
 FIRE DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0622-331.20-00 FEDERAL GRANT - SAFER	-	1,200,000	1,200,000	-
001-0622-334.20-00 STATE GRANT - EQUIPMENT	-	24,000	24,000	24,000
001-0622-335.21-00 FIREFIGHTER SUPPLEMENTAL COMP	29,853	32,294	32,294	31,157
TOTAL INTERGOVERNMENTAL REVENUE	29,853	1,256,294	1,256,294	55,157
001-0622-342.60-02 EMS TRANSPORT	1,512,706	1,897,803	1,897,803	1,497,803
001-0622-342.60-02 EMS TRANSPORT PEMT and MCO	-	250,000	250,000	250,000
TOTAL CHARGES FOR SERVICES	1,512,706	2,147,803	2,147,803	1,747,803
001-0622-366.00-00 CONTRIBUTIONS	1,000	1,500	38,467	1,000
TOTAL MISCELLANEOUS REVENUES	1,000	1,500	38,467	1,000
<b>TOTAL FIRE DEPARTMENT</b>	<b>1,543,559</b>	<b>3,405,597</b>	<b>3,442,564</b>	<b>1,803,960</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND REVENUES  
PUBLIC SERVICES DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>ADMINISTRATION DIVISION</u></b>				
001-0701-341.90-01 INTERFUND MANAGEMENT FEES	20,844	42,372	42,372	46,694
<b>TOTAL ADMINISTRATION DIVISION</b>	<b>20,844</b>	<b>42,372</b>	<b>42,372</b>	<b>46,694</b>
<b><u>CEMETERY DIVISION</u></b>				
001-0739-343.80-01 SERVICE FEES	49,555	44,010	44,010	57,330
001-0739-343.80-02 CEMETERY FOUNDATION CHARGES	3,025	3,275	3,275	3,625
001-0739-343.80-03 COLUMBARIUMS	-			
001-0739-343.80-05 CEMETERY LOTS	67,810	38,860	38,860	46,805
TOTAL CHARGES FOR SERVICE	120,390	86,145	86,145	107,760
001-0739-362.00-00 RENTAL INCOME	70,604	72,653	72,653	90,653
TOTAL MISCELLANEOUS REVENUES	70,604	72,653	72,653	90,653
<b>TOTAL CEMETERY DIVISION</b>	<b>190,994</b>	<b>158,798</b>	<b>158,798</b>	<b>198,413</b>
<b><u>STREETS DIVISION</u></b>				
001-0741-335.45-00 STATE SHARED REV / TRANSPORTATION	46,304	39,950	39,950	41,975
TOTAL INTERGOVERNMENTAL REVENUE	46,304	39,950	39,950	41,975
001-0741-364.00-00 DISPOSITION OF FIXED ASSETS	35,632	-	-	-
001-0741-369.90-00 OTHER MISCELLANEOUS REVENUES	78,428	25,961	25,961	35,598
TOTAL MISCELLANEOUS REVENUES	114,060	25,961	25,961	35,598
<b>TOTAL STREETS DIVISION</b>	<b>160,364</b>	<b>65,911</b>	<b>65,911</b>	<b>77,573</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND REVENUES  
PARKS AND RECREATION DEPARTMENT**

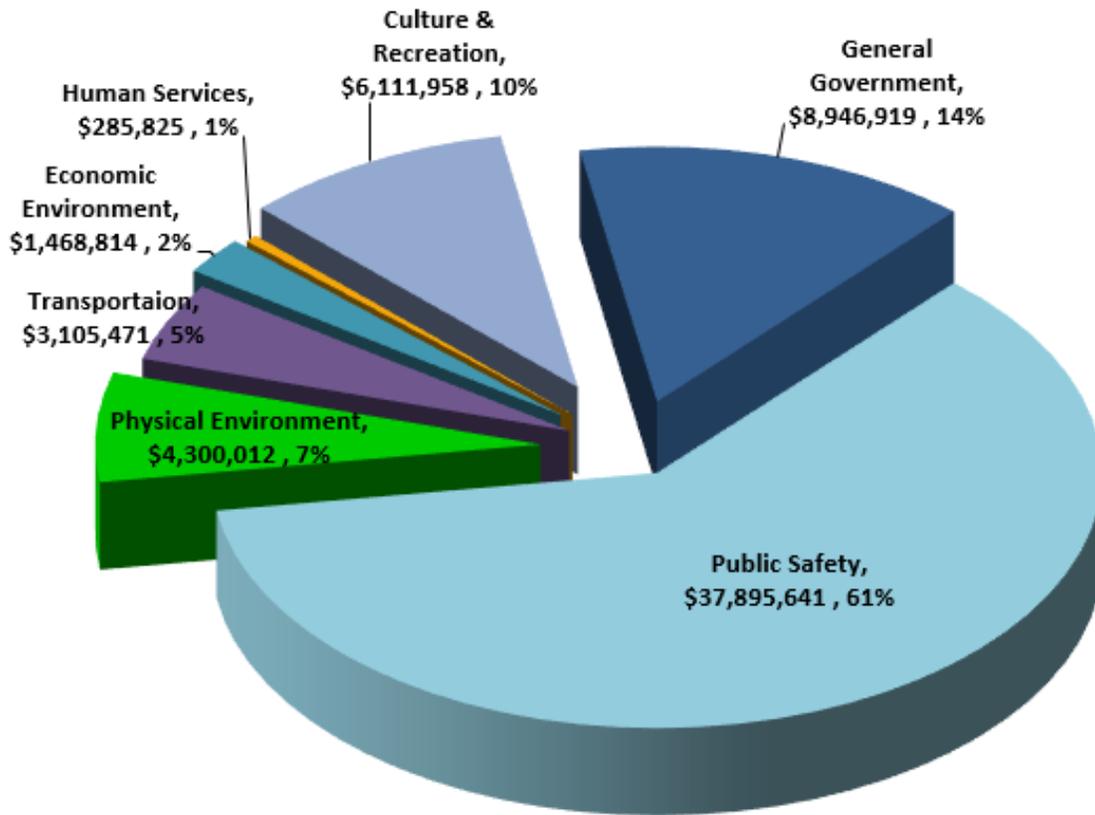
	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>PARKS DIVISION</u></b>				
001-0775-331.70-00	FED GRANT/CULTURE & RECREATION	12,529		
001-0775-334.70-00	STATE GRANT-CULTURE & RECREATION	2,088	-	-
	TOTAL INTERGOVERNMENTAL	14,617	-	-
001-0775-364.00-00	DISPOSITION OF FIXED ASSETS	23,122	-	-
001-0775-366.00-00	CONTRIBUTIONS	688,944	4,964,877	4,964,877
	TOTAL MISCELLANEOUS REVENUES	712,066	4,964,877	-
001-0775-381.00-00	INTERFUND TRANSFER	-	1,500,000	-
	TOTAL OTHER SOURCES	-	1,500,000	-
	<b>TOTAL PARKS DIVISION</b>	<b>726,683</b>	<b>6,464,877</b>	<b>-</b>
<b><u>RECREATION DIVISION</u></b>				
001-0872-347.21-01	DAY CAMP	191,999	162,467	162,467
001-0872-347.21-02	FIELD RENTAL	6,892	5,833	5,833
001-0872-347.21-03	POOL	3,215	3,156	3,156
001-0872-347.21-04	OTHER AQUATIC	12,874	11,573	11,573
001-0872-347.21-05	SWIMMING LESSONS	26,533	25,809	25,809
001-0872-347.21-06	SOFTBALL LEAGUE	62,310	63,418	63,418
001-0872-347.21-07	OTHER PROGRAMS	64,389	44,680	44,680
001-0872-347.21-10	TENNIS	22,779	33,350	33,350
001-0872-347.21-11	SENIOR TRIPS	24,932	19,941	19,941
001-0872-347.21-12	OTHER SENIOR PROGRAMS	-	160	160
001-0872-347.21-14	SOCCER PROGRAM	135,480	128,150	128,150
	TOTAL CHARGES FOR SERVICES	551,403	498,536	498,536
001-0872-366.01-00	CONTRIBUTIONS AND DONATIONS	30,772	12,500	12,500
001-0872-369.90-00	OTHER MISCELLANEOUS REVENUES	1,740	10,000	10,000
	TOTAL MISCELLANEOUS REVENUES	32,512	22,500	22,500
	<b>TOTAL RECREATION DIVISION</b>	<b>583,915</b>	<b>521,036</b>	<b>521,036</b>
<b><u>SPECIAL EVENTS DIVISION</u></b>				
001-0874-362.00-00	RENTAL INCOME	6,742	2,500	2,500
001-0874-369.90-00	OTHER MISCELLANEOUS REVENUES	1,000	2,500	2,500
	TOTAL RENTS AND ROYALTIES	7,742	5,000	5,000
	<b>TOTAL SPECIAL EVENTS DIVISION</b>	<b>7,742</b>	<b>5,000</b>	<b>5,000</b>
<b><u>NEWTON PARK FACILITIES DIVISION</u></b>				
001-3658-362.01-00	MISCELLANEOUS RENTALS	13,641	11,353	11,353
001-3658-362.02-00	AUDITORIUM FACILITIES RENTALS	135,078	144,690	144,690
001-3658-362.03-00	JESSIE BROCK RENTALS	22,600	16,236	16,236
001-3658-362.04-00	PAVILLION RENTALS	4,695	4,578	4,578
001-3658-369.90-00	OTHER MISCELLANEOUS REVENUES	11,416	12,081	12,081
	TOTAL MISCELLANEOUS REVENUES	187,430	188,938	188,938
	<b>TOTAL NEWTON PARK FACILITIES DIVISION</b>	<b>187,430</b>	<b>188,938</b>	<b>188,938</b>
	<b>TOTAL PARKS AND RECREATION DEPARTMENT</b>	<b>1,505,770</b>	<b>7,179,851</b>	<b>7,179,851</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL FUND REVENUES  
 PUBLIC SERVICES DEPARTMENT**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
001-1016-329.03-00 ENGINEER INSPECTION FEES	357,148	341,832	341,832	349,724
001-1016-329.04-00 REVIEW FEES	58,262	66,120	66,120	51,365
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	415,410	407,952	407,952	401,089
<b>TOTAL ENGINEERING DIVISION</b>	<b>415,410</b>	<b>407,952</b>	<b>407,952</b>	<b>401,089</b>

- GENERAL FUND EXPENDITURES -

GENERAL FUND EXPENDITURES BY SOURCE



General Government	\$ 8,946,919
Public Safety	37,895,641
Physical Environment	4,300,012
Transportation	3,105,471
Economic Environment	1,468,814
Human Services	285,825
Culture & Recreation	<u>6,111,958</u>
<b>Total</b>	<b>\$62,114,640</b>

## **- GENERAL GOVERNMENT -**

Legislative

Legal

Executive

Economic Development

City Clerk

Finance Department

Information Technology

Administrative Services

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
LEGISLATIVE DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0111-511.11-00 OTHER SALARIES AND WAGES	40,800	40,800	40,800	40,800
001-0111-511.21-00 FICA TAXES	2,488	3,121	3,121	3,121
001-0111-511.23-00 EMPLOYEE GROUP INSURANCE	26,673	29,540	29,540	29,540
001-0111-511.24-00 WORKERS' COMPENSATION	76	128	128	91
TOTAL PERSONAL SERVICES	70,037	73,589	73,589	73,552
001-0111-511.34-03 CODE OF ORDINANCES	1,050	7,400	7,400	10,700
001-0111-511.40-00 TRAVEL AND PER DIEM	-	1,375	1,375	3,000
001-0111-511.41-02 TELEPHONE	1,215	200	200	200
001-0111-511.41-04 INTERNET	3,030	2,000	2,000	2,000
001-0111-511.47-01 MISC PRINTING AND BINDING	-	150	150	150
001-0111-511.48-01 ADVERTISEMENT-LEGAL OTHER	351	1,000	1,000	1,000
001-0111-511.49-01 MISC OTHR CUR CHGS & OBLIGATIONS	-	2,500	2,500	1,250
001-0111-511.49-03 ELECTION FEES	1,166	29,000	29,000	12,000
001-0111-511.51-00 OFFICE SUPPLIES	74	1,000	1,000	1,000
001-0111-511.52-01 MISC. OPERATING SUPPLIES	487	1,050	1,050	1,250
001-0111-511.52-04 UNIFORMS AND ACCESSORIES	-	2,500	2,500	2,500
001-0111-511.54-01 DUES AND SUBSCRIPTIONS	10,830	12,639	12,639	14,300
001-0111-511.54-02 SEMINARS AND COURSES	-	3,275	3,275	3,275
TOTAL OPERATING EXPENDITURES	18,203	64,089	64,089	52,625
001-0111-511.82-00 AIDS TO PRIVATE ORGANIZATIONS	750	1,000	1,000	1,000
001-0111-564.83-00 OTHER GRANTS AND AIDS	71,610	83,955	83,955	84,825
TOTAL GRANTS AND AIDS	72,360	84,955	84,955	85,825
<b>TOTAL LEGISLATIVE DEPARTMENT</b>	<b>160,600</b>	<b>222,633</b>	<b>222,633</b>	<b>212,002</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL FUND EXPENDITURES  
 LEGAL DEPARTMENT**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
001-0914-514.31-00    LEGAL SERVICES REIMBURSEMENT	(36,784)	(39,240)	(39,240)	(38,012)
001-0914-514.31-02    LEGAL SERVICES	528,087	495,876	495,876	511,982
<b>TOTAL LEGAL DEPARTMENT</b>	<b>491,303</b>	<b>456,636</b>	<b>456,636</b>	<b>473,970</b>



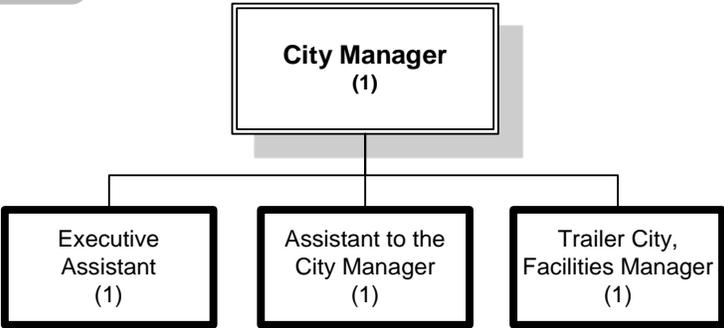
# EXECUTIVE DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> 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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Lead, direct and oversee all City department functions and operating activities</li> <li>Resident/Business engagement and relations</li> <li>External government (state and local) affairs</li> <li>Administer and oversee budget and fiscal management</li> <li>Policy, ordinance and resolution development</li> <li>Community planning and business development</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Legislation changes at federal, state and local levels</li> <li>Recessionary concerns and slowing economy</li> <li>Inflationary environment and ongoing supply chain issues</li> <li>Generally apathy towards local government</li> <li>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</li> <li>Public's reluctance to participate in community and government matters due to a lack of understanding or being uninformed</li> <li>Maintaining higher level of phone customer service response with newer staff in some areas</li> </ul>	<p><b>BUSINESS ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>More informed citizens will increase their understanding of City functions and affairs</li> <li>Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity</li> <li>Citizens fundamentally desire to experience a high sense of community and feel welcomed to share and be a part of their community</li> <li>Economy and markets will experience further slowdown in the near term</li> <li>Excellent and reliable customer service will build and preserve community trust</li> <li>Sufficient staffing and resources in place to effectively meet service demands with excellence and in the Winter Garden Way</li> </ul>

### Organizational Structure

FTE: 4



## FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall quality of life in Winter Garden Satisfaction Index *	92%	92%	95%↑
Overall image or reputation of Winter Garden Satisfaction Index *	93%	93%	94%↑
Recommend living in Winter Garden to someone who asks Satisfaction Index *	97%	97%	98%↑
Winter Garden as a place to raise children Satisfaction Index *	94%	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 *	87.5%	87.5%	90%↑
Service Process Satisfaction Rating **	88.1%	89.7%	≥ 95%↑
Service Outcome Satisfaction Rating **	88.1%	88.6%	≥ 95%↑
% Satisfied with Resolution Timeframe **	89.9%	86.1%	≥ 94%↑
Employee Motivation and Productivity Satisfaction Rating ***	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
All City Average Queue Wait Time (In Seconds) - All customer service areas combined	0:38	0:38	≤ 0:30↓
All City Call Abandonment Rate - All customer service areas combined	9.8%	5.8%	≤ 6%↓
% of Requests Resolved ≤ 5 Days	86.8%	89.4%	≥ 95%↑
% of Requests Resolved within 24 hours	57.6%	73.1%	≥ 80%↑
# of K-12 students who participated in City outreach and learning activities	16,162	19,412	20,000↑
# of K-12 Students Enrichment Participants per Household	1.01	1.03	1.2↑

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

\*\* 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
EXECUTIVE DEPARTMENT**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>	
001-0213-512.12-00	REGULAR SALARIES AND WAGES	419,849	408,161	408,161	443,623
001-0213-512.21-00	FICA TAXES	26,220	31,224	31,224	33,937
001-0213-512.22-00	RETIREMENT CONTRIBUTIONS	62,959	76,898	76,898	94,935
001-0213-512.23-00	LIFE AND HEALTH INSURANCE	35,551	36,762	36,762	37,028
001-0213-512.24-00	WORKERS' COMPENSATION	697	976	976	836
	TOTAL PERSONAL SERVICES	545,276	554,021	554,021	610,360
001-0213-512.31-01	MISC PROFESSIONAL SERVICES	185,958	337,800	337,800	309,500
001-0213-512.31-02	LEGAL SERVICES	-	2,500	2,500	2,500
001-0213-512.34-01	MISC OTHER CONTRACTUAL SERVICES	17,873	56,200	56,200	21,200
001-0213-512.40-00	TRAVEL AND PER DIEM	-	100	100	100
001-0213-512.41-02	TELEPHONE SERVICES	5,178	5,602	5,602	5,602
001-0213-512.41-04	INTERNET SERVICES	433	750	750	750
001-0213-512.41-05	POSTAGE	843	1,250	1,250	1,250
001-0213-512.43-00	UTILITY SERVICES	31,474	20,110	20,110	32,110
001-0213-512.44-00	RENTALS AND LEASES	1,161	8,107	8,107	8,107
001-0213-512.45-00	INSURANCE	29,005	40,937	40,937	34,806
001-0213-512.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	400	400	400
001-0213-512.46-03	REPAIR AND MAINT SVCS-VEHICLES	-	1,007	1,007	1,007
001-0213-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,262	300	300	13,500
001-0213-512.46-10	REPAIR AND MAINT SVCS-BUILDING	51,823	6,550	6,550	9,500
001-0213-512.47-01	MISC PRINTING AND BINDING	128	5,500	5,500	5,500
001-0213-512.48-01	PROMOTIONAL-ADVERTISEMENTS	33	3,646	3,646	3,646
001-0213-512.48-02	PROMOTIONAL ITEMS	-	5,000	5,000	5,000
001-0213-512.48-05	PROMOTIONAL ITEMS - OUTREACH	6,720	10,000	10,000	15,000
001-0213-512.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	4,008	5,559	5,559	5,559
001-0213-512.49-05	LICENSES/TAXES/CERTIFICATES	25,728	24,822	24,822	84,181
001-0213-512.49-11	OTHER EVENTS	35,522	-	-	-
001-0213-512.51-00	OFFICE SUPPLIES	743	1,250	1,250	1,250
001-0213-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	14,469	15,500	15,500	21,500
001-0213-512.52-03	GASOLINE AND OIL	45	644	644	500
001-0213-512.52-04	UNIFORMS AND ACCESSORIES	-	400	400	400
001-0213-512.54-01	DUES AND SUBSCRIPTIONS	5,204	11,602	11,602	11,602
001-0213-512.54-02	SEMINARS AND COURSES	-	2,700	2,700	2,700
	TOTAL OPERATING EXPENDITURES	417,610	568,236	568,236	597,170
001-0213-512.61-00	LAND	5,017,784	-	11,285	-
	TOTAL CAPITAL OUTLAY	5,017,784	-	11,285	-
001-0213-580.64-00	LEASES	389,020	-	-	-
001-0213-512.71-00	PRINCIPAL	2,517	-	-	-
001-0213-512.72-00	INTEREST	111	-	-	-
	TOTAL DEBT SERVICE	2,628	-	-	-
001-0213-512.82-00	AID TO PRIVATE ORGANIZATIONS	160,330	200,000	200,000	200,000
	TOTAL GRANTS AND AIDS	160,330	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
<b>TOTAL EXECUTIVE DEPARTMENT</b>	<b><u>6,532,648</u></b>	<b><u>1,422,257</u></b>	<b><u>1,433,542</u></b>	<b><u>1,507,530</u></b>



# WINTER GARDEN

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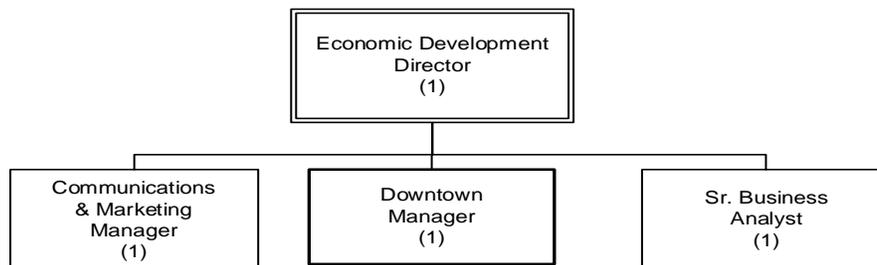


# ECONOMIC DEVELOPMENT DEPARTMENT BUSINESS PLAN & PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Promote a sustainable thriving economy and business community which in turn creates prosperous conditions that build wealth, yield desirable job opportunities, generate growth and preserve a high quality of life.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Business Recruitment &amp; Retention</li> <li>• Economic Gardening – Business Development, Business Assistance &amp; Partnerships</li> <li>• Downtown Development and Redevelopment/CRA</li> <li>• Business/Resident community Engagement</li> <li>• Business Communication, Marketing &amp; Promotion</li> <li>• Strategic Planning and Performance Management</li> <li>• Strategic Development and Partnerships</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• High commercial lending cost across sectors impacting pace of development</li> <li>• Rising development and construction costs</li> <li>• High Federal interest rate &amp; other household costs for consumers</li> <li>• Unfavorable inflationary forces in the marketplace</li> <li>• Unfavorable lease rate pressures on small local businesses</li> <li>• Managing the downtown parking demand while preserving the quality of life for surrounding residents</li> <li>• Curating/Promoting the right mix of downtown event programming to generate incremental visits and sales for downtown merchants</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Expecting marginal growth in all sectors</li> <li>• Commercial lending rates will improve</li> <li>• Federal Interest rates begin to decrease</li> <li>• Continued increase in property values and jobs but at a slower rate</li> <li>• Market conditions will remain the same or improve</li> <li>• Downtown event programming will have a positive effect on local merchants</li> <li>• More informed citizens will increase the sense of community and their understanding of City government affairs</li> <li>• Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity</li> </ul>

## Organizational Structure

FTE: 4



## FY 2024-2025 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 Winter Garden's Downtown District with a balanced mix of desirable commercial infill along with commercial and redevelopment support.
  - Revitalize, undergird and facilitate the Historic East Winter Garden Neighborhood commercial district and residential 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.
- 

### **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

Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employment Opportunity Satisfaction Index *	58%	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 *	81%	81%	86%↑
Shopping Opportunities Satisfaction Index *	76%	76%	86%↑
Overall Economic Health of Winter Garden Satisfaction Index *	85%	85%	88%↑
Economic Development Satisfaction Index *	75%	75%	82%↑
Vibrant Downtown/Commercial Area Satisfaction Index *	90%	90%	95%↑
Public Information Services Satisfaction Index *	81%	81%	83%↑
Residents Connection and Engagement with their Community Satisfaction Index *	73%	73%	78%↑
Making All Residents Feel Welcome Satisfaction Index *	89%	89%	91%↑
Sense of Community Satisfaction Index *	83%	83%	85%↑
<b>OPERATIONAL INDICATORS</b>			
City-wide Commercial Occupancy Rate	93%	97.4%	98%↑
Downtown Commercial Occupancy Rate	98%	98%	99%↑
Downtown CRA Taxable Value (in millions)	\$340M	\$382M	\$403M↑
Annual % Change in Property Values	12%	12.8%	9.3%↑
Total Annual Property Values	\$4,938,596,286	\$5,570,212,378	\$6,087,968,520↑
Construction \$ Value per Commercial Building Permit	\$428,726	\$488,055	\$585,000↑
Construction \$ Value per Residential Building Permit	\$25,286	\$25,233	\$36,100↑
Average Wage of Total Jobs	\$60,528	\$57,960	\$62,000↑
# of Jobs Added	920	1,210	1,150↑
City Unemployment Rate	2.3%	2.4%	3.0%↓
% Change in Median Household Income	17.6%	9.5%	4.5%↑
Median Household Income	\$93,951	\$102,855	\$107,500↑
Average Purchase Price of a New Home (Single-Family)	\$634,386	\$590,300	\$605,000↑
East Winter Garden Commercial Occupancy Rates	33%	86.6%	90%↑
East Winter Garden CRA Taxable Value	\$157.7M	\$176.6M	\$163.5M↑
East Winter Garden Median/Average Home Value	\$346,923	\$345,200	\$340,000↑
Dollars Invested / East Winter Garden Household	\$1,554	\$4,802	\$4,444↑

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

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

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
ECONOMIC DEVELOPMENT DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0215-552.12-00	REGULAR SALARIES AND WAGES	380,380	374,092	374,092	392,534
001-0215-552.21-00	FICA TAXES	28,074	28,618	28,618	30,029
001-0215-552.22-00	RETIREMENT CONTRIBUTIONS	50,615	70,479	70,479	84,002
001-0215-552.23-00	LIFE AND HEALTH INSURANCE	49,070	48,012	48,012	64,325
001-0215-552.24-00	WORKERS' COMPENSATION	200	279	279	240
001-0215-552.26-00	OTHER POSTEMPLOYMENT BENEFITS	564	-	-	-
	<b>TOTAL PERSONAL SERVICES</b>	<b>508,903</b>	<b>521,480</b>	<b>521,480</b>	<b>571,130</b>
001-0215-552.31-01	MISC PROFESSIONAL SERVICES	9,056	16,000	16,000	-
001-0215-552.34-01	MISC OTHER CONTRACTUAL SERVICES	81,313	527,000	527,000	475,000
001-0215-552.41-02	TELEPHONE SERVICES	1,518	4,690	4,690	3,100
001-0215-552.41-04	INTERNET SERVICES	583	-	-	-
001-0215-552.41-05	POSTAGE	-	1,200	1,200	2,000
001-0215-552.43-00	UTILITY SERVICES	1,554	1,500	1,500	2,200
001-0215-552.44-00	RENTALS AND LEASES	-	700	700	700
001-0215-552.45-00	GENERAL INSURANCE	1,493	2,089	2,089	1,792
001-0215-552.46-02	REPAIR/MAINT SVC-EQUIPMNT	-	500	500	500
001-0215-552.46-05	REPAIR AND MAINT SVCS-SOFTWARE	69	250	250	1,500
001-0215-552.46-10	REPAIR AND MAINT SVCS-BUILDING	840	400	400	525
001-0215-552.47-01	MISC PRINTING AND BINDING	60	250	250	1,500
001-0215-552.48-01	PROMOTIONAL-ADVERTISEMENTS	4,325	15,500	15,500	16,500
001-0215-552.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	826	1,900	1,900	1,900
001-0215-552.48-04	PROMOTIONAL - COMM / MARKETING	202,245	225,512	225,512	200,512
001-0215-552.48-05	DOWNTOWN MNGMT/ PROGRAMS	-	90,000	90,000	105,000
001-0215-552.49-01	MISC OTHER CUR CHGS & OBLG	9,572	25,000	25,000	10,000
001-0215-552.51-00	OFFICE SUPPLIES	17	1,500	1,500	1,000
001-0215-552.52-01	MISCELLANEOUS OPERATING SUPPLIES	5,413	5,500	5,500	3,500
001-0215-552.52-04	UNIFORMS AND ACCESSORIES	200	800	800	900
001-0215-552.54-01	DUES AND SUBSCRIPTIONS	4,100	17,355	17,355	64,055
001-0215-552.54-02	SEMINARS AND COURSES	222	5,500	5,500	5,500
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>323,406</b>	<b>943,146</b>	<b>943,146</b>	<b>897,684</b>
001-0215-552.62-00	BUILDINGS	-	1,500,000	1,500,000	-
001-0215-552.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	10,672	500,000	833,475	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>10,672</b>	<b>2,000,000</b>	<b>2,333,475</b>	<b>-</b>
	<b>TOTAL ECONOMIC DEVELOPMENT DEPARTMENT</b>	<b>842,981</b>	<b>3,464,626</b>	<b>3,798,101</b>	<b>1,468,814</b>



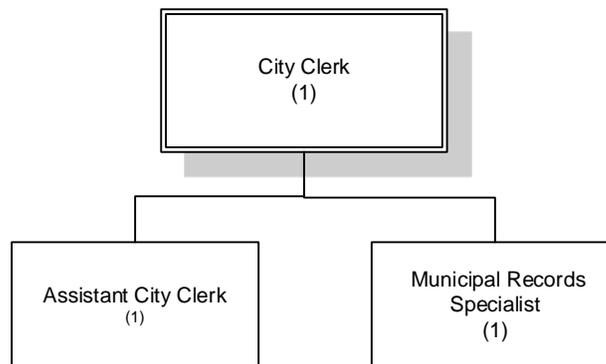
# CITY CLERK'S DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> 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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Legislative Proceedings</li> <li>• Records Custodian, Management and Training</li> <li>• Oath Administration and Ceremonial Duties</li> <li>• Supervisor of Municipal Elections</li> <li>• Coordinator of Lien Searches and Records Requests</li> <li>• Coordinator of Senior Utility Assistance Discount Program</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Educate all staff of responsibility for their department's records</li> <li>• Changing user needs and expectations</li> <li>• Timely adaptation to new legislative mandates or changes</li> <li>• Identifying records liaisons and ensuring ownership for records compliance in each department</li> <li>• Evaluating email records not related to government business and applying appropriate retention policy</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Monitor and preserve legislative and administrative law updates</li> <li>• Continued effective alliances with multiple departments</li> <li>• Preserved integrity of electronic documents and information</li> <li>• Maximize timely access to records and information for citizens and staff</li> <li>• Department liaisons provide the correct information in a timely manner related to records requests and request disposition to ensure proper storage of only the documents needed</li> </ul>

### Organizational Structure

FTE: 3



## FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80% ↑
City Clerk's Office Fulfillment & Experience Satisfaction Rating	N/A	100%	≥ 90% ↑

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

The value denoted by "N/A" indicates a new measurement was not assessed.

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

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
CITY CLERK DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0218-512.12-00	REGULAR SALARIES AND WAGES	218,667	229,912	229,912	287,156
001-0218-512.14-00	OVERTIME	-	100	100	100
001-0218-512.21-00	FICA TAXES	16,499	17,596	17,596	21,975
001-0218-512.22-00	RETIREMENT CONTRIBUTIONS	34,423	43,315	43,315	61,451
001-0218-512.23-00	LIFE AND HEALTH INSURANCE	21,031	35,552	35,552	36,108
001-0218-512.24-00	WORKERS' COMPENSATION	311	433	433	373
	TOTAL PERSONAL SERVICES	290,931	326,908	326,908	407,163
001-0218-512.40-00	TRAVEL AND PER DIEM	840	1,500	1,500	1,350
001-0218-512.41-02	TELEPHONE SERVICES	1,067	1,576	1,576	1,576
001-0218-512.41-05	POSTAGE	266	400	400	400
001-0218-512.43-00	UTILITY SERVICES	12,564	9,485	9,485	12,485
001-0218-512.44-00	RENTALS AND LEASES	554	2,700	2,700	2,700
001-0218-512.45-00	GENERAL INSURANCE	12,012	16,810	16,810	14,414
001-0218-512.46-05	REPAIR AND MAINT SVCS-SOFTWARE	137	1,323	1,323	723
001-0218-512.46-10	REPAIR AND MAINT SVCS-BUILDING	6,795	1,700	1,700	4,700
001-0218-512.47-01	MISC PRINTING AND BINDING	-	100	100	200
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	348	1,000	1,000	1,250
001-0218-512.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,638	1,100	1,100	1,700
001-0218-512.52-04	UNIFORMS AND ACCESSORIES	400	600	600	600
001-0218-512.54-01	DUES AND SUBSCRIPTIONS	973	1,470	1,470	1,800
001-0218-512.54-02	SEMINARS AND COURSES	2,321	3,400	3,400	3,400
001-0218-512.54-03	EDUCATION ASSISTANCE	-	500	500	1,000
	TOTAL OPERATING EXPENDITURES	39,915	45,114	45,114	49,748
001-0218-512.71-00	PRINCIPAL	2,149	-	-	-
001-0218-512.72-00	INTEREST	102	-	-	-
	TOTAL DEBT SERVICE	2,251	-	-	-
	<b>TOTAL CITY CLERK DEPARTMENT</b>	<b>333,097</b>	<b>372,022</b>	<b>372,022</b>	<b>456,912</b>



# WINTER GARDEN

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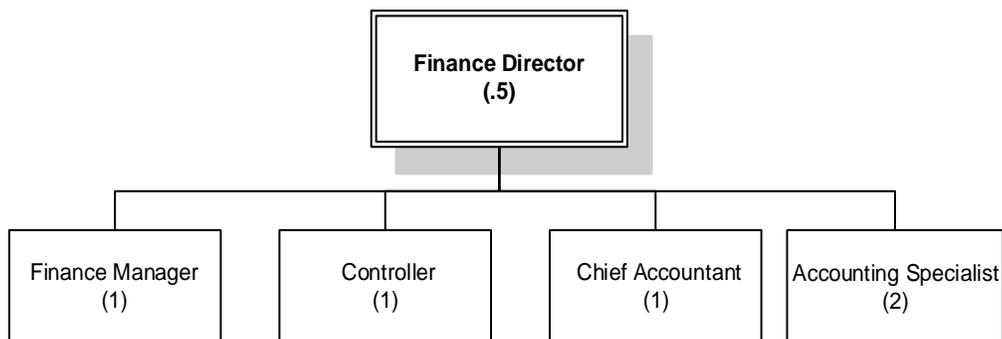


# FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

## Organizational Structure

FTE: 5.5



## FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
CUSTOMER SERVICE INDICATORS			
Fiscal Management Overall Customer Service Satisfaction Rating *	97.1%	96.1%	≥ 90%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80%↑
FINANCIAL INDICATORS			
Budget to Actual Variance Percent (City Overall Financials) **	+6%	+7%	+5%↑
External Grant Funding Received***	\$6,575,296	\$698,834	\$10,000,000↑

\* 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.

\*\*\* Represents externally sourced funding awarded, received, and realized via grants (State and Federal), Federal appropriations or other sources to facilitate and subsidize City cost.

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

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
FINANCE DEPARTMENT  
FISCAL MANAGEMENT DIVISION**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>	
001-0222-513.12-00	REGULAR SALARIES AND WAGES	496,946	545,378	545,378	576,863
001-0222-513.21-00	FICA TAXES	36,863	41,721	41,721	44,130
001-0222-513.22-00	RETIREMENT CONTRIBUTIONS	63,664	102,749	102,749	123,449
001-0222-513.23-00	LIFE AND HEALTH INSURANCE	59,596	71,196	71,196	92,305
001-0222-513.24-00	WORKERS' COMPENSATION	542	759	759	650
	<b>TOTAL PERSONAL SERVICES</b>	<b>657,611</b>	<b>761,804</b>	<b>761,804</b>	<b>837,397</b>
001-0222-513.31-01	MISC PROFESSIONAL SERVICES	128,631	93,060	93,060	102,670
001-0222-513.32-00	ACCOUNTING AND AUDITING	22,557	23,060	23,060	23,060
001-0222-513.34-01	MISC OTHER CONTRACTUAL SERVICES	56,403	53,873	53,873	56,873
001-0222-513.34-04	BANKING SERVICES	2,135	3,815	3,815	3,732
001-0222-513.40-00	TRAVEL AND PER DIEM	-	200	200	200
001-0222-513.41-02	TELEPHONE SERVICES	2,244	2,650	2,650	2,650
001-0222-513.41-05	POSTAGE	6,921	4,672	4,672	7,613
001-0222-513.43-00	UTILITY SERVICES	11,494	9,300	9,300	11,680
001-0222-513.44-00	RENTALS AND LEASES	4,171	7,064	7,064	7,064
001-0222-513.45-00	INSURANCE	11,421	15,914	15,914	13,705
001-0222-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	425	300	300	500
001-0222-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	25,741	24,769	24,769	28,069
001-0222-513.46-10	REPAIR AND MAINT SVCS-BUILDING	6,434	2,909	2,909	5,338
001-0222-513.47-01	MISC PRINTING AND BINDING	481	1,614	1,614	1,614
001-0222-513.48-01	PROMOTIONAL-ADVERTISEMENTS	145	3,350	3,350	3,350
001-0222-513.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	7,200	100	100	1,000
001-0222-513.49-05	LICENSES, TAXES, AND CERTIFICATIONS	1,181	175	175	350
001-0222-513.51-00	OFFICE SUPPLIES	3,385	4,581	4,581	4,581
001-0222-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,664	4,350	4,350	4,350
001-0222-513.52-04	UNIFORMS AND ACCESSORIES	1,076	1,200	1,200	1,200
001-0222-513.54-01	DUES AND SUBSCRIPTIONS	1,455	1,446	1,446	1,446
001-0222-513.54-02	SEMINARS AND COURSES	654	2,486	2,486	4,286
001-0222-513.54-03	EDUCATION REIMBURSEMENT	-	1,500	1,500	-
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>296,818</b>	<b>262,388</b>	<b>262,388</b>	<b>285,331</b>
001-0222-513.71-00	PRINCIPAL	2,346	-	-	-
001-0222-513.72-00	INTEREST	22	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>2,368</b>	<b>-</b>	<b>-</b>	<b>-</b>
001-0222-581.91-00	INTRAGOVERNMENT TRANSFERS	3,339,564	4,164,312	4,164,312	4,251,300
	<b>TOTAL OTHER USES</b>	<b>3,339,564</b>	<b>4,164,312</b>	<b>4,164,312</b>	<b>4,251,300</b>
	<b>TOTAL FISCAL MANAGEMENT DIVISION</b>	<b>4,296,361</b>	<b>5,188,504</b>	<b>5,188,504</b>	<b>5,374,028</b>



# WINTER GARDEN

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# FINANCE DEPARTMENT

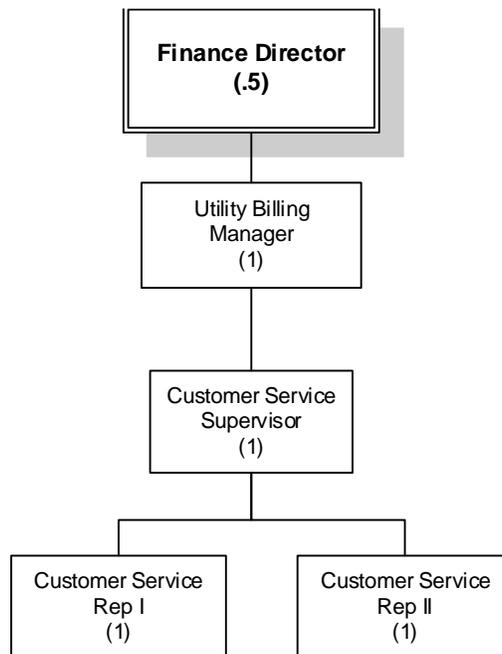
## UTILITY BILLING

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To provide exceptional customer service experience as well as ensure an efficient and effective billing process.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation)</li> <li>• Meter Reading Management</li> <li>• Account Maintenance including set up, billing, cancellations, collections, and liens</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Service turn offs for non-payment are labor intensive</li> <li>• Call volume during cut-offs increases handle time</li> <li>• Meter shortage has slowed meter replacement process and could cause delays for new construction homes</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Increased payments online, over the phone and by mail</li> <li>• Talk time and hold time will remain steady and in control due to new and more proficient staff assisting residents</li> <li>• Obtaining email address list from all residents will continue and enhance the way we communicate and serve</li> </ul>

#### Organizational Structure

FTE: 4.5



## FY 2024-2025 STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

### Strategic Priority #1 Deliver Quality Services Equitably and Respectfully

See Appendix for Detailed Business Plans Including Performance Indicator Definitions

## 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Utility Billing Service Satisfaction Index *	82%	82%	82%↑
Overall Service Experience Satisfaction Rating (in-house survey)	96.8%	95.1%	≥ 90%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time (in seconds)	:50	:56	≤ :55↓
Call Abandonment Rate	6.1%	7.3%	≤ 6%↓

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

≤ ≥ 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
FINANCE DEPARTMENT  
UTILITY BILLING DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0223-513.12-00	REGULAR SALARIES AND WAGES	227,804	352,701	352,701	216,855
001-0223-513.14-00	OVERTIME	2,945	200	200	2,500
001-0223-513.21-00	FICA TAXES	17,326	26,997	26,997	16,781
001-0223-513.22-00	RETIREMENT CONTRIBUTIONS	36,409	55,489	55,489	46,942
001-0223-513.23-00	LIFE AND HEALTH INSURANCE	44,243	60,295	60,295	54,243
001-0223-513.24-00	WORKERS' COMPENSATION	542	1,137	1,137	650
001-0223-513.26-00	OTHER POSTEMPLOYMENT BENEFITS	5,897	6,000	6,000	6,000
	<b>TOTAL PERSONAL SERVICES</b>	<b>335,166</b>	<b>502,818</b>	<b>502,818</b>	<b>343,971</b>
001-0223-513.34-01	COMMUNICATIONS/POSTAGE SVCS	176,531	152,448	152,448	183,448
001-0223-513.34-04	BANKING SERVICES	52,717	49,176	49,176	58,278
001-0223-513.40-00	TRAVEL AND PER DIEM	-	750	750	-
001-0223-513.41-02	TELEPHONE SERVICES	5,072	7,096	7,096	5,579
001-0223-513.41-03	RADIO SERVICES	15	20	20	20
001-0223-513.41-04	INTERNET SERVICES	433	951	951	476
001-0223-513.41-05	POSTAGE	2,447	2,669	2,669	2,692
001-0223-513.43-00	UTILITY SERVICES	6,884	6,197	6,197	7,572
001-0223-513.44-00	RENTALS AND LEASES	1,248	5,275	5,275	5,275
001-0223-513.45-00	INSURANCE	6,978	9,768	9,768	8,374
001-0223-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	459	459	500
001-0223-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	33,666	32,290	32,290	35,290
001-0223-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	900	900	-
001-0223-513.46-10	REPAIR AND MAINT SVCS-BUILDING	5,616	2,179	2,179	3,065
001-0223-513.47-01	MISC PRINTING AND BINDING	714	1,590	1,590	790
001-0223-513.48-01	ADVERTISEMENT-LEGAL, OTHER	-	500	500	500
001-0223-513.49-01	MISC OTHER CURRENT CHRGS & OBLG	-	100	100	100
001-0223-513.49-05	LICENSES/TAXES/CERTIFICATIONS	110	2,500	2,500	150
001-0223-513.51-00	OFFICE SUPPLIES	2,753	3,000	3,000	3,000
001-0223-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,304	6,100	6,100	6,100
001-0223-513.52-04	UNIFORMS AND ACCESSORIES	800	1,000	1,000	800
001-0223-513.54-02	SEMINARS AND COURSES	-	900	900	600
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>297,288</b>	<b>285,868</b>	<b>285,868</b>	<b>322,609</b>
001-0223-513.71-00	PRINCIPAL	3,955	-	-	-
001-0223-513.72-00	INTEREST	246	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>4,201</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL UTILITY BILLING DIVISION</b>	<b>636,655</b>	<b>788,686</b>	<b>788,686</b>	<b>666,580</b>
	<b>TOTAL FINANCE DEPARTMENT</b>	<b>4,933,016</b>	<b>5,977,190</b>	<b>5,977,190</b>	<b>6,040,608</b>



# WINTER GARDEN

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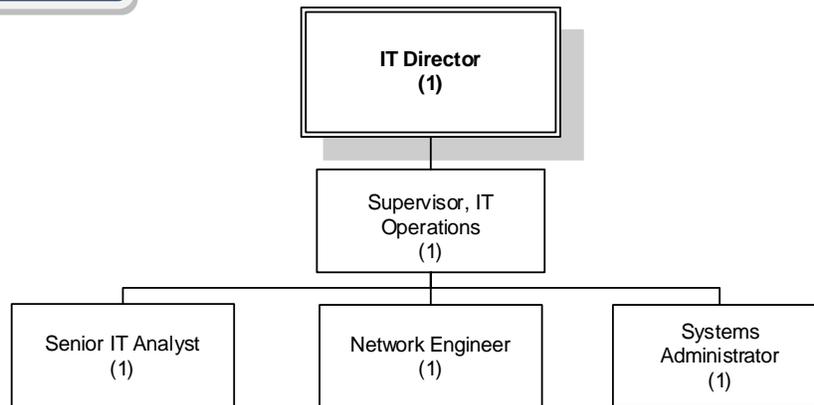
# INFORMATION TECHNOLOGY

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Provide timely and effective end-user support, focusing first on customer service, to ensure that all information and communication systems are secure, reliable and performing as expected.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide Help Desk service according to the Winter Garden Way</li> <li>• Integrate and support computer hardware, software, and voice technology</li> <li>• Ensure security, network and systems are in place to protect and support the City's data and operations</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Failure to be informed on support requirements in a timely manner when called upon to facilitate department technology projects</li> <li>• Although basic equipment has become on-demand, specialized equipment continues to be extremely difficult to procure due to supply constraints and multi-industry-wide microchip shortages, not to mention inflation and surcharges</li> <li>• Security will be tested as cybersecurity threats become more sophisticated and ongoing; and as more folks connect from outside our network in various ways</li> <li>• Managing and vetting the right mix of AI tools for business solutions, along with developing policies to control usage</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Current security setup will adequately guard data and overall network integrity, confidentiality, and availability; especially in light of data breaches and increased email phishing/ransomware attacks</li> <li>• Phone system call volumes will remain at a manageable level and controls will minimize and contain involuntary call abandonment occurrences</li> <li>• Level of staff training will be adequate for any changes in technology</li> <li>• Budget approval for projects/capital items</li> </ul>

### Organizational Structure

FTE: 5



## FY 2024-2025 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.

## 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
IT Overall Service Satisfaction Rating *	90.6%	95.4%	≥ 90% ↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80% ↑
<b>OPERATIONAL INDICATORS</b>			
Helpdesk Average First Response Time (in minutes)	N/A	:75	≤ :60 ↓
Helpdesk Average Resolution Time (in hours)	N/A	1.3	≤ 24:00 ↓
Helpdesk First Contact Resolution Rate	N/A	84.7%	≥ 80% ↑
Webex for Broadworks Phone System Uptime Rate	99.93%	100%	≥ 99.5% ↑
Involuntary Abandonment Rate	6.07%	2.26%	≤ 2.0% ↓
% Uptime and Availability of Systems	99.97%	99.88%	≥ 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

See Appendix for Detailed Business Plans, Including Performance Indicator Definitions

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
INFORMATION TECHNOLOGY DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0225-513.12-00	REGULAR SALARIES AND WAGES	460,387	510,021	510,021	547,565
001-0225-513.14-00	OVERTIME	-	400	400	-
001-0225-513.21-00	FICA TAXES	33,531	39,047	39,047	41,889
001-0225-513.22-00	RETIREMENT CONTRIBUTIONS	70,092	96,163	96,163	117,179
001-0225-513.23-00	LIFE AND HEALTH INSURANCE	70,065	76,411	76,411	98,460
001-0225-513.24-00	WORKERS' COMPENSATION	350	679	679	420
	<b>TOTAL PERSONAL SERVICES</b>	<b>634,425</b>	<b>722,722</b>	<b>722,722</b>	<b>805,513</b>
001-0225-513.31-01	MISC PROFESSIONAL SERVICE	5,844	12,600	12,600	3,000
001-0225-513.34-01	MISC OTHER CONTRACTUAL SERVICES	46,218	61,192	61,192	31,685
001-0225-513.34-08	PERSONNEL SERVICES	45,600	-	-	-
001-0225-513.40-00	TRAVEL AND PER DIEM	-	-	-	2,840
001-0225-513.41-02	TELEPHONE SERVICES	6,071	20,284	20,284	99,470
001-0225-513.41-04	INTERNET SERVICES	92,754	113,400	113,400	115,000
001-0225-513.41-05	POSTAGE	-	250	250	250
001-0225-513.43-00	UTILITY SERVICES	11,959	9,500	9,500	9,500
001-0225-513.45-00	INSURANCE	71,192	88,406	88,406	85,430
001-0225-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	5,250	5,250	6,000
001-0225-513.46-03	REPAIR AND MAINT SVCS-VEHICLES	8	500	500	500
001-0225-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	510,558	668,192	668,192	654,040
001-0225-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	50,275	96,300	96,300	124,000
001-0225-513.46-10	REPAIR AND MAINT SVCS-BUILDING	6,468	13,000	13,000	3,000
001-0225-513.51-00	OFFICE SUPPLIES	1,246	1,750	1,750	1,800
001-0225-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	6,721	44,915	44,915	178,790
001-0225-513.52-03	GASOLINE AND OIL	70	120	120	150
001-0225-513.52-04	UNIFORMS AND ACCESSORIES	997	1,500	1,500	1,300
001-0225-513.52-05	IT OPER SUPPLIES	2,397	19,700	19,700	14,800
001-0225-513.54-01	DUES AND SUBSCRIPTIONS	420	1,195	1,195	575
001-0225-513.54-02	SEMINARS AND COURSES	5,150	6,950	6,950	8,100
001-0225-513.54-03	EDUCATION ASSISTANCE PROGRAM	-	11,465	11,465	14,715
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>863,948</b>	<b>1,176,469</b>	<b>1,176,469</b>	<b>1,354,945</b>
001-0225-513.63-00	IMPROV. OTHER THAN BUILDINGS	-	-	100,000	-
001-0225-513.64-00	MACHINERY AND EQUIPMENT	161,915	137,579	462,227	196,894
	<b>TOTAL CAPITAL OUTLAY</b>	<b>161,915</b>	<b>137,579</b>	<b>562,227</b>	<b>196,894</b>
001-0225-513.71-00	PRINCIPAL	85,428	-	-	-
001-0225-513.72-00	INTEREST	837	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>86,265</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL INFORMATION TECHNOLOGY DIVISION</b>	<b>1,746,553</b>	<b>2,036,770</b>	<b>2,461,418</b>	<b>2,357,352</b>



# WINTER GARDEN

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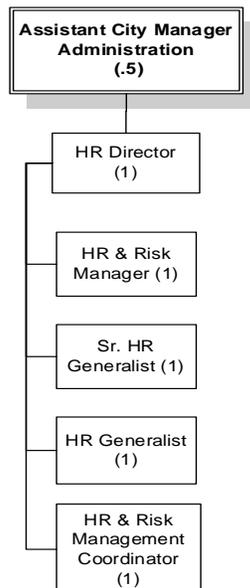
# ADMINISTRATIVE SERVICES HUMAN RESOURCES

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To recruit, engage, develop, support, and retain a skilled, diverse workforce.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Retention</li> <li>• Employee Support Services</li> <li>• Employee Organizational Development</li> <li>• Employee Relations</li> <li>• Risk Management</li> <li>• Employee Benefits</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• 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, &amp; certification) and a significant increase in market pay rates</li> <li>• 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</li> <li>• Increased labor relations volume due to two new union contracts (2 union contracts to be negotiated in FY 24-25)</li> <li>• Retention of existing talent and shortage of skilled talent to fill vacancies</li> <li>• Need for succession planning for key positions with pending retirements identified over the course of the next 5 years</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Employees will want to continue to learn and improve skills if given the opportunity</li> <li>• Managers, supervisors, and staff will embrace leadership development training opportunities</li> <li>• Ongoing training and support to help all leaders and employees successfully navigate the Career Development program and identify career paths, qualification gaps, etc.</li> <li>• Employee compliance with safety practices</li> <li>• Ongoing transition of new HR &amp; Risk Manager, including daily oversight of Risk Management functions and increased involvement in labor relations (i.e. collective bargaining), employee relations, leadership and staff training initiatives, etc. for the fiscal year</li> </ul>

### Organizational Structure

FTE: 5.5



# FY 2024-2025 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.
  - Monitor and manage employee time-off and any impact on departmental and City operations.
- 

## 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**

<b>Key Performance Indicators</b>	<b>FY 22/23 Actual</b>	<b>FY 23/24 Actual</b>	<b>FY 24/25 Target</b>
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Employee On-Boarding Satisfaction Rate	99.5%	100%	100%↑
Career Development Leadership Effectiveness Satisfaction Index *	87.1%	87.0%	89%↑
HR Overall Customer Service Satisfaction Rating *	96.6%	91.1%	≥ 90%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80%↑
<b>FINANCIAL INDICATOR</b>			
Annual Healthcare Reserve/Member	\$2,598	\$1,235	\$3,000↑
<b>OPERATIONAL INDICATORS</b>			
Average Time to Fill High-Level Position (In Days)	67	25	≤ 90↓
Average Time to Fill Mid-Level Position (In Days)	N/A	43	≤ 90↓
Sick Hours per FTE	39.3	45.1	≤ 40↓
Average Time Off per FTE (Hours)	198.7	206.4	≤ 175↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	.34	.22	≤ 0.45↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	.59	.32	≤ 0.65↓

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

N/A – For the 22/23 fiscal year there were not any mid-level new hires to reflect a time to fill.

