Fiscal Year

City of Leesburg Annual Budget

2011-2012

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TABLE OF CONTENTS

INTRODUCTORY SECTION **1**

CITY OFFICIALS 1
ORGANIZATIONAL CHART 2
MISSION AND ORGANIZATIONAL VALUES 3
BUDGET MESSAGE 5
EXECUTIVE SUMMARY 9
CERTFICATE OF ACHIEVEMENT 17
COMMUNITY PROFILE 18
GOVERNMENT STRUCTURE 23
FINANCIAL PLANNING 28
BUDGET PREPARATION PROCESS 31
BUDGET CALENDAR 36
SIGNIFICANT POLICIES 39
BUDGET SUMMARY 49
BUDGET REVIEW 55

BUDGET SECTION **83**

RECAP OF ALL FUNDS **87**

GENERAL FUND **95**
CITY COMMISSION 105
EXECUTIVE 111
FINANCE 127
HUMAN RESOURCES 153
INFORMATION TECHNOLOGY 159
GEOGRAPHIC INFORMATION SYSTEMS 165
AIRPORT 171
POLICE 177
FIRE 183
PUBLIC WORKS 189
COMMUNITY DEVELOPMENT 211
HOUSING & ECONOMIC DEVELOPMENT 217
LIBRARY 223
RECREATION 229

SPECIAL REVENUE FUNDS **279**
GREATER LEESBURG COMMUNITY REDEVELOPMENT AGENCY 279
CARVER HEIGHTS COMMUNITY REDEVELOPMENT AGENCY 285
US HWY 441/27 COMMUNITY REDEVELOPMENT AGENCY 291
POLICE FORFEITURE FUND 297
POLICE EDUCATION RECEIPTS 303
DISCRETIONARY SALES TAX FUND 309
GAS TAX FUND 315
POLICE IMPACT FEES 321

TABLE OF CONTENTS
(CONTINUED)

BUDGET SECTION (CONTINUED)

FIRE IMPACT FEES 327
RECREATION IMPACT FEES 333
BUILDING PERMITS FUND 339

DEBT SERVICE 347

CAPITAL PROJECTS FUND 351

ENTERPRISE FUNDS 359
ELECTRIC UTILITY FUND 359
GAS UTILITY FUND 385
WATER UTILITY FUND 405
WASTEWATER UTILITY FUND 431
COMMUNICATIONS FUND 469
SOLID WASTE FUND 483
STORMWATER FUND 501
MAGNOLIA TOWNHOMES FUND 513

PENSION TRUST FUNDS 519
POLICE PENSION TRUST FUND 519
FIREFIGHTERS' PENSION TRUST FUND 523
GENERAL EMPLOYEES' PENSTION TRUST FUND 527

INTERNAL SERVICE FUNDS 531
HEALTH INSURANCE FUND 531
WORKERS' COMPENSATION INSURANCE FUND 537

GENERAL INFORMATION 541

ORDINANCE 541
CAPITAL IMPROVEMENT PROGRAM 554
PAYGRADES 562
ELEMENT/OBJECT CODE LISTING 570
GLOSSARY OF ACRONYMS 572
GLOSSARY OF BUDGETARY TERMS 575
APPENDIX 580

CITY OF LEESBURG

ANNUAL BUDGET

Fiscal Year 2011-12

BILL POLK
Mayor
Seat 4, At-Large

SANNA HENDERSON
Mayor– Pro Tem
Seat 1, District 1

JOHN CHRISTIAN
Seat 2, District 2

DAVID KNOWLES
Seat 5, At-Large

LEWIS PUCKETT
Seat 3, District 3

JAY M. EVANS
City Manager

JERRY BOOP, CPA, CGFO
Finance Director

DOUG DRYMON
Deputy City Manager

BRANDY MCDANIEL
Budget Manager

FRED MORRISON
City Attorney
McLin & Burnsed

RAY SHARP
Environmental Services/
Public Works Director

BETTY RICHARDSON
City Clerk

JAKKI CUNNINGHAM PERRY
Human Resources Director

STAN CARTER
Information
Technology Director

WILLIAM CHRISMAN
Police Chief

KEVIN BOWMAN
Fire Chief

KEN THOMAS
Economic Development Director

BILL WILEY
Community
Development Director

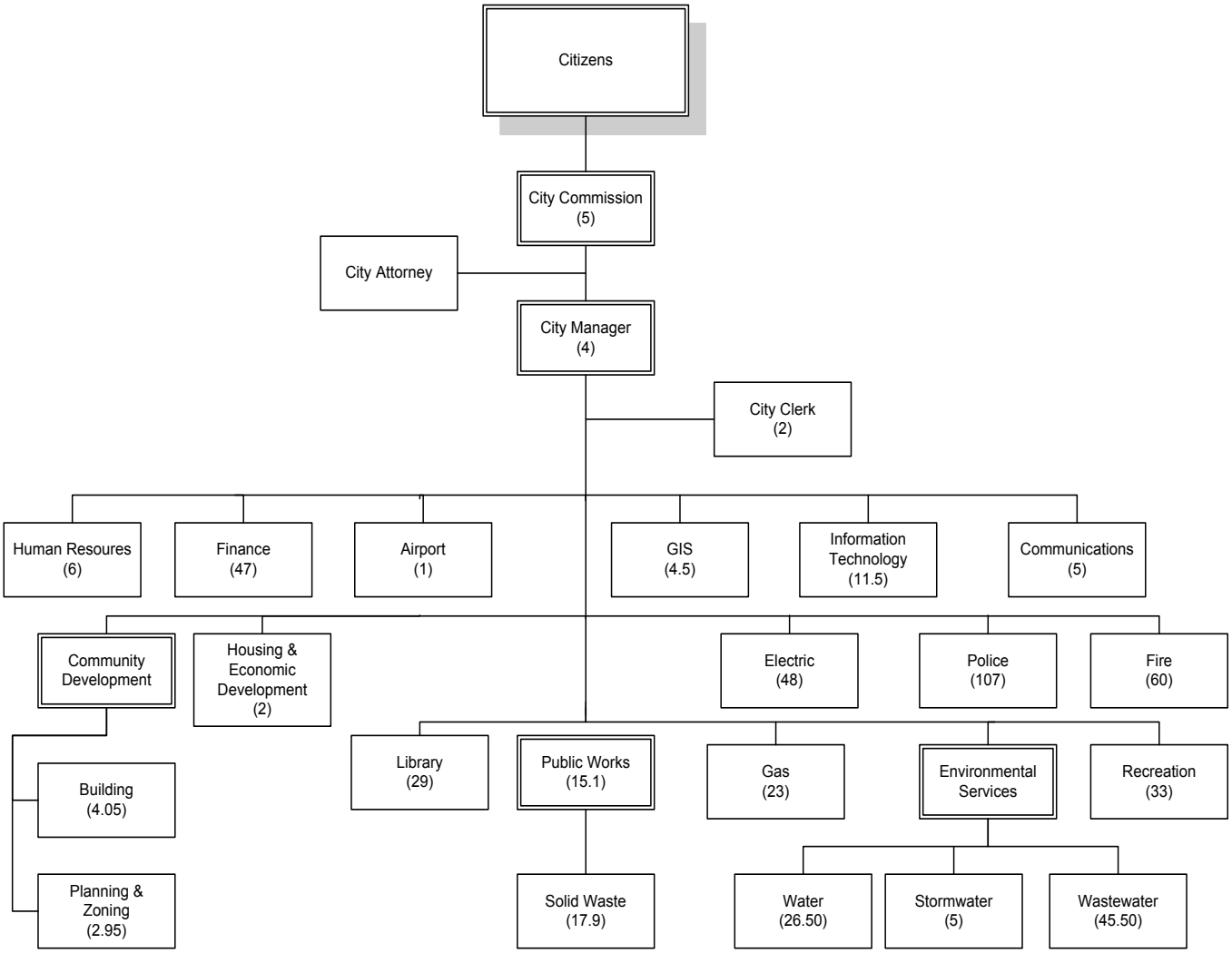
LUCY GANGONE
Library Director

PAUL KALV
Electric Director

BRUCE ERICSON, CPRP
Director of Recreation & Parks

JACK ROGERS
Gas Director

ORGANIZATION CHART



MISSION AND ORGANIZATIONAL VALUES OF THE CITY OF LEESBURG

MISSION STATEMENT

Dedicated to our Community, Committed to Service Excellence

CORE VALUES:

EXCELLENCE IN ALL WE DO
We believe in doing the right things at the right time. We believe we will spend enough time and money to do it right the first time. We place great emphasis in treating our citizens as our customers and giving respect to all individuals. We strive for a high level of customer satisfaction. In our commitment to being good at what we do, we view the pursuit of excellence as a continuing process.

OPEN, ACCESSIBLE GOVERNMENT
The honesty of government is assured when its actions are taken openly. Honest government is our first responsibility. Openness encourages competence because it subjects our actions to public scrutiny.

FISCAL RESPONSIBILITY
Thoughtful prioritization and careful management of our financial resources demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility includes recognition that resources are limited and necessitates fresh approaches and creativity in addressing current operations and community needs.

PROFESSIONALISM
A professional attitude dictates objective analysis of issues, free of personal bias, and with a commitment to the organization and the community. Successful completion of a task is more important than who gets the credit.

A CARING ORGANIZATION
We believe that our work should be a source of enjoyment and satisfaction, both to our employees and our citizens. We seek to reward employees who have the personal qualities that contribute to a positive work environment: energy, a strong work ethic, independence of thought, a ready sense of humor and a caring attitude. We strive to provide a competitive salary, an opportunity for personal growth and development, and a safe, family-friendly workplace. We place great emphasis on treating all individuals with respect.

ORGANIZATIONAL DEVELOPMENT AND SELF SUFFICIENCY
We believe our supervisors and team leaders must serve as mentors and develop staff to ensure the continuity of government and services. We place great emphasis upon cross training of employees to ensure services are delivered without interruption. We support professional development programs to prepare employees for advancement as the basis for succession planning.

EMPLOYEE EMPOWERMENT
We believe in employee empowerment through involvement in decision making and problem solving. Informed employees feel involved, know that their opinions matter, have the opportunity to influence what happens, and take ownership.

We are proud of the City of Leesburg, its employees and the citizens we serve.

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City of Leesburg

Honorable Mayor and City Commission of the City of Leesburg, Florida

Transmitted herewith please find the 2011-12 annual budget for the City of Leesburg in the amount of $153,012,291. Revenues and expenditures for all operations have declined from a 2006-07 high of $175M (-12.7%), and the General Fund has decreased from a high of $29M to the proposed $22.5M (-22.5%). The change from 2010-11 for the entire budget is +4.3%, and for the General Fund it is -1.8%. The 4.3% increase in the 2011-12 budget is primarily related to increases in the cost of purchased power and healthcare. As in previous years, this document seeks to reduce expenditures without compromising capital infrastructure or eliminating priority programs. Such careful stewardship should continue the City's multi-year improvement in financial position.

A notable change with this year's budget is that the revenue side of the equation is not the predominate challenge. Expenditures have escalated, the most significant of which is the required increase in funding for the City's self-funded health insurance plan. City-wide the increase is $1.5M, with the General Fund's share being $951K. Fortunately the City's Employee Wellness Center is performing even better than expected, with a projected savings next year of $410K (net of expenses). Nonetheless, the $1.5M in additional funding is needed to adequately fund the program.

The General Fund budget of $22,514,571 includes a fund balance appropriation of $52K to balance the shortfall between revenues and expenditures. This appropriation was a policy decision of the City Commission on July 14, 2011 to fund the 2% 401 (a) contribution for the police officers. The Wastewater fund also has a fund balance appropriation of $127K. As you know, we have committed to avoiding deficit spending wherever possible, and the solutions below, although difficult, served to achieve that objective.

The City's property tax rate is proposed at last year's 4.3179 rate, even though the State of Florida's TRIM law seems to suggest a "roll-forward" rate of 4.6687 in order to produce the same ad valorem revenues as fiscal year 2010-11. While this would not be considered an increase in taxes per the TRIM law, this option was not proposed.

With the exception of Wastewater, the utilities are balanced without the use of reserves. The percentages used for the transfers to the General Fund by all utilities remain unchanged.

Once again, this is an austere budget, and there are certainly unfunded needs that are not included. There are certain facts and circumstances that affected the budget process and the production of this document:

- Ad Valorem Revenues fell $413,796 (-8%); the number reflects the City's current 4.3179 mills, not the "roll-forward" rate of 4.6687
- Police, Fire and Recreation impact fees were "waived" for the 2nd year by ordinance until May 2012
- City contribution for the General Employee's, Police, and Fire pensions include funding of $986,422, $337,703, and $936,935 respectively; however, the actual amount needed is subject to final actuarial experience. The Fire pension number includes an anticipated $200,000 savings from plan changes (subject to bargaining)
- Included in the Gas utility budget is civic funding totaling $166,442 which includes a $5,000 increase to Lone Oak Cemetery, all other organizations remain unchanged
- The City's 401(a) contribution remains unchanged at 5%. The 2% 401 (a) contribution for those covered by collective bargaining agreements in the Police Department has been restored per the ruling by the City Commission on July 14, 2011 and funded by an appropriation of fund balance
- CRA revenue reductions preclude discretionary spending in the Hwy 441/27 and Carver Heights/Montclair CRA's
- Operational expenditures associated with the Sleepy Hollow Complex have been eliminated; staff is currently attempting to outsource the marketing and maintenance of the complex to an outside vendor

- Capital projects funded in this budget with 2004 Capital Improvement Bonds

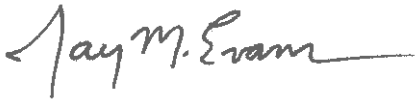
Community Building Reroof	$126K
Community Building Improvements	$ 74K
Airport Lighting Project (State pays $480K)	$120K
Renovation of Fire Station #1 restrooms	$ 90K
Venetian Gardens Bridge (price each)	$ 85K
Fire Station #4 Generator	$ 30K
Total	$525K

- Position eliminations included within this document:

Fund	Department	Position Title	Change
General	Planning & Zoning	Senior Planners (2)	(105,747)
	Housing	Housing Manager	(55,411)
	Housing	Administrative Assistant I	(37,981)
	Recreation- Sleepy Hollow	Maintenance Worker I (4)	(93,329)
		Total General Fund Reduction	(292,468)
Water	Reuse	Ind, Waste Monitoring Tech	(25,875)
	Distribution	Mobile Equipment Operator II	(26,665)
	Distribution	Heavy Equipment Operator (2)	(71,053)
	Distribution	Maintenance Worker I (2)	(45,532)
		Total Water Reduction	(169,125)

We look forward to working with the Commission to identify any way to make this a better budget and any strategy that will deliver unto us a better Leesburg.

Respectfully submitted,



Jay M. Evans
City Manager

Jerry Boop
Finance Director

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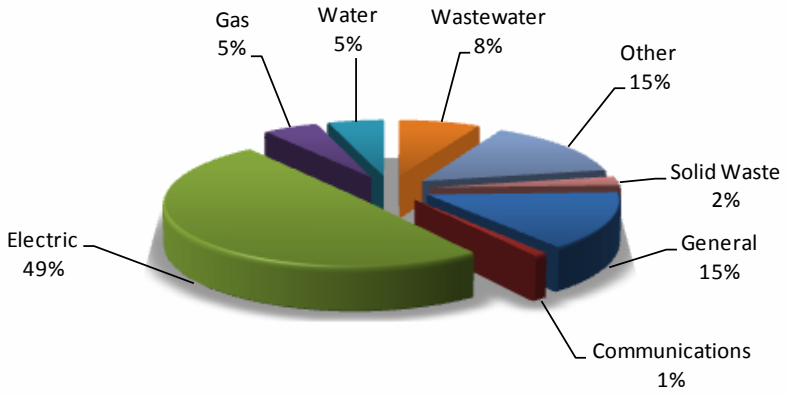
Executive Summary

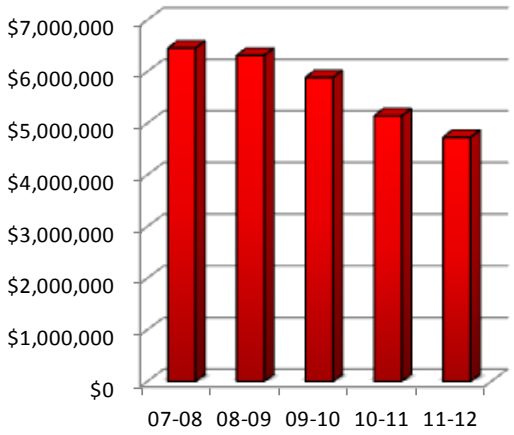
The City of Leesburg's Fiscal Year 2011-12 combined budget includes revenues and expenditures totaling $153,012,291. This represents a increase of $6,312,423 over the previous fiscal year budget of $146,699,868.

TOTAL CITY EXPENDITURES
Adopted Fiscal Year 2011-12 Budget



Millage Rate – The millage rate in this year's budget remains unchanged at 4.3179 mills. In order to generate the same revenues as last year the City Commission would need to adopt the roll back rate or in this case the roll forward rate of 4.6687 mills. The roll forward rate is generated by the decreasing property values resulting from current economic conditions. The roll forward rate of 4.6687 mills requires a majority vote of the commission.

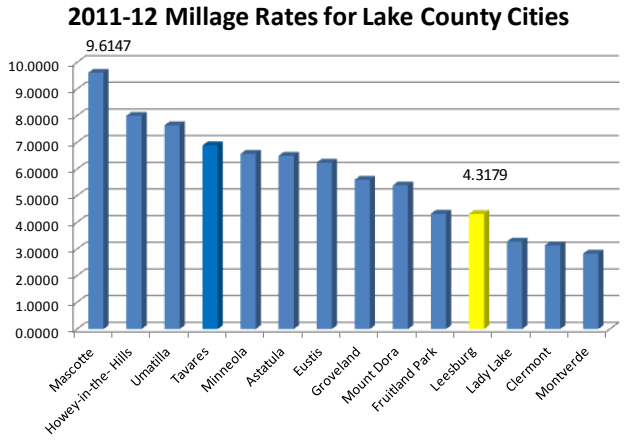
AD VALOREM REVENUES FOR THE
LAST 5 YEARS



For comparison the millage rates for all Lake County cities have been included below:

Millage Rate Comparisons
All Cities in Lake County

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
Mascotte	5.9990	5.9990	5.9990	6.8801	7.9800	9.6147
Howey-in-the- Hills	5.4450	5.4450	5.9900	6.8317	7.0000	8.0000
Umatilla	6.2400	5.7593	6.5000	6.5000	6.8795	7.6419
Tavares	5.4200	5.4200	6.2500	6.2500	6.9500	6.8900
Minneola	4.1500	4.1500	4.4990	4.4990	5.4826	6.5716
Astatula	4.5000	4.5000	4.5000	4.5000	4.8500	6.5000
Eustis	5.5000	4.7083	4.7083	5.1266	5.6849	6.2432
Groveland	5.6500	3.9680	4.8205	5.1800	5.1800	5.6000
Mount Dora	5.9750	5.0190	5.0190	5.0190	5.0190	5.3891
Fruitland Park	4.3900	4.3900	4.3600	4.3600	4.3600	4.3284
Leesburg	4.5000	4.3100	4.3179	4.3179	4.3179	4.3179
Lady Lake	2.2000	2.2000	3.0870	3.2808	3.2808	3.2808
Clermont	3.7290	3.1420	3.1420	3.1420	3.1420	3.1420
Montverde	2.9900	2.9900	2.8300	2.8300	2.8300	2.8300



The following table illustrates the effect of the decrease in taxable values on the respective CRA's:

Fund	Taxable Value		TIF Revenue		Other Agency Revenue	
	2010-11	2011-12	2010-11	2011-12	2010-11	2011-12
GLCRA	$ 132,850,412	$ 125,058,276	$ 189,073	$ 157,109	$ 233,356	$ 194,907
CHCRA	$ 81,460,132	$ 77,305,302	$ 96,315	$ 79,271	$ 116,914	$ 98,342
441/27CRA	$ 389,560,385	$ 348,934,269	$ 153,027	$ -0-	$ 187,547	$ -0-

Utility Services Tax — Budgeted revenue for the Utility Service Tax totals $3,154,367. This is a increase from the prior year budget of $3,088,000 by $66,367 or 2.1%.

Communications Service Tax – Based on estimated taxable sales of $19,867,715, the City expects to realize $1,043,180 which is a 5.22% levy on telecommunications services.

Business Tax – Business taxes are projected to decrease from $200,000 to $185,000 or by 7.5%.

Permit Revenues – Permit revenues are projected to increase by $33,000 from the previous fiscal year budget of $322,000 to $355,000 or by 10.3%.

Intergovernmental Revenues – Airport capital improvements are dependent upon Federal and State grants. The proposed budget includes $1,250,000 for airport projects. If grant revenues are not available at the time the project is scheduled, the project will be delayed until another funding source is identified.

Other estimated revenues include: funding from Lake County to operate the Leesburg Library as part of the County Library System $307,792 and funding from the Lake Sumter EMS for costs associated with Advanced Life Support (ALS) service provided by the Fire department $140,000.

Charges for Services – Projected revenues in the Electric utility are based on two components. The expected increase in the base rate adjusted for net change in the Gross Domestic Product Implicit Price Deflator Index (GDPIPDI) and the projected change in the Bulk Power Cost Adjustment (BPCA) for the purchase of fuel, primarily natural gas. Power supply cost projections which include Crystal River, St. Lucie and Florida Municipal Power Agency (FMPA) reflect an increase of $2,536,546 or 5.2% from the previous fiscal year.

Projected revenue for the Gas utility is based on current rates adjusted for the net change in the GDPIPDI. Revenues have also been adjusted to consider the projected change in the costs of Natural gas. This budget reflects a cost decrease in Natural gas of $614,931 or 15.4%.

Projected revenue for the Water and Wastewater utility funds are based on current rates adjusted for the net change in the GDPIPDI.

The Stormwater rate remains unchanged in fiscal year 2011-12.

Miscellaneous Revenues – Rental and lease revenues, primarily associated with the operation of the Leesburg Regional Airport, are expected to increase by $40,504 over the previous fiscal year.

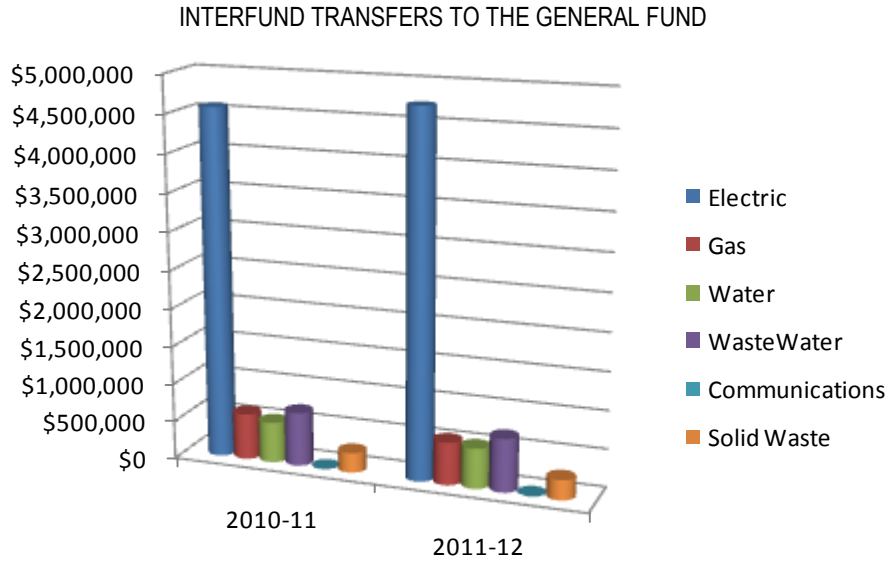
Interest revenues, which are driven by rates and available cash to invest, have decreased. The decrease is primarily attributable to rates. The following table illustrates actual investment income through 2009-10 with budgeted income reflected in 2010-11 and 2011-12.

	Operating Interest	Capital Interest	Total
2008-09	$440,587	$400,000	$840,587
2009-10	$283,905	$185,553	$469,458
2010-11	$255,475	$180,000	$435,475
2011-12	$ 84,000	$ 5,000	$ 89,000

Interfund Transfers – Interfund transfers represent a major source of funding in the General Fund. The amount of transfer is determined by applying the percentage reflected in the table below against charges for services excluding surcharge revenue, gross receipts tax and franchise fees. Interfund transfers of the utility funds are reflected below:

	2010-11		2011-12	
Fund	Percent	Amount	Percent	Amount
Electric	7.75%	$ 4,578,000	7.75%	$ 4,578,000
Gas	7.75%	605,558	7.75%	561,090
Water	7.75%	533,086	7.75%	527,039
Wastewater	7.25%	708,241	7.25%	700,751
Communications	7.25%	-0-	7.25%	-0-
Solid Waste	7.25%	262,289	7.25%	262,289
TOTAL		$ 6,687,174		$ 6,629,169

Surcharge revenue, which is collected from customers outside the corporate limits at the same rate as public service tax, will continue to be collected in the Electric, Gas, and Water funds and transferred to the General Fund. This amount is projected to decrease from $1,543,524 to $1,534,192 or less than 1%.



Finally, the transfer from the Carver Heights/ Montclair Area Community Redevelopment Agency Fund of $55,799 to the General Fund represents reimbursement for administrative services provided by the Community Redevelopment Coordinator who is budgeted in the Housing/ Economic Development division of the General Fund.

Fund Balance – For the Electric Utility, the minimum cash balance level will be determined by the following formula: (Total Revenues - Cost of Purchased Power + Operating Transfers to the General Fund + Cost of Surcharge Transfers)/ 365 days X 120 days. For the Gas Utility, the minimum cash balance level will be determined by the following formula: (Total Revenues - Cost of Purchased Gas + Operating Transfers to the General Fund + Cost of Surcharge Transfers)/ 365 days X 90 days. The following table illustrates the required calculations:

	Total Revenues	Cost of Energy	Operating Transfers	Surcharge Transfers	Total	Required Reserves	Projected Reserves
Electric	$ 74,409,959	($50,762,557)	$4,578,000	$1,190,438	$29,415,840	$9,670,961	$15,500,000
Gas	$7,624,541	($3,371,263)	$561,090	$107,860	$4,922,228	$1,213,700	$ 7,500,000

Projected Fund Balance

Fund	Budget	Percent	Requirement	Projected 09/30/11	Increase/ (Decrease)	Projected 09/30/12
General Fund	$22,514,571	20%	$4,502,914	$7,850,000	1,150,000	$9,000,000
Water	7,054,893	25%	1,763,723	4,000,000	1,000,000	5,000,000
Wastewater	9,820,637	25%	2,455,159	4,700,000	900,000	5,600,000
Communications	1,448,960	25%	362,240	900,000	150,000	1,050,000
Solid Waste	$3,617,791	25%	$904,448	1,200,000	400,000	1,600,000

Positions – Budgeted positions include both full and part time positions. The total position count decreased from the previous fiscal year of 518, to 505. Please refer to the tables on pages 92-94 for additional information.

Personal services –Personal services are comprised of three components:

- Salaries which include regular salaries, wages and standby pay
- Other salaries which include temporary labor, overtime, special pay, bonuses and incentives
- Fringes and benefits which include FICA and Medicare, retirement, insurance, workers compensation, deferred compensation and wellness

Overall, salaries and wages in fiscal year 2011-12 increased $15,333 from $20,707,001 in fiscal year 2010-11 to $20,722,334. Other salaries increased by $63,834 from $1,276,113 to $1,339,947 or 5%. Fringe benefit costs are projected to increase $863,041 from $8,740,785 to $9,603,826 or 9.9%. Items included in the current fringe benefits package are:

- The City contributes to the general employees retirement plan and the defined contribution 401a plan a total of 7.2% and 5% respectively. The defined contribution plan remained unchanged at 5% in the Fiscal Year 2011-12 budget. City contributions for the municipal police and fireman's plans total 9.04% and 30.8% of eligible payroll respectively. Based on current actuarial projections, the contributions are expected to adequately fund the respective plans.

- A cafeteria plan for City employees was implemented on October 1, 2004. The amount budgeted for the primary health insurance program will be used for the employees' options for the cafeteria plan.

- A self-insured health care program provides for payment of employee health and medical claims is managed by the city and a third party administrator. Key components of the primary program include a prescription pharmaceutical plan, a Preferred Provider Organization (PPO) for medical treatment and a Wellness Center. Two other programs are available at a lower cost to employees. The following rate categories are available to employees for health care coverage: employee only, employee and children, employee and spouse and employee and family. Beginning in fiscal year 2008-09 the City required those with employee only coverage to contribute $15 biweekly or an average of $32.50 per month toward the cost of healthcare coverage. In addition those with dependent coverage saw an increase of $32.50 per month. The plan is expected to be near or at break even; therefore net assets in the health insurance fund are projected to be around $1,000,000 at September 30, 2012. The City has entered into an agreement with Carehere, LLC to provide an on-site Employee Healthcare Clinic. It is expected that this clinic will help mitigate the increasing costs of healthcare.

- A PTO buy back policy allows employees to sell their unused accrued PTO time back to the City. Employees can earn a maximum accrual of 560 PTO hours or risk losing additional accruals. The employee may not sell back more PTO time than they used in the previous year. The proposed budget includes an appropriation of $245,000 for this purpose in the executive budget.

Operating Expenses – Overall, this category increased by $3,684,415 or 3.8%. The most significant increases occurred with the cost of purchased power, totaling $2,536,546.

The fleet services division charges every department a lease fee to purchase vehicles and equipment replacements. The purchases are recorded in capital outlay of the fleet budget. The internal fleet lease increased from $2,279,258 to $2,324,920 an increase of $45,662. Maintenance fees for vehicles, which are also charged to each department, increased $5,280.

Utilities across all funds are projected to decrease from $3,902,246 to $3,793,772 a decrease of $108,474 or 2.8%. Another item to note, the cost of insurance is projected to decrease from $664,975 to $615,705 a decrease of $49,270 or 7.4%. Fuel costs were annualized and increased by 1% for all departments, accordingly this year's budget includes an increase of $21,416 or 2.7%.

To continue our efforts to make the communications utility a financially independent enterprise, the utility contribution to the General Fund has been suspended for fiscal year 2011-12. The additional capital enable the utility to develop the infrastructure necessary to attract new customers.

The cost allocation for the General Fund services provided to the utility funds increased by $24,062 or less than 1%.

Other significant items to note: Contract services increased by $168,708. Overall maintenance, which is spread among the various maintenance categories, has increased by $145,156 Training and operating supplies have increased by $17,462 and $32,045 respectively.

As a final point, the budget also includes depreciation expense of $6,552,460 which is an increase of $578,547 over the $5,973,913 budgeted for fiscal year 2010-11.

Capital Projects – The 2011-12 budget includes capital projects from the proposed 10-year capital improvement plan. There has been a $2,868,413 increase in capital projects from the fiscal year 2010-11 budget of $7,189,428 or 39.9%.

The capital projects breakdown shown below is by fund; detail can be found within the document:

Fund	Amount
General	$1,751,899
Stormwater	900,000
Greater Leesburg CRA	300,000
Capital Projects	2,233,000
Electric	2,678,621
Gas	288,521
Water	227,800
Wastewater	1,363,000
Communications	315,000
Total	$10,057,841

Local government infrastructure sales surtax represents a significant source of revenue to fund capital improvement needs of general government activities. Revenues from this source, available until December 2016, are projected to total $1,629,325 and will be used primarily for debt service payments associated with the 2004 Capital Improvement Bonds.

Capital Operations and Maintenance Expense- Prior to fiscal year 2007-08 budgetary policy determined fiscal policy. A thorough review of the City's financial position during the third quarter of fiscal year 2006-07 revealed that significant changes needed to be made with the City's fiscal policy. Upon the initiation of the 2007-08 budget process, management required a detailed submission of the recurring operations and maintenance (O&M) expenditures associated with the requested capital outlay. The City's capital improvement plan now requires the submission of all cost components including ongoing O&M. In addition, management realized they had to assess the financial impact of recurring expenditures associated with the previous capital plan. In doing so the City adopted financial policies to establish ongoing renewal and replacement funds for its utilities. Those funds have accumulated significant balances since the implementation of the policies and are now used to fund ongoing O&M related expenditures. The City realizes however, the need to set aside funds for renewal and replacement for those assets associated with its General Government operations and is now in the process of creating those policies. During the fourth quarter of fiscal year 2006-07, the City rewrote its fund balance and cash reserve policies with the intention of clarifying the language associated with the definition of fund balance and available cash on hand. The intention of these policies was to create a minimum required reserve as well as to establish a margin and establish cash reserves to fund O&M associated with capital infrastructure placed in service prior to the adoption of these polices.

Finally, the City's capital expenditure plan has contracted significantly which has been driven by the need to fund recurring O&M associated with the City's previous fiscal policy and the economic challenges that have impacted revenue growth since 2008. Below is a table reflecting the annual contribution and growth in renewal and replacement balances:

Fund	2011-12 Contibution	2006-07	2007-08	2008-09	2009-10	2010-11
General Fund	$ -	$ -	$ -	$ 412,095	$ 412,095	$ 412,095
Stormwater	450,000	-	-	-	-	-
Electric	1,000,000	-	500,000	1,000,000	1,845,681	2,436,970
Gas	-	-	-	-	-	-
Water	650,000	319,397	646,703	1,283,882	1,097,370	1,499,048
Wastewater	1,000,000	493	500,493	1,348,937	2,172,768	2,936,237
Communications	300,000	-	-	300,000	294,764	329,234
Solid Waste	$ 120,000	$ -	$ -	$ -	$ -	$ 120,000

Debt Service – Debt service includes the costs of liquidating long-term liabilities of the City, such as principal and interest on bond issues and notes and contracts payable and related expenditures. The changes in Debt service are reflected below by fund:

Fund	Type	Final Payment	2010-11	2011-12
GLCRA	Mortgage	2014	$ 24,047	$ 24,048
CHCRA	2008 Revenue Note	2016	203,353	200,583
Hwy 441/27 CRA	2009 TI Revenue Bond	2036	695,306	696,006
Capital Improvement	2004 Bonds	2035	1,118,485	1,106,960
Capital Improvement	2009 Promissory Note	2030	525,954	476,574
Capital Improvement	2008 Capital Lease	2017	45,100	45,020
Electric	2004/ 2007 Bonds	2035/2038	2,702,307	2,721,463
Gas	2004/ 2007 Bonds	2035/2038	416,716	419,982
Water	2004/ 2007 Bonds	2035/2038	1,434,588	1,406,993
Water	2010 Revenue Note	2026	163,467	161,510
Wastewater	2004/ 2007 Bonds	2035/2038	1,766,515	1,745,150
Wastewater	2010 Revenue Note	2026	196,533	194,180
Communications	2009 Revenue Note	2020	124,169	119,985
Magnolia Townhomes	2009 Promissory Note	2017	159,014	153,000
TOTAL			$9,575,554	$9,471,454

The Electric, Gas, and Water funds provided the means to defease the outstanding debt for the Wastewater Fund in May 2004. The Wastewater utility paid off its obligation to the Electric utility in fiscal year 2005-06, leaving $600,000 in annual debt service to the Gas and Water utilities. The repayment of this obligation is expected to be completed by September 30, 2014.

Budget Review Calendar – City Commission Budget Workshops were held in July and August in the City Commission Room. The Commission established the maximum millage rate for fiscal year 2011-12 at the July 25th regular Commission meeting. The first public hearing to consider adoption of the budget was held September 8th . The public hearing to consider final adoption of the budget was held Monday, September 26th at the regular City Commission meeting.

Distinguished Budget Presentation Award – The Government Finance Officers Association of the United States and Canada (GFOA), through the Distinguished Budget Presentation Awards Program, recognizes exemplary budget documents. Entities submit their operating budget for review, which is evaluated using a comprehensive checklist. On June 6, 2011, the GFOA awarded the City of Leesburg the Distinguished Budget Presentation Award for the fiscal year 2010-11 budget, which is the 13th consecutive year (fiscal years 1999-2011). We believe that the current budget document continues to conform with the program requirements and will be submitted to the GFOA to determine its eligibility for another award.

Acknowledgements – An annual budget document of this complexity could not have been prepared without the efficient and dedicated service of all staff members involved. We would like to recognize the outstanding efforts of Jerry Boop and Brandy McDaniel who prepared the document and the entire accounting division for their assistance. Special thanks needs to be extended to City Manager Jay Evans and Deputy City Manager Doug Drymon for their oversight throughout the entire budget process and to the City department heads who once again provided outstanding contributions.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Leesburg

Florida

For the Fiscal Year Beginning

October 1, 2010

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Leesburg, Florida for its annual budget for the fiscal year beginning October 1, 2010. In order to receive this award, a governmental unit must publish a budget that meets the program criteria as a policy document, as an operations guide, as a financial plan, and a communications device.

This award is valid for one year only. The City of Leesburg has received the Distinguished Budget Presentation Award for the last thirteen consecutive years (fiscal years 1999-2011). We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine is eligibility for another award.

Community Profile

LOCATION

Located in the center of the state, Leesburg is conveniently adjacent to U.S. Highways 441 and 27, Interstate 75, and the Florida Turnpike. Leesburg is known as the "Lakefront City" with the Harris Chain of Lakes providing a spectacular backdrop for daily life, work and play.

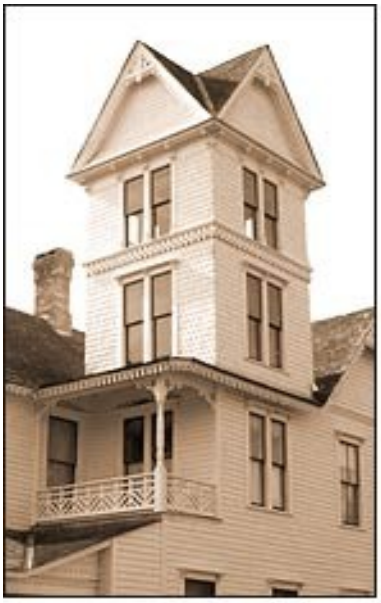
The City occupies a land area of 38.52 square miles and has a population exceeding 20,000. Leesburg is conveniently located about 40 miles northwest of Orlando, Walt Disney World, Universal Studios and other major attractions. The City of Leesburg is approximately 200 miles southeast of the state capital, Tallahassee, 80 miles northeast of Tampa, and 70 miles southwest of Daytona Beach.

The Florida Legislature created Lake County from portions of Sumter and Orange counties in 1887. From that day forward, the City of Leesburg has been a part of Lake County. It is the oldest of the 14 incorporated municipalities in Lake County, which include Astatula, Clermont, Eustis, Fruitland Park, Groveland, Howey-in-the-Hills, Lady Lake, Mascotte, Minneola, Montverde, Mount Dora, Tavares and Umatilla.

HISTORY

Leesburg was founded and first settled in 1857 by Evander H. Lee, a native of Sumter, South Carolina. The City received its name as a result of shipping directions given by Calvin Lee, Evander's brother, during a merchandising trip to New York City in 1866. By a citizen vote of 23 to 2, the City of Leesburg was incorporated on July 12, 1875. The City was originally a part of Sumter County and served as the county seat until 1882.

Evander & Susan Lee



Mote Morris House 1892

QUALITY OF LIFE/AMENITIES

The City of Leesburg is known for its scenic beauty, relaxed lifestyle, recreational facilities, temperate climate, extensive waterways, and affordable housing. Waterfront living is a way of life with 1,400 beautiful lakes located in Lake County. Leesburg's beautiful 110-acre Venetian Gardens Park (pictured below) boasts amenities such as a public swimming pool with bath house, community building, baseball field, volleyball courts, picnic tables, park benches, Kid's Corner playground, and the Venetian Cove Marina.

The Sleepy Hollow Sports Complex includes two soccer/football fields, two youth girl's softball fields, two Babe Ruth Baseball fields, and four adult softball fields. In addition, the complex also offers restroom and locker room facilities, a pavilion, and a concession stand. The City plans to construct nature walkways through the wetland area to add a passive recreation component to the complex.

The Leesburg Recreational Complex opened in April 2008. It is located on an 11-acre site and includes two regulation basketball/volleyball courts, playground, restrooms, parking lot and recreation offices as well as an outdoor basketball court.

Leesburg International Airport is an 850-acre controlled general aviation airport experiencing reduced activity during the economic downturn related to corporate and recreational aircraft. However, in the last four to six months the airport has seen a slight increase in corporate-type aircraft activity. Businesses on airport property employ over 360 people. The airport features two runways, four non-precision instrument approach landings, two precision GPS approaches, tie downs, hangar facilities, flight schools, maintenance shops, restaurants, and two motels within ½ mile. The Fixed Base Operator offers many services to the airport. The City has committed to an aggressive improvement program and has completed a 1,300 foot extension on the primary runway and an overlay of the secondary runway. The airport has a Memorandum of Understanding with U.S. Customs and Border Protection, Department of Homeland Security, which designates Leesburg International Airport as a "USER FEE" airport, allowing for international flights to be inspected and cleared at Leesburg. This agreement will play a key role in attracting new industries to the region and improving the local economy with new access to corporate and chartered flights. The airport now has two Part-135 Charter operators at the airport, offering service anywhere in the lower 48 states, Canada and Alaska.

The City has developed a relationship with Embry-Riddle Aeronautical University–Worldwide (ERAU-W) and Barr Group Aerospace to employ a new concept for the Leesburg International Airport titled the Leesburg Enterprise Aerospace Plan or "LEAP". The potential benefits of LEAP are:

- Makes greater use of the Leesburg International Airport as an economic development tool to benefit the greater Leesburg community
- Supports the creation and retention of local jobs connected to the aerospace industry – an industry where wages are typically 50 to 100% greater than those earned by workers employed in other sectors of manufacturing
- Establishes a working partnership between the City and ERAU-W, and provides direction and purpose to the joint development and operation of an Aerospace Business Incubator at the Leesburg International Airport
- Enables Leesburg to become involved in an industry which is considered vital to the nation's security and long-term economic interests (and thus likely to receive significant federal contracts in the future)

Many social and cultural events are held in Leesburg throughout the year, attracting tens of thousands of people to our area, which include:

Year-round events: Leesburg is no stranger to exciting year-round events. A few of the better known events include: Mardi Gras, Bikefest, 4th of July celebration, the Dr. Martin Luther King, Jr. Celebration, Beast Feast, Lake County Home and Garden Show, Chili Cook Off, the Leesburg Christmas House, Juneteenth Celebration, Lights of Lake, Saturday Morning Market, Fine Arts Festival, Leesburg Lightning Summer baseball league and the Main Street Christmas Parade

The Harris Chain of Lakes: (Lake Harris, Little Lake Harris, Eustis, Dora and Griffin) Provides a spectacular backdrop for small town living at its finest. The natural resources so prevalent in the area make for the most pristine environmental benchmarks in the entire state.

Amenities in the area surrounding Leesburg include:

Ocala National Forest Park: The City of Leesburg is approximately 36 miles southwest of the National Forest Park. The Park is a unique and fascinating forest that offers an accommodating climate for year round recreation, such as camping or canoeing down a palm-lined stream.

Mount Dora, Historical Zone: Provides a wide variety of options for family events, as well as shopping and dining in their historical district, which is just 30 minutes from Leesburg.

Amusement Parks: Leesburg is an hour from Orlando, the U.S. Capital of Tourism, with all the fun provided by four Disney amusement parks, three Disney water parks, Universal Studios, Sea World, several dinner theaters and much more.

LOCAL ECONOMY

The City and Lake County, as a whole, have transitioned from their agricultural roots to a growth driven economy that is heavily centered in real estate, retail, personal services, and healthcare. With the down-turn in the economy, many businesses have had to become extremely creative in order to lure customers into their companies. Leesburg's top private sector employer remains Central Florida Health Alliance, boasting a labor force of 2,355. Other notable employers in Leesburg that employ over 500 employees include: Lake County School District, Lifestream Behavioral Center, City of Leesburg, and Lake Sumter Community College.

With the slumping real-estate market and rising fuel prices, the unemployment rate has risen to the highest in 34 years. The home-construction slow-down has affected building, retail and financial companies across the county. Lake County's August 2011 unemployment rate of 10.8 percent is below the previous year's rate of 12.3 percent. This rate is slightly lower than the state average (10.9 percent). The City of Leesburg has acquired debt for the Highway 27/441 and Carver Heights CRA projects, this funding will be infused back into the local economy and will help stimulate the local job market.

Leesburg presently has 3,131 businesses that employ 28,580 employees. The top four industries that with the most employees are categorized as follows:

	Businesses	Employees
Health Service	191	7,179
Retail Trade	706	6,439
Accommodation & Food Service	769	4,107
Construction	303	2,138

The Leesburg market place is primarily driven by consumer spending totaling over $510,697,575 in retail goods. The average spent per person was $17,924.87. This is followed by shelter spending of $312,166,328 with the average spent per person being $10,956.66 and finally food at home totals $94,474,096. The average spent was $3,315.93 (source: ESRI Business Analyst).

The Leesburg Commercial Tenant and Investor industrial market tends to follow the Central Florida market. The Central Florida industrial market in the first half of 2011 concluded on an optimistic note. After a stale first quarter, overall activity experienced a notable jolt in absorption and overall occupancy. However, activity remained mixed based on location, product type and transaction type. Warehouse space continued to generate the majority of the activity from tenants, while flex space experienced a marginal decline. Sales activity improved slightly while leasing activity remained the primary transaction type throughout the market due to the excess supply of inventory. As a result, more space was absorbed than vacated and vacancy levels were positively affected. The remainder of 2011 will follow a similar downward trend in vacancy as market fundamentals stabilize. (source: Colliers International Central Florida).

The City of Leesburg has continued its partnership with the University of Central Florida (UCF) Business Incubation Program and Lake County Government; a joint venture to help entrepreneurs start and grow small business enterprises for Lake County. Successful business incubation has proved to be the most cost-effective strategy to stimulate the local economy. The Leesburg Business and Technology center, located at 600 Market Street provides office space, along with coaching, training and meeting space. Currently, businesses such as; construction, advertising, home maintenance, and legal counsel occupy office space within the facility, along with full-time UCF/Small Business Development Center (SBDC) personnel. The joint venture provides more resources and programs for Lake County entrepreneurs than would typically be available at most incubators or SBDC offices alone. Business incubation and programs of the SBDC help entrepreneurs start and grow small business enterprises efficiently and effectively. Development of small business enterprises is an efficient strategy to improve the local economy, and the benefits are widespread and long-lasting.

The Leesburg area is positioned at the crossroads of geographic expansion as the retirement market continues to push from the north while family households sustain the dominant market segment to the south. The factors that will influence future growth in this area are not dissimilar to the factors that are currently influencing growth in east central Florida. This area has embraced both market segments, and as a result, has become one of the emerging economic submarkets in Central Florida. In fact, Leesburg's Florida Energy and Aerospace & Technology (FEAT) Park, is the only industrial/manufacturing community that could accommodate large company expansions and relocations to this area. The FEAT park will consist of over 1,000 acres of high and dry land with all utilities (sewer, water, fiber optics, natural gas ad electricity).

The City provides incentives which are competitive with regional jurisdictions to encourage economic development. Leesburg demonstrates a business friendly environment by financing water and wastewater impact fees for businesses that desire to build or expand their facilities.

The City supports Lake County in the Job Growth Incentive Program to promote high-paying jobs in targeted industries. Businesses that expand or relocate in Lake County are eligible for $2,500 for each new job created; provided they earn 115% of the median average wage. In addition, the City offers a $500 incentive for jobs created that earn an average of 110% of the average median wage.

Some demographic and economic statistics are presented:

Lake County unemployment rate	10.8%
State unemployment rate	10.9%
Median age (Lake County)	52
Average median household income	$40,148
Median home value	$82,391

Leesburg's public schools consist of five elementary schools, two middle schools, one high school and one adult school. Post secondary education in Leesburg consists of one 2-year college, two 4-year accredited university's (through a cooperative agreement), and one 4-year college for the disabled.

Other public school programs in Leesburg enhance the overall school system. A School-to-Work program ensures a smooth step into a career for high school students and an opportunity to experience choices for children. The World Class Lake County program assists Lake County schools to provide high academic standards, accurate assessments, leading edge instructional technology, accountability tools to measure the school system's performance and strong community support.

Lake-Sumter Community College offers a variety of associate degrees. Through cooperative agreements, the University of Central Florida and St. Leo University offer bachelor degree programs at the Lake Sumter Community College campus. Beacon College, the nation's only four-year college for learning disabled students, is a private, not-for-profit school, which offers liberal arts degrees to enable development of skills and strategies to become responsible, self-reliant adults.

A wide variety of housing options are available in the Leesburg area, including single-family homes, subdivisions, condominiums, apartments, manufactured homes, residential retirement communities, and assisted-living facilities. There are many golf courses and country clubs nearby from which to choose. The largest retirement community in Florida, The Villages, is located north of Leesburg in Lake, Sumter, and Marion counties.

Below is the principal employers with more than 150 employees in the City of Leesburg:

Name of Employer	Employees	Type of Business
Central Florida Health Alliance	2,355	Hospital
Lake County School District	671	Education Institution
Lifestream Behavioral Center	550	Mental Health Service Provider
Lake Sumter Community College	521	Two Year State Community College
City of Leesburg	505	City Governmental Services
Lake Port Properties	400	Retirement Community
Cutrale Citrus Juices USA Inc.	300	Citrus Processing
Publix (2 stores)	275	Grocery Stores
Lake Sumter EMS, Inc.	260	Emergency Medical Transport
Electric Services, Inc.	232	Electric Contractor
Leware Construction Company	220	General Contractor
Bailey Industries	200	Carpentry/ Counter Tops
First Baptist Church of Leesburg	153	Church Ministry Services

IN GENERAL

The City of Leesburg is a political subdivision of the State of Florida. As such, it is governed by and derives its operating authority from the constitution and laws of the State of Florida. The City is empowered to levy a property tax on both real and personal properties located within its boundaries. It also is empowered by State statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the governing body.

The City operates under a commission/manager form of government, with a governing body consisting of five City Commissioners, elected to staggered four-year terms. Three of the commission members must meet district residency requirements. The remaining two commissioners are elected at-large without a district residency requirement. One of the Commissioners is selected by the other four as Mayor on an annual basis.

FUND TYPES AND DESCRIPTION

The City of Leesburg uses funds and account groups to report its financial position and the results of its operations. A fund is used to maintain control over resources that have been segregated for specific activities or functions. The City, like other state and local governments, uses fund accounting to ensure and demonstrate legal compliance.

A fund is a separate accounting entity with a self-balancing set of accounts. All of the funds of the City can be divided into the following three categories:

Governmental funds - Governmental funds are used to account for essentially the same functions reported as governmental activities. Governmental fund financial statements are reported using the current financial resources measurement, which focuses primarily on near-term sources and uses and available balances of spendable resources, at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

The City maintains fifteen individual governmental funds and adopts an annual appropriated budget for all governmental funds. Budgetary comparison schedules for these funds are provided in the annual financial report to demonstrate budgetary compliance.

Proprietary funds - The proprietary funds account for operations similar to private business with the intent to recover costs to provide utility services that extend outside the City limits in all cases except Solid Waste. Electric and Gas utilities provide service to Fruitland Park residents. Revenues are derived from user charges imposed on residential and commercial customers.

The City maintains two different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in the financial statements. The City uses enterprise funds to account for its Electric, Gas, Water and Reuse Water, Wastewater, Communications (Internet and fiber optic), Solid Waste, Stormwater utility operations and Housing. Internal service funds are an accounting device used to accumulate and allocate costs internally among the City's various functions. The City uses internal service funds to account for its self-insurance health and workers' compensation programs.

Fiduciary funds - Fiduciary funds are used to account for resources held for the benefit of parties outside the government. The accounting used for fiduciary funds is similar to proprietary funds. The fiduciary funds include pension trust funds for police, fire, and general employees.

The City reports major funds, as described in the glossary. Major funds must meet two tests and can be reported if the government believes they are important to the financial statement user. The City operates the following major governmental funds:

General Fund - the government's primary operating fund, accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Capital Projects Fund - accounts for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

The City reports the following major proprietary funds:

Electric Utility Fund - accounts for the purchase and distribution of electric services.

Gas Utility Fund - accounts for the purchase and distribution of gas services.

Water Utility Fund - accounts for costs of collection, treatment and distribution of water and reuse water services.

Wastewater Utility Fund - accounts for costs to provide wastewater and sanitary sewer services.

Communication Services Fund – accounts for the provision of communication services; such as, Internet, fiber optic communications and cellular telephone tower rental.

Solid Waste Fund - accounts for the collection, transportation, and disposal of solid waste, yard waste and construction debris.

Stormwater Fund – accounts for revenues and expenditures related to stormwater management.

Housing Fund **-** accounts for the purchase and improvements to Magnolia Townhomes.

Additionally, the City reports the following fund types:

Special Revenue Funds - account for proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes, which include:

Community Redevelopment Funds – Three funds were created pursuant to Section 163, Florida Statutes, to account for income generated from tax increment revenues generated by Community Redevelopment Districts; the Greater Leesburg Community Redevelopment Fund, Carver Heights Community Redevelopment Fund, and US Highway 441/27 Community Redevelopment Fund. Expenditures must be approved by the respective agencies composed of the City Commission plus two members appointed by the City Commission. These component units (separate reporting entities) are financially accountable to the City.

Police Forfeiture Fund**–** accounts for funds associated with Municipal and Federal Seizures.

Police Education Receipts Fund– accounts for funds created by Criminal Justice Education Funding.

Discretionary Sales Tax Fund– accounts for income associated with the discretionary local government infrastructure sales surtax (LOOP) for the purposes of funding Infrastructure.

Gas Tax Fund– accounts for income associated with Ninth-cent Fuel Tax, Local Option Fuel Tax and Revenue Sharing Gas Tax which are restricted for specific uses.

Police Impact Fees Fund– accounts for the Municipal Impact Fees collected on land developed within the City for the provision of Municipal Services Capital Facilities related to police services due to new development.

Fire Impact Fees Fund- accounts for the Municipal Impact Fees collected on land developed within the City for the provision of Municipal Services Capital Facilities related to fire services due to new development.

Recreation Impact Fees Fund– accounts for the Municipal Impact Fees collected on land developed within the City for the provision of Municipal Services Capital Facilities related to recreation services due to new development.

Building Permits Fund**–** accounts for fees collected on building development within the City.

Internal Service Funds - accounts for the financing of goods and services provided by one department to other departments of the governmental unit on a cost-reimbursement basis. Two funds included in this type are:

Health Insurance Fund - accounts for the costs of providing major medical coverage to all eligible City employees and retirees.

Workers' Compensation Insurance Fund - accounts for the costs of providing workers' compensation coverage to all eligible City employees.

Other Governmental Funds:

Debt Service Funds - accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Fiduciary Funds:

Pension Trust Funds - accounts for the activities of the assets held by the City in a trustee capacity for public employee retirement systems. The City maintains the following three funds which accumulate resources for pension benefit payments to qualified retiring employees:

Police Pension Trust Fund - This defined benefit plan was created pursuant to Chapter 185, Florida Statutes. Resources are contributed by the participating employees and the State of Florida. Members of the Municipal Police Pension Trust are also members of the General Employees Pension Trust.

Firemen's Pension Trust Fund - This defined benefit plan was created pursuant to the provisions of Chapter 175, Florida Statutes. Resources are contributed by the City, participating employees and the State of Florida.

General Employees Pension Trust Fund – This defined benefit plan provides pension benefits to eligible full time employees, except commissioners and firefighters. Resources are contributed by the City.

MUNICIPAL SERVICES

The City provides a traditional mix of general government services including police and fire protection, library, construction and maintenance of streets and infrastructure, storm water drainage, recreational activities, cultural events, planning, zoning, housing, and administrative services. In addition to general government activities, the City also provides a full range of utility services, including Electric, Natural Gas, Solid Waste, Communication services (which includes internet and fiber optic cable services), Water and Wastewater treatment. Detail about each system is found in their respective section of the budget.

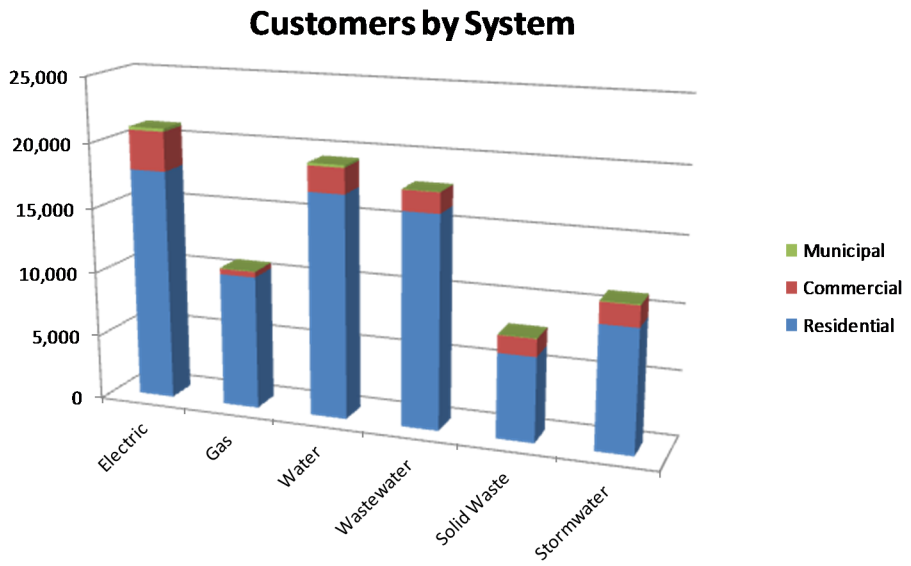
The rates charged for the use of all the utility systems are reasonably comparable to rates charged by similar utilities. The rates of the Electric system are established by ordinance of the City Commission. The current rate structure of the City (as opposed to the actual rates) is subject to the approval of the Public Service Commission (PSC). Rates for the use of the

Government Structure

Natural Gas, Water, Wastewater, Communications, and Solid Waste utilities are established by ordinance of the City Commission and are not regulated by any other agency. The City has an active maintenance program and considers all systems to be in good condition.

The following table reflects the customer distributions of the various utility systems when compared to the population and area in square miles of Leesburg totaling 20,251 and 38.52 respectively:

System	Established	Residential Customers	Commercial Customers	Municipal Customers	Total Customers	Area Square Miles
Electric	1921	17,780	3,030	233	21,043	48.1
Gas	1959	10,267	424	40	10,731	88.0
Water	1903	17,127	1,956	189	19,272	39.9
Wastewater	1929	16,276	1,557	38	17,871	40.8
Solid Waste	1925	6,487	1,345	38	7,870	38.52
Stormwater	1991	9,413	1,617	55	11,085	38.52



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SHORT TERM

The priorities of the current budget have been discussed in the budget message. A balanced budget has been adopted by the Commission, which include appropriations of fund balance in the General Fund, Stormwater, Greater Leesburg CRA, Carver Heights CRA, Hwy 441/27 CRA, Wastewater, Police Education Receipts, Recreation Impact Fees and Building Permits.

The economy continues to provide a challenging environment for the City. Many of the economically driven revenues such as those tied to sales have stabilized and become easier to predict. However, property values continue to fall which directly impacts Ad Valorem Revenue collections in the General Fund and each of the City's three CRA's. Ad Valorem revenue proceeds are projected to drop $413,796 which will be partially offset by position eliminations totaling $292,468. The remainder of the shortfall is expected to be covered by reductions in operations and maintenance expense associated with the outsourcing of the Sleepy Hollow recreational complex.

The Greater Leesburg CRA is doing a study to extend the beautification of Main Street toward its Highway 27 corridor. The CRA has been able to accumulate funding for the purchase of property and electrical undergrounding but construction on the Main Street corridor does not appear likely until economic conditions improve. The CRA is adequately funded for the study and has no debt. The continued reduction in property values has impacted the Carver and Highway 441/27 CRA's the most. Revenues for the Carver CRA have fallen below the required amount for debt service. The shortfall in funds will be made up from a combination of sources which include fund balance and proceeds from the 2008 Revenue Note which will be used to fund certain project costs which involve the Carver CRA Coordinator. Property values for the Highway 441/27 CRA fell below the floor which was used to establish their base for measuring the increase in incremental property values. The short term plan for debt service associated with the Highway 441/27 CRA is to fund interest costs from bond proceeds and principal payments from fund balance. All other projects have been placed on hold until property values recover.

Short term financial planning always includes a revenue analysis in the utilities to determine if rates are sufficient to meet the operational needs of the system. The City received a 20 year extension of its Consumptive Use Permit (CUP) from the St. Johns Water Management District. Included in the CUP were certain conditions that will need to be supported by new ordinances and rate adjustments. Over the next year, rate studies will be performed for both the Water and Wastewater utilities. The studies will be taking into consideration both short term and long term needs of the utilities which include maximum withdrawal levels from the Florida Aquifer, current impact fee pricing, depreciation expense, renewal and replacement costs and debt service. Electric rates, which are subject to market driven commodity pricing are expected to remain at the municipal average over the near term. Gas rates, which are also subject to market driven pricing are expected to remain very competitive.

Every effort has been made to maximize the use of grants for general government capital projects, especially the airport, which are 95% funded by State and Federal grants. In addition, grants are sought to meet a variety of needs within recreation and public safety.

The City opened a Wellness Center during the second quarter of fiscal year 2010-11 and has aggressively campaigned to capture employee participation. Employees, retirees and dependents utilizing the City's Wellness facility do not pay for their doctor visits, pharmacy or lab work. The City's healthcare budget increased $1,057,875 to $6,203,016 or by 20.6%. The increase was absorbed into the budget without passing on any of the additional costs to the employees. Unfortunately, any future increases in healthcare costs will need to be shared with plan participants.

General government capital spending and improvements are limited to that which is necessary, much of which is replacement of existing equipment or refurbishing of existing assets. Replacement of existing equipment is closely monitored and performed at the end of its useful life before failure due to fatigue or obsolescence. Grants and other sources are sought for airport maintenance and upkeep. Fleet purchases and maintenance are made through the Fleet Services Division. Costs associated with Fleet are funded through service contracts with those utilizing Fleet assets.

Capital assets purchased and placed in service by the City's enterprise funds are maintained through renewal and replacement funds set aside in restricted cash accounts within the respective enterprise operation.

LONG TERM

The core values adopted by the City Commission will drive the long-term planning process. One of the core values, "Fiscal Responsibility," shows the commitment of the City Commission and City Manager to the proper use of fiscal resources addressing current operations and community needs. However, the potential long term effects on the economic downturn cannot go un-noticed. The uncertainty created by the depth and duration of this recession has caused the City to be very conservative with its economic resources.

Planning for growth is an ongoing challenge, as the City expects a population growth of 13,000 to 26,000 over the next 15 years. The City developed an annexation policy to keep growth diversified. In an effort to continue to make growth pay its appropriate cost of additional infrastructure, the City adopted an impact fee for police, fire, and recreation. However, due to the declining economy, impact fees were "waived" for the 2nd year by ordinance until May 2012. The City collects a library county impact fee and applies for additional resources to meet current and ongoing needs.

The 10-year Capital Improvement Plan, was developed to maximize the "pay as you go" approach while recognizing the benefit of financing. Utility improvements and replacements are scheduled and completed with consideration of the street paving work plan. The plan includes detailed explanations regarding development of revenue projections and assumptions regarding the capital needs. Interdepartmental coordination is vital to the success of developing an accurate Capital forecast.

The City typically extends services beyond what is presently needed based on a calculation to recoup the initial investment within a 5-7 year period. Additional long range planning for the following utilities is listed below:

- **Electric** - The department consistently evaluates the costs of outsourcing specific activities. There is a plan to convert certain overhead utility lines within the City to underground in 30 years to avoid future safety code compliance issues associated with poles, weather related damage and to provide other savings. In addition, the utility has received federal stimulus money to upgrade its metering technology. The new technology will enable the utility to develop and employ time of use rates which will provide consumers with the ability to curtail energy consumption during peak demand, the period when energy is the most expensive.