≤ ≥ 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
ADMINISTRATIVE SERVICES DEPARTMENT  
HUMAN RESOURCES DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0745-513.12-00	REGULAR SALARIES AND WAGES	411,911	626,236	626,236	661,616
001-0745-513.14-00	OVERTIME	183	-	-	-
001-0745-513.21-00	FICA TAXES	30,475	47,907	47,907	50,614
001-0745-513.22-00	RETIREMENT CONTRIBUTIONS	64,888	97,930	97,930	118,808
001-0745-513.23-00	LIFE AND HEALTH INSURANCE	68,974	82,418	82,418	100,723
001-0745-513.24-00	WORKERS' COMPENSATION	569	490	490	683
	<b>TOTAL PERSONAL SERVICES</b>	<b>577,000</b>	<b>854,981</b>	<b>854,981</b>	<b>932,443</b>
001-0745-513.31-02	LEGAL SERVICES	437	6,250	12,172	2,000
001-0745-513.31-06	MEDICAL SERVICES	44,368	32,500	32,500	34,000
001-0745-513.34-01	MISC OTHER CONTRACTUAL SERVICES	89,725	136,000	182,275	100,300
001-0745-513.34-08	PERSONNEL SERVICES	-	15,000	15,000	1,000
001-0745-513.40-00	TRAVEL AND PER DIEM	-	1,000	1,000	1,000
001-0745-513.41-02	TELEPHONE SERVICES	3,440	5,950	5,950	4,050
001-0745-513.41-04	INTERNET SERVICES	866	1,200	1,200	1,200
001-0745-513.41-05	POSTAGE	392	1,500	1,500	1,750
001-0745-513.43-00	UTILITY SERVICES	10,768	10,500	10,500	10,500
001-0745-513.44-00	RENTALS AND LEASES	4,965	7,000	7,000	5,000
001-0745-513.45-00	GENERAL INSURANCE	10,375	14,696	14,696	12,450
001-0745-513.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	1,500	1,500	2,000
001-0745-513.46-05	REPAIR AND MAINT SVCS-SOFTWARE	343	1,800	1,800	800
001-0745-513.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	1,500	1,500	1,500
001-0745-513.46-10	REPAIR AND MAINT SVCS-BUILDING	5,824	5,000	5,000	5,000
001-0745-513.47-01	MISC PRINTING AND BINDING	-	420	420	420
001-0745-513.48-01	PROMOTIONAL-ADVERTISEMENTS	6,483	15,000	23,217	10,000
001-0745-513.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	1,203	5,000	8,797	6,000
001-0745-513.51-00	OFFICE SUPPLIES	2,456	6,000	6,000	4,000
001-0745-513.52-01	MISCELLANEOUS OPERATING SUPPLIES	31,570	84,000	97,420	87,500
001-0745-513.52-03	GASOLINE AND OIL	-	150	150	1,000
001-0745-513.52-04	UNIFORMS AND ACCESSORIES	800	1,200	1,200	1,200
001-0745-513.54-01	DUES AND SUBSCRIPTIONS	1,841	4,000	4,000	5,000
001-0745-513.54-02	SEMINARS AND COURSES	-	75,800	163,161	44,000
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>215,856</b>	<b>432,966</b>	<b>597,958</b>	<b>341,670</b>
001-0745-513.71-00	PRINCIPAL	407	-	-	-
001-0745-513.72-00	INTEREST	38	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>445</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL HUMAN RESOURCES DIVISION</b>	<b>793,301</b>	<b>1,287,947</b>	<b>1,452,939</b>	<b>1,274,113</b>



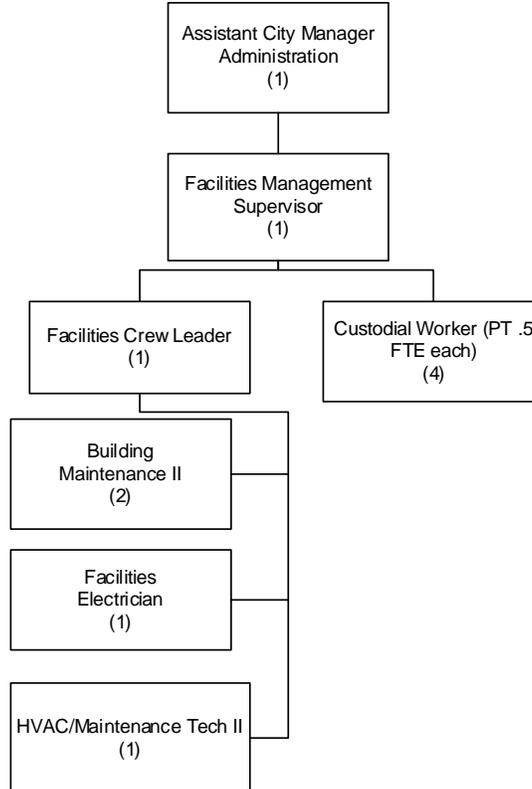
# ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of City facilities</li> <li>• Selection and management of products, contracts, and vendors</li> <li>• Monitor and improve condition of City facilities assets</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Staffing levels are currently effecting level of service as we acquire more property to maintain with the same number of personnel</li> <li>• Experiencing higher than expected costs of maintaining facilities</li> <li>• Aging facilities and infrastructure and availability of replacement parts</li> <li>• Turnover in Janitorial services has been higher than expected. Also requires a certain level of clearance for high security areas which can pose a problem</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Sufficient funding will be available for training, education, sustainability, and maintenance</li> <li>• Work that requires outsourcing will be done in a timely and cost-effective manner</li> </ul>

### Organizational Structure

FTE: 8.25



## 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Facilities Overall Customer Service Satisfaction Rating *	91%	91.9%	≥90% ↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥80% ↑
<b>FINANCIAL INDICATORS</b>			
Average Level 1 Repair Costs (Life & Safety Failures)	\$124.50	\$183.00	≤ \$200 ↓
Average Level 2 Repair Costs (Equipment Defects)	\$205.75	\$165.75	≤ \$275 ↓
Average Preventive Maintenance Cost	\$132.50	\$110.50	≤ \$225 ↓
Average Corrective Maintenance Cost	\$396.25	\$323.00	≤ \$450 ↓
Average Request For Services Task Cost **	\$220.75	\$287.25	≤ \$250 ↓

Average Events Related Cost **	N/A	N/A	\$5,280↓
OPERATIONAL INDICATORS			
Average Days to Close <i>Level 1</i> Service Work Requests (Life & Safety Failures)	2.3	1	≤ 2 ↓
Average Days to Close <i>Level 2</i> Service Work Requests (Equipment Defects)	2	2.3	≤ 3 ↓
% Preventive Maintenance vs Corrective Maintenance	33.3%	36.5%	60%↑
Average Preventive Maintenance Hours	1.91	1.78	≤ 2 ↓
Average Corrective Maintenance Hours	5.3	3.7	≤ 4 ↓
Average Request For Services Task Hours	3.01	5	≤ 2 ↓
Average Events Related Hours **	N/A	N/A	132↓

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

\*\* Certain line items were included in this number in the past for historical data and will now be broken out to more clearly identify Facilities functions.

≤ ≥ 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
ADMINISTRATIVE SERVICES DEPARTMENT  
FACILITIES MANAGEMENT DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0746-539.12-00	REGULAR SALARIES AND WAGES	605,207	584,847	584,847	619,795
001-0746-539.14-00	OVERTIME	78,351	90,623	90,623	89,312
001-0746-539.21-00	FICA TAXES	51,065	51,673	51,673	54,247
001-0746-539.22-00	RETIREMENT CONTRIBUTIONS	91,832	78,175	78,175	126,176
001-0746-539.23-00	LIFE AND HEALTH INSURANCE	66,839	72,784	72,784	89,077
001-0746-539.24-00	WORKERS' COMPENSATION	18,247	8,697	8,697	21,896
	<b>TOTAL PERSONAL SERVICES</b>	<b>911,541</b>	<b>886,799</b>	<b>886,799</b>	<b>1,000,503</b>
001-0746-539.34-01	MISC OTHER CONTRACTUAL SERVICES	50,692	46,380	46,380	46,380
001-0746-539.34-06	JANITORIAL SERVICES	123,735	154,640	154,640	209,840
001-0746-539.34-08	PERSONNEL SERVICES	96,209	102,500	102,500	90,000
001-0746-539.40-00	TRAVEL AND PER DIEM	409	2,200	2,200	1,000
001-0746-539.41-02	TELEPHONE SERVICES	10,667	17,505	17,505	10,860
001-0746-539.41-04	INTERNET SERVICES	4,732	4,320	4,320	4,320
001-0746-539.43-00	UTILITY SERVICES	27,298	25,500	25,500	25,500
001-0746-539.44-00	RENTALS AND LEASES	23,352	13,600	13,600	13,600
001-0746-539.45-00	INSURANCE	5,209	4,369	4,369	6,251
001-0746-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	122	1,500	1,500	1,500
001-0746-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	20,431	13,000	13,000	13,000
001-0746-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,838	4,363	4,363	2,038
001-0746-539.46-10	REPAIR AND MAINT SVCS-BUILDING	268,954	351,260	351,260	301,260
001-0746-539.47-01	MISC PRINTING AND BINDING	-	75	75	75
001-0746-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	25	500	500	500
001-0746-539.51-00	OFFICE SUPPLIES	258	750	750	750
001-0746-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	39,140	34,500	34,500	34,500
001-0746-539.52-02	CHEMICALS	7,945	6,200	6,200	6,200
001-0746-539.52-03	GASOLINE AND OIL	13,784	10,000	10,000	12,000
001-0746-539.52-04	UNIFORMS AND ACCESSORIES	9,320	7,560	7,560	7,560
001-0746-539.54-01	DUES AND SUBSCRIPTIONS	6,897	10,405	10,405	7,405
001-0746-539.54-02	SEMINARS AND COURSES	550	4,550	4,550	5,050
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>711,567</b>	<b>815,677</b>	<b>815,677</b>	<b>799,589</b>
001-0746-539.62-00	BUILDINGS	20,030	328,000	582,202	455,250
001-0746-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	1,536	5,000	135,565	-
001-0746-539.64-00	MACHINERY AND EQUIPMENT	133,115	195,000	195,000	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>154,681</b>	<b>528,000</b>	<b>912,767</b>	<b>455,250</b>
	<b>TOTAL FACILITIES MANAGEMENT DIVISION</b>	<b>1,777,789</b>	<b>2,230,476</b>	<b>2,615,243</b>	<b>2,255,342</b>

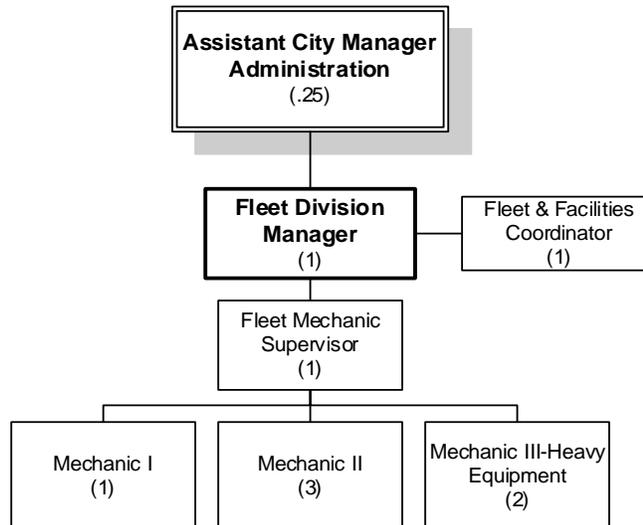


# ADMINISTRATIVE SERVICES FLEET MANAGEMENT BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To efficiently maintain a safe and reliable fleet of City vehicles.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Preventive maintenance and repairs of vehicles and equipment</li> <li>Ensure that vehicles and equipment are adequate and ready for use</li> <li>Fuel management and distribution</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Availability of replacement parts (supply chain issues)</li> <li>Increasing maintenance costs associated with an aging fleet coupled with inflationary environment (ex. tire pricing has increased exponentially)</li> <li>Skill level - keeping pace with evolving technology</li> <li>Inaccurate fuel and mileage reporting affects budgeting and analysis critical to future maintenance and vehicle depreciation costs</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>Adequate funding and resources are available</li> <li>Maximize preventative maintenance to reduce vehicle deficiencies</li> <li>Develop vehicle replacement cycles to maximize readiness/productivity</li> <li>Continued practice of using an evening shift to keep overtime to a minimum and decrease downtime</li> <li>Implement targeted on the job training and other available professional training resources to increase maintenance efficiency</li> </ul>

## Organizational Structure

FTE: 9.25



## FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Fleet Management Satisfaction Rating *	91.5%	97%	≥ 90%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80%↑
<b>FINANCIAL INDICATOR</b>			
Fleet Average Repair and PM Cost	\$1,901	\$885	\$775
<b>OPERATIONAL INDICATORS</b>			
Overall Preventative Maintenance Adherence Rate	96%	99.8%	95%↑
% Preventive vs. Corrective Maintenance	25.2%	27.1%	30%↑
Fleet Average Downtime Hours	22.0	23.5	15.0↓
% Repeat Repairs/Failures	.89%	4.26%	1.3%↓
Fleet Assets-to-Mechanic Ratio	65.7	55.0	60.0↓
% of Repairs Outsourced	6.6%	6.0%	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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
ADMINISTRATIVE SERVICES DEPARTMENT  
FLEET MANAGEMENT DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0747-539.12-00	REGULAR SALARIES AND WAGES	543,927	675,098	675,098	661,473
001-0747-539.14-00	OVERTIME	42,359	34,827	34,827	39,721
001-0747-539.21-00	FICA TAXES	43,221	54,309	54,309	53,641
001-0747-539.22-00	RETIREMENT CONTRIBUTIONS	77,062	92,092	92,092	150,056
001-0747-539.23-00	LIFE AND HEALTH INSURANCE	107,773	129,430	129,430	151,427
001-0747-539.24-00	WORKERS' COMPENSATION	5,212	18,904	18,904	6,254
001-0747-539.26-00	OTHER POST EMPLOYMENT BENEFITS	9,919	9,760	9,760	9,760
	<b>TOTAL PERSONAL SERVICES</b>	<b>829,473</b>	<b>1,014,419</b>	<b>1,014,419</b>	<b>1,072,333</b>
001-0747-539.34-01	MISC OTHER CONTRACTUAL SERVICES	7,137	14,905	29,905	15,855
001-0747-539.34-06	JANITORIAL SERVICES	4,804	6,700	6,700	6,200
001-0747-539.34-08	PERSONNEL SERVICES	3,479	5,000	5,000	6,000
001-0747-539.40-00	TRAVEL AND PER DIEM	4,051	1,750	1,750	3,500
001-0747-539.41-02	TELEPHONE SERVICES	5,446	6,130	6,130	5,650
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	329	600	600	700
001-0747-539.43-00	UTILITY SERVICES	2,803	4,000	4,000	3,000
001-0747-539.44-00	RENTALS AND LEASES	7,917	10,400	10,400	11,000
001-0747-539.45-00	INSURANCE	21,190	16,080	16,080	25,428
001-0747-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	9,860	15,590	15,590	12,200
001-0747-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	8,391	7,500	7,500	12,900
001-0747-539.46-05	REPAIR AND MAINT SVCS-SOFTWARE	10,133	28,640	28,640	28,840
001-0747-539.46-10	REPAIR AND MAINT SVCS-BUILDING	7,559	74,000	74,000	9,000
001-0747-539.47-01	MISC PRINTING AND BINDING	-	114	114	500
001-0747-539.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	-	200	200	-
001-0747-539.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	5,650	5,650	13,560
001-0747-539.51-00	OFFICE SUPPLIES	641	750	750	1,350
001-0747-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	50,859	37,000	57,000	40,500
001-0747-539.52-02	CHEMICALS	6,884	7,500	7,500	7,500
001-0747-539.52-03	GASOLINE AND OIL	40,872	35,500	35,500	43,000
001-0747-539.52-04	UNIFORMS AND ACCESSORIES	12,777	14,984	14,984	13,484
001-0747-539.54-01	DUES AND SUBSCRIPTIONS	465	800	800	1,800
001-0747-539.54-02	SEMINARS AND COURSES	3,329	6,100	6,100	19,200
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>209,002</b>	<b>300,983</b>	<b>335,983</b>	<b>282,257</b>
001-0747-539.62-00	BUILDINGS	39,802	-	-	50,000
001-0747-539.63-00	IMPROVEMENTS OTHER THAN BUILDINGS	-	-	-	-
001-0747-539.64-00	EQUIPMENT	11,378	50,000	50,000	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>51,180</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
001-0747-539.71-00	PRINCIPAL	10,481	-	-	-
001-0747-539.72-00	INTEREST	159	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>10,640</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL FLEET MANAGEMENT DIVISION</b>	<b>1,100,295</b>	<b>1,365,402</b>	<b>1,400,402</b>	<b>1,404,590</b>
	<b>TOTAL ADMINISTRATIVE SERVICES DEPARTMENT</b>	<b>3,671,385</b>	<b>4,883,825</b>	<b>5,468,584</b>	<b>4,934,044</b>

- PUBLIC SAFETY -

Police – Sworn

Police – Non-sworn

Police – Communications

Fire/Rescue Department



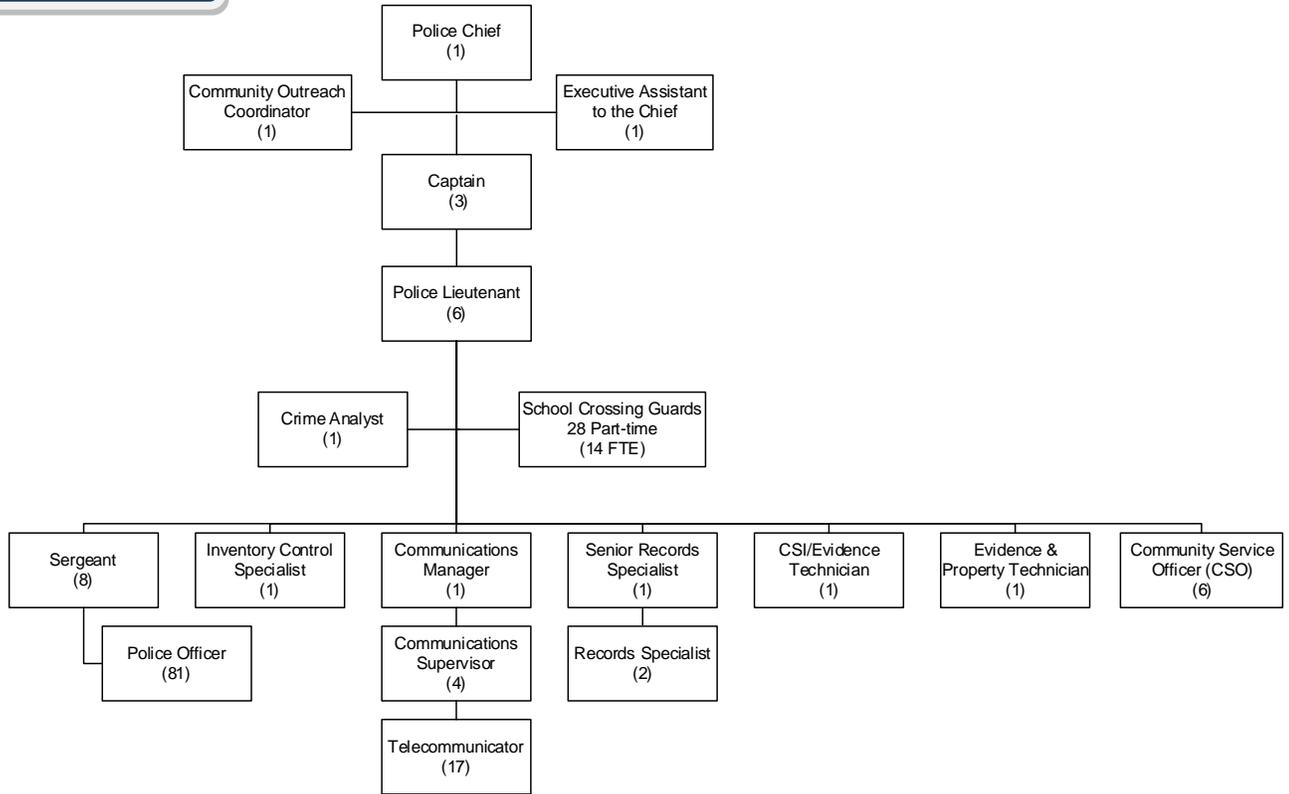
# POLICE DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b>          Create safe communities by building partnerships to prevent crime and utilizing modern technology to target criminal activities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Patrol</li> <li>• Criminal Investigations</li> <li>• Community Oriented Policing</li> <li>• Forensics</li> <li>• Dispatch (911 and Non-Emergency Services)</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Extended economic pressures could increase overall crime</li> <li>• 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</li> <li>• Maintaining patrol levels with higher than normal officer vacancies             <ul style="list-style-type: none"> <li>○ Need to increase staff to keep pace with population growth</li> <li>○ Recruiting/retaining qualified applicants - City facing competition with surrounding agencies who have significantly increased wages</li> </ul> </li> <li>• Citizen's apathy towards public safety initiatives</li> <li>• Outgrowing the current police department buildings and are facing scheduling difficulties with training/shooting facilities</li> <li>• Records Management Software upgrade challenges on reporting crime statistics and the data migration from one system to another</li> <li>• Traffic safety and enforcement as a result of increasing population within the City and surrounding localities</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Staffing levels will stabilize and officer vacancies will reduce</li> <li>• Enforcement policy changes enacted will further build and preserve community relationships in Winter Garden</li> <li>• New Records Management Software system will be installed in late 2024 to assist and improve the efficiency of crime statistics reporting</li> </ul>

## Organizational Structure

FTE: 150



## FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Safety From Property Crime Index *	79%	79%	84%↑
Safety From Violent Crime Index *	81%	81%	91%↑
Crime Prevention Index *	82%	82%	84%↑
Sense of Safety Throughout the City Composite Satisfaction Index **	90.3%	90.3%	96%↑
Traffic Enforcement Satisfaction Index *	68%	68%	75%↑
Employee Motivation and Productivity Satisfaction Rating***	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
Property Crime Clearance Rate	34%	38.9%	≥ 35%↑
Violent Crime Clearance Rate	76.6%	68.8%	≥ 58%↑
Crime Clearance Rate	38%	41.2%	≥38%↑
# of Crimes Reported ** (property & violent crimes combined)	2,310	1,880	2,180↓
Crime Rate per 1,000 Residents	45.2	36.5	42.7↓
Downtown Crime Clearance Rate	65%	69%	≥ 65%↑
# of Crimes Reported in Downtown District ****	81	72	90↓
Number of Traffic Stops	17,043	21,586	9,000↑
Count of Traffic Enforcement Events	2,664	3,051	1,800↑
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	256.8	229.5	235.1↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	7:18	6:55	≤ 7:00↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	14.37	12.39	14.7↓
Code 3 Calls Response Time (high priority emergencies)	4:17	3:55	≤ 4:10↓

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

\*\* 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'.

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

\*\*\*\* # of crimes reported for FY24 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
POLICE DEPARTMENT  
SWORN DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0521-521.12-00	REGULAR SALARIES AND WAGES	6,355,241	6,857,643	6,871,547	8,284,690
001-0521-521.14-00	OVERTIME	395,263	189,800	189,800	905,514
001-0521-521.15-00	SPECIAL PAY	69,450	129,068	129,068	115,013
001-0521-521.16-00	SPECIAL DETAIL	371,978	249,240	249,240	390,577
001-0521-521.21-00	FICA TAXES	530,878	568,070	568,070	741,728
001-0521-521.22-00	RETIREMENT CONTRIBUTIONS	1,136,735	1,199,849	1,199,849	1,966,704
001-0521-521.23-00	LIFE AND HEALTH INSURANCE	1,062,224	1,196,316	1,196,316	1,500,139
001-0521-521.24-00	WORKERS' COMPENSATION	213,566	276,149	276,149	256,279
001-0521-521.26-00	OTHER POST EMPLOYMENT BENEFITS	14,384	41,700	41,700	10,250
	TOTAL PERSONAL SERVICES	10,149,719	10,707,834	10,721,738	14,170,894
001-0521-521.31-01	MISC PROFESSIONAL SERVICES	5,836	4,375	4,375	4,375
001-0521-521.31-02	LEGAL SERVICES	17,824	25,000	25,000	25,000
001-0521-521.31-06	MEDICAL SERVICES	9,720	8,750	8,750	8,750
001-0521-521.34-01	MISC OTHER CONTRACTUAL SERVICES	67,548	107,562	107,562	137,370
001-0521-521.40-00	TRAVEL AND PER DIEM	9,631	8,000	8,000	9,000
001-0521-521.41-01	CABLE SERVICES	835	840	840	948
001-0521-521.41-02	TELEPHONE SERVICES	36,886	58,944	58,944	58,944
001-0521-521.41-03	RADIO SERVICES	7,663	5,184	5,184	19,392
001-0521-521.41-04	INTERNET SERVICES	54,735	48,906	48,906	64,320
001-0521-521.41-05	POSTAGE	2,014	2,436	2,436	2,436
001-0521-521.43-00	UTILITY SERVICES	74,516	72,500	72,500	72,500
001-0521-521.44-00	RENTALS AND LEASES	75,391	126,344	126,344	192,542
001-0521-521.45-00	INSURANCE	341,889	258,917	258,917	409,301
001-0521-521.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	36,156	42,868	42,868	42,868
001-0521-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	201,607	200,000	200,000	220,000
001-0521-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	235,247	1,268,942	1,268,942	1,196,735
001-0521-521.46-10	REPAIR AND MAINT SVCS-BUILDING	22,151	20,431	20,431	17,500
001-0521-521.47-01	MISC PRINTING AND BINDING	600	3,000	3,000	3,000
001-0521-521.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	319	-	-	-
001-0521-521.49-05	LICENSES, TAXES, AND CERTIFICATIONS	258	2,550	2,550	2,550
001-0521-521.51-00	OFFICE SUPPLIES	6,535	23,200	23,200	14,300
001-0521-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	146,890	170,206	181,931	163,451
001-0521-521.52-03	GASOLINE AND OIL	193,079	195,000	195,000	230,000
001-0521-521.52-04	UNIFORMS AND ACCESSORIES	87,153	80,508	80,508	118,407
001-0521-521.54-01	DUES AND SUBSCRIPTIONS	2,876	3,790	3,790	3,335
001-0521-521.54-02	SEMINARS AND COURSES	32,778	31,210	31,210	36,510
001-0521-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	7,207	20,000	20,000	20,000
001-0521-521.54-04	EDUCATION-SECOND DOLLAR FUNDING	-	10,000	10,000	10,000
	TOTAL OPERATING EXPENDITURES	1,677,344	2,799,463	2,811,188	3,083,534

001-0521-521.62-00	BUILDING	-	40,000	40,000	-
001-0521-521.63-00	IMPROVEMENTS OTHER THAN BUILDING	-	10,000	10,000	-
001-0521-521.64-00	MACHINERY AND EQUIPMENT	1,167,023	913,180	1,233,558	377,136
	TOTAL CAPITAL OUTLAY	1,167,023	963,180	1,283,558	377,136
001-0521-521.71-00	PRINCIPAL	15,985	-	-	-
001-0521-521.72-00	INTEREST	349	-	-	-
	TOTAL DEBT SERVICE	16,334	-	-	-
001-0521-581.91-02	GRANTS-CITY MATCH	8,400	8,400	8,400	8,400
	TOTAL OTHER USES	8,400	8,400	8,400	8,400
	<b>TOTAL SWORN DIVISION</b>	<b>13,018,820</b>	<b>14,478,877</b>	<b>14,824,884</b>	<b>17,639,964</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
POLICE DEPARTMENT  
NONSWORN-MISCELLANEOUS DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0520-521.12-00	REGULAR SALARIES AND WAGES	525,473	692,022	692,022	692,022
001-0520-521.13-00	OTHER SALARIES AND WAGES	270,523	319,960	319,960	319,960
001-0520-521.14-00	OVERTIME	10,997	8,264	8,264	17,515
001-0520-521.21-00	FICA TAXES	59,608	78,049	78,049	78,757
001-0520-521.22-00	RETIREMENT CONTRIBUTIONS	83,875	98,375	98,375	151,841
001-0520-521.23-00	LIFE AND HEALTH INSURANCE	114,589	145,212	145,212	189,662
001-0520-521.24-00	WORKERS' COMPENSATION	6,198	8,675	8,675	7,438
001-0520-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	4,306	3,000	3,000	6,000
	TOTAL PERSONAL SERVICES	<u>1,075,569</u>	<u>1,353,557</u>	<u>1,353,557</u>	<u>1,463,194</u>
001-0520-521.31-01	MISC PROFESSIONAL SERVICES	100	250	250	500
001-0520-521.34-01	MISC CONTRACTUAL SERVICES	86,277	99,469	99,469	99,469
001-0520-521.40-00	TRAVEL AND PER DIEM	1,197	3,500	3,500	4,500
001-0520-521.41-02	TELEPHONE SERVICES	1,502	3,732	3,732	5,968
001-0520-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,544	4,820	4,820	1,200
001-0520-521.47-01	MISC PRINTING AND BINDING	237	320	320	320
001-0520-521.49-05	LICNSES/TAXES/CERTIFICTNS	1,472	1,250	1,250	1,000
001-0520-521.51-00	OFFICE SUPPLIES	1,178	1,255	1,255	-
001-0520-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	741	1,500	1,500	2,000
001-0520-521.52-04	UNIFORMS AND ACCESSORIES	13,216	10,450	10,450	10,950
001-0520-521.54-01	DUES AND SUBSCRIPTIONS	430	455	455	775
001-0520-521.54-02	SEMINARS AND COURSES	1,189	2,585	2,585	2,585
001-0520-521.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	3,000	3,000	1,000
	TOTAL OPERATING EXPENDITURES	<u>110,083</u>	<u>132,586</u>	<u>132,586</u>	<u>130,267</u>
001-0520-521.64-00	MACHINERY AND EQUIPMENT	41,863	72,000	176,888	-
	TOTAL CAPITAL OUTLAY	<u>41,863</u>	<u>72,000</u>	<u>176,888</u>	<u>-</u>
	<b>TOTAL NONSWORN-MISCELLANEOUS DIVISION</b>	<b><u>1,227,515</u></b>	<b><u>1,558,143</u></b>	<b><u>1,663,031</u></b>	<b><u>1,593,461</u></b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
POLICE DEPARTMENT  
NONSWORN-COMMUNICATIONS DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0530-521.12-00	REGULAR SALARIES AND WAGES	1,196,907	1,140,402	1,140,402	1,197,422
001-0530-521.14-00	OVERTIME	283,789	129,700	129,700	312,168
001-0530-521.21-00	FICA TAXES	109,922	97,163	97,163	115,484
001-0530-521.22-00	RETIREMENT CONTRIBUTIONS	224,454	239,287	239,287	323,052
001-0530-521.23-00	LIFE AND HEALTH INSURANCE	170,892	230,950	230,950	282,890
001-0530-521.24-00	WORKERS' COMPENSATION	996	1,393	1,393	1,195
001-0530-521.26-00	OTHER POSTEMPLOYMENT BENEFITS	3,300	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	<u>1,990,260</u>	<u>1,841,895</u>	<u>1,841,895</u>	<u>2,235,211</u>
001-0530-521.31-01	MISC PROFESSIONAL SERVICES	1,500	375	375	375
001-0530-521.34-01	MISC CONTRACTUAL SERVICES	21,019	19,428	19,428	19,428
001-0530-521.40-00	TRAVEL AND PER DIEM	21	1,700	1,700	1,700
001-0530-521.41-02	TELEPHONE SERVICES	3,505	3,456	3,456	3,456
001-0530-521.41-03	RADIO SERVICES	-	8,400	8,400	-
001-0530-521.43-00	UTILITY SERVICES	3,423	2,520	2,520	2,520
001-0530-521.44-00	RENTALS AND LEASES	1,655	1,776	1,776	3,075
001-0530-521.45-00	INSURANCE	-	14	14	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	12,036	14,320	14,320	14,922
001-0530-521.46-10	REPAIR AND MAINT SVCS-BUILDING	7,898	10,000	10,000	5,000
001-0530-521.47-01	MISC PRINTING AND BINDING	3,628	150	150	150
001-0530-521.49-05	LICENSES/TAXES/CERTIFICATIONS	100	1,500	1,500	1,500
001-0530-521.51-00	OFFICE SUPPLIES	-	1,675	1,675	1,675
001-0530-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,841	4,530	4,530	9,430
001-0530-521.52-04	UNIFORMS AND ACCESSORIES	1,831	5,565	5,565	2,650
001-0530-521.54-01	DUES AND SUBSCRIPTIONS	404	1,672	1,672	1,672
001-0530-521.54-02	SEMINARS AND COURSES	2,525	8,280	8,280	4,980
001-0530-521.54-03	EDUC ASSIST PROG REIMBURS	-	6,000	6,000	4,000
	TOTAL OPERATING EXPENDITURES	<u>61,386</u>	<u>92,861</u>	<u>92,861</u>	<u>78,047</u>
001-0530-521.62-00	BUILDINGS	76,742	30,000	143,090	12,000
	TOTAL CAPITAL OUTLAY	<u>76,742</u>	<u>30,000</u>	<u>143,090</u>	<u>12,000</u>
	<b>TOTAL NONSWORN-COMMUNICATIONS DIVISION</b>	<b><u>2,128,388</u></b>	<b><u>1,964,756</u></b>	<b><u>2,077,846</u></b>	<b><u>2,325,258</u></b>
	<b>TOTAL POLICE DEPARTMENT</b>	<b><u>16,374,723</u></b>	<b><u>18,001,776</u></b>	<b><u>18,565,761</u></b>	<b><u>21,558,683</u></b>



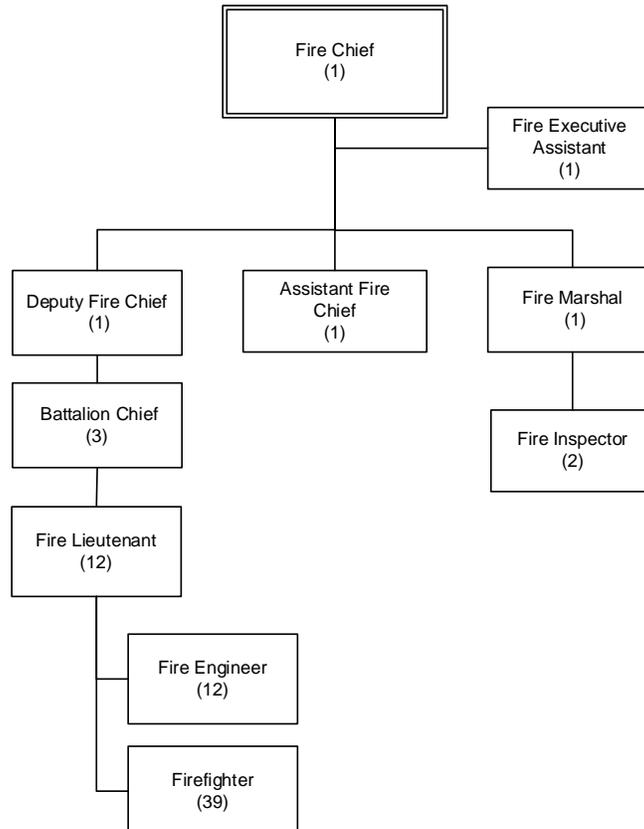
# FIRE/RESCUE DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Fire, emergency medical, and other incident responses</li> <li>Fire inspections, fire prevention and education</li> <li>Community risk reduction, emergency preparedness, life safety</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Difficulty maintaining service levels (response times) with the current location of station - Station 23</li> <li>Firefighter recruitment and retention - Regional changes in leave, pay &amp; incentives.</li> <li>Staff support and succession planning</li> <li>Supply chain and cost limitations for fleet and supplies</li> <li>Additional responsibilities to fully support Citywide Emergency Medical Services (EMS) transport, including collections</li> <li>Changes in policy for emissions and equipment life cycle requiring replacement will drastically affect costs</li> <li>Need for EMS Quality Assurance manager &amp; additional Fire Inspector</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>Reliable dispatching/communication services</li> <li>Citizens will respond well to outreach efforts</li> <li>Increasing demand and need for commercial occupancy inspections will have the resources to respond effectively</li> <li>Emergency Medical Services (EMS) call volume will continue to rise due to community growth.</li> </ul>

### Organizational Structure

FTE: 73



# FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Emergency Preparedness Satisfaction Index *	79%	79%	82%↑
Fire Prevention & Education Satisfaction Index *	85%	85%	87%↑
Safety from Fire, Flood or Other Natural Disaster Satisfaction Index *	82%	82%	86%↑
Fire Services Satisfaction Index *	92%	92%	94%↑
Emergency Medical Services Satisfaction Index *	92%	92%	94%↑
Employee Motivation and Productivity Satisfaction Rating **	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
Fire Average Response Time	6:21	6:21	≤ 5:20↓
EMS Average Response Time	5:55	6:03	≤ 5:00↓
CPR Certified / 1,000 Residents Ratio	77.36	107.43	105↑
# of Incidents where CPR was used prior to a First Responder	6	7	10↑

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

\*\* 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
FIRE DEPARTMENT**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-062X-522.12-00	4,575,090	5,191,419	5,191,419	5,461,561
001-062X-522.14-00	928,476	610,864	610,864	1,207,119
001-062X-522.15-00	27,120	38,378	38,378	36,790
001-062X-522.21-00	410,440	446,811	446,811	512,896
001-062X-522.22-00	886,778	1,079,805	1,079,805	1,426,431
001-062X-522.23-00	769,345	965,460	965,460	1,041,644
001-062X-522.24-00	167,745	270,541	270,541	204,649
001-062X-522.25-00	-	2,500	2,500	2,500
001-062X-522.26-00	12,509	6,000	6,000	6,000
TOTAL PERSONAL SERVICES	7,777,503	8,611,778	8,611,778	9,899,589
001-062X-522.31-02	54,076	3,500	3,500	4,000
001-062X-522.31-06	42,056	52,850	52,850	55,450
001-062X-522.34-01	484,008	561,600	561,600	658,075
001-062X-522.40-00	2,861	7,450	7,450	8,950
001-062X-522.41-01	4,261	6,150	6,150	6,350
001-062X-522.41-02	17,472	22,720	22,720	22,720
001-062X-522.41-03	656	975	975	975
001-062X-522.41-04	33,309	47,420	47,420	59,420
001-062X-522.41-05	682	1,350	1,350	1,350
001-062X-522.43-00	65,561	66,250	66,250	75,300
001-062X-522.44-00	27,530	25,000	25,000	43,000
001-062X-522.45-00	166,500	196,965	196,965	199,800
001-062X-522.46-01	-	600	600	600
001-062X-522.46-02	53,897	85,375	85,375	99,000
001-062X-522.46-03	269,452	271,100	271,100	376,250
001-062X-522.46-05	307	5,325	5,325	4,525
001-062X-522.46-10	116,879	104,450	104,450	114,450
001-062X-522.47-01	473	2,000	2,000	1,000
001-062X-522.48-01	-	1,000	1,000	1,000
001-062X-522.48-02	8,864	14,000	14,000	16,000
001-062X-522.49-05	3,107	11,250	11,250	14,350
001-062X-522.51-00	5,231	9,450	9,450	9,450
001-062X-522.52-01	289,243	363,769	363,769	318,100
001-062X-522.52-03	98,139	85,000	85,000	94,000
001-062X-522.52-04	140,364	175,775	175,775	118,975
001-062X-522.54-01	10,493	20,960	20,960	22,795
001-062X-522.54-02	8,383	7,035	7,035	8,985
001-062X-522.54-03	5,683	41,500	41,500	16,500
001-062X-522.54-04	31,814	105,000	105,000	112,000
TOTAL OPERATING EXPENDITURES	1,941,301	2,295,819	2,295,819	2,463,370
001-062X-522.62-00	217,564	2,750,000	5,511,019	167,000
001-062X-522.63-00	16,329	-	19,000	-
001-062X-522.64-00	557,565	989,540	2,209,014	1,533,635
TOTAL CAPITAL OUTLAY	791,458	3,739,540	7,739,033	1,700,635
001-062X-522.71-00	2,149	-	-	-

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

102	-	-	-
2,251	-	-	-
<b>10,512,513</b>	<b>14,647,137</b>	<b>18,646,630</b>	<b>14,063,594</b>

# **- COMMUNITY DEVELOPMENT -**

Planning

Business Tax

Code Enforcement



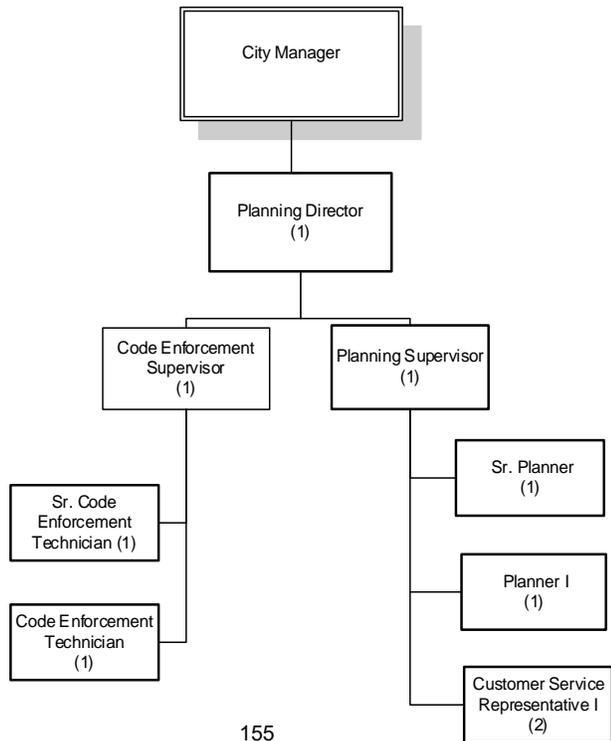
# COMMUNITY DEVELOPMENT DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Oversee development review of land development projects</li> <li>• Maintain City's Comprehensive Plan</li> <li>• Maintain and update City's development codes</li> <li>• Enforce City codes</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• State legislative changes and mandates</li> <li>• Effect of the state of the economy on land/property maintenance, development and re-development</li> <li>• Impact of fuel, maintenance, and service costs as well as materials</li> <li>• Coordination of state and regional agencies with municipal goals</li> <li>• Field and operational impacts from new building code requirements</li> <li>• Inflation and supply delays in building materials slowing the pace of construction timelines as commercial construction increases</li> <li>• Declining quality and availability of construction trades leading to more re-inspections and greater quality control vigilance</li> <li>• New affordable housing act could cause issues with building and zoning requirements not fitting into our current standards</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Support in place to grow community in a balanced and responsible manner</li> <li>• Necessary tools will be available to enable an effective and efficient Development Review Process</li> <li>• Residential permits and new projects continue to slow substantially as the economy changes along with the continued delays for materials</li> <li>• Commercial permit activity to continue on approved projects while new projects may increase at a steady pace</li> <li>• All open positions will be backfilled for FY 2024/2025 to properly match workload demand</li> </ul>

### Organizational Structure

FTE: 9



# FY 2024-2025 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 multi-modal 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.
  - 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.

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#### 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.

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#### 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.

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## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
CUSTOMER SERVICE INDICATORS			
Overall Quality of the Transportation System *	62%	62%	65%↑
Ease of Public Parking Satisfaction Index *	60%	60%	68%↑
Availability of Paths and Walking Trails Satisfaction Index *	82%	82%	84%↑
Ease of Bicycle Travel Satisfaction Index *	73%	73%	75%↑

Ease of Car Travel Satisfaction Index *	68%	68%	72%↑
Traffic Flow on Major Streets Satisfaction Index *	42%	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 *	75%	75%	79%↑
Well-planned Residential Growth Satisfaction Index *	54%	54%	76%↑
Well-planned Commercial Growth Satisfaction Index *	57%	57%	74%↑
Well-designed Neighborhoods Satisfaction Index *	66%	66%	84%↑
Preservation of the Historical or Cultural Character of the Community Satisfaction Index *	77%	77%	85%↑
Preservation of Natural Land Areas Satisfaction Index *	66%	66%	68%↑
Code Enforcement Satisfaction Index *	56%	56%	65%↑
% Citizen Initiated Code Complaints	4.3%	2.9%	≤ 5%↓
<b>OPERATIONAL INDICATORS</b>			
Total Connected Trails & Paths (in feet)	108,456	108,456	109,541↑
Total Connected Sidewalks (in feet)	1,501,926	1,503,270	1,518,303↑
Percentage of Multipurpose Trails Connected to Neighborhoods	56.5%	56.5%	57%↑
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	40	25	≤ 30↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	35.5	33	≤ 30↓
Average Queue Wait Time (In Seconds) – Building and Planning	:39	:48	≤ :25↓
Call Abandonment Rate – Building and Planning	6.3%	7%	≤ 5%↓
Average Queue Wait Time (In Seconds) – Reception	:11	:10	≤ :10↓
Call Abandonment Rate - Reception	7.4%	3.2%	≤ 5%↓
Ratio of Unincorporated Winter Garden	21.4%	21.03%	21.13%↓
City Green Space %	33.4%	33.05%	33.4%↑
Average Days Taken to Close a Code Case	46.4	35.5	≤ 45↓
% of Complaints/Cases Brought into Compliance without Official Action	98%	98.6%	100%↑

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

≤ ≥ 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
COMMUNITY DEVELOPMENT DEPARTMENT  
PLANNING DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0315-515.12-00	REGULAR SALARIES AND WAGES	338,220	358,372	358,372	432,607
001-0315-515.14-00	OVERTIME	1,662	-	-	-
001-0315-515.21-00	FICA TAXES	25,366	27,415	27,415	33,094
001-0315-515.22-00	RETIREMENT CONTRIBUTIONS	53,114	67,517	67,517	92,578
001-0315-515.23-00	LIFE AND HEALTH INSURANCE	51,473	67,733	67,733	81,398
001-0315-515.24-00	WORKERS' COMPENSATION	330	462	462	396
	TOTAL PERSONAL SERVICES	470,165	521,500	521,500	640,073
001-0315-515.31-01	MISC PROFESSIONAL SERVICES	123,953	120,000	120,000	375,000
001-0315-515.34-01	MISC OTHER CONTRACTUAL SERVICES	1,243	25,000	25,000	20,000
001-0315-515.40-00	TRAVEL AND PER DIEM	-	500	500	375
001-0315-515.41-02	TELEPHONE SERVICES	2,976	2,778	2,778	2,778
001-0315-515.41-05	POSTAGE	6,996	3,000	3,000	4,000
001-0315-515.43-00	UTILITY SERVICES	11,573	10,400	10,400	10,400
001-0315-515.44-00	RENTALS AND LEASES	2,579	8,500	8,500	8,500
001-0315-515.45-00	INSURANCE	11,446	16,015	16,015	13,735
001-0315-515.46-05	REPAIR AND MAINT SVCS-SOFTWARE	15,671	17,027	17,027	17,027
001-0315-515.46-10	REPAIR AND MAINT SVCS-BUILDING	6,259	2,238	2,238	6,500
001-0315-515.47-01	MISC PRINTING AND BINDING	615	1,200	1,200	1,200
001-0315-515.48-01	PROMOTIONAL-ADVERTISEMENTS	15,058	10,500	10,500	10,500
001-0315-515.49-05	LICENSES/TAXES/CERTIFICATIONS	1,184	1,200	1,200	1,200
001-0315-515.51-00	OFFICE SUPPLIES	3,363	3,200	3,200	3,200
001-0315-515.52-01	MISCELLANEOUS OPERATING SUPPLIES	3,056	2,500	2,500	2,500
001-0315-515.52-04	UNIFORMS AND ACCESSORIES	769	1,000	1,000	1,000
001-0315-515.54-01	DUES AND SUBSCRIPTIONS	201	1,250	1,250	1,250
001-0315-515.54-02	SEMINARS AND COURSES	285	350	350	350
001-0315-515.54-03	EDUCATIONAL ASSISTANCE PROGRAM	-	3,000	3,000	3,000
	TOTAL OPERATING EXPENDITURES	207,227	229,658	229,658	482,515
001-0315-515.71-00	PRINCIPAL	2,487	-	-	-
001-0315-515.72-00	INTEREST	118	-	-	-
	TOTAL DEBT SERVICE	2,605	-	-	-
001-0315-554.43-00	UTILITY SERVICES	204	72	72	-
001-0315-554.61-00	LAND	499,574	-	285,266	-
001-0315-554.62-00	BUILDING	15,125	-	-	-
	TOTAL HOUSING AND URBAN DEVELOP	514,903	72	285,338	-
	<b>TOTAL PLANNING DIVISION</b>	<b>1,194,900</b>	<b>751,230</b>	<b>1,036,496</b>	<b>1,122,588</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
COMMUNITY DEVELOPMENT DEPARTMENT  
BUSINESS TAX DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0331-513.12-00 REGULAR SALARIES AND WAGES	20,010	21,421	21,421	24,079
001-0331-513.21-00 FICA TAXES	1,531	1,639	1,639	3,773
001-0331-513.22-00 RETIREMENT CONTRIBUTIONS	3,152	4,036	4,036	5,153
001-0331-513.24-00 WORKERS' COMPENSATION	151	211	211	181
TOTAL PERSONAL SERVICES	24,844	27,306	27,306	33,186
001-0331-513.41-02 TELEPHONE SERVICES	270	372	372	372
001-0331-513.41-05 POSTAGE	1,701	1,700	1,700	1,700
001-0331-513.45-00 INSURANCE	11	15	15	13
001-0331-513.46-05 REPAIR AND MAINT SVCS-SOFTWARE	2,464	2,597	2,597	2,597
001-0331-513.47-01 MISC PRINTING AND BINDING	586	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	5,032	5,784	5,784	5,782
<b>TOTAL OCCUPATIONAL LICENSING DIVISION</b>	<b>29,876</b>	<b>33,090</b>	<b>33,090</b>	<b>38,968</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
COMMUNITY DEVELOPMENT DEPARTMENT  
CODE ENFORCEMENT DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0528-521.12-00	REGULAR SALARIES AND WAGES	172,472	224,158	224,158	189,719
001-0528-521.14-00	OVERTIME	1,763	1,023	1,023	1,594
001-0528-521.21-00	FICA TAXES	12,860	17,148	17,148	14,635
001-0528-521.22-00	RETIREMENT CONTRIBUTIONS	26,058	42,231	42,231	40,941
001-0528-521.23-00	LIFE AND HEALTH INSURANCE	33,768	37,514	37,514	32,568
001-0528-521.24-00	WORKERS' COMPENSATION	1,885	2,493	2,493	2,262
	<b>TOTAL PERSONAL SERVICES</b>	<b>248,806</b>	<b>324,567</b>	<b>324,567</b>	<b>281,720</b>
001-0528-521.31-02	LEGAL SERVICES	1,750	1,000	1,000	2,000
001-0528-521.34-01	MISC OTHER CONTRACTUAL SERVICES	2,964	15,000	15,000	5,000
001-0528-521.40-00	TRAVEL AND PER DIEM	234	600	600	600
001-0528-521.41-02	TELEPHONE SERVICES	3,754	3,928	3,928	3,928
001-0528-521.41-04	INTERNET SERVICES	4,111	4,180	4,180	4,180
001-0528-521.41-05	POSTAGE	1,064	1,500	1,500	1,500
001-0528-521.45-00	INSURANCE	2,886	680	680	3,463
001-0528-521.46-03	REPAIR AND MAINT SVCS-VEHICLES	18,582	3,500	3,500	3,500
001-0528-521.46-05	REPAIR AND MAINT SVCS-SOFTWARE	2,464	3,430	3,430	3,430
001-0528-521.47-01	MISC PRINTING AND BINDING	62	750	750	750
001-0528-521.48-01	PROMOTIONAL-ADVERTISEMENTS	-	500	500	500
001-0528-521.49-05	LICNSES/TAXES/CERTICATIONS	464	1,250	1,250	1,250
001-0528-521.51-00	OFFICE SUPPLIES	20	250	250	250
001-0528-521.52-01	MISCELLANEOUS OPERATING SUPPLIES	286	200	200	350
001-0528-521.52-03	GASOLINE AND OIL	7,973	10,477	10,477	10,477
001-0528-521.52-04	UNIFORMS AND ACCESSORIES	634	840	840	1,000
001-0528-521.54-01	DUES AND SUBSCRIPTIONS	-	145	145	145
001-0528-521.54-02	SEMINARS AND COURSES	375	2,500	2,500	600
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>47,623</b>	<b>50,730</b>	<b>50,730</b>	<b>42,923</b>
	<b>TOTAL CODE ENFORCEMENT DIVISION</b>	<b>296,429</b>	<b>375,297</b>	<b>375,297</b>	<b>324,643</b>
	<b>TOTAL COMMUNITY DEVELOPMENT DEPT</b>	<b>3,005,573</b>	<b>3,157,490</b>	<b>3,442,756</b>	<b>3,443,320</b>

## **- PUBLIC SERVICES -**

Administration

Cemetery

Building Inspection

Streets

Engineering



# PUBLIC SERVICES DEPARTMENT

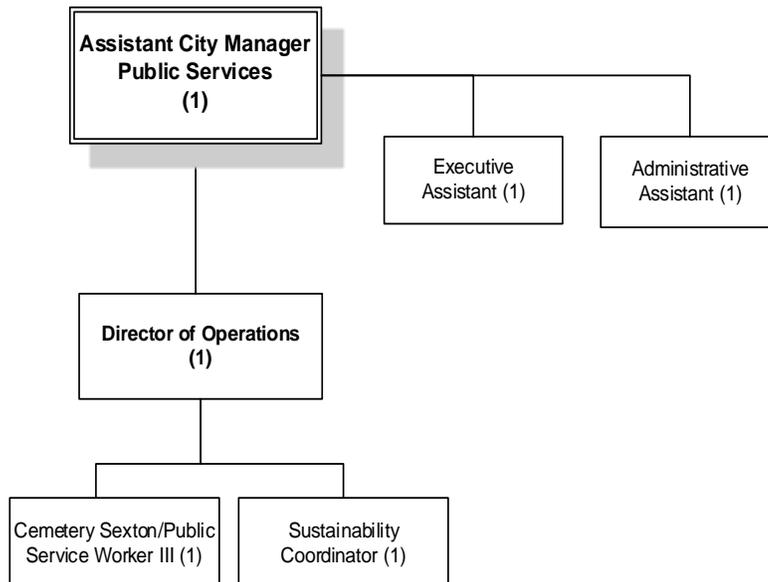
## ADMINISTRATION/CEMETERY DIVISIONS

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b></p> <p><b>Administration:</b> To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p><b>Cemetery:</b> Provide compassionate care to families and assist them with the planning of their cemetery needs.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Public Services Divisions</li> <li>• Liaison to State &amp; Federal Regulatory Agencies</li> <li>• Assist with cemetery needs and maintain attractive cemetery grounds</li> <li>• Administer Water Conservation Program</li> <li>• Green energy and energy optimization</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements)</li> <li>• Additional unexpected mandates from regulatory agencies</li> <li>• Lean staffing and impending retirement eligibility across divisions</li> <li>• Cost constraints on budget due to inflation and recessionary concerns</li> <li>• Uncertainties of long-term effects on infrastructure projects</li> <li>• Impact on the pace of construction improvement projects resulting from continued inflationary environment and delays in the supply chain</li> <li>• Lack of available grants</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Commercial and residential consumer utility rates and impact fees may change after completion of the rate study</li> <li>• Alternative water supply plan will increase the City's Consumptive Use Permit (CUP) to accommodate the proposed build out of the City</li> <li>• Water conservation public education will reduce water consumption</li> <li>• Vacancies and staffing levels will improve to adequately meet workload demands</li> </ul>

#### Organizational Structure

FTE: 6



# FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80% ↑
<b>FINANCIAL INDICATORS</b>			
Capital Improvements External Funding Rate ** †	N/A	N/A	15% ↑
Capital Improvements External Funding Received ** †	N/A	N/A	\$30,000,000 ↑
<b>OPERATIONAL INDICATORS</b>			
Total Recordable Incident Rate (Accidents Per 100 Employees)	43.7	39.5	0 ↓
Average Queue Wait Time (In Seconds)	:55	:31	≤ :35 ↓
Call Abandonment Rate	25.9%	6.0%	≤ 10% ↓

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

\*\* 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. Grants were awarded, but not yet received for FY24.

† Available grants matching the City's operating goals are heavily sought after by multiple municipalities. Pursuing grant opportunities and external funding still remain a key priority. The target for FY25 will be to continue focusing 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
ADMINISTRATION DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0701-539.12-00	REGULAR SALARIES AND WAGES	113,164	171,803	171,803	180,393
001-0701-539.21-00	FICA TAXES	8,192	13,143	13,143	13,800
001-0701-539.22-00	RETIREMENT CONTRIBUTIONS	17,822	32,368	32,368	38,604
001-0701-539.23-00	LIFE AND HEALTH INSURANCE	25,921	38,910	38,910	60,103
001-0701-539.24-00	WORKERS' COMPENSATION	220	308	308	264
	TOTAL PERSONAL SERVICES	165,319	256,532	256,532	293,164
001-0701-539.34-01	MISC OTHER CONTRACTUAL SERVICES	13,037	100	100	100
001-0701-539.40-00	TRAVEL AND PER DIEM	8	500	500	500
001-0701-539.41-02	TELEPHONE SERVICES	100	2,660	2,660	2,660
001-0701-539.41-03	RADIO SERVICES	15	15	15	15
001-0701-539.41-05	POSTAGE	518	500	500	500
001-0701-539.43-00	UTILITY SERVICES	52,810	47,687	47,687	47,687
001-0701-539.44-00	RENTALS AND LEASES	3,199	3,400	3,400	3,400
001-0701-539.45-00	INSURANCE	10,306	14,421	14,421	12,367
001-0701-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	-	100	100	100
001-0701-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	-	500	500	500
001-0701-539.46-10	REPAIR AND MAINT SVCS-BUILDING	15,297	4,450	4,450	4,450
001-0701-539.47-01	PRINTING AND BINDING	153	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	250
001-0701-539.51-00	OFFICE SUPPLIES	-	200	200	200
001-0701-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	1,570	3,150	3,150	1,500
001-0701-539.52-03	GASOLINE AND OIL	-	1,500	1,500	1,500
001-0701-539.52-04	UNIFORMS AND ACCESSORIES	220	692	692	692
001-0701-539.54-01	DUES AND SUBSCRIPTIONS	-	568	568	568
	TOTAL OPERATING EXPENDITURES	97,233	82,443	82,443	77,189
001-0701-539.71-00	PRINCIPAL	407	-	-	-
001-0701-539.72-00	INTEREST	38	-	-	-
	TOTAL DEBT SERVICE	445	-	-	-
	<b>TOTAL ADMINISTRATION DIVISION</b>	<b>262,997</b>	<b>338,975</b>	<b>338,975</b>	<b>370,353</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
CEMETERY DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0739-539.12-00	REGULAR SALARIES AND WAGES	59,476	57,461	57,461	60,338
001-0739-539.14-00	OVERTIME	9,235	12,432	12,432	13,932
001-0739-539.21-00	FICA TAXES	4,995	5,347	5,347	5,682
001-0739-539.22-00	RETIREMENT CONTRIBUTIONS	10,811	13,168	13,168	15,894
001-0739-539.23-00	LIFE AND HEALTH INSURANCE	17,161	19,681	19,681	22,043
001-0739-539.24-00	WORKERS' COMPENSATION	2,760	2,849	2,849	3,312
	TOTAL PERSONAL SERVICES	104,438	110,938	110,938	121,200
001-0739-539.31-06	MEDICAL SERVICES	-	100	100	100
001-0739-539.34-01	MISC CONTRACTUAL SERVICES	51,715	54,550	54,550	54,550
001-0739-539.41-02	TELEPHONE SERVICES	1,355	1,144	1,144	1,144
001-0739-539.41-04	INTERNET	613	700	700	700
001-0739-539.43-00	UTILITY SERVICES	6,266	5,550	5,550	5,550
001-0739-539.44-00	RENTALS AND LEASES	-	1,000	1,000	-
001-0739-539.45-00	INSURANCE	9,307	3,644	3,644	11,168
001-0739-539.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	824	200	200	200
001-0739-539.46-03	REPAIR AND MAINT SVCS-VEHICLES	58	300	300	300
001-0739-539.46-10	REPAIR AND MAINT SVCS-BUILDING	4,690	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	1,310	1,300	1,300	1,300
001-0739-539.49-07	VAULT OPENINGS	28,430	66,158	66,158	66,158
001-0739-539.51-00	OFFICE SUPPLIES	210	100	100	100
001-0739-539.52-01	MISCELLANEOUS OPERATING SUPPLIES	2,794	3,000	3,000	3,000
001-0739-539.52-02	CHEMICALS	-	200	200	200
001-0739-539.52-03	GASOLINE AND OIL	764	1,807	1,807	1,807
001-0739-539.52-04	UNIFORMS AND ACCESSORIES	710	900	900	900
001-0739-539.54-01	DUES AND SUBSCRIPTIONS	-	100	100	100
	TOTAL OPERATING EXPENDITURES	109,046	142,003	142,003	148,527
001-0739-539.63-00	IMPROVEMENTS OTHER THAN BUILDING	24,440	-	2,373,157	-
	TOTAL CAPITAL OUTLAY	24,440	-	2,373,157	-
	<b>TOTAL CEMETERY DIVISION</b>	<b>237,924</b>	<b>252,941</b>	<b>2,626,098</b>	<b>269,728</b>



# WINTER GARDEN

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# PUBLIC SERVICES DEPARTMENT

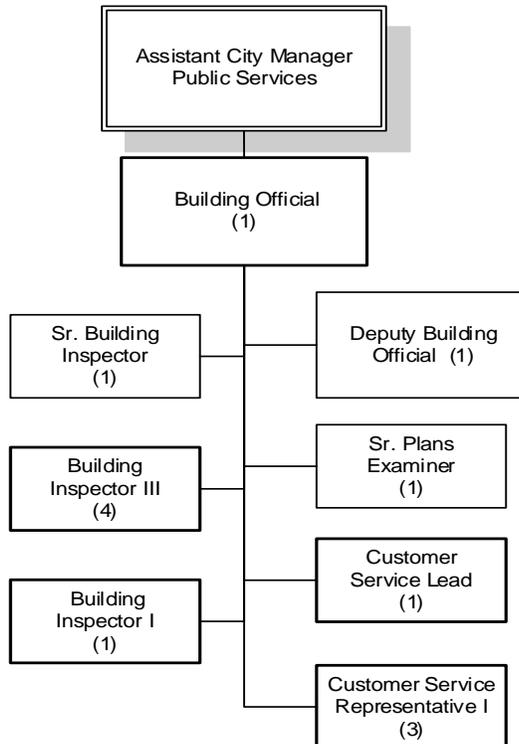
## BUILDING DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To grow a sustainable City while preserving and enhancing its built environments.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Review building plans</li> <li>• Issue building permits</li> <li>• Conduct building inspections</li> <li>• Collect business taxes</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• State legislative changes and mandates</li> <li>• Effect of the state of the economy on land/property maintenance, development and re-development</li> <li>• Impact of fuel, maintenance, and service costs as well as materials</li> <li>• Coordination of state and regional agencies with municipal goals</li> <li>• Field and operational impacts from new building code requirements</li> <li>• Inflation and supply delays in building materials slowing the pace of construction timelines as commercial construction increases</li> <li>• Declining quality and availability of construction trades leading to more re-inspections and greater quality control vigilance</li> <li>• New affordable housing act could cause issues with building and zoning requirements not fitting into our current standards</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Residential permits and new projects continue to slow substantially as the economy changes along with the continued delays for materials</li> <li>• Commercial permit activity to continue on approved projects while new projects may increase at a steady pace</li> <li>• All open positions will be backfilled for FY 2024/2025 to properly match workload demand</li> </ul>

#### Organizational Structure

FTE: 13



# FY 2024-2025 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Encourage a Thriving Economy

#### Department Goal

*Ensure speedy and quality turnaround service during plan review, permitting and inspection processes*

#### Objectives

- 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.
- 

## 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 Goal

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

#### Objectives

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

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>OPERATIONAL INDICATORS</b>			
% of Total Inspections Performed by Requested Date	97.7%	97.2%	≥ 98%↑
Avg. Overall Permitting Turnaround Time (days)	20.3	19.5	≤ 15↓
Avg. Commercial Plan Review Time (days)	3.5	4.5	≤ 10↓
Avg. Residential Plan Review Time (days)	3.9	2.8	≤ 5↓
# of Inspections per Inspector per Day	14.2	14.6	≤ 25↓
Average Queue Wait Time (In Seconds) – Building & Planning	:39	:48	≤ :25↓
Call Abandonment Rate – Building & Planning	6.3%	7%	≤ 5%↓

≤ ≥ 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
BUILDING INSPECTION DIVISION**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
001-0324-524.12-00	929,615	1,071,808	1,071,808	1,125,398
001-0324-524.14-00	13,179	8,328	8,328	12,857
001-0324-524.21-00	70,992	82,630	82,630	87,077
001-0324-524.22-00	135,903	203,498	203,498	243,587
001-0324-524.23-00	133,157	162,318	162,318	197,941
001-0324-524.24-00	7,115	9,958	9,958	8,538
TOTAL PERSONAL SERVICES	<u>1,289,961</u>	<u>1,538,541</u>	<u>1,538,541</u>	<u>1,675,398</u>
001-0324-524.34-01	18,443	200,000	200,000	100,000
001-0324-524.40-00	367	1,500	1,500	1,500
001-0324-524.41-02	8,116	12,054	12,054	12,054
001-0324-524.41-04	3,183	3,360	3,360	3,360
001-0324-524.41-05	301	350	350	350
001-0324-524.43-00	18,304	16,700	16,700	16,700
001-0324-524.44-00	1,724	5,050	5,050	5,050
001-0324-524.45-00	23,479	32,859	32,859	28,175
001-0324-524.46-03	-	13,500	13,500	13,500
001-0324-524.46-05	28,204	36,637	36,637	36,637
001-0324-524.46-06	661	1,500	1,500	1,500
001-0324-524.46-10	9,928	3,872	3,872	6,947
001-0324-524.47-01	120	650	650	650
001-0324-524.47-02	-	500	500	500
001-0324-524.49-05	399	1,500	1,500	1,500
001-0324-524.51-00	3,232	7,000	7,000	7,000
001-0324-524.52-01	10,079	8,570	8,570	8,570
001-0324-524.52-03	9,487	12,000	12,000	12,000
001-0324-524.52-04	3,156	4,080	4,080	4,080
001-0324-524.54-01	510	4,000	4,000	4,000
001-0324-524.54-02	10,300	6,650	6,650	12,650
001-0324-524.54-03	1,263	5,000	5,000	5,000
TOTAL OPERATING EXPENDITURES	<u>151,256</u>	<u>377,332</u>	<u>377,332</u>	<u>281,723</u>
001-0324-524.64-00	40,900	82,000	82,000	-
TOTAL CAPITAL OUTLAY	<u>40,900</u>	<u>82,000</u>	<u>82,000</u>	<u>-</u>
001-0324-524.71-00	2,149	-	-	-
001-0324-524.72-00	102	-	-	-
TOTAL DEBT SERVICE	<u>2,251</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL BUILDING INSPECTION DIVISION</b>	<b><u>1,484,368</u></b>	<b><u>1,997,873</u></b>	<b><u>1,997,873</u></b>	<b><u>1,957,120</u></b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
STREETS DIVISION**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>	
001-0741-541.12-00	REGULAR SALARIES AND WAGES	77,029	75,960	75,960	82,345
001-0741-541.14-00	OVERTIME	16,606	12,799	12,799	31,304
001-0741-541.21-00	FICA TAXES	6,423	6,790	6,790	8,694
001-0741-541.22-00	RETIREMENT CONTRIBUTIONS	14,712	16,722	16,722	24,321
001-0741-541.23-00	LIFE AND HEALTH INSURANCE	34,298	37,922	37,922	43,991
001-0741-541.24-00	WORKERS' COMPENSATION	5,393	9,576	9,576	6,472
001-0741-541.26-00	OTHER POST EMPLOYMENT BENEFITS	4,306	3,000	3,000	3,000
	TOTAL PERSONAL SERVICES	158,767	162,769	162,769	200,127
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	973,489	720,000	720,000	942,500
001-0741-541.34-08	PERSONNEL SERVICES	27,430	33,800	33,800	19,800
001-0741-541.40-00	TRAVEL AND PER DIEM	6	900	900	50
001-0741-541.41-02	TELEPHONE SERVICES	439	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	8,206	6,930	6,930	6,930
001-0741-541.44-00	RENTALS AND LEASES	9,400	15,500	15,500	12,000
001-0741-541.45-00	INSURANCE	56,079	55,613	55,613	67,295
001-0741-541.46-01	REPAIR AND MAINT SVCS-MISC	-	400	400	400
001-0741-541.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	28,704	35,753	35,753	31,500
001-0741-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	33,439	9,750	9,750	9,750
001-0741-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	9,000	11,429	11,429	31,429
001-0741-541.46-09	REPAIR AND MAINT SVCS-SIDEWALKS	41,918	51,500	51,500	41,500
001-0741-541.46-10	REPAIR AND MAINT SVCS-BUILDING	242	500	500	500
001-0741-541.49-04	TRAFFIC SIGNALS AND SIGNS	247,196	185,884	185,884	229,087
001-0741-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	2,800	2,800	2,800
001-0741-541.49-08	STREET LIGHTS	188,274	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	45,552	44,750	44,750	8,500
001-0741-541.52-02	CHEMICALS	872	977	977	977
001-0741-541.52-03	GASOLINE AND OIL	-	26,054	26,054	1,654
001-0741-541.52-04	UNIFORMS AND ACCESSORIES	-	1,779	1,779	1,779
001-0741-541.53-00	ROAD MATERIALS AND SUPPLIES	17,212	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	1,706,212	1,441,707	1,441,707	1,645,839
001-0741-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	437,795	250,000	16,282,717	100,000
001-0741-541.64-00	MACHINERY AND EQUIPMENT	5,332	40,000	40,000	-
	TOTAL CAPITAL OUTLAY	443,127	290,000	16,322,717	100,000
001-0741-541.71-00	PRINCIPAL	19,159	-	-	-
001-0741-541.72-00	INTEREST	670	-	-	-
	TOTAL DEBT SERVICE	19,829	-	-	-
	<b>TOTAL STREETS DIVISION</b>	<b>2,327,935</b>	<b>1,894,476</b>	<b>17,927,193</b>	<b>1,945,966</b>



# WINTER GARDEN

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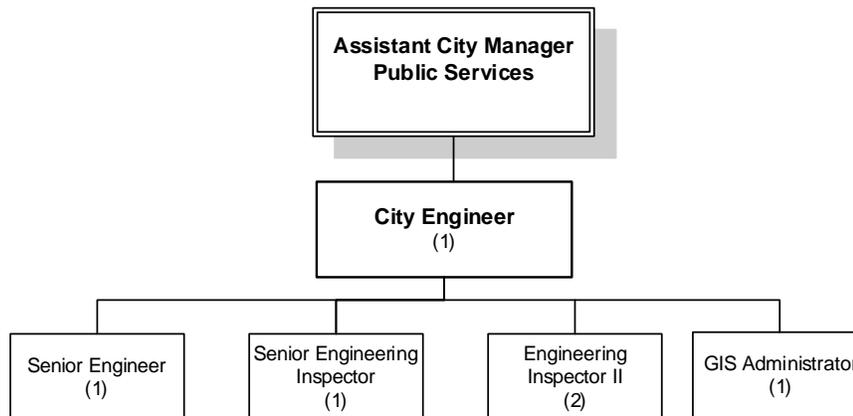
# PUBLIC SERVICES DEPARTMENT ENGINEERING DIVISION

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

### Organizational Structure

FTE: 6



# FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Overall Quality of the Utility Infrastructure Satisfaction Index *	84%	84%	85%↑
<b>FINANCIAL INDICATORS</b>			
CIP Bid to Design Estimate Cost Variance %	0%	16.82%	≤ 10%↑
CIP Bid to Actual Cost Variance %	-8.89%	3.38%	≤ 5%↓
<b>OPERATIONAL INDICATORS</b>			
% of On-Time CIP Starts (Design Phase)	100%	97.78%	≥ 95%↑
CIPs Completed and/or on Schedule	95.24%	95.56%	≥ 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↓

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

≤ ≥ 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PUBLIC SERVICES DEPARTMENT  
ENGINEERING DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-1016-541.12-00	REGULAR SALARIES AND WAGES	342,385	455,895	455,895	609,074
001-1016-541.14-00	OVERTIME	1,057	-	-	-
001-1016-541.21-00	FICA TAXES	25,465	34,876	34,876	46,594
001-1016-541.22-00	RETIREMENT CONTRIBUTIONS	53,986	85,891	85,891	120,712
001-1016-541.23-00	LIFE AND HEALTH INSURANCE	52,945	58,530	58,530	96,842
001-1016-541.24-00	WORKERS' COMPENSATION	3,178	3,168	3,168	3,814
	TOTAL PERSONAL SERVICES	<u>479,016</u>	<u>638,360</u>	<u>638,360</u>	<u>877,036</u>
001-1016-541.31-04	ENGINEERING SERVICES	263,424	240,107	240,107	240,107
001-1016-541.34-01	MISC CONTRACTUAL SERVICES	-	1,500	1,500	1,000
001-1016-541.40-00	TRAVEL AND PER DIEM	165	-	-	-
001-1016-541.41-02	TELEPHONE SERVICES	3,414	4,155	4,155	4,155
001-1016-541.41-04	INTERNET SERVICES	3,392	3,200	3,200	3,200
001-1016-541.41-05	POSTAGE	-	50	50	50
001-1016-541.43-00	UTILITY SERVICES	6,219	6,000	6,000	6,000
001-1016-541.45-00	INSURANCE	9,169	9,551	9,551	11,003
001-1016-541.46-03	REPAIR AND MAINT SVCS-VEHICLES	50	2,500	2,500	2,500
001-1016-541.46-05	REPAIR AND MAINT SVCS-SOFTWARE	1,177	2,500	2,500	2,500
001-1016-541.46-10	REPAIR AND MAINT SVCS-BUILDING	3,364	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	426	750	750	750
001-1016-541.49-05	LICENSES, TAXES, AND CERTIFICATIONS	-	350	350	350
001-1016-541.51-00	OFFICE SUPPLIES	793	750	750	750
001-1016-541.52-01	MISCELLANEOUS OPERATING SUPPLIES	881	750	750	750
001-1016-541.52-03	GASOLINE AND OIL	4,221	6,105	6,105	6,105
001-1016-541.52-04	UNIFORMS AND ACCESSORIES	780	1,350	1,350	1,350
001-1016-541.54-01	DUES AND SUBSCRIPTIONS	120	300	300	300
	TOTAL OPERATING EXPENDITURES	<u>297,595</u>	<u>281,518</u>	<u>281,518</u>	<u>282,470</u>
001-1016-541.63-00	IMPROVEMENT OTHER THAN BUILDINGS	26,941	300,000	300,000	-
001-1016-541.64-00	MACHINERY AND EQUIPMENT	60,493	-	-	-
	TOTAL CAPITAL OUTLAY	<u>87,434</u>	<u>300,000</u>	<u>300,000</u>	<u>-</u>
	<b>TOTAL ENGINEERING DIVISION</b>	<b><u>864,045</u></b>	<b><u>1,219,878</u></b>	<b><u>1,219,878</u></b>	<b><u>1,159,505</u></b>
	<b>TOTAL PUBLIC SERVICES DEPARTMENT</b>	<b><u>3,692,901</u></b>	<b><u>3,706,269</u></b>	<b><u>22,112,143</u></b>	<b><u>3,745,552</u></b>

- PARKS & RECREATION -

Parks

Recreation

Heritage Depot Museum

Special Events

Newton Park



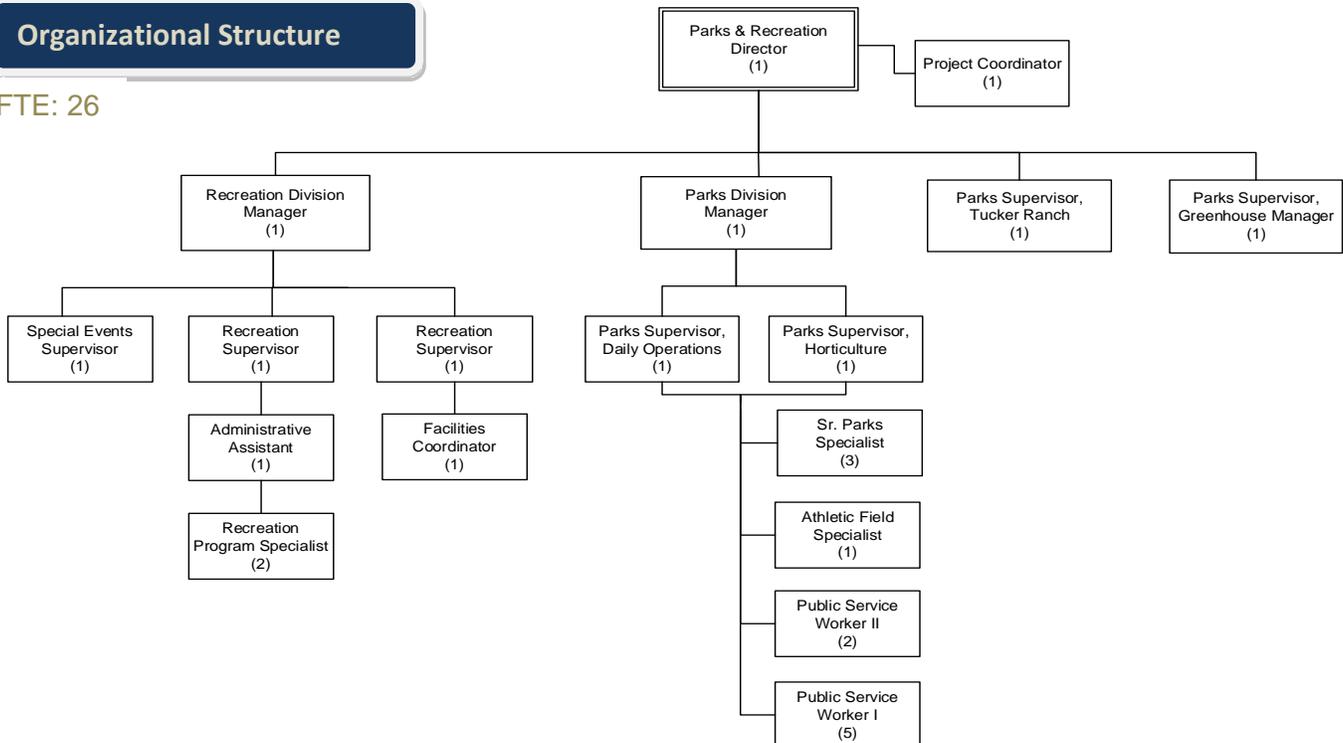
# PARKS & RECREATION DEPARTMENT

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> To provide desirable and high quality outdoor spaces, parks, recreation programs, events, and facilities to ensure exceptional experiences for all residents and visitors to Winter Garden.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide active and passive recreational facilities for all community segments</li> <li>• Provide quality outdoor spaces to enhance the downtown and city-wide experience</li> <li>• Provide diverse recreation programs and rental facilities</li> <li>• Provide events and diverse cultural experiences for all leisure needs</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Managing inflated event attendance - Fall/Winter/Spring</li> <li>• Growing demand for the community center and athletic/field spaces from residents and non-residents due to limited capacity</li> <li>• Pressures from outside sources for additional downtown events while managing the effect on staff workload, downtown residents, and local businesses</li> <li>• Event parking impact on staff and visitor experience</li> <li>• Delivering the right mix of programs and services that cater to changing needs</li> <li>• Outdated rental rates for facilities and fields – last adjusted more than 15yrs ago</li> <li>• Vacancies are causing a strain on the department with forced overtime and lack of time for training</li> <li>• Impact of Pickleball's high non-resident usage underserving the experience for local residents</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Growing demand from residents and visitors to participate in recreational and athletic activities</li> <li>• Event attendance will continue to grow</li> <li>• Continued growth will increase pressure to update/expand parks and recreational venues</li> <li>• Availability of funding to expand/improve/sustain outdoor assets and facilities</li> <li>• Programming and general operating costs will be re-evaluated to ensure outdoor seating areas are optimal for businesses, residents, and staff needs</li> </ul>

### Organizational Structure

FTE: 26



# FY 2024-2025 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.
  - Advise on 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, as well as the Historic East Winter Garden Neighborhood streetscape.
- 

## Strategic Priority #2

Provide Recreation, Arts and Culture

### Department Goal

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

### Objective

- Continuous quality improvement of programs through engagement with participants and residents to ensure optimal offerings with limited space.
- 

## Strategic Priority #3

Preserve the Natural Environment

### Department Goal

*Rehab, restore and protect passive green space throughout the City*

### Objective

- Complete construction 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Pedestrian and Landscape Areas Satisfaction Index *	89%	89%	91%↑
Quality of City Parks Satisfaction Index *	85%	85%	92%↑
Downtown Amenities, Pedestrian and Landscape Areas Satisfaction Rating <small>(in-house survey feedback from downtown merchants)</small>	90%	90%	≥ 95%↑
Overall Quality of Park and Recreation Opportunities Satisfaction Index *	84%	84%	88%↑
Recreational Opportunities Satisfaction Index *	76%	76%	85%↑
Recreation Programs and Classes Satisfaction Index *	87%	87%	89%↑
% Satisfied with Recreation Programs <small>(in-house post program survey)</small>	97.6%	98.3%	≥ 95%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index *	77%	77%	82%↑
Opportunities To Attend Special Events and Festivals Satisfaction Index *	85%	85%	87%↑
Quality of the Overall Natural Environment Satisfaction Index *	84%	84%	91%↑
Preservation of Natural Land Areas Satisfaction Index *	66%	66%	68%↑
Employee Motivation and Productivity Satisfaction Rating**	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATOR</b>			
# of Total Program/Event Participants <small>(Attendees)</small>	555,300	647,804	500,000↓

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

\*\* 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 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PARKS AND RECREATION DEPARTMENT  
PARKS & LAND DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-0775-572.12-00	REGULAR SALARIES AND WAGES	598,168	830,144	830,144	888,941
001-0775-572.14-00	OVERTIME	86,175	56,200	56,200	84,265
001-0775-572.21-00	FICA TAXES	51,453	67,805	67,805	74,450
001-0775-572.22-00	RETIREMENT CONTRIBUTIONS	107,640	166,987	166,987	208,266
001-0775-572.23-00	LIFE AND HEALTH INSURANCE	108,098	136,973	136,973	208,134
001-0775-572.24-00	WORKERS' COMPENSATION	12,636	14,494	14,494	15,163
	<b>TOTAL PERSONAL SERVICES</b>	<b>964,170</b>	<b>1,272,603</b>	<b>1,272,603</b>	<b>1,479,220</b>
001-0775-572.34-01	MISC OTHER CONTRACTUAL SERVICES	307,537	473,472	531,072	473,472
001-0775-572.34-02	LAWN MAINTENANCE	271,305	338,438	338,438	300,438
001-0775-572.34-06	JANITORIAL SERVICES	5,090	8,682	8,682	7,082
001-0775-572.34-08	PERSONNEL SERVICES	340,266	190,710	190,710	260,000
001-0775-572.40-00	TRAVEL AND PER DIEM	117	980	980	980
001-0775-572.41-02	TELEPHONE SERVICES	5,642	9,100	9,100	5,850
001-0775-572.41-03	RADIO SERVICES	168	200	200	200
001-0775-572.41-04	INTERNET SERVICES	5,765	3,600	3,600	5,800
001-0775-572.43-00	UTILITY SERVICES	188,289	183,755	183,755	189,700
001-0775-572.44-00	RENTALS AND LEASES	-	5,800	5,800	5,800
001-0775-572.45-00	INSURANCE	59,288	74,394	74,394	71,146
001-0775-572.46-01	REPAIR AND MAINT SVCS-MISC	111,881	130,100	130,100	107,600
001-0775-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	26,400	55,025	55,025	31,725
001-0775-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	9,513	12,960	12,960	12,960
001-0775-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	-	1,710	1,710	710
001-0775-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	1,620	1,620	-
001-0775-572.46-10	REPAIR AND MAINT SVCS-BUILDING	153,501	45,650	45,650	63,650
001-0775-572.48-01	ADVERTISEMENT-LEGAL,OTHER	-	2,200	2,200	1,000
001-0775-572.49-05	LICENSES/TAXES/CERTIFICATIONS	1,601	3,810	3,810	1,960
001-0775-572.51-00	OFFICE SUPPLIES	891	1,400	1,400	1,400
001-0775-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	239,765	286,250	286,250	322,200
001-0775-572.52-02	CHEMICALS	57,744	78,000	78,000	78,000
001-0775-572.52-03	GASOLINE AND OIL	15,978	16,000	16,000	16,000
001-0775-572.52-04	UNIFORMS AND ACCESSORIES	8,077	32,625	32,625	18,675
001-0775-572.54-01	DUES AND SUBSCRIPTIONS	-	600	600	600
001-0775-572.54-02	SEMINARS AND COURSES	377	3,150	3,150	2,950
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,809,195</b>	<b>1,960,231</b>	<b>2,017,831</b>	<b>1,979,898</b>
001-0775-572.62-00	BUILDINGS	6,157	278,465	492,149	-
001-0775-572.63-00	IMPROVEMENT OTHER THAN BUILDINGS	611,875	26,077,270	29,828,491	156,751
001-0775-572.64-00	MACHINERY AND EQUIPMENT	25,892	51,763	51,763	87,416
	<b>TOTAL CAPITAL OUTLAY</b>	<b>643,924</b>	<b>26,407,498</b>	<b>30,372,403</b>	<b>244,167</b>
001-0775-572.71-00	PRINCIPAL	2,346	-	-	-
001-0775-572.72-00	INTEREST	22	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>2,368</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL PARKS DIVISION</b>	<b>3,419,657</b>	<b>29,640,332</b>	<b>33,662,837</b>	<b>3,703,284</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PARKS AND RECREATION DEPARTMENT  
RECREATION DIVISION**

		<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0872-572.12-00	REGULAR SALARIES AND WAGES	360,879	355,900	355,900	381,462
001-0872-572.13-00	OTHER SALARIES AND WAGES	312,009	285,200	285,200	327,609
001-0872-572.14-00	OVERTIME	16,506	10,088	10,088	17,001
001-0872-572.21-00	FICA TAXES	52,150	49,816	49,816	55,545
001-0872-572.22-00	RETIREMENT CONTRIBUTIONS	55,230	68,952	68,952	85,271
001-0872-572.23-00	LIFE AND HEALTH INSURANCE	61,158	67,635	67,635	86,241
001-0872-572.24-00	WORKERS' COMPENSATION	11,276	11,484	11,484	13,531
	TOTAL PERSONAL SERVICES	869,208	849,075	849,075	966,661
001-0872-572.31-01	MISC PROFESSIONAL SERVICES	-	1,250	1,250	650
001-0872-572.34-02	LEGAL	-	1,000	1,000	-
001-0872-572.34-01	MISC OTHER CONTRACTUAL SERVICES	75,010	80,528	80,528	78,418
001-0872-572.34-04	BANKING FEES	17,948	14,615	14,615	19,600
001-0872-572.34-06	JANITORIAL SERVICES	7,002	16,500	16,500	8,000
001-0872-572.34-08	PERSONNEL SERVICES	92,681	83,778	83,778	87,858
001-0872-572.40-00	TRAVEL AND PER DIEM	530	1,460	1,460	1,460
001-0872-572.41-02	TELEPHONE SERVICES	9,512	8,892	8,892	8,892
001-0872-572.41-04	INTERNET SERVICES	7,693	10,400	10,400	10,400
001-0872-572.41-05	POSTAGE	108	400	400	400
001-0872-572.43-00	UTILITY SERVICES	55,391	52,500	52,500	52,500
001-0872-572.44-00	RENTALS AND LEASES	5,911	8,200	8,200	8,200
001-0872-572.45-00	INSURANCE	65,354	94,113	94,113	78,425
001-0872-572.46-01	REPAIR AND MAINT SVCS-MISC	-	1,650	1,650	-
001-0872-572.46-02	REPAIR AND MAINT SVCS-EQUIPMENT	59,957	78,263	78,263	77,909
001-0872-572.46-03	REPAIR AND MAINT SVCS-VEHICLES	372	3,600	3,600	3,600
001-0872-572.46-05	REPAIR AND MAINT SVCS-SOFTWARE	8,870	7,850	7,850	10,400
001-0872-572.46-06	REPAIR AND MAINT SVCS-HARDWARE	-	4,100	4,100	1,000
001-0872-572.46-10	REPAIR AND MAINT SVCS-BUILDING	68,913	24,670	24,670	24,670
001-0872-572.47-01	MISC PRINTING AND BINDING	1,045	2,000	2,000	2,000
001-0872-572.48-01	PROMOTIONAL-ADVERTISEMENTS	1,061	1,250	1,250	1,250
001-0872-572.48-02	PROMOTIONAL-PROMOTIONAL ITEMS	-	750	750	750
001-0872-572.49-01	MISC OTHR CUR CHGS & OBLIGATIONS	105,932	41,400	41,400	41,400
001-0872-572.49-05	LICENSES, TAXES, AND CERTIFICATIONS	4,415	8,125	8,125	8,125
001-0872-572.49-11	EMPLOYEE SOCIAL EVENTS	754	1,620	1,620	2,250
001-0872-572.51-00	OFFICE SUPPLIES	3,805	9,541	9,541	9,541
001-0872-572.52-01	MISCELLANEOUS OPERATING SUPPLIES	87,659	70,045	70,045	77,885
001-0872-572.52-02	CHEMICALS	52,587	46,300	46,300	46,300
001-0872-572.52-03	GASOLINE AND OIL	1,700	2,500	2,500	2,500
001-0872-572.52-04	UNIFORMS AND ACCESSORIES	1,727	11,472	11,472	5,660
001-0872-572.54-01	DUES AND SUBSCRIPTIONS	7,191	5,700	5,700	5,800
001-0872-572.54-02	SEMINARS AND COURSES	5,711	10,930	10,930	6,930
001-0872-572.54-03	EDUC ASSIST PROG REIMBURS	-	-	-	14,547
	TOTAL OPERATING EXPENDITURES	748,839	705,402	705,402	697,320
001-0872-572.62-00	BUILDINGS	37,431	50,000	97,198	38,000
001-0872-572.63-00	IMPROVEMENTS OTHER THAN BUILDING	4,100	-	115,900	10,700
001-0872-572.64-00	EQUIPMENT	999	62,842	274,088	2,590
	TOTAL CAPITAL OUTLAY	42,530	112,842	487,186	51,290
001-0872-572.71-00	PRINCIPAL	407	-	-	-
001-0872-572.72-00	INTEREST	38	-	-	-
	TOTAL DEBT SERVICE	445	-	-	-
<b>TOTAL RECREATION DIVISION</b>		<b>1,661,022</b>	<b>1,667,319</b>	<b>2,041,663</b>	<b>1,715,270</b>

**CITY OF WINTER GARDEN**  
**FY 2024/2025 BUDGET**  
**GENERAL FUND EXPENDITURES**  
**PARKS AND RECREATION DEPARTMENT**  
**HERITAGE DEPOT MUSEUM DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0873-573.45-00 INSURANCE	3,374	4,543	4,543	4,049
001-0873-573.46-10 REPAIRS & MAINT. - BUILDING	19,464	29,000	29,000	24,000
TOTAL OPERATING EXPENDITURES	22,838	33,543	33,543	28,049
<b>TOTAL HERITAGE DEPOT MUSEUM DIVISION</b>	<b>22,838</b>	<b>33,543</b>	<b>33,543</b>	<b>28,049</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL FUND EXPENDITURES  
 PARKS AND RECREATION DEPARTMENT  
 SPECIAL EVENTS DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
001-0874-574.34-01 MISC OTHER CONTRACTUAL SERVICES	315,245	377,596	377,596	300,696
001-0874-574.34-08 PERSONNEL SERVICES	815	4,000	4,000	1,000
001-0874-574.44-00 RENTALS AND LEASES	25,219	21,772	21,772	27,472
001-0874-574.45-00 INSURANCE	578	750	750	694
001-0874-574.47-01 MISC PRINTING AND BINDING	-	500	500	500
001-0874-574.48-01 PROMOTIONAL-ADVERTISEMENTS	442	1,460	1,460	1,460
001-0874-574.49-01 MISC OTHER CUR CHGS & OBLIGATIONS	14,305	10,200	10,200	10,200
001-0874-574.52-01 MISCELLANEOUS OPERATING SUPPLIES	43,039	91,330	91,330	101,690
TOTAL OPERATING EXPENDITURES	399,643	507,608	507,608	443,712
<b>TOTAL SPECIAL EVENTS DIVISION</b>	<b>399,643</b>	<b>507,608</b>	<b>507,608</b>	<b>443,712</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND EXPENDITURES  
PARKS AND RECREATION DEPARTMENT  
NEWTON PARK FACILITIES DIVISION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
001-3658-575.12-00	REGULAR SALARIES AND WAGES	43,197	41,234	41,234	47,517
001-3658-575.13-00	OTHER SALARIES	12,188	12,891	12,891	13,407
001-3658-575.14-00	OVERTIME	1,220	395	395	1,293
001-3658-575.21-00	FICA TAXES	3,688	4,171	4,171	4,760
001-3658-575.22-00	RETIREMENT CONTRIBUTIONS	7,048	7,768	7,768	10,169
001-3658-575.23-00	LIFE AND HEALTH INSURANCE	18,582	21,847	21,847	24,157
001-3658-575.24-00	WORKERS' COMPENSATION	620	865	865	744
	TOTAL PERSONAL SERVICES	<u>86,543</u>	<u>89,171</u>	<u>89,171</u>	<u>102,045</u>
001-3658-575.34-01	MISC CONTRACTUAL SERVICES	152	10,260	10,260	2,260
001-3658-575.34-06	JANITORIAL SERVICES	3,415	9,200	9,200	5,200
001-3658-575.40-00	TRAVEL AND PER DIEM	-	100	100	470
001-3658-575.41-02	TELEPHONE SERVICES	707	1,500	1,500	1,500
001-3658-575.41-04	INTERNET SERVICES	433	750	750	750
001-3658-575.41-05	POSTAGE	-	100	100	100
001-3658-575.43-00	UTILITY SERVICES	10,934	11,300	11,300	11,300
001-3658-575.45-00	INSURANCE	40,374	15,796	15,796	48,449
001-3658-575.46-10	REPAIR AND MAINT SVCS-BUILDING	14,847	38,299	38,299	28,299
001-3658-575.47-01	MISC PRINTING AND BINDING	61	260	260	260
001-3658-575.51-00	OFFICE SUPPLIES	-	300	300	300
001-3658-575.52-01	MISCELLANEOUS OPERATING SUPPLIES	8,720	24,080	24,080	20,200
001-3658-575.52-04	UNIFORMS AND ACCESSORIES	200	400	400	510
	TOTAL OPERATING EXPENDITURES	<u>79,843</u>	<u>112,345</u>	<u>112,345</u>	<u>119,598</u>
001-3658-575.62-00	BUILDINGS	217,366	-	363,329	-
001-3658-575.63-00	IMPROVEMENTS OTHER THAN BLDG	-	65,000	65,000	-
	TOTAL CAPITAL OUTLAY	<u>217,366</u>	<u>65,000</u>	<u>428,329</u>	<u>-</u>
	<b>TOTAL NEWTON PARK FACILITIES DIVISION</b>	<b><u>383,752</u></b>	<b><u>266,516</u></b>	<b><u>629,845</u></b>	<b><u>221,643</u></b>
	<b>TOTAL PARKS AND RECREATION DEPARTMENT</b>	<b><u>5,886,912</u></b>	<b><u>32,115,318</u></b>	<b><u>36,875,496</u></b>	<b><u>6,111,958</u></b>