- **Gas –** With the approval of Section 25-501 of the City Code of Ordinances in April of 2006, natural gas is being required in all new subdivisions within the city limits. In addition the cost of infrastructure is to be borne by the developer. The ordinance does not apply to developments that have an existing natural gas contract or to those that have received construction plan approval prior to the adoption of the ordinance. Implementation of this ordinance will significantly reduce future capital outlay.

- **Water & Wastewater–** Future utility expansion will be based on the Utility Master Plan and assessed as development requires utility expansion. At the present time there is no funding source in Water or Wastewater for future utility expansion. The water utility is looking into long term solutions for increased water consumption driven by population growth. The Florida aquifer has limited resources and is not expected to keep pace with development. Other sources include reuse, surface water drawn from local rivers and lakes and participation in a coastal desalination facility known as the Coquina project.

- **Communications -** The utility has expanded their business by marketing to customers for fiber optic cable and Internet services. Because of expanded Internet rates, and the offering of broadband communications services, the City continues to extend fiber optic connections to customers.

- **Solid Waste -**The utility is attempting to replace privately owned dumpsters with City -owned dumpsters to ensure proper maintenance at all commercial accounts. The department also created a roll-off service and a franchise fee to ensure private haulers that supply services to our residents and businesses maintain an expected level of service. In addition the utility also underwent an extensive cost of service analysis which has yielded several cost cutting ideas and measures. The utility did not waste any time implementing many of their ideas while some required commission approval. The results on operations and cash flows were instantaneous and enabled the utility to rebuild its cash balances and meet the cash reserve policy sooner than had been previously anticipated.

Information and technology (IT) is an important part of the City's operations, thus long term financial planning includes preparing to replace computers as they become obsolete. The IT department owns all computer equipment, including desktop computers, laptops, copiers, and printers and recovers the cost of equipment from departments based on a 5-year lease period.

The fleet maintenance division owns and leases all City vehicles and charges departments a lease fee based on the useful life of the equipment. The City maintains a vehicle replacement plan for all city-owned vehicles and updates it annually. Planning for future vehicle purchases is the joint responsibility of the fleet and leasing department.

Personal Services costs represent 90.9% of the City's general fund annual budget. Since employees are here to serve the citizens, it is important to have motivated, productive employees. In the past, the City has attempted to complete a salary survey every three years. However, the current economic conditions have limited the City's ability to fund the restoration of eliminated benefits and pay increases for certain funds.

Although not included in this budget, some future financial challenges to the City include:

- Developing a team of management employees to monitor construction projects
- Reducing the utility transfer to the general fund to equal franchise fee charges
- Implementation of Technology
- Smart Meter Implementation
- Customer Service Excellence
- Time of Use Rates

Each year the short-term and long-term goals are evaluated to ensure the long range plan is as accurate as possible.

Budget Preparation Process

The fiscal year 2011-12 budget adoption process began at the February 14, 2011, regular City Commission meeting when the Commission adopted the budget calendar.

CAPITAL IMPROVEMENT PLAN

The City added a valuable element to the budget planning process regarding the capital improvement plan (CIP). The capital improvement budget requires interdepartmental coordination between the utilities and public works in planning service upgrades in conjunction with street resurfacing. In fiscal year 2003-04, the City Commission adopted its first 10-year CIP. This year departments submitted their CIP's to Finance on March 18, 2011. On March 29, 2011 an interdepartmental coordination meeting was held to review each department's CIP together. The interdepartmental coordination meeting fosters better planning, engineering, review and expense management. This interaction allows for any necessary changes to be made and for all departments to be aware and provide critical information on projects that are in the integrated plan.

In addition to the CIP, department directors were required to provide a detailed description on each capital project request form, as well as the reasonably quantifiable additional costs and savings (direct or indirect) or other service impacts that would result from the capital purchase.

This information further explains the:

- Direct benefit of the improvement to the City
- Impact on maintenance and operational costs
- Direct or indirect effect on revenue

The CIP was reviewed by the City Manager and prepared in a draft format which was provided to the City Commission with the draft budget document. It was decided that due to severe budget constraints placed on the City for fiscal year 2011-12, the CIP would be adopted subsequent to the budget. Although departments were challenged to use only the amounts included in the 10-year CIP, certain adjustments were necessary. The 2011-12 capital requests were presented by the departments to the commission during the budget workshops held in July and August. Capital requests for fiscal year 2011-12 were adopted on September 26, 2011. Additionally, on March 14, 2011 the City Commission approved the final 10-year CIP document.

CITY COMMISSION VISIONING GOALS

In the adopted Mission Statement, "Dedicated to our Community, Committed to Service Excellence," we find the first core value, which is the responsibility of all employees. The core values as listed in detail in the front of the document are the responsibility of the Executive Department and the City Commission. The following are the values that were adopted and state, "We value:"

- Excellence In All We Do
- Open, Accessible Government
- Fiscal Responsibility
- Professionalism
- A Caring Organization
- Organizational Development And Self Sufficiency
- Employee Empowerment

Although these values are the ultimate responsibility of all departments, the following list demonstrates which values are specifically assigned to a department:

Department	Excellence	Open Gov't	Fiscally Respon-sible	Professional	Caring	Self Sufficient	Employee Empower-ment
Finance	X	X	X	X	X	X	X
Human Resources	X				X	X	X
IT	X	X	X				
GIS/Engineering	X		X				
Airport	X	X	X				
Police	X	X		X	X	X	
Fire	X			X		X	X
Public Works	X	X	X			X	X
Community Development	X	X		X			
Economic Development	X	X	X				
Library	X	X	X	X	X		
Recreation & Parks	X		X	X	X		
Stormwater	X		X	X			X
Electric	X	X	X	X	X		
Gas	X		X	X	X	X	X
Water	X	X	X	X	X	X	
Wastewater	X	X	X	X		X	X
Communications	X		X			X	X
Solid Waste	X						X

BASIS OF BUDGETING

Budgets for governmental funds are adopted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Expenditures are recognized in the period in which the fund liability is incurred (except matured interest on general long-term debt, which is recognized when due). While budgets for the proprietary fund types are not required by generally accepted accounting principles (GAAP) or by state or local law, they are adopted using the modified accrual basis of accounting to provide for comparability with the other funds.

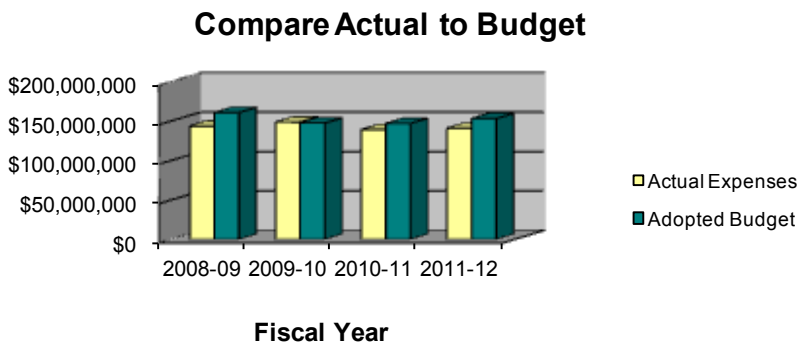
Actual expenses for the utility funds are recorded on the full accrual basis, while other funds are reported on the modified accrual basis. Comparing a budget prepared on the cash basis to actual expenses recorded on the accrual basis can be misleading in a budget document. When comparing fiscal year 2010-11 actual expense to fiscal year 2011-12 adopted budget, the following three items are presented on a different basis:

- Capital project expenses: Capital projects in the enterprise funds are budgeted on a cash basis, and the actual expenses are zero because they are recorded as assets on the balance sheet.
- Debt service: Debt service expenses, related to principal payments are budgeted in the fiscal year in which they occur; yet they are recorded as a reduction to a liability account.
- Reserve for future capital: Reserves that are budgeted may not be expended in that fiscal year but are appropriated (set aside) for future capital improvements.

To put this in perspective, the actual expenses for fiscal year, as seen on the totals in the "All Funds" section, when compared to the cash budget versus the accrual budget produce the following results:

	Actual Expenses 2010-11	Adopted Budget 2011-12	Average Annual Change
Cash Basis Budget	131,746,806	153,012,291	16.14
Accrual Basis Budget	131,746,806	146,021,108	10.83

The graph below depicts the difference between recording actual expenses compared to the budget as presented:



Departmental Budget Meeting

In addition to being known as a caring organization the City wants to be known as customer driven. At a Commission workshop held last year, the City Manager discussed the need to achieve excellence in customer service in every aspect of City operations. Four employees have attended the Disney Institute for the Disney Approach to Quality Service. The City is also looking at the Sterling Award program and has plans to apply for the Malcolm Baldridge award.

A copy of the budget calendar, procedures manual, forms, and budget entry instructions are available to help departments with the budget process. During the budget process, emphasis is placed on departments to:

- Use the instruction manual and formats that are provided
- Submit requests in a timely manner
- Be consistent with capital project titles
- Provide accurate documentation and justification of needs
- Request computer equipment through the IT Department
- Request vehicles and heavy equipment through the Fleet Services Division

Budget Preparation

Individual departments are responsible for the original entry of operating expenses, capital outlay budget information and associated expense detail into the budgetary data base. The Accounting Division, after reviewing personnel requests with Human Resources and the City Manager produced the budget for the personal services category. Other information was transmitted to the budget office via computer using a common directory in Microsoft Word or Excel format and was subsequently merged into one document. Following the submission deadlines, departments were prevented from making any changes to the proposed budget.

Review

The Budget Manager compiled all the budget information, assisted each department in completing the values and goals, and utilized information from IT, Fleet Services and Accounting Divisions to formulate accurate budget requests and capital project detail expenditures. The City Manager, Finance Director, and Budget Manager met with department representatives to review budget requests. Revisions were made as necessary and included in the proposed budget document presented to the City Commission.

Budget Preparation Process

Approval

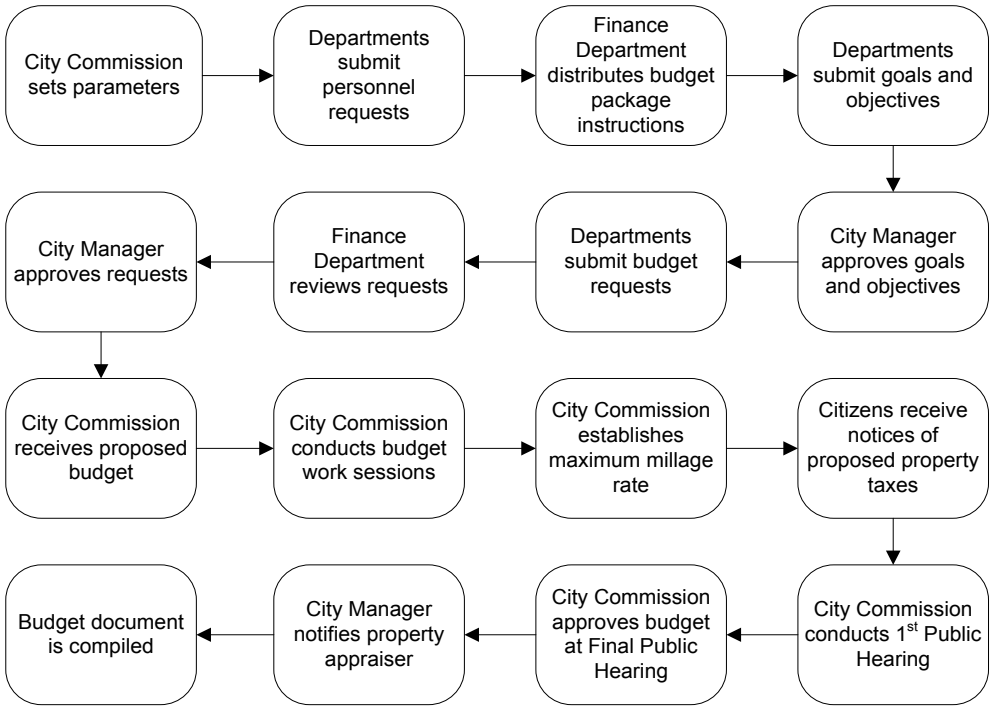
Pursuant to Florida law, two public hearings are required prior to the adoption of a millage rate and budget. At the conclusion of the first public hearing held on Thursday, September 8, 2011, the City Commission adopted a resolution to tentatively adopt the millage rate, and another resolution to tentatively adopt the budget. At the final hearing on September 26, 2011, the City Commission unanimously approved a resolution to adopt the final millage rate and an ordinance to adopt the 2011-12 annual budget. Once approved, the budget becomes the basis for operations and capital expenses during the ensuing fiscal year.

Budget Process

Since the City of Leesburg has automated the input and correspondence portion of the process, departments receive a budget preparation manual at the opening meeting which provides guidance on where to find the following items:

- Budget calendar
- Budget checklist
- Common directory and location address for all forms and worksheets that are available between the departments and the budget office
- Budget entry instructions for access to the budgeting software to input budget requests

The draft budget and the Capital Improvement Plan were available on the intranet for departments. The chart below summarizes the budget process.



Budget Calendar at a Glance

Phase I – Planning

January – February

- City Commission adopts budget calendar and establishes Citywide core values
- City Commission prioritizes capital projects for 10-year Capital Improvement Plan

Phase II – Department Preparation

March - April

- Departments submit requests for personnel, reclassifications, and promotions
- Human Resources Department evaluates job descriptions, pay grades, and salary ranges
- Budget Manager distributes forms and information to departments regarding budget requests
- Departments submit values, goals, and updated performance measures

Phase III – City Manager Budget Review

May - June

- Budget Manager and City Manager meet to review values, goals, and department requests
- City Commission adopts 10-year Capital Improvement Plan

Phase IV – City Commission Budget Review

July

- Under the direction of the City Manager, the Budget Manager finalizes the budget document that will be presented to the City Commission in July
- Property Appraiser submits estimate of current year total assessed values

August

- City Commission conducts budget workshops and approves changes, which are recapped, and approved at the final budget session
- City Commission approves proposed millage rate
- City notifies Property Appraiser of proposed millage rate and date, time and place of the first budget adoption hearing

Phase V – Final Review and Budget Adoption

September

- Finance Director presents tentative Citywide and Community Redevelopment Agency budgets
- Budget Manager finalizes budget document and prepares for budget adoption
- City Commission tentatively adopts budget and millage rate
- City Commission introduces ordinance to adopt the final budget at first public hearing
- City advertises public hearing and notice of property tax increase, if applicable
- City Commission conducts final hearing to adopt the budget
- City notifies Property Appraiser and files TRIM compliance

Budget Calendar

2011 DATE DAY	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
February 14, Monday	City Commission	Adopt budget calendar and goals for the fiscal year 2011-12 budget	
March 25, Friday	City Manager	Distribute civic funding request forms	
April 1, Friday	Finance Department/ City Manager	Distribute forms and instructions for use in preparation of the fiscal year 2011-12 budget requests to all departments and agencies funded by the City	
April 18, Monday	Department Directors	Deadline for submission to the Budget Manager of departmental goals, objectives, statements and performance measures for fiscal year 2011-12	
May 2, Monday	Department Directors	Deadline for submission to the Budget Manager of budget requests for fiscal year 2011-12	
May 10-27 Tuesday-Friday	City Manager	Meet with governmental fund departments to discuss fiscal year 2011-12 budget requests, including goals and objectives	
On or before June 1, Wednesday	Property Appraiser	Provide an estimate of 2011 total assessed values of nonexempt property for budget planning purposes	Section 200.065(7), Florida Statutes,
June 1-6, Wednesday-Monday	City Manager	Meet with proprietary fund departments to discuss fiscal year 2011-12 budget requests, including goals and objectives	
June 28, Tuesday	Finance Department	Present the draft budget for fiscal year 2011-12 to the City Manager for review and analysis	
On or before July 1, Friday	Property Appraiser	Submit 2011 certified taxable values to the City Commission	Section 193.023(1), Florida Statutes, Section 200.065 (1), Florida Statutes
July 8, Friday	City Manager	Present the draft budget for fiscal year 2011-12 to the City Commission for review and analysis	Section 200.065(2)(a)2, Florida Statutes, Section 28, Leesburg City Charter
July 18, Monday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2011-12	
July 25, Monday	City Commission	Establish the maximum millage rate for fiscal year 2011-12	

Budget Calendar (Continued)

2011 DATE DAY	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
July 26 & 28, Tuesday, Thursday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2011-12	
No later than July 29, Friday	City Commission	Notify the Property Appraiser of: 1. The Proposed millage rates for 2011; 2. The rolled back millage rates for 2011; 3. The date, time, and place of the public hearings to consider the proposed millage rates and tentative budgets	Section 200.065(2)(b), Florida Statutes,
August 1, Monday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2011-12	
No later than August 19, Friday	Property Appraiser	Mail notices of proposed property taxes for 2011 to each taxpayer listed on the current year assessment roll	Section 200.065(2)(b), Florida Statutes, Section 200.069, Florida Statutes
September 8, Thursday	City Commission	Conduct public hearings to consider adoption of the tentative budgets and proposed millage rate for fiscal year 2011-12. All hearings must begin after 5:00 P.M	Section 166.241(3), Florida Statutes, Section 200.065(2)(c)-(e), Florida Statutes
September 12, Monday	CRA Board	Establish budget for Community Redevelopment Agencies	
September 22, Thursday	Finance Director/ City Clerk	Advertise public hearings to consider final adoption of the budgets, increases in property taxes and operating expenditures (if applicable), and adoption of millage rate for fiscal year 2011-12	Section 200.065(2)(d), Florida Statutes, Sections 200.065(3),(a),(b), and (h)-(l), Florida Statutes
September 26, Monday	City Commission	Conduct public hearings to consider final adoption of the budget/capital improvement plan, and millage rate for fiscal year 2011-12. All hearings must begin after 5:00 P.M	Section 166.241(3), Florida Statutes, Section 200.065(2)(d), (e),Florida Statutes
November	Finance Director	Begin distribution of final budget documents	

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Significant Policies

Budget

On September 28, 1998, the City Commission adopted Resolution 5535, which established a formal budget policy for the City of Leesburg. The policy embellishes the budget guidance previously available in the City Charter, as well as that provided in Florida Statutes Chapters 166 and 200. The City follows these procedures in adopting the budget:

- The City Manager submits a proposed budget to the City Commission for the upcoming fiscal year
- Public hearings are held to obtain citizen input
- The budget is adopted by ordinance prior to October 1 of each fiscal year
- The budget may be amended to reflect changes in available resources and appropriations
- Departments are authorized to spend within the major categories; however, changes to the adopted appropriations between major categories require approval from the City Manager. Major categories are defined as personal services, operating expenses, capital outlay, debt service, grants and aids, and other uses
- The City Manager is authorized to amend the budget for any department, provided the total amount appropriated for the affected fund does not change
- The City Commission, through the adoption of an ordinance, must approve amendments that result in a change to the total amount appropriated within the fund
- The City Manager is authorized to expend beyond budget limits in emergency situations and notify the City Commission at the next meeting. Budget amendments incorporating this action will be processed and approved by the City Commission, as necessary
- Unexpended balances of appropriations lapse at year-end unless funds are carried forward

Budget Adjustment Process

When circumstances change the funding needs, the department head will request a budget amendment. The department head is authorized to approve changes of expenditures between line items within a category and from one division to another within the respective department.

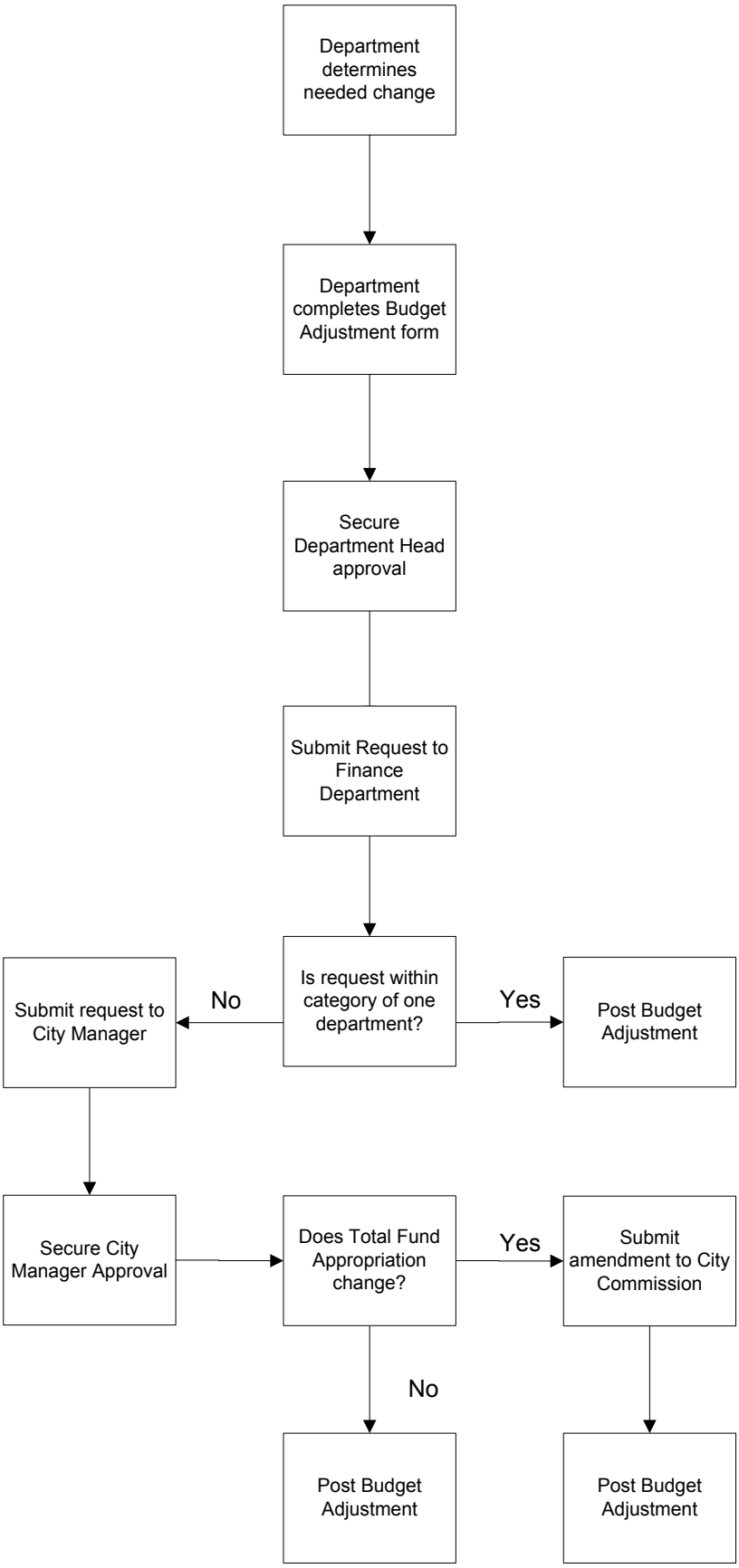
The City Manager may amend appropriations in any fund, provided that the total appropriation of the fund is not changed and does not alter a department's work program. The City Manager can also approve the following:

- Additional funding required for an item approved based on an estimated cost
- New items necessary for the operation of the department
- Capital substitution or changes with no fiscal impact
- Appropriations from reserve to increase an appropriation in the same fund for any lawful purpose

The Finance Department can adjust a line item that is approved within the budget, if money is appropriated to the incorrect classification of accounts established under the State Uniform Chart of Accounts.

The steps necessary to complete the amendment process are illustrated on the following flow chart.

BUDGET ADJUSTMENT PROCESS



Cash Policy

- All cash, checks, money orders, and cashier's checks are receipted on the date received and forwarded to the bank for deposit
- All checks, money orders, etc. are endorsed with the City's endorsement stamp upon receipt
- Daily cash reports must be presented to the Finance Department
- Cash drawers in all locations are counted and balanced daily
- Cash received at remote locations is forwarded to the collection's department daily
- Receipts are validated and submitted to Accounting for verification
- Cash collection entries are recorded in the appropriate computer application
- A receipt is provided to every customer
- The Collections Department verifies all transactions and posts information to the system prior to making the bank deposit

Investment Policy

The investment policy which was embedded within resolutions 4342, 4886, 4923 and 5538 was substantially updated in resolution 8163 and subsequently approved by the Commission on April 14, 2008. The policy includes updates from Florida Statutes 163, 218.415 and 280. Florida Statute 163, Intergovernmental Programs, provides guidance with respect to Local Government Investment Pools (LGIP's). Florida Statute 218.415, Financial Matters pertaining to Political Subdivisions, provides guidance to local governments regarding investment policies. Florida Statute chapter 280, Security for Public Deposits, provides definitions and guidance with respect to public deposits. Subsequent changes in these policies since the last update have been incorporated into the new policy. Staff also reviewed the Government Finance Officers Association (GFOA) best practices for guidance. The revised policy includes a continuing education requirement of a minimum of eight hours per year for the Finance Director or his designee. Included in the new policy is the ability to invest in LGIP's other than the State of Florida LGIP State Board of Administration. The policy also allows for investment with minority and community financial institutions, subject to full disclosure to the Commission. The policy in all respects provides for the highest standards of integrity and ethical conduct and reinforces the highest priority of the safety of principal and liquidity of funds. Optimization of investment returns is considered secondary to the requirements of safety and liquidity.

Authorized Investments and Diversification	**Percent of Portfolio**
U.S. Treasury Obligations (Bills, Notes, Bonds)	100%
U.S. Government Agency Securities and Instrumentalities of Government Sponsored Corporations	100%
U.S. Government Securities	100%
Bankers Acceptances	50%
Repurchase Agreements	50%
Certificates of Deposit (CD's)	
Commercial Bank	100%
Savings & Loan Associations	10%
Local Government Investment Pools (LGIP)	75%
Money Market Mutual Funds	50%

Responsibility

The Finance Director is responsible for the implementation of the investment policy.

Risk Avoidance

- Minimize the risk of unreturned principal and interest through short term and conservative investments
- Require delivery vs. payment.

Investment Techniques

Future levels of interest rates are impossible to predict with any certainty. Therefore, Finance Department staff examines market prices daily and studies trends to enable them to make prudent investment decisions. Funds are invested in accordance with the Investment Policy utilizing short-term maturities (over-night repurchase agreements) to 5 year maturities, which is the maximum maturity allowed by the policy. In addition, the City has contracted with Davidson Fixed Income Management (DFIM) to assist with investment strategy.

On March 14, 1986, the City Commission adopted Resolution 4128 to execute a Master Repurchase Agreement with SunTrust Bank, NA to invest funds held in the City's bank account. Idle funds are invested overnight and on weekends.

Cash Reserve Policy

On July 23, 2007, the City Commission adopted ordinances 07-80, 07-81 and 07-82 substantially changing the Fund Balance Policy, Utility Fund Transfer Policy and the Special Transfer Policy. The Fund Balance Policy was changed to clearly define terminology used in the policy and to tailor to the particular needs of the City with respect to each Fund in order to maintain adequate reserves and capacity to:

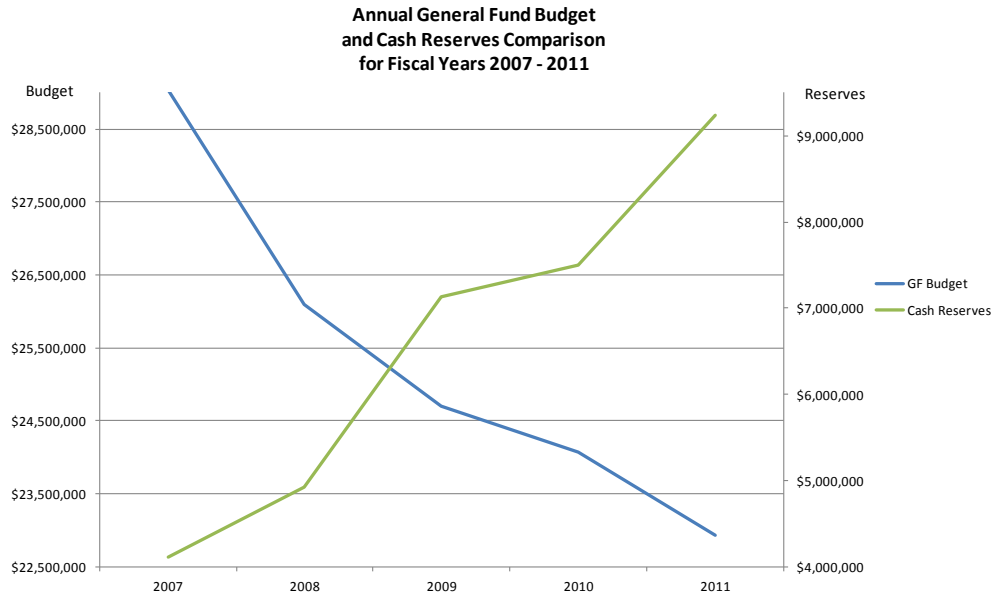
- Provide sufficient cash flow for daily financial needs
- Secure and maintain investment grade bond ratings
- Offset significant economic downturns or revenue shortfalls
- Provide funds for unforeseen expenditures related to emergencies

Creation of Reserves– Ordinance 07-80 (see pages 581-588 for actual graphs)

The reservation of cash reserves is in addition to all other reserves or designations of fund balance and is created by fund type, as follows:

- General Fund – 20% of the current fiscal year budget
- Special Revenue Funds – none
- Debt Service Fund – as required by bond covenants
- Capital Projects Fund – none
- Enterprise Funds –
  - -Electric Utility- (Total Revenues– Cost of Purchased Power + Operating Transfers to the General Fund + Revenue Surcharge Transfers)/ 365 days X 120 days
  - -Gas Utility- (Total Revenues– Cost of Purchased Gas + Operating Transfers to the General Fund + Revenue Surcharge Transfers)/ 365 days X 90 days
  - -Water, Wastewater, Communications and Solid Waste– 25% of current fiscal year budget
- Internal Service Funds – greater than or equal to zero (break even)

The following graph shows the relationship between the annual General Fund budget and the growth in Cash Reserves for fiscal years 2007-2011:



Utility Transfers– Ordinance 07-81

The City assumes all financial risk associated with operating each utility, with the goal of providing superior service at the lowest possible cost. On July 14, 2007, the City Commission adopted ordinance 07-81 to establish a policy to accomplish this goal and provide additional financial support to general government functions.

The Utility Fund Transfer Policy describes transfers of funds from all six Utility Funds: Electric, Natural Gas, Water and Wastewater, Communications, and Solid Waste. The ambiguity of the previous policy allowed for transfers much larger than fiscally prudent. The ordinance provides the following guidance:

- Shall not exceed 10% of the estimated operating revenues excluding utility surcharge fees included in the adopted budget for that fund
- Prohibits any transfer if said fund will experience a net loss after transfers for that fiscal year
- Ten percent (10%) limit excludes franchise fees imposed by the City against itself paid to other jurisdictions
- Shall be limited to the amount necessary to balance the general fund budget, including the replenishment of the minimum balance of required cash reserves

Calculation of utility transfer-

Estimated Operating Revenues Less:

- Franchise Fees imposed by the City against itself
- Franchise Fees paid to other jurisdictions
- Gross Receipts Taxes paid to the State of Florida
- Surcharge Revenues on Electric, Gas, and Water

Remaining revenue is then multiplied against the respective dividend applicable to the utility.

Special Transfer Policy– 07-82

The definition of Special Projects Transfer is the transfer of cash from an enterprise fund to fund the costs of non-enterprise fund expenditures. The purpose of this policy is to provide adequate oversight to special transfers.

Special transfers are subject to the following:

- A five year impact on cash flows taking into consideration the results of all financial activities

- Determination of excess cash and sustainability of cash reserve after transfer is made

Replenishment of Reserve Deficits
If a reserve amount falls below the required levels, the City Manager shall submit a plan to replenish any deficit reserve by the end of the second fiscal year following its occurrence.

Annual Review
A review is required as part of the annual budget adoption process. Based on the fiscal year 2011-12 adopted budget, the minimum level of cash required in the general fund is $4,502,914 (20% of $22,514,571). Direct cost allocation from the utilities, as well as payments for IT services and fleet services are recorded as a reduction to expense in the appropriate division. During the budget cycles for the years listed below, it appears that the fund balance in the general fund is healthy and improving. It is important to utilize the money available for the citizens as well as maintain a fund balance sufficient to meet the needs of the organization if an emergency arises. The general fund receives a utility transfer of 7.75%, from the Electric, Gas, and Water utility funds. The Wastewater, and Solid Waste utility fund contributions are 7.25%.

Historically, the amount of fund balance appropriated, and its relationship to the general fund budget as a whole may be stated as follows:

	2008-09	2009-10	2010-11	2011-12
GENERAL FUND				
Total Adopted Budget	$24,706,041	$24,067,56	$22,930,659	$22,514,571
Beginning Fund Balance	4,022,072	5,727,958	7,370,000	7,850,000
Ending Fund Balance *	5,727,958	7,370,000	7,850,000	7,798,030
Percentage of Ending Fund Balance to Total Budget	23.2%	30.6%	33.9%	34.6%
Fund Balance Appropriated	0	0	$100,000	$51,970

* The ending fund balance for fiscal years 2010-11 and 2011-12 are projected based on estimated revenues and will be adjusted during the year after the audit has been completed.

Procurement Policy

On December 27, 2002, the City Commission adopted Resolution 6710 establishing the following purchasing limits and local vendor preference:

$ 0.01 – 999	Departments are authorized to purchase items or services using a City issued procurement card
$1,000 – 4,999	Departments must obtain informal quotations and submit a purchase request prior to purchase.
$5,000 – 9,999	The department must obtain three (3) written quotes and submit a purchase request prior to purchase.
$10,000– 24,999	Purchasing department must obtain three (3) written quotes for City Manager approval and submit a purchase request prior to purchase.
$25,000 and up	The department must submit a purchase request prior to purchase. The Purchasing Department obtains formal bids, and submits bid award to City Commission for approval.

The Purchasing Department may initiate sole source, single source and state contract purchases for items costing less than $25,000.

The City Commission has adopted a Local Business Enterprise Policy. The policy has a tiered percentage preference for purchases of specific dollar amounts. The current policy is available on the City website under the Purchasing Division.

Purchases from inception through the procurement process to executed contract can take as long as 13 weeks to complete. The formal bid or request for proposal (RFP) process for specific items is as follows:

Description	Time	Responsibility
Develop bid specifications	Depends on item	Department
Develop bid document and secure approval	2 weeks	Purchasing and Department
Advertise	1 day	Purchasing
Pre-proposal (bid) conference	10-14 days	Purchasing, Vendor, and Department
Open bids	10-14 days	Purchasing
Combine pre-proposal (bids) with opening	14-21 days	Purchasing, Vendor, and Department
Proposal (bid) Evaluation	7-10 days	Purchasing, and Selection Committee
Interviews, if needed	2 weeks	Purchasing
Evaluations	7 days	Committee
Agenda memo	2 days	Purchasing
Resolution	1 day	
Contract	2-5 days	
Approval	10 days	Commission
Purchase order	7 days	Purchasing
Receipt of item	30 days	Department

Carry over of unused appropriations
Carryovers are reviewed at the end of the fiscal year with the respective department heads and presented to the City Manager for preliminary approval before obtaining final approval from the City Commission.

Capital Asset Policy

The original capital asset policy was adopted on August 22, 2005 by Resolution 7427. This policy was established to provide guidance, achieve consistency in recording assets, and to implement controls that would prevent or promptly detect a loss of an asset. On July 27, 2009 Resolution 8492 was approved by the Commission and revised the original policy and authorized asset management and procedures. The new policy also increased the capital asset threshold from $1,000 to $5,000. Key components of the revised policy are summarized below:

Purpose
The purpose of the property asset management program is to establish responsibility for property, provide for better utilization of property, facilitate the physical inventory, and to establish a framework for accountability.

Definition
Capital or fixed assets are defined as land, buildings, equipment, fixtures and other tangible personal property of a non-consumable and non-expendable nature, which meets the following conditions: the value or cost of an asset is $5,000 or more and has a normal life expectancy of one year or more. Attractive items such as wireless mobile devices, personal digital assistants (PDA's), projectors, scanners, tools and printers, all digital cameras, radios, personal computers, and laptops, are tracked regardless of cost. Certain capital assets of the enterprise funds are recorded as a group utilizing average unit costing. Depreciation expense is computed on the straight-line basis over the estimated useful life of the asset.

Inventory and Internal Control
The accounting division shall maintain an accurate inventory of all assets and update annually. Policies and procedures are designed to prevent misappropriation of public funds. Each department director has ultimate responsibility for their assets.

Authority
The Finance Director shall develop and maintain written administrative procedures to properly account for all capital assets of the City.

Annual Review
When preparing the 10-year capital improvement plan, revenue projections are analyzed to determine if the plan is financially sound. All capital items are described in this document. A summary of all capital purchases by fund as compared to fiscal year 2010-11 follows:

Fund	Adopted 2010-11	Adopted 2011-12
General	$ 1,647,316	$ 1,751,899
Stormwater	1,625,000	900,000
Greater Leesburg CRA	-0-	300,000
Capital Projects	787,205	2,233,000
Electric	1,922,000	2,678,621
Gas	222,506	288,521
Water	460,600	227,800
Wastewater	327,500	1,363,000
Communications	197,301	315,000
Total	$ 7,189,428	$ 10,057,841

On September 26, 2011, the City Commission adopted the capital improvement plan for fiscal year 2011-12. The plan includes capital projects, vehicles and equipment. The annual capital improvement plan discusses the impact each purchase will have on the operating budget. Capital purchases impact the operating budget in the following three areas:

- New purchases – it is necessary to purchase additional capital items to function properly. For example, upon hiring a police officer to fill a newly created position, the department would purchase another vehicle, computer and related equipment to place the officer in service

- Replacements – it is necessary to purchase additional capital items to function efficiently. Although the City maintains and uses capital items beyond their useful life, purchases are necessary periodically due to wear and tear. Thus, purchasing new assets decreases maintenance costs and provides an indirect savings which allows staff to operate more efficiently. The utility departments replace infrastructure to maintain a safe system for the citizens. Computer systems are replaced periodically to keep pace with technology.

- Improvements – it is necessary to purchase additional capital items to expand operations. Improvements to current assets have a clear impact on operating costs. When improvements are made the incremental costs have to be clearly identified.

Debt Policy

On June 14, 2004, the City Commission adopted Resolution 7101 establishing a debt management policy as follows:

Purpose

- Manage issuance of debt obligations
- Maintain the ability to incur debt at favorable interest rates
- Assure that the capital improvement program is based on cash flow needs

Authority

The City Commission

Legal Debt Limits

As prescribed by State Statute and at levels consistent with creditworthiness objectives.

Limitations on Indebtedness

The City will maintain a conservative debt position and debt will be issued only if the benefits outweigh the costs of the debt.

Types of Debt

Short term and interim debt can include line of credit, pooled financing, interfund and internal borrowing, commercial paper, lease-backed debt, and anticipation notes. Long term debt can include general obligation and revenue bonds, master lease agreements, and pooled financing.

Structure

- Tax-Exempt Debt – usually, but it can be taxable
- Maturity – shall not exceed 30 years or the life of the benefit being financed
- Bond insurance – shall be acquired
- Debt Service Reserve Funds – evaluated on a case-by-case basis, utilize the best method
- Coverage Requirements – financing team determines at the time of a new bond issue
- Variable-rate Securities – an acceptable option
- Validation – may seek judicial validation if there is a risk of legal challenge

Investment of Bond Proceeds

As prescribed by existing state law, the City's investment policy and bond covenants.

Refinancing Outstanding Debt

- Advance or Current Refundings – when advantageous, legally permissible, and a net present value savings is achieved
- Restructuring of Debt – when existing bond covenants impinge on sound financial management

Credit Objectives

Maintain or improve its bond rating of "A" or higher from one of the major rating agencies. If a minimum "A" rating can not be met, credit enhancement shall be considered to carry a AAA rating. Bonds may be issued without a rating.

Methods of Sale

The City shall seek to issue debt in a negotiated sale unless the Finance Director determines it would not produce the best results. A competitive sale or private placements may be used when appropriate.

Financing Team

- Bond Counsel – provide advice regarding resolutions, trust indentures, official statements, validation, and litigation

- Disclosure Counsel – render an opinion of validity of facts in bond documents
- Underwriters – purchases securities from issuer for resale in a negotiated sale
- Financial Advisor – consultant to advise issuer on structure, sizing, timing, marketing, pricing, terms and bond ratings

Market Disclosure
The City will provide complete financial disclosure and continuing disclosure as required by the SEC Rule 15c2-12.

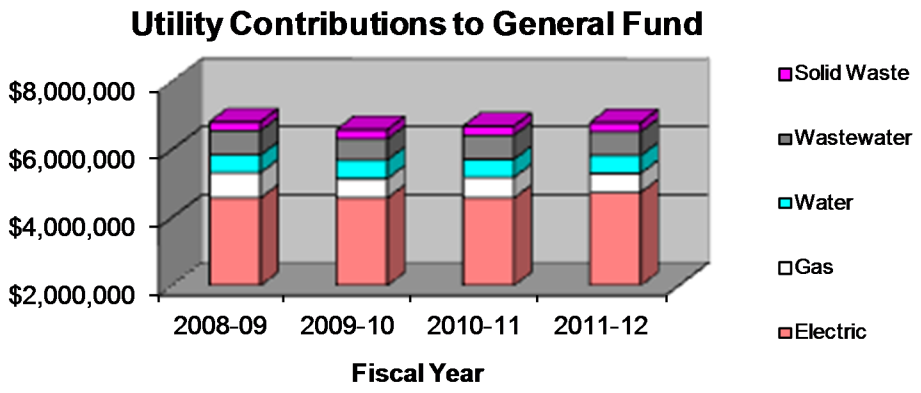
Arbitrage Requirements
The City will minimize the cost of arbitrage rebate and yield restriction to comply with applicable federal tax codes.

Budget Summary

The City adopted a balanced budget. The total estimated revenues are equal to total appropriations, which includes an appropriation from reserves and reserves for future capital. The major issues addressed in the adopted budget for fiscal year 2011-12 by fund are as follows:

General Fund

In the General Fund there is a $51,970 use of fund balance to maintain the Police 401 (a) contribution at 2% which was approved by City Commission July 14, 2011. The Interfund transfers from the utilities increased by $101,995 from the previous fiscal year. The increase is primarily attributable to Electric transferring funds to purchase a new piece of equipment totaling $160,000.



During the past fiscal year, the City had nine annexations totaling 277 acres. In the past 10 years, the City's boundaries increased by more than 70% from 15,558 to 26,406 acres.

In fiscal year 2001-02, the City Commission approved a joint planning area map for the City which depicts the projected 2020 boundaries. The map, as presented to the County, triples the land mass of Leesburg and generally incorporates the utility services area, with the exception of gas lines which extend into Sumter County.

Future annexations will be encouraged to continue “infill” strategies to square up the outer boundaries and also to take advantage of the economies of scale provided by increased density. As annexed properties are developed, they will require increased levels of City services including police and fire protection. Utilities are available to some of the annexed areas; however, development of other properties will require utility extensions.

Stormwater

The Stormwater department continues to plan and promote capital projects to enhance water quality and to prevent local flooding. Projects are prioritized and planned using the Stormwater Master Plan.

This year the department will conduct projects at Susan Street Ditch, Canal WWTF South Ditch, Commerce and Industrial Ditch, Romac Ditch, Tally Box Road and at the Lake Hollywood Outfall to Lake Harris. The department will continue its efforts to enclose ditch lines and improve transmission of Stormwater through the City. Additionally, the department will update the Stormwater Master Plan.

Community Redevelopment Agency

Pursuant to Section 163.512, Florida Statutes, the City Commission created the Greater Leesburg Community Redevelopment Agency (GLCRA) by Resolution 6994 on May 28, 1996. In compliance with the authorizing statute, tax increment financing is used to provide funding for specific capital improvements within the designated area. The base year was established in 1995 with an assessed value of $86,757,505. The GLCRA is composed of two components, Main Street and Pine Street. All sources of revenue are split equally between the two. On September 25, 2000, the GLCRA executed a promissory note for the Streetscape Project, a major renovation of Main Street between Canal and 9th Streets, and created a Towne Square between 5th and 6th Streets. The note associated with the Streetscape project was paid in full during fiscal year 2009. In addition to the prior note, there are annual payments of $24,048 until May 2014 associated with the purchase of the Christley property. The Main Street component of the GLCRA is expected to carry over funds approximating $356,067 designated for Main Street Improvements from fiscal year 2010-11.

The Community Development Corporation (CDC) was formed to assist development in the Pine Street area and later expanded their services to the Carver Heights area. The unreserved undesignated fund balance associated with the Pine Street area as of September 30, 2011 will be zero. On May 24, 2004, the Commission signed an agreement to allow the CDC to request payment of the available funds pursuant to paragraph 18 of the Consent Decree dated February 25, 1999. Therefore, expenditure of the funds will be recorded by the CDC and reported to the City. The GLCRA major projects include: implanting business development programs and rehabilitation of existing structures.

The City of Leesburg created the Carver Heights and Vicinity Community Redevelopment Agency (CHCRA) on December 10, 2001 (Ordinance 01-61). The trust fund is effective for 15 years expiring on September 30, 2016 pursuant to Section 163.512 Florida Statutes. The trust generates the majority of its annual income from tax increment revenues. The base year was established in 2001 with an assessed taxable value of $57,980,259. The unreserved, undesignated fund balance associated with the Carver Heights area as of September 30, 2011 will approximate $85,380. In December 2008, the CHCRA issued $1,431,878 of debt to finance improvements to the community. The CHCRA major projects include: senior housing, infrastructure and pedestrian support (sidewalk) facilities, commercial, industrial improvement and gateways to the community and comprehensive recreation programs and facilities. There is approximately $1,029,780 in available loan proceeds to be spent on eligible projects.

The City of Leesburg created Highway 441/27 Redevelopment agency on February 13, 2006 (Ordinance 06-45). A Trust Fund was created on May 22, 2006 and is effective for 30 years. The fund generates the majority of its annual income from tax increment revenues. The base year was established in 2005 with an assessed value of $355,255,087. The CRA is part of the City's plan to improve blighted conditions within the U.S. 441/27 corridor areas. The Highway 27/441 CRA issued $14,605,000 in Tax Increment Revenue Bonds, Series 2009 to fund improvements within the corridor. Some of the major improvements include electrical undergrounding, relocation of Communication lines and installation of mastarm upgrades. The agency determined the existence of blighted areas and will make improvements utilizing available funds. Projected fund balance at the end of fiscal year 2010-11 will approximate $959,850. The 2011-12 budget year does not include projected revenue for the CRA due to the assessed value for 2011 dropping below the base which was established in 2005.

Capital Projects Fund

The Capital Projects Fund budget increased by $1,445,795 from $787,205 to $2,233,000 in fiscal year 2011-12.

Improvements to the Leesburg International Airport, budgeted at an estimated cost of $1,250,000 will be primarily funded from grants. The City of Leesburg budgeted for federal and state grants totaling $1,120,000, which provides funding to finish the fencing for the security assessment project, restripe Runway 13/31 and update the lighting. Additionally, $525,000 of the available 2004 Capital Improvement bonds has been allocated to be used to allow for the city match on the Airport lighting project $120,000, to renovate Fire Station #1 Restrooms $90,000, purchase a generator for Station #4 $30,000 reroof the Community Building and make improvements to the building $200,000 and to replace a bridge at Venetian Gardens $85,000.

Electric

Major projects for Electric include construction of an overhead double circuit feeder along Radio Road to the Mall area, conversion of the overhead along Hwy 441 to underground from CR 44 Leg A to Radio Road, the reconductoring of a portion of the overhead feeder on the East side of Hwy 27 south of town, and conversion of the overhead lines along 3rd and Market to underground. The Electric department will continue to change out “deteriorating” poles that were identified during the recently completed pole inspection. Additionally, the Electric department has changed their procedure for replacing bad underground primary which affects what is left of the direct bury primary. This cable will be replaced with new primary in conduit upon the second fault requiring a splice. The Electric department will also begin upgrading their old reclosers, (line protection devices) with approximately three scheduled change outs per year.

The City of Leesburg is taking the lead through an innovative $21 million Smart Grid initiative incorporating a broad scope of information and control technologies to support four goals: (1) empowering consumers, (2) rewarding conservation and energy efficiency, (3) improving reliability and resiliency, and (4) expanding the use of renewable energy, distributed generation, and alternative technologies.

This initiative will enable the delivery of new energy efficiency and conservation programs to all 23,000 electric consumers served by the City of Leesburg; increase reliability, resiliency, and efficiency of the distribution grid; and improve energy planning and grid control.

Technologies included in Leesburg’s Smart Grid Investment Grant (SGIG) Project include the deployment of an Advanced Metering Infrastructure, with the installation of 23,000 smart meters and a Meter Data Management System; Home Area Networks; Energy Management for residential and small commercial/industrial consumers and municipal buildings; Interactive Distributed Generation (IDG); Integrated Volt/VAR (IVV) control; an Outage Management system; Substation power transformer with enhanced transformer monitoring and control smart grid functionality to maximize efficiency and output without degrading service life; distribution reclosers, communicating Faulted Circuit Indicators with smart grid functionality enabled distribution protective equipment… together providing smarter grid functionality to customer-side applications, the electric distribution system, building systems, advanced metering, appliances, and equipment.

The Project is also strongly focused on a comprehensive Consumer Education and Information Plan. Key initiatives enabled by these technologies and other project components include time differentiated rates and Demand Response (DR) control options for peak load reduction and efficiency.

The Smart Grid communications Wide Area Network (WAN) will be equipped with a combination of hardware, software, policies, and procedures forming a robust cyber security initiative designed to meet current and future FERC/NERC cyber security standards.

The initial Smart Grid technologies were selected because they provide early and measurable benefits, support further technology deployment, and engage employees and consumers early in the process. Planning and deployment for this Smart Grid project will take place through April 2012.

Thorough analysis preformed by the City's outside consultant Plexus, a subsidiary of RW Beck, reveals that this project is cost neutral. Approximately 50% of the funding is being provided through an American Recovery and Reinvestment Grant (ARRA) through the Department of Energy (DOE). The remaining funding will be obtained with a bank note.

Gas

Despite the economy, modest new customer service installations continued during fiscal year 2010-11 with the addition of 35 residential and commercial services and reactivation of 35 inactive services. Leesburg's natural gas prices remained among the lowest in the state providing our customers with a clean economical energy alternative. The City has remained a member of Florida Gas Utilities.

In fiscal year 2003-04, the Gas department began a change-out program to convert manual read meters to automatic meter readers (AMR), which should be complete by 2015. Retrofits were halted in fiscal year 2010-11 pending smart grid vendor selection. An analysis will be performed to determine the cost effectiveness of purchasing from the new vendor. Future subdivisions will be installed with AMR equipment. Capital maintenance for the Gas utility is relatively low because the City continues to install steel pipe, which has a longer useful life and lower maintenance cost than plastic pipe. In April 2006 Section 25-501 of the City Code of Ordinances was passed, where natural gas is required in all new developments of more than five units within the city limits with the cost of installation to be borne by the developer. No new developments were started in fiscal year 2010-11, however this ordinance will serve to significantly reduce the Gas utility's capital outlay in future fiscal years.

Water & Wastewater

The Water department continues to plan and promote capital improvements as part of the ultimate goal to interconnect all water systems, thereby providing adequate water supply to all areas of the city. Currently, the Royal Highlands plant is stand alone; however, growth in the southern area has shortened the distance between Royal Highlands and the City of Leesburg main system. Revenues for this budget were projected conservatively utilizing customer base and historical data.

Most of the projects for Water over the next ten years address necessary repair and maintenance and also new facilities to serve growth. Plant and pumping rehabilitation, elevated and ground storage inspection and rehabilitation as well as the City of Leesburg's meter replacement program will be the department's priority. Upcoming projects include the Plantation Water Treatment Plant rebuild which is in the planning stages and the Highland Lakes Water Treatment Plant rebuild which is in the construction phase.

Reclaimed water became available during the 2009-10 fiscal year. The areas served include Legacy at Leesburg, Arlington Ridge subdivisions and the Arlington Ridge golf course. One of the golf courses at Plantation at Leesburg can also be served. Reuse rates have also been established.

With the completion of the upgrades to the City of Leesburg's Main Wastewater Plant at Canal Street, Wastewater will continue to concentrate on the repair and replacement of the system's infrastructure. Lift stations and manhole rehabilitation will be prioritized. Similar to Water, revenues for this budget were projected conservatively utilizing customer base and historical data.

An important aspect for the City to consider is that the expansion of the Water, Wastewater and Reclaimed Water utilities is necessary if the utilities are to grow. The infrastructure for these utilities in the projected growth areas is virtually non-existent. In order to establish rational and consistent decision-making for utility expansion, the following are guiding principles that are applied to the process:

- Expansion may not be funded by existing rate payers
- Funding options may not impair the financial health of the utility
- Funding options may not cause the utility to be in non-compliance
- Utility expansion must occur from the core out, not from the perimeter in
- Utility expansion must be considered in an orderly fashion– per master plans

Based upon these guiding principles, there are three options reasonably available to fund utility expansion. These are:

- Remain status quo
  - -There will be no utility expansion or growth; therefore future contributions to the General Fund for utility revenues will not increase due to capacity
- Impact Fees
  - -Rework last year's study to reflect updated construction costs and implement the much greater impact fee levels with a requirement for non-reimbursable prepayment
  - -Use revenue stream either for construction or as a revenue stream for short-term debt
- Utility Assessment District
  - -Determine expansion as expressed by Master Plan and Land Use and assess land owners for their share of utility expansion construction costs
  - -Use revenue to bond utility expansion in an orderly, planned fashion from the core out

In planning for the next growth cycle the utilities are focused on infrastructure development that will not affect its current customers or impair the financial health of the water and wastewater funds. Therefore it is paramount that the necessary infrastructure be designed, built and placed in service with these guiding principles and goals in mind.

Communications

The City continues to expand its fiber optic network throughout Lake County. Network expansion in the previous fiscal year resulted in fiber optic connections to new sites for both existing and new customers.

Line extensions for new customers are included as a lump sum. The utility continues to increase customer connections near existing fiber optic cable lines, in an effort to take advantage of existing capacity in the system. The primary cost to connect new customers is associated with the last mile hookup. The demand for service will determine where specific line extensions are installed, and a thorough analysis of the expected costs and resulting revenue will be completed annually. The utility continues to evaluate technology enhancements that could be used to lower the cost of last mile line extensions.

Communications will draw funds from its renewal and replacement funds for several projects which will relocate existing network infrastructure. The utility will continue the installation, configuration and commissioning of new network equipment (routers, switches and bandwidth control devices). The utility will postpone its Dead River Road Reroute project for

one year. That project will eventually reroute cable that was originally deployed underground without utility easements through a residential area. This reroute project is anticipated to extend over three fiscal years in order to preserve capital for investment in other revenue-producing network expansions.

Solid Waste

The Florida Legislature enacted legislation during the 1988 session, which requires mandatory resource recovery recycling by operators of solid waste disposal facilities. The legislation requires a continuous reduction of 30% (through recycling) to the waste stream going into landfills. The City continues recycling efforts and encourages customers to participate.
The City maintains and monitors the closed 92.2-acre landfill throughout the year. The Florida Department of Environmental Protection (FDEP) now also requires the City to monitor an additional 40 acre site in the southwest corner of this area. Monitoring includes groundwater sampling as well as air sampling. Groundwater samples are tested for toxic chemicals quarterly, leachate readings are taken monthly, and fence lines are inspected weekly and repaired as needed. This responsibility will continue as required by the FDEP and is budgeted accordingly as required by law.

During fiscal year 2010-11, there were 22,251 tons of solid waste transported to the Lake County incinerator and landfill. During the same period of time there were 420 tons of material collected and recycled from the residents of Leesburg, and 1,640 cubic yards of construction/demolition waste debris disposed at the area landfills.

Overall

The budget document format for the City of Leesburg includes goals and objectives that can be measured based on departmental needs. Organizational charts reflect the structure of each department as it relates to the entire organization. A brief description of the department and the responsibilities and function of each division within the department is included. Each department/division consists of an appropriations detail by line item and an appropriations summary by category that shows the percentage increase/decrease from the adopted fiscal year 2010-11 budget to the adopted fiscal year 2011-12 budget. The appropriations summary page in each division addresses the significant budget changes to make the information clearer to the reader.

The document should present a concise picture of the direction of each department within the City of Leesburg.

Budget Review

Revenue Overview

A balanced budget is presented for each of the City's twenty-seven funds. Appropriations of fund balance were used for the following Special Revenue funds: General Fund, Stormwater, Greater Leesburg CRA, Carver Heights CRA, Highway 441/27 CRA, Wastewater, Police Education Receipts, Recreation Impact Fees and Building Permits. Generally accepted accounting principles as applicable to local government units are followed in the preparation of financial statements and reports. The report is separated by fund type with a brief description of each fund listed on the face of the divider.

Revenue Forecast

Pursuant to the uniform classification of accounts prescribed by the State Comptroller's office, governmental fund revenues are classified as follows:

Taxes - Includes property (ad valorem) tax, local option gas tax, local option infrastructure surtax, public service tax, communications services tax, other local tax, and franchise fees.

Ad valorem property tax - The specific formula used to estimate current ad valorem tax revenues are calculated by multiplying the approved millage rate (4.3179) per $1,000 times the aggregate assessed property value (as certified by the County Property Appraiser) times 95%.

Local option gas tax and the one cent voted gas tax – This tax, approved in a referendum election, is a levy of one cent per gallon tax on motor fuel and special fuel sold in the County and taxed pursuant to the provisions of Section 206, Florida Statutes. Utilization of the proceeds of this tax is limited to the costs of acquisition, construction, reconstruction, and maintenance of roads and streets, and the costs of establishing, operating, and maintaining a transportation system and related facilities. Nearly 30% of the collected one cent voted gas tax as well as the six cent local option gas tax are shared with the municipalities based on a cooperative agreement between Lake County and the fourteen incorporated Lake County municipalities.

Local option infrastructure surtax - Lake County voters renewed the levy of an additional one cent tax on sales in the County pursuant to the provisions of Section 212.055, Florida Statutes. The City receives a portion of the tax based on an interlocal agreement with Lake County and the fourteen incorporated Lake County municipalities, which expires December 31, 2017. Utilization of the proceeds of this tax is limited to infrastructure improvements and related debt service, long-term maintenance costs associated with landfill closure and vehicles and necessary equipment to outfit vehicles with a life expectancy of at least 5 years.

Franchise fees – Franchise fees from Electric and Solid Waste utilities are included in this category and are estimated based on projections.

Public Service Tax - Pursuant to the provisions of Section 166.231 Florida Statutes, the City Commission approved a 10% public service tax for electric, natural gas and water service sold to customers in the incorporated limits of the City of Leesburg. The tax was implemented on April 1, 2000. A public service tax was budgeted based on eligible estimated revenues in Electric, Gas and Water funds.

Communications Services Tax - The "Communications Services Tax Simplification Law" became effective October 1, 2001. The City Commission authorized the levy of the maximum discretionary communications services tax of 5.22% and elected not to collect right-of-way permit fees. Projected revenues were calculated based on the state projected revenues from telecommunications services.

Business License Tax - This category, previously labeled licenses and permits, was changed to Business Taxes. Former collections of occupational licenses are now collected as business taxes. The change was made to create distinction between holding a qualified

license to perform a specific occupation versus the collection of a business tax. The revenues for this category were projected based on historical data and present economic conditions.

Permits– Includes building, zoning, utility, right of way and other permits of a local nature. Revenues from this category are heavily dependent on the market and overall health of the economy.

Intergovernmental Revenues - Includes federal, state, and local grants, and revenue sharing such as the City's share of state collected motor fuel taxes and sales taxes. The grant portion of this funding source is not reflected in the budget until the grant has been awarded and the appropriate legal documents are signed. For grants that are pending during the budget process, a budget adjustment must be made once the grant is approved, which also includes the match portion. The City utilizes grant revenues for planned projects rather than allowing grant approval to skew priorities. The City's portion of revenue generated from state taxes is based on the state forecasts as reported in the Local Government Financial Information Handbook.

Charges for Services - Includes utility service user fees, parks and recreation fees, recreational activity fees, fuel sales, certification and copy of city documents and records, sale of official maps and publications, Stormwater utility fees, building and other user charges. Utility revenue projections are done by using trending analysis in Microsoft Excel. Gas, Water, and Wastewater trends are analyzed based on actual consumption for each customer category for the past five years. Solid Waste revenues used five years of history and because Communications is so volatile, the revenue was based on contracts and projected customer base increase. Electric revenues were based on consumption trending provided by FMPA. All utility revenues include the automatic rate increase approved by the City Commission on June 28, 2004 per Ordinance 04-38. The increase is based on the percent change in the Gross Domestic Product Implicit Price Deflator Index from the year of implementation based on the second quarter- "June" index as of September. Rental rates for the Mote-Morris house and pavilion, as well as rates for recreation activities, marina, and airport hangar rental are established by resolution. The Health Insurance fund revenues are derived from payroll deductions and City contributions based on approved positions using the adopted rates. The Workers' Compensation revenues are generated on the basis of approved positions in payroll budget multiplied by a certain percentage (based on an average of the last 3 years expenses versus revenues) of the state established manual premium rates (by standard industry code).

Fines and Forfeitures - Includes court fines and fees (including police officers' educational funding), the proceeds from the sale of judicially confiscated property, and library fines. These estimates are developed from historical data trends, which remain relatively constant from year to year.

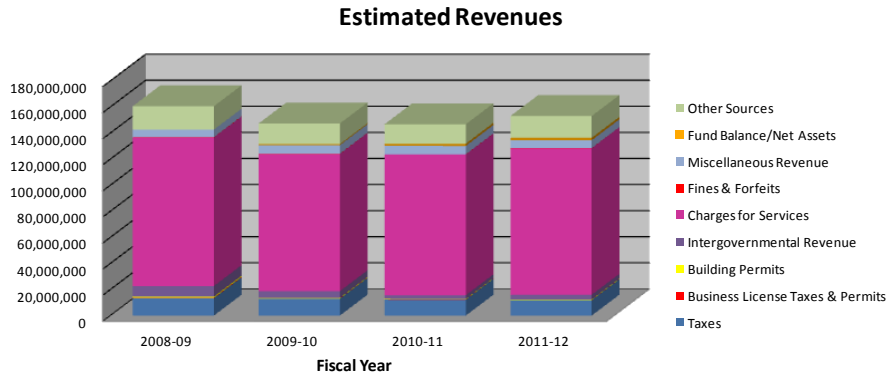
Miscellaneous Revenues - Includes interest on investments, rents, impact fees, sales of surplus property, insurance proceeds from lost or destroyed property, street paving assessments, refunds, contributions, and revenues which cannot be recognized in other classifications. The revenues in this category are examined based on economic conditions and a variety of methods are used to develop good estimates. Impact fees for water and wastewater are based partially on 5 year trend information with increases for plat approvals and growth projections as well as economic expectations. Police, fire and recreation impact fees are recognized as earned. Rental income from City owned property is determined by contracts that are currently in effect with a minimal growth rate based on availability. Projections of interest income are based on estimates of the amount, which is expected to be available for investment, coupled with an expected short-term interest rate. The employee and employer contributions to the pension plans are actuarially determined.

Other Revenue Sources - Includes operating transfers and other funding sources for capital purchases. Operating transfers from the enterprise funds are calculated as a percentage (not to exceed 10%) of estimated operating revenues excluding certain fees and taxes.

Fund Balance/Net Assets - Includes fund balance/net assets appropriated for operating or capital expenditures.