# OTHER GOVERNMENTAL FUNDS

DOWNTOWN PARKING DISTRICT

—

COMMUNITY REDEVELOPMENT AGENCY

—

LAW ENFORCEMENT TRUST

—

LAW ENFORCEMENT GRANTS

—

LOCAL OPTION GAS TAX

—

GENERAL IMPACT FEES

—

POLICE & FIRE PREMIUM TAX TRUST

—

CAPTIAL PROJECTS FUND

—

DEBT SERVICE FUND

Other Governmental Funds



# WINTER GARDEN

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## **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 2024/2025 BUDGET  
 DOWNTOWN PARKING DISTRICT FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0000-361.10-00 INTEREST	566	-	-	1,000
TOTAL INTEREST AND OTHER EARNINGS	566	-	-	1,000
110-0741-399.99-99 USE OF FUND BALANCE	3,728	4,649	4,649	3,649
<b>TOTAL DOWNTOWN PARKING DISTRICT FUND</b>	<b>4,294</b>	<b>4,649</b>	<b>4,649</b>	<b>4,649</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 DOWNTOWN PARKING DISTRICT FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
110-0741-545.43-00 UTILITY SERVICES	4,294	4,649	4,649	4,649
TOTAL OPERATING EXPENDITURES	4,294	4,649	4,649	4,649
<b>TOTAL DOWNTOWN PARKING DISTRICT FUND</b>	<b><u>4,294</u></b>	<b><u>4,649</u></b>	<b><u>4,649</u></b>	<b><u>4,649</u></b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
120-0213-338.00-00 SHARED REVENUES - OTHER LOCAL	1,228,670	1,356,594	1,356,594	1,419,231
120-0213-361.10-00 INTEREST	174,762	28,841	28,841	179,675
120-0213-361.30-00 INCR(DECR) IN FV OF INVST	11,667	-	-	-
120-0213-361.40-00 GAIN/LOSS ON SALE/INVST	(7,785)	-	-	-
120-0213-381.00-00 INTER-FUND TRANSFER IN	1,350,323	1,531,646	1,531,646	1,622,445
120-0213-399.99-99 USE OF FUND BALANCE	-	-	1,553,687	-
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b><u>2,757,637</u></b>	<b><u>2,917,081</u></b>	<b><u>4,470,768</u></b>	<b><u>3,221,351</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 COMMUNITY REDEVELOPMENT AGENCY FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>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
120-0213-552.61-00 LAND ACQUISITION	-	-	100,000	-
120-0213-552.63-00 CRA CAPITAL FUNDING PROJECTS	-	-	710,047	-
120-0213-552.63-00 DOWNTOWN WAYFINDING SIGNS	-	250,000	310,000	-
120-0213-552.63-00 EAST WINTER GARDEN REVITALIZATION	20,000	2,300,000	3,084,000	1,020,000
TOTAL CAPITAL OUTLAY	20,000	2,550,000	4,204,047	1,020,000
120-0213-552.72-00 INTEREST	975	-	-	-
TOTAL DEBT SERVICE	975	-	-	-
120-0213-581.91-00 INTERFUND TRANSFER	645,312	-	250,000	-
120-0213-599.99-99 TRANSFER TO FUND BALANCE	2,074,629	350,360	-	2,184,630
TOTAL OTHER USES	2,719,941	350,360	250,000	2,184,630
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b><u>2,757,637</u></b>	<b><u>2,917,081</u></b>	<b><u>4,470,768</u></b>	<b><u>3,221,351</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 LAW ENFORCEMENT TRUST FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
121-1121-359.00-00 FORFEITURES	-	200	200	200
121-1121-361.10-00 INTEREST	4,670	2,500	2,500	4,500
121-1121-399.99-99 USE OF FUND BALANCE-STATE	-	-	-	-
121-1321-359.00-00 FORFEITURES	11,983	14,380	14,380	18,480
<b>TOTAL LAW ENFORCEMENT TRUST FUND</b>	<b>16,653</b>	<b>17,080</b>	<b>17,080</b>	<b>23,180</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 LAW ENFORCEMENT TRUST FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>STATE-DESIGNATED</u></b>				
121-1221-521.82-00 AIDS TO PRIVATE ORGANIZAT	500	-	-	-
121-1221-599.99-99 CARRYFORWARD TO FUND BALANCE	-	2,080	2,080	4,700
<b>TOTAL STATE-DESIGNATED</b>	500	2,080	2,080	4,700
<b><u>FEDERAL-DESIGNATED</u></b>				
121-1421-521.62-00 BUILDINGS	1,898	-	-	-
121-1421-521.64-00 MACHINERY AND EQUIPMENT	10,424	15,000	15,000	18,480
121-1421-599.99-99 CARRYFORWARD TO FUND BALANCE	3,831	-	-	-
	16,153	15,000	15,000	18,480
<b>TOTAL LAW ENFORCEMENT TRUST FUND</b>	<b>16,653</b>	<b>17,080</b>	<b>17,080</b>	<b>23,180</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 LAW ENFORCEMENT GRANTS FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
122-0521-331.21-00 LOCAL LAW ENFORCEMENT GRANT	24,217	19,217	19,217	29,232
TOTAL INTERGOVERNMENTAL	24,217	19,217	19,217	29,232
122-0521-334.20-00 MITIGATION FUNDS	10,000	5,000	5,000	5,000
122-0521-361.10-00 INTEREST	3,185	200	200	2,200
TOTAL INTEREST AND OTHER EARNINGS	13,185	5,200	5,200	7,200
122-0521-381.00-00 INTER-FUND TRANSFER IN	8,400	8,400	8,400	8,400
122-0521-399.99-99 USE OF FUND BALANCE	-	3,783	3,783	-
TOTAL OTHER SOURCES	8,400	12,183	12,183	8,400
<b>TOTAL LAW ENFORCEMENT GRANTS FUND</b>	<b>45,802</b>	<b>36,600</b>	<b>36,600</b>	<b>44,832</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 LAW ENFORCEMENT GRANTS FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
122-0521-521.52-01 MISC OPERATING SUPPLIES	3,175	19,800	19,800	8,800
122-0521-521.52-04 UNIFORMS AND ACCESSORIES	18,865	16,800	16,800	16,800
TOTAL OPERATING EXPENDITURES	22,040	36,600	36,600	25,600
122-0521-521.64-00 MACHINERY AND EQUIPMENT	16,227	-	-	19,232
TOTAL CAPITAL OUTLAY	16,227	-	-	19,232
122-0521-599.99-99 CARRYFORWARD FUND BALANCE	7,535	-	-	-
TOTAL OTHER USES	7,535	-	-	-
 <b>TOTAL LAW ENFORCEMENT GRANTS FUND</b>	 <b>45,802</b>	 <b>36,600</b>	 <b>36,600</b>	 <b>44,832</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
LOCAL OPTION GAS TAX FUND REVENUES**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
160-0741-312.41-00 LOCAL OPTION GAS TAX	1,482,958	1,498,830	1,498,830	1,520,794
TOTAL TAXES	1,482,958	1,498,830	1,498,830	1,520,794
160-0741-361.10-00 INTEREST	40,105	11,634	11,634	39,802
160-0741-361.30-00 INCR(DECR) IN FV OF INVST	15,919	-	-	-
160-0741-361.40-00 GAIN/LOSS ON SALE/INVSTMN	(10,626)	-	-	-
TOTAL OTHER EARNINGS	45,398	11,634	11,634	39,802
160-0741-381.00-00 INTRAFUND TRANSFER IN	17,998	18,089	18,089	17,997
160-0741-399.99-99 USE OF FUND BALANCE	841,340	-	1,066,624	21,407
TOTAL OTHER SOURCES	859,338	18,089	1,084,713	39,404
<b>TOTAL LOCAL OPTION GAS TAX FUND</b>	<b>2,387,694</b>	<b>1,528,553</b>	<b>2,595,177</b>	<b>1,600,000</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 LOCAL OPTION GAS TAX FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
160-0741-541.31-04	604	-	-	-
160-0741-541.34-01	63,171	-	-	-
160-0741-541.46-03	440	-	-	-
160-0741-541.49-08	463,502	295,341	295,341	-
TOTAL OPERATING EXPENDITURES	527,717	295,341	295,341	-
160-0741-541.61-00	-	-	-	-
160-0741-541.63-00	1,859,977	1,047,103	2,113,727	1,600,000
TOTAL CAPITAL OUTLAY	1,859,977	1,047,103	2,113,727	1,600,000
160-0741-599.99-99	-	186,109	186,109	-
TOTAL OTHER USES	-	186,109	186,109	-
<b>TOTAL LOCAL OPTION GAS TAX FUND</b>	<b>2,387,694</b>	<b>1,528,553</b>	<b>2,595,177</b>	<b>1,600,000</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL IMPACT FEE FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>ADMINISTRATION DIVISION</u></b>				
170-0213-361.10-00 INTEREST	169,517	92,213	92,213	181,277
170-0213-361.30-00 INCR (DECR) IN FV OF INVST	71,901	25,263	25,263	-
170-0213-361.40-00 GAIN ON SALE OF INVESTMENTS	(47,976)	6,780	6,780	-
<b>TOTAL ADMINISTRATION DIVISION</b>	<b>193,442</b>	<b>124,256</b>	<b>124,256</b>	<b>181,277</b>
<b><u>POLICE-SWORN DIVISION</u></b>				
170-0521-324.11-00 RESIDENTIAL-PUBLIC SAFETY	6,102	6,780	6,780	4,407
170-0521-324.12-00 COMMERCIAL-PUBLIC SAFETY	227,518	89,226	89,226	173,469
170-0521-399.99-99 USE OF FUND BALANCE	-	-	-	-
<b>TOTAL POLICE-SWORN DIVISION</b>	<b>233,620</b>	<b>96,006</b>	<b>96,006</b>	<b>177,876</b>
<b><u>FIRE DEPARTMENT</u></b>				
170-0622-324.11-00 RESIDENTIAL-PUBLIC SAFETY	8,347	6,874	6,874	6,383
170-0622-324.12-00 COMMERCIAL-PUBLIC SAFETY	297,524	86,926	86,926	225,922
170-0622-399.99-99 USE OF FUND BALANCE	-	1,581,810	2,820,435	-
<b>TOTAL FIRE DEPARTMENT</b>	<b>305,871</b>	<b>1,675,610</b>	<b>2,914,235</b>	<b>232,305</b>
170-0872-324.61-00 RECREATION IMPACT FEES	12,120	10,149	10,149	16,900
170-0872-399.99-99 USE OF FUND BALANCE	-	-	1,600,000	-
<b>TOTAL RECREATION DIVISION</b>	<b>12,120</b>	<b>10,149</b>	<b>1,610,149</b>	<b>16,900</b>
<b>TOTAL GENERAL IMPACT FEES FUND</b>	<b>745,053</b>	<b>1,906,021</b>	<b>4,744,646</b>	<b>608,358</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL IMPACT FEES SPECIAL REVENUE FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>POLICE-SWORN DIVISION</u></b>				
170-0521-521.64-00 MACHINERY AND EQUIPMENT	170,649	-	4,646	-
TOTAL CAPITAL OUTLAY	170,649	-	4,646	-
170-0521-599.99-99 TRANSFER TO FUND BALANCE	62,971	96,006	91,360	359,153
TOTAL OTHER USES	62,971	96,006	91,360	359,153
<b>TOTAL POLICE-SWORN DIVISION</b>	<b><u>233,620</u></b>	<b><u>96,006</u></b>	<b><u>96,006</u></b>	<b><u>359,153</u></b>
<b><u>FIRE DEPARTMENT</u></b>				
170-0622-522.62-00 BUILDINGS	354,896	1,799,866	3,048,640	-
TOTAL CAPITAL OUTLAY	354,896	1,799,866	3,048,640	-
170-0622-599.99-99 TRANSFER TO FUND BALANCE	144,417	-	-	232,305
TOTAL OTHER USES	144,417	-	-	232,305
<b>TOTAL FIRE DEPARTMENT</b>	<b><u>499,313</u></b>	<b><u>1,799,866</u></b>	<b><u>3,048,640</u></b>	<b><u>232,305</u></b>
<b><u>RECREATION DIVISION</u></b>				
170-0872-572.61-00 LAND	-	-	1,600,000	-
TOTAL CAPITAL OUTLAY	-	-	1,600,000	-
170-0872-599.99-99 CARRYFORWARD FUND BALANCE	12,120	10,149	-	16,900
TOTAL OTHER USES	12,120	10,149	-	16,900
<b>TOTAL RECREATION DIVISION</b>	<b><u>12,120</u></b>	<b><u>10,149</u></b>	<b><u>1,600,000</u></b>	<b><u>16,900</u></b>
<b>TOTAL GENERAL IMPACT FEES SPECIAL REVENUE FUND</b>	<b><u>745,053</u></b>	<b><u>1,906,021</u></b>	<b><u>4,744,646</u></b>	<b><u>608,358</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL TRANSPORTATION IMPACT FEE FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0213-361.10-00 INTEREST	407,074	278,456	278,456	448,555
174-0213-361.30-00 INCR (DECR) IN FV OF INVST	318,680	-	-	-
174-0213-361.40-00 GAIN (LOSS) ON SALE OF INVESTMENTS	(212,642)	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	513,112	278,456	278,456	448,555
174-0741-324.31-00 RESIDENTIAL-TRANSPORTATIO	54,584	34,115	34,115	45,721
174-0741-324.32-00 COMMERCIAL-TRANSPORTATION	2,349,347	1,976,379	1,976,379	1,523,237
174-0741-399.99-99 USE OF FUND BALANCE	3,607,212	-	8,865,526	-
<b>TOTAL GENERAL TRANSPORT IMPACT FEE FUND REVENUES</b>	<b><u>6,524,255</u></b>	<b><u>2,288,950</u></b>	<b><u>11,154,476</u></b>	<b><u>2,017,513</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
174-0741-541.61-00 LAND	344	-	51,924	-
174-0741-541.63-00 IMPROVEMENT OTHER THAN BUILDINGS	6,523,911	900,000	9,713,602	-
TOTAL CAPITAL OUTLAY	6,524,255	900,000	9,765,526	-
174-0741-599.90-99 CARRYFORWARD FUND BALANCE	-	1,388,950	1,388,950	2,017,513
TOTAL OTHER USES	-	1,388,950	1,388,950	2,017,513
<b>TOTAL GENERAL TRANSPORTATION IMPACT FEE FUND EXPENDITURES</b>	<b><u>6,524,255</u></b>	<b><u>2,288,950</u></b>	<b><u>11,154,476</u></b>	<b><u>2,017,513</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-312.51-00 FIRE INSURANCE PREMIUM	398,843	421,497	421,497	438,727
190-0000-312.52-00 CASUALTY INSURANCE PREMIUM TAX	580,902	556,389	556,389	638,992
<b>TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND REVENUES</b>	<b><u>979,745</u></b>	<b><u>977,886</u></b>	<b><u>977,886</u></b>	<b><u>1,077,720</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
190-0000-521.91-00 TRANSFERS	580,902	556,389	556,389	638,992
190-0000-522.91-00 TRANSFERS	398,843	421,497	421,497	438,727
<b>TOTAL POLICE AND FIRE PREMIUM TAX TRUST FUND EXPENDITURES</b>	<b><u>979,745</u></b>	<b><u>977,886</u></b>	<b><u>977,886</u></b>	<b><u>1,077,720</u></b>

## **CAPITAL PROJECTS FUNDS**

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

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 CAPITAL PROJECTS FUND - REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-361.10-00 INTEREST	18,821	-	-	-
335-0213-361.30-00 INCR(DECR) IN FV OF INVST	16,399	-	-	-
335-0213-361.40-00 GAIN/LOSS ON SALE/INVSTMN	(10,971)	-	-	-
335-0213-399.99-99 USE OF FUND BALANCE	-	1,500,000	-	-
TOTAL CAPITAL PROJECTS FUND	24,249	1,500,000	-	-
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>24,249</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
CAPITAL PROJECTS FUND**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
335-0213-552.63-00 IMPROVEMENT OTHER THAN BLDG	-	-	-	-
TOTAL CAPITAL	-	-	-	-
335-0213-581.91-00 INTERGOVERNMENTAL TRANSFERS	-	1,500,000	-	-
334-0213-599.99-99 TRANSFER TO FUND BALANCE	24,249	-	-	-
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>24,249</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 CAPITAL PROJECTS FUND - REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
336-0213-361.10-00 INTEREST	-	-	-	-
336-0213-384.00-00 DEBT PROCEEDS	-	-	-	-
336-0213-399.99-99 USE OF FUND BALANCE	-	-	16,050,000	-
TOTAL CAPITAL PROJECTS FUND	-	-	16,050,000	-
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>-</b>	<b>-</b>	<b>16,050,000</b>	<b>-</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
CAPITAL PROJECTS FUND**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
336-0213-552.63-00 IMPROVEMENT OTHER THAN BLDG	-	-	-	-
TOTAL CAPITAL	-	-	16,050,000	-
336-0213-599.99-99 TRANSFER TO FUND BALANCE	-	-	-	-
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>-</b>	<b>-</b>	<b>16,050,000</b>	<b>-</b>

## **DEBT SERVICE FUND**

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

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

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

**Sales Tax Revenue Bonds, Series 2021**

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 DEBT SERVICE FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-381.00-00 INTER-FUND TRANSFER IN	1,915,725	2,559,147	2,559,147	2,555,460
230-0000-381.12-00 INTER-FUND TRANSFER IN	645,414	-	-	-
TOTAL OTHER SOURCES	2,561,139	2,559,147	2,559,147	2,555,460
<b>TOTAL DEBT SERVICE FUND</b>	<b><u>2,561,139</u></b>	<b><u>2,559,147</u></b>	<b><u>2,559,147</u></b>	<b><u>2,555,460</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 DEBT SERVICE FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
230-0000-517.71-00 PRINCIPAL	1,930,000	1,968,000	1,968,000	2,005,000
230-0000-517.72-00 INTEREST	631,139	591,147	591,147	550,460
TOTAL DEBT SERVICE	2,561,139	2,559,147	2,559,147	2,555,460
<b>TOTAL DEBT SERVICE FUND</b>	<b>2,561,139</b>	<b>2,559,147</b>	<b>2,559,147</b>	<b>2,555,460</b>



# WINTER GARDEN

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# ENTERPRISE FUNDS

UTILITIES

—

STORMWATER

—

SOLID WASTE

—

TRAILER CITY

Enterprise Funds



# WINTER GARDEN

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## MAJOR REVENUE SOURCES OF ENTERPRISE FUNDS

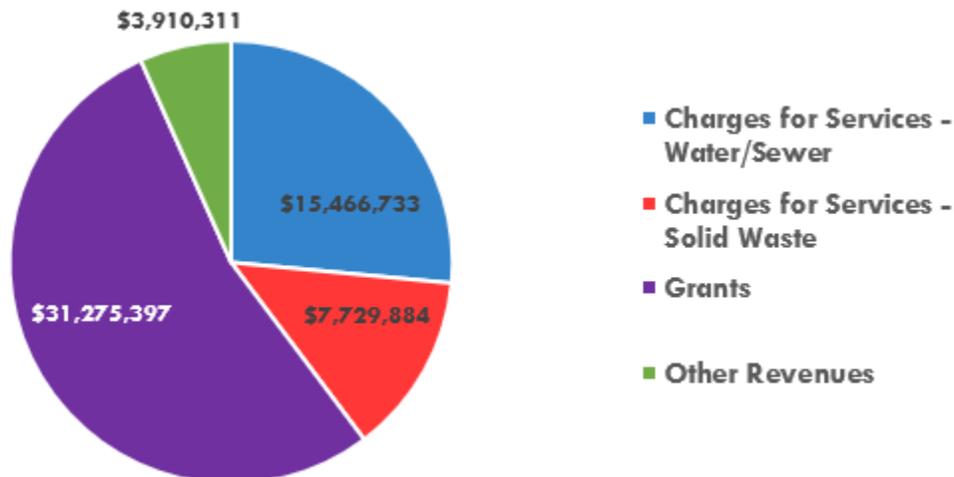
### Charges for Services

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 2021</u>	<u>Actual 2022</u>	<u>Actual 2023</u>	<u>Budget 2024</u>	<u>Budget 2025</u>
Charges for Services - Water/Sewer	\$12,366,037	\$12,831,466	\$13,414,049	\$14,202,797	\$15,466,733
Charges for Services - Solid Waste	5,602,534	5,731,575	6,798,073	7,151,251	7,729,884
Grants	0	0	0	0	31,275,397
Other Revenues	8,644,735	4,712,449	5,186,307	8,317,067	3,910,311

### ENTERPRISE FUNDS MAJOR REVENUE SOURCES - FY 2025 BUDGET



- UTILITIES -

Administration

Water

Distribution

Wastewater

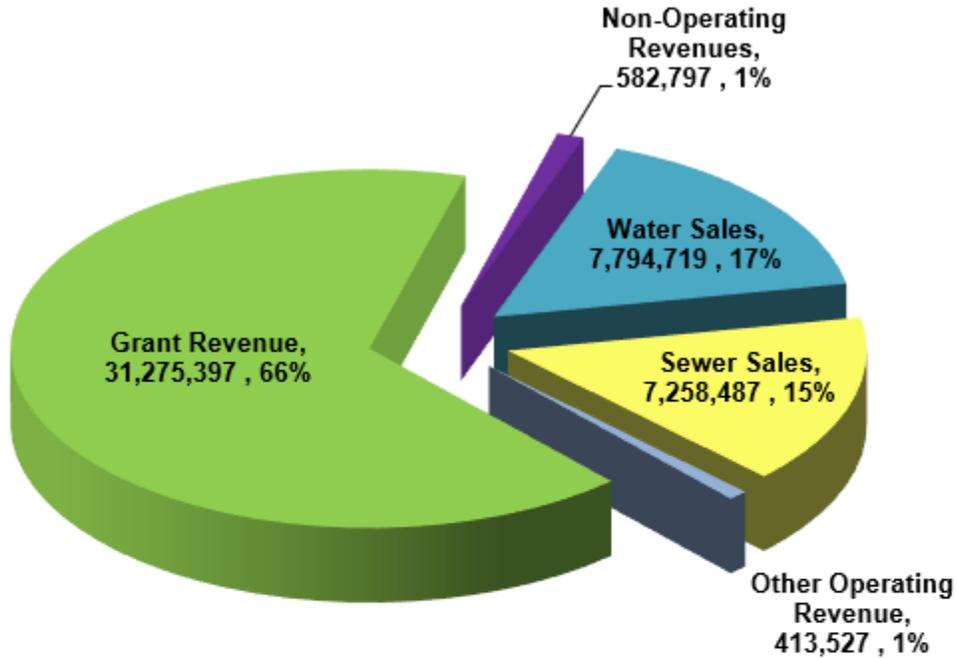
Collection

Environmental Services

Utilities Impact Fees

Utilities Renewal & Replacement

UTILITIES OPERATING FUND REVENUES BY SOURCE

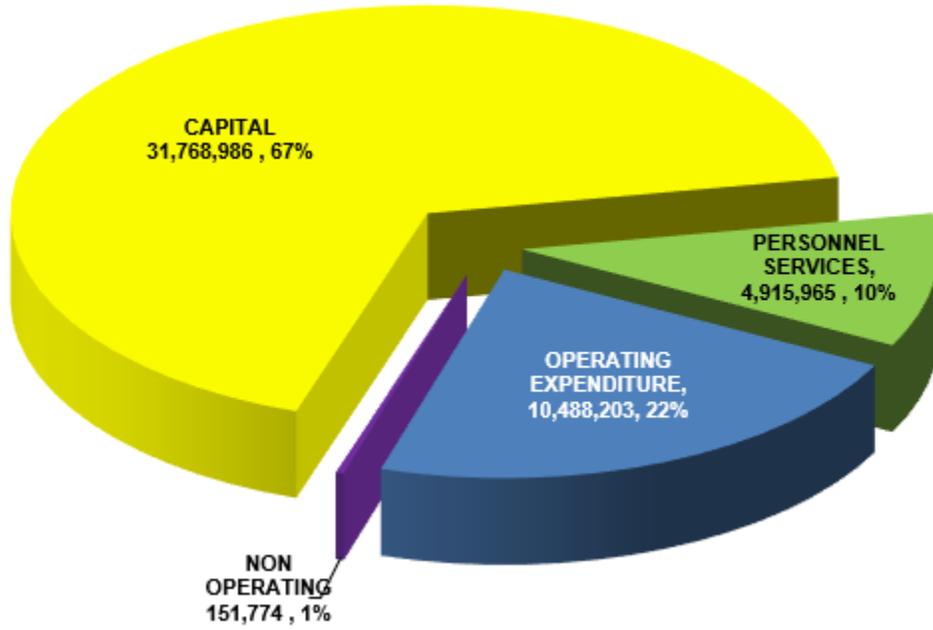


Water Sales	\$ 7,794,719
Sewer Service	7,258,487
Other Operating Revenue	413,527
Grant Revenue	31,275,397
Non-operating Revenues	<u>582,797</u>
Total	\$47,324,927

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
UTILITIES OPERATING FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2116-329.09-00 IRRIGATION & WELLS	700	2,527	2,527	773
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	700	2,527	2,527	773
410-2116-331.31-00 FEDERAL FUNDING	3,638	-	-	-
410-2116-334.31-00 STATE FUNDING	606	3,500,000	3,500,000	-
TOTAL INTERGOVERNMENTAL	4,244	3,500,000	3,500,000	-
410-2116-343.30-00 WATER SERVICE	6,333,420	6,844,718	6,844,718	7,794,719
410-2116-343.30-01 INITIATION FEE	22,050	24,880	24,880	22,560
410-2116-343.30-02 WATER TAP-IN CHARGE	13,016	6,024	6,024	12,300
410-2116-343.31-00 METER INSTALLATIONS	35,520	90,532	90,532	20,703
410-2116-343.32-00 FIRE HYDRANT SERVICE	46,941	43,012	43,012	47,191
410-2116-343.33-00 SERVICE CHARGES	185,813	69,104	69,104	182,022
410-2116-343.50-00 SEWER SERVICE	6,589,045	7,032,653	7,032,653	7,258,487
410-2116-343.50-01 SEWER CONNECTION FEE	92,820	6,940	6,940	9,295
410-2116-343.68-00 PENALTIES	95,424	84,934	84,934	119,456
TOTAL CHARGES FOR SERVICES	13,414,049	14,202,797	14,202,797	15,466,733
410-2116-361.10-00 INTEREST	428,629	323,941	323,941	569,172
410-2116-361.30-00 INCR (DECR) IN FV OF INVST	137,056	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	565,685	323,941	323,941	569,172
410-2116-361.90-00 LEASE RENTAL INCOME	9,698	-	-	-
410-2116-362.00-00 RENTAL INCOME	23,533	22,320	22,320	12,852
410-2116-364.00-00 DISPOSITION OF FIXED ASSETS	5,569	-	-	-
410-2117-384.00-00 DEBT PROCEEDS	-	-	-	-
410-2116-389.40-00 OTHER GRANTS & DONATIONS	337,623	380,907	380,907	303,861
410-2117-389.40-00 OTHER GRANTS & DONATIONS	328,678	801,271	801,271	30,971,536
410-2127-364.30-00 DISPOSITION OF FIXED ASSETS	4,982	-	-	-
TOTAL MISCELLANEOUS REVENUES	710,083	1,204,498	1,204,498	31,288,249
410-2116-399.99-99 USE OF FUND BALANCE	5,894,986	1,455,643	14,801,454	-
TOTAL OTHER SOURCES	5,894,986	1,455,643	14,801,454	-
<b>TOTAL UTILITIES OPERATING FUND</b>	<b><u>20,589,747</u></b>	<b><u>20,689,406</u></b>	<b><u>34,035,217</u></b>	<b><u>47,324,927</u></b>

UTILITIES OPERATING FUND EXPENDITURES BY USE



**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
UTILITIES OPERATING FUND  
ADMINISTRATIVE DIVISION EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2113-536.12-00 SALARIES	212,602	188,683	188,683	275,534
410-2113-536.21-00 FICA TAXES	13,946	14,434	14,434	21,078
410-2113-536.22-00 RETIREMENT CONTRIBUTION	28,678	35,548	35,548	58,964
410-2113-536.23-00 EMPLOYEE GROUP INSURANCE	478	11,900	11,900	535
410-2113-536.24-00 WORKERS COMP INSURANCE	201	290	290	241
410-2113-536.27-00 PENSION EXPENSE	24,147	1,100	1,100	1,100
TOTAL PERSONAL SERVICES	<u>280,052</u>	<u>251,955</u>	<u>251,955</u>	<u>357,453</u>
410-2113-536.31-01 PROFESSIONAL SERVICE MISC	18,128	15,250	15,250	21,250
410-2113-536.31-02 LEGAL	275	500	500	500
410-2113-536.31-03 INVESTMENT COUNSEL	-	27,304	27,304	-
410-2113-536.31-04 ENGINEERING	-	500	500	500
410-2113-536.32-00 ACCOUNTING AND AUDIT	14,954	16,000	16,000	16,000
410-2113-536.34-01 MISC CONTRACTUAL SERVICES	4,474	250	250	250
410-2113-536.40-00 TRAVEL	-	600	600	600
410-2113-536.41-02 TELEPHONE	2,608	3,100	3,100	3,100
410-2113-536.41-04 INTERNET	613	1,120	1,120	1,120
410-2113-536.41-05 POSTAGE	-	100	100	100
410-2113-536.43-00 UTILITY SERVICES	358	350	350	350
410-2113-536.44-00 RENTALS AND LEASE	2,596	3,600	3,600	3,600
410-2113-536.45-00 GENERAL INSURANCE	106,894	46,896	46,896	128,273
410-2113-536.46-03 REPAIRS/MAINT-VEHICLES	33	4,495	4,495	1,530
410-2113-536.46-05 REPAIRS/MAINT-SOFTWARE	101	2,750	2,750	500
410-2113-536.46-06 REPAIRS/MAINT-HARDWARE	43,793	58,193	58,193	48,193
410-2113-536.46-10 REPAIRS/MAINT-BUILDING	15,091	4,912	4,912	4,912
410-2113-536.47-01 MISC PRINTING AND BINDING	-	3,830	3,830	830
410-2113-536.48-01 PROMOTIONAL-ADVERTISEMENTS	-	2,800	2,800	800
410-2113-536.49-02 MANAGEMENT FEES	1,393,760	1,651,341	1,651,341	1,889,860
410-2113-536.51-00 OFFICE SUPPLIES	521	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	850
410-2113-536.52-04 UNIFORMS & ACCESSORIES	-	600	600	600
410-2113-536.54-01 DUES & SUBSCRIPTIONS	2,117	2,150	2,150	2,150
410-2113-536.54-02 SEMINARS & COURSES	-	500	500	500
TOTAL OPERATING EXPENDITURES	<u>1,606,316</u>	<u>1,852,141</u>	<u>1,852,141</u>	<u>2,128,518</u>
410-2113-536.91-01 CONTINGENT EXPENSE	-	100,000	100,000	100,000
410-2113-581.91-00 INTRAFUND TRANSFERS	-	-	275,000	-
TOTAL OTHER USES	<u>-</u>	<u>100,000</u>	<u>375,000</u>	<u>100,000</u>
<b>TOTAL ADMINISTRATIVE DIVISION</b>	<b><u>1,886,368</u></b>	<b><u>2,204,096</u></b>	<b><u>2,479,096</u></b>	<b><u>2,585,971</u></b>



# PUBLIC SERVICES DEPARTMENT

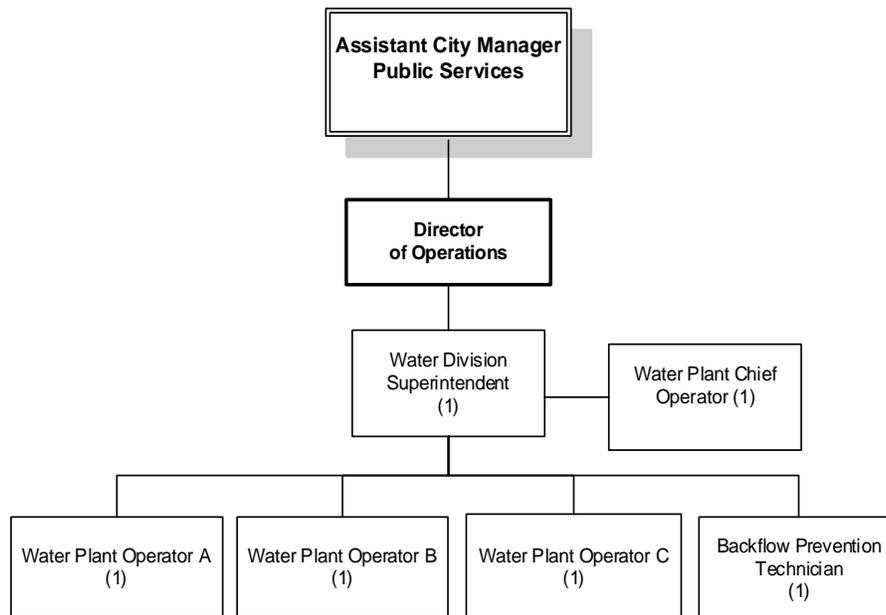
## WATER TREATMENT & PUMPING DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

#### Organizational Structure

FTE: 6



# FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Drinking Water Quality Satisfaction Index *	72%	72%	77% ↑
<b>FINANCIAL INDICATORS</b>			
Preventative Maintenance to Production (Cost per Hour)	\$14.42	\$11.41	≤ \$17.00 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$93.21	\$91.77	\$104.00 ↓
<b>OPERATIONAL INDICATORS</b>			
Million Gallons/Day in Groundwater Withdrawals	5.81	5.83	≤ 5.9 ↓
Irrigation Gallons Billed (Used) per Service Connection	179.5	196.7	193.6 ↓
Rainfall Volume (in inches)	47.4	110.9	≥ 58.0 ↑
Water Plant Energy Consumption per Year per Service Connection (In one thousand British Thermal Units - KBTUs)	950,780	988,811	978,000 ↓

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

≤ ≥ 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 2024/2025 BUDGET  
UTILITIES OPERATING FUND  
WATER DIVISION EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2116-533.12-00 SALARIES REGULAR	223,201	361,988	361,988	377,643
410-2116-533.14-00 OVERTIME	62,997	10,819	10,819	92,635
410-2116-533.21-00 FICA TAXES	20,658	28,520	28,520	35,976
410-2116-533.22-00 RETIREMENT CONTRIBUTION	44,057	70,237	70,237	100,639
410-2116-533.23-00 EMPLOYEE GROUP INSURANCE	42,344	71,203	71,203	97,784
410-2116-533.24-00 WORKERS COMP INSURANCE	8,326	9,697	9,697	9,991
410-2116-533.26-00 OTHER POST EMPLOYMENT BENEFITS	-	20,968	20,968	-
410-2116-533.27-00 PENSION EXPENSE	20,582	13,967	13,967	21,199
TOTAL PERSONAL SERVICES	422,165	587,398	587,398	735,868
410-2116-533.31-01 MISC PROFESSIONAL SVCS	10,139	24,000	24,000	19,500
410-2116-533.31-04 ENGINEERING	17,124	19,000	19,000	19,000
410-2116-533.34-01 CONTRACTUAL SVCS MISC.	52,633	71,525	71,525	96,886
410-2116-533.34-02 LAWN MAINTENANCE SERVICES	38,941	36,344	36,344	36,344
410-2116-533.40-00 TRAVEL EXPENSE	416	1,440	1,440	1,440
410-2116-533.41-01 MISCELLANEOUS	1,734	-	-	-
410-2116-533.41-02 TELEPHONE	7,324	7,276	7,276	7,276
410-2116-533.41-03 RADIO	92	100	100	100
410-2116-533.41-04 INTERNET SERVICES	2,199	500	500	500
410-2116-533.41-05 POSTAGE	-	6,775	6,775	1,825
410-2116-533.43-00 UTILITY SERVICES	577,019	420,081	420,081	600,000
410-2116-533.44-00 RENTALS AND LEASES	231	2,500	2,500	2,500
410-2116-533.45-00 GENERAL INSURANCE	75,762	100,367	100,367	90,914
410-2116-533.46-01 REPAIRS & MAINTENANCE MISC.	53,325	55,750	55,750	55,750
410-2116-533.46-02 REPAIRS/MAINT-EQUIPMENT	116,333	73,595	73,595	73,595
410-2116-533.46-03 REPAIRS/MAINT-VEHICLES	2,222	4,648	4,648	3,648
410-2116-533.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	2,880	1,000	1,000	1,000
410-2116-533.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	13,123	14,323	14,323	14,323
410-2116-533.46-10 BUILDING	71,844	44,208	44,208	44,208
410-2116-533.47-01 PRINTING AND BINDING MISC.	790	5,330	5,330	3,330
410-2116-533.48-01 ADVERTISEMENT-LEGAL, OTHER	-	250	250	250
410-2116-533.49-05 LICENSES & TAXES	6,525	7,050	7,050	7,050
410-2116-533.51-00 OFFICE SUPPLIES	2,176	850	850	1,750
410-2116-533.52-01 OPERATING SUPPLIES MISC.	3,065	5,356	5,356	3,500
410-2116-533.52-02 CHEMICALS	106,194	99,885	99,885	159,885
410-2116-533.52-03 GASOLINE & OIL	20,991	17,159	17,159	17,159
410-2116-533.52-04 UNIFORMS & ACCESSORIES	2,165	2,100	2,100	2,100
410-2116-533.54-01 DUES AND SUBSCRIPTIONS	822	1,000	1,000	1,000
410-2116-533.54-02 SEMINARS AND COURSES	238	750	750	750
TOTAL OPERATING EXPENDITURES	1,186,307	1,023,162	1,023,162	1,265,583
410-2116-533.62-00 BUILDINGS	-	20,000	38,500	-
410-2116-533.63-00 IMPROVEMENTS O/T BUILDING	37,120	-	1,641,358	98,986
410-2116-533.64-00 MACHINERY & EQUIPMENT	73,791	-	893,651	-
TOTAL CAPITAL OUTLAY	110,911	20,000	2,573,509	98,986
410-2116-591.93-00 SERVICE DEPOSIT INTEREST	51,770	51,774	51,774	51,774
TOTAL OTHER USES	51,770	51,774	51,774	51,774
<b>TOTAL WATER DIVISION</b>	<b>1,771,153</b>	<b>1,682,334</b>	<b>4,235,843</b>	<b>2,152,212</b>



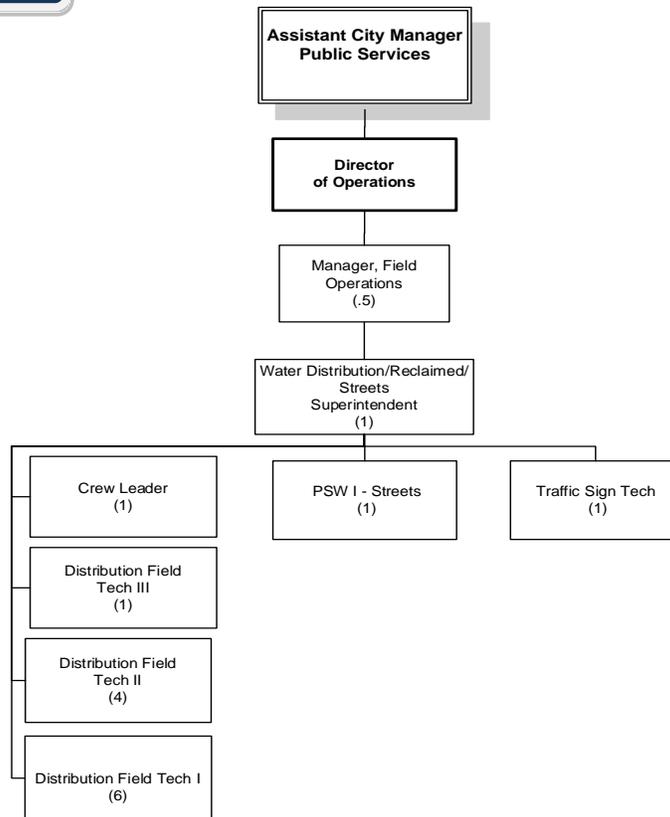
# PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION

## BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b>  <u>Water Distribution:</u> Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week.</p> <p><u>Streets:</u> Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide reliable water services</li> <li>• Provide and maintain roadways and sidewalks</li> <li>• Maintain traffic signs, traffic lights and street lights</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Adverse and abnormal weather patterns and conditions</li> <li>• Higher than normal turnover and vacancies - not having sufficient staff to adequately handle the demand of water meter repairs, replacement work and street maintenance</li> <li>• Rising cost of materials and supplies including supply chain constraints</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Completion of final phases of installation/ replacement of the new FlexNet water meters, which allows water meter consumption to be read remotely; complete in 2025</li> <li>• Adequate staffing levels will be in place to match operational demands including preventive maintenance activities</li> </ul>

### Organizational Structure

FTE: 15.5



# FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Repair/Maintenance Satisfaction Index *	55%	55%	70%↑
Sidewalk Maintenance Satisfaction Index *	67%	67%	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index *	68%	68%	80%↑
<b>OPERATIONAL INDICATORS</b>			
Street Repair Ratio (based on linear feet)	3.24%	3.36%	5%↑
Sidewalk Repair Ratio (based on linear feet)	1.66%	1.06%	1.10%↑
Number of Water Main Breaks	3	4	2↓
Number of Service Line Breaks	188	101	150↓

# of Boiled Water Notices Issued	1	3	0↓
# of Water Pressure Interruptions that Resulted in < 50 PSI	0	0	0↓

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

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

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
UTILITIES OPERATING FUND  
DISTRIBUTION DIVISION EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>	
410-2126-533.12-00	SALARIES REGULAR	393,210	585,877	585,877	615,321
410-2126-533.14-00	SALARIES OVERTIME 1.5	44,286	10,735	10,735	96,156
410-2126-533.21-00	FICA TAXES	32,196	45,641	45,641	54,428
410-2126-533.22-00	RETIREMENT CONTRIBUTION	64,660	112,402	112,402	152,256
410-2126-533.23-00	EMPLOYEE GROUP INSURANCE	82,564	121,938	121,938	205,051
410-2126-533.24-00	WORKERS COMP INSURANCE	11,624	16,830	16,830	13,949
410-2126-533.26-00	OTHER POST EMPLOYMENT BENEFITS	-	22,876	22,876	26,823
410-2126-533.27-00	PENSION EXPENSE	70,442	45,115	45,115	72,555
	TOTAL PERSONAL SERVICES	698,982	961,413	961,413	1,236,539
410-2126-533.31-04	ENGINEERING	308	5,000	5,000	5,000
410-2126-533.31-06	MEDICAL	-	200	200	200
410-2126-533.34-01	CONTRACTUAL SVCS MISC.	906,755	1,003,838	1,003,838	1,033,953
410-2126-533.40-00	TRAVEL EXPENSE	2,338	3,502	3,502	3,502
410-2126-533.41-02	TELEPHONE	3,081	2,319	2,319	2,319
410-2126-533.41-03	RADIO	137	150	150	150
410-2126-533.41-04	INTERNET	5,059	2,993	2,993	5,896
410-2126-533.44-00	RENTALS AND LEASES	-	3,500	3,500	5,500
410-2126-533.45-00	GENERAL INSURANCE	22,373	31,314	31,314	26,848
410-2126-533.46-01	REPAIRS & MAINTENANCE MISC.	525	500	500	500
410-2126-533.46-02	REPAIRS/MAINT-EQUIPMENT	4,274	10,726	10,726	10,726
410-2126-533.46-03	REPAIRS/MAINT-VEHICLES	21,816	11,761	11,761	21,761
410-2117-535.46-05	REPAIRS/MAINT-COMPUTER SOFTWARE	9,000	11,543	11,543	22,459
410-2126-533.46-06	REPAIRS/MAINT-COMPUTER HARDWARE	13,123	14,323	14,323	14,323
410-2126-533.46-07	UTILITY LINE	51,522	85,017	85,017	85,017
410-2126-533.48-01	ADVERTISEMENT-LEGAL, OTHER	70	-	-	-
410-2126-533.49-05	LICNSES/TAXES/CERTIFICTNS	269	1,602	1,602	1,602
410-2126-533.51-00	OFFICE SUPPLIES	78	250	250	250
410-2126-533.52-01	OPERATING SUPPLIES MISC.	221,703	515,315	883,191	515,315
410-2126-533.52-03	GASOLINE & OIL	33,463	21,100	21,100	21,100
410-2126-533.52-04	UNIFORMS & ACCESSORIES	5,843	10,950	10,950	10,950
410-2126-533.54-01	DUES & SUBSCRIPTIONS	1,774	2,500	2,500	2,500
410-2126-533.54-02	SEMINARS & COURSES	414	2,356	2,356	2,356
	TOTAL OPERATING EXPENDITURES	1,303,925	1,740,759	2,108,635	1,792,227
410-2126-533.62-00	BUILDING	164,102	-	-	-
410-2126-533.63-00	IMPROVEMENTS O/T BUILDING	77,387	837,000	3,223,803	600,000
410-2126-533.64-00	MACHINERY & EQUIPMENT	162,386	57,000	145,450	-
	TOTAL CAPITAL OUTLAY	403,875	894,000	3,369,253	600,000
	<b>TOTAL DISTRIBUTION DIVISION</b>	<b>2,406,782</b>	<b>3,596,172</b>	<b>6,439,301</b>	<b>3,628,765</b>



# PUBLIC SERVICES DEPARTMENT

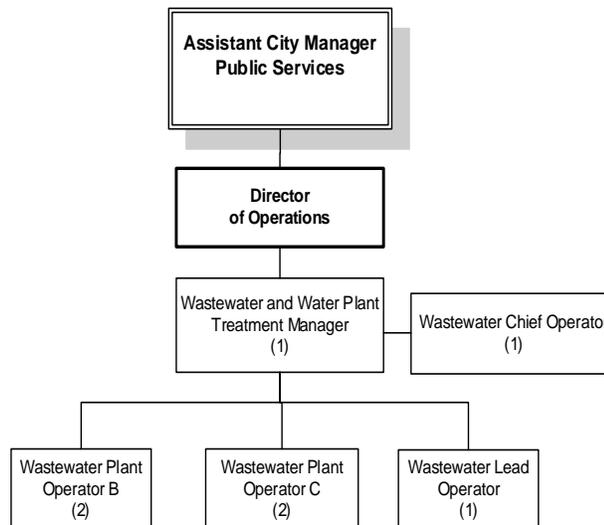
## WASTEWATER & RECLAIMED WATER DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

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

#### Organizational Structure

FTE: 7



# FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER INDICATOR</b>			
Water Conservation Household Participation Index *	85%	85%	95%↑
<b>FINANCIAL INDICATORS</b>			
Preventive Maintenance to Production (Dollars per Hour)	\$30.81	\$51.76	≤ \$40.00↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$0.04	\$0.03	≤ \$.04↓
Treatment Operating and Maintenance Cost per Service Connection	\$193.77	\$217.20	≤ \$200.00↓
<b>OPERATIONAL INDICATORS</b>			
Number of Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
% Pump and Motor Failures	5.06%	1.28%	≤ 5%↓
Pump and Motor Maintenance Rate	80%	100%	≥ 85%↑
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)	85,853	86,282	116,000↓

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

\*\* Annual grease trap inspections of 134 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 2024/2025 BUDGET  
UTILITIES OPERATING FUND  
WASTEWATER DIVISION EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2117-535.12-00 SALARIES REGULAR	366,199	443,204	443,204	434,687
410-2117-535.14-00 SALARIES OVERTIME 1.5	86,486	20,380	20,380	109,190
410-2117-535.21-00 FICA TAXES	33,505	35,464	35,464	41,607
410-2117-535.22-00 RETIREMENT CONTRIBUTION	69,909	87,339	87,339	116,390
410-2117-535.23-00 EMPLOYEE GROUP INSURANCE	86,089	106,183	106,183	120,812
410-2117-535.24-00 WORKERS COMP INSURANCE	8,685	8,157	8,157	10,422
410-2117-535.26-00 OTHER POST EMPLOYMENT BENEFITS	-	24,731	24,731	-
410-2117-535.27-00 PENSION EXPENSE	41,159	26,416	26,416	42,394
TOTAL PERSONAL SERVICES	<u>692,032</u>	<u>751,875</u>	<u>751,875</u>	<u>875,501</u>
410-2117-535.31-01 MISC PROFESSIONAL SERVICES	10,139	15,126	15,126	15,126
410-2117-535.31-04 ENGINEERING	1,236	-	140,000	25,000
410-2117-535.34-01 CONTRACTUAL SVCS MISC.	622,551	688,800	720,387	688,800
410-2117-535.34-02 LAWN MAINTENANCE	61,340	60,000	60,000	60,000
410-2117-535.34-06 JANITORIAL	13,211	15,000	15,000	15,000
410-2117-535.34-08 PERSONNEL SERVICES	-	5,200	5,200	5,200
410-2117-535.40-00 TRAVEL EXPENSES	1,698	2,880	2,880	2,880
410-2117-535.41-02 TELEPHONE	5,399	6,349	6,349	6,349
410-2117-535.41-03 RADIO	61	150	150	150
410-2117-535.41-04 INTERNET	7,562	5,400	5,400	5,400
410-2117-535.41-05 POSTAGE	10	200	200	200
410-2117-535.43-00 UTILITY SERVICES	688,786	540,100	540,100	706,146
410-2117-535.44-00 RENTALS & LEASES	157,894	187,747	22,050	75,000
410-2117-535.45-00 GENERAL INSURANCE	167,563	235,677	235,677	201,076
410-2117-535.46-01 REPAIRS & MAINTENANCE MISC.	1,360	15,000	15,000	7,000
410-2117-535.46-02 REPAIRS/MAINT-EQUIPMENT	264,538	240,000	466,359	300,000
410-2117-535.46-03 REPAIRS/MAINT-VEHICLES	425	4,493	4,493	4,493
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	-	2,000	2,000	1,000
410-2117-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	9,548	11,548	11,548	10,548
410-2117-535.46-10 REPAIRS/MAINT-BUILDING	56,144	34,384	34,384	34,384
410-2117-535.48-01 ADVERTISEMENT-LEGAL & OTHER	94	3,500	3,500	3,500
410-2117-535.49-05 LICENSES & TAXES	7,775	7,500	7,500	8,500
410-2117-535.51-00 OFFICE SUPPLIES	290	1,075	1,075	1,075
410-2117-535.52-01 OPERATING SUPPLIES MISC.	34,562	30,000	30,000	30,000
410-2117-535.52-02 CHEMICALS	491,421	875,000	875,000	876,500
410-2117-535.52-03 GASOLINE & OIL	24,565	10,316	10,316	10,316
410-2117-535.52-04 UNIFORMS & ACCESSORIES	5,402	5,384	5,384	5,384
410-2117-535.52-05 LABORATORY SUPPLIES	9,017	10,000	10,000	10,000
410-2117-535.54-01 DUES & SUBSCRIPTIONS	180	550	550	550
410-2117-535.54-02 SEMINARS & COURSES	1,592	4,000	4,000	4,000
410-2117-535.54-03 EDUCATION REIMBURSEMENT	-	5,000	5,000	5,000
TOTAL OPERATING EXPENDITURES	<u>2,644,363</u>	<u>3,022,379</u>	<u>3,254,628</u>	<u>3,118,577</u>
410-2117-535.63-00 IMPROV OTHER THAN BUILDING	796,656	3,500,000	8,253,699	26,470,000
410-2117-535.64-00 MACHINERY & EQUIPMENT	290,936	-	284,817	-
TOTAL CAPITAL OUTLAY	<u>1,087,592</u>	<u>3,500,000</u>	<u>8,538,516</u>	<u>26,470,000</u>
<b>TOTAL WASTEWATER</b>	<b><u>4,423,987</u></b>	<b><u>7,274,254</u></b>	<b><u>12,545,019</u></b>	<b><u>30,464,078</u></b>



# PUBLIC SERVICES DEPARTMENT

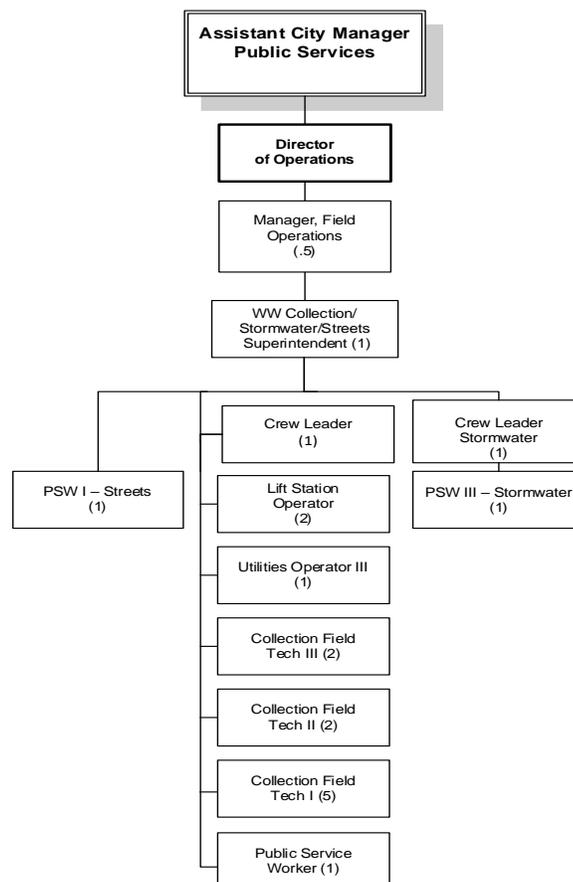
## WASTEWATER/STORMWATER/STREETS DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b></p> <p><b>Wastewater/Stormwater Collection:</b> Provide citizens with efficient and responsive collection services for wastewater/stormwater.</p> <p><b>Streets:</b> To keep the City and its gateway corridors attractive, clean and safe for all modes of travel.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Maintain wastewater and stormwater collection systems</li> <li>• Monitoring lift stations</li> <li>• Mowing and maintenance of street right-of-ways, sidewalks and storm water ponds</li> <li>• Assist with Farmer's Market, Special Events, and any other specified assignments from City Administration</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Higher vacancies restraining the required level of preventive maintenance activities and other service demands</li> <li>• Adverse weather conditions and tropical storms</li> <li>• State and Federal Environmental Mandates</li> <li>• Lack of cooperation from Federal, State and Regional agencies</li> <li>• Loss of two workdays a month to assist Utility Billing with monthly turn-on's/turn-off's (10 employees/day)</li> <li>• Rising cost of materials and supplies including supply chain constraints</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Use of Computerized Maintenance Management Work Order System will continue to improve process workflow, operational efficiency and more informed data-based decision making</li> <li>• Achieve more adequate staffing levels, through creative hiring practices, to match operational demands including preventive maintenance activities</li> </ul>

#### Organizational Structure

FTE: 18.5



# FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Cleaning Satisfaction Index *	76%	76%	88%↑
Sewer Service Satisfaction Index *	87%	87%	93%↑
Storm Water Drainage Satisfaction Index *	85%	85%	89%↑
<b>OPERATIONAL INDICATORS</b>			
Volume of Pollutants Removed from Storm Water Drains (in tons)	554	421	900↑
# of Street Sweeping Miles Cleaned	8,249	9,172	9,300↑
% of Total Sewer Pipes Cleaned	40.6%	30.6%	40%↑

% of Total Sewer Pipes TV Inspected	4.3%	5.2%	10%↑
Linear Feet of Sewer Pipes Cleaned	374,967	282,810	390,000↑
% of Total Storm Water Lines Inspected	.95%	1.6%	1%↑
Total Number of Flooding Incidents	0	1	0↓
% of Sewer Calls Responded to Within 45 Minutes	99.4%	100%	100%↑
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

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

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
UTILITIES OPERATING FUND  
COLLECTION DIVISION EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2127-535.12-00 SALARIES REGULAR	380,656	716,620	716,620	734,122
410-2127-535.14-00 SALARIES OVERTIME 1.5	95,445	46,478	46,478	117,067
410-2127-535.21-00 FICA TAXES	32,392	58,377	58,377	65,116
410-2127-535.22-00 RETIREMENT CONTRIBUTION	69,105	143,768	143,768	182,154
410-2127-535.23-00 EMPLOYEE GROUP INSURANCE	92,656	139,498	139,498	280,834
410-2127-535.24-00 WORKERS COMP INSURANCE	26,722	19,166	19,166	32,066
410-2127-535.26-00 OTHER POST EMPLOYMENT BENEFITS	3,128	26,056	26,056	8,296
410-2127-535.27-00 PENSION EXPENSE	67,017	41,724	41,724	69,028
TOTAL PERSONAL SERVICES	767,121	1,191,687	1,191,687	1,488,684
410-2127-535.31-04 ENGINEERING SERVICES	-	3,000	3,000	3,000
410-2127-535.31-06 MEDICAL	-	200	200	200
410-2127-535.34-01 CONTRACTUAL SVCS MISC.	410,716	542,243	542,243	542,243
410-2127-535.34-08 PERSONNEL	16,115	25,560	25,560	17,500
410-2127-535.40-00 TRAVEL EXPENSES	418	1,260	1,260	1,500
410-2127-535.41-02 TELEPHONE	8,858	12,500	12,500	12,500
410-2127-535.41-03 RADIO	122	300	300	300
410-2127-535.41-04 INTERNET SERVICES	4,309	3,530	3,530	4,530
410-2127-535.41-05 COMMUNICATIONS/FREIGHT-POSTAGE	-	100	100	100
410-2127-535.43-00 UTILITY SERVICES	131,339	106,488	106,488	108,522
410-2127-535.44-00 RENTALS AND LEASES	-	34,750	34,750	5,000
410-2127-535.45-00 GENERAL INSURANCE	60,304	80,992	80,992	72,365
410-2127-535.46-01 REPAIRS & MAINTENANCE MISC.	-	500	500	500
410-2127-535.46-02 REPAIRS/MAINT-EQUIPMENT	34,002	30,925	30,925	67,750
410-2127-535.46-03 REPAIRS/MAINT-VEHICLES	64,554	69,578	69,578	69,578
410-2127-535.46-04 REPAIRS/MAINT-LIFT STATIONS	611,532	422,137	747,785	707,037
410-2117-535.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	9,900	289,905	289,905	57,031
410-2127-535.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	10,256	9,685	9,685	9,685
410-2127-535.46-07 UTILITY LINE	462,876	499,848	499,848	313,901
410-2127-535.46-10 BUILDING	9,824	9,824	9,824	9,824
410-2127-535.47-01 PRINTING & BINDING	-	200	200	200
410-2127-535.48-01 ADVERTISEMENT-LEGAL, OTHER	94	250	250	250
410-2127-535.49-05 LICENSES & TAXES	-	500	500	500
410-2127-535.51-00 OFFICE SUPPLIES	118	200	200	200
410-2127-535.52-01 OPERATING SUPPLIES MISC.	75,881	24,400	24,400	34,400
410-2127-535.52-02 CHEMICALS	9,080	6,500	6,500	6,500
410-2127-535.52-03 GASOLINE & OIL	49,554	26,500	26,500	56,500
410-2127-535.52-04 UNIFORMS & ACCESSORIES	10,019	11,450	11,450	11,450
410-2127-535.54-01 DUES AND SUBSCRIPTIONS	210	1,000	1,000	1,000
410-2127-535.54-02 SEMINARS & COURSES	-	4,500	4,500	4,500
410-2127-535.54-03 EDUCATION REIMBURSEMENT	6,538	-	-	-
TOTAL OPERATING EXPENDITURES	1,986,619	2,218,825	2,544,473	2,118,566
410-2127-535.62-00 BUILDING	21,483	-	2,547	-
410-2127-535.63-00 IMPROVEMENTS OTHER THAN BLDGS	164,452	2,072,000	4,114,122	4,600,000
410-2127-535.64-00 MACHINERY & EQUIPMENT	124,123	196,100	229,191	-
TOTAL CAPITAL OUTLAY	310,058	2,268,100	4,345,860	4,600,000
<b>TOTAL COLLECTION DIVISION</b>	<b>3,063,798</b>	<b>5,678,612</b>	<b>8,082,020</b>	<b>8,207,250</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
UTILITIES OPERATING FUND  
ENVIRONMENTAL SERVICES DIVISION EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2132-537.12-00 SALARIES REGULAR	118,882	115,397	115,397	134,519
410-2132-537.14-00 SALARIES OVERTIME 1.5	1,549	411	411	411
410-2132-537.21-00 FICA TAXES	8,389	8,859	8,859	10,322
410-2132-537.22-00 RETIREMENT CONTRIBUTION	17,982	21,818	21,818	28,875
410-2132-537.23-00 EMPLOYEE GROUP INSURANCE	27,453	29,549	29,549	23,356
410-2132-537.24-00 WORKERS COMP INSURANCE	3,543	5,129	5,129	4,252
410-2132-537.26-00 OTHER POST EMPLOYMENT BENEFITS	-	5,717	5,717	5,304
410-2132-537.27-00 PENSION EXPENSE	14,447	9,309	9,309	14,880
TOTAL PERSONAL SERVICES	192,245	196,189	196,189	221,920
410-2132-537.40-00 TRAVEL EXPENSES	-	900	900	900
410-2132-537.41-02 COMMUNICATIONS/FREIGHT-PHONE	1,606	1,800	1,800	1,800
410-2132-537.41-03 RADIO	15	-	-	-
410-2132-537.41-05 POSTAGE	4,575	4,950	4,950	4,950
410-2132-537.44-00 RENTALS & LEASES	264	2,000	2,000	2,000
410-2132-537.45-00 GENERAL INSURANCE	109	147	147	131
410-2132-537.46-02 REPAIRS/MAINT-EQUIPMENT	-	500	500	500
410-2132-537.46-03 VEHICLES	-	890	890	890
410-2132-537.46-05 COMPUTER SOFTWARE	900	1,750	1,750	1,750
410-2132-537.46-06 COMPUTER HARDWARE	13,123	14,324	14,324	14,324
410-2132-537.47-01 PRINTING & BINDING	5,982	5,030	5,030	5,030
410-2132-537.48-01 PROMOTIONAL-ADVERTISEMENTS	1,650	4,100	4,100	2,600
410-2132-537.48-02 PROMOTIONAL-PROMOTIONAL ITEMS	13,810	14,317	14,317	24,317
410-2132-537.49-05 LICENSES & TAXES	-	100	100	100
410-2132-537.51-00 OFFICE SUPPLIES	85	300	300	300
410-2132-537.52-01 OPERATING SUPPLIES-MISCELLANEOUS	-	1,500	1,500	1,500
410-2132-537.52-03 GASOLINE & OIL	-	2,500	2,500	1,000
410-2132-537.52-04 UNIFORMS & ACCESSORIES	981	1,000	1,000	1,000
410-2132-537.54-01 DUES AND SUBSCRIPTIONS	762	800	800	800
410-2132-537.54-02 SEMINARS & COURSES	79	840	840	840
TOTAL OPERATING EXPENDITURES	43,941	57,748	57,748	64,732
<b>TOTAL ENVIRONMENTAL SERVICES DIVISION</b>	<b>236,186</b>	<b>253,937</b>	<b>253,937</b>	<b>286,651</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 UTILITIES OPERATING FUND EXPENDITURES  
 DEPRECIATION**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
410-2190-536.59-01 DEPRECIATION BUILDING	133,762	-	-	-
410-2190-536.59-02 DEPRECIATION IMPROVEMENTS	6,100,391	-	-	-
410-2190-536.59-03 DEPRECIATION EQUIPMENT	567,320	-	-	-
TOTAL OPERATING EXPENDITURES	6,801,473	-	-	-
<b>TOTAL DEPRECIATION</b>	<b><u>6,801,473</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>TOTAL UTILITIES OPERATING FUND</b>	<b><u>20,589,747</u></b>	<b><u>20,689,405</u></b>	<b><u>34,035,216</u></b>	<b><u>47,324,927</u></b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
UTILITIES IMPACT FEES FUND REVENUES**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
411-2116-324.21-00 RESIDENTIAL-PHYSICAL ENVR	20,091	13,575	13,575	14,118
411-2116-324.22-00 COMMERCIAL-PHYSICAL ENVIR	317,215	161,888	161,888	150,540
411-2117-324.21-00 RESIDENTIAL-PHYSICAL ENVR	17,670	12,369	12,369	28,555
411-2117-324.22-00 COMMERCIAL-PHYSICAL ENVIR	<u>323,073</u>	<u>185,685</u>	<u>185,685</u>	<u>22,414</u>
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	678,049	373,517	373,517	215,627
411-2116-361.10-00 INTEREST	29,495	13,868	13,868	35,255
411-2116-361.30-00 INCR(DECR) IN FV OF INVST	<u>5,946</u>	-	-	-
TOTAL INVESTMENTS	35,441	13,868	13,868	35,255
411-2116-363.23-01 IMPACT FEES WATER SRVC	137,203	30,408	30,408	34,157
411-2116-363.23-02 IMPACT FEES SEWER SRVC	<u>191,853</u>	<u>19,865</u>	<u>19,865</u>	<u>17,414</u>
TOTAL MISCELLANEOUS REVENUES	329,056	50,273	50,273	51,571
411-2116-399.99-99 USE OF FUND BALANCE-WATER	-	-	282,358	-
TOTAL NON-OPERATING REVENUES	-	-	282,358	-
<b>TOTAL UTILITIES IMPACT FEES FUND</b>	<u><b>1,042,546</b></u>	<u><b>437,658</b></u>	<u><b>720,016</b></u>	<u><b>302,453</b></u>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
UTILITIES IMPACT FEE FUND EXPENDITURES**

		<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>WATER DIVISION</u></b>					
411-2116-517.72-00	INTEREST	6,141	2,665	2,665	2,665
	TOTAL DEBT SERVICE	6,141	2,665	2,665	2,665
411-2116-599.99-99	CARRYFORWARD FUND BALANCE	695,662	236,939	-	248,819
	TOTAL DEBT SERVICE	695,662	236,939	-	248,819
<b>TOTAL WATER DIVISION</b>		<b>701,803</b>	<b>239,604</b>	<b>2,665</b>	<b>251,484</b>
411-2117-517.72-00	INTEREST	33,192	17,054	17,054	17,054
411-2117-599.99-99	CARRYFORWARD FUND BALANCE	307,551	181,000	181,000	33,915
	TOTAL DEBT SERVICE	340,743	198,054	198,054	50,969
<b>TOTAL WASTEWATER DIVISION</b>		<b>340,743</b>	<b>198,054</b>	<b>198,054</b>	<b>50,969</b>
<b><u>DISTRIBUTION DIVISION</u></b>					
411-2126-533.63-00	IMPROV OTHER THAN BUILDING	-	-	519,297	-
	TOTAL CAPITAL OUTLAY	-	-	519,297	-
<b>TOTAL DISTRIBUTION DIVISION</b>		<b>-</b>	<b>-</b>	<b>519,297</b>	<b>-</b>
<b>TOTAL UTILITIES IMPACT FEES FUND</b>		<b>1,042,546</b>	<b>437,658</b>	<b>720,016</b>	<b>302,453</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 UTILITIES RENEWAL AND REPLACEMENT FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
412-2116-381.41-00 INTERFUND TRANSFER	-	-	275,000	-
TOTAL NON-OPERATING REVENUES	-	-	275,000	-
<b>TOTAL UTILITIES RENEWAL AND REPLACEMENT FUND</b>	<b>-</b>	<b>-</b>	<b>275,000</b>	<b>-</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 UTILITIES RENEWAL AND REPLACEMENT FUND EXPENDITURES**

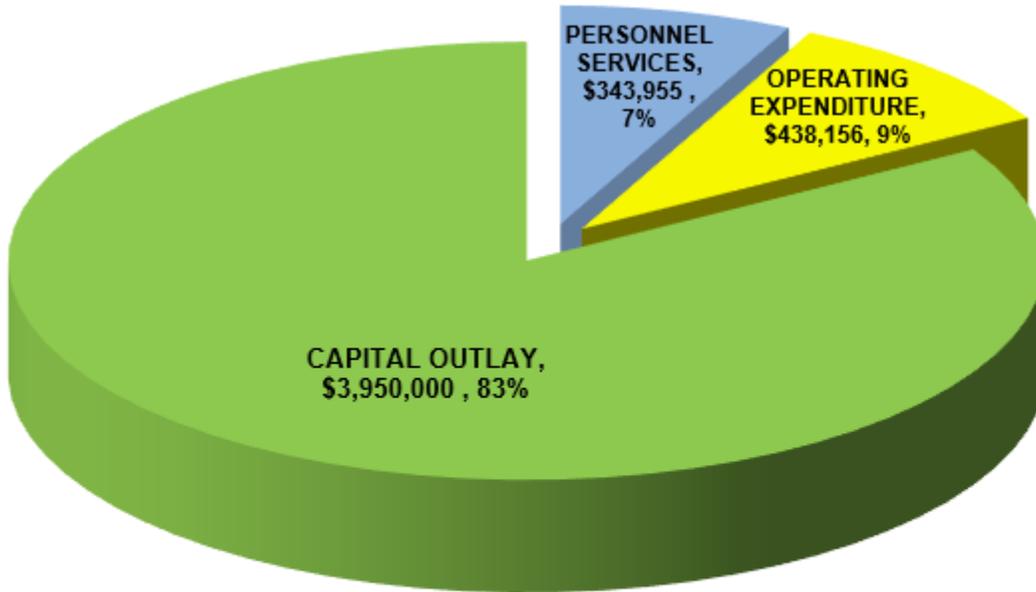
	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>DISTRIBUTION DIVISION</u></b>				
412-2126-533.63-00 IMPROV OTHER THAN BUILDING	-	-	50,000	-
TOTAL CAPITAL OUTLAY	-	-	50,000	-
<b>TOTAL DISTRIBUTION DIVISION</b>	-	-	<b>50,000</b>	-
<b><u>COLLECTION DIVISION</u></b>				
412-2127-535.63-00 IMPROV OTHER THAN BUILDING	-	-	225,000	-
TOTAL CAPITAL OUTLAY	-	-	225,000	-
<b>TOTAL COLLECTION DIVISION</b>	-	-	<b>225,000</b>	-
<b>TOTAL UTILITIES RENEWAL &amp; REPLACEMENT FUND</b>	-	-	<b>275,000</b>	-

- STORMWATER -

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
STORMWATER OPERATING FUND REVENUES**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
420-2618-329.00-00 STORMWATER	2,366,172	2,438,936	2,438,936	2,523,970
TOTAL PERMITS, FEES AND SPECIAL ASSESSEMENTS	2,366,172	2,438,936	2,438,936	2,523,970
420-2618-361.10-00 INTEREST	94,001	59,955	59,955	195,146
420-2618-361.30-00 INCR(DECR) IN OF INVESTMENT	33,745	-	-	-
420-2618-361.40-00 GAIN/LOSS SALE OF INVESTMENT	1,016	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	128,762	59,955	59,955	195,146
420-2618-381.00-00 INTERFUND TRANSFER	55,518	55,518	55,518	55,478
TOTAL NON-OPERATING REVENUES	55,518	55,518	55,518	55,478
420-2618-399.99-99 USE OF FUND BALANCE	471,665	169,387	2,911,118	1,957,517
TOTAL OTHER SOURCES	471,665	169,387	2,911,118	1,957,517
<b>TOTAL STORMWATER OPERATING FUND</b>	<b>3,022,117</b>	<b>2,723,796</b>	<b>5,465,527</b>	<b>4,732,111</b>

STORMWATER FUND EXPENDITURES BY USE



Personnel	\$ 343,955
Operating	438,156
Capital	<u>3,950,000</u>
<b>Total</b>	<b>\$ 4,732,111</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
STORMWATER OPERATING FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
<b><u>STORMWATER OPERATING DIVISION</u></b>				
420-2618-538.12-00 SALARIES REGULAR	190,058	158,710	158,710	201,739
420-2618-538.14-00 OVERTIME	23,960	15,878	15,878	32,212
420-2618-538.21-00 FICA TAXES	16,053	13,356	13,356	17,897
420-2618-538.22-00 RETIREMENT CONTRIBUTION	33,179	32,892	32,892	50,066
420-2618-538.23-00 EMPLOYEE GROUP INSURANCE	15,567	11,514	11,514	25,346
420-2618-538.24-00 WORKERS COMP INSURANCE	3,548	5,512	5,512	4,258
420-2618-538.26-00 OTHER POST EMPLOYMENT BENEFITS	-	4,987	4,987	4,755
420-2618-538.27-00 PENSION EXPENSE	7,459	6,242	6,242	7,683
TOTAL PERSONAL SERVICES	289,824	249,091	249,091	343,955
420-2618-538.31-01 MISCELLANEOUS PROFESSIONAL SVCS	-	500	500	500
420-2618-538.31-04 ENGINEERING	3,910	25,500	25,500	10,000
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.	216,222	118,460	213,360	118,460
420-2618-538.34-08 PERSONNEL SERVICES	11,290	1,641	1,641	1,641
420-2618-538.34-12 TIPPING FEES	38,392	42,817	42,817	42,817
420-2618-538.40-00 TRAVEL AND PER DIEM	1,028	934	934	934
420-2618-538.41-02 TELEPHONE SERVICES	100	300	300	300
420-2618-538.41-03 RADIO	46	100	100	100
420-2618-538.41-04 INTERNET	1,020	-	-	-
420-2618-538.43-00 WATER/SEWER UTILITIES	-	200	200	200
420-2618-538.44-00 RENTALS AND LEASES	-	15,210	15,210	5,210
420-2618-538.45-00 GENERAL INSURANCE	5,470	7,656	7,656	6,564
420-2618-538.46-01 REPAIRS & MAINTENANCE MISC.	-	500	500	500
420-2618-538.46-02 REPAIRS/MAINT-EQUIPMENT	12,082	19,092	19,092	19,092
420-2618-538.46-03 REPAIRS/MAINT-VEHICLES	28,513	31,553	73,053	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	-	7,750	7,750	2,750
420-2618-538.48-01 ADVERTISING	94	-	-	-
420-2618-538.48-02 PROMOTIONAL ITEMS	-	500	500	500
420-2618-538.49-02 MANAGEMENT FEES	135,476	101,780	101,780	142,823
420-2618-538.49-05 LICENSES & TAXES	1,005	3,000	3,000	3,000
420-2618-538.51-00 OFFICE SUPPLIES	112	100	100	100
420-2618-538.52-01 OPERATING SUPPLIES MISC.	18,968	16,610	16,610	16,610
420-2618-538.52-02 CHEMICALS	3,904	6,562	6,562	5,562
420-2618-538.52-03 GASOLINE & OIL	18,590	14,896	14,896	21,896
420-2618-538.52-04 UNIFORMS	1,045	1,300	1,300	1,300
420-2618-538.54-01 MEMBERSHIP DUES	1,010	741	741	741
420-2618-538.54-02 SEMINARS AND COURSES	325	1,356	1,356	1,356
TOTAL OPERATING EXPENDITURES	500,208	422,705	559,105	438,156

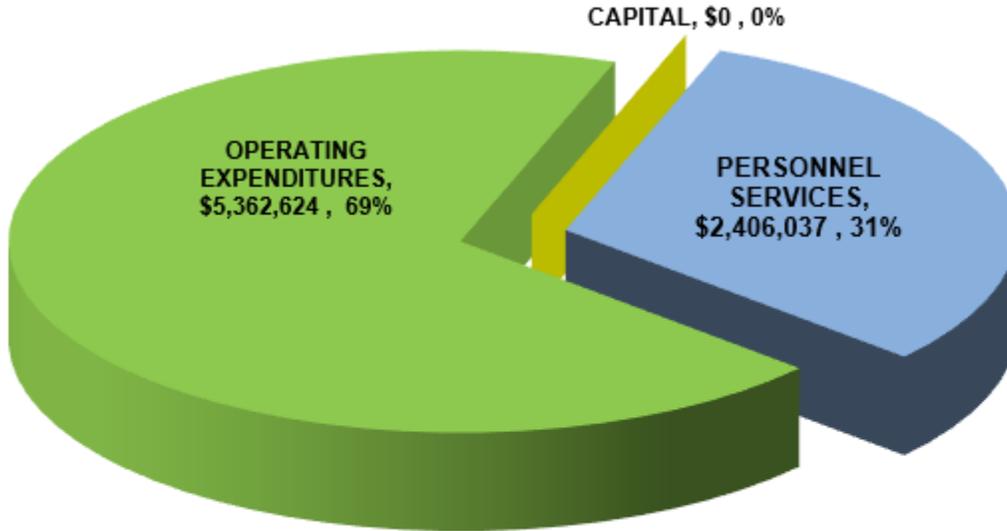
420-2618-538.62-00	BUILDING	130,160	-	-	-
420-2618-538.63-00	OTHER IMPROVEMENTS	961,653	2,035,500	4,245,831	3,950,000
420-2618-538.64-00	CAPITAL EQUIPMENT	155,498	16,500	411,500	-
	TOTAL CAPITAL OUTLAY	1,247,311	2,052,000	4,657,331	3,950,000
	<b>TOTAL STORMWATER OPERATING</b>	<b>2,037,343</b>	<b>2,723,796</b>	<b>5,465,527</b>	<b>4,732,111</b>
	<b><u>STORMWATER DEPRECIATION</u></b>				
420-2690-538.59-02	DEPRECIATION IMPROVEMENTS	822,777	-	-	-
420-2690-538.59-03	DEPRECIATION EQUIPMENT	161,997	-	-	-
	TOTAL OPERATING EXPENDITURES	984,774	-	-	-
	<b>TOTAL STORMWATER DEPRECIATION</b>	<b>984,774</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL STORMWATER OPERATING FUND</b>	<b>3,022,117</b>	<b>2,723,796</b>	<b>5,465,527</b>	<b>4,732,111</b>

- SOLID WASTE -

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
SOLID WASTE OPERATING FUND REVENUES**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
430-3134-331.34-00 FEDERAL GRANTS	2,410	-	-	-
430-3134-334.34-00 STATE GRANTS	134	-	-	-
TOTAL GRANTS	2,544	-	-	-
430-3134-343.41-01 RESIDENTIAL	4,205,218	4,442,466	4,442,466	4,636,185
430-3134-343.41-02 COMMERCIAL	2,480,294	2,596,981	2,596,981	2,966,279
430-3134-343.41-03 COMMERCIAL RECYCLING	98,500	98,933	98,933	101,701
430-3134-343.41-04 EXTRA CHARGES	9,502	9,486	9,486	22,160
430-3134-343.42-03 CONTAINER USER FEE / RECYCLE	4,559	3,385	3,385	3,559
TOTAL CHARGES FOR SERVICES	6,798,073	7,151,251	7,151,251	7,729,884
430-3134-361.10-00 INTEREST	16,231	11,500	11,500	22,333
430-3134-361.30-00 INCR(DECR) IN FV OF INVST	6,402	-	-	-
TOTAL INTEREST AND OTHER EARNINGS	22,633	11,500	11,500	22,333
430-3134-365.00-00 SALE OF SURPLUS MATERIALS/SCRAP	15,569	12,916	12,916	16,444
TOTAL MISCELLANEOUS REVENUES	15,569	12,916	12,916	16,444
430-3134-399.99-99 USE OF FUND BALANCE	889,163	-	275,713	-
TOTAL OTHER SOURCES	889,163	-	275,713	-
<b>TOTAL SOLID WASTE OPERATING FUND REVENUES</b>	<b><u>7,727,982</u></b>	<b><u>7,175,667</u></b>	<b><u>7,451,380</u></b>	<b><u>7,768,661</u></b>

SOLID WASTE FUND EXPENDITURES BY USE



Personnel	\$ 2,406,037
Operating	5,362,624
Capital	<u>0</u>
<b>Total</b>	<b>\$ 7,768,661</b>



# PUBLIC SERVICES DEPARTMENT

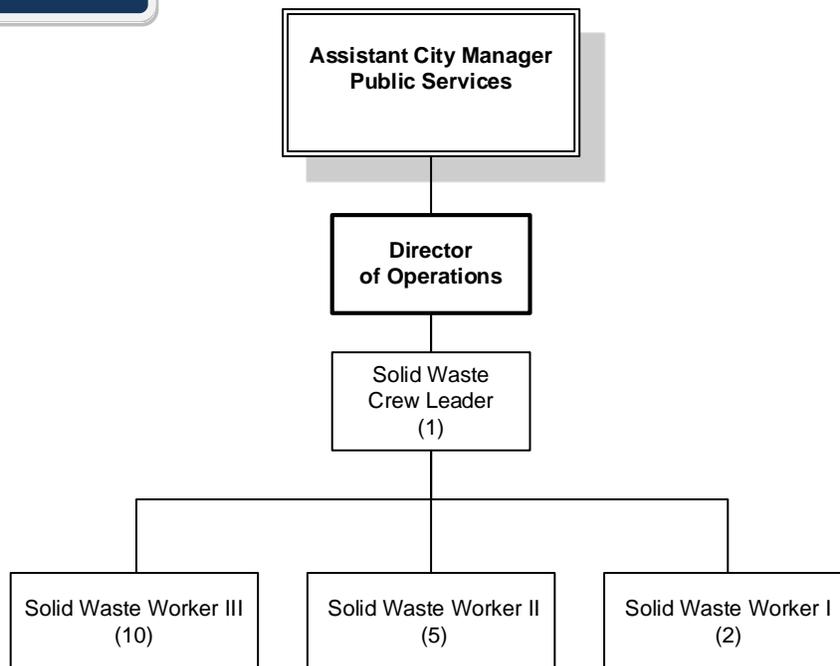
## SOLID WASTE DIVISION

### BUSINESS PLAN & KEY PERFORMANCE INDICATORS SUMMARY

<p><b>MISSION STATEMENT:</b> Provide responsive as well as efficient collection and disposal of solid waste.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Collection and removal of solid waste materials             <ul style="list-style-type: none"> <li>○ Residential/Commercial garbage</li> <li>○ Recyclables</li> <li>○ Yard Waste</li> </ul> </li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Public apathy towards recycling combined with the rising disposal cost of recycling</li> <li>• Closure of lower-cost Orange County recycling facility now causing the use of higher-cost site alternatives for recycle disposal</li> <li>• Continued effects of the recycling ban by China and its impact on marketplace demand</li> <li>• Continued impact from household consumption resulting in more waste to dispose of due to community growth and consumer behavior changes</li> <li>• Orange County solid waste disposal costs increased significantly</li> <li>• Waste Management using the Orange County transfer station which backs up disposal for other municipalities</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• The OC landfill will continue to accept solid waste from the City of Winter Garden</li> <li>• OC tipping fees will increase by 12% YOY for the next three years.</li> <li>• Realize a significant increase in recycling disposal cost due to market conditions and inflationary effects on processing cost - will now cost \$120 per ton</li> <li>• Vehicles and equipment will be properly maintained in a timely manner</li> <li>• Public will comply with disposal requirements</li> </ul>

#### Organizational Structure

FTE: 18



# FY 2024-2025 STRATEGIC PRIORITY, GOALS & OBJECTIVE

## Strategic Priority #1

Preserve the Natural Environment

### Departmental Goals

*Improve the natural environment by reducing the amount of solid waste going into the landfill*

### Objective

- Increase awareness on “reuse and reduce” techniques to minimize total waste transported to the landfill, thereby minimizing environmental impact.

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Garbage Collection Satisfaction Index *	92%	92%	97%↑
Recycling Service Satisfaction Index *	84%	84%	90%↑
Yard Waste Pick-up Satisfaction Index *	88%	88%	97%↑
<b>FINANCIAL INDICATOR</b>			
Solid Waste Direct Cost per Tonnage	\$175.25	\$175.56	\$191.00↓
<b>OPERATIONAL INDICATORS</b>			
Number of Commercial Accounts Recycling	71	71	75↑
Recycled Waste as a % of Total Waste	8.9%	8.37%	12.5%↑
Tonnage of Commercial Solid Waste Refuse per Service Account	17.96	17.11	17↓
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	301	303	295↓
Tonnage per Trip	9.9	9.7	11.0↑

\* National Community Survey (NCS) values shown are assessed biennially (every other year) and represent the most recent community assessment and rating conducted in FY22/23.

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

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
SOLID WASTE OPERATING FUND**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
<b><u>SOLID WASTE OPERATING DIVISION</u></b>				
430-3134-534.12-00 SALARIES REGULAR	957,348	1,024,636	1,024,636	1,071,579
430-3134-534.14-00 OVERTIME	371,517	241,973	241,973	409,568
430-3134-534.21-00 FICA TAXES	98,623	96,896	96,896	113,308
430-3134-534.22-00 RETIREMENT CONTRIBUTION	207,825	238,629	238,629	316,965
430-3134-534.23-00 EMPLOYEE GROUP INSURANCE	177,827	233,577	233,577	234,340
430-3134-534.24-00 WORKERS COMP INSURANCE	84,540	75,188	75,188	91,729
430-3134-534.26-00 OTHER POST EMPLOYMENT BENEFITS	81	51,043	51,043	2,285
430-3134-534.27-00 PENSION EXPENSE	161,420	137,054	137,054	166,263
TOTAL PERSONAL SERVICES	2,059,181	2,098,996	2,098,996	2,406,037
430-3134-534.31-01 PROFESSIONAL SERVICE MISC.	-	1,000	1,000	1,000
430-3134-534.31-06 MEDICAL	-	500	500	500
430-3134-534.32-00 ACCOUNTING AND AUDIT	1,824	2,750	2,750	2,750
430-3134-534.34-01 CONTRACTUAL SVCS MISC.	155,639	3,000	3,000	6,500
430-3134-534.34-06 JANITORIAL	2,439	3,200	3,200	3,200
430-3134-534.34-08 PERSONNEL	505,272	379,288	379,288	540,288
430-3134-534.34-12 TIPPING FEES	1,984,037	2,049,034	2,049,034	2,049,034
430-3134-534.40-00 TRAVEL AND PER DIEM	3,623	-	-	-
430-3134-534.41-02 TELEPHONE	5,295	4,551	4,551	5,551
430-3134-534.41-03 RADIO	214	215	215	215
430-3134-534.41-04 INTERNET SERVICES	10,795	6,700	6,700	6,700
430-3134-534.44-00 RENTALS & LEASES	262,770	823,796	823,796	721,726
430-3134-534.45-00 GENERAL INSURANCE	81,144	149,936	149,936	179,923
430-3134-534.46-02 REPAIRS/MAINT-EQUIPMENT	1,259	4,000	4,000	4,000
430-3134-534.46-03 REPAIRS/MAINT-VEHICLES	763,557	575,150	575,150	652,681
430-3134-534.46-05 REPAIRS/MAINT-COMPUTER SOFTWARE	-	1,000	1,000	1,000
430-3134-534.46-06 REPAIRS/MAINT-COMPUTER HARDWARE	2,500	9,114	9,114	5,114
430-3134-534.46-10 BUILDING	46,422	26,881	26,881	26,881
430-3134-534.47-01 PRINTING & BINDING MISC.	308	8,700	8,700	8,700
430-3134-534.48-01 PROMOTIONAL-ADVERTISEMENTS	1,840	600	600	600
430-3134-534.48-02 PROMOTIONAL ITEMS	1,653	2,500	2,500	2,500
430-3134-534.49-02 MANAGEMENT FEES	341,415	311,176	311,176	533,254
430-3134-534.49-05 LICENSES & TAXES	459	400	400	400
430-3134-534.51-00 OFFICE SUPPLIES	1,203	500	500	500
430-3134-534.52-01 OPERATING SUPPLIES MISC.	246,363	245,271	245,271	209,198
430-3134-534.52-02 CHEMICALS	420	4,750	4,750	4,750
430-3134-534.52-03 GAS & OIL	343,445	377,378	377,378	377,378
430-3134-534.52-04 UNIFORMS AND ACCESSORIES	14,063	17,486	17,486	17,486
430-3134-534.54-01 DUES & SUBSCRIPTIONS	-	795	795	795
TOTAL OPERATING EXPENDITURES	4,777,959	5,009,671	5,009,671	5,362,624

430-3134-534.62-00	BUILDING	3,060	-	-	-
430-3134-534.63-00	IMPROVEMENTS OTHER THAN BLDG	16,618	22,000	22,000	-
430-3134-534.64-00	MACHINERY & EQUIPMENT	207,480	-	320,713	-
	TOTAL CAPITAL OUTLAY	227,158	22,000	342,713	-
430-3134-599.99-99	CARRYFORWARD FUND BALANCE	-	45,000	-	-
	TOTAL OTHER USES	-	45,000	-	-
	<b>TOTAL SOLID WASTE OPERATING</b>	<b>7,064,298</b>	<b>7,175,667</b>	<b>7,451,380</b>	<b>7,768,661</b>
	<b><u>SOLID WASTE DEPRECIATION</u></b>				
430-3190-534.59-91	DEPRECIATION BUILDING	26,415	-	-	-
430-3190-534.59-92	DEPRECIATION IMPROVEMENTS	12,922	-	-	-
430-3190-534.59-93	DEPRECIATION EQUIPMENT	624,347	-	-	-
	TOTAL OPERATING EXPENDITURES	663,684	-	-	-
	<b>TOTAL SOLID WASTE DEPRECIATION</b>	<b>663,684</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL SOLID WASTE OPERATING FUND</b>	<b>7,727,982</b>	<b>7,175,667</b>	<b>7,451,380</b>	<b>7,768,661</b>

- TRAILER CITY -

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
TRAILER CITY FUND REVENUES**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
450-3657-361.10-00 INTEREST	4,553	250	250	250
TOTAL INTEREST AND OTHER EARNINGS	4,553	250	250	250
450-3657-362.45-00 RENTALS	262,740	264,259	264,259	262,891
TOTAL CHARGES FOR SERVICES	262,740	264,259	264,259	262,891
450-3657-369.90-00 OTHER MISC REVENUES	818	250	250	250
450-3657-369.91-00 COIN LAUNDRY SERVICE	3,740	4,947	4,947	3,777
TOTAL MISCELLANEOUS REVENUES	4,558	5,197	5,197	4,027
450-3657-399.99-99 USE OF FUND BALANCE	41,331	43,702	47,702	74,964
TOTAL OTHER SOURCES	41,331	43,702	47,702	74,964
<b>TOTAL TRAILER CITY FUND</b>	<b>313,182</b>	<b>313,408</b>	<b>317,408</b>	<b>342,132</b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
TRAILER CITY FUND EXPENDITURES**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
<b>TRAILER CITY OPERATING</b>				
450-3657-539.12-00	137,594	118,138	118,138	151,353
450-3657-539.21-00	8,799	8,363	8,363	9,327
450-3657-539.22-00	18,026	22,257	22,257	32,390
450-3657-539.23-00	21,002	23,244	23,244	25,034
450-3657-539.24-00	2,304	3,336	3,336	2,811
450-3657-539.26-00	-	6,173	6,173	-
450-3657-539.27-00	14,971	37,457	37,457	15,420
TOTAL PERSONAL SERVICES	202,696	218,969	218,969	236,335
450-3657-539.31-02	2,681	1,500	1,500	1,500
450-3657-539.32-00	1,244	2,000	2,000	2,000
450-3657-539.34-01	850	4,000	4,000	3,500
450-3657-539.34-06	670	1,500	1,500	1,500
450-3657-539.41-02	1,847	2,000	2,000	2,000
450-3657-539.41-04	1,260	1,500	1,500	1,500
450-3657-539.41-05	17	100	100	100
450-3657-539.43-00	9,077	10,000	10,000	10,000
450-3657-539.45-00	3,106	4,193	4,193	3,727
450-3657-539.46-02	3,420	3,000	3,000	3,000
450-3657-539.46-03	732	1,500	1,500	1,500
450-3657-539.46-06	4,500	4,500	4,500	5,500
450-3657-539.46-10	3,015	3,500	3,500	3,500
450-3657-539.49-02	7,049	9,773	9,773	20,597
450-3657-539.49-05	40,560	41,023	41,023	41,023
450-3657-539.51-00	664	550	550	550
450-3657-539.52-01	696	1,000	1,000	1,000
450-3657-539.52-03	979	1,800	1,800	1,800
450-3657-539.52-04	1,077	1,000	1,000	1,500
TOTAL OPERATING EXPENDITURES	83,444	94,439	94,439	105,797
450-3657-539.63-00	-	-	4,000	-
TOTAL CAPITAL OUTLAY	-	-	4,000	-
<b>TOTAL TRAILER CITY OPERATING</b>	<b>286,140</b>	<b>313,408</b>	<b>317,408</b>	<b>342,132</b>
<b>TRAILER CITY DEPRECIATION</b>				
450-3690-539.59-91	19,282	-	-	-
450-3690-539.59-92	7,760	-	-	-
TOTAL OPERATING EXPENDITURES	27,042	-	-	-
<b>TOTAL TRAILER CITY DEPRECIATION</b>	<b>27,042</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRAILER CITY FUND</b>	<b>313,182</b>	<b>313,408</b>	<b>317,408</b>	<b>342,132</b>



# WINTER GARDEN

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# FIDUCIARY FUNDS

GENERAL EMPLOYEE PENSION FUND

—

POLICE OFFICERS' AND FIREFIGHTERS'  
PENSION FUND

Fiduciary Funds



# WINTER GARDEN

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## **FIDUCIARY FUNDS**

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

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

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL EMPLOYEE PENSION FUND REVENUES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-361.10-00 INTEREST	196,012	269,971	269,971	270,828
610-0000-361.20-00 DIVIDENDS	716,564	499,179	499,179	927,916
610-0000-361.30-00 INC (DEC) IN FAIR VALUE OF INVEST	(6,827,011)	6,161,520	6,161,520	5,183,893
610-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	(94,726)	58,516	58,516	1,709,474
TOTAL INTEREST AND OTHER EARNINGS	(6,009,161)	6,989,186	6,989,186	8,092,111
610-0000-368.00-00 EMPLOYER CONTRIBUTIONS	1,544,341	1,906,778	1,906,778	2,555,760
610-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	248,766	290,795	290,795	335,734
610-0000-369.90-00 OTHER MISCELLANEOUS REVENUES	2,087	6,256	6,256	6,256
TOTAL MISCELLANEOUS REVENUES	1,795,194	2,203,829	2,203,829	2,897,749
610-0000-399.99-99 USE OF FUND BALANCE	6,448,380	-	-	-
TOTAL OTHER SOURCES	6,448,380	-	-	-
<b>TOTAL GENERAL EMPLOYEE PENSION FUND</b>	<b><u>2,234,413</u></b>	<b><u>9,193,015</u></b>	<b><u>9,193,015</u></b>	<b><u>10,989,860</u></b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 GENERAL EMPLOYEE PENSION FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
610-0000-513.31-01 PROF SVCS MISC.	6,480	14,170	14,170	8,964
610-0000-513.31-02 LEGAL	8,118	8,200	8,200	7,908
610-0000-513.31-03 INVESTMENT COUNSEL	124,904	127,182	127,182	121,710
610-0000-513.34-01 CONTRACT SVCS MISC	17,971	15,016	15,016	18,124
610-0000-513.40-00 TRAVEL AND PER DIEM	-	-	-	-
610-0000-513.45-00 INSURANCE	6,539	6,540	6,540	7,193
610-0000-513.49-06 RETIREMENT CONTRB REFUNDED	34,754	32,790	32,790	36,760
610-0000-513.54-01 DUES AND SUBSCRIPTIONS	750	795	795	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>2,135,408</u>	<u>2,135,408</u>	<u>2,203,094</u>
TOTAL OPERATING EXPENDITURES	<u>2,234,413</u>	<u>2,340,401</u>	<u>2,340,401</u>	<u>2,404,848</u>
610-0000-599.99-99 CARRYFORWARD FUND BALANCE	<u>-</u>	<u>6,852,614</u>	<u>6,852,614</u>	<u>8,585,012</u>
TOTAL OTHER USES	<u>-</u>	<u>6,852,614</u>	<u>6,852,614</u>	<u>8,585,012</u>
<b>TOTAL GENERAL EMPLOYEE PENSION FUND</b>	<b><u>2,234,413</u></b>	<b><u>9,193,015</u></b>	<b><u>9,193,015</u></b>	<b><u>10,989,860</u></b>

**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND REVENUES**

	<u>2023 ACTUAL</u>	<u>2024 ORIGINAL BUDGET</u>	<u>2024 AMENDED BUDGET</u>	<u>2025 ADOPTED BUDGET</u>
620-0000-312.51-00 FIRE INSURANCE PREMIUM	383,179	421,497	421,497	438,727
620-0000-312.52-00 CASUALTY INS PREMIUM TAX	505,808	556,389	556,389	638,992
TOTAL INTERGOVERNMENTAL	888,987	977,886	977,886	1,077,720
620-0000-361.10-00 INTEREST	265,862	431,714	431,714	1,182,512
620-0000-361.20-00 DIVIDENDS	1,174,565	765,109	765,109	572,812
620-0000-361.30-00 INCR / (DEC) ON FV OF INV	(10,374,329)	9,346,145	9,346,145	10,809,179
620-0000-367.00-00 GAIN/LOSS ON SALE OF INVESTMENTS	(124,810)	(58,611)	(58,611)	(216,513)
TOTAL INTEREST AND OTHER EARNINGS	(9,058,712)	10,484,357	10,484,357	12,347,990
620-0000-368.01-00 EMPLOYER CONTRIBUTIONS	1,081,096	2,078,554	2,078,554	2,595,298
620-0000-368.02-00 EMPLOYEE CONTRIBUTIONS	386,276	519,859	519,859	486,552
620-0000-369.90-00 OTHER	2,163	5	5	500
TOTAL MISCELLANEOUS REVENUES	1,469,535	2,598,418	2,598,418	3,082,351
620-0000-399.99-99 USE OF FUND BALANCE	9,145,367	-	-	-
TOTAL OTHER SOURCES	9,145,367	-	-	-
<b>TOTAL FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND</b>	<b>2,445,177</b>	<b>14,060,661</b>	<b>14,060,661</b>	<b>16,508,060</b>