Based on the preceding classifications, the estimated revenue sources for the last four fiscal years can be viewed in the following table and graph:

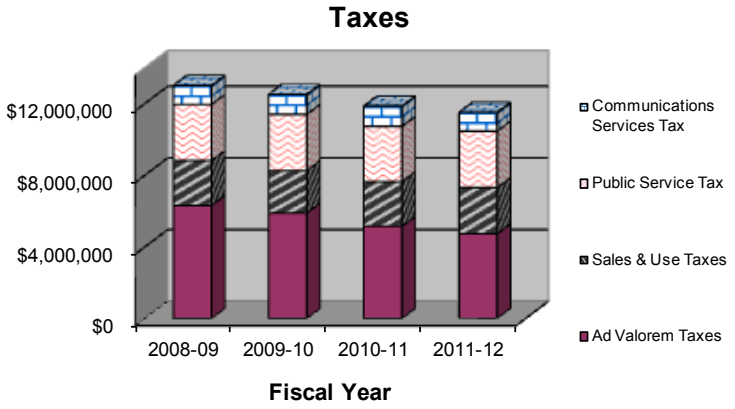
	2008-09	2009-10	2010-11	2011-12
Taxes	13,348,123	$ 12,947,340	$ 12,241,485	$ 11,898,354
Business License Taxes & Permits	295,635	125,600	105,600	107,300
Building Permits	850,000	430,000	322,000	355,000
Intergovernmental Revenue	8,144,002	5,185,204	2,891,934	3,586,326
Charges for Services	113,944,824	105,227,814	107,948,012	112,418,569
Fines & Forfeits	178,000	159,500	143,000	87,000
Miscellaneous Revenue	5,840,380	6,624,767	6,467,372	6,011,641
Fund Balance/Net Assets	0	732,886	1,691,681	1,858,158
Other Sources	17,912,581	15,829,190	14,888,784	16,689,943
TOTAL SOURCES	$ 160,513,545	$ 147,262,301	$ 146,699,868	$ 153,012,291



Overall the budget increased by $6,312,423 which is primarily attributable to increases in the costs of healthcare and energy.

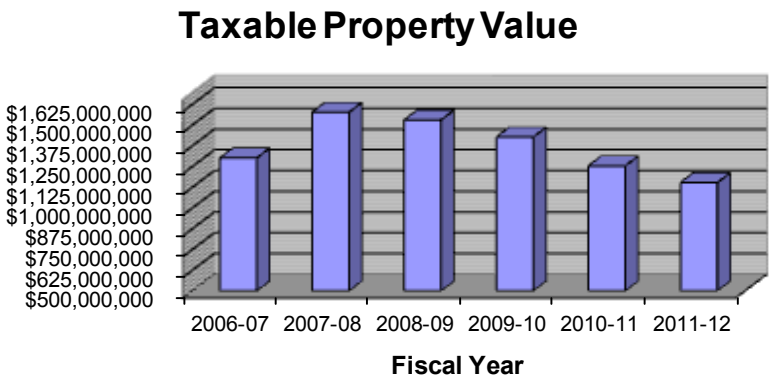
Taxes

Taxes decreased by $332,143. The following graph demonstrates the revenue stream from the four major tax categories.



Ad Valorem Taxes

The current millage rate of 4.3179 remains unchanged from the previous fiscal year. The new legislation adopted January 29, 2008 allows for an increase in the millage rate based on the change in per capita net income, however the homestead exemption was doubled from $25,000 to $50,000; resulting in a decrease of total taxes levied. In addition to legislative changes, property values continue to decline and foreclosures continue to increase. The affect of these changes have been controlled through planning and expense management.



	2008-09	2009-10	2010-11	2011-12
Millage Rate (per $1,000)	4.3179 Mills	4.3179 Mills	4.3179 Mills	4.3179 Mills
Taxable Property Value	$1,539,189,621	$1,426,812,335	$1,253,804,890	$1,152,928,547
Total Taxes Levied	6,646,067	6,160,832	5,413,804	4,978,230
*Amount Collected	6,318,550	5,958,860	5,312,152	4,729,318
*Percentage Collected	95.1%	96.7%	98.1%	95.00%

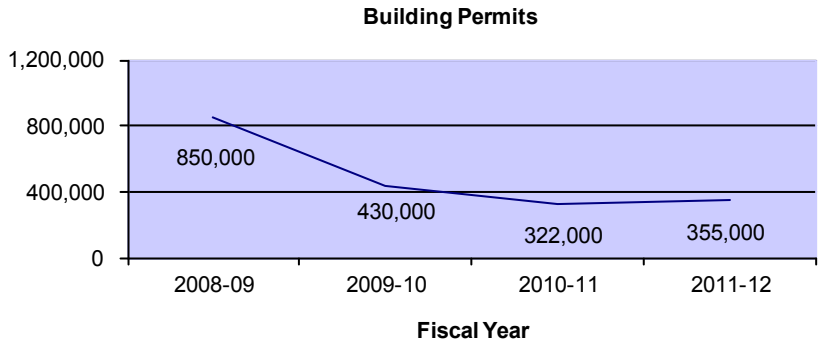
* For fiscal year 2011-12, the amount collected and percentage collected are estimates only, based on a projected collection rate of 95% of the taxable value times the millage rate of 4.3179 mills.

Sales & Use Tax – This tax is generated from sales taxes on the purchase of goods. This category is projected to increase by $78,442, or 3%. The increase is directly attributable to state and county projections for the Local Option Taxes.

Public Service Tax – The revenue collected from this source is deposited directly into the General Fund. This funding source is directly related to charges for services and increased $66,367 from the prior fiscal year.

Communication Services Tax – Although the maximum percentage of 5.22% remained the same, revenues decreased based on the increase in the State's estimated taxable sales of $19,867,715.

Building Permits– With the slumping construction market, building permit activity has dropped off significantly. In fiscal year 2007-08 the budget was $972,000. The fiscal year 2011-12 budget of $355,000 is a slight increase over the fiscal year 2010-11 budgeted revenue of $322,000.

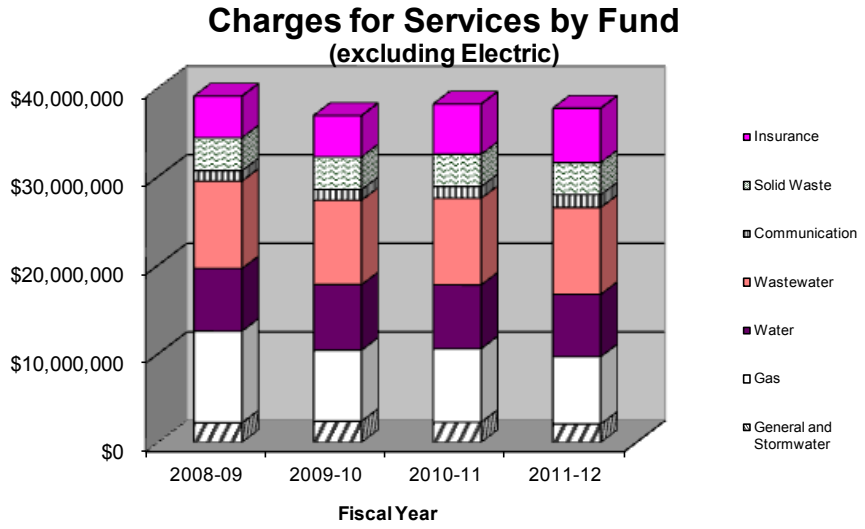


Intergovernmental Revenue
Intergovernmental revenue increased by $694,392 or 24%. This increase is directly associated with state and local grant activity associated with Airport improvements in the Capital Projects fund.

In addition, the City of Leesburg received a portion of the personal services costs from the SAFER grant which began in fiscal year 2005-06 for the actual time worked for twelve firefighters. In fiscal year 2010-11 the City did not receive any revenue for personal services costs and all subsequent expenses are borne by the City. The end of the contract for the SAFER grant was March 5, 2011.

Charges for Services
Charges for Services increased $4,470,557 or 4.1% which is primarily due to increases in the various utilities and an increase in city contributions to the Health Insurance Fund of $1,071,875.

Fiscal year comparisons of charges for services are presented below, since electric revenues approximate 66% of the revenues in this category, the following table excludes them in order to not skew the graph:



Fund Balance/Net Assets Appropriated
Although this is not a revenue source, fund balance/net asset appropriations represent a use of revenues previously accumulated in the fund. The 2011-12 budget includes an appropriations of fund balance in the following; General Fund $51,970, Stormwater $614,518, Greater Leesburg CRA $184,961, Carver Heights CRA $37,190, Hwy 441/27 CRA $18,500, Wastewater $126,906, Police Education Receipts $15,000, Police Impact Fees $5,800, Recreation Impact Fees $50,000 and Building Permits $79,107.

Appropriations Overview

Pursuant to the uniform classification of accounts prescribed by the State Comptroller's office, appropriations are classified as follows:

General Government – Includes legislative and administrative services provided by the following departments for the benefit of the public and the governmental body as a whole: City Commission, Executive, City Attorney, Finance, Human Resources, Purchasing,

Information Technology, Debt Service, Fleet Services, Facility Services, Planning & Zoning, Health Insurance, Workers' Compensation and Pension Trust funds.

Public Safety – Includes services for the security of persons and property provided by police, fire and building services.

Physical Environment – Includes cost of services provided for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment. This classification includes: GIS, Stormwater, Electric, Gas, Water, Wastewater, Communications, and Solid Waste.

Transportation – Includes cost of services for safe and adequate flow of vehicles, travelers, and pedestrians as reflected in the Streets and Airport divisions.

Economic Environment – Includes cost of providing services which develop and improve the economic condition of the community and its citizens, which is more particularly described in Housing & Economic Development, Community Development, and Community Redevelopment funds.

Human Services – Includes cost of providing service for the welfare of the community as a whole and the line item associated with C.U.R.E.

Culture/Recreation – Includes cost of providing and maintaining cultural and recreational facilities and activities for the benefit of citizens and visitors, which is provided by the Library and Recreation departments.

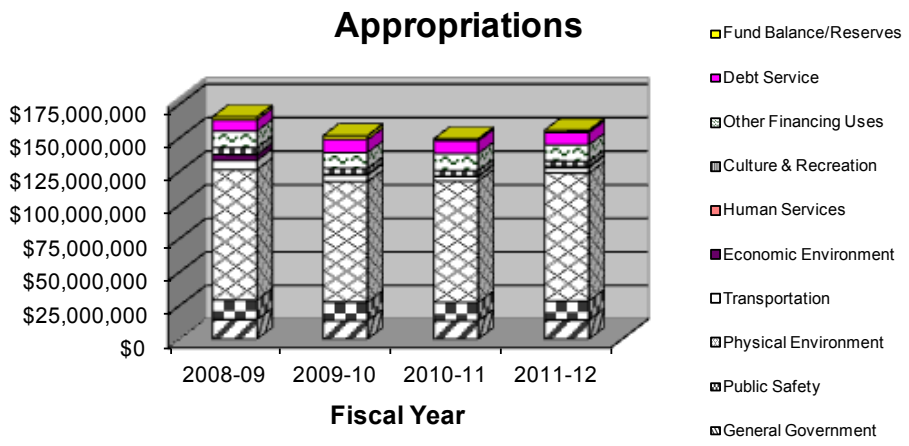
Other Uses - Includes the following activities: debt service, other financing uses, and reserves for future capital.

Utilizing the functional categories listed above, the 4 year appropriation history is presented in the following table and graph:

SUMMARY OF APPROPRIATIONS BY FUNCTION

	2008-09	2009-10	2010-11	2011-12
General Government	$ 9,492,283	$ 9,406,947	$ 11,132,773	$ 11,664,172
Public Safety	14,606,055	13,813,236	13,664,706	14,285,541
Physical Environment	97,238,560	89,806,721	90,597,732	95,235,766
Transportation	6,687,466	4,740,286	3,175,121	4,086,170
Economic Environment	4,355,605	704,053	533,079	701,826
Human Services	20,000	20,000	20,000	5,000
Culture & Recreation	5,253,835	4,394,865	4,079,340	4,062,455
Other Financing Uses	12,329,687	11,773,058	12,630,915	12,235,058
Debt Service	8,309,938	9,730,523	9,575,554	9,189,816
Fund Balance/Reserves	2,220,116	2,872,612	1,290,648	1,546,487
TOTAL APPROPRIATIONS	$ 160,513,545	$ 147,262,301	$ 146,699,868	$ 153,012,291

The physical environment has the largest increase of $4,638,034 which primarily due to the increase in the price of energy associated with the City's Electric utility.



The general government category increased $531,399 or less than 4.8%.

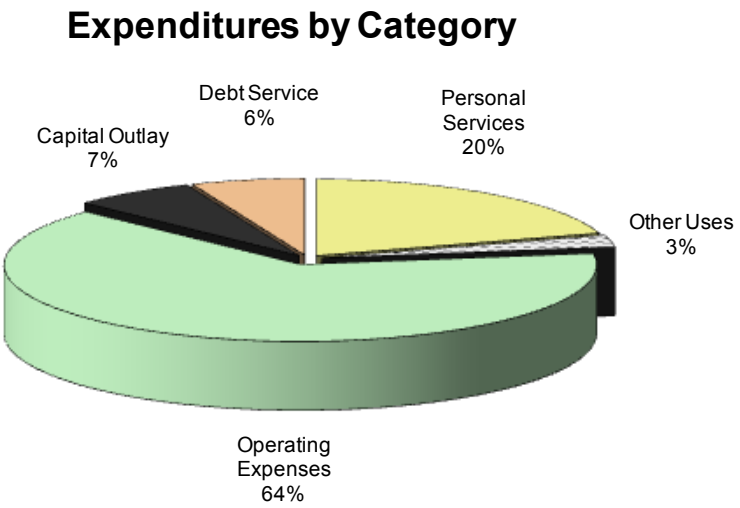
Transportation expenditures increased $911,049 which reflects the increase in transportation related capital projects.

The public safety category increased $620,835 which is mainly attributable to increased health insurance and retirement costs.

Debt Service decreased $385,738 due to the various refinancings completed by the City to take advantage of the current interest rate market.

The increase in Economic Environment of $168,747 is directly attributable to the Greater Leesburg CRA's capital related activities.

As presented in the following graph, 64% of the appropriations are related to operating expenses associated with day-to-day services for Leesburg's citizens. Capital outlay and personal services comprise 7% and 20% of the overall budget which can vary from year to year.

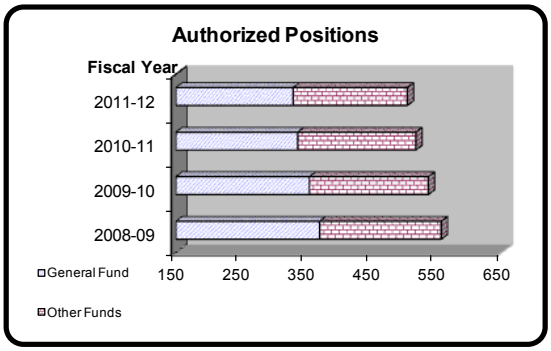


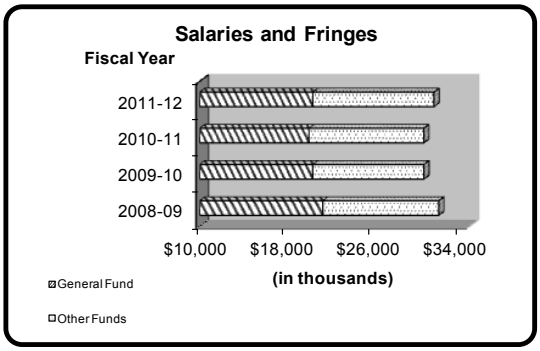
Personal Services

Total personal services costs increased from $30,723,899 to $31,666,107, an increase of $942,208 or 3%. Components of the increase are reflected below:

	2010-11	2011-12	% Change
Salaries	$21,983,114	$22,062,281	0.4%
Fringes	8,740,785	9,603,826	9.8%
Total	$30,723,899	$31,666,107	3.07%

Salaries and fringes increased in the general fund from $20,102,953 to $20,468,966 reflecting an increase of $366,013 or 1.8%. With the exception of Water, all other funds also experienced a increase in appropriations for salaries and fringes totaling $576,195 or 5.4%. The increases are shown graphically as follows:





The fiscal year 2011-12 budget reflects a decrease in positions, from 518 positions to 505 which include both full and part time personnel. Of the 13 position reduction, 7 positions were removed from the General Fund and the remaining 6 positions were eliminated from other departments. For details see page 92.

The General Employees Pension plan was frozen effective September 30, 2008. The required contribution is $986,422 for fiscal year 2011-12. The City will be making a 5% contribution to an ICMA 401 (a) plan for each employee which remains the same as fiscal year 2010-11. Police and Fire pension contributions of $337,703 and $936,935 respectively are included in this years budget.

Operating Expenses

Operating expenses increased by $3,684,415 or 3.8% from $95,782,602 to $99,467,017. The increase is primarily attributable to the cost of purchased power associated with the Electric utility.

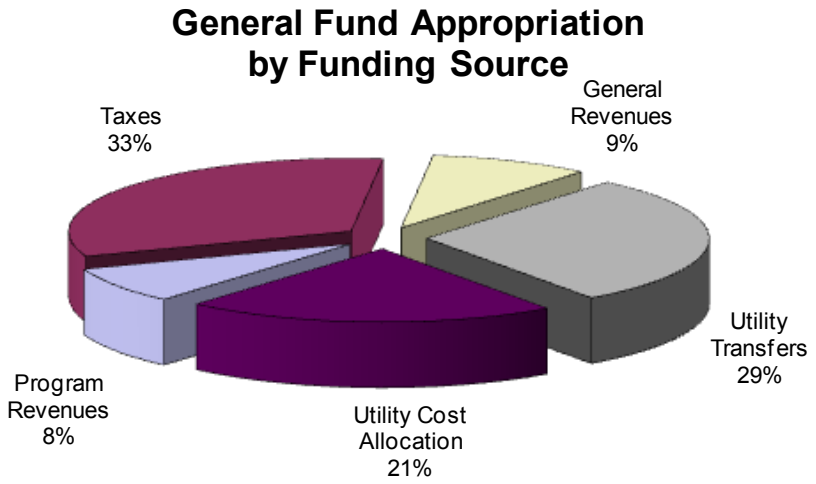
Utility Cost Allocation

The General Fund provides a variety of services that are funded by the seven enterprise funds and one special revenue funds. A prorated share of the total operating budget is allocated directly to the appropriate fund operating expense budget (see page 572 for example). Several factors are used to determine the percentage applicable to the operation of the fund. Expenses related to the costs of services provided are allocated to the various funds and recorded as a contra expense in the General Fund division which provides operational support. The amounts expensed in the General Fund (GF) and allocated (AL) are

summarized on the organization page for each department. The total percentage of services provided by department/division is listed in the following table:

Department	Percentage
City Commission	50%
Executive:	
Administration	65%
City Clerk	75%
City Attorney	36%
Finance:	
Accounting	60%
Collections	99%
Customer Service	99%
Meter Readers	100%
Purchasing	57%
Warehouse	93%
Human Resources	36%
Information Technology	90%
GIS	90%
Public Works:	
Engineering	90%
Administration	35%
Community Development– Planning	55%
Housing & Economic Development	30%
Recreation– Facility Services	30%

Although there was a reduction in overall General Fund expenses of $416,088 the utility cost allocation increased slightly by $24,062. The utility cost allocation and transfers to the general fund account for 50% of the funding sources in the General Fund. The breakdown of the types of funding sources in the General Fund can be viewed graphically as follows:



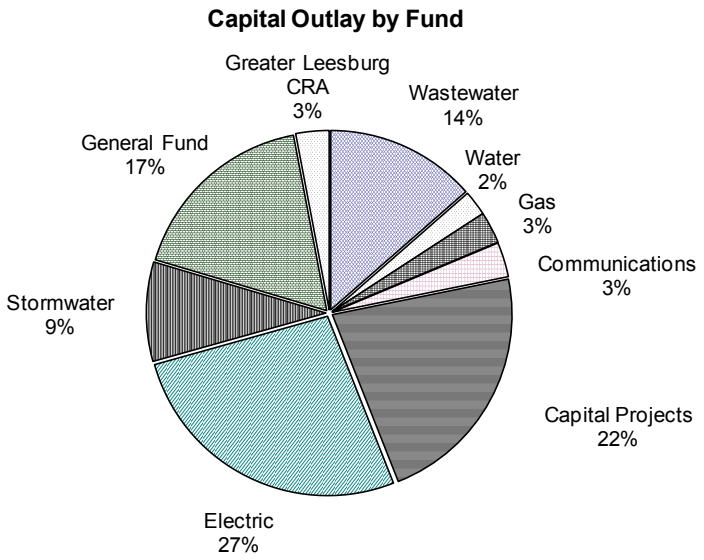
Capital Outlay

Capital projects in all funds increased from $7,189,428 in fiscal year 2010-11 to $10,057,841, an increase of $2,868,413 or 39.9%. This increase is attributable to the Capital Projects and Wastewater funds which are utilizing available 2004 Capital Improvement bond funds and renewal and replacement funds respectively to complete projects. See page 46 for fund detail.

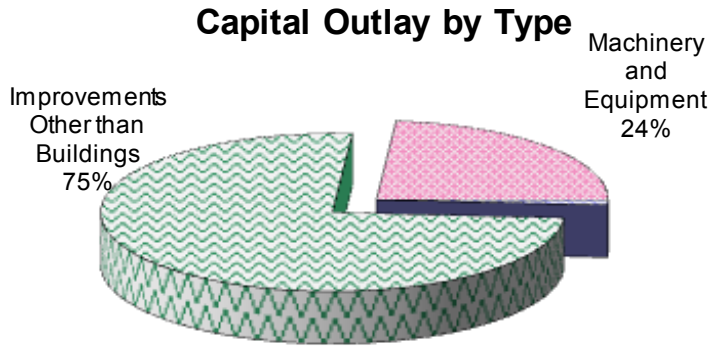
Expansion – Expansion of City limits, population growth and infill drive the need for additional infrastructure and the related purchases necessary to provide the required services. The Electric Department plans to provide additional capacity by reconductoring. The Gas Department plans to extend services to new developments, and the Water and Wastewater Divisions are planning upgrades for new services which will also impact capital expenses. Installation costs are typically recovered within a 7 year period. For the second year, the City has suspended charging impact fees for Police, Fire, Recreation, Water, and Wastewater until May 2012.

Replacement – Beyond the specific utility expansions and general government services, the majority of City capital purchases represent replacements of equipment and vehicles that are more costly to maintain than to replace.

The following graph represents the total capital improvements by fund:



The following is a schedule of major capital outlay for the entire City by type:



Category	Amount
Land	$ 100,000
Buildings	216,000
Improvements other than buildings	8,437,416
Machinery and Equipment	1,304,425
TOTAL	$ 10,057,841

The largest capital outlay category is Improvements Other Than Buildings, which is mainly for utility and airport improvements.

Debt Service

The Debt Service category decreased by $104,100 from $9,575,554 in fiscal year 2010-11 to $9,471,454 in fiscal year 2011-12. The changes are summarized below:

Description	Amount
Carver Heights CRA	$ (2,770)
Hwy 441/27 CRA	700
Capital Projects	(60,985)
Electric & Utility bond issues	(35,031)
Magnolia Townhomes	(6,014)
TOTAL	$ (104,100)

Other Uses

This budget includes a transfer from the Discretionary Sales Tax Special Revenue Fund of $1,109,290 to Debt Service for principal and interest associated with the 2004 Capital Improvement Bonds.

Debt

There is no legal debt margin established for the City of Leesburg pursuant to the Constitution of the State of Florida, Florida Statutes, City ordinances or other laws applicable to the City of Leesburg. Each of the issuances were fully insured at the time of issuance and thus received an insured rating of AAA. However, due to the recent downgrades of the individual bond insurers one may look at the standalone or underlying rating of the issuer. The table below reflects the standalone underlying ratings by rating agency:

Type	Moody's	S&P	Fitch
Capital	A3	A-	AA-
Electric	A2	A+	A+
Utility	A2	A+	A+
Implied G.O. Rating*	Aa3	A+	AA-
Covenant to Budget and Appropriate	A3	A+	AA-

* City has no G.O. debt but this is used by the markets as a standard

All bonds are fully registered bonds in denominations of $5,000 or integral multiples thereof and are collateralized by a pledge of various sources as shown below. As of September 30, 2010, the debt coverage ratio and debt per capita based on the April 1, 2011 population of 20,251 can be stated as follows:

Type	Debt Ratio	Debt per Capita	Collateralized by Pledge
Capital Improvement Promissory Note, Series 2009	2.82	$ 447.73	Local government half-cent sales tax, and a guaranteed portion of state revenue sharing ($309,234)
Capital Improvement Bonds, Series 2004	3.60	$1,273.45	Public Service tax, sales tax and guaranteed entitlement, which are subordinate to the 1999 bonds
Electric Revenue	6.78		Net Electric system revenues
Bonds. Series 2004		$1,252.98	
Bonds, Series 2007A		1,205.28	
Bonds, Series 2007B		901.84	
Combined		$3,360.10	
Utility Revenue	3.27		Net Gas, Water and Wastewater revenues
Bonds, Series 2004		$1,727.13	
Bonds, Series 2007A		1,976.99	
Bonds, Series 2007B		90.94	
Refunding Note, 2010		535.72	
Combined		$4,330.78	
Communications Revenue Refunding Note 2009	2.41	$54.68	Covenant to Budget and Appropriate
Magnolia Townhomes Capital Improvement 2009	2.41	$249.16	Covenant to Budget and Appropriate

Below is a summary of debt service including principal and interest (excluding fees) for the next five years in all funds:
The next fifteen pages provide debt service detail of principal and interest payments over the

Issue	2012	2013	2014	2015	2016
GLCRA, Promissory Note, 1999	$ 24,047	$ 24,047	$ 16,032	$ -0-	$ -0-
CHCRA, Revenue Note, Series 2008	203,503	203,659	203,822	203,993	306,399
Hwy 441/27 CRA TI Revenue Bonds, 2009	694,981	798,031	799,356	795,450	899,306
Capital Improvement Bonds, Series 2004	1,121,460	1,123,370	1,123,370	1,122,808	1,120,607
Capital Improvement Lease, 2008	45,020	45,020	45,020	45,020	45,020
Capital Improvement Bonds, Series 2009	478,474	478,778	478,608	477,966	476,850
Electric Revenue Bonds, Series 2004	1,104,885	1,105,160	1,104,360	1,102,447	1,104,385
Utility Revenue Bonds, Series 2004	1,519,074	1,523,924	1,522,124	1,518,817	1,518,955
Electric Revenue Bonds, Series 2007A	551,906	551,906	551,906	551,906	551,906
Electric Revenue Bonds, Series 2007B	957,799	959,469	960,011	964,425	957,429
Utility Revenue Bonds, Series 2007A	1,359,844	1,350,444	1,350,844	1,350,644	1,354,844
Utility Revenue Bonds, Series 2007B	79,885	83,705	82,230	85,755	83,985
WA/WWT Utility Revenue Note, 2010	356,653	359,631	357,514	816,349	815.751
Communications Revenue Note, 2009	121,447	122,834	124,013	124,987	125,753
Magnolia Townhomes Promissory Note, 2009	153,000	978,720	979,650	979,550	978,450
TOTAL	$8,771,978	$9,708,698	$9,698,860	$10,140,117	$10,339,640

life of the fifteen outstanding debt following the appropriate headings:

Greater Leesburg CRA, Promissory Note, 1999

A Promissory Note for the purchase of real property associated with the Downtown Leesburg Streetscape project.

Issue	Year	Principal	Interest	Total
Promissory Note, 1999	1999	3,677	4,338	8,015
Original Issue Amount: $249,284	2000	11,425	12,622	24,047
Original Issue Date: May 3, 1999	2001	12,040	12,008	24,048
Final Maturity: May 3, 2014	2002	12,687	11,360	24,047
Interest Rate: 5.25%	2003	13,370	10,678	24,048
	2004	14,089	9,959	24,048
	2005	14,846	9,201	24,047
	2006	15,645	8,402	24,047
	2007	16,486	7,561	24,047
	2008	17,373	6,674	24,047
	2009	18,307	5,740	24,047
	2010	19,292	4,755	24,047
	2011	20,329	3,718	24,047
	2012	21,423	2,625	24,048
	2013	22,575	1,472	24,047
	2014	15,721	311	16,032
TOTAL		249,285	111,424	360,709

Carver Heights CRA, Revenue Note, Series 2008

The Revenue Note is to be used for the acquisition of lands for public purposes, the rehabilitation of certain public facilities, the undergrounding of certain city owned utility lines, improvements to a public park, sidewalk and lighting improvements and other items within the CRA development plan.

Issue	Year	Principal	Interest	Total
Revenue Note, Series 2008,	2009	149,853	22,197	172,050
Original Issue Amount: $1,431,878	2010	147,314	55,896	203,210
Original Issue Date: December 23, 2008	2011	153,880	49,474	203,354
Final Maturity: December 23, 2016	2012	160,739	42,764	203,503
Interest Rate: 4.36%	2013	167,903	35,756	203,659
	2014	175,387	28,435	203,822
	2015	183,204	20,789	203,993
	2016	293,598	12,801	306,399
TOTAL		1,431,878	268,112	1,699,990

Highway 441/27 CRA, Tax Increment Revenue Bonds, Series 2009

Funds from the Bond Issue are to be used for the acquisition and construction of redevelopment projects including demolition of existing structures and required improvements pursuant to the Redevelopment Plan.

Issue	Year	Principal	Interest	Total
Community Redevelopment Agency	2010	35,000	659,969	694,969
for US Highway 441/27 Area Tax	2011	15,000	680,281	695,281
Increment Revenue Bonds, Series	2012	15,000	679,981	694,981
2009	2013	120,000	678,031	798,031
Original Issue Amount: $14,605,000	2014	125,000	674,356	799,356
Original Issue Date: November 12, 2009	2015	125,000	670,450	795,450
Final Maturity: May 1, 2036	2016	235,000	664,306	899,306
Interest Rate: 2.00%- 5.00%	2017	240,000	655,694	895,694
	2018	250,000	646,194	896,194
	2019	260,000	635,994	895,994
	2020	375,000	623,294	998,294
	2021	390,000	607,750	997,750
	2022	510,000	589,187	1,099,187
	2023	530,000	567,406	1,097,406
	2024	555,000	544,003	1,099,003
	2025	680,000	515,712	1,195,712
	2026	715,000	482,581	1,197,581
	2027	750,000	447,788	1,197,788
	2028	785,000	411,331	1,196,331
	2029	825,000	373,094	1,198,094
	2030	865,000	331,875	1,196,875
	2031	910,000	287,500	1,197,500
	2032	955,000	240,875	1,195,875
	2033	1,005,000	191,875	1,196,875
	2034	1,055,000	140,375	1,195,375
	2035	1,110,000	86,250	1,196,250
	2036	1,170,000	29,250	1,199,250
TOTAL		14,605,000	13,115,402	27,720,402

Capital Improvement Revenue Bonds, Series 2004

Debt service associated with the Capital Improvement Revenue Bonds, Series 2004, is recorded in the debt service fund. The bonds were used to construct a new library, upgrade the public works facility, construct Canal Street, renovate the old library for general government use, and construct a gymnasium and community center.

Issue	Year	Principal	Interest	Total
Capital Improvement Revenue Bonds, Series 2004	2004	0	126,286	126,286
	2005	0	797,595	797,595
Original Issue Amount: $17,110,000	2006	325,000	797,595	1,122,595
Original Issue Date: July 21, 2004	2007	330,000	789,470	1,119,470
Final Maturity: October 1, 2034	2008	340,000	781,220	1,121,220
Interest Rate: 2.5% - 5%	2009	350,000	771,020	1,121,020
	2010	360,000	759,645	1,119,645
	2011	370,000	748,485	1,118,485
	2012	385,000	736,460	1,121,460
	2013	400,000	723,370	1,123,370
	2014	415,000	708,370	1,123,370
	2015	430,000	692,808	1,122,808
	2016	445,000	675,607	1,120,607
	2017	465,000	657,808	1,122,808
	2018	480,000	638,743	1,118,743
	2019	505,000	617,142	1,122,142
	2020	525,000	595,175	1,120,175
	2021	555,000	567,613	1,122,613
	2022	580,000	538,475	1,118,475
	2023	615,000	508,025	1,123,025
	2024	645,000	475,737	1,120,738
	2025	680,000	441,875	1,121,875
	2026	715,000	406,175	1,121,175
	2027	750,000	368,637	1,118,637
	2028	790,000	329,262	1,119,262
	2029	830,000	291,737	1,121,737
	2030	870,000	252,313	1,122,313
	2031	915,000	206,638	1,121,638
	2032	960,000	158,600	1,118,600
	2033	1,015,000	108,200	1,123,200
	2034	1,065,000	54,913	1,119,913
TOTAL		17,110,000	16,324,999	33,434,999

Capital Improvement Refunding Promissory Note, Series 2009

The purpose of the refunding was to take advantage of interest expense savings due to historically low interest rates. Debt service associated with the Refunding and Capital Improvement Revenue Bonds, Series 1999, is recorded in the debt service fund. The refunded portion of the 1999 bond proceeds ($4,334,211), were originally issued to expand City Hall, develop the industrial park, close the landfill and provide other capital items for airport development, recreational facilities, and public safety. The new money portion of the 1999 bonds was used to offset the cost of constructing a new police department building.

Issue	Year	Principal	Interest	Total
Capital Improvement Refunding	2010	0	95,731	95,731
Promissory Note, Series 2009	2011	240,000	288,880	528,880
(Refunding of Series 1999 Senior Lien	2012	200,000	278,474	478,474
Bonds)	2013	210,000	268,778	478,778
Original Issue Amount: $6,227,400	2014	220,000	258,608	478,608
Original Issue Date: December 4, 2009	2015	230,000	247,966	477,966
Final Maturity: April 1, 2030	2016	240,000	236,850	476,850
Interest Rate: 4.73%	2017	255,000	225,143	480,143
	2018	265,000	212,845	477,845
	2019	280,000	199,956	479,956
	2020	295,000	186,357	481,357
	2021	305,000	172,167	477,167
	2022	320,000	157,386	477,386
	2023	335,000	141,895	476,895
	2024	350,000	125,695	475,695
	2025	370,000	108,667	478,667
	2026	385,000	90,811	475,811
	2027	405,000	72,128	477,128
	2028	420,000	52,617	472,617
	2029	440,000	32,278	472,278
	2030	462,400	10,936	473,336
TOTAL		6,227,400	3,464,168	9,691,568

Capital Improvement Lease, Loan 2008

The lease was necessary to fund required breathing apparatus upgrades. The City was spending in excess of $30,000 per year for maintenance and repair on the outdated equipment.

Issue	Year	Principal	Interest	Total
Fire– Breathing Apparatus Loan	2009	31,088	13,932	45,020
Amortization Schedule	2010	32,394	12,626	45,020
Loan Amount: $331,705.67	2011	33,754	11,266	45.020
Start of Loan: May 23, 2008	2012	35,172	9,848	45,020
Interest Rate: 4.20%	2013	36,649	8,371	45,020
	2014	38,188	6,832	45,020
	2015	39,792	5,228	45,020
	2016	41,464	3,556	45,020
	2017	43,205	1,815	45,020
TOTAL		331,706	73,474	405,180

Electric System Revenue Bonds, Series 2004

The funds from the Electric System Revenue Bonds, Series 2004 were used to convert existing electric metering to an automated meter reading system, to acquire additional transformers, to construct substation improvements, to extend distributions lines, to reconduct distribution lines, and to place existing distribution lines underground.

Issue	Year	Principal	Interest	Total
Electric System Revenue Bonds,	2004	0	166,793	166,793
Series 2004	2005	0	779,812	779,812
Original Issue Amount: $16,670,000	2006	0	779,812	779,812
Original Issue Date: June 23, 2004	2007	325,000	779,812	1,104,812
Final Maturity: October 1, 2034	2008	330,000	770,875	1,100,875
Interest Rate: 2.75% - 5%	2009	340,000	760,975	1,100,975
	2010	355,000	750,095	1,105,095
	2011	365,000	738,025	1,103,025
	2012	380,000	724,885	1,104,885
	2013	395,000	710,160	1,105,160
	2014	410,000	694,360	1,104,360
	2015	425,000	677,447	1,102,447
	2016	445,000	659,385	1,104,385
	2017	465,000	640,250	1,105,250
	2018	485,000	619,325	1,104,325
	2019	505,000	597,500	1,102,500
	2020	530,000	572,250	1,102,250
	2021	555,000	545,750	1,100,750
	2022	585,000	518,000	1,103,000
	2023	615,000	488,750	1,103,750
	2024	645,000	458,000	1,103,000
	2025	675,000	425,750	1,100,750
	2026	710,000	392,000	1,102,000
	2027	745,000	356,500	1,101,500
	2028	785,000	319,250	1,104,250
	2029	825,000	280,000	1,105,000
	2030	865,000	238,750	1,103,750
	2031	905,000	195,500	1,100,500
	2032	955,000	150,250	1,105,250
	2033	1,000,000	102,500	1,102,500
	2034	1,050,000	52,500	1,102,500
TOTAL		16,670,000	15,945,261	32,615,261

Utility System Revenue Bonds, Series 2004

The funds from the Utility System Revenue Bonds, Series 2004 were used to convert existing gas and water metering to an automated meter reading system, to construct gas and water mains and line extensions, to purchase gas regulators and services, to construct and rehabilitate collection sewers, sewer treatment plant facilities, to design and construct reclaimed water storage tanks, pumps, mains and lines for the disposal of effluent, and other capital improvements to the water facilities.

Issue	Year	Principal	Interest	Total
Utility System Revenue Bonds,	2004	0	229,963	229,963
Series 2004	2005	0	1,075,151	1,075,151
Original Issue Amount: $22,985,000	2006	0	1,075,151	1,075,151
Original Issue Date: June 23, 2004	2007	445,000	1,075,151	1,520,151
Final Maturity: October 1, 2034	2008	460,000	1,062,914	1,522,914
Interest Rate: 2.75% - 5%	2009	475,000	1,049,114	1,524,114
	2010	490,000	1,033,914	1,523,914
	2011	505,000	1,017,254	1,522,254
	2012	520,000	999,074	1,519,074
	2013	545,000	978,924	1,523,924
	2014	565,000	957,124	1,522,124
	2015	585,000	933,817	1,518,817
	2016	610,000	908,955	1,518,955
	2017	640,000	882,725	1,522,725
	2018	665,000	853,925	1,518,925
	2019	695,000	824,000	1,519,000
	2020	730,000	789,250	1,519,250
	2021	770,000	752,750	1,522,750
	2022	805,000	714,250	1,519,250
	2023	845,000	674,000	1,519,000
	2024	890,000	631,750	1,521,750
	2025	935,000	587,250	1,522,250
	2026	980,000	540,500	1,520,500
	2027	1,030,000	491,500	1,521,500
	2028	1,080,000	440,000	1,520,000
	2029	1,135,000	386,000	1,521,000
	2030	1,190,000	329,250	1,519,250
	2031	1,250,000	269,750	1,519,750
	2032	1,315,000	207,250	1,522,250
	2033	1,380,000	141,500	1,521,500
	2034	1,450,000	72,500	1,522,500
TOTAL		22,985,000	21,984,656	44,969,656

Electric System Revenue Bonds, Series 2007 A

The funds from the Electric System Revenue Bonds, Series 2007A were used to acquire and construct additions, extensions and to make improvements and or repairs to the various components of the Electric System.

Issue	Year	Principal	Interest	Total
Electric System Revenue Bonds,	2008	0	551,906	551,906
Series 2007A	2009	0	551,906	551,906
Original Issue Amount: $11,265,000	2010	0	551,906	551,906
Original Issue Date: August 15, 2007	2011	0	551,906	551,906
Final Maturity: October 1, 2037	2012	0	551,906	551,906
Interest Rate: 4.625%- 5%	2013	0	551,906	551,906
	2014	0	551,906	551,906
	2015	0	551,906	551,906
	2016	0	551,906	551,906
	2017	0	551,906	551,906
	2018	0	551,906	551,906
	2019	0	551,906	551,906
	2020	0	551,906	551,906
	2021	0	551,906	551,906
	2022	0	551,906	551,906
	2023	0	551,906	551,906
	2024	0	551,906	551,906
	2025	0	551,906	551,906
	2026	0	551,906	551,906
	2027	0	551,906	551,906
	2028	0	551,906	551,906
	2029	0	551,906	551,906
	2030	0	551,906	551,906
	2031	965,000	551,906	1,516,906
	2032	1,005,000	507,275	1,512,275
	2033	1,055,000	460,794	1,515,794
	2034	1,105,000	412,000	1,517,000
	2035	2,265,000	356,750	2,621,750
	2036	2,375,000	243,500	2,618,500
	2037	2,495,000	124,750	2,619,750
TOTAL		11,265,000	15,350,813	26,615,813

Electric System Revenue Bonds, Series 2007 B

The funds from the Electric System Revenue Bonds, Series 2007 B were used to provide funds for the purpose of funding a deposit reimbursing the Electric System for prior years' capital expenditures related to certain Florida Department of Transportation (FDOT) mandated State Road 441 projects.

Issue	Year	Principal	Interest	Total
Electric System Revenue Bonds,	2008	0	682,713	682,713
Series 2007B	2009	280,000	682,713	962,713
Original Issue Amount: $11,710,000	2010	295,000	666,921	961,921
Original Issue Date: August 15, 2007	2011	310,000	650,283	960,283
Final Maturity: October 1, 2031	2012	325,000	632,799	957,799
Interest Rate: 5.64%- 5.90%	2013	345,000	614,469	959,469
	2014	365,000	595,011	960,011
	2015	390,000	574,425	964,425
	2016	405,000	552,429	957,429
	2017	430,000	529,587	959,587
	2018	455,000	505,335	960,335
	2019	485,000	478,490	963,490
	2020	510,000	449,875	959,875
	2021	545,000	419,785	964,785
	2022	575,000	387,630	962,630
	2023	605,000	353,705	958,705
	2024	645,000	318,010	963,010
	2025	685,000	279,955	964,955
	2026	720,000	239,540	959,540
	2027	765,000	197,060	962,060
	2028	810,000	151,925	961,925
	2029	855,000	104,135	959,135
	2030	905,000	53,690	958,690
	2031	5,000	295	5,295
TOTAL		11,710,000	10,120,780	21,830,780

Utility System Revenue Bonds, Series 2007 A

The funds from the Utility System Revenue Bonds, Series 2007A were used to acquire and construct additions, extensions and to make improvements and or repairs to the various components of the Gas, Water, and Wastewater Systems.

Issue	Year	Principal	Interest	Total
Utility System Revenue Bonds,	2008	0	1,039,044	1,039,044
Series 2007A	2009	315,000	1,039,044	1,354,044
Original Issue Amount: $22,425,000	2010	325,000	1,026,444	1,351,444
Original Issue Date: August 15, 2007	2011	340,000	1,013,444	1,353,444
Final Maturity: October 1, 2037	2012	360,000	999,844	1,359,844
Interest Rate: 4%- 5%	2013	365,000	985,444	1,350,444
	2014	380,000	970,844	1,350,844
	2015	395,000	955,644	1,350,644
	2016	415,000	939,844	1,354,844
	2017	430,000	923,244	1,353,244
	2018	445,000	905,506	1,350,506
	2019	470,000	886,594	1,356,594
	2020	485,000	866,619	1,351,619
	2021	505,000	846,006	1,351,006
	2022	530,000	823,912	1,353,912
	2023	555,000	800,725	1,355,725
	2024	580,000	775,750	1,355,750
	2025	600,000	749,650	1,349,650
	2026	630,000	722,650	1,352,650
	2027	660,000	694,300	1,354,300
	2028	690,000	664,600	1,354,600
	2029	720,000	632,687	1,352,687
	2030	755,000	599,387	1,354,387
	2031	790,000	564,469	1,354,469
	2032	825,000	527,931	1,352,931
	2033	860,000	489,775	1,349,775
	2034	975,000	450,000	1,425,000
	2035	2,545,000	401,250	2,946,250
	2036	2,675,000	274,000	2,949,000
	2037	2,805,000	140,250	2,945,250
TOTAL		22,425,000	22,708,901	45,133,901

Utility System Revenue Bonds, Series 2007 B

The funds from the Utility System Revenue Bonds, Series 2007B were used to provide funds for the purpose of funding a deposit reimbursing the Wastewater System operating reserve fund.

Issue	Year	Principal	Interest	Total
Utility System Revenue Bonds,	2008	0	63,130	63,130
Series 2007B	2009	15,000	63,130	78,130
Original Issue Amount: $1,070,000	2010	20,000	62,245	82,245
Original Issue Date: August 15, 2007	2011	20,000	61,065	81,065
Final Maturity: October 1, 2033	2012	20,000	59,885	79,885
Interest Rate: 5.90%	2013	25,000	58,705	83,705
	2014	25,000	57,230	82,230
	2015	30,000	55,755	85,755
	2016	30,000	53,985	83,985
	2017	30,000	52,215	82,215
	2018	35,000	50,445	85,445
	2019	35,000	48,380	83,380
	2020	40,000	46,315	86,315
	2021	40,000	43,955	83,955
	2022	40,000	41,595	81,595
	2023	45,000	39,235	84,235
	2024	45,000	36,580	81,580
	2025	50,000	33,925	83,925
	2026	55,000	30,975	85,975
	2027	55,000	27,730	82,730
	2028	60,000	24,485	84,485
	2029	65,000	20,945	85,945
	2030	65,000	17,110	82,110
	2031	70,000	13,275	83,275
	2032	75,000	9,145	84,145
	2033	80,000	4,720	84,720
TOTAL		1,070,000	1,076,160	2,146,160

Utility System Revenue Refunding Note, Series 2010

Funds from the Utility System Revenue Refunding Note Series 2010 were used to refinance the sellers note for the purchase of the Plantation Water and Wastewater facilities. The refinancing lowered the interest rate from 4.5% to 3.85%.

Issue	Year	Principal	Interest	Total
Utility System Revenue Refunding	2011	10,000	224,819	234,819
Note, Series 2010	2012	50,000	306,653	356,653
(Refunding of Plantation Seller Note)	2013	55,000	304,631	359,631
Original Issue Amount: $8,000,000	2014	55,000	302,514	357,514
Original Issue Date: July 8, 2010	2015	525,000	291,349	816,349
Final Maturity: October 1, 2025	2016	545,000	270,751	815,751
Interest Rate: 3.85%	2017	565,000	249,384	814,384
	2018	590,000	227,150	817,150
	2019	610,000	204,050	814,050
	2020	635,000	180,084	815,084
	2021	660,000	155,155	815,155
	2022	685,000	129,264	814,264
	2023	710,000	102,410	812,410
	2024	740,000	74,498	814,498
	2025	765,000	45,526	810,526
	2026	800,000	15,400	815,400
TOTAL		8,000,000	3,083,638	11,083,638

Communications, Capital Improvement Revenue Refunding Note, Series 2009

Funds from the Capital Improvement Refunding Note were used to refinance the City's outstanding Promissory Note with Florida Municipal Power Agency (FMPA).

Issue	Year	Principal	Interest	Total
Capital Improvement Revenue	2011	80,000	63,951	143,951
Refunding Note, Series 2009	2012	85,000	36,447	121,447
Original Issue Amount: $1,005,000	2013	90,000	32,834	122,834
Original Issue Date: October 2,2009	2014	95,000	29,013	124,013
Final Maturity: October 2, 2019	2015	100,000	24,987	124,987
Interest Rate: 4.13%	2016	105,000	20,753	125,753
	2017	105,000	16,417	121,417
	2018	110,000	11,977	121,977
	2019	115,000	7,331	122,331
	2019	120,000	2,478	122,478
TOTAL		1,005,000	246,188	1,251,188

Magnolia Townhomes, Capital Improvement Promissory Note, 2009

Funds from the Magnolia Townhomes Promissory Note were used to payoff the Capital Improvement Bond Anticipation Note Series 2006. The original Note carried a taxable interest rate in excess of 6%. The refinancing resulted in significant interest rate savings to the City. The Series 2006 Note was taken out to acquire a housing complex (Kristen Court) within the City and provide environmental and property improvements.

Issue	Year	Principal	Interest	Total
Magnolia Townhomes Capital	2010	0	75,650	75,650
Improvement Promissory Note,	2011	0	153,000	153,000
Series 2009	2012	0	153,000	153,000
Original Issue Amount: $4,500,000	2013	840,000	138,720	978,720
Original Issue Date: November 3, 2009	2014	870,000	109,650	979,650
Final Maturity: November 3, 2016	2015	900,000	79,550	979,550
Interest Rate: 3.40%	2016	930,000	48,450	978,450
	2017	960,000	16,320	976,320
TOTAL		4,500,000	774,340	5,274,340

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Budget Summary

BUDGET SUMMARY
City of Leesburg - Fiscal Year 2011-12 BUDGET

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF LEESBURG, FLORIDA ARE 4.3% HIGHER THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.

	Millage per $1,000	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUNDS	TRUST & AGENCY FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
ESTIMATED REVENUES									
Taxes									
Current Ad Valorem Taxes	4.3179	4,729,318	0	0	0	0	0	0	4,729,318
Other Taxes		234,250	2,306,910	0	0	0	269,588	0	2,810,748
Sales & Use Taxes		0	160,741	0	0	0	0	0	160,741
Utility Taxes		4,197,547	0	0	0	0	0	0	4,197,547
Licenses & Permits		107,300	355,000	0	0	0	0	0	462,300
Intergovernmental Revenue		2,032,198	434,128	0	1,120,000	0	0	0	3,586,326
Charges for Services		529,094	0	0	0	105,147,138	0	6,742,337	112,418,569
Fines & Forfeitures		87,000	0	0	0	0	0	0	87,000
Miscellaneous Revenue		1,196,994	340	0	0	382,843	4,345,464	86,000	6,011,641
Other Financing Sources		0	0	0	0	819,617	0	0	819,617
TOTAL SOURCES		13,113,701	3,257,119	0	1,120,000	106,349,598	4,615,052	6,828,337	135,283,807
Transfers In		9,348,900	236,380	1,628,054	588,500	156,093	0	0	11,957,927
Debt Proceeds		0	0	0	0	0	0	0	0
Fund Balances/Reserves/Net Assets		51,970	1,126,363	0	525,000	4,067,224	0	0	5,770,557
TOTAL REVENUES, TRANSFERS & BALANCES		22,514,571	4,619,862	1,628,054	2,233,500	110,572,915	4,615,052	6,828,337	153,012,291
EXPENDITURES									
General Government		1,294,029	0	0	0	0	3,960,000	6,410,143	11,664,172
Public Safety		13,709,134	456,407	0	120,000	0	0	0	14,285,541
Physical Environment		103,171	0	0	0	95,132,595	0	0	95,235,766
Transportation		2,308,170	0	0	1,778,000	0	0	0	4,086,170
Economic Environment		168,744	529,989	0	0	3,093	0	0	701,826
Human Services		5,000	0	0	0	0	0	0	5,000
Culture / Recreation		3,727,455	0	0	335,000	0	0	0	4,062,455
Other Financing Uses		277,131	0	0	0	0	0	0	277,131
TOTAL EXPENDITURES		21,592,834	986,396	0	2,233,000	95,135,688	3,960,000	6,410,143	130,318,061
Transfers Out		921,737	2,712,829	0	0	8,323,361	0	0	11,957,927
Debt Service		0	920,637	1,628,054	500	6,640,625	0	0	9,189,816
Fund Balances/Reserves/Net Assets		0	0	0	0	473,241	655,052	418,194	1,546,487
TOTAL APPROPRIATED EXPENDITURES TRANSFERS, RESERVES & BALANCES		22,514,571	4,619,862	1,628,054	2,233,500	110,572,915	4,615,052	6,828,337	153,012,291

THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

Governmental Funds
Summary of Estimated Financial Sources & Uses

	General Fund			Special Revenue Funds		
	Actual 2009-10	Adopted 2010-11	Adopted 2011-12	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Financial Sources	18,624,855	13,706,680	13,113,701	4,593,137	4,944,583	4,805,119
Financial Uses	(23,832,065)	(21,708,023)	(21,592,834)	(4,213,952)	(3,967,487)	(4,069,551)
Sources over (under) Uses	(5,207,210)	(8,001,343)	(8,479,133)	379,185	977,096	735,568
Operating Transfers In (Out)	6,850,255	7,901,343	8,427,163	(4,666,214)	(2,360,776)	(2,476,449)
Debt Proceeds	0	0	0	13,505,249	0	0
Change in Net Assets Balance	1,643,045	(100,000)	(51,970)	9,218,220	(1,383,680)	(1,740,881)
Net Assets Balance-October 1	5,727,956	7,371,001	7,271,001	6,947,000	16,165,220	14,781,540
Net Assets Balance-September 30	7,371,001	7,271,001	7,219,031	16,165,220	14,781,540	13,040,659

	Debt Service Fund			Capital Projects Fund		
	Actual 2009-10	Adopted 2010-11	Adopted 2011-12	Actual 2009-10	Adopted 2010-11	Adopted 2011-12
Financial Sources	0	0	0	3,759,450	181,450	1,120,000
Financial Uses	(1,707,528)	(1,689,539)	(1,628,054)	(4,534,889)	(787,205)	(2,233,500)
Sources over (under) Uses	(1,707,528)	(1,689,539)	(1,628,054)	(775,439)	(605,755)	(1,113,500)
Operating Transfers In (Out)	1,792,881	1,689,539	1,628,054	(84,251)	605,755	1,113,500
Debt Proceeds	0	0	0	0	0	0
Change in Net Assets Balance	85,353	0	0	(859,690)	0	0
Net Assets Balance-October 1	514,803	600,156	600,156	2,095,823	2,095,823	2,095,823
Net Assets Balance-September 30	600,156	600,156	600,156	1,236,133	2,095,823	2,095,823

Enterprise Funds
Summary of Revenues, Expenses & Changes in Net Assets

($ in Thousands)	Electric Utility Fund Actual 2009-10	Electric Utility Fund Adopted 2010-11	Electric Utility Fund Adopted 2011-12	Gas Utility Fund Actual 2009-10	Gas Utility Fund Adopted 2010-11	Gas Utility Fund Adopted 2011-12
Operating Revenues	68,654	70,409	70,409	9,403	8,354	8,354
Operating Expenses	(58,925)	(61,124)	(61,124)	(6,563)	(7,387)	(7,387)
Operating Income (Loss)	9,729	9,285	9,285	2,840	967	967
Nonoperating Revenues (Expenses)	(1,093)	(4,193)	(3,535)	(144)	(95)	(52)
Income Before Operating Transfers	8,636	5,750	5,750	2,696	872	915
Operating Transfers In (Out)	(615)	(5,736)	(5,736)	(1,051)	(726)	(726)
Net Income (Loss)	8,021	14	14	1,645	146	189
Net Assets-October 1	53,118	52,307	52,321	12,691	14,336	14,482
Net Assets-September 30	61,139	52,321	52,335	14,336	14,482	14,671

($ in Thousands)	Water Utility Fund Actual 2009-10	Water Utility Fund Adopted 2010-11	Water Utility Fund Adopted 2011-12	Wastewater Utility Fund Actual 2009-10	Wastewater Utility Fund Adopted 2010-11	Wastewater Utility Fund Adopted 2011-12
Operating Revenues	6,811	7,339	7,055	9,439	9,805	9,821
Operating Expenses	(6,084)	(7,109)	(6,891)	(7,504)	(9,155)	(9,392)
Operating Income (Loss)	727	230	164	1,935	650	429
Nonoperating Revenues (Expenses)	(458)	671	675	(423)	80	145
Income Before Operating Transfers	269	901	839	1,512	730	574
Operating Transfers In (Out)	(350)	(798)	(763)	(662)	(708)	(701)
Net Income (Loss)	(81)	103	76	850	22	(127)
Net Assets-October 1	24,613	24,532	24,635	32,444	33,294	33,316
Net Assets-September 30	24,532	24,635	24,711	33,294	33,316	33,189

($ in Thousands)	Communications Fund Actual 2009-10	Communications Fund Adopted 2010-11	Communications Fund Adopted 2011-12	Solid Waste Fund Actual 2009-10	Solid Waste Fund Adopted 2010-11	Solid Waste Fund Adopted 2011-12
Operating Revenues	1,195	1,213	1,338	3,704	3,618	3,618
Operating Expenses	(1,004)	(1,139)	(1,116)	(2,853)	(3,199)	(3,214)
Operating Income (Loss)	191	74	222	851	419	404
Nonoperating Revenues (Expenses)	(68)	(62)	(107)	(3)	10	5
Income Before Operating Transfers	123	12	115	848	429	409
Operating Transfers In (Out)	294	0	(10)	(267)	(267)	(262)
Net Income (Loss)	417	12	105	581	162	147
Net Assets-October 1	6,028	6,445	6,457	361	942	1,104
Net Assets-September 30	6,445	6,457	6,562	942	1,104	1,251

Internal Service Funds
Summary of Revenues, Expenses & Changes in Net Assets

	Health Insurance		
	Actual 2009-10	**Adopted 2010-11**	**Adopted 2011-12**
Operating Revenues	3,504,118	5,045,141	6,117,016
Operating Expenses	(4,940,541)	(5,145,141)	(6,203,016)
Operating Income (Loss)	(1,436,423)	(100,000)	(86,000)
Nonoperating Revenues (Expenses)	91,681	100,000	86,000
Income Before Operating Transfers	(1,344,742)	0	0
Operating Transfers In (Out)	(9,039)	0	0
Net Income (Loss)	(1,353,781)	0	0
Net Assets-October 1	2,381,113	1,027,332	1,027,332
Net Assets-September 30	1,027,332	1,027,332	1,027,332

	Workers' Compensation		
	Actual 2009-10	**Adopted 2010-11**	**Adopted 2011-12**
Operating Revenues	588,742	625,321	625,321
Operating Expenses	(600,180)	(625,321)	(625,321)
Operating Income (Loss)	(11,438)	0	0
Nonoperating Revenues (Expenses)	187	0	0
Income Before Operating Transfers	(11,251)	0	0
Operating Transfers In (Out)	(100,731)	0	0
Net Income (Loss)	(111,982)	0	0
Net Assets-October 1	446,694	334,712	334,712
Net Assets-September 30	334,712	334,712	334,712

Summary of Revenue Sources

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Taxes	13,447,362	13,202,620	7,401,054	12,241,485	11,898,354
Licenses and Permits	1,469,405	800,880	308,656	427,600	462,300
Intergovernmental Revenue	8,788,282	7,347,647	1,618,988	2,891,934	3,586,326
Charges for Services	107,022,170	105,872,107	46,186,437	107,948,012	112,418,569
Fines and Forfeitures	219,846	144,991	80,577	143,000	87,000
Miscellaneous Revenue	6,760,252	8,597,143	8,263,487	6,467,372	6,011,641
Other Sources	15,518,006	37,033,516	7,697,026	16,580,465	18,548,101
TOTAL REVENUE SOURCES	153,225,323	172,998,904	71,556,225	146,699,868	153,012,291

All Funds

Summary of Appropriations

Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
001 **GENERAL FUND**					
Personal Services	21,054,095	20,213,245	9,280,643	20,102,953	20,468,966
Operating Expenses	9,091,391	8,605,142	4,457,908	9,404,968	8,898,837
Capital Outlay	1,086,037	983,951	699,936	1,647,316	1,746,099
Debt Service	45,020	45,020	0	0	0
Other Uses	(7,983,455)	(7,725,512)	(3,856,871)	(8,224,578)	(8,599,331)
TOTAL GENERAL FUND	23,293,088	22,121,846	10,581,616	22,930,659	22,514,571
016 **GREATER LEESBURG CRA**					
Operating Expenses	320,646	319,717	5,489	219,552	212,929
Capital Outlay	0	0	0	0	300,000
Debt Service	24,047	24,047	12,024	24,047	24,048
Other Uses	240,720	0	0	178,830	0
TOTAL GLCRA	585,413	343,764	17,513	422,429	536,977
017 **CARVER HEIGHTS CRA**					
Operating Expenses	51,955	37,402	19,943	32,094	14,560
Capital Outlay	188,693	37,315	45,000	0	0
Debt Service	235,340	179,920	24,737	203,353	200,583
Grants and Aids	0	0	9,185	0	0
Other Uses	293,278	56,540	24,893	55,645	55,799
TOTAL CHCRA	769,266	311,177	123,758	291,092	270,942
018 **US HWY 441/27 CRA**					
Operating Expenses	106,643	6,065	4,356	2,500	2,500
Capital Outlay	14,403	688,098	10,377	0	0
Debt Service	134,080	1,064,890	341,131	695,306	696,006
Grants and Aids	0	0	6,351	0	0
Other Uses	885,353	3,661,078	851,275	240,064	0
TOTAL 441/27CRA	1,140,479	5,420,131	1,213,490	937,870	698,506
121 **POLICE FORFEITURE**					
Operating Expenses	80,939	99,871	32,045	14,000	0
Capital Outlay	42,900	0	0	0	0
Other Uses	0	0	0	0	0
TOTAL POLICE FORFEITURE	123,839	99,871	32,045	14,000	0
122 **POLICE EDUCATION RECEIPTS**					
Operating Expenses	6	10,505	6,660	10,350	15,000
TOTAL POLICE EDUCATION RECEIPTS	6	10,505	6,660	10,350	15,000
132 **DISCRETIONARY SALES TAX**					
Operating Expenses	76	60	7	0	0
Other Uses	1,601,961	1,462,762	803,033	1,606,150	1,629,325
TOTAL DISCRETIONARY SALES TAX	1,602,037	1,462,822	803,040	1,606,150	1,629,325
133 **GAS TAX**					
Operating Expenses	0	0	14	0	0
Other Uses	0	0	458,150	935,926	977,705
TOTAL GAS TAX	0	0	458,164	935,926	977,705
141 **POLICE IMPACT FEES**					
Operating Expenses	3,868	34	12	0	0
Capital Outlay	0	0	0	0	5,800
Other Uses	3,280	260	0	0	0
TOTAL POLICE IMPACT FEES	7,148	294	12	0	5,800
142 **FIRE IMPACT FEES**					
Operating Expenses	(27)	(8)	0	0	0
Other Uses	3,300	260	20	0	0
TOTAL FIRE IMPACT FEES	3,273	252	20	0	0

Summary of Appropriations (Continued)

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
143 **RECREATION IMPACT FEES**					
Operating Expenses	117	76	16	0	0
Other Uses	39,565	261,483	0	0	50,000
TOTAL RECREATION IMPACT FEES	39,682	261,559	16	0	50,000
151 **BUILDING PERMITS FUND**					
Personal Services	378,448	288,568	150,800	324,193	345,173
Operating Expenses	144,868	80,404	43,252	90,280	90,434
Other Uses	0	0	0	0	0
TOTAL BUILDING PERMITS FUND	523,316	368,972	194,052	414,473	435,607
021 **DEBT SERVICE**					
Debt Service	1,608,030	1,647,378	1,117,550	1,689,539	1,628,054
TOTAL DEBT SERVICE	1,608,030	1,647,378	1,117,550	1,689,539	1,628,054
031 **CAPITAL PROJECTS**					
Personal Services	15,518	14,794	9,829	0	0
Operating Expenses	2,357,087	772,986	70,597	0	0
Capital Outlay	2,149,730	3,746,359	770,932	787,205	2,233,000
Debt Service	6,658	750	500	0	500
Other Uses	0	703,504	3,012	0	0
TOTAL CAPITAL PROJECTS	4,528,993	5,238,393	854,870	787,205	2,233,500
041 **ELECTRIC**					
Personal Services	3,215,634	3,362,066	1,667,331	3,432,230	4,060,316
Operating Expenses	62,031,370	57,546,059	21,723,094	58,256,319	61,300,507
Capital Outlay	2,897,240	4,485,248	1,970,541	1,372,331	1,452,793
Debt Service	1,968,688	2,119,846	1,372,706	2,702,307	2,721,463
Other Uses	751,169	(1,310,515)	(103,348)	5,761,011	6,134,880
TOTAL ELECTRIC	70,864,101	66,202,704	26,630,324	71,524,198	75,669,959
042 **GAS**					
Personal Services	1,067,035	1,044,979	533,141	1,040,105	1,315,388
Operating Expenses	5,163,084	5,597,803	2,866,422	5,982,234	5,277,303
Capital Outlay	284,597	52,859	2,082	8,000	112,025
Debt Service	268,668	262,353	143,109	416,716	419,982
Grants and Aides	180,387	170,758	81,221	162,442	167,442
Other Uses	197,784	633,307	453,577	915,990	522,018
TOTAL GAS	7,161,555	7,762,059	4,079,552	8,525,487	7,814,158
043 **WATER**					
Personal Services	1,810,043	1,870,993	751,069	1,857,418	1,516,768
Operating Expenses	5,842,886	4,306,477	2,282,657	3,653,251	3,812,505
Capital Outlay	4,101,471	2,660,515	127,341	460,600	227,800
Debt Service	1,034,821	1,128,783	577,086	1,598,055	1,568,503
Other Uses	(4,019,705)	(3,211,003)	304,885	806,797	832,117
TOTAL WATER	8,769,516	6,755,765	4,043,038	8,376,121	7,957,693
044 **WASTEWATER**					
Personal Services	2,271,899	2,330,968	1,023,019	2,262,759	2,453,306
Operating Expenses	5,657,805	5,155,348	2,375,213	4,929,729	5,106,294
Capital Outlay	1,088,236	1,984,961	80,061	327,500	1,353,000
Debt Service	956,665	1,032,811	482,792	1,963,048	1,939,330
Other Uses	(710,573)	(1,652,820)	288,689	729,300	678,613
TOTAL WASTEWATER	9,264,032	8,851,268	4,249,774	10,212,336	11,530,543
045 **COMMUNICATIONS**					
Personal Services	328,475	375,441	155,324	326,994	340,247
Operating Expenses	653,365	728,216	353,121	733,036	853,527
Capital Outlay	124,543	502,357	95,775	128,771	260,005
Debt Service	21,072	69,924	19,368	124,169	119,985
Other Uses	(128,395)	(602,166)	(98,507)	114,611	85,196
TOTAL COMMUNICATIONS	999,060	1,073,772	525,081	1,427,581	1,658,960

All Funds

Summary of Appropriations (Continued)

Summary of Appropriations (Continued)

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
046 **SOLID WASTE**					
Personal Services	881,624	845,366	397,045	873,559	949,127
Operating Expenses	2,264,019	2,076,434	1,064,240	2,385,444	2,333,683
Capital Outlay	23,181	0	0	0	0
Other Uses	166,762	198,335	85,397	368,788	340,181
TOTAL SOLID WASTE	3,335,586	3,120,135	1,546,682	3,627,791	3,622,991
014 **STORMWATER**					
Personal Services	129,047	189,576	86,460	158,688	216,816
Operating Expenses	602,913	794,433	531,702	568,124	1,175,702
Capital Outlay	1,052,430	392,977	265,199	1,625,000	770,000
Other Uses	0	86,400	(299,505)	0	0
TOTAL STORMWATER	1,784,390	1,463,386	583,856	2,351,812	2,162,518
554 **MAGNOLIA TOWNHOMES FUND**					
Personal Services	66	355	0	0	0
Operating Expenses	34,111	41,935	5,657	12,259	3,093
Capital Outlay	0	85,987	15,420	0	0
Debt Service	252,131	196,657	76,500	159,014	153,000
Other Uses	0	0	0	0	0
TOTAL MAGNOLIA TOWNHOMES	286,308	324,934	97,577	171,273	156,093
061 **POLICE PENSION**					
Operating Expenses	886,717	772,798	354,875	800,000	725,000
Other Uses	0	0	0	63,445	294,184
TOTAL POLICE PENSION	886,717	772,798	354,875	863,445	1,019,184
062 **FIRE PENSION**					
Operating Expenses	815,695	849,040	459,614	848,000	860,000
Other Uses	0	0	0	546,669	360,868
TOTAL FIRE PENSION	815,695	849,040	459,614	1,394,669	1,220,868
063 **GENERAL EMPLOYEES PENSION**					
Operating Expenses	2,321,475	2,357,254	1,185,291	2,415,000	2,375,000
TOTAL GENERAL EMPLOYEE	2,321,475	2,357,254	1,185,291	2,415,000	2,375,000
064 **HEALTH INSURANCE**					
Personal Services	334,862	324,819	169,337	345,000	0
Operating Expenses	3,763,947	4,940,540	2,510,121	4,800,141	5,784,822
Other Uses	0	9,039	185,538	0	418,194
TOTAL HEALTH INSURANCE	4,098,809	5,274,398	2,864,996	5,145,141	6,203,016
065 **WORKERS' COMPENSATION**					
Operating Expenses	709,774	600,180	181,296	625,321	625,321
Other Uses	459,174	100,731	2,572	0	0
TOTAL WORKERS' COMP	1,168,948	700,911	183,868	625,321	625,321
ALL FUNDS					
Personal Services	31,486,746	30,861,170	14,223,998	30,723,899	31,666,107
Operating Expenses	102,904,730	95,698,771	40,533,602	95,782,602	99,467,017
Capital Outlay	13,053,461	15,620,627	4,082,664	6,356,723	8,460,522
Debt Service	6,555,220	7,772,379	4,167,503	9,575,554	9,471,454
Grants and Aids	180,387	170,758	96,757	162,442	167,442
Other Uses	(8,199,782)	(7,328,317)	(897,190)	4,098,648	3,779,749
TOTAL APPROPRIATIONS	145,980,762	142,795,388	62,207,334	146,699,868	153,012,291

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Personal Services

Change in Authorized Positions by Fund/Department

Change in Authorized Positions by Fund/Department

DEPARTMENT/DIVISION	2010-11	2011-12	NET	REASON FOR CHANGE
GENERAL FUND				
Legislative	5.00	5.00	0.00	
Executive	6.00	6.00	0.00	
Finance	47.00	47.00	0.00	
Human Resources	6.00	6.00	0.00	
Information Technology	11.50	11.50	0.00	
Geographic Information Systems	3.50	4.50	1.00	(+1) GIS Analyst from Electric (1062)
Airport	1.00	1.00	0.00	
Police	107.00	107.00	0.00	
Fire	60.00	60.00	0.00	
Public Works	15.10	15.10	0.00	
Planning & Zoning	4.95	2.95	(2.00)	(-2) Senior Planners
Housing & Economic	4.00	2.00	(2.00)	(-1) Housing Manager, (-1) Admin Assist I
Library	29.00	29.00	0.00	
Recreation	37.00	33.00	(4.00)	(-4) Maintenance Worker I (8129)
GENERAL FUND TOTAL	**337.05**	**330.05**	**(7.00)**	
Electric	51.00	48.00	(3.00)	(-1) GIS Analyst (Electric Analyst) moved to GIS (1733), (-1) Utility Locator moved to Gas (2081), (-1) Surge Suppression Tech moved to Gas (2081)
Gas	19.00	23.00	4.00	(+1) Utility Locator from Electric (1062), (+1) Surge Suppression Tech from Electric (1062), (+1) Utility Locator from Water (3081), (+1) Utility Locator from Wastewater (4081)
Water	36.00	26.50	(9.50)	(-1) Utility Locator moved to Gas (2081), (-1) Ind. Waste Monitoring Tech (3072) , (-1) Mobile Equip Operator II (3081), (-2) Heavy Equip. Operators (3081), (-2) Maintenance Worker 1 (3081), (-1) Network Tech I moved to WWT (4082), (-0.50) Mechanic II (3081), funded 100% by WWT (4071), (-0.50) Maintenance Worker II (3051), funded 100% by WWT (4071), (-0.50) Plant Mechanic (3081) position reclassed to Lift Station Mechanic, 100% WWT (4082)
Wastewater	44.00	45.50	1.50	(-1) Utility Locator moved to Gas (2081), (+1) Network Tech I from Water (3081), (+0.50) Mechanic II (3081) being 100% funded by WWT (4071), (+0.50) Maintenance Worker II (3051) being 100% funded by WWT, (+0.50) Plant Mechanic (3081) position was reclassed to Lift Station Mechanic, 100% WWT (4082)
Stormwater	4.00	5.00	1.00	(+1) Heavy Equipment Operator
Communications	5.00	5.00	0.00	
Solid Waste	17.90	17.90	0.00	
Carver Heights CRA	0.00	0.00	0.00	
Building Permits	4.05	4.05	0.00	
OTHER FUNDS TOTAL	**180.95**	**174.95**	**(6.00)**	
ALL FUNDS TOTAL	**518.00**	**505.00**	**(13.00)**	

Authorized Positions by Fund/Department

DEPARTMENT/DIVISION	2008-09	2009-10	2010-11	2011-12
GENERAL FUND				
Legislative	5.00	5.00	5.00	5.00
Executive	5.00	5.00	6.00	6.00
Finance	50.00	48.00	47.00	47.00
Human Resources	6.00	6.00	6.00	6.00
Information Technology	12.00	11.50	11.50	11.50
Geographic Information Systems	7.00	4.50	3.50	4.50
Airport	1.00	1.00	1.00	1.00
Police	109.00	107.00	107.00	107.00
Fire	67.00	66.00	60.00	60.00
Public Works	16.10	18.10	15.10	15.10
Planning & Zoning	5.50	5.70	4.95	2.95
Housing & Economic Development	3.00	4.00	4.00	2.00
Library	32.00	31.00	29.00	29.00
Recreation	52.00	42.00	37.00	33.00
GENERAL FUND TOTAL	370.60	354.80	337.05	330.05
Electric	50.00	50.00	51.00	48.00
Gas	19.00	19.00	19.00	23.00
Water	34.50	37.00	36.00	26.50
Wastewater	46.50	45.00	44.00	45.50
Stormwater	4.00	4.00	4.00	5.00
Communications	5.00	5.00	5.00	5.00
Solid Waste	19.90	17.90	17.90	17.90
Carver Heights CRA	1.00	0.00	0.00	0.00
Building Permits	6.50	4.30	4.05	4.05
OTHER FUNDS TOTAL	186.40	182.20	180.95	174.95
ALL FUNDS TOTAL	557.00	537.00	518.00	505.00

Personal Services Cost

Authorized Positions by Fund/ Department

Authorized Positions by Fund/Department

DEPARTMENT/DIVISION		AUTH POS	*SALARIES	OTHER SALARIES	FRINGES	TOTAL
	GENERAL FUND					
1100	Legislative	5.00	46,600	6,632	43,908	97,140
1200	Executive	6.00	662,518	4,300	179,528	846,346
1300	Finance	47.00	1,675,096	24,100	754,930	2,454,126
1400	Human Resources	6.00	313,019	300	107,975	421,294
1600	Information Technology	11.50	608,668	47,323	219,106	875,097
1700	Geographic Information Systems	4.50	235,581	7,904	87,816	331,301
1800	Airport	1.00	53,227	0	10,960	64,187
2100	Police	107.00	4,256,503	363,143	2,037,982	6,657,628
2200	Fire	60.00	3,088,458	64,779	1,720,709	4,873,946
5100	Public Works	15.10	536,466	8,846	241,686	786,998
6100	Planning & Zoning	2.95	131,326	0	42,725	174,051
6200	Housing & Economic Development	2.00	125,590	0	44,209	169,799
7100	Library	29.00	659,029	21,369	278,862	959,260
8100	Recreation	33.00	1,068,932	128,209	560,652	1,757,793
	GENERAL FUND TOTAL	330.05	13,461,013	676,905	6,331,048	20,468,966
5171	Stormwater Fund	5.00	133,702	2,000	81,114	216,816
1000	Electric Fund	48.00	2,860,656	172,500	1,027,160	4,060,316
2000	Gas Fund	23.00	887,306	25,000	403,082	1,315,388
3000	Water Fund	26.50	971,994	82,120	462,654	1,516,768
4000	Wastewater Fund	45.50	1,588,597	91,250	773,459	2,453,306
5000	Communications Fund	5.00	248,893	6,000	85,354	340,247
5100	Solid Waste Fund	17.90	586,327	20,764	342,036	949,127
6100	Building Permits Fund	4.05	228,846	18,408	97,919	345,173
	OTHER FUNDS TOTAL	174.95	7,506,321	418,042	3,272,778	11,197,141
	ALL FUNDS TOTAL	505.00	20,967,334	1,094,947	9,603,826	31,666,107

This schedule does not include temporary employees.

*Salaries include wages and standby pay

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Taxes	10,969,973	10,735,891	6,430,864	9,555,700	9,161,115
Licenses and Permits	151,094	128,270	43,216	105,600	107,300
Intergovernmental	2,769,818	2,326,359	960,972	2,034,450	2,032,198
Charges for Services	633,989	655,225	167,615	740,820	529,094
Fines and Forfeitures	152,687	120,715	45,089	143,000	87,000
Miscellaneous	1,287,355	1,466,176	930,598	1,127,110	1,196,994
Other Sources	9,034,052	8,332,236	4,504,297	9,223,979	9,400,870
TOTAL REVENUE SOURCES	24,998,968	23,764,872	13,082,651	22,930,659	22,514,571
APPROPRIATIONS					
City Commission	69,532	71,848	31,199	59,254	64,525
Executive	2,061,732	1,973,845	927,107	1,926,597	1,584,295
Finance	428,993	435,733	221,505	480,163	502,217
Human Resources	357,577	346,690	137,173	315,676	345,962
Information Technology	(33,052)	67,456	90,135	301,859	338,754
Geographic Information Systems	41,232	30,621	12,102	26,923	36,237
Airport	616,100	687,557	407,973	678,711	655,466
Police	7,422,864	7,432,361	3,605,496	7,502,525	7,875,396
Fire	6,448,648	6,198,452	2,763,012	5,723,358	5,833,738
Public Works	170,211	(213,013)	(43,261)	895,585	777,401
Community Development	218,686	195,075	73,643	190,797	114,344
Economic Development	276,095	498,911	377,193	266,674	168,744
Library	1,396,680	1,336,987	662,520	1,418,461	1,469,346
Recreation	3,817,790	3,059,323	1,315,819	3,144,076	2,748,146
TOTAL APPROPRIATIONS	23,293,088	22,121,846	10,581,616	22,930,659	22,514,571

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Revenue Detail

General Fund

Revenue Detail

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
TAXES						
31101	Current Property Taxes	6,318,550	5,958,860	4,252,222	5,143,114	4,729,318
31102	Delinquent Property Taxes	(23,804)	90,974	25,604	0	49,250
31241	One Cent Fuel Tax	191,966	196,117	0	0	0
31410	Electric - Utility Services Tax	2,582,376	2,666,902	1,223,439	2,548,000	2,604,367
31430	Water - Utility Services Tax	284,353	284,222	148,000	275,000	285,000
31440	Gas - Utility Services Tax	226,570	229,945	128,598	230,000	230,000
31490	Reuse Water - Services Tax	33,445	33,751	19,229	35,000	35,000
31502	Communication Services Tax	1,148,314	1,078,903	443,281	1,124,586	1,043,180
31601	Business Tax Receipts	208,203	196,217	190,491	200,000	185,000
TOTAL TAXES		10,969,973	10,735,891	6,430,864	9,555,700	9,161,115
LICENSES AND PERMITS						
32203	Site Plan-Zoning	7,540	50	0	14,600	0
32310	Electric - Franchise Fees	42,496	48,296	17,103	26,000	45,000
32370	Solid Waste - Franchise Fees	73,886	61,561	26,013	65,000	62,000
32904	Fire Fees	27,022	17,863	0	0	0
32909	Taxi Cab Permits	150	500	100	0	300
TOTAL LICENSES & PERMITS		151,094	128,270	43,216	105,600	107,300
INTERGOVERNMENTAL REVENUES						
33121	Public Safety - Police (Federal)	10,684	195,347	71,582	102,000	102,000
33122	Fire Department	173,618	50,258	0	0	0
33150	Federal- Disaster Relief - FEMA	10,835	0	0	0	0
33171	ERATE	1,449	4,406	0	1,400	0
33191	Emergency Management	9,295	0	0	0	0
33422	Fire Department	53,897	0	0	0	0
33442	State- Airport Improvements	0	0	10,575	0	0
33450	State- Disaster Relief	1,645	0	0	0	0
33473	Joint Partnership Agreement	418,962	7,439	4,960	9,156	0
33512	Revenue Sharing	351,731	348,563	169,804	363,741	370,421
33512	Revenue Sharing - Gas Tax	140,132	142,681	0	0	0
33514	Mobile Home Licenses	72,329	66,945	57,427	60,000	60,000
33515	Alcoholic Beverage License	18,325	20,497	4,489	18,000	18,000
33518	Half Cent Sales Tax	898,594	899,922	388,072	978,023	937,985
33522	Fire Supplemental Comp	21,409	19,505	4,677	15,000	15,000
33541	Rebate/Vehicles - Gas	34,008	33,782	7,737	20,000	20,000
33721	Public Safety - Police	0	10,500	6,602	0	51,000
33754	Lake County Grants	0	2,904	0	0	0
33803	ALS-Lake County	153,037	143,236	74,769	142,890	140,000
33807	Library-Lake County	376,731	355,779	157,120	314,240	307,792
33811	County Licenses	23,137	24,595	3,158	10,000	10,000
TOTAL INTERGOVERNMENTAL		2,769,818	2,326,359	960,972	2,034,450	2,032,198

Revenue Detail (Continued)

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
CHARGES FOR SERVICES						
34111	Credit Report Fees	10,910	22,605	9,890	27,500	22,000
34130	General Fund	1,000	3,022	0	0	0
34191	Zoning Fees	41,789	52,698	24,690	49,412	0
34193	Sale/Maps & Publications	12	2	0	0	0
34194	Qualifying Fees-Elections	0	3,021	0	0	0
34195	Certification & Copying	9,989	9,407	4,776	8,000	8,000
34209	Other Public Safety	39,964	37,204	1,885	26,000	56,000
34221	Life Safety Services	840	490	0	0	0
34410	Airport/ US Custom Fees	133,420	151,785	68,068	144,000	150,000
34493	FDOT St Light/ Traffic Signals	155,720	160,500	0	162,203	170,734
34711	Library Card Fees	217	1,907	716	1,000	2,000
34721	Activities Fees	93,551	4,822	1,188	8,520	2,880
34721	Non Resident Fees	0	1,500	1,085	5,325	1,500
34721	Gymnasium	24,072	30,650	8,372	91,430	19,015
34721	Susan Street/ Canal Street	3,599	29,100	5,000	42,800	20,465
34721	Sleepy Hollow Complex	6,743	35,820	12,345	63,630	0
34723	Swimming Pool - Venetian Gardens	12,909	10,616	254	12,500	10,600
34724	Swimming Pool - Dabney	10,005	1,316	0	9,300	1,200
34725	Concession Stand Revenue	6,356	6,197	1,678	7,000	3,000
34729	Other Recreation Fees	31,973	34,701	(4,193)	32,000	3,800
34755	Marina/Sale - Merchandise	5,605	4,144	1,586	5,200	4,100
34756	Marina Fuel Sales	43,457	52,593	29,593	42,800	52,600
34757	Marina - Services	1,858	1,125	682	2,200	1,200
TOTAL CHARGES FOR SERVICES		633,989	655,225	167,615	740,820	529,094
FINES AND FORFEITURES						
35120	Court Fines (Traffic)	51,660	47,006	21,465	50,000	40,000
35120	Investigative Fees	18,475	12,259	5,051	20,000	12,000
35120	Criminal Fines & Forfeits	12,321	5,263	1,358	3,500	5,000
35170	Auto.Radio Commun.Program	28,906	32,036	0	30,000	0
35201	Library Fines	20,541	14,770	6,156	19,000	10,000
35401	Code Enforcement Fines	20,340	7,593	9,419	20,000	18,000
35402	Peddlers/Solicitor Admin	0	0	0	0	0
35403	Other Fine/Parking Ticket	444	1,788	1,640	500	2,000
TOTAL FINES AND FORFEITURES		152,687	120,715	45,089	143,000	87,000
MISCELLANEOUS REVENUE						
36110	Interest on Investments	77,949	78,272	17,915	50,000	35,000
36110	Fire Grants	(3,539)	1,583	0	0	0
36111	Miscellaneous Interest	17,453	2,380	946	3,000	2,000
36130	Gain/Loss Investments	6,782	(3,499)	0	0	0
36201	Rents and Royalties	26,292	48,033	24,057	48,000	48,000
36201	Incubator Rentals	10,825	15,332	8,313	10,000	14,000
36201	Rental Property- Airport	262,791	310,589	215,449	377,877	419,878
36202	Airport Hangar Rentals	283,697	272,506	149,181	304,925	303,436
36202	Airport Rent- Fuel Sales	27,716	23,148	10,548	28,000	28,000
36202	Airport Tie Down Rentals	31,542	2,213	2,004	4,008	4,000
36203	Portable Stage	0	730	0	0	0
36204	Police Comm.Tower Rental	8,718	8,718	4,359	8,500	8,500
36205	Cultural Arts Bldg. Fees	870	1,828	210	1,500	1,500
36206	Mote Morris Fees	2,503	3,815	2,569	4,000	4,000

Revenue Detail (Continued)

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
MISCELLANEOUS REVENUE (CONT)						
36207	Community Building Fees	55,859	68,631	19,611	52,000	52,000
36208	Marina Operating Lease	5,200	4,000	3,673	4,000	4,000
36208	Marina Dry Slip Rental	207,608	159,909	101,211	150,000	150,000
36208	Marina Wet Slip Rental	59,582	49,625	33,241	49,000	49,600
36208	Marina Trailer Storage	11,094	8,925	4,972	10,000	8,900
36208	Marina Late Fees	195	826	540	300	700
36208	Marina Utility Revenue	1,738	1,444	700	2,000	1,600
36208	Marina Boat Rentals	40	30	19	0	20
36209	Park Facility Rentals	0	16,200	2,021	0	3,760
36209	Gymnasium	0	0	50	0	100
36209	Pat Thomas Stadium	0	0	265	0	3,000
36209	Susan Street/ Canal Street	0	730	75	0	3,000
36209	Sleepy Hollow Complex	0	4,278	10,724	0	10,000
36211	Library Rentals	3,077	3,838	915	0	1,000
36403	Sale-Furniture/Equipment	88,448	27,537	29,973	0	0
36404	Recovery from Losses	9,160	19,584	0	0	0
36406	Library Book Sales	26	0	0	0	0
36429	Sale of Real Estate	0	0	7,092	0	0
36607	Community Service Contribution	5,348	4,628	5,033	0	0
36609	Contributions/Donations	9,534	14,177	18,688	0	15,000
36611	Friends of the Library	0	20,000	0	0	0
36613	Sponsorships- NSP program	0	219,197	194,859	0	0
36694	Contributions-C.U.R.E.	6,877	2,500	813	0	0
36695	School Bus Lights	1,247	1,000	352	0	1,000
36696	Housing Renaissance	708	754	245	0	0
36697	Fire Dept Dog Fund	0	0	0	0	0
36906	Misc. Reimbursement	27,940	51,354	31,361	20,000	25,000
36908	Cash Over and Short	65	5	0	0	0
36909	Other Income	14,679	19,326	26,566	0	0
36925	Misc.Jobbing Revenue	0	0	0	0	0
36990	Misc Non-Operating Revenue	25,331	2,030	2,048	0	0
TOTAL MISCELLANEOUS		1,287,355	1,466,176	930,598	1,127,110	1,196,994
OTHER SOURCES						
38117	Transfer from CRA (017)	55,192	56,540	24,893	55,645	55,799
38120	Transfer from CRA (016)	240,720	0	0	0	0
38131	Transfer from Cap'l Projects (031	0	0	3,012	0	0
38142	Transfer from Gas (042)	0	0	109,511	0	0
38145	Transfer from Communicat.(045)	55,058	0	0	10,000	0
38191	Transfer from Stormwater (014)	0	86,400	0	0	0
38191	From Discretionary Tax (132)	357,466	293,352	220,991	484,915	520,035
38191	From Gas Tax (133)	0	0	21,511	342,721	449,705
38201	Electric Utility Contribution	4,578,315	4,578,000	2,289,000	4,578,000	4,738,000
38201	Electric - Surcharge	1,090,551	1,198,601	545,494	1,158,473	1,190,438
38202	Gas Utility Contribution	745,308	706,604	302,779	605,558	561,090
38202	Gas - Surcharge	117,534	131,528	80,468	120,000	107,860
38203	Water Utility Contribution	520,442	0	266,543	533,086	527,039
38203	Water - Surcharge	303,824	352,051	154,831	265,051	235,894
38204	Wastewater Utility Contribution	719,642	662,070	354,120	708,241	700,751
38205	Solid Waste Contribution	250,000	267,090	131,144	262,289	262,289
38891	Fund Balance Appropriated	0	0	0	100,000	51,970
TOTAL OTHER SOURCES		9,034,052	8,332,236	4,504,297	9,223,979	9,400,870
TOTAL REVENUES		24,998,968	23,764,872	13,082,651	22,930,659	22,514,571

Departmental Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
1100 **CITY COMMISSION**					
Personal Services	80,318	80,714	39,655	88,304	97,140
Operating Expenses	28,747	26,706	22,743	30,204	31,911
Capital Outlay	0	6,276	0	0	0
Other Uses	(39,533)	(41,848)	(31,199)	(59,254)	(64,526)
TOTAL CITY COMMISSION	69,532	71,848	31,199	59,254	64,525
1200 **EXECUTIVE**					
Personal Services	536,644	515,078	369,840	856,154	846,346
Operating Expenses	408,170	367,420	120,933	357,132	337,286
Debt Service	0	0	0	0	0
Other Uses	1,116,918	1,091,347	436,334	713,311	400,663
TOTAL EXECUTIVE	2,061,732	1,973,845	927,107	1,926,597	1,584,295
1300 **FINANCE**					
Personal Services	2,295,374	2,227,425	1,024,205	2,311,239	2,454,126
Operating Expenses	677,100	801,838	409,848	852,157	817,726
Capital Outlay	6,461	0	0	0	50,000
Other Uses	(2,549,942)	(2,593,530)	(1,212,548)	(2,683,233)	(2,819,635)
TOTAL FINANCE	428,993	435,733	221,505	480,163	502,217
1400 **HUMAN RESOURCES**					
Personal Services	409,322	401,362	187,063	403,716	421,294
Operating Expenses	108,906	93,910	49,440	140,553	119,272
Other Uses	(160,651)	(148,582)	(99,330)	(228,593)	(194,604)
TOTAL HUMAN RESOURCES	357,577	346,690	137,173	315,676	345,962
1600 **INFORMATION TECHNOLOGY**					
Personal Services	869,835	819,128	360,922	827,994	875,097
Operating Expenses	894,069	855,780	522,079	958,117	869,896
Capital Outlay	197,561	176,311	128,578	335,000	326,500
Other Uses	(1,994,517)	(1,783,763)	(921,444)	(1,819,252)	(1,732,739)
TOTAL INFORMATION TECH	(33,052)	67,456	90,135	301,859	338,754

Departmental Summary of Appropriations (Continued)

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
1700 **GIS**					
Personal Services	364,267	252,664	126,795	226,026	331,301
Operating Expenses	48,072	47,126	20,037	37,206	25,066
Capital Outlay	0	6,400	0	6,000	6,000
Other Uses	(371,107)	(275,569)	(134,730)	(242,309)	(326,130)
TOTAL GIS	41,232	30,621	12,102	26,923	36,237
1800 **AIRPORT**					
Personal Services	63,550	63,029	32,477	63,680	64,187
Operating Expenses	522,550	578,907	362,277	590,031	575,279
Capital Outlay	30,000	45,621	13,219	25,000	16,000
TOTAL AIRPORT	616,100	687,557	407,973	678,711	655,466
2100 **POLICE**					
Personal Services	6,269,539	6,280,860	2,974,471	6,352,949	6,657,628
Operating Expenses	1,149,215	1,129,844	625,130	1,149,576	1,217,768
Capital Outlay	4,110	21,657	5,895	0	0
TOTAL POLICE	7,422,864	7,432,361	3,605,496	7,502,525	7,875,396
2200 **FIRE**					
Personal Services	5,607,178	5,367,019	2,384,087	4,849,811	4,873,946
Operating Expenses	794,391	786,413	378,925	873,547	865,792
Capital Outlay	2,059	0	0	0	94,000
Debt Service	45,020	45,020	0	0	0
TOTAL FIRE	6,448,648	6,198,452	2,763,012	5,723,358	5,833,738
5100 **PUBLIC WORKS**					
Personal Services	697,871	747,996	327,624	761,072	786,998
Operating Expenses	1,993,586	1,911,893	972,563	2,189,788	2,164,104
Capital Outlay	744,668	472,892	298,406	1,266,316	1,229,899
Other Uses	(3,265,914)	(3,345,794)	(1,641,854)	(3,321,591)	(3,403,600)
TOTAL PUBLIC WORKS	170,211	(213,013)	(43,261)	895,585	777,401

Departmental Summary of Appropriations (Continued)

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
6100 **COMMUNITY DEVELOPMENT**					
Personal Services	327,708	326,201	135,123	313,333	174,051
Operating Expenses	158,258	107,296	28,528	110,660	80,046
Capital Outlay	0	0	0	0	0
Other Uses	(267,280)	(238,422)	(90,008)	(233,196)	(139,753)
TOTAL COMMUNITY DEVELOP	218,686	195,075	73,643	190,797	114,344
6200 **ECONOMIC DEVELOPMENT**					
Personal Services	278,042	272,734	126,925	284,069	169,799
Operating Expenses	92,727	68,717	35,835	73,046	55,000
Capital Outlay	0	239,354	253,838	0	0
Other Uses	(94,674)	(81,894)	(39,405)	(90,441)	(56,055)
TOTAL ECONOMIC DEVELOP	276,095	498,911	377,193	266,674	168,744
7100 **LIBRARY**					
Personal Services	937,345	927,188	386,578	900,052	959,260
Operating Expenses	462,399	414,750	278,496	525,145	511,622
Capital Outlay	0	0	0	0	5,200
Other Uses	(3,064)	(4,951)	(2,554)	(6,736)	(6,736)
TOTAL LIBRARY	1,396,680	1,336,987	662,520	1,418,461	1,469,346
8100 **RECREATION**					
Personal Services	2,317,102	1,931,847	804,878	1,864,554	1,757,793
Operating Expenses	1,753,201	1,414,542	631,074	1,517,806	1,228,069
Capital Outlay	101,178	15,440	0	15,000	18,500
Other Uses	(353,691)	(302,506)	(120,133)	(253,284)	(256,216)
TOTAL RECREATION	3,817,790	3,059,323	1,315,819	3,144,076	2,748,146
GRAND TOTAL					
Personal Services	21,054,095	20,213,245	9,280,643	20,102,953	20,468,966
Operating Expenses	9,091,391	8,605,142	4,457,908	9,404,968	8,898,837
Capital Outlay	1,086,037	983,951	699,936	1,647,316	1,746,099
Debt Service	45,020	45,020	0	0	0
Other Uses	(7,983,455)	(7,725,512)	(3,856,871)	(8,224,578)	(8,599,331)
TOTAL APPROPRIATIONS	23,293,088	22,121,846	10,581,616	22,930,659	22,514,571

Schedule of General Fund Appropriations by Funding Source

Functions/Programs	Appropriations	Program Revenues: Grants and Contributions	Program Revenues: Charges for Services	Program Revenues: Miscellaneous Revenue	Appropriations funded from non-program Revenues: Total
General fund activities:					
City Commission	$ 64,525				$ (64,525)
Executive (net - reserves)	1,584,295		8,000		(1,576,295)
Reserve(s) for cash carried forward	0				0
Finance	502,217		22,000		(480,217)
Human Resources	345,962				(345,962)
Information Technology	338,754				(338,754)
GIS/Engineering	36,237				(36,237)
Airport	655,466		150,000	755,314	249,848
Police	7,875,396	153,000	56,000	77,000	(7,589,396)
Fire	5,833,738	140,000			(5,693,738)
Public Works	777,401		170,734		(606,667)
Community Development	114,344				(114,344)
Housing and Economic Development	168,744			55,799	(112,945)
Library	1,469,346	307,792	2,000	11,000	(1,148,554)
Recreation	2,515,469		62,460	85,860	(2,367,149)
Marina	232,677		57,900	214,820	40,043
Total general fund activities	**$ 22,514,571**	**$ 600,792**	**$ 529,094**	**$ 1,199,793**	**$ (20,184,892)**

General fund revenues not attributable to specific programs:	
Taxes:	
Property taxes	$ 4,778,568
Utility service taxes	4,197,547
Occupational & county licenses	292,300
State shared revenues	1,308,406
Investment income	37,000
Miscellaneous revenue	226,000
Subtotal, general fund revenues before transfers	10,839,821
Transfers from other funds	9,293,101
Fund balance appropriated	51,970
Total general fund revenues not attributable to specific programs	$ 20,184,892

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CITY COMMISSION

Bill Polk, Mayor
Sanna Henderson, Mayor Pro-tem/Commissioner
Lewis Puckett, Commissioner
John Christian, Commissioner
David Knowles, Commissioner

The City Commission, composed of 5 residents, is the legislative and policy-making body of the City. Elections are held in conjunction with county, state, and federal elections. The next election for two seats will be held in November 2012. The Mayor is selected each year by the Commissioners. Two of the Commissioners are elected at large and three by districts. The Mayor is the presiding officer at official meetings and the ceremonial head of the City.

The responsibilities include: enact ordinances and resolutions necessary for governing the City's affairs, review and adopt annual budget, appoint City Attorney, City Manager and members to boards and committees and promote health, welfare and safety of Leesburg residents.

Responsibilities:

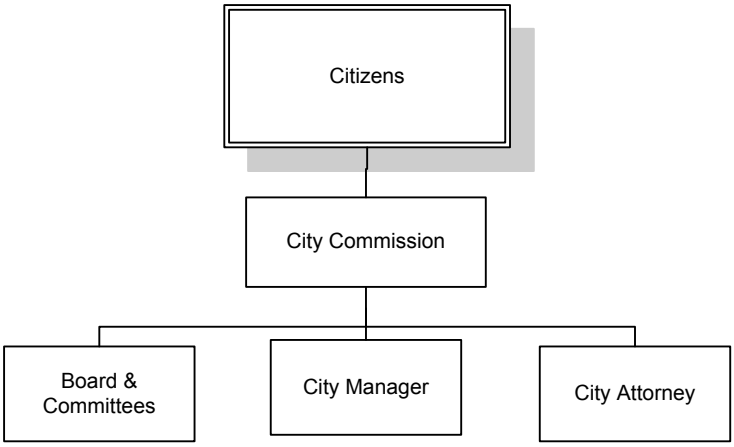
Boards & Committees

- Planning & Zoning Commission
- Recreation & Parks Advisory Board
- Leesburg International Airport Advisory Board
- Library Advisory Board
- Florida Municipal Electric Association
- Florida Municipal Power Agency
- Firemen's Pension Board
- Police Officers' Pension Board
- General Employees' Pension Board
- Tree Protection Board
- Greater Leesburg Community Redevelopment Agency
- Carver Heights & Vicinity Community Redevelopment Agency
- Highway 27/441 Community Redevelopment Agency
- Historic Preservation Board
- Citizens Advisory Task Force

Members Of

- Personnel Committee
- Lake County League of Cities
- Leesburg Partnership
- St. Johns River Water Management District
- Leesburg Area Chamber of Commerce
- Florida League of Cities
- Water Alliance
- Metropolitan Planning Organization
- Leesburg Center for the Arts

Organizational Chart



Legislative Department

Organization

Total Department Budget

$ 64,525 GF
64,526 AL
$129,051

Legislative Department

City Commission Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Continue to develop partnerships with Lake County, Lake Sumter Community College and the Lake County School Board for shared benefits and returns to our community
- Maintain an open relationship with the State of Florida to participate in programs offered to local governments
- Seek economic development opportunities that encourage business expansion within the City
- Work with Florida Department of Transportation to identify and solve transportation problems
- Create and participate in resource partnering opportunities to enhance educational opportunities for all citizens

Value: Open, Accessible Government

Goals:

- Attend meetings of the Lake County League of Cities and MPO; attend the Florida League of Cities and FMEA/FMPA conferences annually
- Participate in Lake County Day

Value: A Caring Organization

Goals:

- Create and preserve an environmentally healthy, clean, and beautiful community
- Create an atmosphere of safety throughout the community
- Support an environment which provides for the diverse housing needs of the community
- Continue the grant-in-aid program to assist in the demolition of abandoned or substandard housing

Major Accomplishments:

- Established strategic initiative with Embry Riddle Aeronautical University, LSCC, LHS, and Lake Tech to create aerospace and energy academic programs in support of Leesburg's economic development initiatives
- Created the Leesburg Energy and Aerospace Program, which spurred the development of the Leesburg Energy and Aerospace Technology Park
- Opened the Leesburg Employee Wellness Center on Dixie Avenue; achieved over 80% participation by members of Leesburg's health plan
- Hosted the Leesburg Lightning Baseball Team
- Held 4th of July Ice Cream Social
- Completed US 27/441 underground project (Perkins to Griffin)
- Mitigated 4.7% reduction in general fund revenues through expenditure reductions
- Authorized major energy conservation initiatives
- Continued improvement in City bond ratings despite the slow economy

Personnel Schedule

Classification	2011	Change	2012	Amount
Mayor	1.00	0.00	1.00	12,068
City Commission	4.00	0.00	4.00	34,532
Total	**5.00**	**0.00**	**5.00**	**46,600**

Legislative Department

City Commission Division

Appropriations Detail

Appropriations Detail

Account # 001-1111-511

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1110	Salaries	46,779	46,779	20,791	46,600	46,600
1510	Special Pay	6,632	6,632	3,316	6,632	6,632
2110	FICA	3,198	3,188	1,411	3,177	3,163
23xx	Insurance	21,700	22,219	13,367	29,992	39,016
2410	Workers' Compensation	113	131	58	131	131
26xx	Other Payroll Benefits	1,896	1,765	712	1,772	1,598
	TOTAL PERSONAL SERVICES	80,318	80,714	39,655	88,304	97,140
OPERATING EXPENSES						
3110	Professional Services	228	0	0	0	0
4010	Travel	2,289	1,595	2,043	4,176	2,039
4110	Communication	669	850	120	1,080	1,080
4210	Postage	0	7	6	50	50
4310	Utilities	0	4,266	1,983	4,860	4,500
4510	Insurance	1,326	1,629	709	1,648	1,425
46xx	Repairs & Maintenance- Equipment	2,920	1,340	939	2,090	1,150
4710	Printing & Binding	0	88	0	50	100
4810	Promotional Activities	13,276	13,775	14,554	14,425	17,000
4911	Advertising	250	250	0	250	100
4930	Recognitions	6,773	68	2,267	0	100
51xx	Office Supplies	0	0	0	0	400
5210	Operating Supplies	213	1,308	122	250	2,642
5410	Publications & Memberships	728	1,140	0	1,325	1,325
5520	Training	75	390	0	0	0
	TOTAL OPERATING EXPENSES	28,747	26,706	22,743	30,204	31,911
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	6,276	0	0	0
	TOTAL CAPITAL OUTLAY	0	6,276	0	0	0
OTHER USES						
9711	Claims CDC/Carver Heights	30,000	30,000	0	0	0
9941	Utilities Allocation	(69,533)	(71,848)	(31,199)	(59,254)	(64,526)
	TOTAL OTHER USES	(39,533)	(41,848)	(31,199)	(59,254)	(64,526)
TOTAL GENERAL FUND APPROPRIATIONS		69,532	71,848	31,199	59,254	64,525

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	88,304	97,140	8,836	10.01%
Operating Expenses	30,204	31,911	1,707	5.65%
Other Uses	(59,254)	(64,526)	(5,272)	8.90%
TOTALS	59,254	64,525	5,271	8.90%

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Jay Evans, City Manager

Executive Department

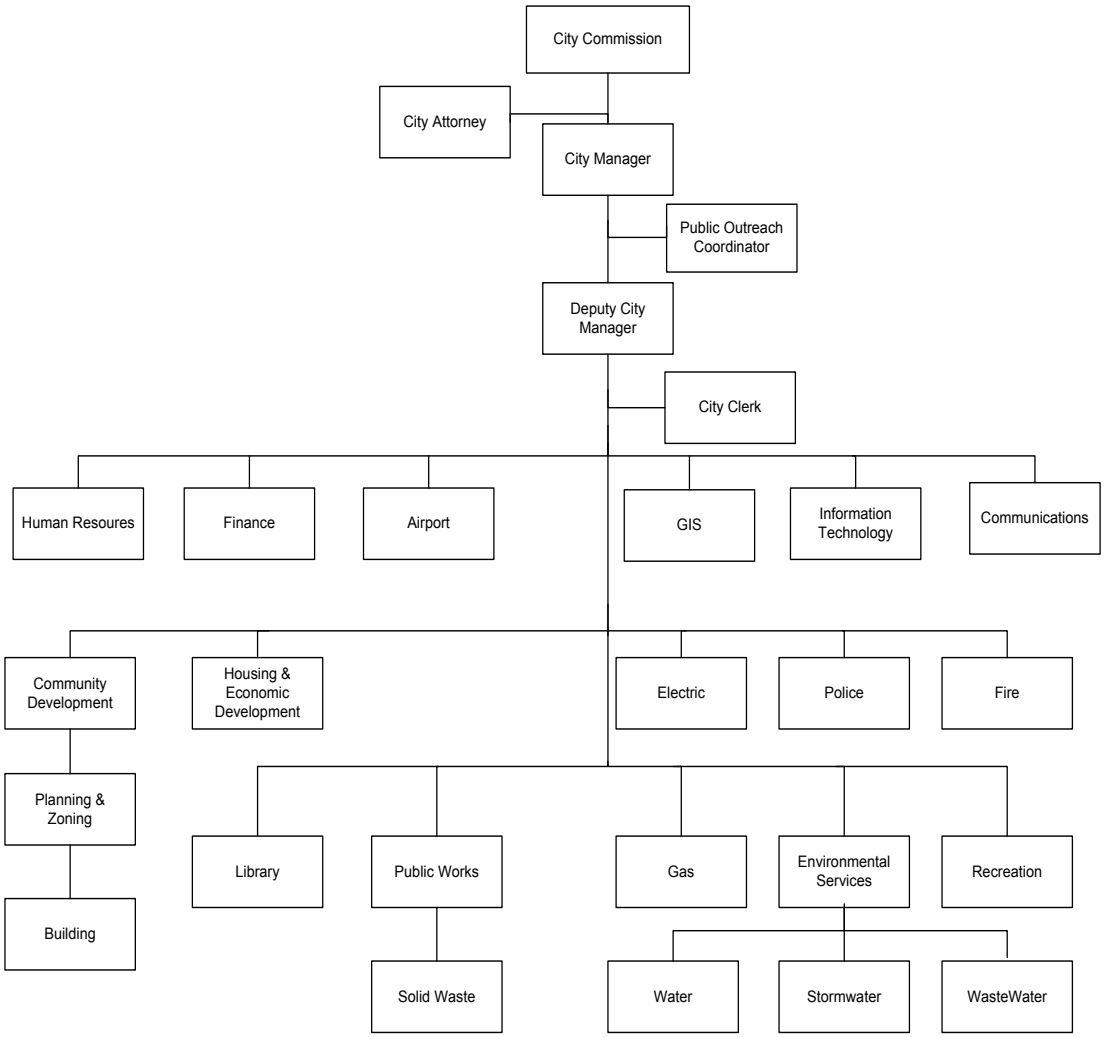
Organization

The City Manager is the Chief Administrative Officer of the City. Position responsibilities include planning and organizing of all departments in accordance with the City Commission policies, the Municipal Charter, and the City Ordinances. The City Manager represents the City in relations with the public, press, and other governmental units. The City Attorney is hired by the City Commission to provide professional legal service and assistance to the City Commission, Mayor and various boards. The City Clerk is responsible for recording and maintaining official records of the City. Other activities of the department include providing funding for various organizations.

Responsibilities:

Administration	City Clerk	City Attorney	Miscellaneous
·Personnel activities	·Agenda	·Legal services	·Citizen participation
·Department operations	·Minutes	·Litigation	·Civic functions
·Financial conditions	·Contracts	·Research cases	·Grants and Aids
·Capital needs	·Ordinances	·Correspondence	·C.U.R.E.
·Public relations	·Resolutions		

Organizational Chart



Total Department Budget

$ 1,584,295 GF
621,074 AL
$ 2,205,369

Values & Goals

Value: Open, Accessible Government

Goals:

- Assist neighborhood organizations in developing, planning, and maintaining infrastructure sufficient to meet the needs of the community
- Conduct meetings with citizen and business groups upon request
- Maintain membership on the Board of Directors of the following:
  The Leesburg Area Chamber of Commerce
  The Leesburg Partnership
  FMPA, FMEA, and FGFOA
- Continue to assist the Community Development Corporation and the CRA's
- Establish organizational operating processes and support systems to meet the needs of the community in an efficient and cost-effective manner
- Implement Community Outreach initiative and public information campaigns

Value: Professionalism

Goals:

- Initiate action on Commissioner requests the same business day, or if after the close of business, at the start of the next business day and report back in a timely fashion
- Keep the Commission informed by producing Commission Report, as needed
- Seek opportunities to implement the mission and core values adopted by the City Commission
- Carry out the duties prescribed in the City Manager's contract
- Adhere to the International City Management Association Code of Ethics
- Develop and implement policies which ensure the City's long term financial stability
- Maintain active membership in ICMA and FCCMA
- Remain current on issues and legislation which affect the City

Major Accomplishments:

- Held periodic meetings to facilitate communication of information with all employees
- Hosted the monthly Lake County City Managers Association meetings
- Lobbied City issues in Tallahassee and via written correspondence
- Continued improvement in City bond ratings despite slow economy and declining revenues
- Improved City financial performance in nearly all City operations
- Developed the Enterprise Performance Incentive Program to provide a more business-minded methodology for determination of annual raises and bonuses
- Provided analysis and alternatives for pension reform initiatives

Performance Measures:

	2009-10	2010-11	2011-12
Department Head Workshops	2	1	0
Department Information Meetings	26	26	26

Personnel Schedule

Classification	2011	Change	2012	Amount
City Manager	1.00	0.00	1.00	135,013
Deputy City Manager	1.00	0.00	1.00	90,002
Executive Assistant/Administrative Aide II	1.00	0.00	1.00	47,070
Public Outreach Coordinator*	1.00	0.00	1.00	48,006
Total	**4.00**	**0.00**	**4.00**	**320,091**

*Public Outreach Coordinator is 100% charged to Electric, Gas, Water and Wastewater

Executive Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 001-1221-512

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1xxx	Regular Salaries & Wages	290,081	286,236	145,406	320,091	320,091
1410	Overtime	0	291	15	132	300
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	19,715	19,556	9,224	17,980	23,866
221x	Retirement	15,524	8,727	834	17,874	17,874
23xx	Insurance	18,012	19,578	21,652	34,220	50,405
2410	Workers' Compensation	700	802	407	896	896
26xx	Other Employee Benefits	1,470	5,275	2,429	5,694	6,960
TOTAL PERSONAL SERVICES		345,502	340,465	179,967	396,887	420,392
OPERATING EXPENSES						
3110	Professional Services	0	3,213	0	5,000	4,500
341x	Contract Services	10,264	0	0	0	0
4010	Travel	4,846	2,017	987	11,000	8,300
4110	Communication	1,277	1,351	525	1,500	660
4210	Postage	270	376	73	575	450
4310	Utilities	0	5,214	2,424	5,940	5,000
4510	Insurance	1,040	2,222	1,111	2,154	2,216
46xx	Repairs & Maintenance- Equipment	3,864	4,069	1,708	3,560	2,860
4710	Printing & Binding	6,634	6,773	6,237	10,315	10,440
481x	Promotional Activities	8,235	9,485	3,712	8,100	8,100
49xx	Advertising	1,787	4,378	756	2,750	2,000
5180	Minor Furniture/Equipment	70	909	0	500	500
5210	Operating Supplies	2,825	2,379	1,377	2,200	3,362
5410	Publications & Memberships	8,480	7,577	6,893	9,550	7,785
5520	Training	832	184	599	450	450
TOTAL OPERATING EXPENSES		50,424	50,147	26,402	63,594	56,623
OTHER USES						
994x	Utilities Allocation	(257,351)	(268,963)	(143,887)	(385,311)	(396,894)
9990	Contingency Fund	0	0	0	100,000	100,000
TOTAL OTHER USES		(257,351)	(268,963)	(143,887)	(285,311)	(296,894)
TOTAL GENERAL FUND APPROPRIATIONS		138,575	121,649	62,482	175,170	180,121

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	396,887	420,392	23,505	5.92%
Operating Expenses	63,594	56,623	(6,971)	-10.96%
Other Uses	(285,311)	(296,894)	(11,583)	4.06%
TOTALS	175,170	180,121	4,951	2.83%

Values & Goals

Value: Excellence in All We Do

Goals:
- Provide a friendly and knowledgeable atmosphere for citizens to increase customer satisfaction through good communication and service
- Continue to use technology to find ways to better communicate with citizens
- Continue procedures manual update and reorganization for easy access

Value: Open, Accessible Government

Goals:
- Provide citizens access to the City Commission meeting agendas and meeting minutes on the website
- Improve the employees' access to all documents through document imaging process

Value: Fiscal Responsibility

Goals:
- Maintain a responsible budget by evaluating expenditures throughout the year
- Take advantage of in-house training to reduce costs and improve efficiency

Value: Professionalism

Goals:
- Maintain certifications through education classes and continue the process for the Deputy City Clerk to attain the Certified Municipal Clerk certification
- Maintain records as prescribed by Florida Statutes

Value: Employee Empowerment

Goals:
- Continue memberships in outside organizations to enhance our knowledge of and expertise in City Clerk requirements
- Be involved in City of Leesburg community activities

Major Accomplishments:
- Prepared agendas, recorded, and transcribed minutes for 41 City Commission meetings and 10 Community Redevelopment Agency meetings,
- Coordinated destruction of 224 boxes of obsolete records and placed 240 boxes into the records retention system
- Distributed commission agendas as scheduled 95% of the time, reviewed contract files, sent reminders of expiring contracts to various departments, and expanded document imaging
- Maintained/coordinated letters of credit and cash deposits for subdivision developers
- Automated procedure to increase collection of liens and past due utility bills through lien searches
- Changed agenda process to ensure the agenda is completed and distributed no later than 2:00 p.m. the Wednesday prior to the Monday City Commission meeting

Performance Measures

	2009-10	2010-11	2011-12
Public information requests	4,259	4,400	4,500
Assessment/lien searches	1,067	880	N/A*
Indexing transactions processed	534	600	600
Agenda preparation (hours)	710	760	760
Process ordinances, resolutions, meeting minutes, and contracts (hours)	560	400	500
Contract management (hours)	8	26	26

*Assessment/lien searches are no longer conducted thru the City Clerk's office, individuals can access this information thru the City website

Personnel Schedule

Classification	2011	Change	2012	Amount
City Clerk	1.00	0.00	1.00	66,040
Deputy City Clerk II	1.00	0.00	1.00	31,387
Total	**2.00**	**0.00**	**2.00**	**97,427**

Executive Department

City Clerk Division

Appropriations Detail

Appropriations Detail

Account # 001-1222-512

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	102,131	103,272	48,620	97,427	97,427
1410	Overtime	4,032	4,177	2,370	4,000	4,000
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	7,808	7,803	3,730	6,926	7,083
221x	Retirement	9,734	7,274	3,899	8,738	8,739
23xx	Insurance	9,656	10,817	7,725	14,394	28,636
2410	Workers' Compensation	254	297	141	273	273
26xx	Other Payroll Benefits	1,263	2,840	1,165	2,844	2,796
	TOTAL PERSONAL SERVICES	134,878	136,480	67,650	134,602	148,954
OPERATING EXPENSES						
3410	Contract Services	2,153	2,877	2,309	4,000	5,500
4010	Travel	1,726	1,426	833	1,300	1,300
4210	Postage	231	293	106	300	300
4310	Utilities	0	3,792	1,763	4,320	3,800
4510	Insurance	224	686	321	681	631
46xx	Repairs & Maintenance- Equipment	4,987	5,275	2,598	4,800	4,760
4911	Advertising	9,268	7,823	9,832	10,000	15,000
4920	Other Current Charges	859	302	1,095	700	2,000
4945	Injury/ Damage to Others	147	0	0	0	0
5180	Minor Furniture/Equipment	354	0	0	600	400
5210	Operating Supplies	1,595	1,834	1,013	1,900	1,900
5410	Publications & Memberships	2,013	1,225	650	3,080	3,080
5520	Training	700	215	200	900	900
	TOTAL OPERATING EXPENSES	24,257	25,748	20,720	32,581	39,571
OTHER USES						
9941	Utilities Allocation	(119,351)	(121,671)	(66,275)	(125,387)	(141,394)
	TOTAL OTHER USES	(119,351)	(121,671)	(66,275)	(125,387)	(141,394)
TOTAL GENERAL FUND APPROPRIATIONS		39,784	40,557	22,095	41,796	47,131

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	134,602	148,954	14,352	10.66%
Operating Expenses	32,581	39,571	6,990	21.45%
Other Uses	(125,387)	(141,394)	(16,007)	12.77%
TOTALS	41,796	47,131	5,335	12.76%

Executive Department

Elections Division

Values & Goals

Values & Goals

Value: Fiscal Responsibility

Goals:

- Receive qualifying papers and qualification fee from each candidate
- Receive and publish, via the City's website, the treasurer's reports from candidates, beginning at end of qualifying period through September 30, 2012, for the November 6, 2012 City Commission election: Two seats open - District 1, Seat 1, and District 3, Seat 3
- Receive political signs cash bonds from any candidate who posts signs within the City of Leesburg through September 30, 2012

Value: Professionalism

Goals:

- Proclaim Election and Qualifying dates at the July 9, 2012 Commission meeting for the November 6, 2012 election, as required by City of Leesburg Code of Ordinances
- Prepare election calendar for distribution beginning May 1, 2012
- Prepare candidate packets for distribution beginning May 1, 2012
- Accept qualifying packets and administer and notarize oaths for all candidates for City Commission seats – District 1, Seat 1 and District 3, Seat 3
- Enhance knowledge of election laws through education and interaction with the State legislators
- Improve election procedures by meeting with the Lake County Supervisor of Elections
- Continue to improve communication with citizens by advertising qualifying dates via electronic and published media

Major Accomplishments:

- Received Treasurer's reports from seven candidates
- Posted Candidates Treasurer's reports to City of Leesburg website
- Worked with Supervisor of Elections to secure polling locations
- Coordinated political sign enforcement with Code Enforcement Officer
- Presented Certificates of Election at City Commission meeting held January 3, 2011, and administered Oath of Office to Commissioner John Christian, District 2, Seat 2; Commissioner Bill Polk, At Large, Seat 4; and Commissioner David Knowles, At Large, Seat 5
- Returned Political Sign deposits to seventeen of the eighteen received

Performance Measures:

	2009-10	2010-11	2011-12
Seats available	N/A	3	2
Number of candidates	N/A	7*	4
Total votes cast	N/A	4,919	N/A
Candidate packets prepared	9	N/A	9
Political sign deposits received	18	N/A	30
Political sign deposits returned	N/A	17	N/A
Treasurers' reports received	24	18	16
Installed commissioners	N/A	3	N/A

* 2010 Election- District 2, Seat 2- only the incumbent filed for this position. Seats 4 and 5, At Large each had three candidates, one pre-filed candidate withdrew prior to qualifying.

Appropriations Detail

Account # 001-1227-513

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
4911 Advertising-Other Ads	0	0	0	500	500
4920 Other Current Charges	0	0	0	500	500
TOTAL OPERATING EXPENSES	0	0	0	1,000	1,000
TOTAL GENERAL FUND APPROPRIATIONS	0	0	0	1,000	1,000

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	1,000	1,000	0	0.00%
TOTALS	1,000	1,000	0	0.00%

Executive Department

City Attorney Division

Values & Goals

Values & Goals

Value: Integrity & Professionalism

Goals:

- Review agendas and related documents for regular and special City Commission meetings and provide necessary or requested legal information to the City Manager, City Commissioners, and the City Clerk's Office prior to each City Commission meeting
- Attend all regular City Commission meetings, special meetings as requested, Planning Commission meetings, meetings of the Greater Leesburg Community Redevelopment Agency, the Carver Heights and Vicinity Community Redevelopment Agency, and the Highway 27/441 Community Redevelopment Agency; attend, as requested, proceedings of the Code Enforcement Special Magistrate and other City of Leesburg meetings
- Continue to maintain current information on personnel law to aid the Human Resources Department and attend such personnel meetings and proceedings as necessary or requested
- Represent the City of Leesburg, its officers, and public officials in litigation arising out of or in connection with their official duties
- Provide legal advice and participate in formulation of personnel policies and procedures, such as drug free workplace policies, safety manuals, and personnel policy manual revisions
- Provide services for instructional seminars as needed
- Prepare and review contracts by which the City obtains goods or services
- Render legal advice on the operation of the City's utilities and other enterprises; review or prepare contracts for acquisition of other utility services areas
- Assist the Police department with issues pertaining to civil forfeiture cases and prosecute such cases upon request
- Furnish legal opinions, coordinate case research, initiate correspondence and prosecute and defend cases and controversies for the City as authorized by the City Commission
- Assist the City and render legal advice and services in connection with the acquisition, leasing, or disposal of real property and interests in real property, easements, construction of improvements on real property, and other matters pertaining to real property
- Provide advice and counsel to the City in connection with issuance, redemption or refinancing of bonds and other evidences of indebtedness
- Provide legal advice and representation to the City in connection with its relationships with Lake County and other local governments

Performance Measures:

	2009-10	2010-11	2011-12
Contracts Prepared or Reviewed	50	45	55
Resolutions Prepared	121	125	120
Ordinances Prepared	35	30	30
Easements Prepared	89	85	70
Meetings Attended:			
City Commission	23	23	23
Special City Commission	2	3	3
Planning Commission	15	12	12
Code Enforcement Special Magistrate	0	0	0
GLCRA	3	4	6
CHCRA	3	4	8
27/441 CRA	3	4	6
Court Hearings	35	30	35

Appropriations Detail

Account # 001-1241-514

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	188,353	316,939	70,043	232,000	227,000
4010 Travel	0	0	0	500	500
5410 Publications & Memberships	1,987	1,438	615	2,326	2,461
TOTAL OPERATING EXPENSES	190,340	318,377	70,658	234,826	229,961
OTHER USES					
9941 Utilities Allocation	0	0	(29,676)	(98,627)	(82,786)
TOTAL OTHER USES	0	0	(29,676)	(98,627)	(82,786)
TOTAL GENERAL FUND APPROPRIATIONS	190,340	318,377	40,982	136,199	147,175

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	234,826	229,961	(4,865)	-2.07%
Other Uses	(98,627)	(82,786)	15,841	-16.06%
TOTALS	136,199	147,175	10,976	8.06%

Executive Department

Miscellaneous Division

Description

Description

The Citizens Utility Relief Effort (C.U.R.E.) was established in October 1991 to provide monetary assistance to customers who are unable to pay their utility bills due to loss of employment or an unexpected illness or injury. Employees and utility customers contribute throughout the year. The budgeted amount includes $5,000 contributed by the City each year to assist the program. A group of two agencies: Christian Care Center, and Lake Community Action Agency collectively determine who needs assistance and provide vouchers up to $100 per year per customer to the cashiers at the City of Leesburg.

This division contains expenditures that do not relate to budgets of any other City operating department.

The Ad Valorem Property Tax is budgeted in full in the tax category and the transfer to the GLCRA, CHCRA Fund, and Highway 27/441 CRA is reflected in this division.

A contingency account has been established to provide funds for expenditures which cannot be anticipated during the budget preparation process. Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund, or to create an appropriation in the fund for any lawful purpose, but expenditures may not be charged directly to the reserve for contingencies.

This division reflects reserve for future capital, which allows the City to maintain fund balance at an appropriate level.

Performance Measures:

	2009-10	2010-11	2011-12
CURE donations (including $5,000 from Commission)	8,500	7,000	7,000
CURE vouchers issued	80	75	80

Appropriations Detail

Account # 001-1295-XXX

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1249	Vacation Buy Back	0	0	0	243,347	245,000
1530	Bonus	0	0	99,444	0	0
2110	FICA	0	0	7,650	0	0
2410	Workers Compensation	0	0	2,441	0	0
2510	Unemployment Compensation	56,264	38,133	12,688	81,318	32,000
	TOTAL PERSONAL SERVICES	56,264	38,133	122,223	324,665	277,000
OPERATING EXPENSES						
4510	Insurance	131	0	0	131	131
4950	Uncollectible Accounts	131,520	(32,869)	144	5,000	5,000
4990	C.U.R.E. Payments	11,498	6,017	3,009	20,000	5,000
	TOTAL OPERATING EXPENSES	143,149	(26,852)	3,153	25,131	10,131
OTHER USES						
9115	Transfer to Building Fund	0	6,630	0	0	0
9121	Debt Service	494,399	459,413	241,602	568,304	518,764
9131	Transfer to Capital Projects Fund	0	24,711	458	12,550	10,500
9218	Transfer to Hwy 27/441 CRA	539,090	418,845	148,248	153,027	0
9220	Transfer to GLCRA Fund	285,507	252,126	188,958	189,073	157,109
9221	Transfer to CHCRA Fund	158,077	123,599	96,906	128,409	79,271
9501	Special Revenue Funds	16,547	0	0	0	0
9554	Transfer to Magnolia Townhomes	0	196,657	0	171,273	156,093
9990	Contingency Fund	0	0	0	0	0
	TOTAL OTHER USES	1,493,620	1,481,981	676,172	1,222,636	921,737
	TOTAL GENERAL FUND APPROPRIATIONS	1,693,033	1,493,262	801,548	1,572,432	1,208,868

Executive Department

Miscellaneous Division

Appropriations Summary

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	324,665	277,000	(47,665)	-14.68%
Operating Expenses	25,131	10,131	(15,000)	-59.69%
Other Uses	1,222,636	921,737	(300,899)	-24.61%
TOTALS	1,572,432	1,208,868	(363,564)	-23.12%

Significant Budget Changes:
The decrease in the Other Uses category is attributable to the reduction in the transfer to the CRA's, specifically the Hwy 441/27 CRA which has dropped below the established base resulting in zero revenue being sent to the CRA.

Jerry Boop, CPA, CGFO, Finance Director

The Finance Department is responsible for maintaining financial records based on standards prescribed by the Governmental Accounting Standards Board (GASB), and preparing financial statements in conformity with generally accepted accounting principles (GAAP). The Finance Director oversees the Customer Service, Collections, Meter Reading, Accounting and Purchasing Divisions. The services of the purchasing department are conducted in an open, competitive manner to provide maximum return on the dollar to benefit the City and the community. The warehouse function of the Purchasing Division maintains efficient storage and distribution of materials and supplies.