**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 FIREFIGHTER'S AND POLICE OFFICER'S PENSION FUND EXPENDITURES**

	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>ORIGINAL</u> <u>BUDGET</u>	<u>2024</u> <u>AMENDED</u> <u>BUDGET</u>	<u>2025</u> <u>ADOPTED</u> <u>BUDGET</u>
620-0000-513.31-01 ACTUARIAL SERVICE	31,779	33,686	33,686	57,308
620-0000-513.31-02 LEGAL	18,462	19,570	19,570	10,554
620-0000-513.31-03 INVESTMENT COUNSEL	190,006	201,406	201,406	206,388
620-0000-513.34-01 CONTRACT SVCS MISC	44,318	46,977	46,977	93,316
620-0000-513.40-00 TRAVEL AND PER DIEM	-	500	500	1,200
620-0000-513.45-00 GENERAL INSURANCE	10,303	5,295	5,295	5,055
620-0000-513.49-06 RTRMT CONTRB REFUNDED	56,363	83,165	83,165	31,420
620-0000-513.54-01 DUES AND SUBSCRIPTIONS	750	1,150	1,150	1,500
620-0000-513.54-02 SEMINARS AND COURSES	1,919	1,000	1,000	2,000
620-0000-518.36-00 PENSION BENEFITS	<u>2,091,277</u>	<u>2,195,841</u>	<u>2,195,841</u>	<u>2,499,006</u>
TOTAL OPERATING EXPENDITURES	2,445,177	2,588,590	2,588,590	2,907,746
620-0000-599.99-99 CARRYFORWARD FUND BALANCE	-	<u>11,472,071</u>	<u>11,472,071</u>	<u>13,600,314</u>
TOTAL OTHER USES	-	11,472,071	11,472,071	13,600,314
<b>TOTAL FIREFIGHTER'S &amp; POLICE OFFICER'S PENSION FUND</b>	<b><u>2,445,177</u></b>	<b><u>14,060,661</u></b>	<b><u>14,060,661</u></b>	<b><u>16,508,060</u></b>



# WINTER GARDEN

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# CAPITAL EXPENDITURES & 5-YEAR CIP AND DEBT

CAPITAL EXPENDITURES

—

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

—

DEBT OUTSTANDING

Capital, CIP and Debt



# WINTER GARDEN

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**FY 2025 BUDGET  
CAPITAL EXPENDITURES**

		<b>CATEGORY</b>			<b>TOTAL CAPITAL</b>
		<b>BUILDING 62</b>	<b>IMPROVEMENTS OTHER THAN BUILDING 63</b>	<b>CAPITAL EQUIPMENT 64</b>	
<b>GENERAL FUND</b>					
IT	Monitors (13) for City Hall and PD Dispatch Laptops (13) for Fire MDC and PD Vehicles Bypass Switch Panel Catalyst Switching Module Rackmount UPS Port Switches (31) Cameras for Plant Street Intersections			17,052 38,412 1,638 12,264 23,707 67,865 35,956	
Police - Sworn	Motorcycles (2) replacements Marked Vehicles (4) replacements			63,812 313,324	
PD - Communications	Fire Suppression System	12,000			
Fire	Fire Stn 24 Interior renovations [Funding Plan] Portable Flow Meter Engine Cone Reconfigurations (2) Stair Chair, replacement RIT Pack (2) replacements Lifepak Defibrillators (5) replacements Stretcher Loader replacement SCBA replacements Vehicle Capital [Fleet's Replacement Funding Plan]	167,000		1,650 3,500 5,050 7,200 14,525 31,710 770,000 700,000	
Streets	Overhead to Underground Power Lines		100,000		
Facilities/Fleet Maint.	Jessie Brock CC Storage Doors Fullers Reclaim Plant A/C Palmetto WTP A/C Veterans Park building A/C PD Patrol HVAC replacement City Hall HVAC / VAV improvement City Hall Parking Lot improvement [Funding plan] City Hall Roof [Facilities Replacement Funding Plan] City Hall Chiller [Facilities Replacement Funding Plan] Jessie Brock A/C and HVAC replacements Jessie Brock VCT Floor replacements Garden Theatre Stage A/C Garden Theatre RTU Replacement [Funding plan]  Fleet Building improvements	6,600 6,000 6,000 12,650 18,000 7,000 11,000 50,000 100,000 41,000 44,000 78,000 75,000  50,000			

**FY 2025 BUDGET  
CAPITAL EXPENDITURES**

		<b>CATEGORY</b>			<b>TOTAL CAPITAL</b>
		<b>BUILDING 62</b>	<b>IMPROVEMENTS OTHER THAN BUILDING 63</b>	<b>CAPITAL EQUIPMENT 64</b>	
Parks	Braddock Park Field Netting Walker Field Park Building Upgrades [Funding plan] Holiday Decorations Truck replacement		51,751 105,000	40,000 47,416	
Recreation	Jessie Brock Lighting Jessie Brock Roof [Funding plan] Farnsworth Deck and Building paint Picnic Tables (2) Braddock Park	8,000 30,000	10,700	2,590	
<b>TOTAL - GENERAL FUND</b>		<b>722,250</b>	<b>267,451</b>	<b>2,197,671</b>	<b>3,187,372</b>

<b>COMMUNITY REDEVELOPMENT</b>					
CRA	East Winter Garden		1,020,000		
<b>TOTAL - COMMUNITY REDEVELOPMENT</b>		<b>-</b>	<b>1,020,000</b>	<b>-</b>	<b>1,020,000</b>

<b>LOCAL OPTION GAS TAX</b>					
	Downtown Bricking Street Resurfacing		100,000 1,500,000		
<b>TOTAL - LOCAL OPTION GAS TAX FUND</b>		<b>-</b>	<b>1,600,000</b>	<b>-</b>	<b>1,600,000</b>

<b>UTILITIES FUND</b>					
Water	Downtown Water Tower maintenance		98,986		
Wastewater	WWTP Expansion at Crest Ave		26,470,000		
Distribution	Lead Service Line replacement Maple St Water Project (extend water line 9th-Maple)		300,000 300,000		

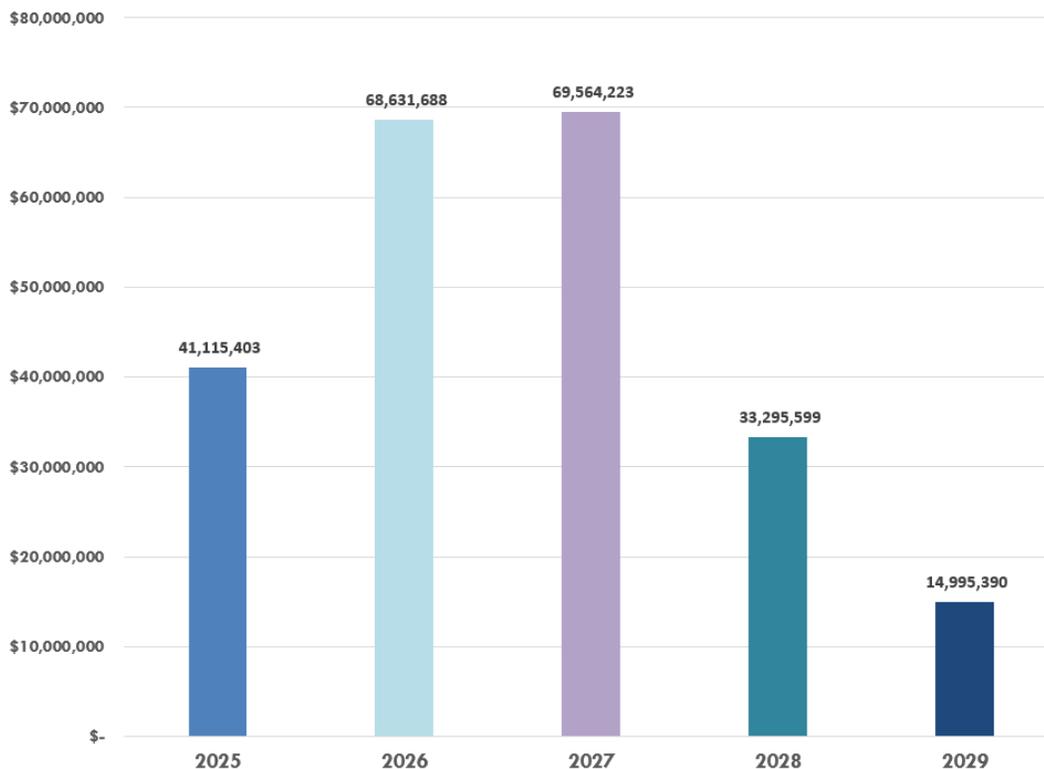
**FY 2025 BUDGET  
CAPITAL EXPENDITURES**

		<b>CATEGORY</b>			<b>TOTAL CAPITAL</b>
		<b>BUILDING 62</b>	<b>IMPROVEMENTS OTHER THAN BUILDING 63</b>	<b>CAPITAL EQUIPMENT 64</b>	
Collection	9th St (Prodalim) Sewer replacement		100,000		
	Palm Dr Utility improvements		100,000		
	Sanitary Sewer Inflow/Infiltration		200,000		
	Lift Station Rehab at multiple lift stations		200,000		
	Slip Lining of gravity sewer		200,000		
	Manhole Rehabilitation		200,000		
	Morgan St Utility improvements		250,000		
	Reclaimed Water Storage		350,000		
	Teacup Springs Sewer Conversion		3,000,000		
<b>TOTAL - UTILITIES FUND</b>		<b>-</b>	<b>31,768,986</b>	<b>-</b>	<b>31,768,986</b>
<b>STORMWATER FUND</b>					
	Westside Townhomes Drainage improvements		250,000		
	Stormwater R&R Improvements		300,000		
	Sunridge Storm System repair		400,000		
	Roper Dr Stormwater improvements		3,000,000		
<b>TOTAL - STORMWATER FUND</b>		<b>-</b>	<b>3,950,000</b>	<b>-</b>	<b>3,950,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>		<b>722,250</b>	<b>38,606,437</b>	<b>2,197,671</b>	<b>41,526,358</b>

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN

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

The fiscal year 2025 CIP includes a total investment of \$227.6 million in projects over the next five years. The majority of the total capital projects are slated for FY2025, FY2026 and FY2027. 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 \$227.6 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 2024/2025 BUDGET  
FIVE YEAR CIP**

<b>FUND</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>TOTALS</b>
General Fund	2,776,417	3,384,715	3,257,702	2,448,909	2,421,856	<b>14,289,599</b>
CRA Fund	1,020,000	2,500,000	2,500,000	2,500,000	2,500,000	<b>11,020,000</b>
General Impact Fee Fund	-	285,000	1,000,000	1,000,000	1,000,000	<b>3,285,000</b>
Local Option Gas Tax	1,600,000	2,367,926	2,613,374	1,680,000	1,680,000	<b>9,941,300</b>
Stormwater	3,950,000	353,350	554,100	607,450	607,450	<b>6,072,350</b>
Solid Waste	-	-	-	-	-	<b>-</b>
Utilities Fund	31,768,986	58,533,137	55,646,632	24,573,878	6,286,162	<b>176,808,794</b>
Utility Impact Fee	-	700,000	3,296,000	-	-	<b>3,996,000</b>
Utility Renewal and Replacement	-	507,560	696,415	485,362	499,922	<b>2,189,259</b>
<b>TOTAL</b>	<b>\$ 41,115,403</b>	<b>\$ 68,631,688</b>	<b>\$ 69,564,223</b>	<b>\$ 33,295,599</b>	<b>\$ 14,995,390</b>	<b>\$ 227,602,302</b>

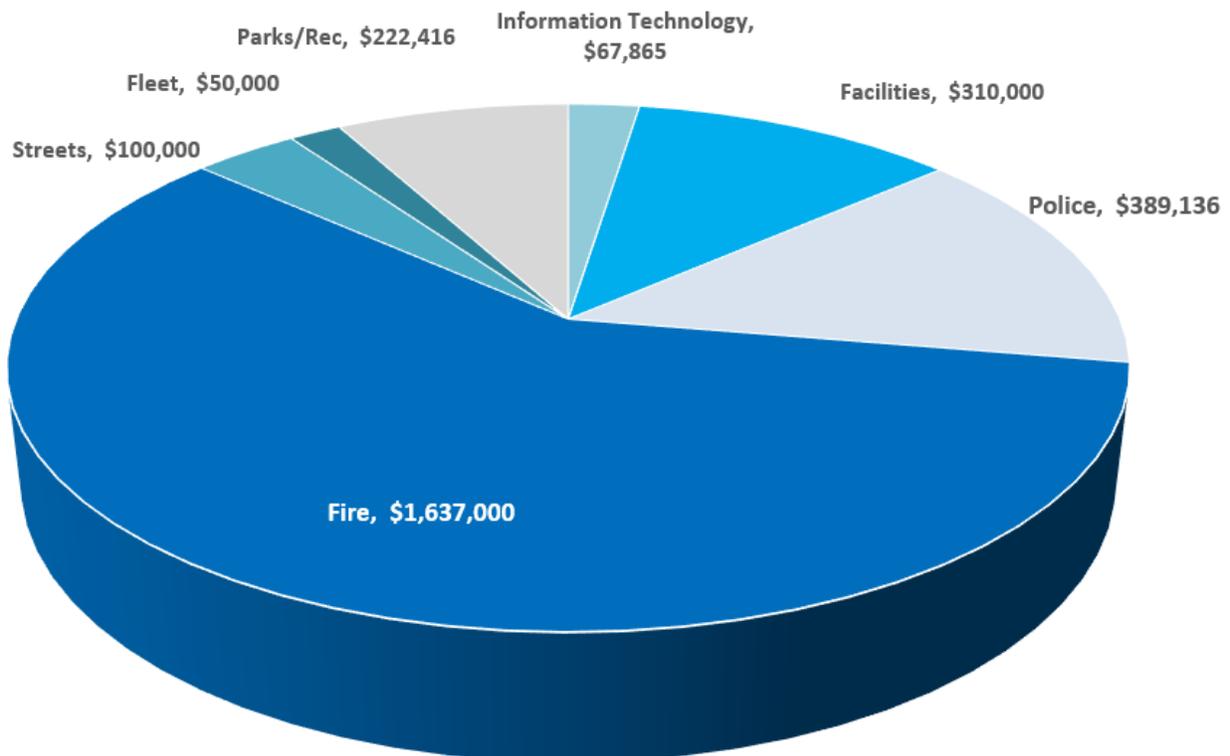
The Five-Year 2025-2029 Capital Improvement Fund Schedule shows all capital improvements broken down by funding source.

## CAPITAL IMPROVEMENT PLAN PROJECT BY FUND FOR FY 2025

### GENERAL FUND

Planned spending in the General Fund will be approximately \$2.77 million in FY 2025.

General Fund CIP Projects by Category FY2025



#### Police and Fire Capital Improvement Projects:

**Police Projects:** The police department replaces rolling stock every year. The total FY 2025 funding for vehicle replacements is \$377k which includes 4 sport utility vehicles at \$78k each and 2 motorcycle at \$32k each. Also included in the Police capital budget is the first year of funding for the installation of fire suppression materials in the central communications area for Police Dispatch.

**Fire Projects:** The FY2025 CIP budget includes \$167k for the final year of funding for renovations to Fire Station 24. Fire Station 24 is a 40-year-old Fire Station, with total improvements estimated at approximately \$300k to renovate the dorms, restrooms, day room and workout areas. The FY2025 CIP also includes \$770k for SCBA replacements and \$700k 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 2025 will be \$67.8k which budgets for thirty-one port switch replacements which are integral to the fiber optic connectivity that supplies efficient network traffic for City services.

**Parks & Land and Recreation:**

**Parks and Recreation Maintenance:** This scope of work provides for capital repairs and replacement as needed throughout the city. The FY2025 Parks \$105k CIP budget is for the second year of three-year funding for building improvements to the Walker Field Press Box. Recreation has \$30k budgeted for the Jessie Brock building roof repair and \$47k to replace one of its older trucks. The Recreation Department will also allocate \$40k for holiday decorations to expand the trimmings south of Plant Street.

**Facilities and Fleet Improvement Projects:**

**Facilities Projects:** The Facilities CIP includes multi-year funding for the replacement of the City Hall roof as the current roof is original and over 15 years old. The final round of funding this fiscal year is \$50k. Facilities has included a multi-year funding for the City Hall chiller system at a total estimated cost to replace the system of \$400k which \$100k has been added to this year's capital

budget for the project. The facilities department has also included funds to replace aged air conditioning systems at the Garden Theatre.

***Fleet Projects:*** The Fleet CIP total for the fiscal year of \$50k will fund improvements to the fleet building.

**General Fund Streets Projects:**

***Streets Projects:*** The Streets department has included \$100k for the second year of funding to begin the Overhead to Underground power lines project.

**COMMUNITY REDEVELOPMENT AGENCY FUND**

***East Winter Garden Project:*** With the extension of the CRA fund, the City has pledged 75% of the future CRA revenues to East Winter Garden projects. The City continues to work with the EWG community on projects that the CRA will fund in East Winter Garden for redevelopment and revitalization. This year's budget includes \$1.02 million in East Winter Garden dedicated projects.

**LOCAL OPTION GAS TAX FUND**

***Pavement Resurfacing and Sidewalk Repairs:*** The FY2025 budget allocates \$1.5 toward street resurfacing along with \$100k toward Downtown brick pavers. 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 \$3.9M has been allocated to these improvements in FY2025 to include \$3M for improvements on Roper Drive, \$400k for improvements near Sunridge Elementary school, \$250k for swale improvements in the Westside Townhomes area and \$300k for repairs to existing infrastructure.

## **WATER & WASTEWATER UTILITY FUND**

The Water and Wastewater Utility fund will spend \$ 26.4 M of its FY2025 \$31.7 million CIP budget on the construction phase of the Wastewater Treatment Plant expansion. The remainder of the CIP budget will go towards routine rehabilitation and upgrades to existing infrastructure: sewer mains, sanitary manholes, sewer and water main installations, force main replacement, and lift station upgrades.

FY 2025 Capital Requests  
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>Monitors (13) replacements</b>	Information Systems	\$ 17,052
<u>Description:</u> Monitors to display desk top screens located in City Hall and PD Dispatch. <u>Impact on operating budget: No additional impact</u> Maintenance on replacements projected to remain the same/minimal		
<b>Laptops (13) replacements</b>	Information Systems	\$ 38,412
<u>Description:</u> Replacement of thirteen laptops for Fire MDC and PD patrol cars. <u>Impact on operating budget: None</u> Maintenance on laptops projected to remain the same		
<b>Bypass Switch Panel</b>	Information Systems	\$ 1,638
<u>Description:</u> Hardware needed to avoid service disruption during IT maintenance processes. <u>Impact on operating budget: Minor, Add &lt;\$250/yr</u> Minimal maintenance for bypass switch panel		
<b>Catalyst Switching Module</b>	Information Systems	\$ 12,264
<u>Description:</u> 10G expansion to allow fiber optic connectivity for replacement switches. <u>Impact on operating budget: Minor, Add &lt;\$250/yr</u> Minimal maintenance for module hardware		
<b>Port Switches (31) replacements</b>	Information Systems	\$ 67,865
<u>Description:</u> Replacing aged switch infrastructure within the City for efficient network traffic. <u>Impact on operating budget: No additional impact</u> None, this is a hardware swap only with current hardware		
<b>Rackmount UPS replacement</b>	Information Systems	\$ 23,707
<u>Description:</u> Replacement power supply system for City Hall's data distribution frame. <u>Impact on operating budget: No additional impact</u> Maintenance on UPS projected to remain the same		
<b>Cameras for Plant Street Intersections</b>	Information Systems	\$ 35,956
<u>Description:</u> Multi-directional cameras (13) for Plant Street camera project <u>Impact on operating budget: \$1,000/yr</u> Electricity and minimal maintenance		

FY 2025 Capital Requests  
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>Fire Suppression System - Dispatch</b>	Police Department	\$ 12,000
<u>Description:</u> Additional funding needed to install fire rated ceiling tiles and fire block walls in the central Communications building. <u>Impact on operating budget: None</u> This is a building improvement		
<b>Motorcycles (2) replacements</b>	Police Department	\$ 63,812
<u>Description:</u> Replace two motorcycles that have high mileage. <u>Impact on operating budget: subtract &lt;\$1k</u> There will be a savings on maintenance		
<b>Marked Vehicles (4) replacements</b>	Police Department	\$ 313,324
<u>Description:</u> Replace four marked police vehicles that are in poor condition. <u>Impact on operating budget: subtract &lt;\$1k</u> Will save on maintenance as vehicles will be under warranty		
<b>Portable Flow Meter</b>	Fire Department	\$ 1,650
<u>Description:</u> Meter to read water flow on pumps and hose/nozzle packages. <u>Impact on operating budget: Minor, Add &lt;\$50/yr</u> Minimal maintenance for flow meter		
<b>Engine Cone Reconfigurations (2)</b>	Fire Department	\$ 3,500
<u>Description:</u> Reconfiguration on fire suppression vehicles to ensure uniform equipment placement for improved personnel safety during emergency calls. <u>Impact on operating budget: None</u> Relocation of existing equipment		
<b>Stair Chair replacement</b>	Fire Department	\$ 5,050
<u>Description:</u> Replacement of stair chair that transports individuals unable to walk to safety. <u>Impact on operating budget: None</u> This is replacing existing equipment		
<b>Stretcher Loader replacement</b>	Fire Department	\$ 31,710
<u>Description:</u> Power loading system to replace a 10 year old unit that is no longer under warranty. <u>Impact on operating budget: None</u> Warrantied. This stretcher loader replaces an older unit		

FY 2025 Capital Requests  
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>RIT Pack (2) replacements</b>	Fire Department	\$ 7,200
<u>Description:</u> Replacement of older emergency air-supply units. <u>Impact on operating budget: None</u> None, this is a hardware swap only with current RIT paks		
<b>Lifepak Defibrillators (5) replacements</b>	Fire Department	\$ 14,525
<u>Description:</u> Purchase of new defibrillators to replace existing models. <u>Impact on operating budget: None</u> None, this is replacing old for new lifepk hardware		
<b>SCBA replacements</b>	Fire Department	\$ 770,000
<u>Description:</u> Purchase of new self contained breathing apparatus to replace units that have met their life expectancy. New units meet Nat'l Fire Protection Assoc standards. <u>Impact on operating budget: None</u> These are replacements, therefore no additional impact		
<b>Overhead to Underground Power Lines</b>	Streets	\$ 100,000
<u>Description:</u> Convert 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		
<b>Jessie Brock Door Additions</b>	Facilities Maintenance	\$ 6,600
<u>Description:</u> Installation of two metal doors, in unused coves, to create additional storage space. <u>Impact on operating budget: None</u> This is a building improvement		
<b>Fullers Reclaim Plant A/C</b>	Facilities Maintenance	\$ 6,000
<u>Description:</u> Replace A/C unit at Fullers Reclaimed water plant. <u>Impact on operating budget: None</u> Replacement of existing unit		
<b>Palmetto WTP A/C</b>	Facilities Maintenance	\$ 6,000
<u>Description:</u> Replace A/C unit at Palmetto water treatment plant. <u>Impact on operating budget: None</u> This is regarding existing equipment		

FY 2025 Capital Requests  
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>Veterans Park building A/C</b>	Facilities Maintenance	\$ 12,650
<u>Description:</u> Replacing the window unit with a central A/C system in the Veterans Park building. <u>Impact on operating budget: Minor, Add &lt;\$1,000/yr</u> Increase in electricity used.		
<b>PD Patrol HVAC replacements</b>	Facilities Maintenance	\$ 18,000
<u>Description:</u> Replacement of two units that support the patrol area of the police department. <u>Impact on operating budget: None</u> Replacement of existing units		
<b>City Hall HVAC / VAV improvement</b>	Facilities Maintenance	\$ 7,000
<u>Description:</u> Install a variable air volume system and thermostat to alleviate temperature issues in the Community Development office area. <u>Impact on operating budget: Minor, Add &lt;\$500/yr</u> Increase in electricity used.		
<b>Jessie Brock A/C and HVAC replacements</b>	Facilities Maintenance	\$ 41,000
<u>Description:</u> Replace HVAC and A/C units throughout Jessie Brock Community Center. <u>Impact on operating budget: None</u> This is replacing existing equipment		
<b>Jessie Brock VCT Floor replacements</b>	Facilities Maintenance	\$ 44,000
<u>Description:</u> Replace flooring in class rooms and wellness room. <u>Impact on operating budget: None</u> Improvement of established area		
<b>Garden Theatre Stage A/C</b>	Facilities Maintenance	\$ 78,000
<u>Description:</u> Replacement A/C unit that controls the temperature on the theater stage. <u>Impact on operating budget: None</u> This is replacing existing equipment		
<b>Fleet Building Improvements</b>	Fleet Maintenance	\$ 50,000
<u>Description:</u> Variety of improvements to the existing Fleet maintenance building. <u>Impact on operating budget: None</u> Improvement of established area		
<b>Braddock Park Field Netting</b>	Parks/Recreation Department	\$ 51,751
<u>Description:</u> South side netting to protect cars and traffic from sports equipment. <u>Impact on operating budget: None</u> Improvement of established area		

FY 2025 Capital Requests  
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>Holiday Decorations</b>	Parks/Recreation Department	\$ 40,000
<u>Description:</u> Expansion of holiday decorations to include Main St and other areas south of Plant St. <u>Impact on operating budget: Negligible</u> Storage of décor		
<b>Truck replacement</b>	Parks/Recreation Department	\$ 47,416
<u>Description:</u> Replace current Parks truck in poor condition with a new truck. <u>Impact on operating budget: subtract &lt;\$500</u> Will save on maintenance as new truck will be under warranty		
<b>Jessie Brock Lighting</b>	Parks/Recreation Department	\$ 8,000
<u>Description:</u> Additional funding to upgrade lighting in classrooms to LED. <u>Impact on operating budget: None</u> Improvement of established area		
<b>Farnsworth Deck and Building paint</b>	Parks/Recreation Department	\$ 10,700
<u>Description:</u> Improvement, as described above, at the Farnsworth Pool area. <u>Impact on operating budget: None</u> Improvement of established area		
<b>Picnic Tables (2) Braddock Park</b>	Parks/Recreation Department	\$ 2,590
<u>Description:</u> Purchase of picnic tables for additional seating at Braddock Park. <u>Impact on operating budget: Minor, Add &lt;\$50/yr</u> Minimal maintenance for tables		
<b>East Winter Garden Revitalization</b>	Community Redevelopment	\$ 1,020,000
<u>Description:</u> Funding for acquiring and revitalizing property to improve aesthetics & infrastructure, and to continue building community partnerships. <u>Impact on operating budget: None</u> Improvement of established area		
<b>Downtown Brick Pavers</b>	Local Option Gas Tax	\$ 100,000
<u>Description:</u> Resetting of brick pavers in Downtown. <u>Impact on operating budget: None</u> Improvement of established area		

FY 2025 Capital Requests  
Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>Streets &amp; Sidewalks Resurfacing/ Improvements</b>	Local Option Gas Tax	\$ 1,500,000
<u>Description:</u> Resurfacing of roads and sidewalk improvements at various locations. <u>Impact on operating budget: None</u> Improvement of established area		
<b>Downtown Water Tower maintenance</b>	Utilities Fund	\$ 98,986
<u>Description:</u> Multi-year service contract with Utility Service Co. Inc. to repair, repaint, and inspect the historic downtown water tower. <u>Impact on operating budget: None</u> Funds are for maintenance of established area		
<b>WWTP Expansion at Crest Ave</b>	Utilities Fund	\$ 26,470,000
<u>Description:</u> Expansion of Wastewater Treatment Plant infrastructure to accommodate growth. <u>Impact on operating budget: Major, Add &lt;\$10k/yr</u> Maintenance		
<b>Lead Service Line Replacement</b>	Utilities Fund	\$ 300,000
<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		
<b>Maple Street Water Extension</b>	Utilities Fund	\$ 300,000
<u>Description:</u> Extend water line from 9th Street to 851 E Maple Street. <u>Impact on operating budget: Minor, Add &lt;\$1k/yr</u> Maintenance		
<b>9th St (Prodalim) Sewer replacement</b>	Utilities Fund	\$ 100,000
<u>Description:</u> Replace approximately 500' of existing 12" sewer lines along 9th Street. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
<b>Palm Dr Utility improvements</b>	Utilities Fund	\$ 100,000
<u>Description:</u> Survey work to begin design phase of repairs to Palm Drive and Midget Place. <u>Impact on operating budget: None</u> This is a survey to prepare for a future capital improvement project		

FY 2025 Capital Requests  
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>Sanitary Sewer Inflow/Infiltration</b>	Utilities Fund	\$ 200,000
<u>Description:</u> Repairs to existing sanitary sewer lines to help eliminate infiltration to the Wastewater Treatment Plant. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
<b>Slip Lining</b>	Utilities Fund	\$ 200,000
<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		
<b>Manhole Rehabilitation</b>	Utilities Fund	\$ 200,000
<u>Description:</u> Rehabilitate deteriorated manholes along roadways. <u>Impact on operating budget: None</u> Rehabilitation of existing manholes		
<b>Lift Station Rehabs</b>	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		
<b>Morgan St Utility improvements</b>	Utilities Fund	\$ 250,000
<u>Description:</u> Design of new water, sanitary sewer, and storm system on Morgan Street. <u>Impact on operating budget: None</u> This is the design phase for a future capital improvement project		
<b>Reclaimed Water Storage</b>	Utilities Fund	\$ 350,000
<u>Description:</u> Design work for the state mandated improvements to the reclaimed water storage. <u>Impact on operating budget: None</u> This is the design phase for a future capital improvement project		
<b>Teacup Springs Sewer Conversion</b>	Utilities Fund	\$ 3,000,000
<u>Description:</u> Add gravity sewer collection system on roadways in Teacup Springs. <u>Impact on operating budget: Minor, Add &lt;\$1k/yr</u> Maintenance of system		

FY 2025 Capital Requests  
 Descriptions and Impacts on Operating Budgets

Item/ Project	Department/ Division Responsible	Amount Budgeted
<b>Westside Townhomes Drainage</b>	Stormwater	\$ 250,000
<u>Description:</u> Repair swails behind homes on the west side of Westside Drive. <u>Impact on operating budget: Minor, Add &lt;\$1k/yr</u> Maintenance of system		
<b>Stormwater R&amp;R</b>	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		
<b>Sunridge Storm System repair</b>	Stormwater	\$ 400,000
<u>Description:</u> Repair system on Sunridge Blvd from Avalon Road to Sunridge Elementary School. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		
<b>Roper Dr Stormwater improvements</b>	Stormwater	\$ 3,000,000
<u>Description:</u> Improvement of the stormwater system on Roper Drive. <u>Impact on operating budget: None</u> This is a capital improvement project, no operational maint needed		

**CITY OF WINTER GARDEN  
FY 2025 BUDGET  
FIVE YEAR CIP**

PROJECT NAME	SOURCE FUND		2025	2026	2027	2028	2029	Totals
Port Switches	GF	IT	67,865	-	-	-	-	67,865
Police Bldg Fire Suppression System	GF	Police	12,000	30,000	-	-	-	42,000
Police Motorcycles	GF	Police	63,812	-	-	-	-	63,812
Police Marked Vehicles	GF	Police	313,324	384,000	384,000	384,000	384,000	1,849,324
Interior Renovation - Station 24	GF	Fire	167,000	-	-	-	-	167,000
Fire Station 23 Relocation to Hennis Rd	GF	Fire	-	-	831,072	-	-	831,072
SCBA Replacements	GF	Fire	770,000	-	-	-	-	770,000
Fire Heavy Vehicle Capital [Funding Plan]	GF	Fire	700,000	721,000	742,630	764,909	787,856	3,716,395
Streets & Sidewalks Resurfacing/Improvements	GF	Streets	-	1,150,000	1,150,000	1,150,000	1,150,000	4,600,000
Overhead to Underground Power Lines	GF	Streets	100,000	100,000	100,000	100,000	100,000	500,000
Masonic Lodge Parking Lot Design	GF	Engineering	-	132,215	-	-	-	132,215
Garden Theatre A/C	GF	Facilities Maint	78,000	-	-	-	-	78,000
Garden Theatre Rooftop RTU	GF	Facilities Maint	75,000	-	-	-	-	75,000
SOBO Art Building - Replace HVAC	GF	Facilities Maint	7,000	-	-	-	-	7,000
City Hall Roof [Funding Plan]	GF	Facilities Maint	50,000	50,000	-	-	-	100,000
City Hall Chiller [Funding Plan]	GF	Facilities Maint	100,000	100,000	-	-	-	200,000
Fleet Building Improvements	GF	Fleet	50,000	50,000	50,000	50,000	-	200,000
Downtown Fountain Restoration	GF	Parks & Land	-	502,500	-	-	-	502,500
Walker Field Park Building Upgrades	GF	Parks & Land	105,000	120,000	-	-	-	225,000
Jessie Brock Roof	GF	Recreation	30,000	45,000	-	-	-	75,000
Holiday Decorations	GF	Recreation	40,000	-	-	-	-	40,000
Recreation Truck Replacement	GF	Recreation	47,416	-	-	-	-	47,416
<b>General Fund Total</b>			<b>2,776,417</b>	<b>3,384,715</b>	<b>3,257,702</b>	<b>2,448,909</b>	<b>2,421,856</b>	<b>14,289,599</b>
East Winter Garden	CRA	CRA	1,020,000	2,500,000	2,500,000	2,500,000	2,500,000	11,020,000
<b>CRA Fund Total</b>			<b>1,020,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>11,020,000</b>
Story Rd (Dillard St to 9th St)	GIF	Streets	-	285,000	1,000,000	1,000,000	1,000,000	3,285,000
<b>General Impact Fee Fund Total</b>			<b>-</b>	<b>285,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>3,285,000</b>
Downtown Brick Pavers	LOGT	Streets	100,000	30,000	30,000	30,000	30,000	220,000
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	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Pavement Striping	LOGT	Streets	-	150,000	150,000	150,000	150,000	600,000
<b>Local Option Gas Tax Total</b>			<b>1,600,000</b>	<b>2,367,926</b>	<b>2,613,374</b>	<b>1,680,000</b>	<b>1,680,000</b>	<b>9,941,300</b>

**CITY OF WINTER GARDEN  
FY 2025 BUDGET  
FIVE YEAR CIP**

PROJECT NAME	SOURCE FUND		2025	2026	2027	2028	2029	Totals
Roper Drive Stormwater Improvements	S	Stormwater	3,000,000	-	-	-	-	3,000,000
Westside Townhomes Drainage Improvements	S	Stormwater	250,000	-	-	-	-	250,000
Sunridge Storm System Repair	S	Stormwater	400,000	-	-	-	-	400,000
S. Highland - Smith to Maple	S	Stormwater	-	10,300	58,700	69,000	69,000	207,000
S. Highland - Smith to Tremaine	S	Stormwater	-	10,300	58,700	69,000	69,000	207,000
N. Main Street - Plant to Newell	S	Stormwater	-	3,400	19,450	22,850	22,850	68,550
Midget 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 R&R Improvements	S	Stormwater	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>Stormwater Total</b>			<b>3,950,000</b>	<b>353,350</b>	<b>554,100</b>	<b>607,450</b>	<b>607,450</b>	<b>6,072,350</b>
Downtown Water Tower Maintenance	U-W	Water	98,986	-	-	-	-	98,986
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	26,470,000	50,765,000	47,468,320	15,300,000	-	140,003,320
Vehicle Replacement	U-W	Wastewater	-	45,000	-	45,000	-	90,000
Lead Service Line Replacement	U-W	Distribution	300,000	-	-	-	-	300,000
Maple Street Water Project (9th - Maple)	U-W	Distribution	300,000	-	-	-	-	300,000
Fullers Potable Well #7	U-W	Distribution	-	90,000	1,236,000	-	-	1,326,000
2" Water Main Upgrades	U-W	Distribution	-	200,000	206,000	212,180	218,545	836,725
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
Northeast Transmission Main	U-W	Distribution	-	2,648,388	-	-	-	2,648,388
Southwest Transmission Main	U-W	Distribution	-	-	2,802,102	-	-	2,802,102
Smith Street Transmission Main	U-W	Distribution	-	-	-	3,073,295	-	3,073,295
Smith Street Storage and Pumping	U-W	Distribution	-	-	3,089,871	4,951,419	5,099,962	13,141,252
Vehicle Replacements	U-W	Distribution	-	44,000	-	44,000	-	88,000
Skid Steer (cost-share)	U-W	Dist/Coll	-	62,000	-	-	-	62,000

**CITY OF WINTER GARDEN  
FY 2025 BUDGET  
FIVE YEAR CIP**

<b>PROJECT NAME</b>	<b>SOURCE FUND</b>		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Totals</b>
Reclaimed Water Storage	U-W	Collection	350,000	-	-	-	-	350,000
Morgan St Utility Improvements	U-W	Collection	250,000	-	-	-	-	250,000
Teacup Springs Sewer Conversion	U-W	Collection	3,000,000	-	-	-	-	3,000,000
9th St Prodalim Sewer Replacement	U-W	Collection	100,000	-	-	-	-	100,000
Palm Dr Utility Improvements	U-W	Collection	100,000	-	-	-	-	100,000
Lift Station Rehab at multiple lift stations	U-W	Collection	200,000	206,000	212,180	218,545	225,102	1,061,827
Slip Lining of gravity sewer	U-W	Collection	200,000	206,000	212,180	218,545	225,102	1,061,827
Sanitary Sewer Inflow + Infiltration inspections/repairs	U-W	Collection	200,000	-	-	-	-	200,000
Manhole Rehabilitation	U-W	Collection	200,000	206,000	212,180	218,545	225,102	1,061,827
Truck Replacements, two (2)	U-W	Collection	-	44,000	-	44,000	44,000	132,000
<b>Utilities Fund Total</b>			<b>31,768,986</b>	<b>58,533,137</b>	<b>55,646,632</b>	<b>24,573,878</b>	<b>6,286,162</b>	<b>176,808,794</b>
Westfield Retrofit Phases 1 & 2	UIF-W	Distribution	-	500,000	515,000	-	-	1,015,000
Reclaimed Water PH 3	UIF-WW	Collection	-	200,000	2,781,000	-	-	2,981,000
<b>Utility Impact Fee Total</b>			<b>-</b>	<b>700,000</b>	<b>3,296,000</b>	<b>-</b>	<b>-</b>	<b>3,996,000</b>
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
Collection System R&R	URR-WW	Collection	-	257,500	265,225	273,182	281,377	1,077,284
Gravity Sewer Rehab	URR-WW	Collection	-	200,000	206,000	212,180	218,545	836,725
<b>Utility Renewal and Replacement Total</b>			<b>-</b>	<b>507,560</b>	<b>696,415</b>	<b>485,362</b>	<b>499,922</b>	<b>2,189,259</b>
<b>TOTAL CITY</b>			<b><u>41,115,403</u></b>	<b><u>68,631,688</u></b>	<b><u>69,564,223</u></b>	<b><u>33,295,599</u></b>	<b><u>14,995,390</u></b>	<b><u>227,602,302</u></b>

**SUMMARY OF DEBT OUTSTANDING**

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

<b>Debt Outstanding—Governmental Fund Types:</b>	<b>Amount as of October 1, 2024</b>
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%.	\$ 6,630,000
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%.	6,379,000
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%.	14,013,000
Total Outstanding—Governmental Fund Types	\$27,022,000

**DEBT INFORMATION**

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**Debt Outstanding—Proprietary Fund Types:**

**Amount as of  
October 1, 2024**

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Water Treatment Expansion Planning Loan – 2022 State Revolving Fund Loan \$1,058,360; due in semi-annual principal and interest installments of \$27,185 through August 15, 2042; Interest at 0.1450%

958,877

Water Treatment Expansion Design Loan – 2023 State Revolving Fund Loan \$3,599,500; due in semi-annual principal and interest installments of \$197,066 through November 15, 2034; Interest at 1.76%

3,599,500

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Total Outstanding—Proprietary Fund Types

\$4,552,377

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**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
2025	\$ 481,000	\$ 164,424	\$ 645,424
2026	493,000	152,495	645,495
2027	505,000	140,269	645,269
2028-2036	5,151,000	659,557	5,810,557
	<u>\$6,630,000</u>	<u>\$1,116,745</u>	<u>\$7,746,745</u>

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

Fiscal Year Ending	Principal	Interest	Total
2025	\$ 461,000	\$ 158,199	\$ 619,199
2026	474,000	146,766	620,766
2027	487,000	135,011	622,011
2028-2036	4,957,000	634,533	5,591,533
	<u>\$6,379,000</u>	<u>\$1,074,509</u>	<u>\$7,453,509</u>

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

Fiscal Year Ending	Principal	Interest	Total
2025	\$ 1,063,000	\$ 227,837	\$ 1,290,837
2026	1,082,000	209,712	1,291,712
2027	1,099,000	191,283	1,290,283
2028-2036	10,769,000	839,415	11,608,415
	<u>\$14,013,000</u>	<u>\$1,468,247</u>	<u>\$15,481,247</u>

DEBT OUTSTANDING—PROPRIETARY FUND TYPES:

Utility Fund

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

Fiscal Year Ending	Principal	Interest	Total
2025	51,644	2,726	54,370
2026	51,794	2,576	54,370
2027	51,944	2,426	54,370
2028-2032	261,990	9,859	271,849
2033-2037	265,812	6,034	271,846
2038-2042	269,693	2,156	271,849
	<u>\$952,877</u>	<u>\$25,777</u>	<u>\$978,654</u>

Debt service requirements of the 2023 State Revolving Fund Loan are as follows:

Fiscal Year Ending	Principal	Interest	Total
2025	332,236	61,896	394,132
2026	338,109	56,023	394,132
2027	344,086	50,046	394,132
2028-2032	1,813,849	156,811	1,970,660
2033-2037	771,220	17,041	788,261
2038-2042	0	0	0
	<u>\$3,599,500</u>	<u>\$341,817</u>	<u>\$3,941,317</u>

# SUPPLEMENTAL INFORMATION

## PERSONNEL AUTHORIZATIONS

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## FULL TIME EQUIVALENT EMPLOYEES PER THOUSAND

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## GENERAL FUND UNRESERVED FUND BALANCE HISTORY

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## AD VALOREM REVENUE HISTORICAL COMPARISON

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## TAXABLE VALUE AND MILLAGE HISTORICAL COMPARISON



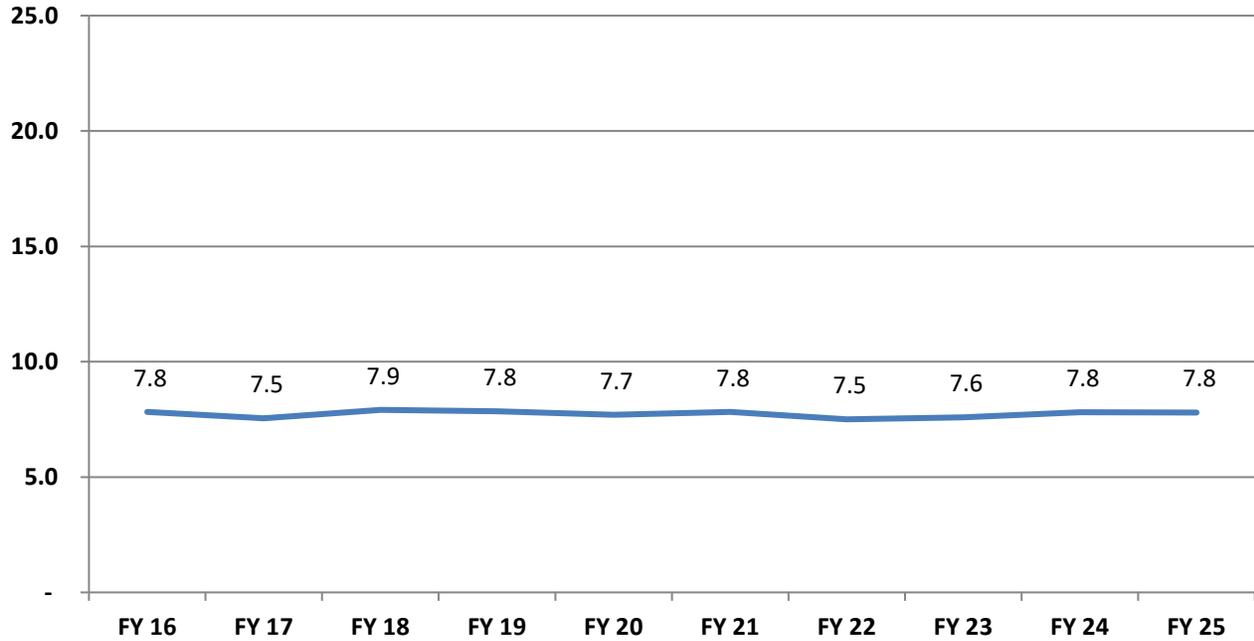
# WINTER GARDEN

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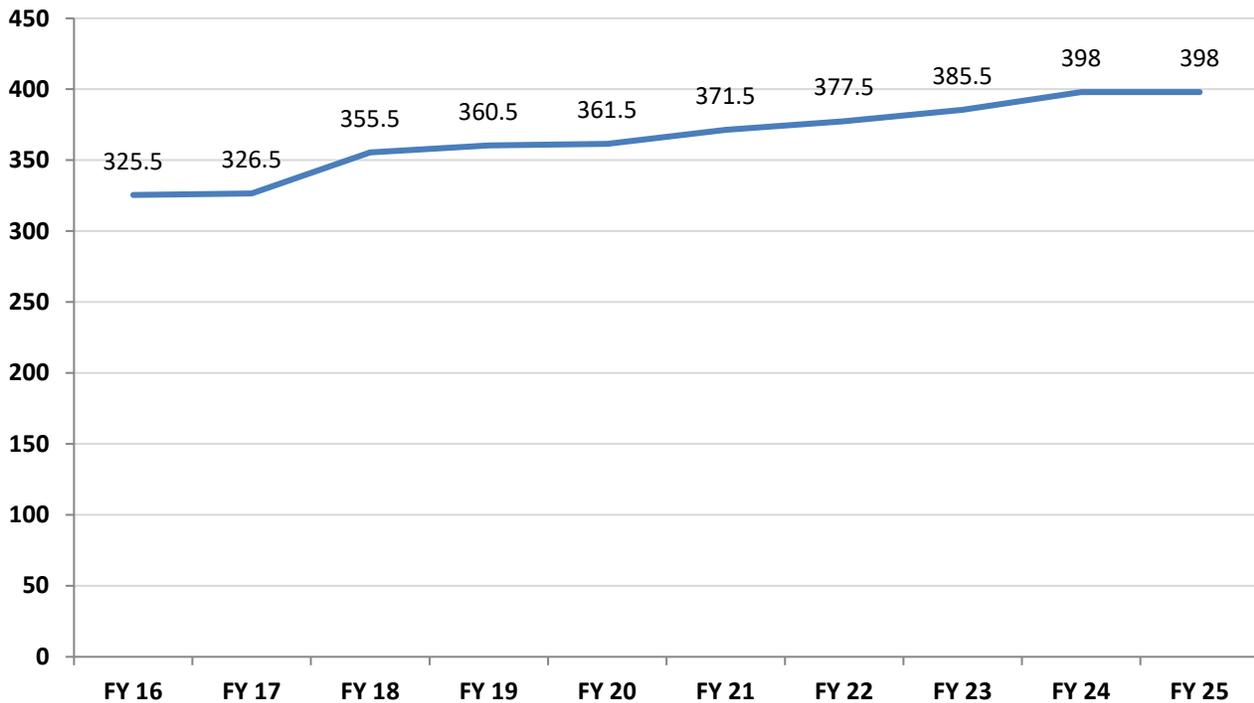
CITY OF WINTER GARDEN  
 Adopted FULL TIME EQUIVALENT  
 FISCAL YEAR 2024-2025