Responsibilities:

Accounting
- Budget
- Cash Receipts
- Fixed Assets
- Payroll
- Debt Service
- Accounts Payable
- Cash Management
- Investments
- Financial Reporting
- Miscellaneous Billing
- Work Orders

Collections
- Utility Payments
- Cash Receipts
- Switchboard
- Delinquencies
- Collection Reports

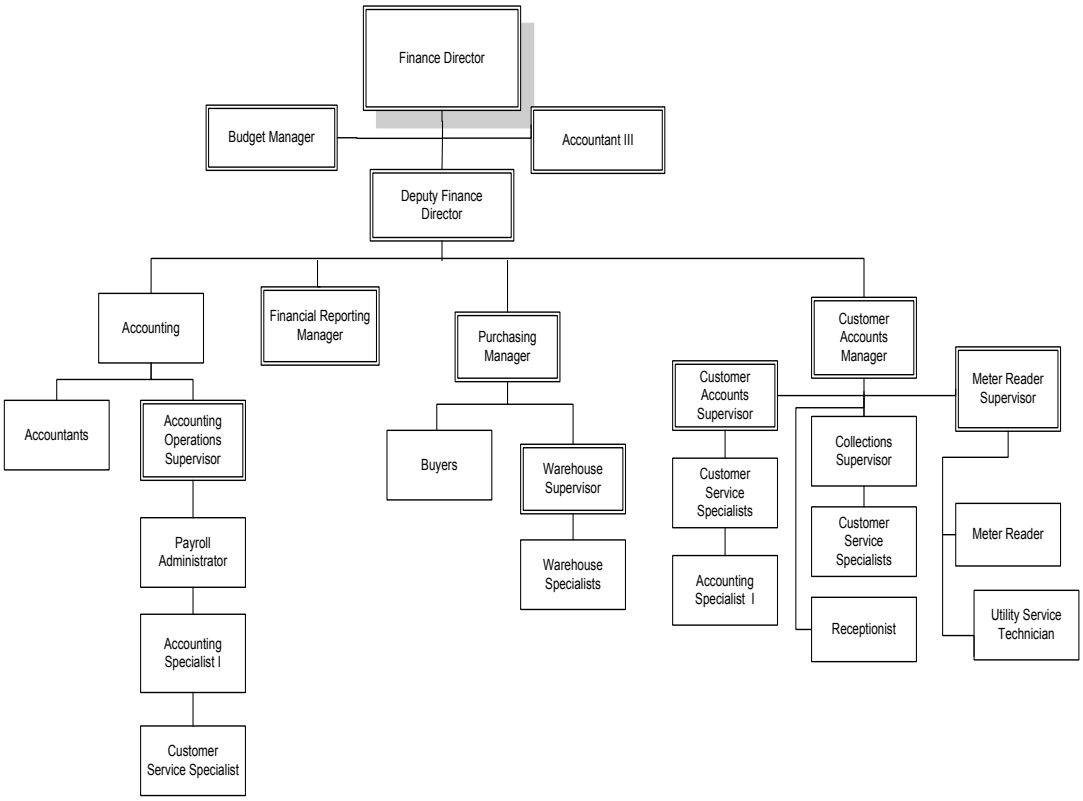
Customer Service
- Generate Bills
- Customer Inquiries
- New Accounts
- Energy Audits
- Terminated Accounts

Meter Reading
- Read Utility Meters
- Disconnects
- Reconnects
- Gate Keeper Program

Procurement
- Bids
- Requisitions
- Purchase orders
- Auction
- Annual contracts

Inventory & Materials Management
- Receive shipments
- Distribution to City departments
- Fuel inventory, monitoring and reports
- Surplus disposal

Organizational Chart



Finance Department

Organization

Total Department Budget

$ 502,217 GF

2,802,955 AL

$ 3,305,172

Finance Department

Accounting Division

Values & Goals

Values & Goals

Values: Excellence in All We Do

Goals:
- Increase governmental and interdepartmental efficiency
- Challenge the concept of "We've always done it that way"; re-invent what we do and how we do it
- Obtain GFOA awards for distinguished budgeting and financial reporting
- Continue excellence in budgeting and financial reporting through achieving distinguished budgeting and financial reporting awards through the GFOA

Value: Fiscal Responsibility

Goals:
- Improve the comprehensive monthly financial report by providing charts and graphs, cash projections, statistical data, and related explanations
- Perform annual reviews and updates to the commission of the City's investment and cash reserve policies
- Maximize investment income by daily monitoring of cash balances

Value: Organizational Development and Self Sufficiency

Goals:
- Provide training opportunities for Sungard financial software
- Provide opportunities for employees to increase their skill level and obtain professional certifications
- Provide follow-up cross-training opportunities for staff to ensure the retention of skills

Value: Employee Empowerment

Goals:
- Keep open lines of communication between management and staff to continue development and improve operations
- Work with staff to ensure that decisions affecting work flow are made at the appropriate level
- Allow staff the time and flexibility to express their opinions

Major Accomplishments:
- Invoicing and payable information has been made available in the document imaging system
- A comprehensive monthly report has been developed which is presented to the directors monthly and to the commission quarterly
- The City began an excellence in customer service campaign with the overall goal of pursuing the Sterling and Malcom Baldridge awards
- The asset management policy was re-written during the fiscal year and approved by the commission
- Over the past year, two staff members are working on their (CGFO) designation, another will begin the certification in the Fall; staff is continually encouraged to obtain professional certifications and relevant training
- Continued cross training of duties for all areas of the department
- Staff attended training for the Sungard payroll and financial reporting modules, allowing enhanced depth and capabilities within the department

Performance Measures

	2009-10	2010-11	2011-12
Management Letter Comments	0	0	0
Single Audit Comments	0	0	0
Correcting Year End Entries	21	10	8
Auditor Adjusting Entries	4	2	1
Policies reviewed and updated	2	2	2
GFOA award for financial reporting (consecutive years)	21	22	23
GFOA budget award (consecutive years)	12	13	14
Financial meetings held:			
Utilities (monthly)	11	12	12
General Fund (quarterly)	3	4	4
Bond Ratings			
Fitch:			
Capital	A+	A+	A+
Electric	A+	A+	A+
Utility	A+	A+	A+
Implied G.O.	AA-	AA-	AA-
Covenant to Budget and Appropriate	A+	A+	A+
Moody's:			
Capital	A3	A3	A3
Electric	A2	A2	A2
Utility	A2	A2	A2
Implied G.O.	Aa3	Aa3	Aa3
Covenant to Budget and Appropriate	A3	A3	A3
S&P:			
Capital	A-	A-	A-
Electric	A+	A+	A+
Utility	A+	A+	A+
Implied G.O.	A+	A+	A+
Covenant to Budget and Appropriate	A+	A+	A+

Personnel Schedule

Classification	**2011**	**Change**	**2012**	**Amount**
Accountant	4.00	0.00	4.00	177,216
Accounting Operations Supervisor	1.00	0.00	1.00	47,091
Accounting Specialist	2.00	(1.00)	1.00	25,418
Budget Manager	1.00	0.00	1.00	51,501
Customer Service Specialist	0.00	1.00	1.00	26,541
Deputy Finance Director[1]	0.40	0.00	0.40	31,798
Finance Director[2]	0.40	0.00	0.40	39,362
Financial Reporting Manager	1.00	0.00	1.00	72,405
Payroll Administrator	1.00	0.00	1.00	40,872
Total	**10.80**	**0.00**	**10.80**	**512,204**

Notes: Allocations
Deputy Finance Director[1]
40%-1331,30%-1334,30%-1366
Finance Director[2]
40%-1331,30%-1334,30%-1366

Finance Department

Accounting Division

Appropriations Detail

Appropriations Detail

Account # 001-1331-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	512,516	511,258	226,872	510,935	512,204
1410	Overtime	0	159	277	0	0
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	37,481	37,183	16,446	35,455	37,236
221x	Retirement	48,899	35,706	19,302	44,268	44,382
23xx	Insurance	48,973	56,057	33,965	76,827	110,439
2410	Workers' Compensation	1,240	1,432	636	1,431	1,435
26xx	Other Payroll Benefits	2,339	513	235	478	757
TOTAL PERSONAL SERVICES		651,448	642,308	297,733	669,394	706,453
OPERATING EXPENSES						
3110	Professional Services	3,312	2,119	1,018	1,500	2,000
3210	Auditing	93,085	100,877	65,500	87,500	87,500
4010	Travel	3,940	3,085	1,514	5,024	4,800
4110	Communication	683	558	0	1,165	0
4210	Postage	4,463	4,469	1,888	5,000	5,000
4310	Utilities	0	15,169	7,050	17,280	15,169
4415	Fleet Lease	1,477	1,504	793	1,585	1,585
4510	Insurance	2,048	3,669	1,869	3,886	3,523
46xx	Repairs & Maintenance Equipment	12,158	11,855	6,097	11,890	10,695
4710	Printing & Binding	1,065	166	0	1,000	1,000
49xx	Other Current Charges	8,763	488	200	390	390
5180	Minor Furniture/Equipment	169	1,311	0	1,000	2,250
52xx	Operating Supplies	6,629	9,026	3,799	8,200	8,020
5410	Publications & Memberships	4,675	2,759	1,318	3,269	3,389
5520	Training	1,970	1,882	1,070	2,740	3,430
TOTAL OPERATING EXPENSES		144,437	158,937	92,116	151,429	148,751
OTHER USES						
9941	Utilities Allocation	(477,531)	(480,748)	(233,909)	(492,494)	(513,123)
TOTAL OTHER USES		(477,531)	(480,748)	(233,909)	(492,494)	(513,123)
TOTAL GENERAL FUND APPROPRIATIONS		318,354	320,497	155,940	328,329	342,081

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	669,394	706,453	37,059	5.54%
Operating Expenses	151,429	148,751	(2,678)	-1.77%
Other Uses	(492,494)	(513,123)	(20,629)	4.19%
TOTALS	328,329	342,081	13,752	4.19%

Significant Budget Changes:
Personal Services increased due to the reclass of an Accounting Specialist to a Customer Service Specialist. This position has been cross-trained to work in the Cashier department if necessary.

Finance Department

Collections Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Provide informative and courteous service to our customers with well-trained, knowledgeable and professional employees
- Continue to cross train staff for flexibility and streamlined processes

Value: Fiscal Responsibility

Goals:
- Strive to maintain accurate entry of payments and update all payment transactions daily
- Improve our collection strategy to reduce bad debts by following up on NSF checks received, credit card charge backs and investigating online collections

Value: A Caring Organization

Goals:
- Promote CURE which provides funds to pay utility bills to eligible customers
- Refer customers to charitable agencies that provide payment assistance
- Maintain a life support listing in customer database to provide additional notice of an interruption in electrical service

Major Accomplishments:
- Cross training between collections and customer service division
- Implementation of FACTA and revision of policies; staff has reduced bad debt by recovering $82,000 that had been sent to collections.
- Implementation of an automated check reader which will assist with batching and updating of daily mail and increase efficiency and accuracy.

Performance Measures

	2009-10	2010-11	2011-12
Payments processed	304,000	303,000	300,000
Bank draft customers	6,000	7,300	7,500
Percent of total customers using bank drafting	25%	25%	25%
Mailed reminder notices	68,000	65,000	57,000
Disconnects processed	5,100	5,000	4,500
Telephone calls	27,000	69,000	70,000
Number of accounts to collection agency	1,650	1,500	1,500
Dollar value of accounts to collection	682,000	587,000	600,000
Dollar value collected	45,000	82,000	85,000
E-payment customers	22,000	24,000	25,000
Percent of total customers using e-payments	5%	5%	5%
Credit card payments	22,000	23,000	25,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Customer Service Specialists	4.00	0.00	4.00	101,754
Collections Supervisor	1.00	0.00	1.00	38,189
Receptionist	1.00	0.00	1.00	20,530
Standby				3,349
Total	**6.00**	**0.00**	**6.00**	**163,822**

Finance Department

Collections Division

Appropriations Detail

Appropriations Detail

Account # 001-1332-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	147,150	183,772	74,377	163,823	163,822
1410	Overtime	4,444	3,770	1,398	4,000	4,000
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	10,285	13,200	5,294	11,246	11,147
221x	Retirement	14,420	12,063	6,100	13,444	13,444
23xx	Insurance	32,138	36,523	20,941	44,290	62,460
2410	Workers' Compensation	363	522	211	449	449
26xx	Employee Benefits	342	314	137	318	318
TOTAL PERSONAL SERVICES		209,142	250,164	108,458	237,570	255,640
OPERATING EXPENSES						
3110	Professional Services	20,945	34,759	8,936	22,000	20,000
4010	Travel	682	830	660	2,429	2,750
41xx	Communication	32,765	31,408	15,351	37,000	23,300
4210	Postage	39,081	28,779	10,559	48,000	11,960
4310	Utilities	0	3,318	1,542	3,500	3,500
4410	Rentals	54	0	366	300	500
4510	Insurance	87	1,863	1,030	1,870	2,056
46xx	Repairs & Maintenance- Equipment	8,180	7,857	10,175	12,136	11,820
4710	Printing & Binding	2,679	1,536	261	108	2,512
49xx	Other Current Charges	139,881	171,138	80,860	166,800	184,280
5180	Minor Furniture/Equipment	0	174	206	110	220
52xx	Operating Supplies	6,045	6,132	2,953	5,000	5,000
5410	Publications & Memberships	258	113	0	0	0
5520	Training	570	655	75	800	950
TOTAL OPERATING EXPENSES		251,227	288,562	132,974	300,053	268,848
CAPITAL OUTLAY						
6410	Machinery & Equipment	2,871	0	0	0	0
TOTAL CAPITAL OUTLAY		2,871	0	0	0	0
OTHER USES						
9941	Utilities Allocation	(457,146)	(531,616)	(239,780)	(529,715)	(501,494)
9950	Contra Expense (Convenience Fees)	0	0	0	0	(16,680)
TOTAL OTHER USES		(457,146)	(531,616)	(239,780)	(529,715)	(518,174)
TOTAL GENERAL FUND APPROPRIATIONS		6,094	7,110	1,652	7,908	6,314

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	237,570	255,640	18,070	7.61%
Operating Expenses	300,053	268,848	(31,205)	-10.40%
Other Uses	(529,715)	(518,174)	11,541	-2.18%
TOTALS	7,908	6,314	(1,594)	-20.16%

Significant Budget Changes:

Operating Expenses decreased due to the transition of the reminder notices to IVR. The impact of convenience fees on credit card usage is unknown at this time. However, a 10% increase was anticipated and is included in the Other Uses category.

Finance Department

Customer Service Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Provide personal customer service by answering all calls timely and courteously
- Continue to cross train and improve staff knowledge and flexibility to serve the customer
- Promote an environment where employees are empowered and feel their contribution to the department is valued

Value: Fiscal Responsibility

Goals:
- Promote internet, recurring credit card process, and auto-pay bank drafting as convenient methods of payments and services to our customers.
- Search, review, and implement ideas to conserve resources, reduce spending and maintain our level of service excellence
- Implement quality assurance assessment

Value: Organizational Development and Self Sufficiency

Goals:
- Develop an organized structure and team that is knowledgeable in both billing and customer service
- Provide training opportunities to employees for personal improvement and career opportunities
- Continue to cross-train all employees to improve the efficiency and level of quality of service

Value: Employee Empowerment

Goals:
- Encourage employees to get involved in planning, projects, procedure development and making changes throughout the organization
- Create a culture where employees are inspired to do their best and where supervisors help them to succeed in doing their best

Major Accomplishments:
- Provided the electrical safety program for over 850 kindergarten children within our service district for the 23rd consecutive year
- Bill print revised with customers' recommendations
- Interactive voice response (IVR) implementation
- Billing division participated in cross training program
- Elimination of paper by sending reminder notification via IVR
- Credit card convenience fee added

Performance Measures:

	2009-10	2010-11	2011-12
Telephone calls	62,182	118,000	115,000
Work orders	117,621	115,000	118,000
New utility service			
Electric	461	307	300
Area lights	24	14	20
Meter Treater	46	39	40
Gas	175	102	130
Water	210	104	150
Irrigation	20	15	17
Reuse water	55	34	45
Solid Waste	61	71	60

Personnel Schedule

Classification	2011	Change	2012	Amount
Accounting Specialist I	3.00	(1.00)	2.00	47,715
Customer Accounts Manager	1.00	0.00	1.00	58,011
Customer Accounts Supervisor	1.00	0.00	1.00	41,933
Customer Service Specialist	8.00	1.00	9.00	236,829
Deputy Finance Director[1]	0.30	0.00	0.30	23,849
Finance Director[2]	0.30	0.00	0.30	29,522
Total	**13.60**	**0.00**	**13.60**	**437,859**

Notes: Allocations
Deputy Finance Director[1]
40%-1331,30%-1334,30%-1366
Finance Director[2]
40%-1331,30%-1334,30%-1366

Capital Outlay Schedule

Description	Amount
Customer Service Renovations	50,000
Total	**50,000**

Finance Department

Customer Service Division

Appropriations Detail

Appropriations Detail — Account # 001-1334-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	504,144	447,838	193,793	446,241	437,859
1410	Overtime	4,280	8,175	3,848	6,000	8,100
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	36,451	33,006	14,451	31,325	31,877
221x	Retirement	45,318	27,769	14,955	35,602	33,899
23xx	Insurance	70,228	61,464	34,956	90,846	134,879
2410	Workers' Compensation	1,226	1,269	550	1,250	1,226
26xx	Other Payroll Benefits	3,194	2,679	1,090	2,718	3,261
	TOTAL PERSONAL SERVICES	664,841	582,200	263,643	613,982	651,101
OPERATING EXPENSES						
3xxx	Professional Services	7,124	66,659	33,806	66,450	71,130
4010	Travel	794	190	0	700	2,100
41xx	Communication	1,484	1,798	248	270	300
4210	Postage	126,026	121,270	67,367	129,600	129,600
4310	Utilities	0	7,111	3,305	8,100	8,000
4410	Rentals	302	366	0	0	0
4415	Internal Fleet Lease	2,268	2,268	5,540	11,079	11,079
4510	Insurance	4,398	3,761	1,790	3,737	3,587
461x	Repairs & Maintenance- Vehicles	1,320	1,320	1,165	2,220	2,220
46xx	Repairs & Maintenance- Equipment	15,044	15,514	6,692	13,620	11,930
4710	Printing & Binding	733	281	0	108	108
4810	Promotional Activities	16	765	1,175	1,627	1,897
49xx	Other Current Charges	286	75	0	0	0
5180	Minor Furniture/Equipment	410	3,300	115	1,000	220
521x	Operating Supplies	36,358	34,351	16,249	32,524	32,724
5230	Fuel Purchase	827	1,261	531	1,200	1,035
5410	Publications & Memberships	109	73	0	5,000	5,000
5520	Training	3,249	417	75	450	450
	TOTAL OPERATING EXPENSES	200,748	260,780	138,058	277,685	281,380
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	0	0	0	0	50,000
6410	Machinery & Equipment	3,590	0	0	0	0
	TOTAL CAPITAL OUTLAY	3,590	0	0	0	50,000
OTHER USES						
9941	Utilities Allocation	(857,693)	(831,774)	(398,950)	(878,138)	(969,888)
	TOTAL OTHER USES	(857,693)	(831,774)	(398,950)	(878,138)	(969,888)
	TOTAL GENERAL FUND APPROPRIATIONS	11,486	11,206	2,751	13,529	12,593

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	613,982	651,101	37,119	6.05%
Operating Expenses	277,685	281,380	3,695	1.33%
Capital Outlay	0	50,000	50,000	100.00%
Other Uses	(878,138)	(969,888)	(91,750)	10.45%
TOTALS	13,529	12,593	(936)	-6.92%

Values & Goals

Value: Excellence in All We Do

Goals:

- Improve access to meters and services, reporting safety and other issues to the proper department to reduce the number of return trips
- Continue to provide customers with high consumption letters and be respectful of their personal property when gaining access to the meters

Value: Organizational Development and Self Sufficiency

Goals:

- Develop an organized structure and team that is knowledgeable in both billing and customer service
- Provide training opportunities to employees for personal improvement and career opportunities
- Continue to cross-train all employees to improve the efficiency and level of quality of service

Value: Employee Empowerment

Goals:

- Encourage employees to get involved in planning, projects, procedure development and making changes throughout the organization
- Create a culture where employees are inspired to do their best and where supervisors help them to succeed in doing their best

Major Accomplishments:

- Each March manually read all radio read meters to verify readings and determine any safety issues
- Assisted the electric department in implementation of a safety process when dealing with meter can issues

Performance Measures:

	2009-10	2010-11	2011-12
Meters Read			
Electric	297,588	279,974	285,000
Gas	142,978	134,886	130,000
Water	216,663	210,759	200,000
Irrigation	17,008	13,890	13,000
Reuse Water	13,555	11,862	11,000
Square Miles of service area:			
Electric	50	50	50
Gas	88	88	88
Water	29	29	29
AMR installed (% of total)	30%	30%	30%
Meter Readers	6	6	6
Meters Read per month per Reader	114,632	108,561	106,500
Rereads	N/A	93	80
Wrong Reads per month per Reader	N/A	35	25

Personnel Schedule

Classification	2011	Change	2012	Amount
Meter Reader Supervisor	1.00	0.00	1.00	44,345
Meter Reader	7.00	0.00	7.00	166,567
Utility Service Technician	2.00	0.00	2.00	62,067
Standby				5,000
Total	**10.00**	**0.00**	**10.00**	**277,979**

Finance Department

Meter Reader Division

Appropriations Detail

Appropriations Detail

Account # 001-1338-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	279,231	282,875	122,835	278,624	277,979
1410	Overtime	12,866	12,257	6,717	12,000	12,000
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	20,691	20,751	9,098	19,087	19,015
221x	Retirement	25,686	18,165	9,555	22,849	21,945
23xx	Insurance	49,815	54,339	32,392	73,189	108,289
2410	Workers' Compensation	3,485	4,686	2,050	4,405	4,394
26xx	Other Payroll Benefits	608	621	194	636	444
	TOTAL PERSONAL SERVICES	392,382	393,694	182,841	410,790	444,066
OPERATING EXPENSES						
4010	Travel	0	0	0	300	300
41xx	Communication	2,876	2,309	1,179	2,694	2,760
4210	Postage	173	336	86	150	200
4310	Utilities	0	1,422	661	1,620	1,500
4415	Internal Fleet Lease	14,756	15,950	8,244	16,488	16,489
4510	Insurance	5,318	3,984	1,906	4,023	3,845
46xx	Repairs & Maintenance- Vehicles	13,242	13,087	5,995	11,880	11,880
463x	Repairs & Maintenance- Equipment	1,030	1,290	515	1,030	920
4920	Other Current Charges	77	0	0	250	250
4945	Injury/Damage to others	0	67	0	0	0
5180	Minor Furniture/Equipment	0	161	0	20,100	20,200
5210	Operating Supplies	5,266	3,247	1,977	5,357	5,357
5215	Uniforms	2,695	4,029	598	3,825	3,825
5230	Fuel Purchases	15,860	15,637	7,674	20,000	16,370
5520	Training	0	0	0	600	600
	TOTAL OPERATING EXPENSES	61,293	61,519	28,835	88,317	84,496
OTHER USES						
9941	Utilities Allocation	(453,673)	(452,212)	(211,676)	(499,107)	(528,562)
	TOTAL OTHER USES	(453,673)	(452,212)	(211,676)	(499,107)	(528,562)
TOTAL GENERAL FUND APPROPRIATIONS		2	3,001	0	0	0

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	410,790	444,066	33,276	8.10%
Operating Expenses	88,317	84,496	(3,821)	-4.33%
Other Uses	(499,107)	(528,562)	(29,455)	5.90%
TOTALS	0	0	0	0.00%

Finance Department

Procurement Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Learn from past projects to improve our processes
- Prepare professional and complete documents in order to minimize the number of addendums issued during the bid process
- Maintain proper files for easy accessibility
- Work with City departments to assist them with meeting their project goals that involve procurement
- Improve operational efficiencies through the use of technology and implementation of innovative programs
- Regularly audit existing work processes and programs to ensure the division is operating as efficiently as possible

Value: Open, Accessible Government

Goals:
- Increase participation in City procurement opportunities through vendor contact and classes
- Educate current and potential vendors on the use of our online bid system
- Respond in a timely manner to requests for information
- Establish written procedures related to the procurement process for vendors to reference

Value: Fiscal Responsibility

Goals:
- Consolidate services used by departments to realize economies of scale
- Actively promote and participate in cooperative purchasing opportunities with other government agencies
- Monitor purchase requisitions to ensure compliance with purchasing policies and procedures
- Assist City departments with pricing
- Encourage use of different procurement methods to realize greater fiscal benefits to the City
- Implement an efficient vendor outreach program to promote the City and ultimately increase competition to obtain best pricing

Value: Professionalism

Goals:
- Continue in-house training for Purchasing staff and other City employees
- Continue to use a fair and equitable evaluation process for quotes and formal procurements
- Stay current on industry news and information through participation in professional organizations

Value: Organizational Development and Self Sufficiency

Goal:
- Provide necessary training and education to allow employees to excel in their positions
- Meet City mandated training requirements

Value: Employee Empowerment

Goal:
- Establish parameters of authority and grant authority to make decisions when appropriate
- Hold regular staff meetings to disseminate information to employees so they can make informed decisions
- Provide staff access to the resources they need to improve the knowledge and skills related to their position

Major Accomplishments

Major Accomplishments:

- Hosted the 2011 Purchasing Offices of Lake (POOL) Reverse Vendor Trade Show as a vendor outreach program
- Met requirements of City Departments for formal solicitations

Performance Measures

	2009-10	2010-11	2011-12
Sealed bids	32	28	35
Annual contracts	3	4	6
Purchase requisitions processed	800	556	430
Purchase orders processed	1,300	1,051	980
Request for proposals	5	14	10
Request for qualifications	2	2	4
Informal request for quotations	900	874	775
Auction proceeds	65,000	72,000	54,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Buyer	2.00	0.00	2.00	73,631
Deputy Finance Director[1]	0.30	0.00	0.30	23,850
Finance Director[2]	0.30	0.00	0.30	29,522
Purchasing Manager	1.00	0.00	1.00	76,232
Total	**3.60**	**0.00**	**3.60**	**203,235**

Notes: Allocations
Deputy Finance Director[1]
40%-1331,30%-1334,30%-1366
Finance Director[2]
40%-1331,30%-1334,30%-1366

Finance Department

Procurement Division

Appropriations Detail

Appropriations Detail — Account # 001-1366-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	209,204	208,925	95,058	203,235	203,235
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	15,653	15,574	7,084	13,605	15,147
221x	Retirement	19,070	13,664	7,599	17,059	17,058
23xx	Insurance	12,946	14,318	8,607	19,314	35,662
2410	Workers' Compensation	506	585	266	569	569
262x	Other Payroll Benefits	2,279	1,767	805	1,734	2,088
	TOTAL PERSONAL SERVICES	259,658	254,833	119,419	255,516	273,759
OPERATING EXPENSES						
4010	Travel	639	444	165	1,601	1,600
41xx	Communication	1,339	885	603	760	760
4210	Postage	216	149	121	200	200
4310	Utilities	0	5,058	2,202	5,000	5,000
4510	Insurance	1,118	1,712	787	1,662	1,545
463x	Repairs & Maintenance- Equipment	4,701	4,553	2,380	4,670	4,120
4710	Printing & Binding	0	0	0	225	75
4911	Advertising	0	0	26	200	100
5180	Minor Furniture/Equipment	0	249	0	300	300
5210	Operating Supplies	1,216	2,185	1,231	2,500	2,500
5215	Uniforms	0	40	0	240	240
5410	Publications & Memberships	674	614	505	630	630
5520	Training	125	5,260	6,000	6,900	900
	TOTAL OPERATING EXPENSES	10,028	21,149	14,020	24,888	17,970
OTHER USES						
9941	Utilities Allocation	(187,656)	(192,037)	(78,730)	(165,438)	(160,451)
	TOTAL OTHER USES	(187,656)	(192,037)	(78,730)	(165,438)	(160,451)
TOTAL GENERAL FUND APPROPRIATIONS		82,030	83,945	54,709	114,966	131,278

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	255,516	273,759	18,243	7.14%
Operating Expenses	24,888	17,970	(6,918)	-27.80%
Other Uses	(165,438)	(160,451)	4,987	-3.01%
TOTALS	114,966	131,278	16,312	14.19%

Significant Budget Changes:
The Operating Expenses category decreased due to a reduction in training expenses.

Values & Goals

Value: Excellence in All We Do

Goals:
- Provide excellent customer service by answering all requests and inquiries within twenty-four hours
- Prepare professional and complete documents
- Maintain proper files for easy accessibility, and provide copies of documents requested by customers
- Inform City staff as to the items inventoried and available from the warehouse

Value: Fiscal Responsibility

Goals:
- Provide cost-effective materials management for efficient storage and handling of materials and supplies to be redistributed to the City
- Ensure total value and quantity accountability through cyclic inventories
- Maintain a salvage and reclamation program to dispose of scrap materials and generate revenue as a means of investment recovery
- Monitor stocking levels to minimize overstocking and tying up cash reserves in inventory

Value: Professionalism

Goals:
- Ensure that the established rules and guidelines that apply to the movement, storage and control of all materials owned by the organization, or for which it has responsibility, are upheld at all times
- Reduce obsolete stock to less than 10% by the end of the year
- Analyze inventory data to set acceptable stocking levels based on defined parameters

Value: Organizational Development and Self Sufficiency

Goals:
- On-going in-house training for warehouse staff

Value: Employee Empowerment

Goals:
- Empower staff to confidently make decisions based on established policies and procedures

Major Accomplishments:
- Started segregation of utility inventories into separate inventory accounts in the general ledger

Performance Measures:

	2009-10	2010-11	2011-12
Inventory receipts	1,400	2,544	2,100
Inventory dollar value received	$1,200,000	$6,415,753	$3,700,000
Individual issues/returns	13,000	11,430	11,500
Average Individual issues per requisition	4.0	3.23	3.0
Inventory dollar value issued	$1,300,000	$2,203,712	$1,500,000
Revenue- sales of scrap	$95,000	$89,182	$72,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Warehouse Supervisor	1.00	0.00	1.00	32,032
Warehouse Specialist	2.00	0.00	2.00	47,965
Total	**3.00**	**0.00**	**3.00**	**79,997**

Finance Department

Warehouse Division

Appropriations Detail

Appropriations Detail — Account # 001-1369-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	84,267	76,042	35,626	83,970	79,997
1410	Overtime	191	147	97	0	0
1530	Bonuses/Incentives	0	0	0	0	0
211x	FICA	6,025	5,450	2,569	5,935	5,744
221x	Retirement	8,387	5,400	2,788	7,533	6,261
23xx	Insurance	16,180	14,020	9,522	23,056	27,729
2410	Workers' Compensation	2,853	3,167	1,485	3,493	3,328
26xx	Other Employee Benefits	0	0	24	0	48
	TOTAL PERSONAL SERVICES	117,903	104,226	52,111	123,987	123,107
OPERATING EXPENSES						
3410	Contract Services	0	427	495	0	0
4010	Travel	0	0	50	0	0
41xx	Communication	195	474	137	300	300
4415	Internal Fleet Lease	3,853	3,853	1,478	2,957	2,957
4510	Insurance	872	922	430	913	834
461x	Repairs & Maintenance- Vehicles	660	946	415	1,060	960
4620	Repairs & Maintenance- Building	180	399	0	750	5,100
46xx	Repairs & Maintenance- Equipment	1,080	2,259	490	1,055	830
4710	Printing & Binding	0	0	0	0	0
5180	Minor Furniture/Equipment	0	310	0	750	3,300
5210	Operating Supplies	1,825	927	145	1,000	1,000
5215	Uniforms	702	374	205	1,000	1,000
	TOTAL OPERATING EXPENSES	9,367	10,891	3,845	9,785	16,281
OTHER USES						
9941	Utilities Allocation	(116,243)	(105,143)	(49,503)	(118,341)	(129,437)
	TOTAL OTHER USES	(116,243)	(105,143)	(49,503)	(118,341)	(129,437)
TOTAL GENERAL FUND APPROPRIATIONS		11,027	9,974	6,453	15,431	9,951

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	123,987	123,107	(880)	-0.71%
Operating Expenses	9,785	16,281	6,496	66.39%
Other Uses	(118,341)	(129,437)	(11,096)	9.38%
TOTALS	15,431	9,951	(5,480)	-35.51%

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Human Resources Department

Organization

Jakki Cunningham Perry, Human Resources/Safety Director

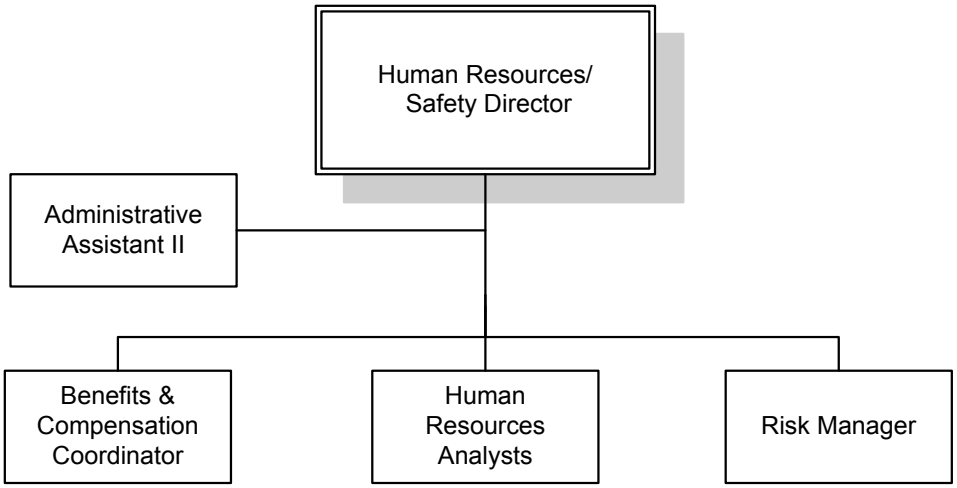
The Human Resources Department is responsible for recruitment, employment, workers' and unemployment compensation, training, firefighter union negotiations, personnel policies and procedures, risk management and safety/training. Other services include: monitor/coordinate with contracted agencies for surveys and studies of salaries and fringe benefits, represent the City in personnel matters, and provide administrative service to the City Manager.

Responsibilities:

Management
- ·Recruitment & testing
- ·Insurance administration
- ·Employment
- ·Workers' compensation
- ·Performance appraisal system
- ·Wage & salary administration
- ·Employee & retiree benefits
- ·Counseling
- ·Federal employment law compliance
- ·Management training

Risk Management/Safety
- ·Compliance
- ·Record keeping
- ·Training
- ·Inspections
- ·Loss prevention/control
- ·Policy reviews/management (insurance)
- ·Reporting

Organizational Chart



Total Department Budget

$ 345,962 GF
194,604 AL
$ 540,566

Human Resources Department

Human Resources/ Safety Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Assist in coordinated effort to establish a City-wide benchmarking program
- Provide opportunities for employees to increase skill level and obtain professional certifications
- Revise current safety policies and procedures

Value: A Caring Organization

Goals:
- Continue to identify changes needed to minimize impact of escalating claims
- Modify group health plan design to reduce the cost to the City while maintaining high benefit level to employees
- Modify group health plan design to create synergy with employee wellness center
- Continue to promote/encourage employee/retiree participation in wellness center

Value: Organizational Development and Self Sufficiency

Goals:
- Review/revise/re-format all current job descriptions
- Complete Skill Based Pay program for remainder of general fund departments
- Revise safety policies & procedures
- Continually modify wellness opportunities for employees

Value: Employee Empowerment

Goals:
- Identify and implement cross-training opportunities City-wide
- Mandate "Vision" training for all current employees
- Keep open lines of communication between management and staff to continue leading edge status and improve operations

Major Accomplishments:

- Opened employee wellness center – 80% utilization by City staff
- Revised personnel policies adopted by City Commission; held meetings with employees throughout the City
- Skill Based Pay Implemented in all utility departments
- Implemented City of Leesburg Leadership Development Academy

Performance Measures:

	2009-10	2010-11	2011-12
Days to process applications	2	1	1
Days positions advertised	15	10	7
Days from department receipt to start date	12	10	10
Percentage positions vacant	5	5	3

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Asst. II	1.00	0.00	1.00	30,992
Benefits & Compensation Coordinator	1.00	0.00	1.00	47,923
Human Resources Analyst	2.00	0.00	2.00	82,076
Human Resources/Safety Director	1.00	0.00	1.00	93,018
Risk Manager	1.00	0.00	1.00	59,010
Total	**6.00**	**0.00**	**6.00**	**313,019**

Human Resources Department

Human Resources/ Safety Division

Appropriations Detail

Appropriations Detail — Account # 001-1437-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	324,509	322,212	144,443	313,019	313,019
1410	Overtime	86	96	0	300	300
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	23,769	23,250	10,408	21,252	22,596
221x	Retirement	31,266	23,630	12,459	27,991	28,078
23xx	Insurance	26,442	27,286	17,488	36,301	51,026
2410	Workers' Compensation	785	902	404	876	876
26xx	Other Payroll Benefits	2,465	3,986	1,861	3,977	5,399
TOTAL PERSONAL SERVICES		409,322	401,362	187,063	403,716	421,294
OPERATING EXPENSES						
31xx	Professional Services	61,565	54,229	24,529	71,000	61,940
3410	Contract Services	0	0	0	2,000	1,000
4010	Travel	3,319	2,628	121	2,000	1,000
41xx	Communication	1,818	999	483	1,500	510
4210	Postage	1,865	1,021	348	2,500	1,500
4310	Utilities	0	5,214	2,424	6,200	6,300
4510	Insurance	2,166	2,266	1,019	2,253	2,047
461x	Repairs & Maintenance- Vehicles	0	0	0	0	0
46xx	Repairs & Maintenance- Equipment	6,514	6,907	3,088	6,900	6,300
4710	Printing & Binding	423	303	5,692	5,200	2,000
4810	Promotional Activities	2,979	3,133	1,208	3,500	3,600
49xx	Advertising	6,329	514	365	5,250	4,200
4920	Other Current Charges	0	1,126	448	2,000	2,000
4930	Recognitions & Awards	0	7,892	4,290	10,000	10,000
5180	Minor Furniture/Equipment	654	314	0	250	200
5210	Operating Supplies	18,607	4,894	2,479	15,000	13,000
5215	Uniforms	0	280	0	0	0
5230	Fuel Purchases	0	65	0	0	100
5410	Publications & Memberships	1,679	340	500	1,500	1,075
552x	Training	988	1,785	2,446	3,500	2,500
TOTAL OPERATING EXPENSES		108,906	93,910	49,440	140,553	119,272
OTHER USES						
9941	Utilities Allocation	(160,651)	(148,582)	(99,330)	(228,593)	(194,604)
TOTAL OTHER USES		(160,651)	(148,582)	(99,330)	(228,593)	(194,604)
TOTAL GENERAL FUND APPROPRIATIONS		357,577	346,690	137,173	315,676	345,962

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	403,716	421,294	17,578	4.35%
Operating Expenses	140,553	119,272	(21,281)	-15.14%
Other Uses	(228,593)	(194,604)	33,989	-14.87%
TOTALS	315,676	345,962	30,286	9.59%

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Information Technology Department

Organization

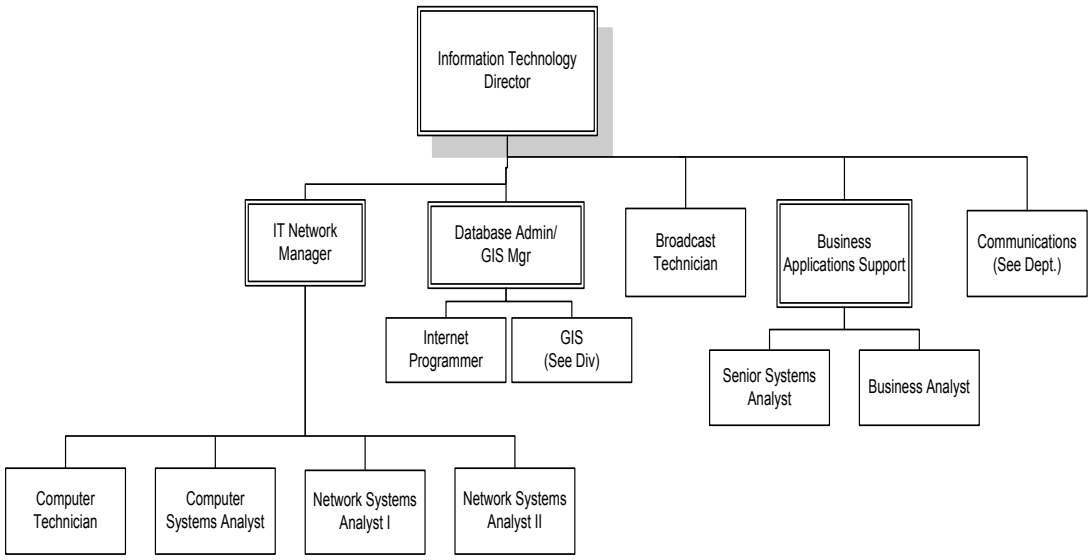
Stan Carter, Information Technology Director

The Information Technology Department supports City operations through the application of effective and efficient technology. IT provides current information and communications technologies for the decision making process in an accurate and timely manner. Services include web-site development, system maintenance, training, City-wide computer and communications access, hardware installation, setup, maintenance, and coordination of all computer software and telephone related expenditures.

Responsibilities:

- Hardware and software standards
- Integration of information systems
- Data integrity
- Communications systems
- Pagers, telephones, cellular phones, remote portable devices, and modems
- Specifications and installation of all computer equipment
- PC repairs and maintenance
- Portable personal information manager
- Customized reporting
- Software installation
- Assist and train users
- Analyze and recommend new systems as required

Organizational Chart



Total Department Budget

$ 338,754 GF

1,552,219 AL

$1,890,973

Information Technology Department

Information Systems Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Provide the best possible service, quality, and innovations in information technology at the lowest possible cost ensuring that the City will continue providing the highest quality of service to our community
- Ensure all mission-critical hardware and software systems continue to function at least 97% of the time
- Ensure the integrity of the City's relational database management system by providing technical management of data input through software control
- Implement new OneSolution Financial software by September 2012

Value: Open, Accessible Government

Goals:

- Continue to improve City services provided via the Internet, delivering new online City Hall features by expanding and improving current City website throughout the year

Value: Organizational Development and Self Sufficiency

Goals:

- Provide training and cross-training to instill confidence and challenge team members to continually strive to streamline procedures and improve performance

Value: Employee Empowerment

Goals:

- Encourage growth, promote ownership, and support independent decision making
- Empower and encourage all team members to make independent decisions
- Empower staff to use individual talents and skills and encourage entrepreneurship

Major Accomplishments:

- Implemented IVR (interactive voice response) system for Customer Service
- Implemented Image Cash Lettering – for Customer Service/Collections electronic submittal of utility check payments to the bank
- Implemented new OneSolution Building Permits, Planning and Engineering, Business Tax, and Code Enforcement systems
- Upgraded iSeries computer hardware and new backup software
- Implemented utilities' locators' field access to GIS systems via wireless laptops

Performance Measures:

	2009-10	2010-11	2011-12
PC network systems availability	99.0%	99.0%	99.0%
AS/400 system availability	99.0%	99.0%	99.0%
Host computer applications supported	39	41	41
PC applications supported	90	95	101
System users supported	443	445	454
PC workstations supported	462	460	470
Printers supported	159	155	151
In-house training sessions	63	75	150
Equipment installations/relocations	142	175	160

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II	1.00	(1.00)	0.00	0
Business Analyst	0.00	1.00	1.00	32,635
Business Applications Supoort	0.00	1.00	1.00	80,309
Broadcast Technician	1.00	0.00	1.00	25,875
Computer Systems Analyst	0.00	1.00	1.00	39,645
Computer Technician	0.00	1.00	1.00	32,635
Database Administrator/GIS Mgr.[1]	0.50	0.00	0.50	35,631
Information Technology Director	1.00	0.00	1.00	89,461
Internet Programmer	1.00	0.00	1.00	47,757
IT Network Manager	0.00	1.00	1.00	56,014
Network LAN/WAN Administrator	1.00	(1.00)	0.00	0
Network System Analyst I	0.00	1.00	1.00	47,278
Network System Analyst II	0.00	1.00	1.00	49,795
Network Technician I	1.00	(1.00)	0.00	0
Network Technician II	3.00	(3.00)	0.00	0
Senior Systems Analyst	2.00	(1.00)	1.00	67,993
Standby				3,640
Total	**11.50**	**0.00**	**11.50**	**608,668**

Notes: Allocations
Database Administrator/GIS Mgr.[1]
50%-1633-513,50%-1731-539

Capital Outlay Schedule

Description	Amount
Information Technology Equipment	
Servers	30,000
Data Storage	95,000
Communication Electronics	30,000
Copier	5,500
Meter Reading Handheld Devices (8)	41,000
PBX Replacement Phase 2	125,000
Total	**326,500**

Information Technology Department

Information Systems Division

Appropriations Detail

Appropriations Detail — Account #001-1633-513

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	675,453	648,408	272,056	630,084	608,668
1310	Temporary Labor	0	0	0	0	32,323
1410	Overtime	16,821	11,610	8,602	12,000	15,000
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	51,180	48,503	20,730	42,906	47,997
221x	Retirement	64,824	45,507	22,980	55,290	49,248
23xx	Insurance	56,764	58,635	33,604	81,470	112,879
2410	Workers' Compensation	1,662	1,837	778	1,754	1,694
26xx	Other Payroll Benefits	3,131	4,628	2,172	4,490	7,288
	TOTAL PERSONAL SERVICES	869,835	819,128	360,922	827,994	875,097
OPERATING EXPENSES						
3xxx	Professional Services	43,032	45,117	11,326	46,000	36,000
4010	Travel	4,869	6,574	252	7,500	7,500
41xx	Communication	28,092	31,074	7,949	24,000	23,000
4210	Postage	305	209	94	0	200
4310	Utilities	58,455	78,033	39,993	93,154	93,154
4410	Rentals	9,456	0	15,000	30,000	30,000
4415	Internal Fleet Lease	2,471	2,471	8,803	17,605	17,605
4510	Insurance	12,798	11,493	5,428	11,377	10,187
461x	Repairs & Maintenance- Vehicles	3,532	1,320	1,110	2,220	2,220
4620	Repairs & Maintenance- Building	0	0	0	1,000	1,000
46xx	Repairs & Maintenance- Equipment	465,088	482,644	385,625	524,026	517,825
4710	Printing & Binding	44	0	0	0	0
49xx	Advertising-Other Ads	0	21,873	28	0	0
5180	Minor Furniture/Equipment	1,250	3,770	0	0	0
52xx	Operating Supplies	250,619	144,885	40,283	169,760	105,055
5230	Fuel Purchases	122	59	54	200	100
5410	Publications & Memberships	1,240	2,131	748	1,275	1,050
5520	Training	12,696	24,127	5,386	30,000	25,000
	TOTAL OPERATING EXPENSES	894,069	855,780	522,079	958,117	869,896
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	0	58,369	0	0	0
6410	Machinery & Equipment	43,443	117,942	128,578	335,000	326,500
6411	Computer Purchases	154,118	0	0	0	0
	TOTAL CAPITAL OUTLAY	197,561	176,311	128,578	335,000	326,500
OTHER USES						
9916	Computer Maintenance Charges	(229,200)	(224,200)	(116,910)	(233,820)	(180,520)
9941	Utilities Allocation	(1,765,317)	(1,559,563)	(804,534)	(1,585,432)	(1,552,219)
	TOTAL OTHER USES	(1,994,517)	(1,783,763)	(921,444)	(1,819,252)	(1,732,739)
	TOTAL GENERAL FUND APPROPRIATIONS	(33,052)	67,456	90,135	301,859	338,754

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	827,994	875,097	47,103	5.69%
Operating Expenses	958,117	869,896	(88,221)	-9.21%
Capital Outlay	335,000	326,500	(8,500)	-2.54%
Other Uses	(1,819,252)	(1,732,739)	86,513	-4.76%
TOTALS	301,859	338,754	36,895	12.22%

Significant Budget Changes:
Personal Services increased due to the proposed reorganization of this department. The reduction in Operating Expenses is attributable to the reduction in Professional Services (3410) and Operating Supplies (5210).

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Geographic Information Systems Department

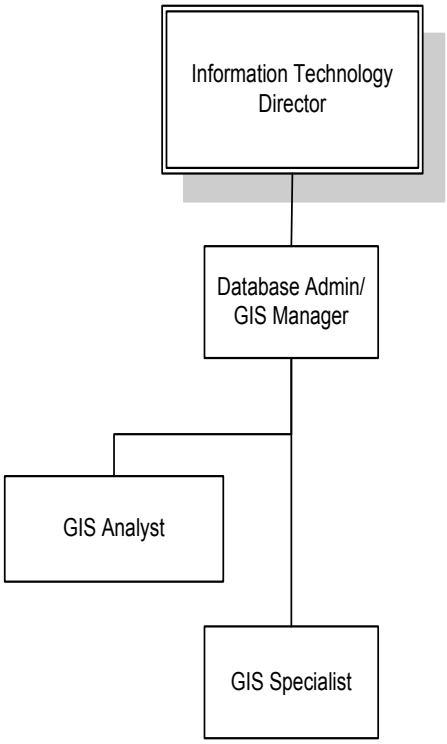
Stan Carter, Information Technology Director

The GIS Division provides design, drafting, mapping, and technical support to the six city's utility systems, which include electric, gas, water, wastewater, stormwater, and communications. Field surveying and project stake out services are provided in support of city capital projects, airport leases, transportation planning, and for the utilities.

Responsibilities:

- GIS System
- Mapping
- Field surveys
- Easements
- AutoCAD

Organizational Chart



Organization

Total Department Budget

$ 36,237 GF

326,130 AL

$362,367

Geographic Information Systems Department

GIS Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Bring all GIS databases up to the same level of detail
- Finalize digital submittal standards for as-builts

Value: Open, Accessible Government

Goals:
- Create public oriented and interactive websites utilizing GIS data thus reducing the amount of work requests
- Enable web based editing through ArcGIS Server by July 2012

Value: Organizational Development and Self Sufficiency

Goals:
- Enable greater analysis and utilization for GIS data across departments
- Streamline data gathering and processing using GPS technology

Major Accomplishments:

- All water valves have been recorded into the GPS system
- All main gas components have been recorded into the GPS system
- Established storm water database
- Starting to receive more requests for analyzed data
- Greatly increased accuracy of utility data using GPS technology

Performance Measures:

	2009-10	2010-11	2011-12
Days to Complete Work orders	7	5	5
Work Requests	300	200	250

Personnel Schedule

Classification	2011	Change	2012	Amount
Database Admin/GIS Mgr[1]	0.50	0.00	0.50	35,631
Electric Analyst	0.00	0.00	0.00	0
GIS Analyst	0.00	1.00	1.00	61,131
GIS Coordinator	1.00	(1.00)	0.00	0
GIS Specialist II	2.00	(2.00)	0.00	0
GIS Specialist	0.00	3.00	3.00	138,819
Total	**3.50**	**1.00**	**4.50**	**235,581**

Allocations:
Database Admin/GIS Mgr[1]
50%-1633-513
50%-1731-539

Capital Outlay Schedule

Description	Amount
GPS Handheld Unit	6,000
Total	**6,000**

Geographic Information Systems Department

GIS Division

Appropriations Detail

Appropriations Detail — Account # 001-1731-539

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
12xx Regular Salaries & Wages	284,382	201,591	97,135	173,066	235,581
1310 Temporary Labor	0	0	0	0	6,904
1410 Overtime	91	0	84	0	1,000
15xx Bonuses/Incentives	0	0	0	0	0
2110 FICA	21,097	14,874	7,213	12,573	18,105
221x Retirement	27,662	14,289	8,713	15,525	21,131
23xx Insurance	28,036	21,161	13,073	24,377	46,429
2410 Workers' Compensation	2,245	565	272	485	679
262x Other Payroll Benefits	754	184	305	0	1,472
TOTAL PERSONAL SERVICES	364,267	252,664	126,795	226,026	331,301
OPERATING EXPENSES					
31xx Professional Services	0	22,946	759	10,000	0
4010 Travel	1,188	71	0	0	1,500
41xx Communication	2,231	0	0	0	0
4210 Postage	42	69	0	300	100
4310 Utilities	4,886	0	0	0	0
4415 Internal Fleet Lease	3,557	0	0	0	0
4510 Insurance	4,191	1,599	644	1,556	1,266
461x Repairs & Maintenance- Vehicles	1,320	0	0	0	0
46xx Repairs & Maintenance- Equipment	21,306	16,055	8,055	16,000	15,200
4710 Printing & Binding	0	291	0	0	0
5180 Minor Furniture/Equipment	0	26	4,998	0	0
5210 Operating Supplies	3,739	3,153	1,031	4,000	3,000
5215 Uniforms	343	0	0	350	0
5230 Fuel Purchases	133	0	0	0	0
5410 Publications & Memberships	109	123	0	0	1,000
5520 Training	5,027	2,793	4,550	5,000	3,000
TOTAL OPERATING EXPENSES	48,072	47,126	20,037	37,206	25,066
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	6,400	0	6,000	6,000
TOTAL CAPITAL OUTLAY	0	6,400	0	6,000	6,000
OTHER USES					
9941 Utilities Allocation	(371,107)	(275,569)	(108,915)	(242,309)	(326,130)
9950 Contra Expense	0	0	(25,815)	0	0
TOTAL OTHER USES	(371,107)	(275,569)	(134,730)	(242,309)	(326,130)
TOTAL GENERAL FUND APPROPRIATIONS	41,232	30,621	12,102	26,923	36,237

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	226,026	331,301	105,275	46.58%
Operating Expenses	37,206	25,066	(12,140)	-32.63%
Capital Outlay	6,000	6,000	0	100.00%
Other Uses	(242,309)	(326,130)	(83,821)	34.59%
TOTALS	26,923	36,237	9,314	34.59%

Significant Budget Changes:
The Personal Services category increased due moving the Electric Analyst, which is proposed to be reclassed to a GIS Analyst with the proposed reorganization of this division, from the Electric department (1062). Operating Expenses decreased due to a reduction in Professional Services (3410).

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Airport Department

Organization

Charlie Weller, Airport Manager

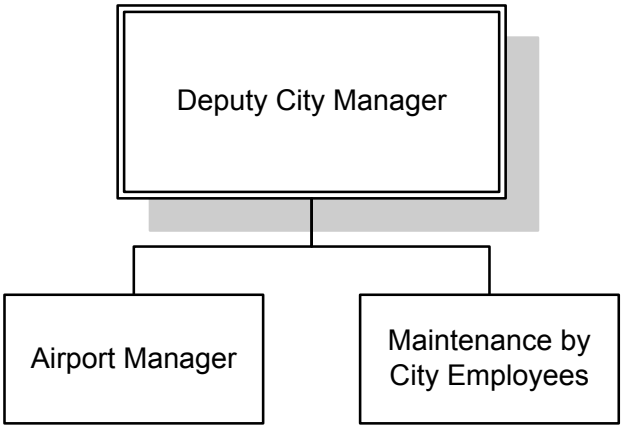
The Airport Department is responsible for management of the Leesburg International Airport as well as long and short-range planning.

Responsibilities:

Operations
- ·Planning and development
- ·Leases
- ·Out parcels
- ·FAA & FDOT compliance
- ·Grant administration
- ·Capital project coordination

Maintenance
- ·Landscape
- ·Hangars
- ·Facilities
- ·Runways

Organizational Chart



Total Department Budget

$ 655,466 GF

Airport Department

Operations Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Search out and utilize all available opportunities to promote Leesburg International Airport as a first-class, medium-sized general aviation facility to the flying public and the Aerospace and Aviation Industry
- Through partnership with Embry-Riddle Aeronautical University, identify, target, and contact specific companies within the Aerospace Industry who are interested in expanding into the Central Florida area
- Implement Phase II of the Master Security Plan
- Work with tenants to maintain or improve landscaping and exterior of buildings
- Continue beautification process of City-owned buildings and City-landscaped areas
- Strive to make lasting and quality improvements to infrastructure and buildings

Value: Open, Accessible Government

Goals:
- Attend Continuing Florida Aviation System Planning Process (CFASPP) meetings
- Offer tours to residents of Lake County and the City of Leesburg
- Respond to complaints on a timely basis
- Schedule and attend all Airport Advisory Board Meetings
- Hold periodic meetings with airport tenants to discuss operations and promote exchange of ideas
- Hold monthly meetings for area pilots to promote aviation safety on the ground and in the air
- Give lectures regarding current status of the airport and proposed development to aero clubs
- Conduct airport tours and educational classes to school children grades 1-12

Value: Fiscal Responsibility

Goals:
- Continue to develop vacant airport land to increase revenue
- Increase fuel sales by 5%
- Operate within budget by monitoring expenditures
- Continue to attract aviation-related businesses to locate at Leesburg International Airport to promote “one stop shopping concept”
- Monitor lease payments for prompt payment
- Adjust lease rates based on tenant leases

Major Accomplishments:
- Completed Phase IV of runway 13/31 extension project
- Completed Overlay of R-03/21, Taxiway “K”, “B”, and “J”
- Added new Taxiway (Taxiway “E”) between R-03 and Taxiway “K”
- Installed nine (9) new airside direction signs and three new four- bar PAPI’s on R-03, R-2 & R-31
- Installed new windsock at the end of R-31
- Assisted with development of vision for L.E.A.P. and F.E.A.T. Park
- Held two day airport visioning session in conjunction with Embry Riddle Aeronautical University

Performance Measures

	2009-10	2010-11	2011-12
Airport activity operations			
General aviation local	30,000	31,500	32,500
General aviation transit	20,000	22,000	23,000
Percentage of City hangars leased	100%	100%	100%
Percentage of hangar sites leased	100%	100%	100%
Percentage of commercial property leased	90%	90%	90%
Safety incidents	1	1	1
Fuel sales (AvGas & Jet A)	440,000	600,000	500,000
Airport employment	370	360	350
Construction projects completed	3	1	0

Personnel Schedule

Classification	2011	Change	2012	Amount
Airport Manager	1.00	0.00	1.00	53,227
Total	**1.00**	**0.00**	**1.00**	**53,227**

Capital Outlay Schedule

Description	Amount
Refurbish NDB	16,000
Total	**16,000**

Airport Department

Operations Division

Appropriations Detail

Appropriations Detail — Account #001-1821-542

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	52,768	53,218	27,227	53,227	53,227
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	4,036	4,064	2,083	4,072	4,072
221x	Retirement	5,255	3,965	2,130	4,774	4,774
23xx	Insurance	99	261	264	95	602
2410	Workers' Compensation	1,392	1,516	773	1,512	1,512
26xx	Other Payroll Benefits	0	5	0	0	0
	TOTAL PERSONAL SERVICES	63,550	63,029	32,477	63,680	64,187
OPERATING EXPENSES						
31xx	Professional Services	8,211	270	1,600	6,000	6,000
3410	Contract Services	148,134	144,658	156,749	145,000	145,000
4010	Travel	0	261	1,164	0	0
41xx	Communication	9,215	8,090	3,651	7,512	11,288
4210	Postage	347	581	75	550	550
4310	Utilities	89,402	85,513	41,334	86,644	88,784
4410	Rentals	50	50	435	300	300
4415	Internal Fleet Lease	12,572	11,449	5,639	11,277	11,278
4510	Insurance	22,279	18,840	11,016	18,272	16,800
461x	Repairs & Maintenance- Vehicles	5,336	5,280	2,708	5,600	5,600
4620	Repairs & Maintenance- Building	25,661	49,766	16,551	58,916	46,869
4625	Repairs & Maintenance- Non- Build	141,752	144,623	63,890	164,000	158,900
46xx	Repairs & Maintenance- Equipment	15,913	11,455	2,966	15,360	16,060
4710	Printing & Binding	44	266	591	200	150
4810	Promotional Activities	2,468	1,729	0	2,450	2,900
4911	Advertising	335	252	84	400	350
492x	Other Current Charges & Skybolt	275	50	347	250	500
4945	Injury/ Damage to Others	0	1,555	0	0	0
4980	Taxes	25,759	74,784	45,038	51,250	46,450
5180	Minor Furniture/Equipment	0	0	675	0	1,000
5210	Operating Supplies	6,061	11,027	4,703	12,500	12,600
5230	Fuel Purchases	8,091	7,579	976	3,000	2,500
5410	Publications & Memberships	645	829	845	550	1,400
5520	Training	0	0	1,240	0	0
	TOTAL OPERATING EXPENSES	522,550	578,907	362,277	590,031	575,279
CAPITAL OUTLAY						
6210	Buildings	30,000	37,771	0	25,000	0
6310	Improvements other than Bldgs	0	7,850	0	0	16,000
6410	Machinery & Equipment	0	0	13,219	0	0
	TOTAL CAPITAL OUTLAY	30,000	45,621	13,219	25,000	16,000
	TOTAL GENERAL FUND APPROPRIATIONS	616,100	687,557	407,973	678,711	655,466

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	63,680	64,187	507	0.80%
Operating Expenses	590,031	575,279	(14,752)	-2.50%
Capital Outlay	25,000	16,000	(9,000)	-36.00%
TOTALS	678,711	655,466	(23,245)	-3.42%

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Police Department

Organization

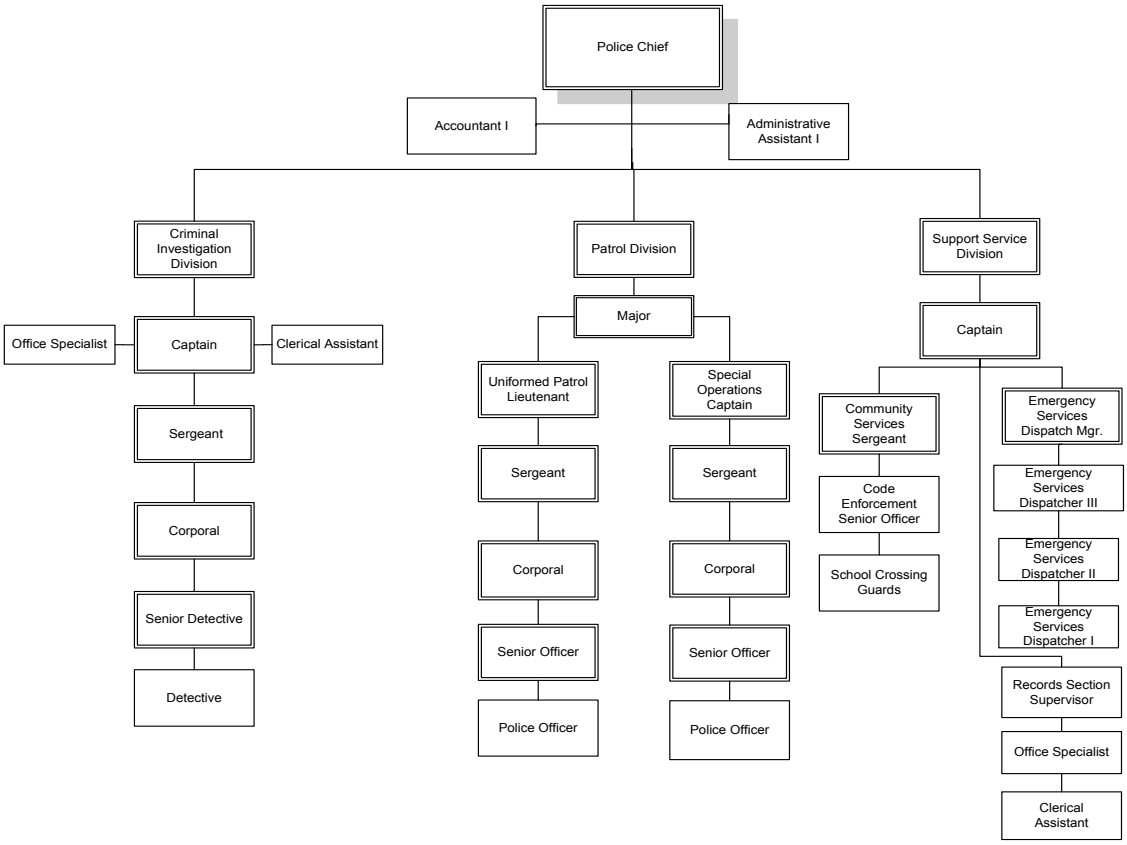
William Chrisman, Police Chief

The Police Department is responsible for providing professional law enforcement services to the citizens of Leesburg by preserving peace, maintaining order, enforcing the law, and protecting life and property. The Police Department must work with residents as partners to increase the quality of life and public awareness, and eliminate opportunities for criminal activity.

Responsibilities:

Patrol	Criminal Investigation	Support Services
·Enforce traffic regulations	·Investigate felony cases	·Record activities
·Proactive patrol	·Domestic Violence follow up	·Operate 9-1-1
·Respond to citizen's requests	·Collect information	·Process major crime scenes
·Make arrests		
·Investigate accidents		

Organizational Chart



Total Department Budget

$ 7,875,396 GF

Values & Goals

Value: Excellence in All We Do

Goals:
- Reduce Part I Crimes by 3% through proactive law enforcement and patrol techniques
- Provide customer service that is courteous and efficient
- Provide a proactive code enforcement program and enforce violations
- Monitor traffic patterns and frequency of high crash intersections

Value: Open, Accessible Government

Goals:
- Expand "Neighborhood Watch" programs
- Exceed last year's number of 80 presentations to community groups
- Conduct the Citizens Academy at least once a year
- Host community meetings/groups

Value: Professionalism

Goals:
- Provide a timely and professional police response
- Respond to code enforcement calls promptly with the appropriate code enforcement actions
- Provide up-to-date training with a focus on ethics, professionalism and diversity
- Update departmental policies as needed

Value: A Caring Organization

Goals:
- Assist in providing a violence free work environment for all City employees
- Partnership with local schools including mentoring and Career Day
- Enhance recreational activities with community-oriented police sponsored activities and events including Trick-or-Treat on Main Street, Junior Athletic Games, Christmas Bicycle Giveaway, Kritters for Kids, and Cops and Kids

Value: Organizational Development and Self Sufficiency

Goals:
- Develop personnel through in-house training and advanced training such as the Southern Police Institute and Federal Bureau of Investigation
- Stress minority hiring needs through career day presentations and active recruitment
- Provide a flexible work schedule to allow personnel the option to attend advanced training on their own time

Major Accomplishments:
- Overall reduction of Part I Crimes in 2010 by 13.4%
- Overall reduction of Part I Crimes for second year in a row
- Overall reduction of burglary for third year in a row
- Overall increase of arrests in 2010 by 23.7%

Performance Measures:

	2009-10	2010-11	2011-12
Police response calls for service	43,716	49,048	46,000
Part I Crimes	1,476	1,275	1,250
Traffic crashes	1,171	1,251	1,225
DUI Arrests	101	104	125
Code enforcement calls for service	1,296	1,339	1,275
Code enforcement actions	1,071	1,180	1,100
Aggravated Assault	130	101	100
Community relations presentations	77	80	85

Personnel Schedule

Classification	2011	Change	2012	Amount
Non-Sworn				
Accountant I	1.00	0.00	1.00	32,677
Administrative Assistant I	1.00	0.00	1.00	25,875
Clerical Assistant	3.00	0.00	3.00	74,110
Office Specialist	2.00	0.00	2.00	57,367
Emer. Service Dispatcher I	8.00	(2.00)	6.00	161,263
Emer. Service Dispatcher II	4.00	2.00	6.00	195,686
Emer. Service Dispatcher III	4.00	0.00	4.00	150,716
Emer. Service Dispatcher Mgr.	1.00	0.00	1.00	45,302
Records Section Supervisor	1.00	0.00	1.00	30,326
Total Non-Sworn	**25.00**	**0.00**	**25.00**	**773,322**
Sworn				
Police Captain	4.00	0.00	4.00	278,741
Police Chief	1.00	0.00	1.00	94,952
Police Corp/Detective Corp	9.00	0.00	9.00	494,377
Police Major	1.00	0.00	1.00	76,482
Police Officer/Det	32.00	(1.00)	31.00	1,158,812
Police Serg/Det Serg	9.00	0.00	9.00	556,059
Police Senior/Senior Det	16.00	1.00	17.00	819,558
Sworn Total	**72.00**	**0.00**	**72.00**	**3,478,981**
Standby				4,200
Total Full Time	**97.00**	**0.00**	**97.00**	**4,256,503**
Police Officer Reserve P/T	2.00	0.00	2.00	2,000
School Crossing Guards	8.00	0.00	8.00	44,120
Total Part Time	**10.00**	**0.00**	**10.00**	**46,120**
Total No. of Positions	**107.00**	**0.00**	**107.00**	**4,302,623**

Police Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 001-2111-521

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	4,257,848	4,291,244	1,940,276	4,253,212	4,256,503
1310	Temporary Labor	2,625	47,767	24,996	46,120	46,120
1410	Overtime	362,062	267,313	193,842	240,417	240,417
15xx	Special Pay	74,793	72,004	34,060	67,890	76,606
2110	FICA	344,026	342,557	160,507	309,898	313,502
221x	Retirement	651,583	608,629	228,862	580,756	553,574
23xx	Insurance	464,059	490,935	317,766	708,384	1,021,910
2410	Workers' Compensation	97,985	138,917	65,332	130,884	131,188
26xx	Other Payroll Benefits	14,558	21,494	8,830	15,388	17,808
	TOTAL PERSONAL SERVICES	6,269,539	6,280,860	2,974,471	6,352,949	6,657,628
OPERATING EXPENSES						
3xxx	Professional Services	2,764	3,156	1,585	3,000	3,000
3410	Contract Services	1,014	1,048	613	1,300	1,300
4010	Travel	7,563	5,457	6,029	12,200	12,200
41xx	Communication	85,833	74,770	31,916	83,000	85,262
4210	Postage	3,002	2,469	1,218	5,500	5,500
4310	Utilities	120,597	124,460	65,151	132,044	132,044
4410	Rentals	4,472	4,513	2,236	4,472	4,472
44xx	Fleet Lease	315,626	303,113	156,622	313,247	347,951
4510	Insurance	84,045	60,943	30,819	61,803	58,257
461x	Repairs & Maintenance- Vehicles	147,078	164,958	69,939	149,720	159,440
4620	Repairs & Maintenance- Building	1,830	1,436	122	6,400	6,400
4625	Repairs & Maintenance- Non-Build	537	97	2,048	1,500	1,500
46xx	Repairs & Maintenance- Equipment	67,645	63,883	30,589	71,163	57,467
4710	Printing & Binding	1,820	2,997	1,745	2,500	2,500
4810	Promotional Activities	0	98	0	0	0
4911	Advertising	0	61	0	1,100	1,100
4920	Other Current Charges	1,476	1,368	42,066	2,220	2,220
4930	Community Services (other than forfeit)	5,734	7,868	4,419	1,560	1,560
4945	Injury/Damage to Others	1,465	2,500	0	0	0
4964	Drug Money	15,000	15,000	4,000	15,000	15,000
51xx	Minor Furniture/Equipment	1,597	1,778	27,691	6,150	6,150
5188	Automation Expense Only	376	791	0	4,000	4,000
521x	Operating Supplies	54,412	65,890	26,404	52,670	54,618
5215	Uniforms	36,615	34,275	16,914	35,430	35,430
5230	Fuel Purchases	174,780	182,582	99,507	175,000	210,000
5410	Publications & Memberships	4,783	4,143	3,497	8,597	8,597
5440	Education	0	0	0	0	0
5520	Training	9,151	190	0	0	1,800
	TOTAL OPERATING EXPENSES	1,149,215	1,129,844	625,130	1,149,576	1,217,768
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	0	5,195	0	0	0
6410	Machinery & Equipment	4,110	16,462	5,895	0	0
	TOTAL CAPITAL OUTLAY	4,110	21,657	5,895	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	7,422,864	7,432,361	3,605,496	7,502,525	7,875,396

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	6,352,949	6,657,628	304,679	4.80%
Operating Expenses	1,149,576	1,217,768	68,192	5.93%
TOTALS	7,502,525	7,875,396	372,871	4.97%

Significant Budget Changes:
Personal Services increased due to insurance costs and retirement changes. The change in Operating Expenses is primarily attributable to fuel costs.

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Fire Department

Organization

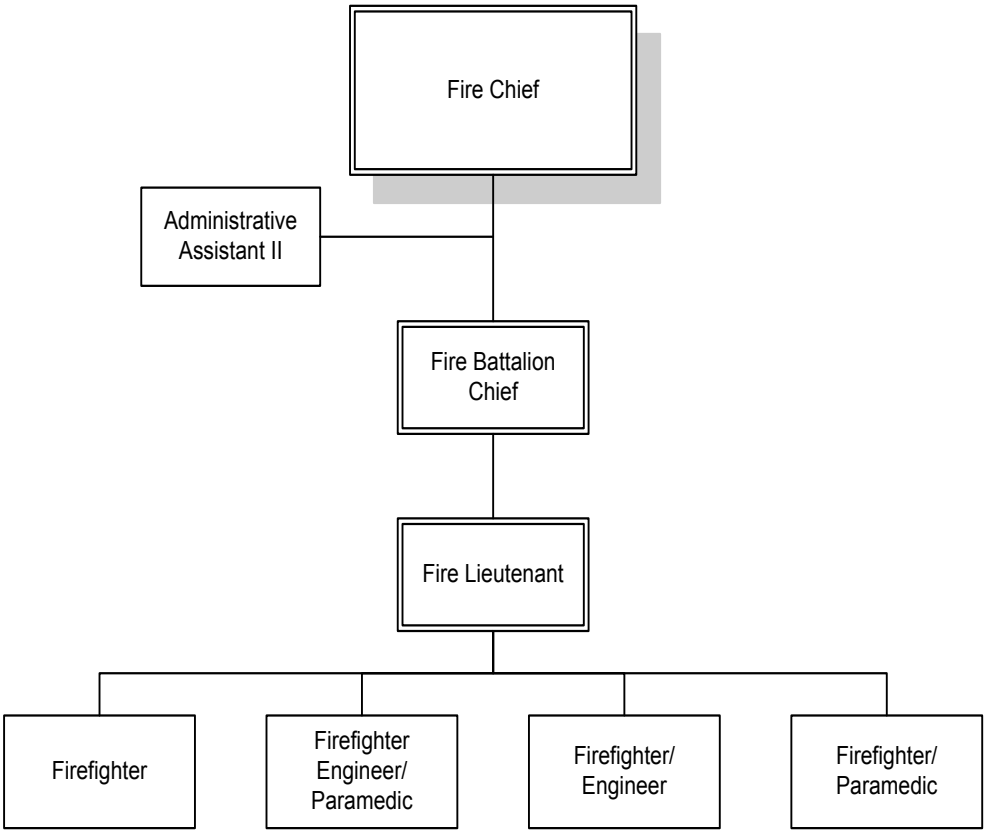
Kevin Bowman, Fire Chief

The Fire Department is committed to protecting the people and property within our community. We respond to the needs of the citizens by providing rapid, professional, humanitarian services essential to the health, safety, and well being of the community. Department members participate in the community, serve as role models, and strive to effectively utilize all of the resources necessary to provide services on a 24-hour basis. Activities include: prevention, education, fire suppression, emergency medical services, and other related emergency and non-emergency activities.

Responsibilities:

Life Safety Services	Training - Admin	Fire – Rescue
Public education	Fire training	Fire Suppression
Inspections	EMS training	Rescue
Arson investigation	Special OPS training	ALS First responder
Safety classes	Testing- Physicals	Extrication
Emergency Management	Administration, budgeting	Hazardous materials
	Certification - records	Technical Rescue
	SCBA-uniforms- PPC	Airport fire rescue

Organizational Chart



Total Department Budget

$ 5,833,738 GF

Fire Department

Fire Rescue Division

Values & Goals

Values & Goals

Value: Fiscal Responsibility

Goals:
- Maintain critical services to the community while cutting costs to maintain a balanced budget
- Suspend replacement plans for critical equipment for one additional year to allow the City's revenues to catch up to the current needs of our citizens

Value: Professionalism

Goals:
- Utilize in-house expertise to deliver training programs to our employees to cut costs and maintain the City's ISO Class II insurance rating
- Continue to improve the level of customer service that is provided by the fire department

Value: A Caring Organization

Goals:
- Investigate and respond to all non-emergency complaints within 72 hours

Value: Organizational Development and Self Sufficiency

Goals:
- Continue succession planning through the training and mentoring of future leaders
- Encourage employees to be proactive in finding ways to conserve valuable resources

Value: Employee Empowerment

Goals:
- Provide standard operating guidelines to empower employees to act within their span of authority

Major Accomplishments:
- Maintained our public fire protection classification of ISO Class II, which places the Leesburg Fire Department in the top 0.7% of fire departments in the U.S.A.
- Continued to provide emergency services at the same level with reduced funding
- Implemented cost cutting measures that have enabled the department to reduce fuel consumption from the levels experienced in the previous fiscal years
- Continued to keep our aging fire stations operational by making many repairs in house and keeping expenditures low
- Continue operation of the Fire Department with minimal administrative cost; the only City employees assigned to these duties are the Fire Chief and Administrative Assistant

Performance Measures:

	2009-10	2010-11	2011-12
Calls for service	6,500	7,000	7,500
Training hours	16,000	16,000	16,000
School fire safety program contacts	8,000	8,000	4,000
Inspections/reviews/meetings	3,500	3,500	100
Pre-fire plans	600	600	600
Average response time (min:sec)	5:00	5:00	5:00

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II	1.00	0.00	1.00	34,861
Fire Battalion Chief	3.00	0.00	3.00	223,156
Fire Chief	1.00	0.00	1.00	92,320
Firefighter	15.00	0.00	15.00	598,709
Firefighter Eng/Paramedic	8.00	1.00	9.00	490,540
Firefighter/Engineer	10.00	(1.00)	9.00	432,332
Firefighter/Paramedic	7.00	0.00	7.00	292,448
Lieutenant	10.00	0.00	10.00	594,653
Lieutenant/Paramedic	5.00	0.00	5.00	329,439
Total Full Time	**60.00**	**0.00**	**60.00**	**3,088,458**

Capital Outlay Schedule

Description	Amount
ALS Equipment	25,000
Thermal Imaging Camera	9,000
Assessment Machines (2)	60,000
Total	**94,000**

Fire Department

Fire Rescue Division

Appropriations Detail

Appropriations Detail — Account # 001-2220-522

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	3,648,405	3,538,855	1,534,572	3,121,298	3,088,458
1220	Permanent/ Part Time Salaries & Wage	1,040	8,435	0	0	0
1310	Temporary Labor	0	200	299	0	0
1410	Overtime	125,495	146,193	2,105	20,500	28,500
15xx	Special Pay	10,196	14,424	25,290	8,000	36,279
2110	FICA	277,040	271,032	113,493	222,434	223,484
221x	Retirement	1,072,247	912,758	449,375	894,940	744,678
23xx	Insurance	337,990	338,489	200,692	467,873	634,815
2410	Workers' Compensation	124,375	129,112	55,076	109,803	108,733
26xx	Other Payroll Benefits	10,390	7,521	3,185	4,963	8,999
	TOTAL PERSONAL SERVICES	5,607,178	5,367,019	2,384,087	4,849,811	4,873,946
OPERATING EXPENSES						
31xx	Professional Services	0	1,522	0	0	0
3410	Contract Services	22,087	22,896	22,139	28,032	28,032
4010	Travel	355	3,542	1,243	5,000	5,000
4110	Communication	6,788	8,035	3,743	10,200	10,200
4210	Postage	439	296	134	400	400
4310	Utilities	91,427	85,256	45,005	90,000	90,000
4410	Rentals	1,409	1,451	828	1,500	1,500
4415	Internal Fleet Lease	357,921	354,659	181,176	362,351	358,395
4510	Insurance	35,311	33,649	16,476	33,909	29,902
461x	Repairs & Maintenance- Vehicles	72,577	61,971	30,944	63,455	62,135
4620	Repairs & Maintenance- Building	5,372	4,636	5,863	15,000	15,000
4625	Repairs & Maintenance- Non-Build	183	0	0	500	500
46xx	Repairs & Maintenance- Equipment	13,090	12,993	11,708	19,980	27,988
4710	Printing & Binding	1,027	284	0	750	750
4810	Promotional Activities	3,034	4,034	399	3,200	3,200
4920	Other Current Charges	74	7	113	0	0
4980	Taxes	177	177	177	400	400
5180	Minor Furniture/Equipment	6,877	30,159	4,279	18,200	18,200
5210	Operating Supplies	43,186	32,896	11,048	42,500	42,500
5215	Uniforms	53,538	58,868	5,151	71,850	71,850
5230	Fuel Purchases	40,282	40,763	21,234	53,000	44,720
5410	Publications & Memberships	3,834	3,368	1,832	2,850	2,850
5440	Education	0	0	0	0	0
5520	Training	35,403	24,951	15,433	50,470	52,270
	TOTAL OPERATING EXPENSES	794,391	786,413	378,925	873,547	865,792
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	0	0	0	0	0
6410	Machinery & Equipment	2,059	0	0	0	94,000
	TOTAL CAPITAL OUTLAY	2,059	0	0	0	94,000
DEBT SERVICE						
7115	Principal- Capital Lease	31,088	32,394	0	0	0
7215	Interest- Capital Lease	13,932	12,626	0	0	0
	TOTAL DEBT SERVICE	45,020	45,020	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	6,448,648	6,198,452	2,763,012	5,723,358	5,833,738

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	4,849,811	4,873,946	24,135	0.50%
Operating Expenses	873,547	865,792	(7,755)	-0.89%
Capital Outlay	0	94,000	94,000	100.00%
TOTALS	5,723,358	5,833,738	110,380	1.93%

Significant Budget Changes:
Personal Services decreased by the proposed reduction in retirement costs due to the public safetly retirement changes. Capital Outlay increased due to FY 10-11 not having any capital purchases budgeted.

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Public Works Department

Organization

Ray Sharp, Environmental Services/Public Works Director

The Public Works Department is responsible for vehicles, equipment, streets, right-of-ways, as well as, management of capital projects for city-owned buildings, and intergovernmental coordination of transportation projects. The Director supervises the following divisions: Capital Improvement, Streets, Solid Waste & Recycling, Landfill Long-term Care, Fleet Services, and Engineering.

Responsibilities:

Solid Waste
- ·Residential
- ·Commercial
- ·Land-fill

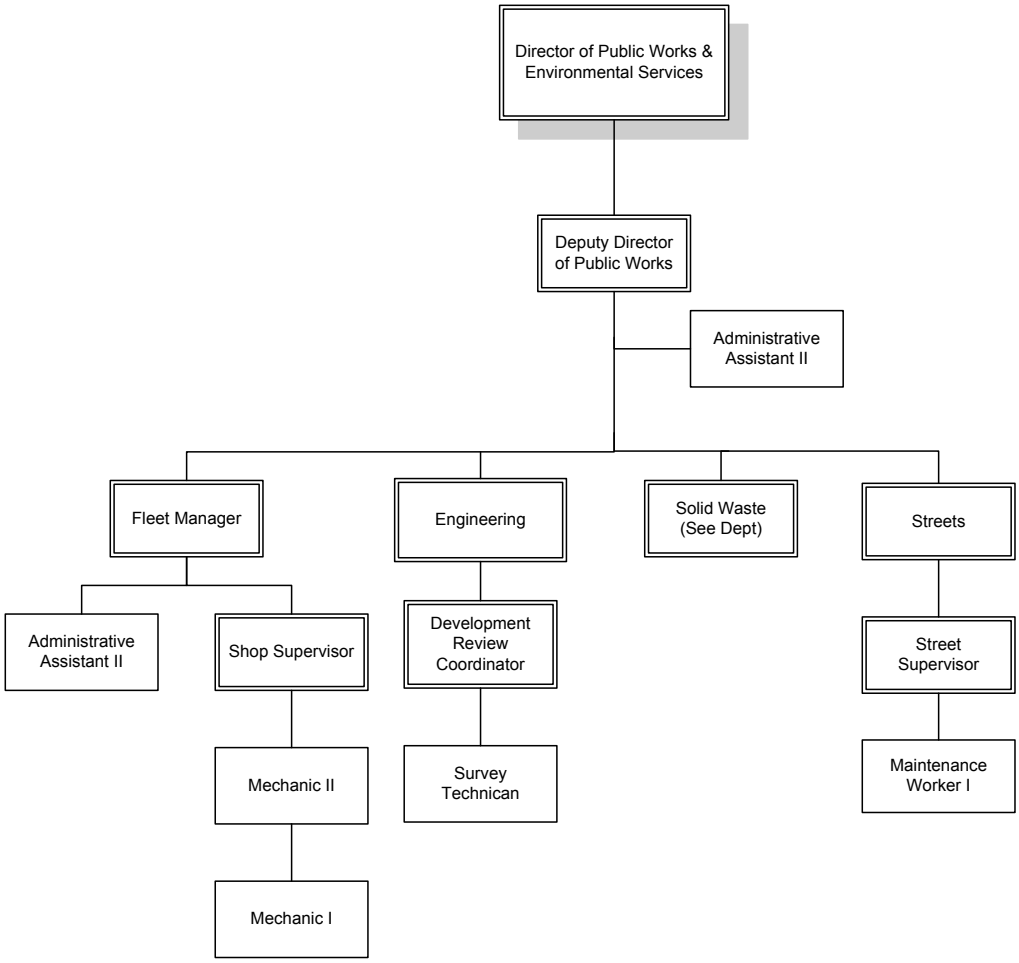
Engineering
- ·Mapping
- ·Surveying
- ·Easements
- ·Addressing

Streets
- ·Street/parking striping
- ·Sidewalks
- ·Signs for events
- ·Contract Management
- ·Street Maintenance

Fleet Services
- ·Vehicles & heavy equipment
- ·Mobile & portable radios
- ·Truck wash facility
- ·Vehicle bid specifications
- ·Two (2) fueling sites

Administration
- ·Clerical
- ·Reports
- ·Administration
- ·Contracts
- ·Scheduling
- ·Personnel activity
- ·Capital Project Management

Organizational Chart



Total Department Budget

$ 777,401 GF
174,777 AL
$ 952,178

Values & Goals

Value: Excellence in All We Do

Goals:

- Exceed the requirements set by Automotive Service Excellence (ASE) to maintain Blue Seal Award
- Bring training in-house and invite surrounding agencies to participate resulting in reduced costs

Value: Fiscal Responsibility

Goals:

- Maintain parts inventory discrepancies to 2% or less by end of 2011
- Continue to research acceptable fuel efficiency and training to conserve fuel
- Continue fuel mileage considerations when prioritizing replacement list
- Increase Technicians chargeable time to an average of 75%

Value: Organizational Development and Self Sufficiency

Goals:

- Mentor and develop staff members to take on additional responsibilities that prepare for advancement
- Increase each technician's knowledge of repair procedures and techniques
- Establish a baseline for generators with power secure project for DEP compliance

Major Accomplishments:

- Exceeded requirements to maintain ASE Blue Seal Award
- Consolidated bid specification preparation and component information on vehicles and equipment for 26 purchases for City departments
- Operated and maintained two fueling sites, which dispensed 249,232 gallons of fuel
- Fuel consumption reduced 21,436 gallons

Performance Measures:

	2009-10	2010-11	2011-12
On-road break downs	126	96	90
Preventive maintenance completed	507	534	600
Vehicle, small engine, and equipment repairs	1,617	2,538	2,500
Total vehicles/equipment owned by the City	609	598	595
Average vehicle/equipment age	8	9	8.6
Fuel Consumption reduced	.5%	.8%	.05%

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II	1.00	0.00	1.00	38,958
Fleet Manager	1.00	0.00	1.00	50,586
Mechanic I	2.00	0.00	2.00	53,061
Mechanic II	3.00	0.00	3.00	115,273
Shop Supervisor	1.00	0.00	1.00	45,594
Total	**8.00**	**0.00**	**8.00**	**303,472**

Capital Outlay Schedule

Description		Amount
New Equipment		
Electric– Rear Lot Line Machine		$ 160,000
Replacement Vehicles (999,899)		
Electric-	2001 Dodge Van (#493)	24,050
	2002 S-10 (#496)	22,100
	2002 S-10 (#497)	22,100
Gas-	2000 Ford Utility (#540)	51,000
	2001 Ford F-550 Utility (#348)	45,500
	1999 Vermeer Trencher (#567)	44,640
	2002 Ford F-250 (#513)	22,660
Solid Waste-	2002 Mack Front Load (#991 Com)	225,000
Wastewater-	2001 Ford F-550 (#740)	50,209
	2001 Dodge 3/4 ton (#741)	25,000
	2002 GMC Sonoma (#754)	26,000
Water-	2003 Dixie Chopper Mower (#3017)	11,160
	2005 Taurus (#9070)	30,000
Police-	2004 Ford Crown Victoria (#8021)	32,000
	2003 Ford Crown Victoria (#812)	32,000
	2003 Ford Crown Victoria (#829)	32,000
	2004 Ford Crown Victoria (#8022)	32,000
	2003 Ford Crown Victoria (#848)	32,000
	2003 Ford Crown Victoria (#851)	32,000
	2003 Ford Crown Victoria (#852)	32,000
	2003 Ford Crown Victoria (#853)	32,000
	2005 Ford Crown Victoria (#8041)	32,000
	2003 Ford Crown Victoria (#857)	32,000
	2003 Ford Crown Victoria (#868)	32,000
Recreation-	2001 Toro Groundsmaster (#204)	15,000
	2006 Kubota Zero Turn (#2036)	11,160
	2003 Kubota Zero Turn (#2011)	11,160
	2003 Kubota Zero Turn (#2012)	11,160
Refurbish Vehicles/ Equipment		45,000
Total		**$1,204,899**

Public Works Department

Fleet Services Division

Appropriations Detail

Appropriations Detail — Account # 001-5110-519

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	351,644	330,806	140,617	306,696	303,472
1410	Overtime	7,465	8,070	4,695	5,000	6,846
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	26,137	24,662	10,577	22,255	22,007
221x	Retirement	34,304	24,593	11,732	27,996	26,195
23xx	Insurance	49,017	46,965	23,400	62,091	73,749
2410	Workers' Compensation	7,800	8,764	4,018	8,569	8,468
262x	Other Payroll Benefits	550	396	118	144	294
	TOTAL PERSONAL SERVICES	476,917	444,256	195,157	432,751	441,031
OPERATING EXPENSES						
31xx	Professional Services	2,656	3,048	0	9,100	0
3410	Contract Services	9,782	397	4,102	4,500	4,500
4010	Travel	49	162	139	500	500
41xx	Communication	3,073	2,001	971	2,300	2,100
4210	Postage	217	248	156	300	300
4310	Utilities	40,961	35,368	15,174	40,000	34,000
4410	Rental	13,150	57,464	46,948	20,000	20,000
4510	Insurance	14,517	15,460	9,559	14,574	17,387
461x	Repairs & Maintenance- Vehicles	540,749	561,731	274,728	471,000	498,012
4620	Repairs & Maintenance- Building	434	777	169	1,000	700
4625	Repairs & Maintenance- Non-Build	1,759	1,452	223	1,000	1,000
46xx	Repairs & Maintenance- Equipment	4,141	4,487	2,412	4,100	3,450
4710	Printing & Binding	218	235	44	200	100
4911	Advertising- Other Ads	33	0	0	0	0
4920	Other Current Charges	1,046	684	0	0	0
4932	FM Inventory Over/Short	(4,366)	7,762	8,184	0	0
5180	Minor Furniture/Equipment	2,822	3,856	6,162	4,500	4,100
5210	Operating Supplies	19,507	16,565	9,663	21,000	21,000
5215	Uniforms	6,370	6,201	3,297	6,800	6,800
5230	Fuel Purchases	9,941	11,615	8,119	7,500	16,875
5410	Publications & Memberships	65	113	113	250	250
5440	Education	0	0	0	0	0
5520	Training	752	981	1,034	2,000	2,000
	TOTAL OPERATING EXPENSES	667,876	730,607	391,197	610,624	633,074
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	0	0	0	0
6412	Fleet New	124,663	119,387	0	10,000	160,000
6413	Fleet Replace	384,449	293,352	230,275	1,118,041	999,899
6414	Fleet Refurbish	54,909	19,307	0	25,000	45,000
	TOTAL CAPITAL OUTLAY	564,021	432,046	230,275	1,153,041	1,204,899
OTHER USES						
9950	Contra Expense	0	(528)	0	0	0
9951	Fleet - Contracts	(921,835)	(907,055)	(425,325)	(850,540)	(855,820)
9952	Fleet - Non Contracts	(23,150)	(16,312)	(7,352)	(15,000)	(15,000)
9953	Lease Revenue	(2,285,724)	(2,268,836)	(1,139,659)	(2,279,258)	(2,324,920)
9954	DSM Electric Contra	0	0	0	0	(33,083)
	TOTAL OTHER USES	(3,230,709)	(3,192,731)	(1,572,336)	(3,144,798)	(3,228,823)
	TOTAL GENERAL FUND APPROPRIATIONS	(1,521,895)	(1,585,822)	(755,707)	(948,382)	(949,819)

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	432,751	441,031	8,280	1.91%
Operating Expenses	610,624	633,074	22,450	3.68%
Capital Outlay	1,153,041	1,204,899	51,858	4.50%
Other Uses	(3,144,798)	(3,228,823)	(84,025)	2.67%
TOTALS	(948,382)	(949,819)	(1,437)	-0.15%

Values & Goals

Value: Excellence in All We Do

Goals:
- Perform regular safety inspections of sidewalks and streets to ensure citizen safety by eliminating trip hazards
- Maintenance of unpaved roads to ensure public vehicles are not damaged
- City road inspection's for shoulder deterioration
- Develop and implement a standard operating procedure for pothole repair by February 1, 2012
- Repair potholes within 3 days of notification

Value: Fiscal Responsibility

Goals:
- Analyze and prioritize streets to be resurfaced by reviewing age and condition in order to maximize resurfacing dollars
- Develop a cross-training program to ensure street maintenance division personnel are proficient in making any necessary repairs in order to provide appropriate services to our citizens.
- Work with other departments to ensure projects are completed efficiently

Value: Organizational Development and Self Sufficiency

Goals:
- Research opportunities within other agencies regarding regulatory compliance for traffic signage to ensure that we are following all applicable codes
- Ensure that street maintenance division personnel have proper training by street sign division to ensure they are familiar with regulatory compliance regarding signage installation

Major Accomplishments:
- Resurfaced 24,199 LF of streets
- Installed 4,200 LF of new sidewalk
- Repaired 850 LF of sidewalk
- Installed 1,150 LF of new curbing
- Repaired 1,350 LF of curbing
- Developed a standard operating procedure for street signage issues
- Resurfaced 2 City parking lots

Performance Measures:

	2009-10	2010-11	2011-12
Number of potholes repaired	267	164	175
Emergency signs replaced within 24 hrs.	47	72	60
Number of signs repaired	147	178	187
Number of signs replaced	46	27	30

Personnel Schedule

Classification	2011	Change	2012	Amount
Maintenance Worker I	3.00	0.00	3.00	62,628
Street Supervisor	1.00	0.00	1.00	33,946
Standby				3,650
Total	**4.00**	**0.00**	**4.00**	**100,224**

Public Works Department

Street Maintenance Division

Appropriations Detail

Appropriations Detail — Account # 001-5112-541

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	116,426	93,953	36,469	101,493	100,224
1410	Overtime	1,247	831	229	2,000	2,000
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	8,364	6,763	2,660	6,932	7,163
221x	Retirement	11,237	6,747	2,815	8,776	7,033
23xx	Insurance	22,978	19,606	8,232	28,518	34,163
2410	Workers' Compensation	7,655	7,659	2,962	7,867	7,764
26xx	Other Payroll Benefits	114	80	225	0	1,574
	TOTAL PERSONAL SERVICES	168,021	135,639	53,592	155,586	159,921
OPERATING EXPENSES						
31xx	Professional Services	41,174	19,293	0	5,000	5,000
3410	Contract Services	1,071	291	56	1,000	0
4010	Travel	0	0	0	200	200
41xx	Communication	622	720	201	300	420
4310	Utilities	870,462	820,313	398,664	975,000	957,450
4410	Rentals	0	52	0	500	500
4415	Internal Fleet Lease	24,415	21,782	11,641	23,283	23,283
4510	Insurance	9,037	11,363	5,152	11,472	10,361
461x	Repairs & Maitenance- Vehicles	15,253	98,657	96,773	102,009	105,600
4625	Repairs & Maitenance- Non-Build	174,844	119,060	32,540	325,000	337,129
463x	Repairs & Maitenance- Equipment	1,130	318	385	770	570
4710	Printing & Binding	0	56	0	0	0
4911	Advertising-Other Ads	46	19	0	0	0
4920	Other Current Charges	83,734	0	0	0	0
4945	Injury/Damage to Others	1,186	0	250	0	0
5180	Minor Furniture/Equipment	395	0	0	1,000	500
5210	Operating Supplies	37,916	22,666	5,734	41,460	30,000
5215	Uniforms	1,321	676	498	1,500	800
5230	Fuel Purchases	7,326	4,894	2,411	6,100	5,220
5310	Materials & Supplies	8,416	13,083	3,084	25,000	15,000
5311	Materials - Street Signs	90	0	0	0	0
5410	Publications & Memberships	435	119	247	150	150
5520	Training	315	157	0	600	600
	TOTAL OPERATING EXPENSES	1,279,188	1,133,519	557,636	1,520,344	1,492,783
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	120,345	0	0	33,275	0
	TOTAL CAPITAL OUTLAY	120,345	0	0	33,275	0
OTHER USES						
9950	Contra- Expenses	(396)	(71)	(329)	0	0
	TOTAL OTHER USES	(396)	(71)	(329)	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	1,567,158	1,269,087	610,899	1,709,205	1,652,704

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	155,586	159,921	4,335	2.79%
Operating Expenses	1,520,344	1,492,783	(27,561)	-1.81%
Capital Outlay	33,275	0	(33,275)	-100.00%
TOTALS	1,709,205	1,652,704	(56,501)	-3.31%

Values & Goals

Value: Open, Accessible Government

Goals:
- Creation of standardized AutoCAD layering system for outside engineering firms to ensure compatibility and integration with the City of Leesburg surveying and GIS layering systems
- Transfer new digital survey information to the City of Leesburg FTP site to allow outside surveying companies to access information eliminating the need for office visits and reducing staff time facilitating documentation research

Value: Fiscal Responsibility

Goals:
- Consolidate all obsolete and unused survey equipment to reduce cost of needed upgrades to remain efficient and at full operating capacity of the division
- Expand division's in-house site design and construction drawing reducing engineering outsourcing costs
- Compile a list of all City-owned property and evaluate their marketability to reduce City maintenance costs and increase tax revenue by transferring marketable property to private ownership

Value: Employee Empowerment

- Utilize new online human resources training classes to ensure professional customer service and expand leadership potential of staff
- Train non-department staff members in the proper use of new AutoCAD software to eliminate the use of outdated programs to ensure all City drawings are uniformly formatted
- Train staff in onsite roadway engineering standards and use of required equipment to limit survey division callout time for moderate infield design and construction specifically related to grading and drainage standards

Major Accomplishments:
- Production of in-house engineering and site development plans for the Childs Street rebuild
- Production of in-house engineering and site development plans for the Employee Wellness Center parking lot
- Onsite design and installation of approximately 1,100 linear feet of storm water improvements along Thomas Avenue
- Integrated all Department of Transportation (DOT) maps into the City of Leesburg survey database producing a digital master plan for all State, County and City right-of-ways

Performance Measures:

	2009-10	2010-11	2011-12
DRC reviews in 8-12 days	81	150	175
Utility easement support	48	90	90
PRC reviews in 8-12 days	0	200	200

Personnel Schedule

Classification	2011	Change	2012	Amount
Development Review Coordinator	1.00	0.00	1.00	48,193
Survey Technician	1.00	0.00	1.00	43,514
Total	**2.00**	**0.00**	**2.00**	**91,707**

Appropriations Detail

Account # 001-5131-539

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	0	92,348	42,153	91,707	91,707
2110	FICA	0	6,691	3,102	6,629	6,740
221x	Retirement	0	6,788	3,626	8,226	8,226
23xx	Insurance	0	10,597	6,416	14,394	21,554
2410	Workers' Compensation	0	1,420	659	1,371	1,371
262x	Other Payroll Benefits	0	66	0	72	0
TOTAL PERSONAL SERVICES		0	117,910	55,956	122,399	129,598
OPERATING EXPENSES						
31xx	Professional Services	0	0	0	5,000	5,000
4010	Travel	0	0	23	0	0
41xx	Communication	0	873	439	6,780	1,020
4415	Fleet Lease	0	3,557	1,747	3,494	3,494
4510	Insurance	0	275	134	281	273
461x	Repairs & Maintenance- Vehicles	0	1,320	660	1,320	1,320
46xx	Repairs & Maintenance- Equipment	0	3,032	1,041	820	620
4920	Other Current Charges	0	100	0	0	0
5210	Operating Supplies	0	509	236	1,000	1,000
5215	Uniforms	0	192	0	825	450
5230	Fuel Purchases	0	563	268	500	600
5410	Publications & Memberships	0	50	0	0	0
5520	Training	0	162	0	0	0
TOTAL OPERATING EXPENSES		0	10,633	4,548	20,020	13,777
OTHER USES						
9941	Utilities Allocation	0	(108,241)	(54,454)	(128,177)	(129,038)
TOTAL OTHER USES		0	(108,241)	(54,454)	(128,177)	(129,038)
TOTAL GENERAL FUND APPROPRIATIONS		0	20,302	6,050	14,242	14,337

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	122,399	129,598	7,199	5.88%
Operating Expenses	20,020	13,777	(6,243)	-31.18%
Other Uses	(128,177)	(129,038)	(861)	0.67%
TOTALS	14,242	14,337	95	0.67%

Values & Goals

Value: Fiscal Responsibility

Goals:

- Maintain and evaluate project costs to assure that fiscal responsibility is being held to the highest standards
- Be proactive in dealing with projects instead of reactive allowing for smoother construction, which will help maintain a high level of service and ensure fiscal responsibility
- Anticipate possible additional costs for projects, allowing for less change orders
- Be attentive and respectful to the stakeholders ideas and suggestions and attempt to incorporate them into the project if monetarily sufficient

Major Accomplishments:

- Completed Leesburg Partnership (Vista Pak) re-roof
- Completed Fire Department #61 re-roof
- Completed Furniture Country re-roof
- Installed new air conditioning unit in boy scout building
- Repaired/Upgraded City Hall air conditioning
- Installed (2) electrical charging stations

Capital Outlay Schedule

Description	Amount
City Hall A/C upgrades	25,000
Total	**25,000**

Appropriations Detail

Account # 001-5193-519

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
CAPITAL OUTLAY					
6210 Buildings	54,379	20,090	61,909	55,000	0
6310 Improvements other than Bldgs	5,923	20,756	6,222	25,000	25,000
TOTAL CAPITAL OUTLAY	60,302	40,846	68,131	80,000	25,000
OTHER USES					
9941 Utilities Allocation	0	(14,187)	0	(17,418)	(17,418)
TOTAL OTHER USES	0	(14,187)	0	(17,418)	(17,418)
TOTAL GENERAL FUND APPROPRIATIONS	60,302	26,659	68,131	62,582	7,582

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Capital Outlay	80,000	25,000	(55,000)	-68.75%
Other Uses	(17,418)	(17,418)	0	0.00%
TOTALS	62,582	7,582	(55,000)	-87.88%

Values & Goals

Value: Excellence in All We Do

Goals:
- Review road ranking and update to ensure roads are repaired at the proper time
- Provide construction management services for major City capital projects
- Coordinate transportation projects with Lake County, the State of Florida, the Metropolitan Planning Organization (MPO), and surrounding counties and cities
- Coordinate with other City departments impacted by Public Works Capital Improvement Projects

Value: Professionalism

Goal:
- Maintain professional mediation between contractors and City staff to ensure scope of work related to City projects are conveyed to contractors in a clear and concise format, while ensuring all contractors' questions and needs are met to accurately bid and complete City projects within scope, schedule, and budget constraints stipulated in the project bid packages

Value: Organizational Development and Self Sufficiency

Goals:
- Develop staff members to take on additional responsibilities that prepare for advancement
- Review engineering management plan to ensure process for debris monitoring and collection is designed for implementation so staff can implement it without delay

Value: Employee Empowerment

Goal:
- Develop needs assessment so employee learning center program can be used to benefit employees and the City
- Utilize employees to create and refine policies and issues that affect functions and operations of their divisions
- Continuation of creation of standard operating procedures (SOP's) for administrative assistants

Major Accomplishments:
- Resurfaced approximately 19,638 linear feet of streets throughout the City of Leesburg

Performance Measures:

	2009-10	2010-11	2011-12
Cost per lane mile of overlay	$107,526.88	$87,814.85	$92,205.60
Number of lane miles managed	157.92	157.92	157.92
Projects managed by Public Works	34	33	35
Number of work orders processed (Fleet, Solid Waste, and Streets)	4,671	4,400	4,620

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II	1.00	0.00	1.00	33,904
Deputy Director of Public Works[1]	0.10	0.00	0.10	7,159
Total	**1.10**	**0.00**	**1.10**	**41,063**

Notes: Allocations
Deputy Director of Public Works[1]
10%-5197,45%-5143,45%-5144

Appropriations Detail

Account # 001-5197-539

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	41,783	41,595	18,490	41,063	41,063
1410	Overtime	0	147	0	0	0
15xx	Bonuses/Incentives	0	0	258	0	0
2110	FICA	3,077	3,214	1,439	3,117	3,151
221x	Retirement	4,091	3,082	1,623	3,683	3,683
23xx	Insurance	3,858	1,581	858	1,904	7,990
2410	Workers' Compensation	101	117	52	115	115
262x	Other Payroll Benefits	23	455	199	454	446
TOTAL PERSONAL SERVICES		52,933	50,191	22,919	50,336	56,448
OPERATING EXPENSES						
3130	Engineering Services	6,711	604	0	2,000	2,000
4010	Travel	23	41	24	0	0
4110	Communication	1,857	1,318	567	1,236	1,236
4210	Postage	30	22	3	35	35
4310	Utilities	24,824	22,057	12,712	22,685	11,835
4415	Internal Fleet Lease	2,460	2,460	1,176	2,352	2,352
4510	Insurance	4,256	2,538	1,170	2,406	2,277
461x	Repairs & Maintenance- Vehicles	1,320	1,478	660	1,320	1,320
4620	Repairs & Maintenance- Building	0	79	0	50	50
463x	Repairs & Maintenance- Equipment	2,750	4,832	1,975	3,950	1,170
4710	Printing & Binding	0	0	0	100	100
4911	Advertising	0	0	0	0	0
5180	Minor Furniture/Equipment	110	0	0	0	0
5210	Operating Supplies	1,071	574	235	1,000	1,000
5215	Uniforms	262	51	0	150	150
5230	Fuel Purchases	629	685	341	1,000	710
5410	Publications & Memberships	219	261	125	416	135
5520	Training	0	134	194	100	100
TOTAL OPERATING EXPENSES		46,522	37,134	19,182	38,800	24,470
OTHER USES						
9941	Utilities Allocation	(34,809)	(30,564)	(14,735)	(31,198)	(28,321)
TOTAL OTHER USES		(34,809)	(30,564)	(14,735)	(31,198)	(28,321)
TOTAL GENERAL FUND APPROPRIATIONS		64,646	56,761	27,366	57,938	52,597

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	50,336	56,448	6,112	12.14%
Operating Expenses	38,800	24,470	(14,330)	-36.93%
Other Uses	(31,198)	(28,321)	2,877	-9.22%
TOTALS	57,938	52,597	(5,341)	-9.22%

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Community Development Department

Organization

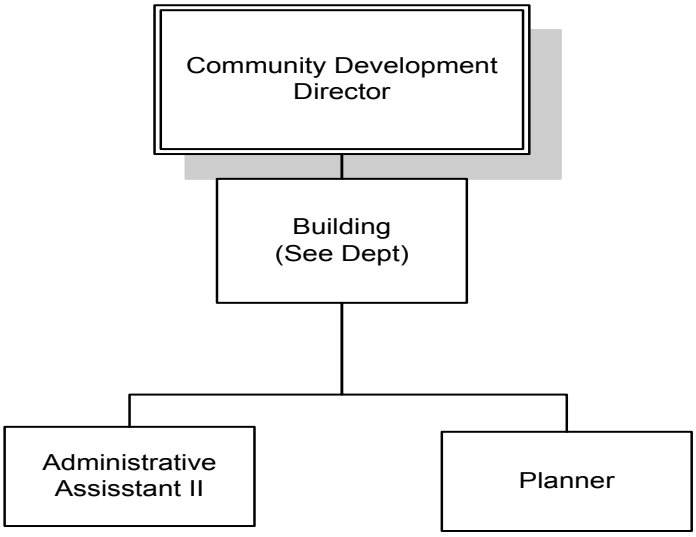
Bill Wiley, Community Development Director

The Community Development Department is responsible for long and short range planning, zoning and land use controls, building and code enforcement. The department provides service to the public in the permit review and issue process and coordination of the City annexation program.

Responsibilities:

·Comprehensive planning
·Site plan reviews
·Annexation
·Land uses
·Zoning analyses
·Conditional use permits
·Development plans
·Grants
·Impact fees
·Historic preservation

Organizational Chart



Total Department Budget

$ 114,344 GF
139,753 AL
$ 254,097

Values & Goals

Value: Excellence in All We Do

Goals:
- Work toward completion of Comprehensive Plan Update and EAR-based Amendments
- Continue to work on annexations which improve City form
- Continue to coordinate with Lake County and neighboring cities on an Interlocal Service Boundary Agreement (ISBA)
- Implement concurrency
- Complete needed amendments to land development code
- Provide reviews for building permits, Development Review Committee (DRC), and Planning and Zoning Commission items within prescribed timeframe: Building permits (10 days), DRC (8-12 days), P & Z Commission (7-10 days)

Value: Open, Accessible Government

Goals:
- Complete reconstruction of the community development City web site and enhance ease of use to provide more information to the public
- Complete review of community development processes by independent consultant to address ways to streamline and enhance customer service

Value: Professionalism

Goals:
- Improve the way we assist the public with zoning, land use, impact fees, historic preservation, flood zones and development processes
- Continue to emphasize customer service; phone calls will be answered by the end of two rings, and minor requests will be addressed within 24 hours

Major Accomplishments:
- Reached Settlement Agreement with FDCA and development schedule for processing backlog of Large Scale Comprehensive Plan Amendments
- Completed state mandated EAR (Evaluation and Appraisal Report)
- Transmitted and adopted 10-year Water Supply Facilities Work Plan and associated Comprehensive Plan Amendments
- Completed 2010 Large Scale Comprehensive Plan Amendment Cycle
- Completed East Hwy 441 annexation project
- Completed internal review and revisions of application procedures and processing
- Continued with HTE Naviline improvements to tracking system for DRC and Planning & Zoning applications
- Prepared and adopted new fee schedule for department processes
- Completed coordination and implementation of new procedures for special events
- Completed needed amendments to Land Development Code
- Continued review of schedule for sign code compliance regarding nonconforming signs

Performance Measures:

	2009-10	2010-11	2011-12
Variance cases	1	5	6
Rezoning cases	6	14	17
Planned unit development cases	8	12	14
Comprehensive plan amendments			
Small scale	7	8	10
Large scale	12	5	2
Annexation cases	5	10	12
Plat approval cases	2	0	2
Ordinance amendments	12	3	3
Conditional use permits	2	12	14

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II[2]	1.25	0.00	1.25	34,944
Community Development Director[1]	0.70	0.00	0.70	55,532
Planner	1.00	0.00	1.00	40,850
Senior Planner	2.00	(2.00)	0.00	0
Total	**4.95**	**(2.00)**	**2.95**	**131,326**

Notes: Allocations
Community Development Director[1]
70%-6151, 30%-6131
Administrative Assistant II[2]
75%-6131, 25%-6151

Appropriations Detail

Account # 001-6151-515

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	256,359	258,377	104,139	238,467	131,326
1310	Temporary Labor	0	0	0	0	0
1410	Overtime	287	175	0	0	0
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	18,962	19,121	7,769	16,925	10,061
221x	Retirement	24,541	19,089	9,341	21,518	11,781
23xx	Insurance	24,403	25,052	12,085	32,246	18,189
2410	Workers' Compensation	621	724	292	669	368
26xx	Other Payroll Benefits	2,535	3,663	1,497	3,508	2,326
	TOTAL PERSONAL SERVICES	327,708	326,201	135,123	313,333	174,051
OPERATING EXPENSES						
31xx	Professional Services	42,596	6,896	450	2,100	0
3410	Contract Services	15,845	58,145	10,276	57,130	34,630
4010	Travel	1,212	359	10	1,950	1,000
4110	Communication	315	309	22	0	0
4210	Postage	778	3,506	635	1,500	1,600
4310	Utilities	2,461	7,151	3,230	10,040	8,000
4410	Rentals	65,562	0	0	0	0
4415	Internal Fleet Lease	2,326	2,326	1,163	2,326	2,326
4510	Insurance	1,556	2,001	906	1,995	1,820
461x	Repairs & Maintenance- Vehicles	1,320	1,320	660	1,320	1,320
4620	Repairs & Maintenance- Building	105	0	0	0	0
463x	Repairs & Maintenance- Equipment	9,975	10,469	5,408	11,440	10,200
4710	Printing & Binding	285	0	0	300	3,000
4810	Promotional Activities	40	0	50	250	0
4911	Advertising	6,863	5,300	2,530	10,000	7,500
4920	Other Current Charges	368	297	435	0	0
4930	Recognitions & Awards	0	223	45	0	50
5180	Minor Furniture/Equipment	150	730	0	0	0
5210	Operating Supplies	2,848	4,315	1,305	5,000	5,000
5230	Fuel Purchases	349	440	114	550	1,600
5410	Publications & Memberships	2,375	2,144	794	1,711	0
5520	Training	929	1,365	495	3,048	2,000
	TOTAL OPERATING EXPENSES	158,258	107,296	28,528	110,660	80,046
OTHER USES						
9941	Utilities Allocation	(267,280)	(238,422)	(90,008)	(233,196)	(139,753)
	TOTAL OTHER USES	(267,280)	(238,422)	(90,008)	(233,196)	(139,753)
	TOTAL GENERAL FUND APPROPRIATIONS	218,686	195,075	73,643	190,797	114,344

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	313,333	174,051	(139,282)	-44.45%
Operating Expenses	110,660	80,046	(30,614)	-27.66%
Other Uses	(233,196)	(139,753)	93,443	-40.07%
TOTALS	190,797	114,344	(76,453)	-40.07%

Significant Budget Changes:
Personal Services decreased due to the elimination of 2 positions. The Operating Expenses decreased due to a reduction in Contract Services (3410).

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Housing & Economic Development Department

Organization

Kenneth L. Thomas, Housing & Economic Development Director

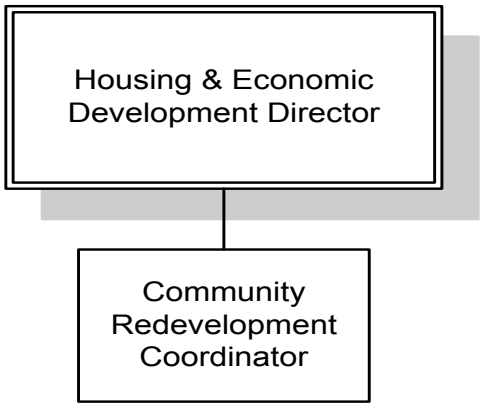
The Housing & Economic Development Department serves to assist, stimulate and facilitate public and private development resulting in creation of new value-added jobs, increase in per-capita income, improvements in the tax base, preservation of the economic value of property, the quality of life, increase home ownership, rehabilitate existing housing stock, and provide better services to residents and investors in the City. The department's strategies include economic diversification, business attraction and retention, community economic development business assistance, and creating economic development partnerships. The housing office will coordinate with the Community Redevelopment Agencies to increase the viability of existing neighborhoods and promote infill housing.

Responsibilities:

Housing
- 1st Time Homebuyers Program
- Coordinate housing subsidies
- Technical assistance on grant applications
- Leverage partnership dollars
- Affordable housing programs
- Operate Neighborhood Stabilization Program
- Housing Rehabilitation with CRA Coordinator

Economic Development
- Technical assistance to businesses
- Listing of available properties
- Demographic information
- Advertising program
- Committee participation
- Operation of Business Incubator

Organizational Chart



Total Department Budget

$ 168,744 GF
56,055 AL
$ 224,799

Values & Goals

Value: Excellence in All We Do

Goals:
- Facilitate the 1st Time Homebuyer's Program
- Develop single family and multi-family housing on City-owned in-fill lots
- Coordinate with community based organizations and service providers to address the needs and issues of the community

Value: Open, Accessible Government

Goals:
- Collaborate with other housing providers to initiate joint venture development
- Establish an Empowerment Resource Center for residents
- Partner with Carver Heights CRA for community revitalization & entrepreneurship
-

Value: Fiscal Responsibility

Goals:
- Facilitate the Neighborhood Stabilization Program (NSP) in partnership with Lake County Government
- Sale of 75 acres at CR 470
- Sale of foreclosed properties
- Educate, equip and empower high school students to be financially responsible

Major Accomplishments:
- Provided home buying counseling to over 175 residents
- Acquired 5 properties thru the Neighborhood Stabilization Program
- Two Homebuyer clients purchased Single Family Homes
- Sold 1 NSP property
- Secured Contracts on 2 NSP properties
- Coordinated the Business Owners Success Summit (BOSS) that provided resources to small business owners
- Coordinated the Small Business Administration (SBA) workshop that provided local start-ups and existing business owners with the tools and resources to start and operate a business

Performance Measures

	2009-10	2010-11	2011-12
New jobs created	107	125	97
Jobs retained	35	45	40
New businesses created	10	10	15
Businesses retained	5	10	5
Number of businesses assisted	120	200	199
Community & neighborhood associations assisted	1	5	0
Clients approved for down payment assistance	15	15	5
Housing education seminars & workshops	5	10	5
Home buyers counseled	50	35	30
City-wide clean-ups	1	1	0
Neighborhood community meetings	12	12	12
Neighborhood activities & events	3	3	0

Personnel Schedule

Classification	**2011**	**Change**	**2012**	**Amount**
Administrative Assistant I	1.00	(1.00)	0.00	0
Housing & Economic Development Director	1.00	0.00	1.00	82,721
Housing Manager	1.00	(1.00)	0.00	0
Community Redevelopment Coordinator*	1.00	0.00	1.00	42,869
Total	**4.00**	**(2.00)**	**2.00**	**125,590**

*The General Fund is refunded by the Carver Heights CRA for Community Revelopment Coordinator position

Appropriations Detail

Account # 001-6254-554

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	219,904	218,786	97,486	218,982	125,590
1410	Overtime	35	0	0	0	0
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	16,014	16,001	7,155	14,979	9,415
221x	Retirement	18,436	11,955	7,279	16,358	7,981
23xx	Insurance	21,605	22,124	13,327	29,897	23,539
2410	Workers' Compensation	532	613	273	613	352
26xx	Other Payroll Benefits	1,516	3,255	1,405	3,240	2,922
	TOTAL PERSONAL SERVICES	278,042	272,734	126,925	284,069	169,799
OPERATING EXPENSES						
31xx	Professional Services	2,446	9,972	2,342	2,500	0
3410	Contract Services	13,755	2,904	4,963	20,000	20,000
4010	Travel	2,535	471	118	2,600	0
4110	Communication	3,414	3,234	1,727	2,808	3,610
4210	Postage	328	357	492	700	0
4310	Utilities	21,136	23,567	12,664	21,000	21,000
4510	Insurance	1,764	2,419	1,981	2,098	1,960
4620	Repairs & Maintenance- Buildings	48	924	203	0	0
463x	Repairs & Maintenance- Equipment	4,905	4,469	2,127	3,710	3,150
4710	Printing & Binding	411	0	0	1,000	0
48xx	Promotional Activities	11,657	10,337	0	830	0
49xx	Advertising	21,484	362	1,129	6,800	0
492x	Other Current Charges	220	124	0	578	0
5180	Minor Furniture/Equipment	80	0	0	0	0
52xx	Operating Supplies	3,054	1,994	1,629	3,500	3,500
5230	Fuel Purchases	294	517	0	0	0
5410	Publications & Memberships	4,531	6,416	5,655	4,922	1,780
5440	Education	0	0	0	0	0
5520	Training	665	650	805	0	0
	TOTAL OPERATING EXPENSES	92,727	68,717	35,835	73,046	55,000
CAPITAL OUTLAY						
6810	NSP Properties	0	239,354	253,838	0	0
	TOTAL CAPITAL OUTLAY	0	239,354	253,838	0	0
OTHER USES						
9941	Utilities Allocation	(94,674)	(81,894)	(39,405)	(90,441)	(56,055)
	TOTAL OTHER USES	(94,674)	(81,894)	(39,405)	(90,441)	(56,055)
TOTAL GENERAL FUND APPROPRIATIONS		276,095	498,911	377,193	266,674	168,744

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	284,069	169,799	(114,270)	-40.23%
Operating Expenses	73,046	55,000	(18,046)	-24.70%
Other Uses	(90,441)	(56,055)	34,386	-38.02%
TOTALS	266,674	168,744	(97,930)	-36.72%

Significant Budget Changes:
Personal Services decreased due to the elimination of 2 positions. The change in Operating Expenses is attributable to reductions in professional services, travel, postage, printing and binding and advertising.

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Library Department

Organization

Lucy B. Gangone, MLS, Library Director

The Library serves as the primary source of all types of information for both city and county residents, provides access to a wide range of informational and recreational materials in a variety of print, non-print, and electronic formats, supports both the formal and informal educational needs of patrons, and encourages children and adults to develop an interest in reading and learning.

Responsibilities:

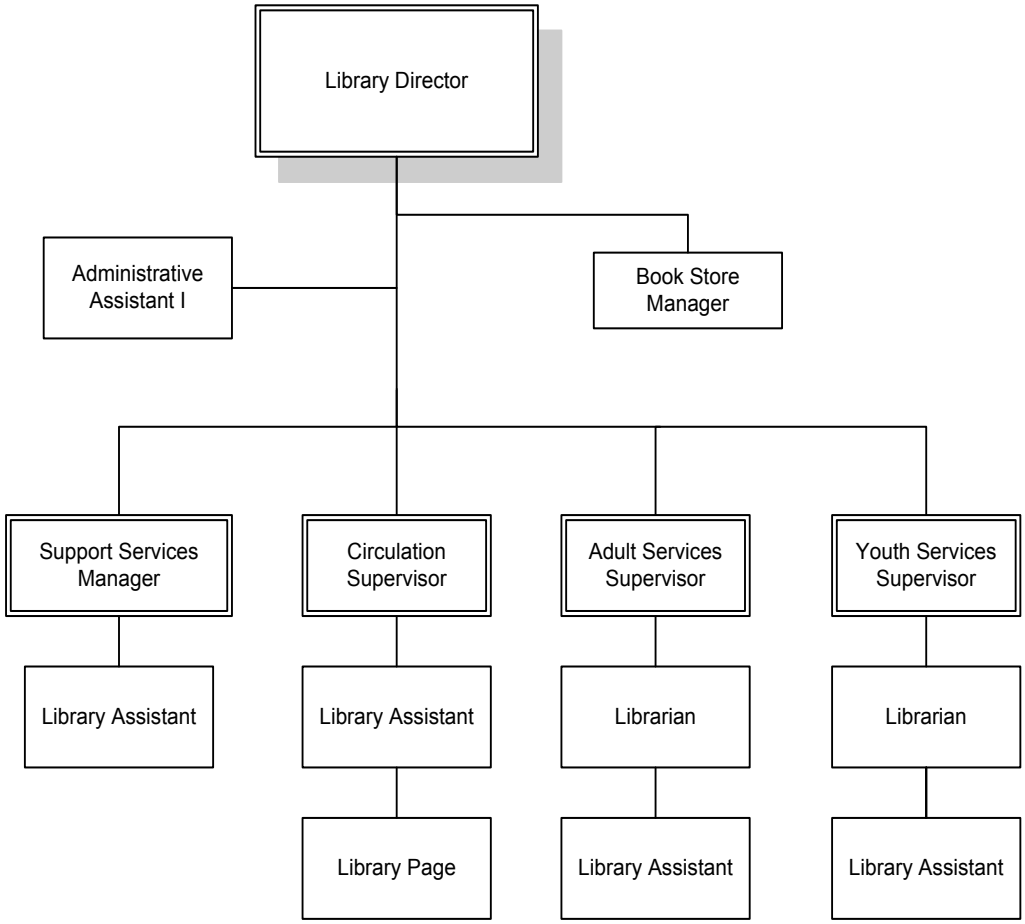
Adult Services
- ·Collection Development
- ·Reference
- ·Genealogy & Local History
- ·Reader's advisory
- ·Programs
- ·Public Computers
- ·Adult Literacy
- ·Community Outreach

Support Services
- ·Information Technology
- ·Finances
- ·Building Maintenance
- ·Business operations
- ·Technical Services

Youth Services
- ·Programs
- ·Reference
- ·Collection Development
- ·Reader's advisory
- ·Public Computers
- ·Community Outreach
- ·Early & Family Literacy

Circulation Services
- ·Check in/out material
- ·Collection Management
- ·Overdue notices
- ·Patron registration
- ·Collection Agency
- ·Volunteers

Organizational Chart



Total Department Budget

$ 1,469,346 GF

Library Department

Library Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Maintain access to the library 52 hours per week including four evenings and one weekend day
- Provide online access to the library 24/7 through the library website, databases, and online catalog for holds and renewals
- Increase the number of cultural programs to entertain, enlighten and educate adult, teen, children, and family audiences
- Incorporate staff training into the Performance & Growth Planning and Evaluation process

Value: Open, Accessible Government

Goals:
- Provide virtual reference assistance through librarian@leesburgflorida.gov during all library hours
- Continue as Lake County's coordinator for the "Ask-A-Librarian" program, Florida's Virtual Reference Service
- Investigate/implement the use of Short Message Service (SMS) text messaging for reference assistance
- Promote library programming through EventKeeper, social media sites, local news media including LakeFront TV, printed flyers, and the library, County and City websites
- Provide information about the library to citizens through the library's newsletters, monthly calendars, social media pages, and the library's website.