DEPARTMENT	FY 2023	FY 2024	Adopted FY 2025
<b>GENERAL GOVERNMENT</b>			
City Commission	5	5	5
Executive	3.5	3	3
Economic Development	2	4	4
City Clerk	3	3	3
Finance	10	10	10
Information Systems	6	5	5
<b>ADMINISTRATIVE SERVICES</b>			
Human Resources	5	6	6
Facilities Management	8	8	8
Fleet Management	9	9	9
<b>TOTAL GENERAL GOVERNMENT</b>	<b>51.5</b>	<b>53</b>	<b>53</b>
<b>PUBLIC SAFETY</b>			
Police - sworn	98	99	99
Police - non-sworn	37	37	37
Police - non-sworn part-time	14	14	14
Fire	65	73	73
<b>TOTAL PUBLIC SAFETY</b>	<b>214</b>	<b>223</b>	<b>223</b>
<b>COMMUNITY DEVELOPMENT</b>			
Building - Inspection	8	8	8
Building - Code Enforcement	3	3	3
Planning - Administration	6	6	6
Building - Administration	5	5	5
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>22</b>	<b>22</b>	<b>22</b>
<b>PUBLIC SERVICES</b>			
Administration	4	4	4
Streets	3	3	3
Cemetery	1	1	1
Sanitation	18	18	18
Stormwater	2	2	2
Environmental Services	2	2	2
Water	5	5	5
Wastewater	7	7	7
Distribution	14	14	14
Collection	15	15	15
<b>TOTAL PUBLIC WORKS AND UTILITIES</b>	<b>71</b>	<b>71</b>	<b>71</b>
<b>ENGINEERING</b>	<b>5</b>	<b>6</b>	<b>6</b>
<b>PARKS and RECREATION</b>			
Recreation	8	8	8
Parks	17	18	18
<b>TOTAL PARKS/RECREATION</b>	<b>25</b>	<b>26</b>	<b>26</b>
<b>TOTAL PUBLIC SERVICES</b>	<b>101</b>	<b>103</b>	<b>103</b>
<b>TRAILER CITY</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTALS (less Commission)</b>	<b>385.5</b>	<b>398</b>	<b>398</b>

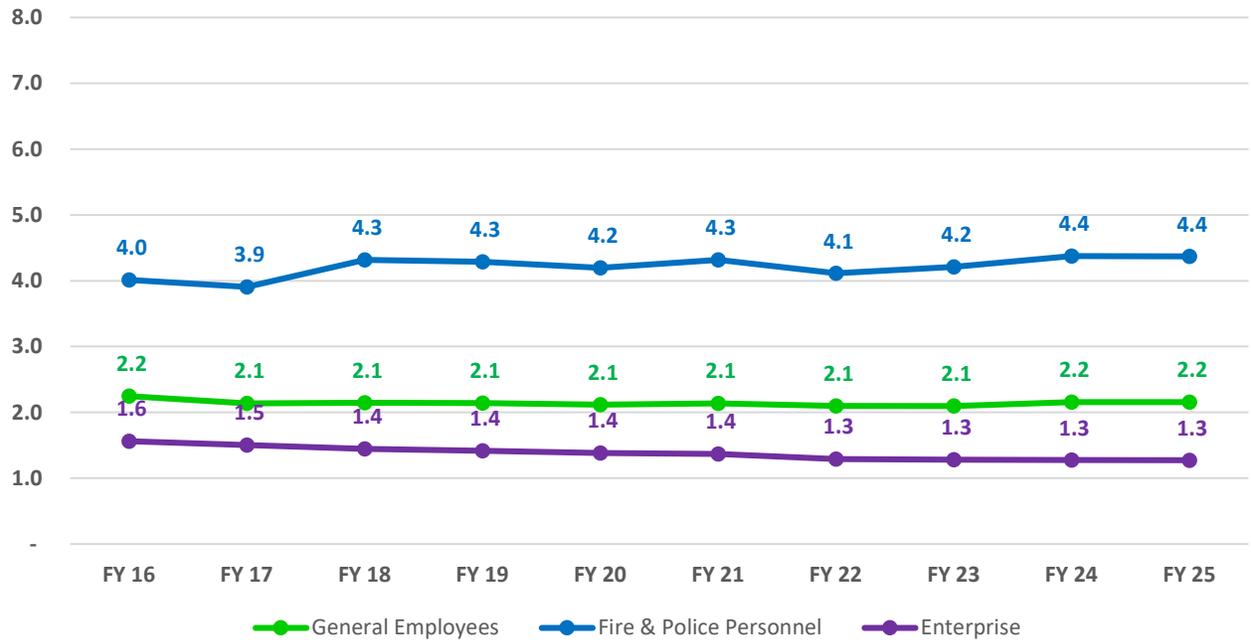
**CITY OF WINTER GARDEN  
 FY 2024/2025 BUDGET  
 FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 POPULATION**



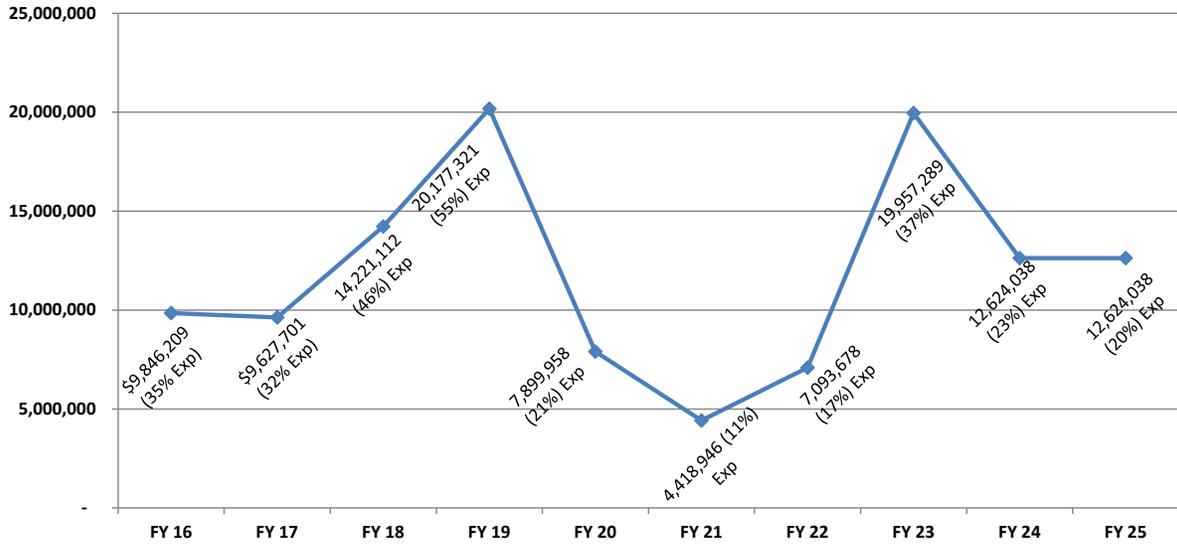
**FULL-TIME EQUIVALENT EMPLOYEES**



### General Fund Employees per 1,000 Residents

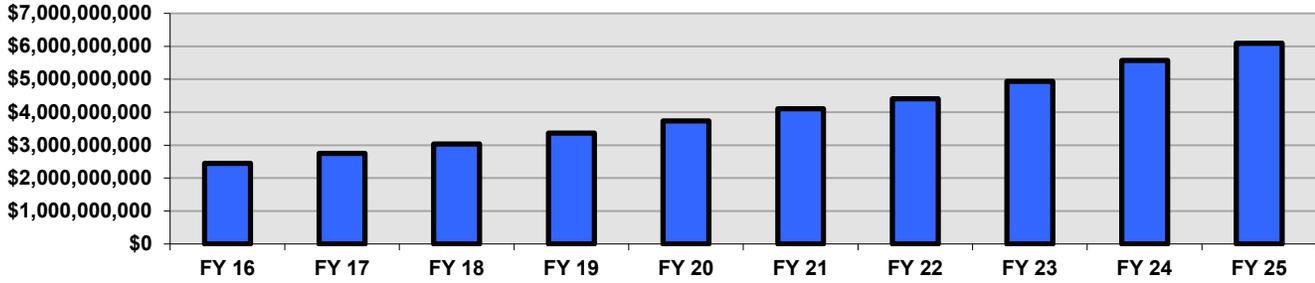


**CITY OF WINTER GARDEN  
FY 2024/2025 BUDGET  
GENERAL FUND UNRESERVED/UNASSIGNED FUND BALANCE TREND**

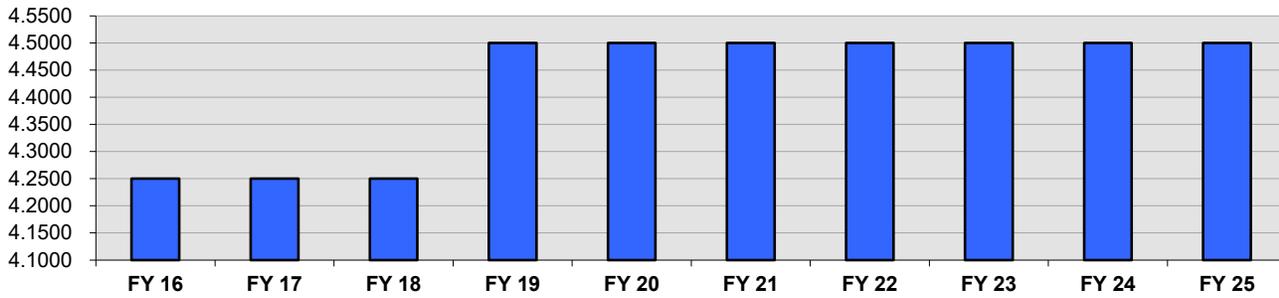


## CITY OF WINTER GARDEN AD VALOREM TAXES

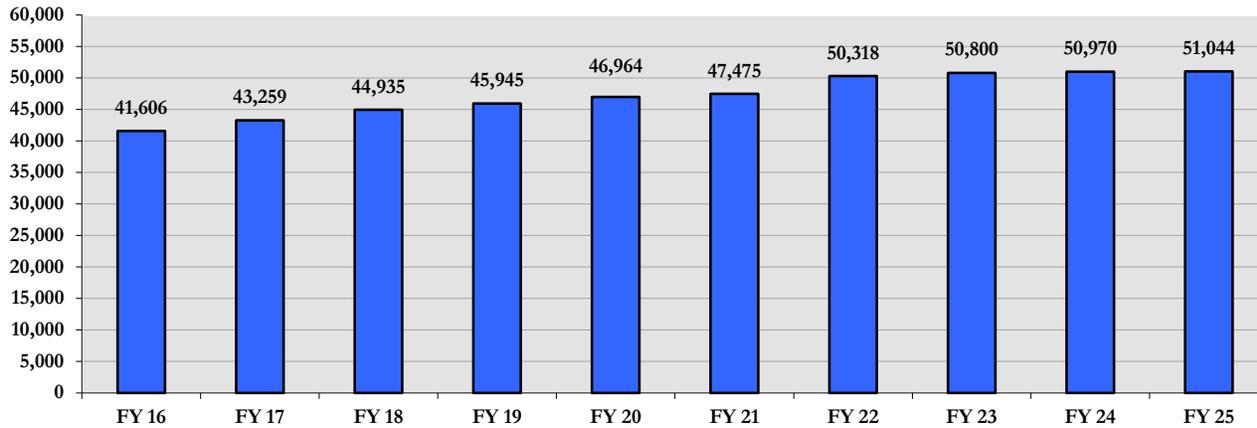
### TOTAL ASSESSED VALUATION



### 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, including addressing supply chain issues by keeping emergency supplies in stock.
- Provide CPR training and car seat 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 Historic 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.





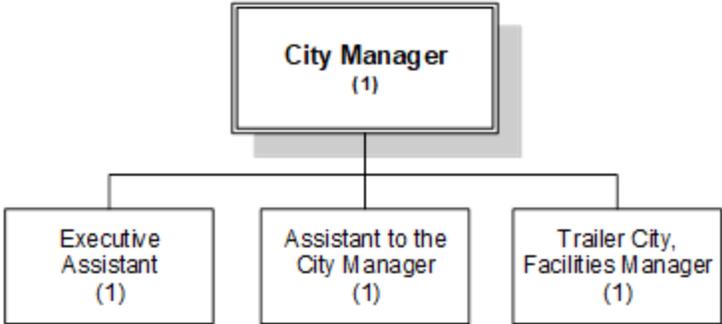
# EXECUTIVE DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> 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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Lead, direct and oversee all City department functions and operating activities</li> <li>Resident/Business engagement and relations</li> <li>External government (state and local) affairs</li> <li>Administer and oversee budget and fiscal management</li> <li>Policy, ordinance and resolution development</li> <li>Community planning and business development</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Legislation changes at federal, state and local levels</li> <li>Recessionary concerns and slowing economy</li> <li>Inflationary environment and ongoing supply chain issues</li> <li>Generally apathy towards local government</li> <li>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</li> <li>Public's reluctance to participate in community and government matters due to a lack of understanding or being uninformed</li> <li>Maintaining higher level of phone customer service response with newer staff in some areas</li> </ul>	<p><b>BUSINESS ASSUMPTIONS</b></p> <ul style="list-style-type: none"> <li>More informed citizens will increase their understanding of City functions and affairs</li> <li>Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity</li> <li>Citizens fundamentally desire to experience a high sense of community and feel welcomed to share and be a part of their community</li> <li>Economy and markets will experience further slowdown in the near term</li> <li>Excellent and reliable customer service will build and preserve community trust</li> <li>Sufficient staffing and resources in place to effectively meet service demands with excellence and in the Winter Garden Way</li> </ul>

### Organizational Structure

FTE: 4



## FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall quality of life in Winter Garden Satisfaction Index *	92%	92%	95%↑
Overall image or reputation of Winter Garden Satisfaction Index*	93%	93%	94%↑
Recommend living in Winter Garden to someone who asks Particiaption Index *	97%	97%	98%↑
Remain in Winter Garden for the next five years Participation Index *	92%	92%	93%↑
Winter Garden as a place to raise children Satisfaction Index *	94%	94%	95%↑
Winter Garden as a place to live Satisfaction Index *	98%	98%	99%↑
Overall Customer Service by City Employees Satisfaction Index *	87.5%	87.5%	90%↑
Service Process Satisfaction Rating **	88.1%	89.7%	≥ 95%↑
Service Outcome Satisfaction Rating **	88.1%	88.6%	≥ 95%↑
% Satisfied with Resolution Timeframe **	89.9%	86.1%	≥ 94%↑
Employee Motivation and Productivity Satisfaction Rating ***	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
All City Average Queue Wait Time (In Seconds) - All customer service areas combined	:38	:38	≤ :30↓
All City Average Talk Time (In Seconds) - All customer service areas combined	:89	:107	≤ :90↓
All City Average Hold Time (In Seconds) - All customer service areas combined	:30	:48	≤ :30↓
All City Call Abandonment Rate - All customer service areas combined	9.8%	5.8%	≤ 6%↓
All City % of Calls Handled - All customer service areas combined	90.2%	94.1%	≥ 94%↑
% of Requests Resolved ≤ 5 Days	86.8%	89.4%	≥ 95%↑
% of Requests Resolved within 24 hours	57.6%	73.1%	≥ 60%↑
# of City outreach and learning activities for K-12 students and families	218	240	225↑
# of K-12 students who participated in City outreach and learning activities	16,162	19,412	20,000↑
# of K-12 Students Enrichment Participants per Household	1.01	1.03	1.2 ↑

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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 n 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



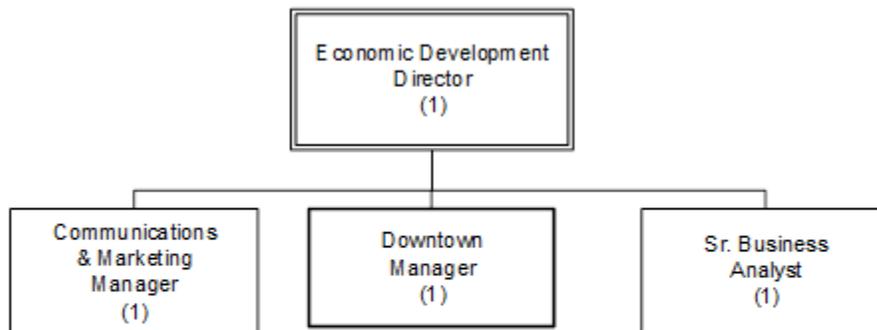
# ECONOMIC DEVELOPMENT DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b>          Promote a sustainable thriving economy and business community which in turn creates prosperous conditions that build wealth, yield desirable job opportunities, generate growth and preserve a high quality of life.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Business Recruitment &amp; Retention</li> <li>• Economic Gardening – Business Development, Business Assistance &amp; Partnerships</li> <li>• Community Redevelopment Agency (CRA)</li> <li>• Downtown Commercial Operation and Merchant Affairs</li> <li>• Business/Resident Community Engagement</li> <li>• Business Communication, Marketing &amp; Promotion</li> <li>• Strategic Development and Partnerships</li> <li>• Strategic Planning and Performance Management</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• High commercial lending cost across sectors impacting pace of development</li> <li>• Rising development and construction costs</li> <li>• High Federal interest rate &amp; other household costs for consumers</li> <li>• Unfavorable inflationary forces in the marketplace</li> <li>• Unfavorable lease rate pressures on small local businesses</li> <li>• Managing the downtown parking demand while preserving the quality of life for surrounding residents</li> <li>• Curating/Promoting the right mix of downtown event programming to generate incremental visits and sales for downtown merchants</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Expecting marginal growth in all sectors</li> <li>• Commercial lending rates will improve</li> <li>• Federal Interest rates begin to decrease</li> <li>• Continued increase in property values and jobs but at a slower rate</li> <li>• Market conditions will remain the same or improve</li> <li>• Downtown event programming will have a positive effect on local merchants</li> <li>• More informed citizens will increase the sense of community and their understanding of City government affairs</li> <li>• Knowledge and awareness of amenities, events and happenings in the City will lead to increased resident participation, engagement and unity</li> </ul>

### Organizational Structure

FTE: 4



# FY 2024-2025 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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Median Household Income** – 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.

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

#### Department Goal

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

## Objective

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

## Performance Indicators

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

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

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

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

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

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

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

## Department Goal

*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 Winter Garden's Downtown District with a balanced mix of desirable commercial infill along with commercial and redevelopment support.
- Revitalize, undergird and facilitate the Historic East Winter Garden Neighborhood commercial district and residential 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).

**# Property Crimes in East Winter Garden** – Count of property related crime incidents reported in the Historic East Winter Garden Neighborhood.

**# Violent Crimes in East Winter Garden** – Count of violent related crime incidents reported in the Historic East Winter Garden Neighborhood.

**# of Gang and Drug Related Crimes in East Winter Garden** – Count of both gang and drug related crime incidents reported in the Historic East Winter Garden Neighborhood.

**# of Total Crimes in East Winter Garden** – Count of total crime incidents reported in the Historic East Winter Garden Neighborhood.

**Crime Per Household (East Winter Garden)** – Relationship of total crime incidents or occurrences reported per household within the Historic East Winter Garden Neighborhood.

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## 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.

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## Strategic Priority #3

### Foster a Culture of Teamwork and Collaboration

#### Department Goal

*Promote a high performing organization*

#### Objective

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

#### Performance Indicator

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

## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employment Opportunity Satisfaction Index *	58%	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 *	81%	81%	86%↑
Shopping Opportunities Satisfaction Index *	76%	76%	86%↑
Overall Economic Health of Winter Garden Satisfaction Index *	85%	85%	88%↑
Economic Development Satisfaction Index *	75%	75%	82%↑
Vibrant Downtown/Commercial Area Satisfaction Index *	90%	90%	95%↑
Opportunities to Participate in Community Matters Satisfaction Index *	73%	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 *	73%	73%	78%↑
Making All Residents Feel Welcome Satisfaction Index *	89%	89%	91%↑
Sense of Civic/Community Pride Satisfaction Index *	85%	85%	87%↑
Sense of Community Satisfaction Index *	83%	83%	85%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
City Population	50,800	50,970	51,044↑
% Change in City Population	7.3%	0.3%	0.1%↑
City-wide Commercial Occupancy Rate	93%	97.4%	98%↑
City Unemployment Rate	2.3%	2.4%	3%↓
# of Jobs Added (In Winter Garden)	920	1,210	1,150↑
Average Wage of Total Jobs	\$60,528	\$57,960	\$62,000↑
Annual % Change in Property Values	12%	12.8%	9.3%↑
Total Annual Property Values	\$4,938,596,286	\$5,570,212,378	\$6,087,968,520↑
% Change in Median Household Income	17.6%	9.5%	4.5%↑
Median Household Income	\$93,951	\$102,855	\$107,500↑
Average Purchase Price of a New Home (Single-Family)	\$634,386	\$590,300	\$605,000↑
# of Business Start-Ups & Expansions	400	410	420↑

% Change in Business Tax Receipts	12.95%	-4.0%	0.6%↑
Annual Business Tax Receipts	\$262,085	\$251,643	\$253,200↑
Commercial Construction \$ Value	\$131,190,150	\$160,082,124	\$175,500,000↑
Construction \$ Value per Commercial Building Permit	\$428,726	\$488,055	\$585,000↑
Residential Construction \$ Value	\$60,610,557	\$66,414,008	\$72,200,000↑
Construction \$ Value per Residential Building Permit	\$25,286	\$25,233	\$36,100↑
Downtown Commercial Occupancy Rate	98%	98%	99%↑
Downtown CRA Taxable Value	\$340M	\$382M	\$403M↑
East Winter Garden Commercial Occupancy Rates	33%	86.6%	90%↑
East Winter Garden CRA Taxable Value	\$157.7M	\$176.6M	\$163.5M↑
East Winter Garden Median/Average Home Value	\$346,923	\$345,200	\$340,000↑
Dollars Invested per East Winter Garden Household	\$1,554	\$4,802	\$4,444↑

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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



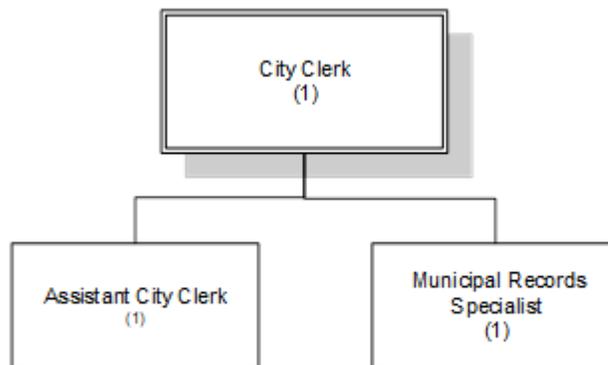
# CITY CLERK'S DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> 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><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Legislative Proceedings</li> <li>• Records Custodian, Management and Training</li> <li>• Oath Administration and Ceremonial Duties</li> <li>• Supervisor of Municipal Elections</li> <li>• Coordinator of Lien Searches and Records Requests</li> <li>• Coordinator of Senior Utility Assistance Discount Program</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Educate all staff of responsibility for their department's records</li> <li>• Changing user needs and expectations</li> <li>• Timely adaptation to new legislative mandates or changes</li> <li>• Identifying records liaisons and ensuring ownership for records compliance in each department</li> <li>• Evaluating email records not related to government business and applying appropriate retention policy</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Monitor and preserve legislative and administrative law updates</li> <li>• Continued effective alliances with multiple departments</li> <li>• Preserved integrity of electronic documents and information</li> <li>• Maximize timely access to records and information for citizens and staff</li> <li>• Department liaisons provide the correct information in a timely manner related to records requests and request disposition to ensure proper storage of only the documents needed</li> </ul>

### Organizational Structure

FTE: 3



## FY 2024-2025 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** – Percentage of citizens who feel positive about the services provided by the City Clerk’s office.

**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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80%↑

City Clerk's Office Fulfillment & Experience Satisfaction Rating **	N/A	100%	≥ 90%↑
OPERATIONAL INDICATORS			
Annual Disposition Request Rate	N/A	24%	75%↑
% Reasonable Records Requests Timely Completed	N/A	93.8%	100%↑
% Agenda Packets Timely Distributed	N/A	100%	100%↑
% Commission Meeting Minutes Timely Posted	N/A	100%	100%↑
% Accurate Commission Meeting Minutes Adopted	N/A	100%	95%↑

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

\*\* In-house survey offered to any person who completes a records request. Future plan to include this metric in the biennial National Citizen Survey (NCS) in order to have a more scientific response.

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

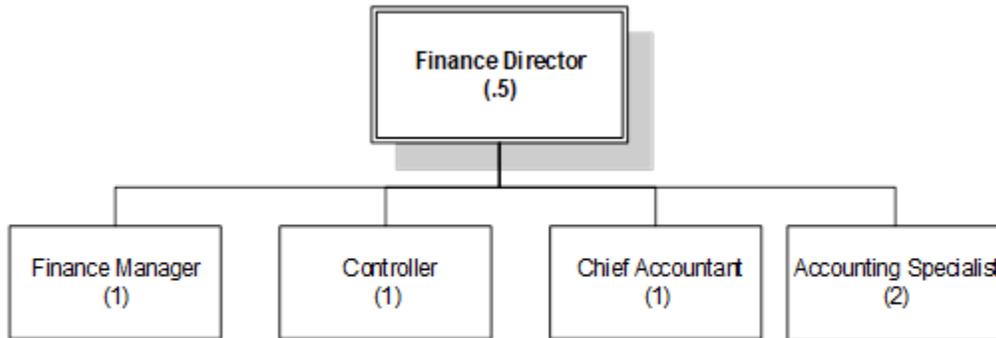


# FINANCE DEPARTMENT FISCAL MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

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

## Organizational Structure

FTE: 5.5



## FY 2024-2025 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

### Strategic Priority #1

Provide Sound Fiscal Management

#### Department Goal

*Submit balanced budget within appropriate parameters to maintain low tax rates*

### Objective

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

## Performance Indicator

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

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## Strategic Priority #2

### Deliver Quality Services Equitably & Respectfully

#### Department Goal

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

#### Objective

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

## Performance Indicator

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

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#### 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.

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## Strategic Priority #3

### Foster a Culture of Teamwork and Collaboration

#### Department Goal

*Promote a high performing organization*

#### Objective

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

## Performance Indicator

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

## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80%↑
Fiscal Management Overall Customer Service Satisfaction Rating *	97.1%	96.1%	≥ 90%↑
<b>FINANCIAL INDICATORS</b>			
Budget to Actual Variance (City Overall Financials) **	+6%	+7%	+5%↑
External Grant Funding Received***	\$6,575,296	\$698,834	\$10,000,000↑
<b>OPERATIONAL INDICATOR</b>			
Number of Grants and/or Other External Funding Sources Pursued	6	22	6↑

\* 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.

\*\*\* Represents externally sourced funding awarded, received, and realized via grants (State and Federal), Federal appropriations or other sources to facilitate and subsidize City cost.

≤ ≥ 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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# FINANCE DEPARTMENT

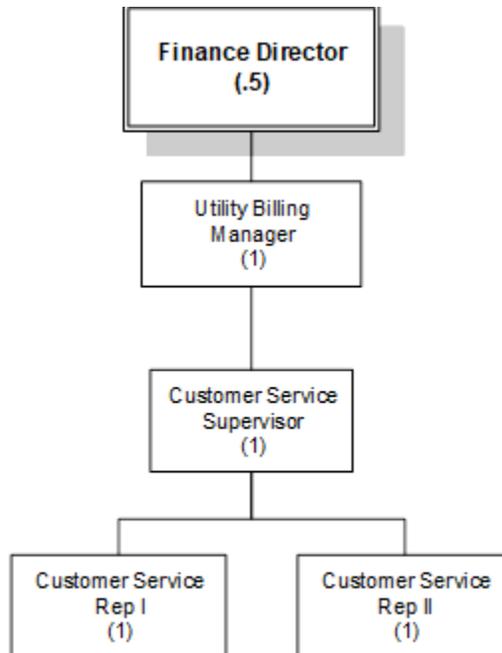
## UTILITY BILLING

### BUSINESS PLAN & PERFORMANCE INDICATORS

<b>MISSION STATEMENT:</b> To provide exceptional customer service experience as well as ensure an efficient and effective billing process.	<b>CORE FUNCTIONS:</b> <ul style="list-style-type: none"><li>• Customer Service including a payment center for utility service (water, sewer, solid waste, storm water, irrigation)</li><li>• Meter Reading management</li><li>• Account Maintenance including set up, billing, cancellations, collections, and liens</li></ul>
<b>CHALLENGES:</b> <ul style="list-style-type: none"><li>• Service turn offs for non-payment are labor intensive</li><li>• Call volume during cut-offs increases handle time</li><li>• Meter shortage has slowed meter replacement process and could cause delays for new construction homes</li></ul>	<b>BUSINESS ASSUMPTIONS:</b> <ul style="list-style-type: none"><li>• Increased payments online, over the phone and by mail</li><li>• Talk time and hold time will remain steady and in control due to new and more proficient staff assisting residents</li><li>• Obtaining email address list from all residents will continue and enhance the way we communicate and serve</li></ul>

#### Organizational Structure

FTE: 4.5



# FY 2024-2025 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.

#### 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 UB customer service respondents via surveys who rated their overall satisfaction level (service experience and resolution) as good or excellent.

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

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

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

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

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

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## Strategic Priority #2

### Foster a Culture of Teamwork and Collaboration

#### Department Goal

*Promote a high performing organization*

#### Objective

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

#### Performance Indicator

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

## PERFORMANCE INDICATOR RESULTS & TARGETS

Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Utility Billing Service Satisfaction Index *	82%	82%	82%↑
Overall Service Experience Satisfaction Rating (monthly in-house survey)	96.8%	95.1%	≥ 90%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	78.8%	≥80%↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time (in seconds)	:50	:56	≤ :55↓
Average Talk Time (in seconds)	:128	:142	≤ :120↓
Average Hold Time (in seconds)	:44	:61	≤ :90↓
Call Abandonment Rate	6.1%	7.3%	≤ 6%↓
% of Calls Handled	93.8%	92.6%	≤ 95%↑

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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.

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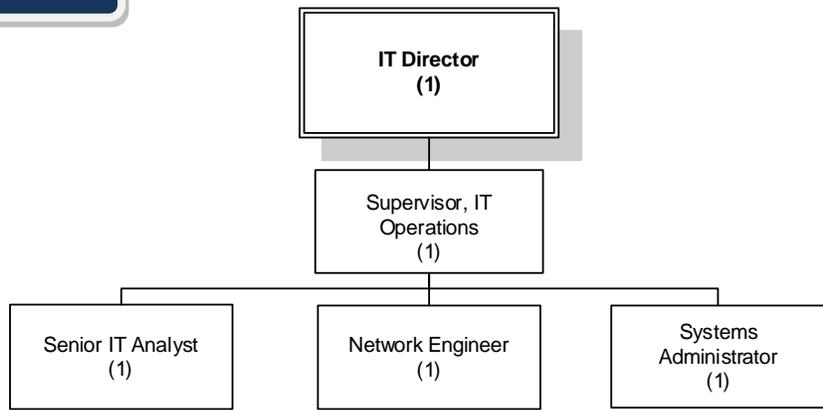


# INFORMATION TECHNOLOGY BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Provide timely and effective end-user support, focusing first on customer service, to ensure that all information and communication systems are secure, reliable and performing as expected.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>Provide Help Desk service according to the Winter Garden Way</li> <li>Integrate and support computer hardware, software, and voice technology</li> <li>Ensure security, network and systems are in place to protect and support the City’s data and operations</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Failure to be informed on support requirements in a timely manner when called upon to facilitate department technology projects</li> <li>Although basic equipment has become on-demand, specialized equipment continues to be extremely difficult to procure due to supply constraints and multi-industry-wide microchip shortages, not to mention inflation and surcharges</li> <li>Security will be tested as cybersecurity threats become more sophisticated and ongoing; and as more folks connect from outside our network in various ways</li> <li>Managing and vetting the right mix of AI tools for business solutions, along with developing policies to control usage</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>Current security setup will adequately guard data and overall network integrity, confidentiality, and availability; especially in light of data breaches and increased email phishing/ransomware attacks</li> <li>Phone system call volumes will remain at a manageable level and controls will minimize and contain involuntary call abandonment occurrences</li> <li>Level of staff training will be adequate for any changes in technology</li> <li>Budget approval for projects/capital items</li> </ul>

## Organizational Structure

FTE: 5



## FY 2024-2025 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.

## Performance Indicators

**Webex for Broadworks Phone System Uptime Rate** – Percentage of time the Webex for Broadworks 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). Calculation: total calls abandoned or rejected / total calls presented in the Webex application.

**% 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
IT Overall Service Satisfaction Rating *	90.6%	95.4%	≥ 90%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
Helpdesk Average First Response Time (in minutes)	N/A	:75	≤ :60↓
Helpdesk Average Resolution Time (in hours)	N/A	1.3	≤ 24:00↓
Helpdesk First Contact Resolution Rate	N/A	84.7%	≥ 80%↑
Webex for Broadworks Phone System Uptime Rate	99.93%	100%	≥ 99.5%↑
Involuntary Abandonment Rate	6.07%	2.26%	≤ 2.0%↓
% Uptime and Availability of Systems	99.97%	99.88%	≥ 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

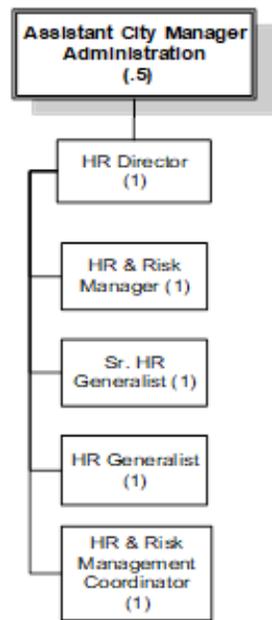
## HUMAN RESOURCES

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> To recruit, engage, develop, support, and retain a skilled, diverse workforce.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Retention</li> <li>• Employee Support Services</li> <li>• Employee Organizational Development</li> <li>• Employee Relations</li> <li>• Risk Management</li> <li>• Employee Benefits</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• 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, &amp; certification) and a significant increase in market pay rates</li> <li>• 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</li> <li>• Increased labor relations volume due to two new union contracts (2 union contracts to be negotiated in FY 24-25)</li> <li>• Retention of existing talent and shortage of skilled talent to fill vacancies</li> <li>• Need for succession planning for key positions with pending retirements identified over the course of the next 5 years</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Employees will want to continue to learn and improve skills if given the opportunity</li> <li>• Managers, supervisors, and staff will embrace leadership development training opportunities</li> <li>• Ongoing training and support to help all leaders and employees successfully navigate the Career Development program and identify career paths, qualification gaps, etc.</li> <li>• Employee compliance with safety practices</li> <li>• Ongoing transition of new HR &amp; Risk Manager, including daily oversight of Risk Management functions and increased involvement in labor relations (i.e. collective bargaining), employee relations, leadership and staff training initiatives, etc. for the fiscal year</li> </ul>

#### Organizational Structure

FTE: 5.5



## FY 2024-2025 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 or professional position from the time a vacancy is created to when there is acceptance of a job offer by a candidate

**% of Mid & High Level Positions filled within 90 Days** – The number of open 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

- Monitor and manage employee time-off and any impact on departmental and City operations.

### 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

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 #3

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.

## 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.

## 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Employee On-Boarding Satisfaction Rate	99.5%	100%	100%↑
HR On-Boarding Satisfaction Rating	100%	100%	100%↑
Department On-Boarding Satisfaction Rating	99%	100%	100%↑
Training Experience Satisfaction Rating	N/A	N/A	100%↑
Career Development Leadership Effectiveness Satisfaction Index *	87.1%	87.0%	89%↑
HR Overall Customer Service Satisfaction Rating *	96.6%	91.1%	≥ 90%↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80%↑
<b>FINANCIAL INDICATORS</b>			
Net Budgeted Healthcare Plan Cost/Member	\$11,112	\$12,434	\$13,000↓
Net City Healthcare Plan Cost/Member	\$9,090	\$11,746	\$10,000↓
Internal Training Cost Per Employee	\$0	\$0	\$75.00↑
External Training Cost Per Employee	\$0	\$0	\$250.00↑
<b>OPERATIONAL INDICATORS</b>			
Average Time to Fill High-Level Salaried Position (In Days)	67	25	≤ 90↓
Average Time to Fill Mid-Level Professional Position (In Days)	N/A	43	≤ 90↓
% of Salaried Positions filled within 90 Days	100%	100%	≥ 85%↑
Training Hours Per Supervisory Employee	N/A	3	16↑
Sick Hours per FTE	39.3	45.1	≤ 40↓
Average Time Off per FTE (Hours)	198.7	206.4	≤ 175↓
Citywide Lost Workdays Due to On-The-Job Injuries per FTE	.34	.22	≤ 0.45↓
General Employee Lost Workdays Due to On-The-Job Injuries per FTE	.17	.22	≤ 0.37↓
Police Lost Workdays Due to On-The-Job Injuries per FTE	.17	.11	≤ 0.60↓
Fire Lost Workdays Due to On-The-Job Injuries per FTE	1.38	.37	≤ 0.90↓
Citywide Light Duty Days Due to On-The-Job Injuries per FTE	.59	.32	≤ 0.65↓

General Employee Light Duty Days Due to On-The-Job Injuries per FTE	.57	.22	≤ 0.60↓
Police Light Duty Days Due to On-The-Job Injuries per FTE	.79	.40	≤ 0.95↓
Fire Light Duty Days Due to On-The-Job Injuries per FTE	.36	.61	≤ 0.90↓

\* 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

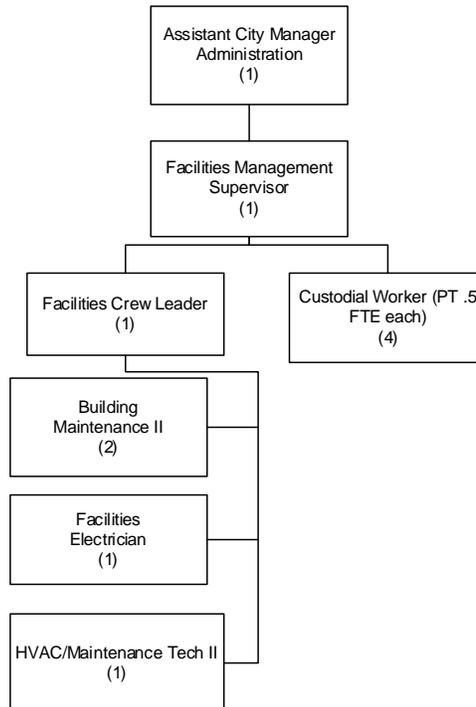


# ADMINISTRATIVE SERVICES FACILITIES MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Enhance and maintain the appearance and safety of the City by the efficient management of its facilities.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of City facilities</li> <li>• Selection and management of products, contracts and vendors</li> <li>• Monitor and improve condition of City facilities assets</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Staffing levels are currently effecting level of service as we acquire more property to maintain with the same number of personnel</li> <li>• Experiencing higher than expected costs of maintaining facilities</li> <li>• Aging facilities and infrastructure and availability of replacement parts</li> <li>• Turnover in Janitorial services has been higher than expected. Also requires a certain level of clearance for high security areas which can pose a problem</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Sufficient funding will be available for training, education, sustainability, and maintenance</li> <li>• Work that requires outsourcing will be done in a timely and cost-effective manner</li> </ul>

## Organizational Structure

FTE: 8.25



## FY 2024-2025 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*

### 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 Events Related Hours** – Average hours utilized to complete/fulfill event-based work assignments or activities (not PM or CM) on City facilities (buildings, complexes and parks). Calculation: events related work hours realized on completed work orders divided by total number of events related work orders completed.

**Average Events Related Cost** – Average cost realized to complete/fulfill event-based work assignments on City facilities (buildings, complexes and parks). Calculation: total event related work costs (labor, parts, material, equipment, contractors) realized on completed work orders divided by total number of event 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Facilities Overall Customer Service Satisfaction Rating *	91.0%	91.9%	≥ 90% ↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80% ↑
<b>FINANCIAL INDICATORS</b>			
Average Level 1 Repair Costs (Life & Safety Failures)	\$124.50	\$183.00	≤ \$200 ↓
Average Level 2 Repair Costs (Equipment Defects)	\$205.75	\$165.75	≤ \$275 ↓
Average Preventive Maintenance Cost	\$132.50	\$110.50	≤ \$250 ↓
Average Corrective Maintenance Cost	\$396.25	\$323.00	≤ \$450 ↓
Average Request For Services Task Cost **	\$220.75	\$287.25	≤ \$250 ↓
Average Events Related Cost **	N/A	N/A	≤ \$5,280 ↓
<b>OPERATIONAL INDICATORS</b>			
Average Days to Close Level 1 Service Work Requests (Life & Safety Failures)	2.3	1	≤ 2 ↓
Average Days to Close Level 2 Service Work Requests (Equipment Defects)	2	2.3	≤ 3 ↓
% Preventive Maintenance vs Corrective Maintenance	33.3%	36.5%	≥ 60% ↑
Average Preventive Maintenance Hours	1.91	1.78	≤ 2 ↓
Average Corrective Maintenance Hours	5.3	3.7	≤ 4 ↓
Average Request For Services Task Hours	3.01	5	≤ 2 ↓
Average Events Related Hours (new measure)	N/A	N/A	≤ 132 ↓

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

\*\* Certain line items were included in this number in the past for historical data and will now be broken out to more clearly identify Facilities functions.

≤ ≥ 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.

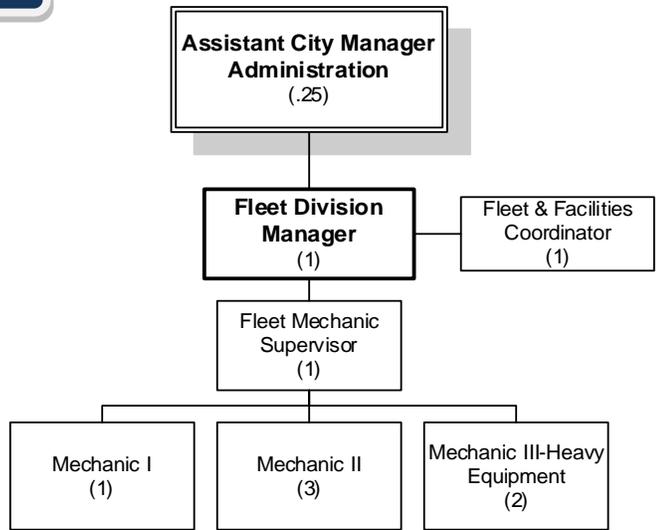


# ADMINISTRATIVE SERVICES FLEET MANAGEMENT BUSINESS PLAN & PERFORMANCE INDICATORS

<b>MISSION STATEMENT:</b> To efficiently maintain a safe and reliable fleet of City vehicles.	<b>CORE FUNCTIONS:</b> <ul style="list-style-type: none"> <li>Preventive maintenance and repairs of vehicles and equipment</li> <li>Ensure that vehicles and equipment are adequate and ready for use</li> <li>Fuel management and distribution</li> </ul>
<b>CHALLENGES:</b> <ul style="list-style-type: none"> <li>Availability of replacement parts (supply chain issues)</li> <li>Increasing maintenance costs associated with an aging fleet coupled with inflationary environment ex. tire pricing has increased exponentially</li> <li>Skill level - keeping pace with evolving technology</li> <li>Inaccurate fuel and mileage reporting affects budgeting and analysis critical to future maintenance and vehicle depreciation cost</li> </ul>	<b>BUSINESS ASSUMPTIONS:</b> <ul style="list-style-type: none"> <li>Adequate funding and resources are available</li> <li>Maximize preventative maintenance to reduce vehicle deficiencies</li> <li>Develop vehicle replacement cycles to maximize readiness/productivity</li> <li>Continued practice of using an evening shift to keep overtime to a minimum and decrease downtime</li> <li>Implement targeted on the job training and other available professional training resources to increase maintenance efficiency</li> </ul>

## Organizational Structure

FTE: 9.25



## FY 2024-2025 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 user.

**Average Age of Primary Fleet Vehicles** -Average age of all fleet vehicles in primary daily use (excluding reserve vehicles) from vehicle manufacture date to the most current date of in-service use.

**Preventive vs. Corrective Maintenance Ratio** – Number of preventive maintenance work orders compared to the number of corrective repair work orders completed. Calculation: (Preventive maintenance WOs / Preventive maintenance WOs + Corrective repair WOs) X 100.

**Fleet Average Downtime** – Average time (in hours) a vehicle is down or out of service due to scheduled or unscheduled repairs (operational failures).

**Fleet Average PM Downtime** – Average time (in hours) a vehicle is down or out of service due to scheduled repairs.

**% 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Fleet Management Satisfaction Rating *	91.5%	97%	≥ 90% ↑
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	≥ 80% ↑
<b>FINANCIAL INDICATORS</b>			
Vehicle Cost per Mile	\$1.58	\$3.99	\$3.00 ↓
Vehicle Cost per Hour	\$57.90	\$12.74	\$35.00 ↓
Average Repair & PM Cost Per Fire Vehicle	\$2,546	\$1,029	\$920 ↓
Average Repair & PM Cost Per Police Vehicle	\$391	\$289	\$320 ↓
Average Repair & PM Cost Per Solid Waste Vehicle	\$3,804	\$1,591	\$1,300 ↓
Average Repair & PM Cost Per Regular Vehicle	\$863	\$630	\$550 ↓
<b>OPERATIONAL INDICATORS</b>			
Overall Preventive Maintenance Adherence Rate	96%	99.8%	95% ↑
Fire Dept. Preventive Maintenance Adherence Rate	100%	100%	98% ↑
Police Dept. Preventive Maintenance Adherence Rate	97%	99.6%	95% ↑
Solid Waste Preventive Maintenance Adherence Rate	95.5%	100%	95% ↑
General Support Preventive Maintenance Adherence Rate	91.3%	99.4%	90% ↑
Average Age of All Fleet Vehicles (years)	9.9	9.0	10 ↓
Average Age of Primary Fleet Vehicles (years)	6.9	11	7.0 ↓
% Preventive vs. Corrective Maintenance Ratio	25.2%	27.1%	30% ↑

Fleet Average Downtime Hours	22.0	23.5	15↓
Fleet Average PM Downtime Hours	9.3	6.9	8↓
% Repeat Repairs/Failures	.89%	4.26%	1.3%↓
Fleet Assets-to-Mechanic Ratio	65.7	55.0	60↓
% of Repairs Outsourced	6.6%	6.0%	6%↓

\* 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



# POLICE DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

### MISSION STATEMENT:

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

### CORE FUNCTIONS:

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

### CHALLENGES:

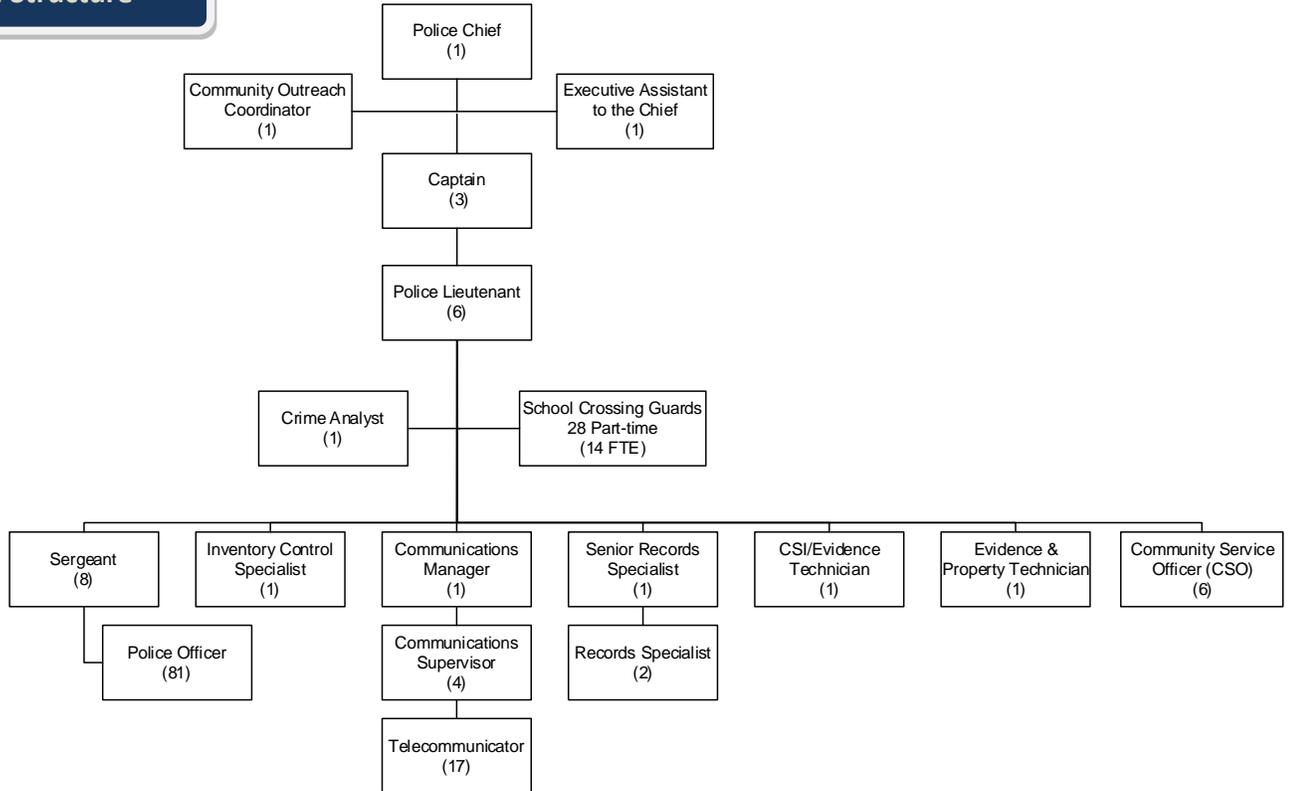
- Extended economic pressures could increase overall crime
- New Florida Incident Based Reporting System (FIBRS) method used to track crime statistics has changed the way a crime incident is reported resulting in more crime counts in a single incident than the previous method - actual crimes and targets will now reflect higher
- Maintaining patrol levels with higher than normal officer vacancies
  - Need to increase staff to keep pace with population growth
  - Recruiting/retaining qualified applicants - City facing competition with surrounding agencies who have significantly increased wages
- Citizen's apathy towards public safety initiatives
- Outgrowing the current police department buildings and are facing scheduling difficulties with training/shooting facilities
- Records Management Software upgrade challenges on reporting crime statistics and the data migration from one system to another
- Traffic safety and enforcement as a result of increasing population within the City and surrounding localities

### BUSINESS ASSUMPTIONS:

- 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 2024 to assist and improve the efficiency of crime statistics reporting

## Organizational Structure

FTE: 150



## FY 2024-2025 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Safety From Property Crime Index *	79%	79%	84%↑
Safety From Violent Crime Index *	81%	81%	91%↑
Crime Prevention Index *	82%	82%	84%↑

Average Safety in Your Neighborhood Index (day & night combined) *	90.5%	90.5%	96%↑
Safety in Downtown Winter Garden during the Day Index *	96%	96%	98%↑
Safety in Downtown Winter Garden after Dark Index *	84%	84%	93%↑
Traffic Enforcement Satisfaction Index *	68%	68%	75%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	78.8%	≥ 80%↑
OPERATIONAL INDICATORS			
# of Property Crimes Reported	2,092	1,728	2,000↓
Property Crime Clearance Rate	34%	38.9%	35%↑
Property Crime Rate per 1,000 Residents	40.9	33.56	38.8↓
# of Violent Crimes Reported	193	152	180↓
Violent Crime Clearance Rate	76.6%	68.8%	58%↑
Violent Crime Rate per 1,000 Residents	3.78	2.95	3.5↓
# of Crimes Reported	2,310	1,880	2,180↓
Crime Clearance Rate	38%	41.2%	38%↑
Crime Rate per 1,000 Residents	45.2	36.5	42.7↓
Code 2 Calls Received (low priority-crime not in progress emergencies)	13,118	11,821	12,000↓
Code 2 Calls Response Time (low priority-crime not in progress emergencies)	7:18	6:55	≤ 7:00↓
Code 2 Calls per 1,000 Residents (low priority-crime not in progress emergencies)	256.8	229.5	235.1↓
Code 3 Calls Received (high priority emergencies)	734	639	750↓
Code 3 Calls Response Time (high priority emergencies)	4:17	3:55	≤ 4:10↓
Code 3 Calls per 1,000 Residents (high priority emergencies)	14.37	12.39	14.7↓
% Citizens Receiving a Traffic Citation in the Last 24 months	5%	5%	≤ 6%↓
Number of Traffic Stops	17,043	21,586	9,000↑
Count of Traffic Enforcement Events	2,664	3,051	1,800↑
# of Crimes Reported in Downtown District **	81	72	90↓
Downtown Crime Clearance Rate	65%	69%	65%↑
# of Unsecured Properties Downtown	3	3	12↓

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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.