Value: Fiscal Responsibility

Goals:
- Pursue the establishment of a public foundation for the library to apply for, and accept, funds from a variety of sources, including individuals, foundations, and government agencies
- Work to increase FY 11-12 circulation of library materials for higher allocation of available funding through the Lake County Library System
- Assist the Friends of the Leesburg Library, Inc. in its fundraising efforts

Value: A Caring Organization

Goals:
- Continue the partnership with the County library system for adult literacy programs, including basic literacy, pre-GED and other programs
- Continue to participate with local non-profit organizations on projects intended to improve the quality of life for Leesburg residents

Major Accomplishments:
- Library visits continued to increase at the rate of 20% annually
- Questions answered increased by 10% over the previous year
- Restructured the department to realize cost efficiencies in personal services
- Partnered with environmental services to assist in processing 4,000 books and non-print materials
- With funding provided by the Friends of the Library, purchased mobile browsers and shelving for the DVD collections, and tack boards/displays for library and community information
- Opened an additional customer service point on the first floor of the Library, called "Ask Me First," from which staff answered over 900 questions in the first month
- Initiated the move to add electronic books (eBooks) to the County Library system

Performance Measures

	2009-10	2010-11	2011-12
Public service hours	2,594	2,608	2,608
Total number of registered borrowers	21,784	19,695	19,166
Total holdings (volumes)	133,744	144,021	150,343
Circulation			
Adult	297,288	273,184	280,000
Juvenile	64,064	77,816	78,000
Total circulation	361,352	351,000	358,000
Circulation per hour	139.3	134.6	137.3
Circulation per borrower	22.6	17.8	18.7
Public computer use	142,926	145,000	147,000
Use per hour	52.9	55.6	56.4
Reference transactions	67,209	77,000	85,000
Queries per hour	25.9	23.5	32.6
System loans (County transactions)			
Received from other libraries	36,584	35,000	35,000
Sent to other libraries	73,683	75,000	75,000
Programming			
Adult programs	96	175	175
Adult program attendance	3,763	5,000	5,000
Young adult programs	71	75	75
Young adult program attendance	451	900	900
Juvenile programs	392	300	300
Juvenile program attendance	6,627	6,000	6,100
Total programs	559	550	550
Total program attendance	10,841	11,900	12,000
Library visits	228,969	275,000	330,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant I	1.00	0.00	1.00	34,965
Support Services Manager	1.00	0.00	1.00	49,899
Adult Services Supervisor	1.00	0.00	1.00	38,480
Youth Services Supervisor	1.00	0.00	1.00	31,387
Circulation Supervisor	1.00	0.00	1.00	31,387
Library Director	1.00	0.00	1.00	74,006
Librarian*	3.00	0.00	3.00	90,772
Library Assistant*	10.00	(2.00)	8.00	181,334
Library Assistant/Adult Services	0.00	2.00	2.00	48,048
Total Full Time	**19.00**	**0.00**	**19.00**	**580,278**
Librarian*	1.00	0.00	1.00	14,529
Library Assistant*	3.00	0.00	3.00	31,814
Library Page*	3.00	0.00	3.00	32,408
Total Part Time	**7.00**	**0.00**	**7.00**	**78,751**
Librarian*	1.00	0.00	1.00	12,746
Library Assistant Temp*	1.00	0.00	1.00	2,383
Book Store Manager (Paid Thru Friends)	1.00	0.00	1.00	6,240
Total Temporary Labor	**3.00**	**0.00**	**3.00**	**21,369**
Total Number of Positions	**29.00**	**0.00**	**29.00**	**680,398**

Capital Outlay Schedule

Description	Amount
Early Literacy Station	5,200
Total	**5,200**

Library Department

Library Division

Appropriations Detail

Appropriations Detail — Account # 001-7111-571

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	708,414	650,700	249,923	569,819	580,278
1220	Permanent/ Part time Salaries & Wages	13,205	68,826	32,674	78,751	78,751
1310	Temporary Labor	7,624	16,023	8,333	21,369	21,369
1410	Overtime	116	85	0	0	0
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	53,010	53,106	20,710	45,709	46,614
221x	Retirement	57,076	35,729	18,301	44,483	42,605
23xx	Insurance	93,741	98,082	55,432	136,736	186,892
2410	Workers' Compensation	1,765	2,060	815	1,811	1,845
26xx	Other Employee Benefits	2,394	2,577	390	1,374	906
	TOTAL PERSONAL SERVICES	937,345	927,188	386,578	900,052	959,260
OPERATING EXPENSES						
31xx	Professional Services	0	0	93	0	200
3410	Contract Services	3,283	3,792	1,431	5,367	4,000
4010	Travel	1,591	0	200	420	420
4110	Communication	1,662	595	321	1,912	2,494
4210	Postage	4,890	2,144	1,162	1,750	2,300
4310	Utilities	167,024	148,141	69,124	180,000	151,000
4410	Rentals	9,594	9,714	9,637	10,000	12,500
4510	Insurance	14,220	17,820	8,118	16,681	15,733
4620	Repairs & Maintenance- Building	1,710	12,248	1,856	6,768	11,318
46xx	Repairs & Maintenance- Equipment	31,510	29,380	17,294	37,290	37,980
4710	Printing & Binding	1,907	2,110	221	2,500	2,500
4810	Promotional Activities	1,996	1,980	2,521	2,100	2,500
4911	Advertising	129	59	220	100	120
4920	Other Current Charges	2,711	544	750	1,200	1,000
4980	Taxes	0	1,826	1,635	2,000	2,000
5180	Minor Furniture/Equipment	0	267	1,742	2,000	2,500
5210	Operating Supplies	35,349	35,954	33,760	37,000	45,000
5410	Publications & Memberships	41,119	41,043	39,864	52,307	52,307
541x	Library Materials	143,704	107,073	88,468	165,000	165,000
5520	Training	0	60	79	750	750
	TOTAL OPERATING EXPENSES	462,399	414,750	278,496	525,145	511,622
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	0	0	0	5,200
	TOTAL CAPITAL OUTLAY	0	0	0	0	5,200
OTHER USES						
9950	Contra Expense	(3,064)	(4,951)	(2,554)	(6,736)	(6,736)
	TOTAL OTHER USES	(3,064)	(4,951)	(2,554)	(6,736)	(6,736)
	TOTAL GENERAL FUND APPROPRIATIONS	1,396,680	1,336,987	662,520	1,418,461	1,469,346

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	900,052	959,260	59,208	6.58%
Operating Expenses	525,145	511,622	(13,523)	-2.58%
Capital Outlay	0	5,200	5,200	100.00%
Other Uses	(6,736)	(6,736)	0	0.00%
TOTALS	1,418,461	1,469,346	50,885	3.59%

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Bruce Ericson, CPRP, Director of Recreation and Parks

The Recreation & Parks Department provides the public with a wide variety of safe and attractive public park spaces which offers both passive and active recreation opportunities, as well as cultural, athletic and leisure programming. This department is responsible for the maintenance and repairs, including custodial services, as well as the landscape beautification and maintenance of all city owned facilities. The Marina and three public boat ramps offer safe and clean amenities and services to the boating public. The Leesburg Historical Museum and Mote-Morris House offer opportunities to explore and learn about the history of this fine City. Public pools and playgrounds are great outlets for children to recreate outdoors, increasing cardiovascular health and social skills. This department offers several facilities available to the public for rental, as well as shelters and pavilions at most park sites which are free to the public.

Recreation Department

Organization

Total Department Budget

$ 2,748,146 GF

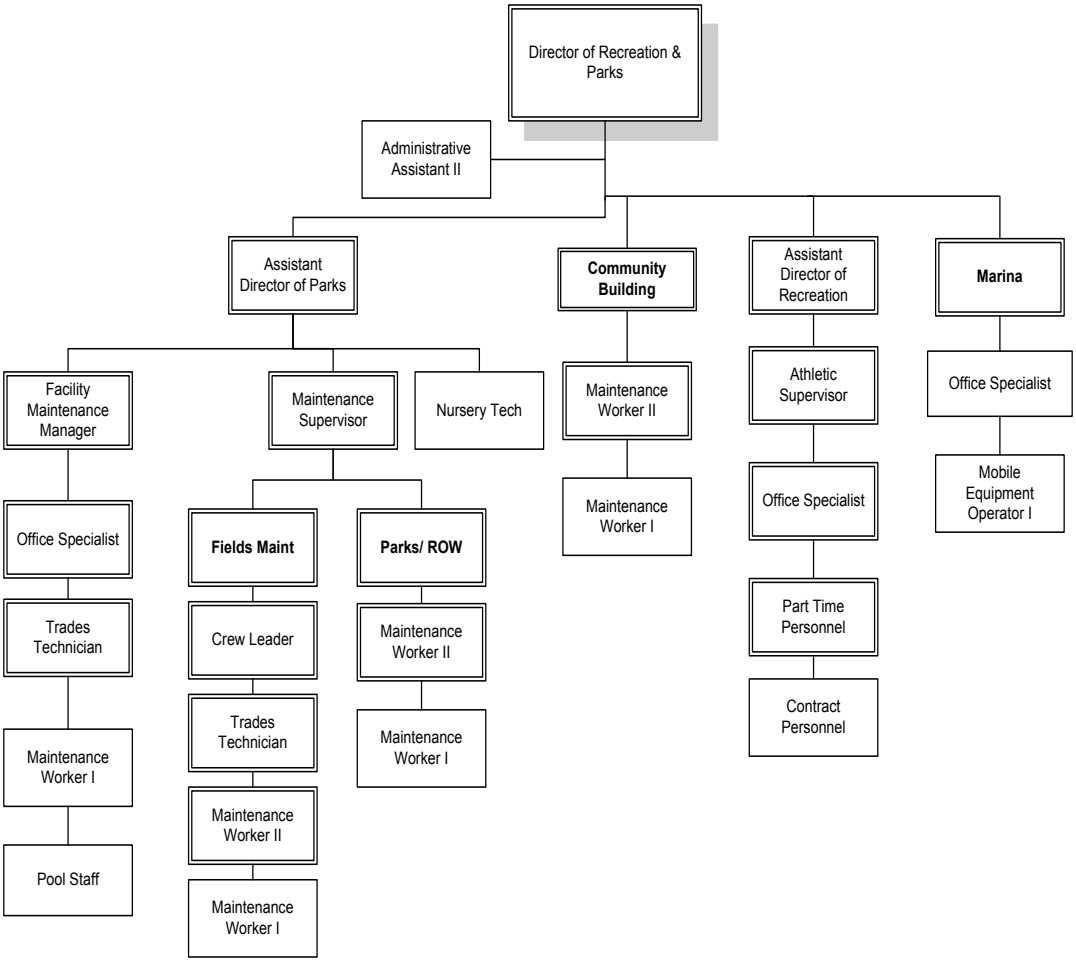
210,016 AL

$ 2,958,162

Recreation Department

Organizational Chart

Organizational Chart



Responsibilities

Recreation Department

Responsibilities

Parks

-Landscaping

-Irrigation

-Rentals

-Greenhouse & Tree Farm Operation

-Supervise Contractual Services

-Pond & waterway maintenance

Facility Maintenance

-Janitorial Services

-Maintenance

Programs

-Provide athletic and Leisure programs

-Contractual and part time

Pools

-Aquatic Programs

-Pool Rentals

-Staffing: Contractual and part time

Gymnasium

-Volleyball

-Youth Basketball

-Adult Basketball

-Volleyball

-Start Smart

Sleepy Hollow

-Soccer

-Softball

-Babe Ruth

Susan Street/Canal

-Football

-Youth Baseball

-Pop Warner Football

-Pop Warner Cheer

-Smart Smart Football

-Youth Football

-Adult Football

Pat Thomas Stadium

-Leesburg Lightning

-Florida Winter Baseball League

-Leesburg High School

Community Building

-Rental Facility

-Catering Services

Mote Morris House

-Rental Facility

-Outside Gazebo

Marina

-Wet & Dry Slip Rental

-Gas

- Snacks

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue to make Sports Corner a success and a widely used form of advertisement for recreation programs
- Prepare and maintain detailed budgets in order to provide accurate information and assistance
- Expand cross-training between department/divisions
- Promote the need to be cost efficient and fiscally responsible in all areas of duties throughout the department

Value: A Caring Organization

Goals:
- Publish and report accurate and useful information for the public
- Provide courteous and efficient customer service in a timely manner
- Motivate employees by providing open communication and a positive attitude between employees and management

Major Accomplishments:
- Successfully held the second "Walk 4 Animals" raising over $7,100 for animal shelters and finding foster and permanent homes for animals
- Continued Parks & Recreation show for Comcast
- Refined individual division budgets for Gymnasium, Pat Thomas, Susan Street/Canal and Sleepy Hollow Complex divisions
- Successfully cross-trained employees throughout divisions

Performance Measures:

	2009-10	2010-11	2011-12
Participants:			
Fitness Classes	275	20	50
Karate Classes	80	0	0
Baton Classes	20	20	0
Golf (Teams)	22	36	30
Walk 4 Animals	200	500	800

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II	1.00	0.00	1.00	41,038
Director of Recreation & Parks	1.00	0.00	1.00	79,810
Total	**2.00**	**0.00**	**2.00**	**120,848**

Recreation Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 001-8121-572

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	220,261	123,024	60,714	120,848	120,848
1310	Temporary Labor	48,515	(7)	0	0	1,596
1410	Overtime	103	11	0	0	0
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	20,385	9,546	4,761	8,157	9,571
221x	Retirement	21,625	9,079	4,843	10,840	10,840
23xx	Insurance	18,028	5,075	2,593	6,601	29,454
2410	Workers' Compensation	3,271	350	170	338	338
26xx	Other Payroll Benefits	2,181	3,661	1,879	3,570	4,757
	TOTAL PERSONAL SERVICES	334,369	150,739	74,960	150,354	177,404
OPERATING EXPENSES						
3410	Contract Services	38,298	30,252	2,550	32,152	20,500
4010	Travel	7,989	32	0	500	500
4110	Communication	6,371	2,798	1,309	2,676	2,186
4210	Postage	638	266	750	630	630
4310	Utilities	78,260	35,195	17,234	43,854	38,659
4410	Rentals	930	5,482	3,334	7,440	7,380
4415	Internal Fleet Lease	17,267	15,662	7,959	15,917	15,917
4510	Insurance	19,774	14,566	8,554	19,107	12,753
461x	Repairs & Maintenance- Vehicles	13,896	4,000	1,470	3,540	2,940
4620	Repairs & Maintenance- Building	60	0	0	350	0
4625	Repairs & Maintenance- Non-Build	0	0	0	350	0
46xx	Repairs & Maintenance- Equipment	5,638	5,653	937	1,750	1,683
4710	Printing & Binding	2,534	4,173	1,630	5,200	4,172
4810	Promotional Activities	800	1,306	532	958	1,222
4911	Advertising	1,586	21	16	250	50
4920	Other Current Charges	8,815	2,117	624	1,910	1,910
4930	Recognitions & Awards	7,204	792	302	1,428	468
5180	Minor Furniture/Equipment	69	42	0	0	0
5210	Operating Supplies	25,149	2,073	810	4,600	2,500
52xx	Uniforms	13,537	0	0	0	0
5230	Fuel Purchases	1,797	2,764	339	2,250	662
5410	Publications & Memberships	2,499	590	655	485	600
5520	Training	3,107	220	0	625	625
	TOTAL OPERATING EXPENSES	256,218	128,004	49,005	145,972	115,357
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	(3,000)	0	0	0
	TOTAL CAPITAL OUTLAY	0	(3,000)	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	590,587	275,743	123,965	296,326	292,761

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	150,354	177,404	27,050	17.99%
Operating Expenses	145,972	115,357	(30,615)	-20.97%
TOTALS	296,326	292,761	(3,565)	-1.20%

Recreation Department

Pools Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Provide affordable and quality aquatic programs for our citizens and surrounding communities
- Ensure that required reports are completed in a timely manner and appropriate action is taken to make necessary changes in programming and to address maintenance issues in a timely manner
- Educate and train aquatic staff members to effectively provide a safe environment where all patrons can come to exercise, play, or just relax
- Communicate with the public regarding aquatic programs and facilities
- Be knowledgeable of all aquatic programming
- Coordinate with outside organizations that use our facilities
- Provide lessons for home school children

Value: A Caring Organization

Goals:

- Provide a safe and clean aquatic environment
- Provide a secure environment in which the public and staff are free from any form of abuse and treated with professionalism and respect
- Increase deck area at Venetian Gardens

Major Accomplishments:

- Continued to offer morning and evening swim lessons
- Rented pool out to various day camps, daycares, birthday parties, and family reunions
- Provided facilities for Leesburg High School swim team and gym classes
- Successfully provided concessions at both pools
- Trained a lifeguard instructor so we can offer lifeguard classes

Performance Measures:

	2009-10	2010-11	2011-12
Participants using pools			
H. O. Dabney	2,594	800	800
Venetian Gardens	9,800	9,850	9,850
Lap swim – Venetian Gardens	290	300	300
Open Swim-Venetian Gardens	1,745	2,000	2,000
Open Swim- HO Dabney (no day camp)	1,500	800	800
Swimming lessons			
Venetian Gardens	2,300	2,325	2,325
Swim Team			
Piranha Swim Team	550	550	550
Leesburg HS Swim Team	160	160	160
Water Aerobics	286	300	300
Group Visits/Rentals			
H. O. Dabney	550	550	550
Training classes			
Lifeguard	0	5	12

Personnel Schedule

Classification	2011	Change	2012	Amount
Assistant Director of Recreation[1]	0.10	0.00	0.10	5,418
Facilities Maintenance Manager	0.15	0.00	0.15	6,889
Temporary Labor				50,032
Total	**0.25**	**0.00**	**0.25**	**62,339**

Allocations:
Asst. Dirc. Of Rec.--10%-8122,30%-8126,30%-8128,30%-8129[1]
Facilities Maintenance Manager-85%-8193,15%-8122

Recreation Department

Pools Division

Appropriations Detail

Appropriations Detail — Account # 001-8122-572

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	6,571	9,126	5,699	12,307	12,307
1310	Temporary Labor	69,041	37,981	279	50,032	50,032
1410	Overtime	235	56	0	0	0
2110	FICA	5,790	3,586	439	910	911
2210	Retirement	584	659	493	1,104	1,104
23xx	Insurance	761	1,121	1,028	2,138	3,057
2410	Workers' Compensation	2,490	1,613	28	4,958	5,076
26xx	Other Payroll Benefits	0	0	9	0	158
	TOTAL PERSONAL SERVICES	85,472	54,142	7,975	71,449	72,645
OPERATING EXPENSES						
3410	Contract Services	45	0	0	0	0
4110	Communication	1,123	1,054	579	1,250	1,576
4310	Utilities	33,538	30,518	16,014	33,637	33,625
4410	Rentals	336	290	0	350	350
4510	Insurance	1,293	929	398	922	748
461x	Repairs & Maintenance- Vehicles	1,237	2,475	0	1,000	1,000
4620	Repairs & Maintenance- Building	1,315	382	1,597	1,000	1,000
4625	Repairs & Maintenance- Non-Build	5,254	1,006	59	1,500	1,000
46xx	Repairs & Maintenance- Equipment	0	70	0	0	70
4710	Printing & Binding	0	96	0	0	0
4920	Other Current Charges	500	500	0	500	500
5180	Minor Furniture/Equipment	4,397	933	0	0	3,800
5210	Operating Supplies	5,422	2,032	1,542	5,070	4,480
5215	Uniforms	1,808	2,060	0	0	0
5280	Chemicals	15,809	10,322	5,373	18,000	15,000
5410	Publications & Memberships	300	0	0	0	0
5520	Training	686	0	0	665	505
	TOTAL OPERATING EXPENSES	73,063	52,667	25,562	63,894	63,654
CAPITAL OUTLAY						
6410	Machinery & Equipment	4,715	0	0	15,000	0
	TOTAL CAPITAL OUTLAY	4,715	0	0	15,000	0
OTHER USES						
9950	Contra Expense	0	(113)	0	0	0
	TOTAL OTHER USES	0	(113)	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	163,250	106,696	33,537	150,343	136,299

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	71,449	72,645	1,196	1.67%
Operating Expenses	63,894	63,654	(240)	-0.38%
Capital Outlay	15,000	0	(15,000)	-100.00%
TOTALS	150,343	136,299	(14,044)	-9.34%

Values & Goals

Value: Excellence in All We Do

Goals:
- Make sure repairs to facilities, equipment, and furniture are completed in a timely manner
- Improve the appearance of the buildings

Value: Fiscal Responsibility

Goals:
- Continue to provide food service through the caterer
- Increase rentals to facilities by advertising

Value: Professionalism

Goals:
- Continue to provide the best quality service and the cleanest facilities in the City of Leesburg
- Continue to provide clean and sanitary facilities to the community

Major Accomplishments:
- Purchased lightweight tables for Community Building
- Replaced an old A/C unit with new one from the True Temp Building
- Completed renovations for Cultural Arts Building (East Room) for new City Employee Wellness Center

Performance Measures:

Community Building (Number of Reservations)	2009-10	2010-11	2011-12
Main Room	160	170	175
East Room	83	85	87
West room	57	79	79
Total service hours	3,660	3,660	3,960
Total Fees Paid	51,379	41,000	42,000
Cultural Arts Facility (Number of Reservations)			
Service hours	500	500	200
East Room	8	0	0
West room	45	25	25
Total Fees Paid	1,785	1,700	1,750

Personnel Schedule

Classification	2011	Change	2012	Amount
Maintenance Worker I	1.00	0.00	1.00	26,250
Maintenance Worker II	1.00	0.00	1.00	32,510
Total	**2.00**	**0.00**	**2.00**	**58,760**

Capital Outlay Schedule

Description	Amount
Replacement Floor Cleaner	5,500
Total	**5,500**

Recreation Department

Community Facilities Division

Appropriations Detail

Appropriations Detail — Account # 001-8123 & 8131-57x

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	103,969	93,695	28,789	58,760	58,760
1410	Overtime	5,869	6,088	1,742	4,000	4,000
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	7,750	7,022	2,185	4,157	4,156
221x	Retirement	9,890	6,713	2,352	5,891	5,271
23xx	Insurance	17,663	16,179	6,416	17,193	18,667
2410	Workers' Compensation	3,600	4,075	1,252	2,458	2,458
26xx	Other Payroll Benefits	114	106	0	0	0
	TOTAL PERSONAL SERVICES	148,855	133,878	42,736	92,459	93,312
OPERATING EXPENSES						
3410	Contract Services	990	743	0	980	742
41xx	Communication	1,201	1,143	268	804	1,160
4310	Utilities	42,620	42,562	19,253	43,835	42,478
4415	Internal Fleet Lease	2,111	2,111	1,052	2,104	2,104
4510	Insurance	1,897	1,422	554	1,422	1,065
461x	Repairs & Maintenance- Vehicles	1,614	2,257	660	3,120	2,300
4620	Repairs & Maintenance- Building	3,074	5,285	3,660	3,450	3,950
4625	Repairs & Maintenance- Non-Build	428	253	727	750	7,725
46xx	Repairs & Maintenance- Equipment	545	465	180	520	365
4710	Printing & Binding	0	48	0	0	0
4945	Injury/Damage to Others	500	2,500	0	0	0
5180	Minor Furniture/Equipment	11,251	249	1,826	250	6,000
5210	Operating Supplies	1,858	2,361	1,551	1,900	2,860
5215	Uniforms	349	0	586	250	626
5230	Fuel Purchases	847	956	514	1,150	1,170
	TOTAL OPERATING EXPENSES	69,285	62,355	30,831	60,535	72,545
CAPITAL OUTLAY						
6310	Improve Other Than Bldgs	0	0	0	0	0
6410	Machinery & Equipment	0	0	0	0	5,500
	TOTAL CAPITAL OUTLAY	0	0	0	0	5,500
	TOTAL GENERAL FUND APPROPRIATIONS	218,140	196,233	73,567	152,994	171,357

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	92,459	93,312	853	0.92%
Operating Expenses	60,535	72,545	12,010	19.84%
Capital Outlay	0	5,500	5,500	100.00%
TOTALS	152,994	171,357	18,363	12.00%

Significant Budget Changes:
The Operating Expenses category increased due to proposed sidewalk repairs at the Community Building (4625) and replacement tables (5180). Capital Outlay increased due to FY 10-11 not having any capital purchases budgeted.

Values & Goals

Value: Excellence in All We Do

Goals:
- Maintain the level of landscape maintenance in our parks and other public areas with reduced staffing
- Maintain quality, attractive parks and facilities, including safe playgrounds, for the enjoyment and use of our citizens
- Ensure maintenance of rights-of-way and code enforcement properties in a timely manner
- Provide timely and quality maintenance of all park and recreation facilities and structures

Value: Fiscal Responsibility

Goals:
- Involve local youth groups such as Scouts, high school clubs, and 4-H in voluntary maintenance projects at City park sites
- Reduce dump costs by successfully utilizing the city's landfill site for brush and construction debris

Value: Professionalism

Goals:
- Convert fixed riser irrigation system in Venetian Gardens to an underground automated system
- Revitalization of grounds around Community Building
- Paint Community Building and install new signage

Major Accomplishments:
- Finished construction of Fountain Lake Trail through $200,000 grant from the Department of Environmental Protection
- Added replacement waste receptacles and park benches in several parks
- Completed landscape/irrigation design for Phase II of S.R. 441 beautification
- Received the Tree City USA Award
- Worked with volunteer groups through 4H, Leesburg High School, and Comcast to provide maintenance at City parks
- Continued to apply for grants to upgrade parks and trails
- Upgrade appearance of Town Square through sod removal and installation of new sod
- Complete dock renovation project at Herlong Park
-

Performance Measures:

	2009-10	2010-11	2011-12
Areas maintained (acres per employee)	25	25	25
Linear feet of right-of-way maintained	84,184	84,184	84,184
Trees planted	40	40	25
Trees removed	45	45	20
Weddings in parks	21	35	35
Rogers Park/Berry Park – bookings	165	165	170
Areas maintained per sq ft	6,231,512	6,231,512	6,231,512
Feet of City right-of-way mowed	77,308	77,308	77,308

Personnel Schedule

Classification	2011	Change	2012	Amount
Assistant Director of Parks	1.00	0.00	1.00	54,912
Maintenance Supervisor	1.00	0.00	1.00	48,360
Maintenance Worker I	6.00	0.00	6.00	129,917
Maintenance Worker II	1.00	0.00	1.00	25,418
Nursery Tech	1.00	0.00	1.00	25,875
Standby				1,424
Total	**10.00**	**0.00**	**10.00**	**285,906**

Recreation Department

Parks Division

Appropriations Detail

Appropriations Detail — Account # 001-8124-572

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	383,404	274,226	128,983	286,948	285,906
1310	Temporary Labor	1,286	8,331	3,512	6,000	7,800
1410	Overtime	516	1,199	118	1,200	800
15xx	Bonuses/Incentives	0	0	0	0	0
211x	FICA	28,202	20,215	9,404	20,218	20,286
2210	Retirement	36,025	18,498	10,242	23,769	22,862
23xx	Insurance	59,575	53,743	34,699	84,378	102,908
2410	Workers' Compensation	10,833	9,739	4,514	9,839	9,795
262x	Other Payroll Benefits	1,435	203	0	0	2,357
	TOTAL PERSONAL SERVICES	521,276	386,154	191,472	432,352	452,714
OPERATING EXPENSES						
31xx	Professional Services	25,210	35,064	2,004	30,435	35,063
3410	Contract Services	7,775	7,324	755	1,950	1,950
4010	Travel	36	145	0	0	0
41xx	Communication	1,372	1,091	723	1,251	552
4210	Postage	0	34	43	0	48
4310	Utilities	84,829	73,343	30,695	84,740	73,526
4410	Rentals	9,285	150	0	150	150
4415	Internal Fleet Lease	52,462	52,536	20,699	41,398	37,752
4425	Land Leases	450	450	450	450	450
4510	Insurance	17,127	13,544	6,121	13,211	10,774
461x	Repairs & Maintenance- Vehicles	45,692	34,830	12,822	26,780	24,440
4620	Repairs & Maintenance- Building	1,434	2,985	50	3,000	2,985
4625	Repairs & Maintenance- Non-Build	91,585	98,106	32,862	92,000	93,840
46xx	Repairs & Maintenance- Equipment	12	180	130	260	440
4710	Printing & Binding	44	0	0	0	0
4810	Promotional Acitivities	140	140	0	0	0
4911	Advertising-Other Ads	0	90	21	0	48
4920	Other Current Charges	0	100	0	0	0
4945	Injury/ Damage to Others	0	250	0	0	0
4980	Taxes	906	906	906	905	906
5180	Minor Furniture/Equipment	5,535	1,198	567	5,350	5,000
5210	Operating Supplies	18,388	20,366	6,863	17,500	17,500
5215	Uniforms	2,344	2,327	1,181	2,471	2,191
52xx	Fuel Purchases	16,867	16,029	7,181	16,500	15,710
5410	Publications & Memberships	150	0	100	0	100
5520	Training	295	0	50	0	0
	TOTAL OPERATING EXPENSES	381,938	361,188	124,223	338,351	323,425
CAPITAL OUTLAY						
6210	Buildings	0	0	0	0	0
6310	Improvements Other Than Bldgs	1,875	0	0	0	0
6410	Machinery & Equipment	75,000	0	0	0	0
	TOTAL CAPITAL OUTLAY	76,875	0	0	0	0
OTHER USES						
9950	Contra- Expense	(47,092)	(47,946)	(23,603)	(46,200)	(46,200)
	TOTAL OTHER USES	(47,092)	(47,946)	(23,603)	(46,200)	(46,200)
TOTAL GENERAL FUND APPROPRIATIONS		932,997	699,396	292,092	724,503	729,939

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	432,352	452,714	20,362	4.71%
Operating Expenses	338,351	323,425	(14,926)	-4.41%
Other Uses	(46,200)	(46,200)	0	0.00%
TOTALS	724,503	729,939	5,436	0.75%

Recreation Department

Athletic Fields Division

Appropriations Detail

Appropriations Detail — Account # 001-8125-572

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
12xx Regular Salaries & Wages	170,703	0	0	0	0
1310 Temporary Labor	12,737	0	0	0	0
1410 Overtime	8,626	0	0	0	0
1530 Bonuses/Incentives	0	0	0	0	0
2110 FICA	13,962	0	0	0	0
221x Retirement	16,825	0	0	0	0
23xx Insurance	31,327	0	0	0	0
2410 Workers' Compensation	6,067	0	0	0	0
262x Other Payroll Benefits	98	0	0	0	0
TOTAL PERSONAL SERVICES	260,345	0	0	0	0
OPERATING EXPENSES					
3410 Contract Services	2,954	0	0	0	0
4010 Travel	0	0	0	0	0
41xx Communication	1,621	0	0	0	0
4310 Utilities	288,490	0	0	0	0
4410 Rentals	110	0	0	0	0
4415 Internal Fleet Lease	35,338	0	0	0	0
4510 Insurance	7,809	0	0	0	0
461x Repairs & Maintenance- Vehicles	13,392	0	0	0	0
4620 Repairs & Maintenance- Building	3,860	0	0	0	0
4625 Repairs & Maintenance- Non-Build	17,695	0	0	0	0
4945 Injury/ Damage to Others	0	0	0	0	0
5180 Minor Furniture/Equipment	1,499	0	0	0	0
5210 Operating Supplies	15,032	0	0	0	0
5215 Uniforms	1,317	0	0	0	0
52xx Fuel Purchases	3,152	0	0	0	0
5520 Training	60	0	0	0	0
TOTAL OPERATING EXPENSES	392,329	0	0	0	0
CAPITAL OUTLAY					
6410 Machinery & Equipment	2,781	0	0	0	0
TOTAL CAPITAL OUTLAY	2,781	0	0	0	0
OTHER USES					
9950 Contra-Expense	(11,541)	0	0	0	0
TOTAL OTHER USES	(11,541)	0	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS	643,914	0	0	0	0

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	0.00%
Operating Expenses	0	0	0	0.00%
Capital Outlay	0	0	0	0.00%
Other Uses	0	0	0	0.00%
TOTALS	0	0	0	0.00%

Recreation Department

Gymnasium

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Provide accurate and useful information for the public
- Maintain participation in all athletic and passive programs
- Maximize the use of all fields and the gymnasium through existing or new programs and/or rentals
- Run travel sports programs in three or more sports
- Develop and grow programs for our gymnasium

Value: A Caring Organization

Goals:
- Continue parent meetings for all sports ensuring at least one parent in each household attends and signs a code of ethics
- Continue to aid coaches through certifications and coaching clinics
- Partner with local schools for programming and include a wider variety of sports tournaments
- Collect program evaluations from participants in our programs
- Provide physical education activities for home school children
- Partner with Special Olympics to provide additional opportunities

Major Accomplishments:
- Became a five star Start Smart Sports Organization
- Hosted over 800 teams in USSSA baseball tournaments
- Began a City run travel basketball tournament
- Started basketball leagues and volleyball leagues
- Provided a place for kids to play basketball after school

Performance Measures:

	2009-10	2010-11	2011-12
Youth programs (participants)			
Basketball	124	158	160
Start Smart Classes	80	120	120
Travel youth Programs (participants)			
Basketball	120	120	120
Adult programs (teams)			
Basketball	0	8	8
Volleyball	0	8	8
Sports Camps (participants)	0	50	50
Open Gymnasium Basketball	7,750	7,500	7,500
Open Gymnasium Volleyball	1,206	1,000	1,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Assistant Director of Recreation[1]	0.30	0.10	0.40	21,673
Athletic Supervisor[2]	0.50	0.00	0.50	18,845
Office Specialist[3]	0.74	0.26	1.00	28,423
Temporary Labor				8,780
Total	**1.54**	**0.36**	**1.90**	**77,721**

Notes:

Allocations
Asst. Dir. Of Rec.--10%-8122,40%-8126,20%8127,30%8128[1]
Athletic Sprvr.--50%8126,25%8128,25%-8129[2]
Office Specialist (2 positions)-- 50%-8126,20%-8127,30%-8128[3]

Recreation Department

Gymnasium

Appropriations Detail

Appropriations Detail — Account # 001-8126-572

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
12xx Regular Salaries & Wages	29,472	58,364	27,015	53,694	68,941
1310 Temporary Labor	17,899	2,066	2,934	14,589	8,780
1410 Overtime	43	0	0	0	0
2110 FICA	3,522	4,398	2,096	3,934	4,781
221x Retirement	2,810	4,264	2,235	4,817	6,180
23xx Insurance	4,545	8,926	6,832	10,948	25,752
2410 Workers' Compensation	1,043	1,159	564	2,234	1,691
262x Other Payroll Benefits	0	16	41	0	628
TOTAL PERSONAL SERVICES	59,334	79,193	41,717	90,216	116,753
OPERATING EXPENSES					
3410 Contract Services	0	0	75	0	150
4010 Travel	3,265	11,462	312	24,000	0
41xx Communication	0	816	409	688	2,577
4310 Utilities	0	36,725	15,237	41,272	39,952
4410 Rentals	3,302	431	0	0	0
4415 Internal Fleet Lease	0	6,408	1,860	3,720	3,720
4510 Insurance	0	1,853	732	1,729	1,262
461x Repairs & Maintenance- Vehicles	0	5,135	1,320	3,440	3,440
4620 Repairs & Maintenance- Building	120	929	2,206	500	1,100
4625 Repairs & Maintenance- Non-Build	0	1,008	174	1,000	980
46xx Repairs & Maintenance- Equipment	0	83	1,380	2,891	2,413
4710 Printing & Binding	0	64	0	0	0
4810 Promotional Activities	0	0	0	0	57
4911 Advertising- Other Ads	0	18	56	0	0
4930 Recognitions & Awards	1,298	867	1,108	4,790	2,775
4945 Injury/ Damage to Others	0	2,500	0	0	0
5180 Minor Furniture/Equipment	0	98	0	0	0
5210 Operating Supplies	5,651	17,317	5,992	29,475	6,483
5215 Uniforms	0	165	0	60	20
5216 Team Uniforms	542	4,166	2,764	13,752	4,228
5230 Fuel Purchases	0	867	511	2,500	1,220
5410 Publications & Memberships	0	78	0	0	0
5520 Training	36	0	0	0	0
TOTAL OPERATING EXPENSES	14,214	90,990	34,136	129,817	70,377
TOTAL GENERAL FUND APPROPRIATIONS	73,548	170,183	75,853	220,033	187,130

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	90,216	116,753	26,537	29.41%
Operating Expenses	129,817	70,377	(59,440)	-45.79%
TOTALS	220,033	187,130	(32,903)	-14.95%

Values & Goals

Value: Excellence in All We Do

Goals:
- Improve turf quality at athletic fields through utilization of fertilization, weed suppression, and compaction remediation
- Install stadium seating in the "box seat" section of Pat Thomas Stadium to initiate a "buy a seat campaign"
- Install fans for the grandstand seating area and additional seating along first base side
- Institute a developmental "futures" league for High School players

Value: Professionalism

Goals:
- Rotate field closures to allow each field adequate time for rest and prolonged maintenance
- Institute birthday party packages for kids at lightning games
- Increase kids activities during lightning games

Major Accomplishments:
- Overseeded Pat Thomas Field with annual rye which allowed college league play in late winter
- Relamped Pat Thomas Stadium
- Implementation of renter billing of labor for tournaments
- Continued to set the Florida Collegiate Summer League (FCSL) attendance record with an average of 975 fans per game
- Constructed deck by concession building

Performance Measures:

	2009-10	2010-11	2011-12
Attendance Record:			
Leesburg Lightning	20,000	20,000	20,000
Florida Winter Baseball League	2,000	0	0
Russ Matt League	4,000	5,100	6,500
Leesburg High School	4,000	4,000	4,000
Youth Baseball opening day	1,000	1,000	1,000
Lake Sumter Community College	400	400	400
Babe Ruth All Star game	90	300	300
Facility bookings at Pat Thomas	370	370	700
Future League	0	0	1,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Trades Technician	1.00	0.00	1.00	34,965
Crew Leader[1]	0.20	0.30	0.50	22,640
Athletic Supervisor[2]	0.00	0.25	0.25	9,422
Assistant Director of Recreation[3]	0.00	0.20	0.20	10,837
Office Specialist[4]	0.00	0.40	0.40	11,369
Standby				158
Temporary Labor				2,000
Total	**1.20**	**1.15**	**2.35**	**91,391**

Notes:
Allocations
Crew Leader[1]--20% 8127, 30% 8128, 50% 8129
Athletic Supervisor[2]- 50% 8126, 25% 8128, 25% 8127
Assistant Director of Recreation[3]- 10% 8122, 40% 8126, 20% 8127, 30% 8128
Office Specialist[4]- (2 positions) 50% 8126, 20% 8127, 30% 8128

Recreation Department

Pat Thomas Stadium

Appropriations Detail

Appropriations Detail

Account # 001-8127-572

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
12xx Regular Salaries & Wages	16,476	55,753	22,622	44,161	89,391
1310 Temporary Labor	25	1,877	69	2,000	2,000
1410 Overtime	164	2,585	726	2,180	2,180
2110 FICA	1,129	4,183	1,596	2,954	6,271
221x Retirement	1,499	4,023	1,898	3,950	7,980
23xx Insurance	2,901	10,823	5,749	12,063	31,493
2410 Workers' Compensation	559	2,495	971	1,845	2,865
262x Other Payroll Benefits	0	4	21	0	400
TOTAL PERSONAL SERVICES	22,753	81,743	33,652	69,153	142,580
OPERATING EXPENSES					
4310 Utilities	0	8,438	3,576	17,552	12,913
4415 Internal Fleet Lease	0	5,060	3,342	6,683	14,959
4510 Insurance	0	1,034	522	1,143	1,061
461x Repairs & Maintenance- Vehicles	0	3,300	1,932	3,300	5,820
4620 Repairs & Maintenance- Building	757	2,293	234	1,520	1,500
4625 Repairs & Maintenance- Non-Build	84	1,246	525	2,100	1,200
46xx Repairs & Maintenance- Equipment	0	65	190	320	225
4920 Other Current Charges	0	50	0	0	0
5180 Minor Furniture/Equipment	868	291	0	500	400
5210 Operating Supplies	638	7,922	3,210	3,780	6,580
5215 Uniforms	44	0	106	353	313
52xx Fuel Purchases	0	878	679	750	1,460
TOTAL OPERATING EXPENSES	2,391	30,577	14,316	38,001	46,431
TOTAL GENERAL FUND APPROPRIATIONS	25,144	112,320	47,968	107,154	189,011

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	69,153	142,580	73,427	106.18%
Operating Expenses	38,001	46,431	8,430	22.18%
TOTALS	107,154	189,011	81,857	76.39%

Significant Budget Changes:
The Personal Services category increased due to the reallocation of administrative staff which were formerly charged to the Sleepy Hollow division (8129).

Recreation Department

Susan Street/ Canal Street

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Improve turf quality at athletic fields through utilization of fertilization, weed suppression, and compaction remediation
- Install concrete pads under bleachers at Susan Street
- Renovate roofs on dugouts at Susan Street Complex

Value: Professionalism

Goals:
- Rotate field closures to allow each field adequate time for rest and prolonged maintenance
- Winter application of annual rye
- Negotiate a concession agreement to benefit the leagues of the Susan Street programs
- Develop an access/control plan around park perimeters

Major Accomplishments:
- Added the Thoro Guard Lightning predictor system to make Susan Street a safer environment
- Completed re-lamp of entire complex
- Changed out two light poles

Performance Measures:

	2009-10	2010-11	2011-12
Youth programs (participants)			
Flag Football	33	40	40
Baseball	200	200	200
Travel youth Programs (participants)			
Pop Warner Football	179	180	180
Pop Warner Cheerleading	65	60	60
Baseball	36	36	36
Adult programs (teams)			
Flag Football	0	0	0
Facility bookings at Susan Street (Programs included)	317	300	300

Personnel Schedule

Classification	2011	Change	2012	Amount
Assistant Director of Recreation[1]	0.30	0.00	0.30	16,255
Athletic Supervisor[2]	0.25	0.00	0.25	9,422
Crew Leader[3]	0.30	0.20	0.50	22,641
Maintenance Worker I	1.00	0.00	1.00	20,530
Maintenance Worker II	1.00	0.00	1.00	27,185
Office Specialist[4]	0.64	(0.04)	0.60	18,043
Standby				316
Temporary Labor				11,346
Total	**3.49**	**0.16**	**3.65**	**125,738**

Notes:
Allocations:
Asst. Dirc. Of Rec.--10%-8122,30%-8126,30%8128,30%8129
Athletic Sprvr[2]--50%8126,25%8128,25%-8129
Crew Leader[3]--50% 8127, 50% 8128
Office Specialist[4] (2 positions)-- 50%-8126,20%-8127,30%-8128

Capital Outlay Schedule

Description	Amount
Replace (2) Poles at Susan Street Field	13,000
Total	**13,000**

Recreation Department

Susan Street/ Canal Street

Appropriations Detail

Appropriations Detail — Account # 001-8128-572

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
12xx Regular Salaries & Wages	69,317	103,599	54,706	103,376	114,392
1310 Temporary Labor	1,311	10,255	1,352	13,313	11,346
1410 Overtime	471	2,003	261	2,000	1,000
2110 FICA	5,264	8,509	4,051	7,616	8,190
221x Retirement	5,104	7,203	4,457	8,430	9,372
23xx Insurance	8,012	15,937	13,230	27,077	36,609
2410 Workers' Compensation	1,768	3,346	1,710	4,141	4,171
262x Other Payroll Benefits	0	14	40	0	525
TOTAL PERSONAL SERVICES	91,247	150,866	79,807	165,953	185,605
OPERATING EXPENSES					
3410 Contract Services	0	155	0	0	0
4010 Travel	61	763	99	0	0
4110 Communication	173	1,232	0	0	0
4210 Postage	26	0	0	0	0
4310 Utilities	0	33,346	15,222	37,830	37,356
4410 Rentals	0	0	57	0	0
4415 Internal Fleet Lease	0	6,952	5,474	10,948	18,269
4510 Insurance	0	4,014	2,607	4,494	4,011
461x Repairs & Maintenance- Vehicles	0	6,205	3,000	6,200	9,360
4620 Repairs & Maintenance- Building	589	737	24	500	500
4625 Repairs & Maintenance- Non-Build	74	12,766	619	2,200	1,800
46xx Repairs & Maintenance- Equipment	0	0	130	260	160
4710 Printing & Binding	0	0	0	500	0
4930 Recognitions & Awards	3,365	3,329	1,283	5,831	3,481
5180 Minor Furniture/Equipment	155	175	676	500	500
5210 Operating Supplies	12,753	19,651	4,887	17,643	7,983
5215 Uniforms	144	417	54	832	710
5216 Team Uniforms	5,814	4,531	10,241	13,474	5,579
52xx Fuel Purchases	0	943	727	1,500	1,615
5410 Publications & Memberships	0	227	50	460	320
TOTAL OPERATING EXPENSES	23,154	95,443	45,150	103,172	91,644
CAPITAL OUTLAY					
6310 Impovements Other Than Bldgs	0	0	0	0	13,000
6410 Machinery & Equipment	0	11,275	0	0	0
TOTAL CAPITAL OUTLAY	0	11,275	0	0	13,000
OTHER USES					
9950 Contra-Expense	(216)	0	0	0	0
TOTAL OTHER USES	(216)	0	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS	114,185	257,584	124,957	269,125	290,249

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	165,953	185,605	19,652	11.84%
Operating Expenses	103,172	91,644	(11,528)	-11.17%
Capital Outlay	0	13,000	13,000	100.00%
TOTALS	269,125	290,249	21,124	7.85%

Significant Budget Changes:
The Operating Expenses category decreased due to reduced Operating Supplies (5210). Capital Outlay increased due to FY 10-11 not having any capital purchases budgeted.

Values & Goals

Value: Excellence in All We Do

Goals:
- Improve turf quality at athletic fields through utilization of fertilization, weed suppression, and compaction remediation
- Pursue additional irrigation options for soccer field improvement

Value: Professionalism

Goals:
- Rotate field closures to allow each field adequate time for rest and prolonged maintenance
- Winter application of annual rye
- Continue relamp program throughout all fields at Sleepy Hollow
- Negotiate a concessions agreement to benefit the Sleepy Hollow Program
- Attract youth and adult organizations to increase tournament play
- Provide opportunity to serve the needs of the Special Olympics

Major Accomplishments:
- Continue to bring in Sports tournaments to use the facility
- Pressure washed vinyl fencing surrounding facility

Performance Measures:

	2009-10	2010-11	2011-12
Participants:			
Soccer	215	220	220
Baseball	36	32	44
Softball	79	60	60
Start Smart Classes	40	40	40
Soccer Camp	50	50	50
Adult programs (teams)			
Softball	24	30	40
Soccer	7	0	0
Facility bookings at Sleepy Hollow (programs included)	515	520	525

Personnel Schedule

Classification	2011	Change	2012	Amount
Assistant Director of Recreation[1]	0.30	(0.30)	0.00	0
Athletic Supervisor [2]	0.25	(0.25)	0.00	0
Crew Leader [3]	0.50	(0.50)	0.00	0
Maintenance Worker I	4.00	(4.00)	0.00	0
Office Specialist [4]	0.62	(0.62)	0.00	0
Standby Labor				0
Temporary Labor				0
Total	**5.67**	**(5.67)**	**0.00**	**0**

Notes:
Allocations:
Asst. Dirc. Of Rec.[1]--10%-8122,40%-8126,20%8127,30%8128
Athletic Supervisor[2]-- 50%-8126, 25%-8127, 25%-8128
Crew Leader[3]--50% 8127, 50% 8128
Office Specialist[4] (2 positions)-- 50%-8126,20%-8127,30%-8128

Recreation Department

Sleepy Hollow Complex

Appropriations Detail

Appropriations Detail — Account # 001-8129-572

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
12xx Regular Salaries & Wages	69,960	138,886	69,077	161,357	0
1310 Temporary Labor	15,121	44,772	12,424	44,333	0
1410 Overtime	1,509	9,738	3,751	10,000	0
2110 FICA	6,382	14,214	6,183	11,639	0
221x Retirement	6,589	9,964	5,381	14,417	0
23xx Insurance	10,483	24,188	16,042	38,765	0
2410 Workers' Compensation	2,502	6,808	2,900	8,525	0
262x Other Payroll Benefits	50	14	59	0	0
TOTAL PERSONAL SERVICES	112,596	248,584	115,817	289,036	0
OPERATING EXPENSES					
31xx Professional Services	0	0	6,400	0	0
3410 Contract Services	240	4,994	1,640	2,600	0
4110 Communication	0	390	201	408	0
4310 Utilities	0	95,584	41,194	99,850	0
4410 Rentals	240	365	336	0	0
4415 Internal Fleet Lease	0	18,103	8,631	17,261	0
4510 Insurance	0	5,261	2,080	4,535	0
461x Repairs & Maintenance- Vehicles	0	8,455	3,840	7,680	0
4620 Repairs & Maintenance- Building	830	1,832	42	1,500	0
46xx Repairs & Maintenance- Non-Build	259	4,500	1,043	4,660	0
4930 Recognitions & Awards	479	3,661	1,518	5,658	0
5180 Minor Furniture/Equipment	124	3,043	143	850	0
5210 Operating Supplies	4,818	20,802	6,368	31,879	0
5215 Uniforms	288	874	655	2,125	0
5216 Team Uniforms	1,132	5,469	4,832	7,098	0
52xx Fuel Purchases	0	2,598	1,904	6,250	0
5410 Publications & Memberships	0	143	0	200	0
5520 Training	0	0	20	0	0
TOTAL OPERATING EXPENSES	8,410	176,074	80,847	192,554	0
OTHER USES					
9950 Contra-Expense	(1,502)	(8,787)	(3,116)	0	0
TOTAL OTHER USES	(1,502)	(8,787)	(3,116)	0	0
TOTAL GENERAL FUND APPROPRIATIONS	119,504	415,871	193,548	481,590	0

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	289,036	0	(289,036)	-100.00%
Operating Expenses	192,554	0	(192,554)	-100.00%
TOTALS	481,590	0	(481,590)	-100.00%

Significant Budget Changes:
Expenditures associated with the Sleepy Hollow Sports Complex have been eliminated from the 2011-12 budget. Management's intent is to outsource the marketing and maintenenace of the complex to an outside vendor.

Values & Goals

Value: Excellence in All We Do

Goals:

- Increase attendance at the Mote-Morris House and the Leesburg Historical Museum by advertising

Value: A Caring Organization

Goals:

- Work closely with members of the Leesburg Heritage Society and increase membership and volunteer base
- Continue to keep the Mote-Morris House clean and ground maintained

Major Accomplishments:

- Rebuilt upstairs porch
- Re-decorated upstairs kitchen to Victorian Nursery

Performance Measures:

	2009-10	2010-11	2011-12
Mote Morris House & Gazebo Reservations	27	30	32
Total Fees Paid	2,305	3,480	3,500
Mote-Morris/Museum visitors	4,332	4,260	4,340
Speaking engagements	0	0	0
Printed publications – Museum	1	1	1
Printed publications – Mote Morris House	1	1	1
Research requests (monthly)	300	300	300
Volunteer hours (monthly)	1,400	1,400	1,400

Personnel Schedule

Classification	2011	Change	2012	Amount
Total	**0.00**	**0.00**	**0.00**	**0**

Recreation Department

Mote-Morris/ Museum Division

Appropriations Detail

Appropriations Detail

Account # 001-8132-573

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
3130	Engineering Services	0	800	0	0	0
3410	Contract Services	255	359	335	680	670
41xx	Communication	2,610	2,698	1,333	3,300	3,100
4310	Utilities	19,725	22,506	10,641	23,125	22,215
4510	Insurance	217	198	98	209	192
4620	Repairs & Maintenance- Building	5,274	2,649	1,453	1,500	1,800
4625	Repairs & Maintenance- Non-Build	209	520	75	500	500
4670	Repairs & Maintenance- Equipment	0	159	60	120	159
5180	Minor Furniture/Equipment	8	0	0	0	0
5210	Operating Supplies	89	12	36	100	50
TOTAL OPERATING EXPENSES		28,387	29,901	14,031	29,534	28,686
TOTAL GENERAL FUND APPROPRIATIONS		28,387	29,901	14,031	29,534	28,686

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	29,534	28,686	(848)	-2.87%
TOTALS	29,534	28,686	(848)	-2.87%

Values & Goals

Value: Excellence in All We Do

Goals:
- Partner with US Coast Guard Auxiliary to offer boat safety checks at all Lake access points
- Become a leading resource in the area for boating information and activities on the Harris Chain
- Assist customers with obtaining Sea Tow and/or Tow Boat U.S. memberships
- Increase revenue through additional wet slips and dockage

Value: A Caring Organization

Goals:
- Assist the general public as well as all marina customers
- Work closely with members of the Boat Club, Sea Tow and U.S. Coast Guard Auxiliary and Tow Boat U.S.
- Provide excellent customer service at all times when handling customer requests
- Initiate a quarterly newsletter for Marina customers

Major Accomplishments:
- A mechanic remained on site to serve the customers after hours
- Maintained waiting list for wet slips
- Obtained a Clean Marina Certification and completed initial checklist
- Developed a brochure for visitors with price list for wet and dry slips

Performance Measures:

	2009-10	2010-11	2011-12
Wet slips available	42	44	44
Occupancy	100%	100%	100%
Dry slips available	152	152	152
Occupancy	98%	90%	90%
Gallons sold-unleaded	15,000	14,000	14,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Mobile Equipment Operator I	1.00	0.00	1.00	19,687
Office Specialist	1.00	0.00	1.00	33,800
Temporary Labor				22,675
Total	**2.00**	**0.00**	**2.00**	**76,162**

Recreation Department

Marina Division

Appropriations Detail

Appropriations Detail — Account # 001-8151-575

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	66,692	58,819	27,016	53,487	53,487
1310	Temporary Labor	13,677	22,676	5,802	26,550	22,675
1410	Overtime	5,049	3,979	991	3,500	1,500
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	6,600	6,591	2,616	4,140	4,156
221x	Retirement	5,877	4,365	2,400	4,797	4,797
23xx	Insurance	4,252	4,341	2,593	5,825	7,331
2410	Workers' Compensation	1,348	1,776	625	921	921
26xx	Other Payroll Benefits	1,431	1,430	635	1,424	1,424
	TOTAL PERSONAL SERVICES	104,926	103,977	42,678	100,644	96,291
OPERATING EXPENSES						
3130	Engineering Services	0	555	0	0	0
3410	Contract Services	494	775	1,024	660	1,000
4010	Travel	0	0	0	0	0
41xx	Communication	73	0	0	1,600	0
4210	Postage	270	352	551	0	380
4310	Utilities	23,539	22,215	10,078	23,120	22,144
4415	Internal Fleet Lease	14,565	14,565	10,179	20,357	20,357
4510	Insurance	8,122	7,414	6,888	7,748	7,809
461x	Repairs & Maintenance- Vehicles	3,330	3,387	1,416	3,140	3,140
4620	Repairs & Maintenance- Building	1,333	1,783	4,724	6,450	1,800
4625	Repairs & Maintenance- Non-Build	661	93	6,538	1,000	5,500
46xx	Repairs & Maintenance- Equipment	720	884	180	360	744
4710	Printing & Binding	73	288	470	200	470
4810	Promotional Activities	233	485	666	250	0
4920	Other Current Charges	4,895	2,789	1,119	4,940	4,940
4945	Injury/ Damage to Others	58	751	150	0	0
4980	Taxes	703	733	654	750	750
5180	Minor Furniture/Equipment	108	191	2,928	705	200
5210	Operating Supplies	7,135	5,178	1,869	6,500	5,300
5215	Uniforms	94	0	0	353	0
52xx	Fuel Purchases	39,955	48,223	26,223	50,500	61,852
5410	Publications & Membership	238	78	0	0	0
	TOTAL OPERATING EXPENSES	106,599	110,739	75,657	128,633	136,386
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	12,150	7,165	0	0	0
6410	Machinery & Equipment	0	0	0	0	0
	TOTAL CAPITAL OUTLAY	12,150	7,165	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS		223,675	221,881	118,335	229,277	232,677

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	100,644	96,291	(4,353)	-4.33%
Operating Expenses	128,633	136,386	7,753	6.03%
TOTALS	229,277	232,677	3,400	1.48%

Values & Goals

Value: Fiscal Responsibility

Goals:
- Manually track recurring failures, maintenance issues, and replacement schedules for all facilities
- Train staff to be fiscally aware of budgetary concerns with facility maintenance projects
- Focus on energy saving techniques in lighting and equipment.

Value: Professionalism

Goals:
- Continue weekly monitoring and inspection of City playgrounds for both safety and aesthetics
- Continue to catalog standard parts in facilities for faster replacement time
- Continue with the development of work orders to provide a good comprehensive preventative maintenance program to City-owned and maintained building systems
- Continue standardization of equipment at facilities

Value: Organizational Development and Self Sufficiency

Goals:
- Provide a safe environment for citizens and employees
- Train employees to provide quality customer service to citizens and employees
- Train employees to be efficient and have a good work ethic in all duties assigned to them

Major Accomplishments:
- Participated with community through construction and participation of floats in two parades
- Installed Christmas decorations in Venetian Gardens despite budget shortage utilizing decorations constructed by staff and usage of a donated lift to hang them
- Installed hand dryers at the majority of the public restrooms in an effort to save money and reduce waste
- Implemented the work order system to ensure correct billing is assigned to appropriate department

Performance Measures:

	2009-10	2010-11	2011-12
Square footage of building space maintained	384,864	384,864	384,864
Square footage of building space cleaned	178,036	119,355	119,355

Personnel Schedule

Classification	2011	Change	2012	Amount
Facilities Maintenance Manager	0.85	0.00	0.85	39,037
Maintenance Worker I	3.00	0.00	3.00	65,042
Office Specialist	1.00	0.00	1.00	26,187
Trades Technician	4.00	0.00	4.00	133,370
Standby				1,264
Temporary Labor				5,000
Total	**8.85**	**0.00**	**8.85**	**269,900**

Notes:
Allocations
Facilities Maintenance Manager-85%-8193,15%-8122

Recreation Department

Facility Services Division

Appropriations Detail

Appropriations Detail

Account # 001-8193-519

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	411,352	386,541	116,159	272,521	264,900
1310	Temporary Labor	3,822	5,830	2,893	3,000	5,000
1410	Overtime	9,865	18,439	6,859	9,500	9,500
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	30,631	30,188	9,220	19,953	19,188
221x	Retirement	38,395	26,720	10,112	25,894	22,833
23xx	Insurance	69,314	60,199	24,718	63,023	89,932
2410	Workers' Compensation	11,670	14,167	4,042	8,825	8,502
262x	Other Payroll Benefits	880	487	61	222	634
	TOTAL PERSONAL SERVICES	575,929	542,571	174,064	402,938	420,489
OPERATING EXPENSES						
31xx	Professional Services	8,746	0	0	0	0
3410	Contract Services	1,611	230	13,797	1,500	5,000
4010	Travel	0	(55)	0	0	0
41xx	Communication	2,673	1,265	615	1,586	2,127
4210	Postage	10	27	0	0	0
4310	Utilities	117,408	40,530	18,004	46,504	42,887
4410	Rental	914	510	225	1,000	500
4415	Internal Fleet Lease	44,744	43,994	15,745	31,488	31,489
4425	Land Lease	100	0	0	0	300
4510	Insurance	10,424	12,307	5,300	11,567	11,950
461x	Repairs & Maintenance- Vehicles	15,403	17,501	9,643	25,660	19,110
4620	Repairs & Maintenance- Building	85,972	78,977	31,533	70,929	78,206
4625	Repairs & Maintenance- Non-Build	23,932	16,731	8,259	25,000	20,099
46xx	Repairs & Maintenance- Equipment	4,185	1,358	613	2,879	1,380
4710	Printing & Binding	70	0	70	0	0
4911	Advertising	0	45	0	0	0
4945	Injury/ Damage to Others	0	933	0	0	0
5180	Minor Furniture/Equipment	7,024	3,541	1,644	4,500	1,000
5210	Operating Supplies	65,340	50,421	27,262	56,000	54,770
5215	Uniforms	2,701	2,357	726	3,530	2,504
5230	Fuel Purchases	5,246	5,932	3,880	5,200	8,242
5520	Training	710	0	0	0	0
	TOTAL OPERATING EXPENSES	397,213	276,604	137,316	287,343	279,564
CAPITAL OUTLAY						
6310	Improvements Other than Bldgs	4,657	0	0	0	0
	TOTAL CAPITAL OUTLAY	4,657	0	0	0	0
OTHER USES						
9941	Utilities Allocation	(293,340)	(245,660)	(93,414)	(207,084)	(210,016)
	TOTAL OTHER USES	(293,340)	(245,660)	(93,414)	(207,084)	(210,016)
	TOTAL GENERAL FUND APPROPRIATIONS	684,459	573,515	217,966	483,197	490,037

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	402,938	420,489	17,551	4.36%
Operating Expenses	287,343	279,564	(7,779)	-2.71%
Other Uses	(207,084)	(210,016)	(2,932)	1.42%
TOTALS	483,197	490,037	6,840	1.42%

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Jay Evans, City Manager

Greater Leesburg Community Redevelopment Agency

Description

The City of Leesburg created the Greater Leesburg Community Redevelopment Agency (GLCRA) on May 28, 1996 (Resolution 4994) pursuant to Section 163.512 Florida Statutes, and generates a majority of its annual income from tax increment revenues. The Trust Fund was created by Ordinance 96-30 on August 26, 1996 effective for 30 years expiring in 2026. The base year was established in 1995 with an assessed taxable value of $86,757,505. The agency is part of the City's Comprehensive Plan to enhance the downtown district and surrounding areas. The agency determined the existence of blighted areas, noted the general decline of the downtown area, and will attempt to revitalize this special district with available funds.

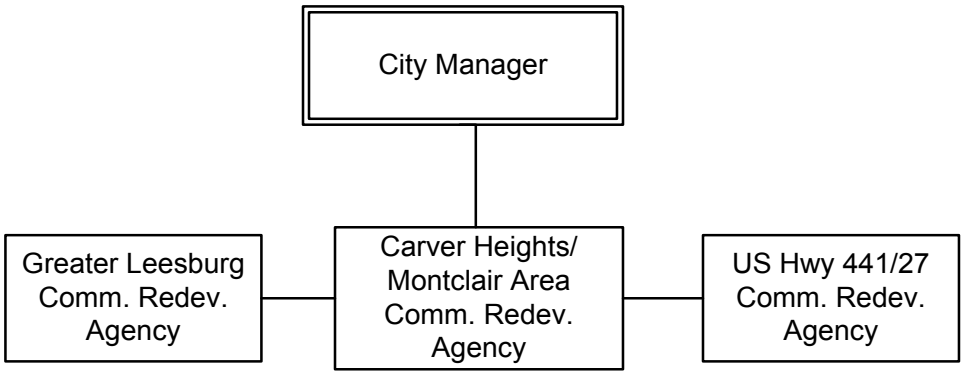
The Leesburg Redevelopment Plan identified four major objectives:

- Establish the boundary of the redevelopment area and the creation of the redevelopment agency
- Assess the current status of the redevelopment area
- Establish goals and time frames for making necessary improvements within the redevelopment area
- Identify funding sources to fund necessary improvements

In addition to revitalizing the downtown area, housing is a major concern for the redevelopment area. New housing stock and rehabilitation of existing structures is also needed.

The Redevelopment Area is divided between downtown and the Pine Street Community. By action of the governing body, the funds were also evenly divided between the two areas. The two (2) agencies work under the umbrella of the CRA, with assistance from the Leesburg Partnership and the Community Development Corporation. All projects and fund disbursements must be in accordance with the Leesburg Redevelopment Plan and approved by the CRA.

Organization Chart:



Total Department Budget

$ 536,977

Greater Leesburg CRA Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Intergovernmental Revenue	351,493	310,184	233,628	233,356	194,907
Miscellaneous Revenue	2,154	1,954	607	0	0
Other Sources	285,507	252,126	188,958	189,073	342,070
TOTAL REVENUE SOURCES	639,154	564,264	423,193	422,429	536,977
APPROPRIATIONS					
CRA	585,413	343,764	17,513	422,429	536,977
TOTAL APPROPRIATIONS	585,413	343,764	17,513	422,429	536,977

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	351,493	310,184	233,628	233,356	194,907
TOTAL INTERGOVERNMENTAL	351,493	310,184	233,628	233,356	194,907
MISCELLANEOUS REVENUE					
36110 Interest on Investments	3,061	2,107	607	0	0
36130 Gain/Loss Investments	(907)	(153)	0	0	0
TOTAL MISCELLANEOUS REVENUE	2,154	1,954	607	0	0
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	285,507	252,126	188,958	189,073	157,109
38891 Fund Balance Appropriated	0	0	0	0	184,961
TOTAL OTHER SOURCES	285,507	252,126	188,958	189,073	342,070
TOTAL RESOURCES	639,154	564,264	423,193	422,429	536,977

Appropriations Detail

Account # 016-6189-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES						
3110	Professional Services	113	26,998	38	14,000	0
4510	Insurance	2,500	2,500	2,500	2,500	2,500
4625	Repairs & Maintenance- Non Buil	0	9,254	2,711	0	0
4911	Advertising	0	38	65	0	0
4920	Other Current Charges-CDC	318,033	280,927	175	203,052	210,429
5520	Training	0	0	0	0	0
	TOTAL OPERATING EXPENSES	320,646	319,717	5,489	219,552	212,929
CAPITAL OUTLAY						
6110	Land Costs	0	0	0	0	100,000
6310	Improvements Other Than Bldgs	0	0	0	0	200,000
	TOTAL CAPITAL OUTLAY	0	0	0	0	300,000
DEBT SERVICE						
7113	Principal	18,307	19,292	10,032	20,329	21,423
7213	Interest	5,740	4,755	1,992	3,718	2,625
	TOTAL DEBT SERVICE	24,047	24,047	12,024	24,047	24,048
OTHER USES						
9101	Transfer to General Fund	240,720	0	0	0	0
9910	Reserve for Future	0	0	0	178,830	0
	TOTAL OTHER USES	240,720	0	0	178,830	0
TOTAL APPROPRIATIONS		585,413	343,764	17,513	422,429	536,977

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	219,552	212,929	(6,623)	-3.02%
Capital Outaly	0	300,000	300,000	100.00%
Debt Service	24,047	24,048	1	0.00%
Other Uses	178,830	0	(178,830)	-100.00%
TOTALS	422,429	536,977	114,548	27.12%

Project Schedule

Number	Title		Funding Source	Amount
	Acquire Faunda Property		CRA Projected Revenue	100,000
	Undergrounding		CRA Projected Revenue	200,000
		TOTAL		300,000
			CRA Projected Revenue	300,000
		TOTAL		300,000

Carver Heights/ Montclair Area Community Redevelopment Agency

Jay Evans, City Manager

Description

The City of Leesburg created the Carver Heights/ Montclair Area Community Redevelopment Agency (CHCRA) on December 10, 2001 (Ordinance 01-61). The trust fund is effective for 15 years expiring on September 30, 2016 pursuant to Section 163.512 Florida Statutes. The trust generates the majority of its annual income from tax increment revenues. The base year was established in 2001 with an assessed taxable value of $57,980,259. The purpose of creating the CRA was to identify and address blighted conditions and to enable the City to establish a mechanism to finance redevelopment projects through Tax Increment Financing (TIF). The boundaries of the CHCRA are generally County Road 468 to the east, the West Fork Road to the west, the Leesburg city limits to the north, and Center Street/ Montclair Road to the south.