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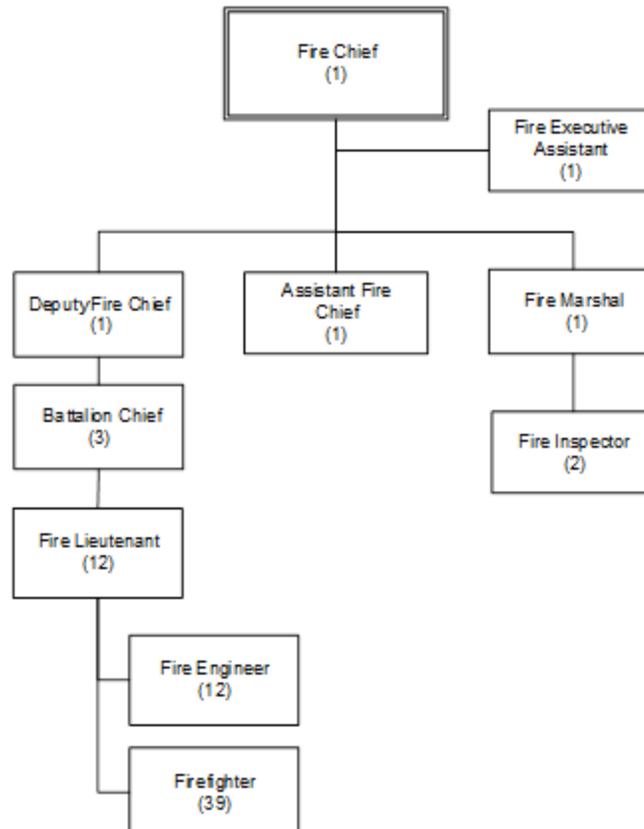
# FIRE/RESCUE DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Protect life and property from fire and other emergencies within our community through public education, fire code management, and timely responses to incidents.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Fire, medical, and other incident responses</li> <li>• Fire inspections, Fire Prevention and Education</li> <li>• Community Risk Reduction, Emergency Preparedness, Life Safety</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Difficulty maintaining service levels (response times) with the current location of station - Station 23</li> <li>• Firefighter recruitment and retention - Regional changes in leave, pay &amp; incentives</li> <li>• Staff support and succession planning</li> <li>• Supply chain and cost limitations for fleet and supplies</li> <li>• Additional responsibilities to fully support Citywide Emergency Medical Services (EMS) transport, including collections</li> <li>• Changes in policy for emissions and equipment life cycle requiring replacement will drastically affect costs</li> <li>• Need for EMS Quality Assurance manager &amp; additional Fire Inspector</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Reliable dispatching/communication services</li> <li>• Citizens will respond well to outreach efforts</li> <li>• Increasing demand and need for commercial occupancy inspections will have the resources to respond effectively</li> <li>• Emergency Medical Services (EMS) call volume will continue to rise due to community growth.</li> </ul>

### Organizational Structure

FTE: 73



# FY 2024-2025 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.  
**% Fire Response Goals Met** – Number of times a Fire 911 emergency call was responded to within target compared to total Fire 911 emergency calls.

## 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.

**% EMS Response Goals Met** – Number of times a EMS 911 emergency call was responded to within target compared to total EMS 911 emergency calls.

## 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Emergency Preparedness Satisfaction Index *	79%	79%	80%↑
Fire Prevention & Education Satisfaction Index *	85%	85%	87%↑
Safety from Fire, Flood or Other Natural Disaster Satisfaction Index * (New Rating)	82%	82%	86%↑
Fire Services Satisfaction Index *	92%	92%	94%↑
Emergency Medical Services Satisfaction Index *	92%	92%	94%↑
Employee Motivation and Productivity Satisfaction Rating **	80.4%	78.8%	≥ 80%↑
<b>FINANCIAL INDICATORS</b>			
Labor Budget to Actual Labor Variance (+/- Percentage) ***	0%	0.6%	+/- 5%↓
Overtime Labor Budget to Actual Labor Variance (+/- Percentage) ***	-61.7%	-37.9%	+/- 5%↓
<b>OPERATIONAL INDICATORS</b>			
False Alarms as a % of Total Calls	.35%	.91%	≤ 1%↓
Fire Calls as a % of Total Calls	2.07%	2.44%	≤ 2.5%↓
Fire Average Response Time	6:21	6:21	≤ 5:25↓
% Fire Response Goals Met	74%	77%	≥ 90%↑
EMS Calls as a % of Total Calls	79.5%	76.1%	≤ 80%↓
Average EMS Response Time	5:55	6:03	≤ 5:05↓
% EMS Response Goals Met	48%	49%	≥ 80%↑

CPR Certified / 1,000 Residents Ratio	77.36	107.43	105↑
# of incidents where CPR was used by a citizen prior to a first responder	6	7	10↑

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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.

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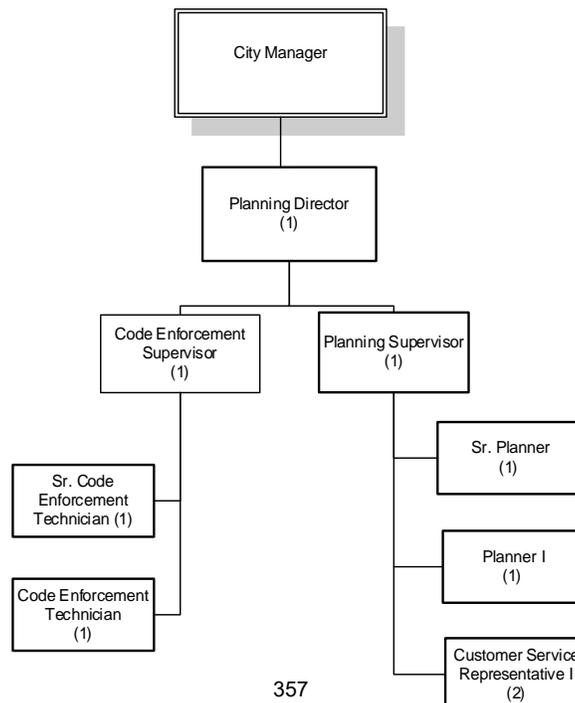
# COMMUNITY DEVELOPMENT DEPARTMENT

## BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Oversee Development Review of Land Development Projects</li> <li>• Maintain City's Comprehensive Plan</li> <li>• Maintain and update City's development codes</li> <li>• Review building plans</li> <li>• Issue building permits</li> <li>• Conduct building inspections</li> <li>• Enforce City codes</li> <li>• Collect business taxes</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• State legislative changes and mandates</li> <li>• Effect of the state of the economy on land/property maintenance, development and re-development</li> <li>• Impact of fuel, maintenance, and service costs as well as materials</li> <li>• Coordination of state and regional agencies with municipal goals</li> <li>• Field and operational impacts from new building code requirements</li> <li>• Inflation and supply delays in building materials slowing the pace of construction timelines as commercial construction increases</li> <li>• Declining quality and availability of construction trades leading to more re-inspections and greater quality control vigilance</li> <li>• New affordable housing act could cause issues with building and zoning requirements not fitting into our current standards</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Support in place to grow community in a balanced and responsible manner</li> <li>• Necessary tools will be available to enable an effective and efficient Development Review Process</li> <li>• Residential permits and new projects to continue slowing as the economy changes along with the continued delays in the supply chain for materials</li> <li>• Commercial permit activity to continue on approved projects while new projects will also continue to increase</li> <li>• All open positions will be filled for FY 2024/2025 to properly match workload demand</li> </ul>

### Organizational Structure

FTE: 9



# FY 2024-2025 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 multi-modal 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

*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.

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## 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Overall Quality of the Transportation System Satisfaction Index *	62%	62%	65%↑
Ease of Public Parking Satisfaction Index *	60%	60%	68%↑
Availability of Paths and Walking Trails Satisfaction Index *	82%	82%	84%↑
Ease of Bicycle Travel Satisfaction Index *	73%	73%	75%↑
Ease of Car Travel Satisfaction Index *	68%	68%	72%↑
Ease of Walking Satisfaction Index *	73%	73%	75%↑
Traffic Flow on Major Streets Satisfaction Index *	42%	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 *	75%	75%	79%↑
Well-planned Residential Growth Satisfaction Index *	54%	54%	76%↑
Well-planned Commercial Growth Satisfaction Index *	57%	57%	74%↑
Well-designed Neighborhoods Satisfaction Index *	66%	66%	84%↑
Preservation of the Historical or Cultural Character of the Community Satisfaction Index *	77%	77%	85%↑
Preservation of Natural Land Areas Satisfaction Index *	66%	66%	68%↑
Code Enforcement Satisfaction Index *	56%	56%	65%↑
% Citizen Initiated Code Complaints	4.3%	2.9%	≤ 5%↓
% Citizen Initiated Complaints handled through Voluntary Compliance	99.3%	100%	100%↑
% of Code Complaints responded to within 24hrs	99%	87%	95%↑
Employee Motivation and Productivity Satisfaction Rating	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
Average Overall Cycle Time for Project Plan Reviews - Subdivision (days)	40	25	≤ 30↓
Average # of Plan Reviews per Project Submittal - Subdivision (days)	2.5	3	≤ 3↓
Average Overall Cycle Time for Project Plan Reviews - Commercial (days)	35.5	33	≤ 30↓
Average # of Plan Reviews per Project Submittal - Commercial (days)	2	3	≤ 3↓
Total Connected Trails & Paths (in feet)	108,456	108,456	109,541↑
Total Connected Sidewalks (in feet)	1,501,926	1,503,270	1,518,303↑
Percentage of Multipurpose Trails Connected to Neighborhoods	56.5%	56.5%	57%↑

Incorporated Winter Garden Conversion Rate	.10%	1.74%	.22%↑
Ratio of Unincorporated Winter Garden	21.4%	21.03%	21.13%↓
Total JPA Acreage	14,739.6	14,739.6	14,739.6↑
Total Incorporated Acreage	11,586	11,640	11,645↑
Total Unincorporated Acreage	3,153.6	3,099.6	3,114.6↓
Unincorporated Acreage Converted	3	54	5↑
Average Queue Wait Time (In Seconds) – Building and Planning	:39	:48	≤ :25↓
Average Talk Time (In Seconds) – Building and Planning	:79	:97	≤ :95↓
Average Hold Time (In Seconds) – Building and Planning	:25	:45	≤ :40↓
Call Abandonment Rate (In Seconds) – Building and Planning	6.3%	7%	≤ 5%↓
% of Calls Handled – Building and Planning	93.7%	93.0%	≥ 95%↑
Average Queue Wait Time (In Seconds) – Reception	:11	:10	:10↓
Average Talk Time (In Seconds) – Reception	:26	:24	:31↓
Average Hold Time (In Seconds) – Reception	:04	:04	:06↓
Call Abandonment Rate (In Seconds) – Reception	7.4%	3.2%	≤ 5%↓
% of Calls Handled – Reception	92.6%	96.4%	≥ 95%↑
Total Acreage of City Green Space	3,867	3,845	3,900↑
City Green Space %	33.4%	33.05%	33.4%↑
Average Days Taken to Close a Code Case	46.4	35.6	≤ 45↓
% Staff Initiated Code Violations	96.2%	97.1%	≥ 95%↑
% of Complaints/Cases Brought into Compliance without Official Action	98.0%	98.6%	100%↑
# of Code Complaints, Cases and/or Violations per 1,000 Service Connections	13	75.3	40↓
# of Code Complaints, Cases and/or Violations per Code Officer	241	480	≤ 250↓

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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.



# PUBLIC SERVICES DEPARTMENT

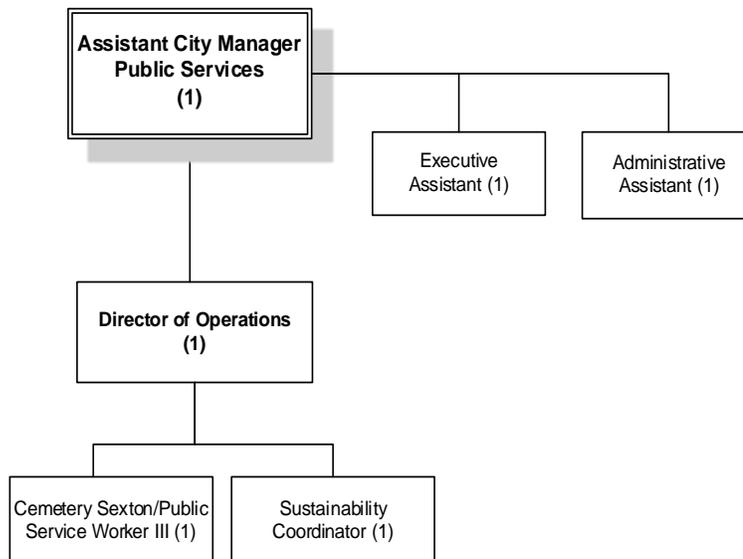
## ADMINISTRATION/CEMETERY DIVISIONS

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b></p> <p><b>Administration:</b> To facilitate the provision and maintenance of high quality infrastructure to efficiently deliver safe, reliable and responsive services.</p> <p><b>Cemetery:</b> Provide compassionate care to families and assist them with the planning of their cemetery needs.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Management of Public Services Divisions</li> <li>• Liaison to State &amp; Federal Regulatory Agencies</li> <li>• Assist with cemetery needs and maintain attractive cemetery grounds</li> <li>• Administer Water Conservation Program</li> <li>• Green energy and energy optimization</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Reliance on State and Federal Regulatory Agencies for approvals (permits and other requirements)</li> <li>• Additional unexpected mandates from regulatory agencies</li> <li>• Lean staffing and impending retirement eligibility across divisions</li> <li>• Cost constraints on budget due to inflation and recessionary concerns</li> <li>• Uncertainties of long-term effects on infrastructure projects</li> <li>• Impact on the pace of construction improvement projects resulting from continued inflationary environment and delays in the supply chain</li> <li>• Lack of available grants</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Commercial and residential consumer utility rates and impact fees may change after completion of the rate study</li> <li>• Alternative water supply plan will increase the City's Consumptive Usage Permit (CUP) to accommodate the proposed build out of the City</li> <li>• Water conservation public education will reduce water consumption</li> <li>• Vacancies and staffing levels will improve to adequately meet workload demands</li> </ul>

### Organizational Structure

FTE: 6



# FY 2024-2025 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.*

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## Strategic Priority #2

Foster a Culture of Teamwork and Collaboration

### Department Goal

*Promote a high performing organization*

### Objective

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

### Performance Indicator

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

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## 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Employee Motivation and Productivity Satisfaction Rating	80.4%	78.8%	≥ 80% ↑
<b>FINANCIAL INDICATORS</b>			
Capital Improvements External Funding Rate * †	N/A	N/A	15% ↑
Capital Improvements External Funding Received * †	N/A	N/A	\$30,000,000 ↑
<b>OPERATIONAL INDICATORS</b>			
Average Queue Wait Time – in seconds	:55	:31	≤ :35 ↓

Average Talk Time – in seconds	:101	:101	≤ :90↓
Average Hold Time – in seconds	:45	:42	≤ :55↓
Call Abandonment Rate	25.9%	6.0%	≤ 10%↓
% of Calls Handled	74.1%	94.0%	≥ 90%↑
Total Recordable Incident Rate (Accidents Per 100 Employees)	43.7	39.5	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. Grants were awarded, but not yet received for FY24.

† 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 FY25 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.

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# PUBLIC SERVICES DEPARTMENT

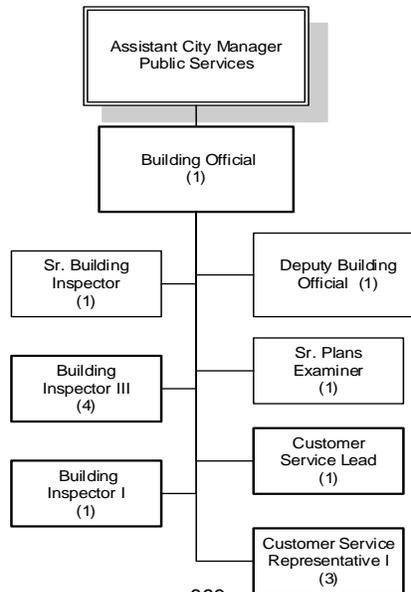
## BUILDING DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> To grow a sustainable City while preserving and enhancing both its natural and built environments.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Review building plans</li> <li>• Issue building permits</li> <li>• Conduct building inspections</li> <li>• Collect business taxes</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• State legislative changes and mandates</li> <li>• Effect of the state of the economy on land/property maintenance, development and re-development</li> <li>• Impact of fuel, maintenance, and service costs as well as materials</li> <li>• Coordination of state and regional agencies with municipal goals</li> <li>• Field and operational impacts from new building code requirements</li> <li>• Inflation and supply delays in building materials slowing the pace of construction timelines as commercial construction increases</li> <li>• Declining quality and availability of construction trades leading to more re-inspections and greater quality control vigilance</li> <li>• New affordable housing act could cause issues with building and zoning requirements not fitting into our current standards</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Residential permits and new projects continue to slow substantially as the economy changes along with the continued delays for materials</li> <li>• Commercial permit activity to continue on approved projects while new projects may increase at a steady pace</li> <li>• All open positions will be backfilled for FY 2024/2025 to properly match workload demand</li> </ul>

### Organizational Structure

FTE: 13



# FY 2024-2025 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Encourage a Thriving Economy

#### Department Goal

*Ensure 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.

## 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 #6

### Deliver Quality Services Equitably and Respectfully

#### Department Goal

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

#### Objective

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

#### Performance Indicators

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

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

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

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

**% of Calls Handled** – Number of calls presented/that entered the Building 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Employee Motivation and Productivity Satisfaction Rating *	80.4%	78.8%	80%↑
<b>OPERATIONAL INDICATORS</b>			
Avg. Overall Permitting Turnaround Time (days)	20.3	19.5	≤ 15↓
Avg. Commercial Permitting Turnaround Time (days)	19	19.75	≤ 15↓
Avg. Commercial Plan Review Time (days)	3.5	4.5	≤ 10↓
Avg. Residential Permitting Turnaround Time (days)	30.8	16.75	≤ 15↓
Avg. Residential Plan Review Time (days)	3.9	2.8	≤ 5↓
% of Commercial Permits within Review Standard	70.3%	67.9%	85%↑
% of Residential Permits within Review Standard	45.6%	49.4%	85%↑
Average Cycle Time for Sign Permits (days)	37.7	22.5	≤ 14↓
# of Inspections per Inspector per Day	14.2	14.6	25↓
% of Commercial Building Inspections Performed within 24hrs of Request	95.9%	96.4%	≥ 95%↑
% of Residential Building Inspections Performed within 24hrs of Request	98.4%	97.4%	≥ 98%↑
% of Total Inspections Performed by Requested Date	97.7%	97.2%	≥ 98%↑
Average Queue Wait Time (In Seconds) – Building and Planning	:39	:48	≤ :25↓
Average Talk Time (In Seconds) – Building and Planning	:79	:97	≤ :95↓
Average Hold Time (In Seconds) – Building and Planning	:25	:45	≤ :40↓
Call Abandonment Rate (In Seconds) – Building and Planning	6.3%	7%	≤ 5%↓
% of Calls Handled – Building and Planning	93.7%	93%	≥ 95%↑

\* 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.

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# PUBLIC SERVICES DEPARTMENT

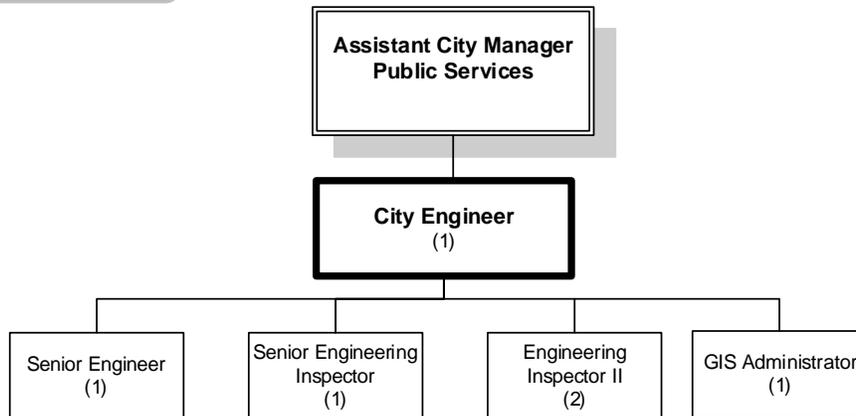
## ENGINEERING DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

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

#### Organizational Structure

FTE: 6



## FY 2024-2025 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.

**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 total actual cost of completed CIPs compared to total bid cost of completed CIPs (a negative number reflects coming under bid amount).

## Department Goal

*Proactively safeguard engineering design standards on all infrastructure installations in the City*

## 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Overall Quality of the Utility Infrastructure Satisfaction Index *	84%	84%	85% ↑
<b>FINANCIAL INDICATORS</b>			
CIP Bid to Design Estimate Cost Variance %	0%	16.82%	≤ 10% ↑
CIP Bid to Actual Cost Variance %	-8.89%	3.38%	≤ 5% ↓
<b>OPERATIONAL INDICATORS</b>			
Number of Post Installation Asset Failures within 2 Years	0	0	0 ↓
Number of Post Installation Asset Failures within 5 Years after Warranty	0	0	0 ↓
% of On-Time CIP Starts (Design Phase)	100%	97.78%	≥ 95% ↑
CIPs Completed and/or on Schedule	95.24%	95.56%	≥ 95% ↑
Number of Active Capital Improvement Projects	6	5	8 ↑
# CIP Site Visits	442	236	300 ↑
# CIP New Starts per Period	11	10	3 ↑
# CIP C of Cs per period	9	8	6 ↑
Number of Active Private Projects	29	20	25 ↑
# Private Project Site Visits	4,821	4,219	4,000 ↑
# Private Project New Starts per Period	12	14	10 ↑
# Private Project C of Cs per Period	13	4	10 ↑
Number of Active Right of Way Permits	29	107	100 ↑
# Right of Way Site Visits	2,107	2,356	2,500 ↑
# Right of Way Permit New Starts per Period	162	262	250 ↑
# Right of Way Permit Closeouts per Period	144	143	100 ↑

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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



# 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:

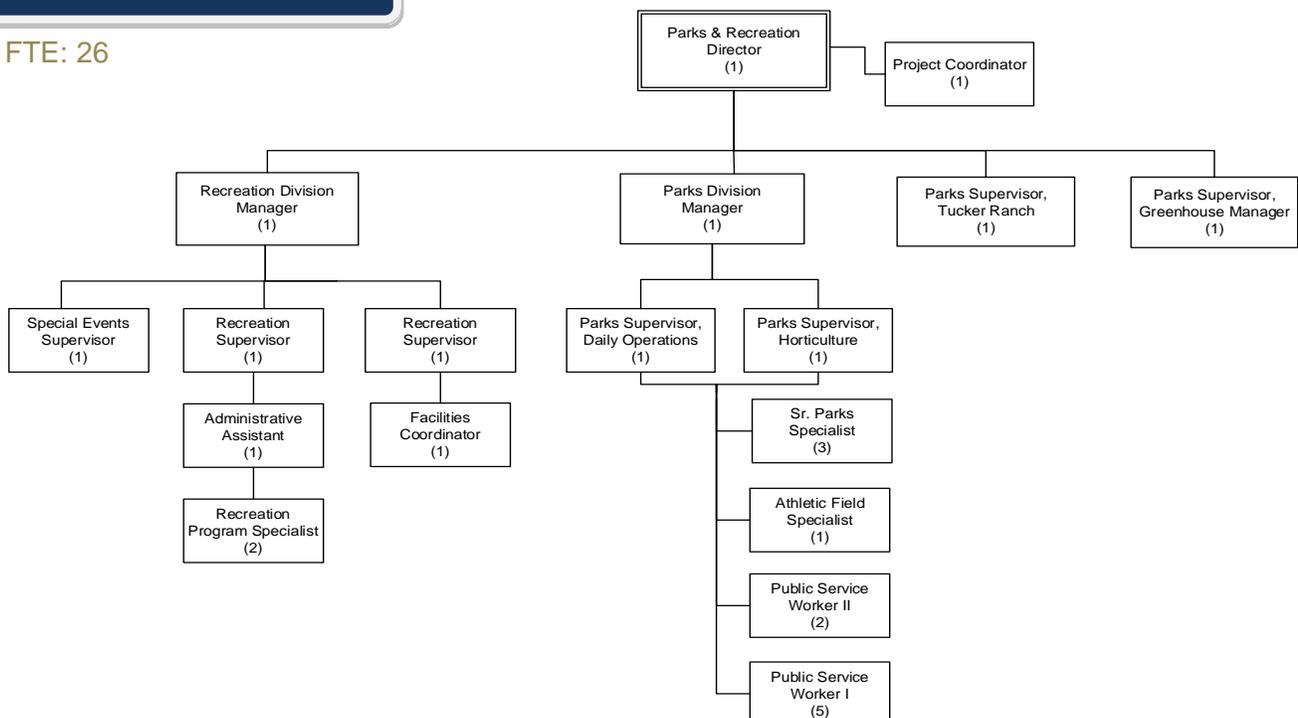
- Managing inflated event attendance - Fall/Winter/Spring
- Growing demand for the community center and athletic/field spaces from residents and non-residents due to limited capacity
- Pressures from outside sources for additional downtown events while managing the effect on staff workload, downtown residents, and local businesses
- Event parking impact on staff and visitor experience
- Delivering the right mix of programs and services that cater to changing needs
- Outdated rental rates for facilities and fields – last adjusted more than 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 costs will be re-evaluated to ensure outdoor seating areas are optimal for businesses, residents, and staff needs

### Organizational Structure

FTE: 26



# 2024-2025 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.
- Advise on 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, as well as the Historic East Winter Garden Neighborhood streetscape.

### 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

- Continuous quality improvement of programs through engagement with participants and residents to ensure optimal offerings with limited space.

### 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

- Complete construction 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Pedestrian and Landscape Areas Satisfaction Index *	89%	89%	91%↑
Quality of City Parks Satisfaction Index *	85%	85%	92%↑
Downtown Amenities, Pedestrian and Landscape Areas Satisfaction Rating <i>(in-house survey feedback from downtown merchants)</i>	90%	90%	≥ 95%↑
Overall Quality of Park and Recreation Opportunities Satisfaction Index * <i>(New Rating)</i>	84%	84%	88%↑
Recreational Opportunities Satisfaction Index *	76%	76%	85%↑

Recreation Programs and Classes Satisfaction Index *	87%	87%	89%↑
Opportunities to Attend Cultural, Arts, and Music Events Satisfaction Index *	77%	77%	82%↑
Opportunities To Attend Special Events and Festivals Satisfaction Index *	85%	85%	87%↑
% Satisfied with Recreation Programs (in-house post program survey)	97.6%	98.3%	≥ 95%↑
Quality of the Overall Natural Environment Satisfaction Index *	84%	84%	91%↑
Preservation of Natural Land Areas Satisfaction Index *	66%	66%	68%↑
Employee Motivation and Productivity Satisfaction Rating**	80.4%	78.8%	≥ 80%↑
<b>OPERATIONAL INDICATORS</b>			
# of Total Recreation Program Participants	41,060	47,092	42,000↑
# of Total Program/Events Participants (Attendees)	555,300	647,804	500,000↓

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 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.

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# PUBLIC SERVICES DEPARTMENT

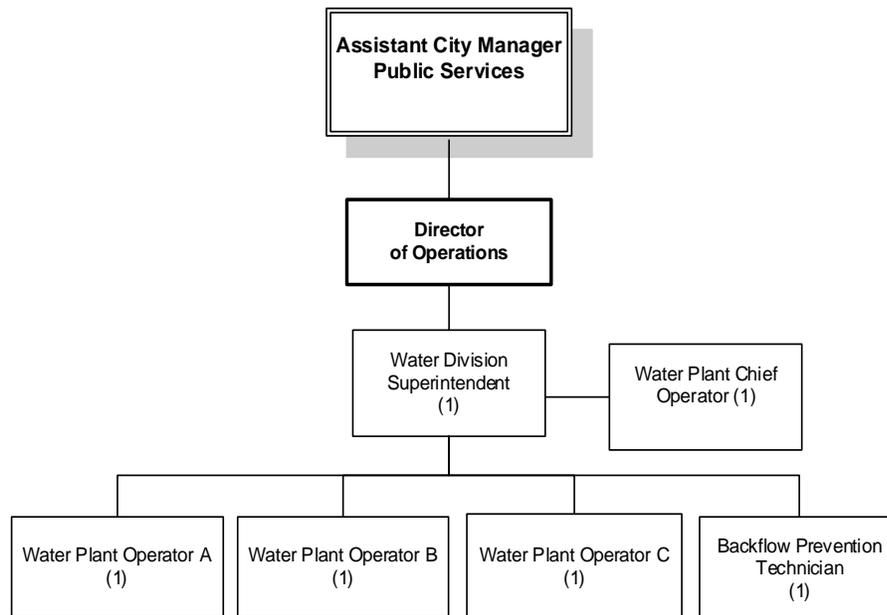
## WATER TREATMENT & PUMPING DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

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

#### Organizational Structure

FTE: 6



# FY 2024-2025 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*

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#### 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*

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## 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.

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### Department Goal

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

### Objective

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

## Performance Indicators

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

**Water Plant Energy Consumption per Year per Service Connection (In KBTUs)** – Kilo British Thermal Units consumed in energy usage each year at Water Treatment Plant per service connection (households and commercial units). (Each BTU equals the amount of heat needed to raise 1 pound of water 1 degree Fahrenheit). Approx. 16,000 service connections in FY 2024.

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## Strategic Priority #3

Provide Sound Fiscal Management

### Department Goal

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

### Objective

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

## Performance Indicator

**Water Treatment Operating and Maintenance Cost per Service Connection** – Water Treatment Plant total operating and maintenance divided by total number of service connections (household and commercial units). Approx. 16,000+ service connections in FY 2024.

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Drinking Water Quality Satisfaction Index *	72%	72%	77% ↑
<b>FINANCIAL INDICATORS</b>			
Preventative Maintenance to Production (Cost per Hour)	\$14.42	\$11.41	≤ \$17.00 ↓
Treatment Operating and Maintenance Cost per Service Connection	\$93.21	\$91.77	\$104.00 ↓
<b>OPERATIONAL INDICATORS</b>			
Million Gallons/Day in Groundwater Withdrawals	5.81	5.83	≤ 5.9 ↓
Volume of Ground Water Withdrawals (in million gallons)	2,120.1	2,134.9	2,340 ↓
Irrigation Gallons Billed	1,894,572	2,120,918	2,033,000 ↓
Irrigation Gallons Billed (Used) per Service Connection	179.5	196.7	193.6 ↓
Rainfall Volume (in inches)	47.4	110.9	≥ 58.00 ↑
# of KBTU per Year in Energy Consumption (WTP)	16,735,181,247	17,571,940,309	14,000,000,000 ↓
Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	950,780	988,811	978,000 ↓

\* 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 FY22/23 show survey results last reported in June of 2023 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.

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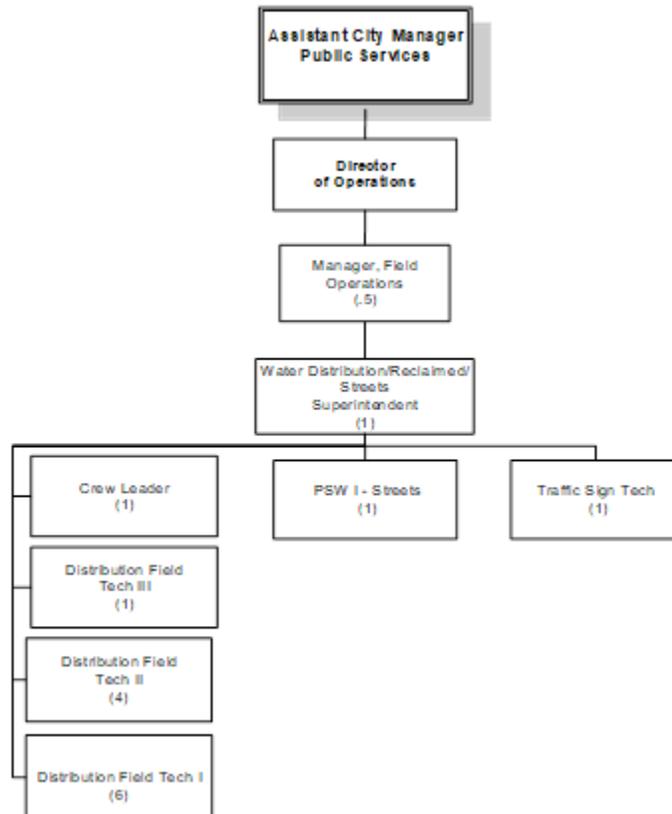


# PUBLIC SERVICES DEPARTMENT WATER & RECLAIMED WATER DISTRIBUTION/STREETS DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b>  <b>Water Distribution:</b> Consistently deliver quality potable and reclaimed water to all residents and business owners 24 hours a day and 7 days a week.</p> <p><b>Streets:</b> Preserve and improve the City's roadways and sidewalks to provide safe, durable and efficient commute.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Provide reliable water services</li> <li>• Provide and maintain roadways and sidewalks</li> <li>• Maintain traffic signs, traffic lights and street lights</li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Adverse and abnormal weather patterns and conditions</li> <li>• Higher than normal turnover and vacancies - not having sufficient staff to adequately handle the demand of water meter repairs, replacement work and street maintenance</li> <li>• Rising cost of materials and supplies including supply chain constraints</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• Completion of final phases of installation/ replacement of the new FlexNet water meters, which allows water meter consumption to be read remotely; complete in 2025</li> <li>• Adequate staffing levels will be in place to match operational demands including preventive maintenance activities</li> </ul>

## Organizational Structure

FTE: 15.5



# FY 2024-2025 STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority #1

### Improve and Maintain Mobility

#### Department Goal

*Improve pedestrian infrastructure, bicycle and automobile transportation*

#### Objective

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

#### Performance Indicators

**Street Repair/Maintenance Satisfaction Index** – Percentage of citizens who feel satisfied with street repair and maintenance throughout the City.

**Street Repair Ratio** – Number of linear feet of streets repaired compared to total linear feet of streets in the City.

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#### Objective

- Execute and continuously evaluate City sidewalk maintenance plan, including bicycle trails, to improve the 'sidewalk maintenance satisfaction index'.

#### Performance Indicators

**Sidewalk Maintenance Satisfaction Index** – Percentage of citizens who feel satisfied with sidewalk maintenance throughout the City.

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

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#### Objective

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

#### Performance Indicator

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

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## Strategic Priority #2

### Maintain Quality Services and Infrastructure

#### Department Goal

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

## Objective

- Timely execute water main capital improvements and partner with Fire and Rescue Department personnel on established testing guidelines 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Repair/Maintenance Satisfaction Index *	55%	55%	70%↑
Sidewalk Maintenance Satisfaction Index *	67%	67%	75%↑
Ease of Car Travel in Winter Garden Satisfaction Index *	68%	68%	80%↑
<b>OPERATIONAL INDICATORS</b>			
Street Repair Ratio (based on linear feet)	3.24%	3.36%	5%↑
Sidewalk Repair Ratio (based on linear feet)	1.66%	1.06%	1.10%↑
Number of Water Main Breaks	3	4	2↓
Number of Service Line Breaks	188	101	150↓
# of Boiled Water Notices Issued	1	3	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 FY22/23 show survey results last reported in June of 2023 only for comparative purposes.

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

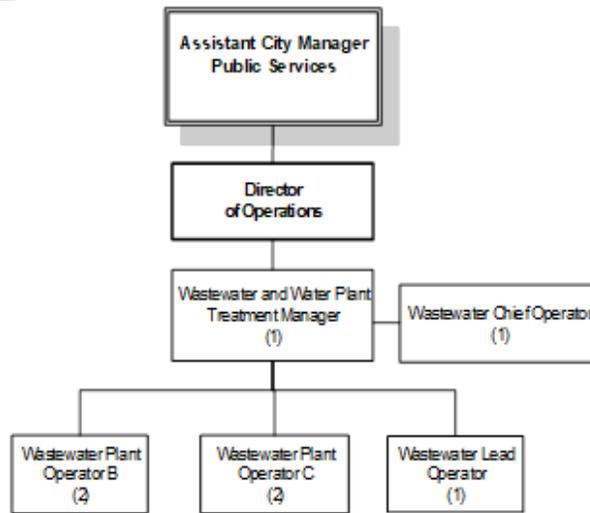


# PUBLIC SERVICES DEPARTMENT WASTEWATER & RECLAIMED WATER DIVISION BUSINESS PLAN & PERFORMANCE INDICATORS

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

## Organizational Structure

FTE: 7



## FY 2024-2025 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).

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

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## 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).

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## Strategic Priority #3

### Preserve the Natural Environment

### Department Goal

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

### Objective

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

## Performance Indicators

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

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

## KEY PERFORMANCE INDICATOR RESULTS & TARGETS

Key Performance Indicators	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATOR</b>			
Water Conservation Participation Satisfaction Index *	85%	85%	95%↑
<b>FINANCIAL INDICATORS</b>			
Preventive Maintenance to Production (Dollars per Hour)	\$30.81	\$51.76	≤ \$40.00↓
Preventive Maintenance to Production (Dollars per Millions of Gallons)	\$0.04	\$0.03	≤ \$.04↓
Treatment Operating and Maintenance Cost per Service Connection	\$193.77	\$217.20	≤ \$200.00↓
<b>OPERATIONAL INDICATORS</b>			
Number of Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
Number of Repeated Odor Complaints (Wastewater Treatment Plant)	0	0	0↓
% Pump and Motor Failures	5.06%	1.28%	≤ 5%↓
# of Pump and Motor Failures	2	1	3↓
Pump and Motor Maintenance Rate	80%	100%	≥ 85%↑
# Pump and Motor Maintenance Work Performed	77	78	78↑
Total Pounds of Sand Removal from Tanks (in pounds)	67,300	41,480	95,000↓
Restaurant Site Inspection Compliance Rate **	100%	100%	100%↑
# of BTU per Year in Energy Consumption (WWTP)	1,529,835,598	1,563,186,014	1,600,000,000↓
Waste Water Plant Energy Consumption per Year per Service Connection (In KBTUs)	85,853	86,282	116,000↓

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 only for comparative purposes.

\*\* Annual grease trap inspections of 134 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:**

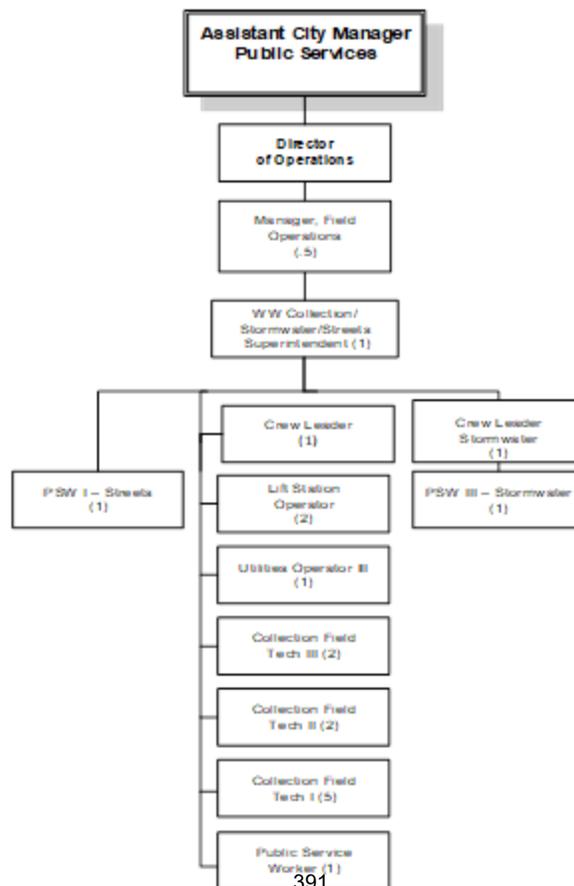
- Higher vacancies restraining the required level of preventive maintenance activities and other service demands
- Adverse weather conditions and tropical storms
- State and Federal Environmental Mandates
- Lack of cooperation from Federal, State and Regional agencies
- Loss of two workdays a month to assist Utility Billing with monthly turn-on's/turn-off's (10 employees/day)
- 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
- Achieve more adequate staffing levels, through creative hiring practices, to match operational demands including preventive maintenance activities

**Organizational Structure**

FTE: 18.5



# FY 2024-2025 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 in the storm water system, utilizing both citizen and employee feedback, 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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Street Cleaning Satisfaction Index *	76%	76%	88%↑
Sewer Service Satisfaction Index *	87%	87%	93%↑
Storm Water Drainage Satisfaction Index *	85%	85%	89%↑
<b>OPERATIONAL INDICATORS</b>			
Volume of Pollutants Removed from Storm Water Drains (in tons)	554	421	900↑
# of Street Sweeping Miles Cleaned	8,249	9,172	9,300↑
% of Total Sewer Pipes Cleaned	40.6%	30.6%	40%↑
% of Total Sewer Pipes TV Inspected	4.3%	5.2%	10%↑
Linear Feet of Sewer Pipes Cleaned	374,967	282,810	390,000↑
% of Sewer Calls Responded to Within 45 Minutes	99.4%	100%	100%↑
Total Number of Flooding Incidents	0	1	0↓
% of Storm Water Calls Responded to Within 24 Hours	100%	100%	100%↑
% of Total Storm Water Lines Inspected	.95%	1.6%	1.0%↑

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 only for comparative purposes.

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



# PUBLIC SERVICES DEPARTMENT

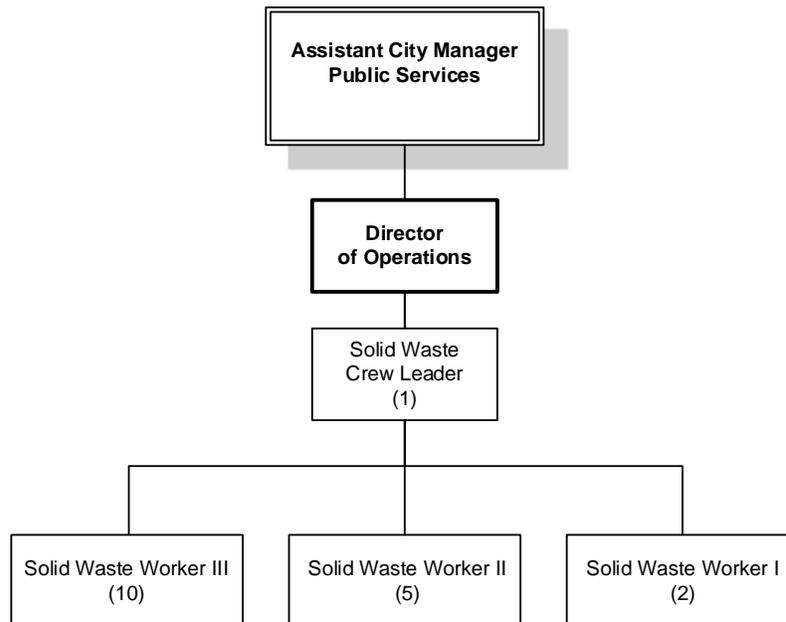
## SOLID WASTE DIVISION

### BUSINESS PLAN & PERFORMANCE INDICATORS

<p><b>MISSION STATEMENT:</b> Provide responsive as well as efficient collection and disposal of solid waste.</p>	<p><b>CORE FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Collection and removal of solid waste materials             <ul style="list-style-type: none"> <li>○ Residential/Commercial garbage</li> <li>○ Recyclables</li> <li>○ Yard Waste</li> </ul> </li> </ul>
<p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>• Public apathy towards recycling combined with the rising disposal cost of recycling</li> <li>• Closure of lower-cost Orange County recycling facility now causing the use of higher-cost site alternatives for recycle disposal</li> <li>• Continued effects of the recycling ban by China and its impact on marketplace demand</li> <li>• Continued impact from household consumption resulting in more waste to dispose of due to community growth and consumer behavior changes</li> <li>• Orange County solid waste disposal costs increased significantly</li> <li>• Waste Management using the Orange County transfer station which backs up disposal for other municipalities</li> </ul>	<p><b>BUSINESS ASSUMPTIONS:</b></p> <ul style="list-style-type: none"> <li>• The OC landfill will continue to accept solid waste from the City of Winter Garden</li> <li>• OC tipping fees will increase by 12% YOY for the next three years.</li> <li>• Realize a significant increase in recycling disposal cost due to market conditions and inflationary effects on processing cost - will now cost \$120 per ton</li> <li>• Vehicles and equipment will be properly maintained in a timely manner</li> <li>• Public will comply with disposal requirements</li> </ul>

#### Organizational Structure

FTE: 18



# FY 2024-2025 STRATEGIC PRIORITY, GOALS & OBJECTIVE

## Strategic Priority #1

### Preserve the Natural Environment

#### Departmental Goals

*Improve the natural environment by reducing the amount of solid waste going into the landfill*

#### Objective

- Increase awareness on “reuse and reduce” techniques to minimize total waste transported to the landfill, thereby minimizing environmental impact.

#### 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.

**% of Residents Recycled at Home Participation 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. Excludes claw truck (noncompaction) yard waste.

**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) = 51. 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) = 51.

**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 22/23 Actual	FY 23/24 Actual	FY 24/25 Target
<b>CUSTOMER SERVICE INDICATORS</b>			
Garbage Collection Satisfaction Index *	92%	92%	97%↑
Recycling Service Satisfaction Index *	84%	84%	90%↑
Yard Waste Pick-up Satisfaction Index *	88%	88%	97%↑
<b>FINANCIAL INDICATOR</b>			
Solid Waste Direct Cost per Tonnage	\$175.25	\$175.56	\$191.00↓
<b>OPERATIONAL INDICATORS</b>			
% Residents Recycled at Home Participation Index *	88%	88%	91%↑
Tons of Solid Waste Refuse	23,389	28,391	29,500↑
Tons of Commercial Solid Waste Refuse	13,009	12,759	13,750↑
Tons of Residential Solid Waste Refuse	15,379	15,631	15,750↑
Tons of Recycle Waste Collected	2,776	2,480	3,500↑
Recycled Waste as a % of Total Waste	8.9%	8.37%	12.5%↑
Number of Commercial Accounts Recycling	71	71	75↑
Tonnage of Commercial Solid Waste Refuse per Service Account	17.96	17.11	17↑
Tonnage of Residential Solid Waste Refuse per 1,000 Residents	301	303.5	295↓
Tonnage of Recycle Waste per 1,000 Residents	54	50	70↑
Tonnage per Trip	9.9	9.7	11.0↑

\* Satisfaction rating from independent scientific biennial National Community Survey (NCS). Community survey conducted in May/June of 2023. Values in FY22/23 show survey results last reported in June of 2023 only for comparative purposes.

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# GLOSSARY OF TERMS



# WINTER GARDEN

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## 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.





WINTER  
GARDEN