The Carver Heights Redevelopment Plan identified the following five (5) most crucial projects:

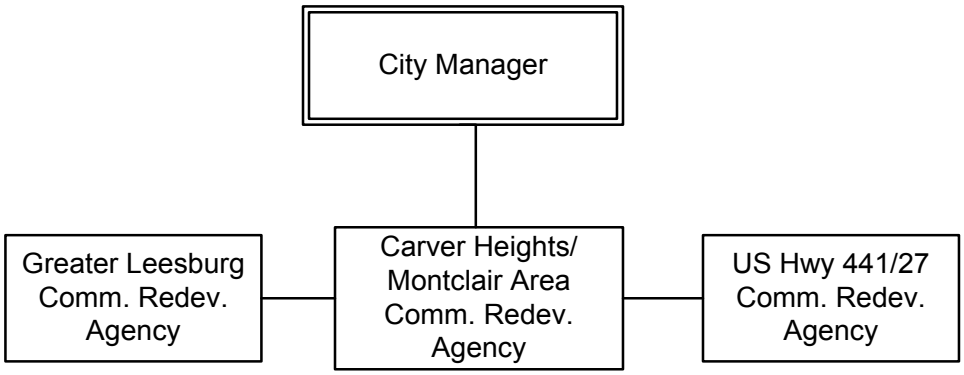
- Develop Senior Housing
- Develop infrastructure and pedestrian support (sidewalk) facilities
- Develop a comprehensive recreation program and facilities
- Commercial and single home development
- Develop gateways into the community

The Carver Heights/ Montclair Area Community Redevelopment Agency works with assistance from the Community Development Corporation. All projects/fund disbursements must be in accordance with the Carver Heights Redevelopment Plan and approved by the CRA.

Total Department Budget

$ 270,942

Organization Chart:



Values & Goals

Value: Excellence in All We Do

Goals:
- Develop single family residential units in partnership with private housing developer(s)
- Coordinate with Lake Community Action Agency on Weatherization Program
- Improve Infrastructure through grant assistance and other public-private partnerships
- Collaborate with UCF Small Business Development Center for CRA Business Development Program (BRAGG) and establish partnership with special lending institutions (BBIF, etc.)

Value: Open, Accessible Government

Goals:
- Coordinate with CRA advisory boards for redevelopment projects
- Implement master plan through community organization partners for area parks improvement and enhanced recreational programs
- Provide information for CRA community on redevelopment project/program progress task force partners
- Instruct Redevelopment 101 Series at West Leesburg CDC monthly neighborhood meetings

Value: Fiscal Responsibility

Goals:
- Acquire property for single-family residential and commercial development
- Implement Housing Rehabilitation Program
- Implement Commercial Development Program through technical assistance and incentives in partnership with Black Business Investment Fund and other special lending institutions for small business startup and expansion
- Market Carver CRA for public and private investment
- Collaborate with Community/City on Underground Utility Development
- Update Redevelopment Plan and expand CRA boundaries through approval from City and County government
- Develop vacant lots for infill development
- Extend City impact fee waiver for CRA district
- Submit proposal for State of Florida Community Redevelopment Block Grant program for grant assistance in the completion of CRA sidewalks, streetlights, and underground utility home conversion

Major Accomplishments:

- Demolished at least five dilapidated housing units and coordinated community partnership with the police department code enforcement division
- Managed successful completion of CRA community improvement project: REFRESH, which is a new volunteer paint up program for low-income homeowners; also engaged volunteers to clean up targeted streets for right-of-way debris removal
- Assisted West Leesburg Community Development Corporation with organized neighborhood meetings
- Rehabilitated a CRA owned single-family residential unit at 704 Beecher Street; Donna Robinson, a first-time homebuyer, purchased the home for a total of $30,000

Performance Measures:

	2009-10	2010-11	2011-12
Land Acquired (lots)	8	2	5
Community Meetings	15	12	12
West Leesburg CDC Board Meetings	15	12	12
Community Cleanup projects	1	1	1
Charets (Visionary planning sessions)	5	1	1
Workshops/ Conferences	4	5	2

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Intergovernmental Revenue	194,188	151,573	119,069	116,914	98,342
Miscellaneous Revenues	3,270	2,017	1,064	340	340
Other Sources	1,589,955	123,599	96,906	173,838	172,260
TOTAL REVENUE SOURCES	1,787,413	277,189	217,039	291,092	270,942
APPROPRIATIONS					
CRA	769,266	311,177	123,758	291,092	270,942
TOTAL APPROPRIATIONS	769,266	311,177	123,758	291,092	270,942

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	194,188	151,573	119,069	116,914	98,342
TOTAL INTERGOVERNMENTAL	194,188	151,573	119,069	116,914	98,342
MISCELLANEOUS REVENUES					
36110 Interest on Investments	4,100	1,866	899	0	0
36130 Gain/Loss Investments	(830)	(91)	0	0	0
36906 Miscellaneous Reibursement	0	242	165	340	340
TOTAL MISCELLANEOUS REVENUES	3,270	2,017	1,064	340	340
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	158,077	123,599	96,906	96,315	79,271
38111 From Gen. Fund/ Operating Exp	0	0	0	32,094	0
38101 Debt Proceeds	1,431,878	0	0	0	0
38891 Fund Balance Appropriated	0	0	0	45,429	37,190
38891 Fund Balance Appr 2008 Rev Note	0	0	0	0	55,799
TOTAL OTHER SOURCES	1,589,955	123,599	96,906	173,838	172,260
TOTAL RESOURCES	1,787,413	277,189	217,039	291,092	270,942

Appropriations Detail

Account # 017-6190-559

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES						
31xx	Professional Services	26,656	21,147	11,526	0	2,500
3410	Contract Services	7,988	3,215	1,406	7,500	2,500
4010	Travel	1,006	506	212	100	350
4110	Communication	1,222	1,534	802	1,300	0
4210	Postage	3	41	5	50	25
4310	Utilities	2,832	4,039	1,787	5,000	3,800
4510	Insurance	3,334	3,334	3,334	3,334	3,400
4620	Repairs & Maintenance/Building	1,559	317	0	1,700	700
4631	Repairs & Maint/Internal IS Maint	360	260	130	260	160
4710	Printing & Binding	142	44	0	1,000	200
4810	Promotional Activities	0	0	70	5,000	0
4911	Advertising-Other Ads	58	56	79	1,500	0
4920	Other Current Charges	175	175	175	0	175
5180	Minor Furniture/ Equipment	0	171	0	0	0
5210	Operating Supplies	2,237	1,132	72	1,200	200
5230	Fuel Purchases	0	10	0	250	0
5410	Publications & Memberships	3,644	956	0	3,500	350
5520	Training	739	465	345	400	200
	TOTAL OPERATING EXPENSES	51,955	37,402	19,943	32,094	14,560
CAPITAL OUTLAY						
6110	Land Costs	140,079	15,247	30,164	0	0
6210	Buildings	42,272	495	2,376	0	0
6310	Improvements other than Bldgs	4,708	21,573	12,460	0	0
6410	Machinery & Equipment	1,634	0	0	0	0
	TOTAL CAPITAL OUTLAY	188,693	37,315	45,000	0	0
DEBT SERVICE						
7117	2008 Rev Note Principle	149,853	147,314	0	153,880	160,739
7217	2008 Rev Note Interest	45,487	32,606	24,737	49,473	39,844
7317	2008 Rev Note	40,000	0	0	0	0
	TOTAL DEBT SERVICE	235,340	179,920	24,737	203,353	200,583
GRANTS AND AIDS						
8213	Housing Rehab Program	0	0	9,185	0	0
	TOTAL GRANTS & AIDS	0	0	9,185	0	0
OTHER USES						
9101	Transfer to General Fund	55,192	56,540	24,893	55,645	55,799
9910	Reserve for Future	0	0	0	0	0
9554	Transfer to Magnolia Townhomes	238,086	0	0	0	0
	TOTAL OTHER USES	293,278	56,540	24,893	55,645	55,799
TOTAL APPROPRIATIONS		769,266	311,177	123,758	291,092	270,942

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	32,094	14,560	(17,534)	-54.63%
Debt Service	203,353	200,583	(2,770)	-1.36%
Other Uses	55,645	55,799	154	0.28%
TOTALS	291,092	270,942	(20,150)	-6.92%

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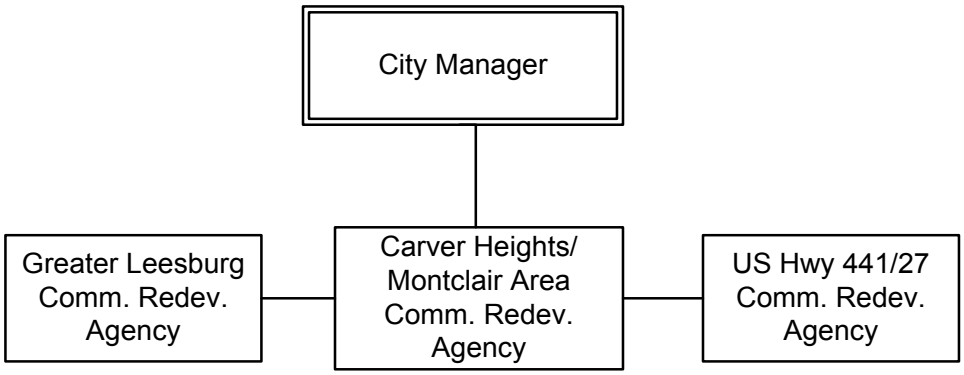
US Highway 441/27 Community Redevelopment Agency

Jay Evans, City Manager

Description

The City of Leesburg created the U.S. Highway 441/27 Redevelopment Agency on February 13, 2006 (Ordinance 06-13). A Trust Fund was created to receive CRA proceeds on May 22, 2006 (Ordinance 06-45) and is effective for 30 years. The fund generates a majority of its annual income from tax increment revenues. The base year was established as 2005 with an assessed taxable value of $352,255,087. The CRA is part of the City's plan to improve conditions within the U.S. 441/27 corridor areas. The boundaries of the CRA are generally described as ½ mile on both sides of U.S. 27 from MLK Boulevard to C.R. 48, and U.S. 441 from C.R. 473 on the east to U.S. 27 on the west. The agency determined the existence of blighted areas, noted the infrastructure improvements that contributed to the decline, and will make improvements utilizing available funds.

Organization Chart:



Total Department Budget

$ 698,506

US Highway 441/27 CRA Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Intergovernmental Revenue	661,512	511,857	178,512	187,547	0
Miscellaneous Revenue	21,852	100,867	38,104	0	0
Other Sources	1,638,841	15,023,845	148,248	750,323	698,506
TOTAL REVENUE SOURCES	2,322,205	15,636,569	364,864	937,870	698,506
APPROPRIATIONS					
Economic Development	1,140,479	5,420,131	1,213,490	937,870	698,506
TOTAL APPROPRIATIONS	1,140,479	5,420,131	1,213,490	937,870	698,506

Revenue Detail

US Highway 441/27 CRA Fund

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	661,512	511,857	178,512	187,547	0
TOTAL INTERGOVERNMENTAL	661,512	511,857	178,512	187,547	0
MISCELLANEOUS REVENUES					
36110 Interest on Investments	26,183	78,292	38,104	0	0
36130 Gain/Loss Investment	(4,331)	(2,741)	0	0	0
36906 Misc Reimbursement	0	25,316	0	0	0
TOTAL MISCELLANEOUS	21,852	100,867	38,104	0	0
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	539,090	418,845	148,248	153,027	0
38401 Debt Proceeds	1,099,751	14,605,000	0	0	0
38891 Fund Balance Appropriated	0	0	0	357,232	18,500
38891 Fund Balance Appropriated Debt	0	0	0	240,064	680,006
TOTAL OTHER SOURCES	1,638,841	15,023,845	148,248	750,323	698,506
TOTAL RESOURCES	2,322,205	15,636,569	364,864	937,870	698,506

US Highway 441/27 CRA Fund

Appropriations Detail

Appropriations Detail — Account # 018-6191-559

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
31xx Professional Services	103,722	3,262	1,681	0	0
4510 Insurance	2,500	2,500	2,500	2,500	2,500
4911 Advertising	246	128	0	0	0
4920 Other Current Charges	175	175	175	0	0
TOTAL OPERATING EXPENSES	106,643	6,065	4,356	2,500	2,500
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	14,403	688,098	10,377	0	0
TOTAL CAPITAL OUTLAY	14,403	688,098	10,377	0	0
DEBT SERVICE					
71xx Principal	0	35,000	0	15,000	15,000
72xx Interest	2,095	326,319	340,216	680,306	680,006
73xx Issue Costs	131,985	703,571	915	0	1,000
TOTAL DEBT SERVICE	134,080	1,064,890	341,131	695,306	696,006
GRANTS AND AIDS					
8211 Matching Sign Grant	0	0	6,351	0	0
TOTAL GRANTS AND AIDS	0	0	6,351	0	0
OTHER USES					
9141 Transfer to Electric (041)	825,528	3,514,241	817,346	240,064	0
9145 Transfer to Communications(045)	59,825	146,837	33,929	0	0
9910 Reserve for Future	0	0	0	0	0
TOTAL OTHER USES	885,353	3,661,078	851,275	240,064	0
TOTAL APPROPRIATIONS	1,140,479	5,420,131	1,213,490	937,870	698,506

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,500	2,500	0	0.00%
Debt Service	695,306	696,006	700	0.10%
Other Uses	240,064	0	(240,064)	-100.00%
TOTALS	937,870	698,506	(239,364)	-25.52%

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William Chrisman, Police Chief

Police Forfeiture Fund

Description

Police Forfeiture Fund

The Police Forfeiture Fund has been established to record funds associated with Municipal and Federal seizures. Federal seizures are separated between Justice and Treasury.

Municipal Seizures

Sections 932.701-932.707, Florida Statutes state that any contraband article, vessel, motor vehicle, aircraft, personal property, or real property used in violation of its terms may be seized and shall be forfeited. The act provides that when a seizing agency is a municipality, after payment of certain liens and costs, the remaining proceeds shall be deposited in a special law enforcement trust fund established by the governing body of the municipality. Section 932.7055 (5) (a), Florida Statutes, requires that the proceeds used from a forfeiture and the interest earned be used only for school resource officers, crime prevention, safe neighborhood, drug abuse education and prevention programs, or other law enforcement purposes, which include defraying the cost of protracted or complex investigations, providing additional equipment or expertise and providing matching funds to obtain federal grants. Funds may be expended upon the request of the police chief of the governing body of the municipality and must be accompanied by a written certification that the request is in compliance with the provisions of section 932.7055 (5). Funds cannot be the source of revenue to meet normal operating needs of the law enforcement agency. Any local law enforcement agency that acquires at least $15,000 pursuant to the Florida Contraband Forfeiture Act within a fiscal year must expend or donate no less than 15 percent of such proceeds.

Federal Seizures

We are required to separate federal seizures between Justice and Treasury. Justice funds include shared cash or proceeds received from the Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI), U.S. Attorney's Office, U.S. Postal Inspection Service, Food and Drug Administration and the U.S. Department of Agriculture. Treasury funds include shared cash or proceeds received from the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Internal Revenue Service (IRS), U.S. Immigration and Customs Enforcement (ICE), U.S. Customs and Border Protection, U.S. Secret Service and U.S. Coast Guard.

Shared monies can be spent on salaries for new, temporary (employees not to exceed one year), overtime, informant or buy money, travel and training, communications and computers, firearms and weapons, body armor and protective gear, electronic surveillance equipment, building and improvements, education and awareness programs, other law enforcement programs, transfers to other state and local law enforcement agencies, matching grants, and drug abuse treatment and prevention programs.

The Department of Justice permits state and local law enforcement agencies to use up to 15 percent of shared funds received during the last two years to support drug abuse treatment, drug and crime prevention education, housing and job skills programs, or other nonprofit community-based programs or activities, which are formally approved by the chief law enforcement officer as being supportive of and consistent with a law enforcement effort, policy or initiative.

Total Department Budget

$ 0

Police Forfeiture Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Fines & Forfeitures	59,800	15,621	32,258	0	0
Miscellaneous Revenues	879	(824)	23	0	0
Other Sources	0	0	0	14,000	0
TOTAL REVENUE SOURCES	60,679	14,797	32,281	14,000	0
APPROPRIATIONS					
Fines & Forfeitures	123,839	99,871	32,045	14,000	0
TOTAL APPROPRIATIONS	123,839	99,871	32,045	14,000	0

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
FINES AND FORFEITURES					
35820 Sale Forfeited Property	59,800	15,621	32,258	0	0
35107 Federal Forfeitures	0	0	0	0	0
TOTAL FINES AND FORFEITURES	59,800	15,621	32,258	0	0
MISCELLANEOUS REVENUES					
36103 Interest- Police Forfeiture	1,204	(55)	23	0	0
36105 Interest- Federal Forfeiture	184	(153)	0	0	0
36130 Change in Fair Value	(509)	(616)	0	0	0
TOTAL MISCELLANEOUS REVENUES	879	(824)	23	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	14,000	0
TOTAL OTHER SOURCES	0	0	0	14,000	0
TOTAL RESOURCES	60,679	14,797	32,281	14,000	0

Police Forfeiture Fund

Appropriations Detail

Appropriations Detail

Account # 121-xxxx-xxx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES						
3xxx	Professional Services	42	13	1	0	0
4420	Capital Car Lease	12,640	17,168	6,982	14,000	0
4810	Promotional Activities	15,098	0	0	0	0
4981	Forfeiture Costs	40,580	26,501	25,062	0	0
5184	Minor Equip/Forfeiture	12,579	56,189	0	0	0
	TOTAL OPERATING EXPENSES	80,939	99,871	32,045	14,000	0
CAPITAL OUTLAY						
6480	Forfeiture Proceeds	42,900	0	0	0	0
6481	Federal Forfeiture Funds	0	0	0	0	0
	TOTAL CAPITAL OUTLAY	42,900	0	0	0	0
	TOTAL APPROPRIATIONS	123,839	99,871	32,045	14,000	0

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	14,000	0	(14,000)	-100.00%
TOTALS	14,000	0	(14,000)	-100.00%

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William Chrisman, Police Chief

Police Education Receipts

Description

Police Education Fund

A Special Revenue Fund is used to account for fund balances created by Criminal Justice Education Funding. The Florida Statute listed below describes the authority and usage for the funding.

938.15 Criminal justice education for local government- In addition to the costs provided for in s. 938.01, municipalities and counties may assess an additional $2 for expenditures for criminal justice education degree programs and training courses, including basic recruit training, for their respective officers and employing agency support personnel, provided such education degree programs and training courses are approved by the employing agency administrator, on a form provided by the commission, for local funding.

(1) Workshops, meetings, conferences, and conventions shall, on a form approved by the commission for use by the employing agency, be individually approved by the employing agency administrator prior to attendance. The form shall include, but not be limited to, a demonstration by the employing agency of the purpose of the workshop, meeting, conference, or convention; the direct relationship of the training to the officer's job; the direct benefits the officer and agency will receive; and all anticipated costs.

(2) The Commission may inspect and copy the documentation of independent audits conducted of the municipalities and counties which make such assessments to ensure that such assessments have been made and that expenditures are in conformance with the requirements of this subsection and with other applicable procedures.

Total Department Budget

$ 15,000

Police Education Receipts

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Fines & Forfeitures	7,359	8,655	3,230	0	0
Miscellaneous Revenues	208	(161)	40	0	0
Other Sources	0	0	0	10,350	15,000
TOTAL REVENUE SOURCES	7,567	8,494	3,270	10,350	15,000
APPROPRIATIONS					
Police Education Receipts	6	10,505	6,660	10,350	15,000
TOTAL APPROPRIATIONS	6	10,505	6,660	10,350	15,000

Police Education Receipts

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
FINES AND FORFEITURES					
35120 Police Education - 2nd $	7,359	8,655	3,230	0	0
TOTAL FINES & FORFEITURES	7,359	8,655	3,230	0	0
MISCELLANEOUS REVENUES					
36110 Interest on Investments	234	(134)	40	0	0
36130 Change in Fair Value	(26)	(27)	0	0	0
TOTAL MISCELLANEOUS REVENUES	208	(161)	40	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	10,350	15,000
TOTAL OTHER SOURCES	0	0	0	10,350	15,000
TOTAL RESOURCES	7,567	8,494	3,270	10,350	15,000

Police Education Receipts Fund

Appropriations Detail

Appropriations Detail

Account # 122-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	6	6	2	0	0
5470 2nd $ Training	0	10,499	6,658	10,350	15,000
TOTAL OPERATING EXPENSES	6	10,505	6,660	10,350	15,000
TOTAL APPROPRIATIONS	6	10,505	6,660	10,350	15,000

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	10,350	15,000	4,650	44.93%
TOTALS	10,350	15,000	4,650	44.93%

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Jerry Boop, CPA, CGFO, Finance Director

Discretionary Sales Tax Fund

Description

Chapter 163, Section 212.055, Florida Statutes authorizes the Lake County Board of Commissioners to levy a discretionary local government infrastructure sales surtax for purposes of funding infrastructure. On September 4, 2001 Lake County conducted a public hearing and adopted Ordinance No. 2001-123 which provides for the extension and levy of the one cent infrastructure sales surtax within the geographical boundaries of Lake County. Upon adoption of the Ordinance for a period not to exceed 15 years the surtax shall be distributed during the period from January 1, 2003 through December 31, 2017 as follows:

- The School Board shall receive disbursements equaling one third (33.3%) of the net proceeds of the Surtax revenue per year
- Lake County shall receive disbursements equaling one third (33.3%) of the net proceeds of the Surtax revenue per year
- The Cities combined shall receive disbursements equaling one third (33.3%) of the net proceeds of the Surtax revenue per year to be divided among them based on population

At its regular meeting on October 22, 2001 the City Commission approved Resolution 6343 authorizing the mayor and city clerk to execute an inter-local agreement of local government infrastructure surtax between Lake County, the School Board of Lake County, the City of Leesburg and various local cities. The term of the agreement is for a period of 15 years expiring on December 31, 2017.

Section 212.055 (2) (d) 2. defines infrastructure to mean:

a. Any fixed capital expenditure or fixed capital outlay associated with the construction, reconstruction, or improvement of public facilities which have a life expectancy of 5 or more years and any land acquisition, land improvement, design and related engineering costs
b. A fire department vehicle, an emergency medical service vehicle, a sheriff's office vehicle, a police department vehicle, or any other vehicle, and such equipment necessary to outfit the vehicle for its official use or equipment that has a life expectancy of at least 5 years
c. Any expenditure for the construction, lease, or maintenance of, or provision of utilities or security for, facilities as defined in s.29.008

Section 212.055 (3) (e) provides that municipalities receiving proceeds may pledge such proceeds for the purpose of servicing new bond indebtedness incurred pursuant to law.

Total Department Budget

$ 1,629,325

Discretionary Sales Tax Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Taxes	1,531,527	1,526,403	644,054	1,606,150	1,629,325
Miscellaneous Revenue	2,782	(4,048)	241	0	0
TOTAL REVENUE SOURCES	1,534,309	1,522,355	644,295	1,606,150	1,629,325
APPROPRIATIONS					
Discretionary Sales Tax	1,602,037	1,462,822	803,040	1,606,150	1,629,325
TOTAL APPROPRIATIONS	1,602,037	1,462,822	803,040	1,606,150	1,629,325

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
TAXES					
31261 Local Option Sales Tax	1,531,527	1,526,403	644,054	1,606,150	1,629,325
TOTAL TAXES	1,531,527	1,526,403	644,054	1,606,150	1,629,325
MISCELLANEOUS REVENUE					
36110 Interest on Investments	2,972	(3,552)	241	0	0
36130 Gain/Loss Investment	(190)	(496)	0	0	0
TOTAL MISCELLANEOUS REVENUE	2,782	(4,048)	241	0	0
TOTAL RESOURCES	1,534,309	1,522,355	644,295	1,606,150	1,629,325

Discretionary Sales Tax Fund

Appropriations Detail

Appropriations Detail

Account # 132-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	76	60	7	0	0
TOTAL OPERATING EXPENSES	76	60	7	0	0
OTHER USES					
9101 Transfer to General Fund	357,466	293,352	220,991	484,915	520,035
9121 Debt Service	1,128,020	1,121,068	559,242	1,121,235	1,109,290
9131 Transfer to Capital Project	116,475	48,342	22,800	0	0
9160 Reserve/ Future Capital	0	0	0	0	0
TOTAL OTHER USES	1,601,961	1,462,762	803,033	1,606,150	1,629,325
TOTAL APPROPRIATIONS	1,602,037	1,462,822	803,040	1,606,150	1,629,325

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Other Uses	1,606,150	1,629,325	23,175	1.44%
TOTALS	1,606,150	1,629,325	23,175	1.44%

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Jerry Boop, CPA, CGFO, Finance Director

Gas Tax Fund

Description

The Gas Tax Fund encompasses three sources of revenue which are restricted to specific uses.

Ninth-Cent Fuel Tax
Chapter 336, Section .021, Florida Statues authorizes the Lake County Commissioners to levy an additional one cent on every net gallon of motor and diesel fuel sold within a county. The governing body of the county, may, by joint agreement with one or more of the municipalities located therein, provide for the transportation purposes authorized and the distribution of the proceeds of this tax within both the unincorporated and incorporated areas of the county. Generally, the proceeds may be used to fund transportation expenditures.

Local Option Fuel Tax
Chapter 336, Section 0.25, Florida Statutes authorizes the Lake County Commissioners to levy a local option fuel tax on motor fuel and diesel fuel for purposes of construction of new roads, the reconstruction or resurfacing of existing paved roads, or the paving of existing graded roads, not including routine maintenance of roads.

Revenue Sharing Gas Tax
Chapter 206, Section 206.605, Florida Statutes authorizes a municipal revenue sharing program administered by the Department of Revenue (DOR). The program includes receipts of the 1¢ municipal tax on motor fuel for purposes of funding the purchase of transportation facilities and road and street right-of-way; construction, reconstruction, and maintenance of roads, streets, bicycle paths, and pedestrian pathways; adjustment of city-owned utilities as required by road and street construction; and construction, reconstruction, transportation related public safety activities, maintenance, and operation of transportation facilities. The funds are distributed monthly to eligible municipal governments.

Total Department Budget

$ 977,705

Gas Tax Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Taxes	0	0	326,136	799,059	838,326
Intergovernmental	0	0	69,424	136,867	139,379
Miscellaneous Revenues	0	0	120	0	0
TOTAL REVENUE SOURCES	0	0	395,680	935,926	977,705
APPROPRIATIONS					
Gas Tax Expenses	0	0	458,164	935,926	977,705
TOTAL APPROPRIATIONS	0	0	458,164	935,926	977,705

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
TAXES					
31230 Ninth-Cent Fuel Tax (County)	0	0	64,799	160,741	160,741
31241 Local Option Fuel Tax	0	0	261,337	638,318	677,585
TOTAL TAXES	0	0	326,136	799,059	838,326
INTERGOVERNMENTAL REVENUE					
33512 Revenue Sharing- Gas Tax	0	0	69,424	136,867	139,379
TOTAL INTERGOVERNMENTAL REVEN	0	0	69,424	136,867	139,379
MISCELLANEOUS REVENUES					
36110 Interest on Investments	0	0	120	0	0
TOTAL MISCELLANEOUS REVENUES	0	0	120	0	0
TOTAL RESOURCES	0	0	395,680	935,926	977,705

Gas Tax Fund

Appropriations Detail

Appropriations Detail — Account # 133-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	0	0	14	0	0
TOTAL OPERATING EXPENSES	0	0	14	0	0
OTHER USES					
9101 Transfer to General Fund	0	0	21,511	342,721	449,705
9131 Transfer to Capital Projects	0	0	436,639	593,205	528,000
9160 Reserve/ Future Capital	0	0	0	0	0
TOTAL OTHER USES	0	0	458,150	935,926	977,705
TOTAL APPROPRIATIONS	0	0	458,164	935,926	977,705

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Other Uses	935,926	977,705	41,779	4.46%
TOTALS	935,926	977,705	41,779	4.46%

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William Chrisman, Police Chief

Police Impact Fees Fund

Description

Police Impact Fee

On August 9, 2004 the City Commission approved Ordinance 04-52 authorizing the City to collect Municipal Impact Fees on land developed within the City of Leesburg for the provision of Municipal Services Capital Facilities related to Police services necessitated by new development.

In Fiscal Year 2005 the City began tracking these Impact Fees as if they were their own individual entities within the General Fund. This process required that revenues, expenditures and any resulting excess or deficiency be tracked manually. In Fiscal Year 2007 a Special Revenue Fund was created to account for fund balances created by Impact Fees.

On June 1st of each year, impact fees are adjusted upward, if appropriate, by the same percentage that the construction price index-20 cities average, as published in the magazine "Engineering News Record," has increased between May 1st of the year in which the adjustment is being made and May 1st of the prior year. At no time shall the Schedule of Impact Fees be adjusted downward.

Historically, the City has budgeted and appropriated current year projected revenues. This year's budget employs a conservative approach where appropriations will not exceed available fund balance.

In addition, in order to promote economic activity, the City Commission effective May 10, 2011 suspended the collection of impact fees, for the second year, until May 2012 by approving Ordinance 11-48.

Total Department Budget

$ 5,800

Police Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Licenses & Permits	41,194	3,398	0	0	0
Miscellaneous Revenue	1,119	(816)	231	0	0
Other Sources	0	0	0	0	5,800
TOTAL REVENUE SOURCES	42,313	2,582	231	0	5,800
APPROPRIATIONS					
Operating Expenses	3,868	34	12	0	0
Capital Outlay	0	0	0	0	5,800
Other Uses	3,280	260	0	0	0
TOTAL APPROPRIATIONS	7,148	294	12	0	5,800

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
LICENSES & PERMITS					
32411 Impact Fees	41,194	3,398	0	0	0
TOTAL LICENSES & PERMITS	41,194	3,398	0	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	1,244	(678)	231	0	0
36130 Gain/Loss Investment	(125)	(138)	0	0	0
36322 Police Impact Fees	0	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	1,119	(816)	231	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	5,800
TOTAL OTHER SOURCES	0	0	0	0	5,800
TOTAL RESOURCES	42,313	2,582	231	0	5,800

Police Impact Fees Fund

Appropriations Detail

Appropriations Detail

Account # 141-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	33	34	12	0	0
5210 Operating Supplies	3,835	0	0	0	0
TOTAL OPERATING EXPENSES	3,868	34	12	0	0
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	0	0	0	5,800
TOTAL CAPITAL OUTLAY	0	0	0	0	5,800
OTHER USES					
9115 Transfer to Building Fund	3,280	260	0	0	0
TOTAL OTHER USES	3,280	260	0	0	0
TOTAL APPROPRIATIONS	7,148	294	12	0	5,800

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Capital Outlay	0	5,800	5,800	100.00%
TOTALS	0	5,800	5,800	100.00%

Police Impact Fees Fund

Project Schedule

Project Schedule

Title	Funding Source	Amount
Spacesaver Bi- Lateral Filing System	Police Impact Fees	5,800
TOTAL		5,800
Source of Funds		
	Police Impact Fees	5,800
TOTAL		5,800

Kevin Bowman, Fire Chief

Fire Impact Fees Fund

Description

Fire Impact Fee

On August 9, 2004 the City Commission approved Ordinance 04-52 authorizing the City to collect Municipal Impact Fees on land developed within the City of Leesburg for the provision of Municipal Services Capital Facilities related to Fire services necessitated by new development.

In Fiscal Year 2005 the City began tracking these Impact Fees as if they were their own individual entities within the General Fund. This process required that revenues, expenditures and any resulting excess or deficiency be tracked manually. In Fiscal Year 2007 a Special Revenue Fund was created to account for fund balances created by Impact Fees.

On June 1st of each year, impact fees are adjusted upward, if appropriate, by the same percentage that the construction price index-20 cities average, as published in the magazine "Engineering News Record," has increased between May 1st of the year in which the adjustment is being made and May 1st of the prior year. At no time shall the Schedule of Impact Fees be adjusted downward.

Historically, the City has budgeted and appropriated current year projected revenues. This year's budget employs a conservative approach where appropriations will not exceed available fund balance.

In addition, in order to promote economic activity, the City Commission effective May 10, 2011 suspended the collection of impact fees, for the second year, until May 2012 by approving Ordinance 11-48.

Total Department Budget

$ 0

Fire Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Licenses & Permits	38,392	5,308	150	0	0
Miscellaneous Revenue	(760)	473	(117)	0	0
Other Sources	0	0	0	0	0
TOTAL REVENUE SOURCES	37,632	5,781	33	0	0
APPROPRIATIONS					
Other Uses	3,273	252	20	0	0
TOTAL APPROPRIATIONS	3,273	252	20	0	0

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
LICENSES & PERMITS					
32411 Impact Fees	38,392	5,308	150	0	0
TOTAL LICENSES & PERMITS	38,392	5,308	150	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	(908)	397	(117)	0	0
36130 Gain/Loss Investment	148	76	0	0	0
36322 Fire Impact Fees	0	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	(760)	473	(117)	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	37,632	5,781	33	0	0

Fire Impact Fees Fund

Appropriations Detail

Appropriations Detail

Account # 142-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	(27)	(8)	0	0	0
TOTAL OPERATING EXPENSES	(27)	(8)	0	0	0
OTHER USES					
9115 Transfer to Building Fund	3,300	260	20	0	0
TOTAL OTHER USES	3,300	260	20	0	0
TOTAL APPROPRIATIONS	3,273	252	20	0	0

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	0	0	0.00%
Other Uses	0	0	0	0.00%
TOTALS	0	0	0	0.00%

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Bruce Ericson, CPRP, Director of Recreation & Parks

Recreation Impact Fees Fund

Description

Recreation Impact Fee

On August 9, 2004 the City Commission approved Ordinance 04-52 authorizing the City to collect Municipal Impact Fees on land developed within the City of Leesburg for the provision of Municipal Services Capital Facilities related to recreational services necessitated by new development.

In Fiscal Year 2005 the City began tracking these Impact Fees as if they were their own individual entities within the General Fund. This process required that revenues, expenditures and any resulting excess or deficiency be tracked manually. In Fiscal Year 2007 a Special Revenue Fund was created to account for fund balances created by Impact Fees.

On June 1st of each year, impact fees are adjusted upward, if appropriate, by the same percentage that the construction price index-20 cities average, as published in the magazine "Engineering News Record," has increased between May 1st of the year in which the adjustment is being made and May 1st of the prior year. At no time shall the Schedule of Impact Fees be adjusted downward.

Historically, the City has budgeted and appropriated current year projected revenues. This year's budget employs a conservative approach where appropriations will not exceed available fund balance.

In addition, in order to promote economic activity, the City Commission effective May 10, 2011 suspended the collection of impact fees, for the second year, until May 2012 by approving Ordinance 11-48.

Total Department Budget

$ 50,000

Recreation Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Licenses & Permits	53,664	3,589	0	0	0
Miscellaneous Revenue	3,836	(3,693)	313	0	0
Other Sources	0	0	0	0	50,000
TOTAL REVENUE SOURCES	57,500	(104)	313	0	50,000
APPROPRIATIONS					
Operating Expenses	117	76	16	0	0
Other Uses	39,565	261,483	0	0	50,000
TOTAL APPROPRIATIONS	39,682	261,559	16	0	50,000

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
LICENSES & PERMITS					
32461 Impact Fees	53,664	3,589	0	0	0
TOTAL LICENSES & PERMITS	53,664	3,589	0	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	4,325	(3,231)	313	0	0
36130 Gain/Loss Investment	(489)	(462)	0	0	0
36327 Recreation Impact Fees	0	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	3,836	(3,693)	313	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	50,000
TOTAL OTHER SOURCES	0	0	0	0	50,000
TOTAL RESOURCES	57,500	(104)	313	0	50,000

Recreation Impact Fees Fund

Appropriations Detail

Appropriations Detail

Account # 143-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	117	76	16	0	0
TOTAL OPERATING EXPENSES	117	76	16	0	0
OTHER USES					
9115 Transfer to Building Fund	3,020	200	0	0	0
9131 Transfer to Capital Projects	36,545	261,283	0	0	50,000
TOTAL OTHER USES	39,565	261,483	0	0	50,000
TOTAL APPROPRIATIONS	39,682	261,559	16	0	50,000

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Other Uses	0	50,000	50,000	100.00%
TOTALS	0	50,000	50,000	100.00%

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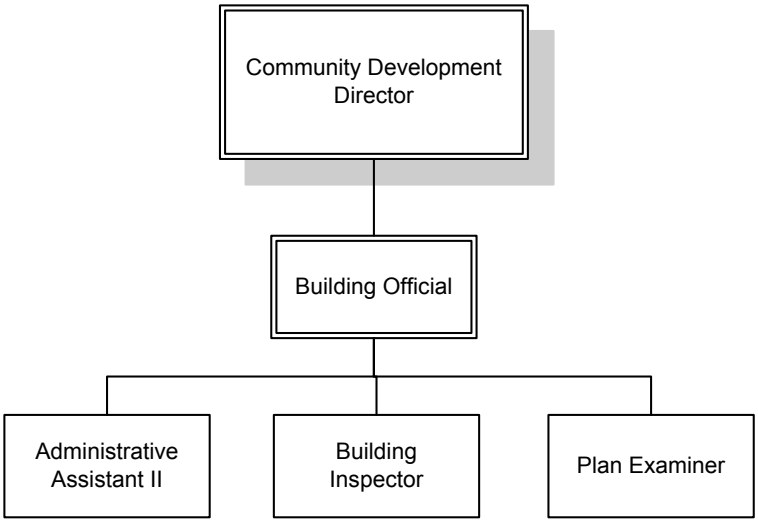
Bill Wiley, Community Development Director

Building Permits Fund

In February of 2005 the City received correspondence from its attorney advising that local governments may provide a schedule of fees, as authorized by Title XXXIII Regulation of Trade, Commerce, Investments, and Solicitations, Chapter 553 Building Construction Standards, 553.80 Enforcement, last paragraph of (1): 553.80 Enforcement as authorized by s. 125.26(2) or s. 166.222. Such fees shall be used solely for the carrying out of the local government's responsibilities in enforcing the Florida Building Code. If the building division takes in more money than it costs to run the division, the money has to be earmarked for building use only.

Organizational Chart



Building Permits Fund

Description

Total Department Budget

$ 435,607

Building Permits Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Licenses & Permits	420,869	293,104	214,574	322,000	355,000
Intergovernmental Reveune	16,142	1,550	900	1,350	1,500
Charges for Services	0	0	183	0	0
Miscellaneous Revenue	7,378	5,036	(38)	0	0
Other Sources	33,947	67,999	3,232	91,123	79,107
TOTAL REVENUE SOURCES	478,336	367,689	218,851	414,473	435,607
APPROPRIATIONS					
Building Permits	523,316	368,972	194,052	414,473	435,607
TOTAL APPROPRIATIONS	523,316	368,972	194,052	414,473	435,607

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
LICENSES & PERMITS					
32201 Building Permits	290,989	210,841	131,328	220,000	230,000
32901 Plumbing Permits	27,075	13,820	11,673	15,000	20,000
32902 Electric Permits	41,293	29,825	33,238	30,000	45,000
32903 Gas Permits	14,849	2,249	1,676	3,000	3,000
32904 Fire Fees	0	4,776	18,011	20,000	25,000
32905 Mechanical Permits	42,398	20,764	15,005	25,000	25,000
32907 Mobile Home Permits	0	2,700	540	2,000	1,000
32908 Sign Permits	4,265	8,129	3,103	7,000	6,000
TOTAL LICENSES & PERMITS	420,869	293,104	214,574	322,000	355,000
INTERGOVERNMENTAL REVENUE					
33844 Impact Collect Fee/ County	16,142	1,550	900	1,350	1,500
TOTAL INTERGOVERNMENTAL REVENUE	16,142	1,550	900	1,350	1,500
CHARGES FOR SERVICES					
34920 Administrative Fee	0	0	183	0	0
TOTAL CHARGES FOR SERVICES	0	0	183	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	(266)	412	(79)	0	0
36130 Gain/ Loss Investments	129	51	0	0	0
36403 Sale of Furniture/Equipment	6,755	0	0	0	0
36906 Miscellaneous Reimbursement	764	4,574	41	0	0
36908 Cash Over and Short	(4)	(1)	0	0	0
TOTAL MISCELLANEOUS REVENUE	7,378	5,036	(38)	0	0
OTHER SOURCES					
38111 From General Fund	16,547	6,630	0	0	0
38165 From Workers Comp Fund	0	59,169	2,572	0	0
382xx Impact Administration Fee	17,400	2,200	660	6,500	0
38891 Fund Balance Appropriated	0	0	0	84,623	79,107
TOTAL OTHER SOURCES	33,947	67,999	3,232	91,123	79,107
TOTAL RESOURCES	478,336	367,689	218,851	414,473	435,607

Values & Goals

Value: Excellence in All We Do

Goals:

- Increase inspection personnel training to improve the insurance service organization rating and reduce insurance premiums for residents
- Perform and monitor building and fire permit reviews to ensure expeditious processing of permits, and initial reviews by all departments within five days

Value: Open, Accessible Government

Goals:

- Continue to assist customers with the online permit-tracking system

Value: Professionalism

Goals:

- Answer phone calls by the end of two rings and address minor requests within 24 hours in order to continue to emphasize customer service
- Assist public with information regarding the building code, building permits, and permit process
- Provide reviews for Development Review Committee (DRC) and Planning and Zoning Commission items within prescribed timeframe: DRC (8-12 days), Planning & Zoning Commission (7-10 days)
- Continue to participate with Building Officials Association of Florida, Electrical Inspectors Association of Florida, Mechanical Inspectors Association, Home Builders Association, and Lake County Building Officials

Major Accomplishments:

- Educated and trained staff to enhance customer service and improve the building permit process
- Continued to improve distribution and tracking system for building permit applications
- Refined the utilization of the online permit tracking system in HTE NaviLine
- Completed training and transition of staff to take over Fire Inspection and Plan Review functions

Performance Measures:

	2009-10	2010-11	2011-12
Permits issued:	1,218	583	1,200
Commercial	13	8	14
Residential	53	11	22
Mobile home	9	2	4
Miscellaneous	1,103	551	1,100
Demolition: Residential	11	6	12
Commercial	29	10	20
Value of construction:			
Commercial	4,811,648	20,179,500	10,000,000
Residential	4,129,608	2,322,931	4,000,000
Total construction value	13,079,191	29,676,242	20,000,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II[2]	0.75	0.00	0.75	20,966
Building Inspector II	1.00	0.00	1.00	49,171
Building Official	1.00	0.00	1.00	76,482
Community Development Director[1]	0.30	0.00	0.30	23,799
Plans Examiner II	1.00	0.00	1.00	58,428
Total	**4.05**	**0.00**	**4.05**	**228,846**

Notes:
Allocations:
Community Development Director[1]
70%-6151, 30%-6131
Administrative Assistant II[2]
75%-6131, 25%-6151

Building Permits Fund

Appropriations Detail

Appropriations Detail

Account # 151-xxxx-xxx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	277,180	208,556	102,086	228,845	228,846
1310	Temporary Labor	17,664	13,740	0	0	0
1410	Overtime	432	560	110	0	0
15xx	Bonuses/Incentives	0	2,802	7,921	18,408	18,408
2110	FICA	21,861	16,811	8,116	16,812	18,227
221x	Retirement	25,065	15,802	9,867	20,601	22,179
23xx	Insurance	31,047	22,028	16,758	34,932	52,755
2410	Workers' Compensation	4,685	3,720	1,654	3,559	3,722
26xx	Other Payroll Benefits	514	4,549	4,288	1,036	1,036
TOTAL PERSONAL SERVICES		378,448	288,568	150,800	324,193	345,173
OPERATING EXPENSES						
3110	Professional Services	(29)	105	0	0	0
4010	Travel	450	228	57	500	500
4110	Communication	3,225	1,580	507	4,000	4,000
4210	Postage	59	34	28	100	100
4310	Utilities	2,443	5,600	2,349	6,000	5,500
4410	Rentals	65,562	20,000	10,000	20,000	20,000
4415	Internal Fleet Lease	9,209	7,636	3,826	7,650	7,651
4510	Insurance	6,968	2,618	1,169	2,655	2,357
461x	Repairs & Maintenance- Vehicles	3,844	3,960	1,980	3,960	3,960
463x	Repairs & Maintenance- Equipment	2,462	4,385	1,501	2,640	2,080
4710	Printing & Binding	0	127	0	300	300
4920	Other Current Charges	4,687	1,655	1,011	0	1,500
496x	General Administrative	35,917	22,409	16,030	28,125	29,466
5210	Operating Supplies	1,724	1,389	876	2,000	2,000
5215	Uniforms	427	414	0	750	750
5230	Fuel Purchases	6,004	6,496	3,350	9,000	7,270
5410	Publications & Memberships	536	266	356	1,100	1,500
5520	Training	1,380	1,502	212	1,500	1,500
TOTAL OPERATING EXPENSES		144,868	80,404	43,252	90,280	90,434
OTHER USES						
9160	Reserve/ Future Capital	0	0	0	0	0
TOTAL OTHER USES		0	0	0	0	0
TOTAL APPROPRIATIONS		523,316	368,972	194,052	414,473	435,607

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	324,193	345,173	20,980	6.47%
Operating Expenses	90,280	90,434	154	0.17%
TOTALS	414,473	435,607	21,134	5.10%

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Jerry Boop, CPA, CGFO, Finance Director

Debt Service Fund

Description

The Debt Service Fund is used to record debt service payments for general government (non-utility) debt.

Debt service associated with the Refunding and Capital Improvement Refunding Promissory Note, Series 2009, is funded by a pledge of the local government half cent sales tax and the guaranteed portion of state revenue sharing. Debt service payments are recorded as expenditures in the debt service fund. Debt service requirements associated with the Refunding Promissory Note, Series 2009 as of March 31, 2010 are as follows:

Issue	Year	Principal	Interest	Total
Capital Improvement Refunding	2010		95,731	95,731
Promissory Note, Series 2009	2011	240,000	288,880	528,880
(Series 1999 Bond Refunding)	2012	200,000	278,474	478,474
Original Issue Amount: $6,227,400	2013	210,000	268,778	478,778
Original Issue Date: December 4, 2009	2014	220,000	258,608	478,608
Final Maturity: October 1, 2029	2015	230,000	247,965	477,965
Interest Rate: 4.73%	2016	240,000	236,850	476,850
	2017	255,000	225,143	480,143
	2018	265,000	212,845	477,845
	2019	280,000	199,956	479,956
	2020	295,000	186,357	481,357
	2021	305,000	172,167	477,167
	2022	320,000	157,386	477,386
	2023	335,000	141,895	476,895
	2024	350,000	125,695	475,695
	2025	370,000	108,667	478,667
	2026	385,000	90,811	475,811
	2027	405,000	72,128	477,128
	2028	420,000	52,617	472,617
	2029	440,000	32,278	472,278
	2030	462,400	10,936	473,336
	TOTAL	6,227,400	3,464,167	9,691,567

Total Department Budget

$ 1,628,054

Debt Service Fund

Description

Description

Debt service associated with the Capital Improvement Revenue Bonds, Series 2004, is funded by a pledge of sales tax, the guaranteed entitlement, the public service tax, and investment income. The lien on sales tax and guaranteed entitlement is subordinate to the series 2009 Refunding Promissory Note. Debt service payments are recorded as expenditures in the debt service fund. The 2004 bonds are fully registered bonds in denominations of $5,000 each. Debt service requirements associated with the 2004 bonds as of September 30, 2009 are as follows:

Issue	Year	Principal	Interest	Total
Capital Improvement Revenue	2009	350,000	771,020	1,121,020
Bonds, Series 2004	2010	360,000	759,645	1,119,645
Original Issue Amount: $17,110,000	2011	370,000	748,485	1,118,485
Original Issue Date: July 21, 2004	2012	385,000	736,460	1,121,460
Final Maturity: October 1, 2034	2013	400,000	723,370	1,123,370
Interest Rate: 2.5% - 5%	2014	415,000	708,370	1,123,370
	2015	430,000	692,808	1,122,808
	2016	445,000	675,607	1,120,607
	2017	465,000	657,808	1,122,808
	2018	480,000	638,743	1,118,742
	2019	505,000	617,142	1,122,142
	2020	525,000	595,175	1,120,175
	2021	555,000	567,613	1,122,612
	2022	580,000	538,475	1,118,475
	2023	615,000	508,025	1,123,025
	2024	645,000	475,737	1,120,738
	2025	680,000	441,875	1,121,875
	2026	715,000	406,175	1,121,175
	2027	750,000	368,637	1,118,637
	2028	790,000	329,262	1,119,263
	2029	830,000	291,737	1,121,737
	2030	870,000	252,313	1,122,313
	2031	915,000	206,638	1,121,638
	2032	960,000	158,600	1,118,600
	2033	1,015,000	108,200	1,123,200
	2034	1,065,000	54,913	1,119,913
	TOTAL	16,115,000	13,032,833	29,147,833

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Other Sources	1,622,419	7,807,881	800,844	1,689,539	1,628,054
TOTAL REVENUE SOURCES	1,622,419	7,807,881	800,844	1,689,539	1,628,054
APPROPRIATIONS					
Debt Service	1,608,030	1,647,378	1,117,550	1,689,539	1,628,054
TOTAL APPROPRIATIONS	1,608,030	1,647,378	1,117,550	1,689,539	1,628,054

Revenue Detail

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OTHER SOURCES						
38111	From General Fund	494,399	459,413	241,602	568,304	518,764
38191	From Discretionary Tax	1,128,020	1,121,068	559,242	1,121,235	1,109,290
38401	Note Proceeds	0	6,227,400	0	0	0
38891	Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES		1,622,419	7,807,881	800,844	1,689,539	1,628,054
TOTAL RESOURCES		1,622,419	7,807,881	800,844	1,689,539	1,628,054

Appropriations Detail

Account # 021-1326-517

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
DEBT SERVICE						
71xx	Principal Payments	500,000	515,000	600,000	655,100	605,172
72xx	Interest Payments	1,105,816	1,059,857	515,845	1,031,689	1,020,052
73xx	Fees	2,214	72,521	1,705	2,750	2,830
TOTAL DEBT SERVICE		1,608,030	1,647,378	1,117,550	1,689,539	1,628,054
TOTAL APPROPRIATIONS		1,608,030	1,647,378	1,117,550	1,689,539	1,628,054

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Debt Service	1,689,539	1,628,054	(61,485)	-3.64%
TOTALS	1,689,539	1,628,054	(61,485)	-3.64%

CAPITAL PROJECTS FUND

The Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital facilities. The primary sources of revenue in this fund are federal and state grants and Gas Tax revenue. Capital Projects must be reviewed and approved by the City Commission prior to the expenditure of any funds.

Included in this budget are projects for the Airport totaling $1,250,000, to assess security related the fencing perimeter, to restripe Runway 13/31 and to update lighting. The Fire Department has $120,000 to renovate Fire Station #1 restrooms and to purchase a generator for Fire Station #4. There is $528,000 proposed for Public Works projects including Road Resurfacing and curb rebuilds. Additionally, Recreation included $50,000 for the Canal to Lake Rails to Trails project, $200,000 for improvements to the Community Building and $85,000 to replace one bridge at Venetian Gardens. Of the $2,233,500 budget, $525,000 is coming from available 2004 Capital Improvement Bonds.

Capital Projects Fund

Description

Total Department Budget

$ 2,233,500

Capital Projects Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Taxes	624,118	630,727	0	0	0
Intergovernmental Revenue	3,489,437	3,066,788	57,407	181,450	1,120,000
Charges for Services	33,343	38,038	19,230	0	0
Miscellaneous Revenue	63,068	23,899	1,349	0	0
Other Sources	512,194	619,253	778,597	605,755	1,113,500
TOTAL REVENUE SOURCES	4,722,160	4,378,705	856,583	787,205	2,233,500
APPROPRIATIONS					
Finance	6,658	750	500	0	500
Health Clinic	0	9,038	185,540	0	0
Airport	3,385,700	3,202,764	127,276	194,000	1,250,000
Fire	0	0	0	0	120,000
Public Works	874,776	822,279	520,867	593,205	528,000
Library	13,055	0	0	0	0
Recreation	248,804	1,203,562	20,687	0	335,000
TOTAL APPROPRIATIONS	4,528,993	5,238,393	854,870	787,205	2,233,500

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
TAXES					
31240 Local Option Gas Tax	624,118	630,727	0	0	0
TOTAL TAXES	624,118	630,727	0	0	0
INTERGOVERNMENTAL REVENUE					
33142 Federal Grant - Airport	2,838,543	1,666,561	22,812	142,500	0
33172 Federal Grant- Recreation	198,508	54,324	0	0	0
33442 State Grant - Airport	432,747	1,121,141	34,595	38,950	1,120,000
33449 Joint Participation Agmt	0	63,000	0	0	0
33472 Fountain Park	19,639	161,762	0	0	0
TOTAL INTERGOVERNMENTAL	3,489,437	3,066,788	57,407	181,450	1,120,000
CHARGES FOR SERVICES					
34120 Fuel Surcharge	33,343	38,038	19,230	0	0
TOTAL CHARGES FOR SERVICES	33,343	38,038	19,230	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	20,908	4,808	218	0	0
36110 Bond Funds	34,150	22,393	1,131	0	0
36130 Gain/Loss Investments	8,010	(5,406)	0	0	0
36609 Contributions/Donations	0	2,104	0	0	0
TOTAL MISCELLANEOUS	63,068	23,899	1,349	0	0
OTHER SOURCES					
38111 From General Fund	0	24,711	458	12,550	10,500
38114 Recreation Impact Fees	36,545	261,283	0	0	50,000
38412 Reallocated Bond Proceeds	0	0	0	0	525,000
38142 Transfer from Gas (042)	0	234,316	133,162	0	0
38164 Transfer from Health Ins (064)	0	9,039	185,538	0	0
38165 From Workers Comp Fund	359,174	41,562	0	0	0
38191 From Discretionary Tax	116,475	48,342	22,800	0	0
38191 From Gas Tax	0	0	436,639	593,205	528,000
TOTAL OTHER SOURCES	512,194	619,253	778,597	605,755	1,113,500
TOTAL RESOURCES	4,722,160	4,378,705	856,583	787,205	2,233,500

Appropriations Detail

Account # 031-xxxx-xxx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
FINANCE (1326)						
DEBT SERVICE						
7311	Fees	6,658	750	500	0	500
	TOTAL DEBT SERVICE	6,658	750	500	0	500
TOTAL FINANCE		6,658	750	500	0	500
HEALTH CLINIC (1341)						
PERSONAL SERVICES						
1210	Regular Salaries & Wages	0	1,871	6,093	0	0
2110	FICA	0	125	424	0	0
2210	Retirement	0	143	547	0	0
23xx	Insurance	0	278	1,241	0	0
2410	Workers' Compensation	0	53	197	0	0
26xx	Other Payroll Benefits	0	4	38	0	0
	TOTAL PERSONAL SERVICES	0	2,474	8,540	0	0
CAPITAL OUTLAY						
6210	Buildings	0	6,564	152,206	0	0
6310	Improvements Other Than Bldgs	0	0	764	0	0
6410	Machinery & Equipment	0	0	24,030	0	0
	TOTAL CAPITAL OUTLAY	0	6,564	177,000	0	0
TOTAL HEALTH CLINIC		0	9,038	185,540	0	0
AIRPORT (1821)						
PERSONAL SERVICES						
1210	Regular Salaries & Wages	830	2,740	482	0	0
2110	FICA	63	189	34	0	0
2210	Retirement	78	206	43	0	0
23xx	Insurance	10	296	93	0	0
2410	Workers' Compensation	19	78	14	0	0
26xx	Other Payroll Benefits	0	5	3	0	0
	TOTAL PERSONAL SERVICES	1,000	3,514	669	0	0
OPERATING EXPENSES						
3110	Professional Services	1,520,400	161,675	0	0	0
3130	Engineering Services	560,198	501,952	70,526	0	0
4911	Advertising- Other Ads	0	83	71	0	0
	TOTAL OPERATING EXPENSES	2,080,598	663,710	70,597	0	0
CAPITAL OUTLAY						
6210	Buildings	220	231,644	55,915	0	0
6310	Improvements Other Than Bldgs	1,303,882	2,303,896	95	194,000	1,250,000
	TOTAL CAPITAL OUTLAY	1,304,102	2,535,540	56,010	194,000	1,250,000
TOTAL AIRPORT		3,385,700	3,202,764	127,276	194,000	1,250,000

Appropriations Detail (Continued) Account # 031-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
FIRE (2220)					
CAPITAL OUTLAY					
6210 Buildings	0	0	0	0	90,000
6410 Machinery & Equipment	0	0	0	0	30,000
TOTAL CAPITAL OUTLAY	0	0	0	0	120,000
TOTAL FIRE	0	0	0	0	120,000
PUBLIC WORKS					
FLEET (5110)					
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	5,808	61,127	5,339	0	0
TOTAL CAPITAL OUTLAY	5,808	61,127	5,339	0	0
OTHER USES					
9101 Transfer to General Fund	0	0	3,012	0	0
TOTAL OTHER USES	0	0	3,012	0	0
TOTAL FLEET	5,808	61,127	8,351	0	0
STREET MAINTENANCE (5112)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	0	298	447	0	0
2110 FICA	0	21	31	0	0
2210 Retirement	0	27	40	0	0
23xx Insurance	0	57	86	0	0
2410 Workers' Compensation	0	8	13	0	0
26xx Other Payroll Benefits	0	2	3	0	0
TOTAL PERSONAL SERVICES	0	413	620	0	0
OPERATING EXPENSES					
3110 Professional Services	583	662	0	0	0
3130 Engineering Services	0	9,750	0	0	0
TOTAL OPERATING EXPENSES	583	10,412	0	0	0
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	507,860	708,767	435,318	593,205	528,000
TOTAL CAPITAL OUTLAY	507,860	708,767	435,318	593,205	528,000
TOTAL STREET MAINTENANCE	508,443	719,592	435,938	593,205	528,000

Appropriations Detail (Continued) Account # 031-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
FACILITY MAINTENANCE (5193)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	8,826	630	0	0	0
2110 FICA	604	42	0	0	0
221x Retirement	876	47	0	0	0
23xx Insurance	962	87	0	0	0
2410 Workers' Compensation	233	18	0	0	0
26xx Other Payroll Benefits	12				
TOTAL PERSONAL SERVICES	11,513	824	0	0	0
OPERATING EXPENSES					
3110 Professional Services	798	0	0	0	0
3130 Engineering Services	0	0	0	0	0
4911 Advertising- Other Ads	45	0	0	0	0
5210 Operating Supplies	16	0	0	0	0
TOTAL OPERATING EXPENSES	859	0	0	0	0
CAPITAL OUTLAY					
6210 Buildings	0	0	76,578	0	0
6310 Improve Other Than Bldgs	340,757	40,736	0	0	0
6410 Machinery & Equipment	7,396	0	0	0	0
TOTAL CAPITAL OUTLAY	348,153	40,736	76,578	0	0
TOTAL FACILITY MAINTENANCE	360,525	41,560	76,578	0	0
LIBRARY (7111)					
OPERATING EXPENSES					
5180 Minor Furniture/ Equipment	7,187	0	0	0	0
TOTAL OPERATING EXPENSES	7,187	0	0	0	0
CAPITAL OUTLAY					
6410 Machinery & Equipment	5,868	0	0	0	0
TOTAL CAPITAL OUTLAY	5,868	0	0	0	0
TOTAL LIBRARY	13,055	0	0	0	0

Appropriations Detail (Continued) Account # 031-xxxx-xxx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
RECREATION					
COMMUNITY FACILITIES (8123)					
CAPITAL OUTLAY					
6210 Buildings	0	0	0	0	126,000
6310 Improve Other Than Bldgs	0	0	0	0	74,000
TOTAL CAPITAL OUTLAY	0	0	0	0	200,000
TOTAL COMMUNITY FACILITIES	0	0	0	0	200,000
PUBLIC PARKS (8124)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	2,323	5,778	0	0	0
2110 FICA	161	382	0	0	0
2210 Retirement	230	428	0	0	0
23xx Insurance	227	810	0	0	0
2410 Workers' Compensation	64	164	0	0	0
26xx Other Payroll Benefits	0	7	0	0	0
TOTAL PERSONAL SERVICES	3,005	7,569	0	0	0
OPERATING EXPENSES					
3110 Professional Services	240	0	0	0	0
3130 Engineering Services	267,598	97,664	0	0	0
4911 Advertising- Other Ads	22	1,200	0	0	0
TOTAL OPERATING EXPENSES	267,860	98,864	0	0	0
CAPITAL OUTLAY					
6310 Improve Other Than Bldgs	0	386,567	20,687	0	135,000
6410 Machinery & Equipment	0	7,058	0	0	0
TOTAL CAPITAL OUTLAY	0	393,625	20,687	0	135,000
TOTAL PUBLIC PARKS	270,865	500,058	20,687	0	135,000
ATHLETIC FIELDS (8125)					
CAPITAL OUTLAY					
6210 Buildings	(22,061)	0	0	0	0
TOTAL CAPITAL OUTLAY	(22,061)	0	0	0	0
OTHER USES					
9101 Transfer to Electric	0	703,504	0	0	0
TOTAL OTHER USES	0	703,504	0	0	0
TOTAL ATHLETIC FIELDS	(22,061)	703,504	0	0	0
TOTAL CAPITAL PROJECTS	4,528,993	5,238,393	854,870	787,205	2,233,500

Project Schedule

WF/ Job	Title	Funding Source	Amount
	Airport		
729518/2	Security Assessment- Fencing	State Grant	600,000
743884/1	Restripe Runway 13/31 (50,000)	State Grant	40,000
		Governmental Revenue	10,000
743886/1	Update Lighting (600,000)	State Grant	480,000
		Reallocated Bond Funds	120,000
	Subtotal Airport		1,250,000
	Fire		
743888/1	Renovation of Fire Station #1 Restrooms	Reallocated Bond Funds	90,000
743891/1	Fire Station #4 Generator	Reallocated Bond Funds	30,000
	Subtotal Fire		120,000
	Public Works		
743894/1	Road Resurfacing	Gas Tax	528,000
	Subtotal Public Works		528,000
	Recreation		
65420/14	Rails to Trails- Canal to Lake	Recreation Impact Fees	50,000
743899/1	Community Bldg Reroof	Reallocated Bond Funds	126,000
743899/2	Community Bldg Improvements	Reallocated Bond Funds	74,000
743901/1	Venetian Gardens Bridge Replacement	Reallocated Bond Funds	85,000
	Subtotal Recreation		335,000
	TOTAL		2,233,000
	Source of Funds		
		Governmental Revenue	10,000
		State Grant	1,120,000
		Gas Tax	528,000
		Reallocated Bond Funds	525,000
		Recreation Impact Fees	50,000
	TOTAL		2,233,000

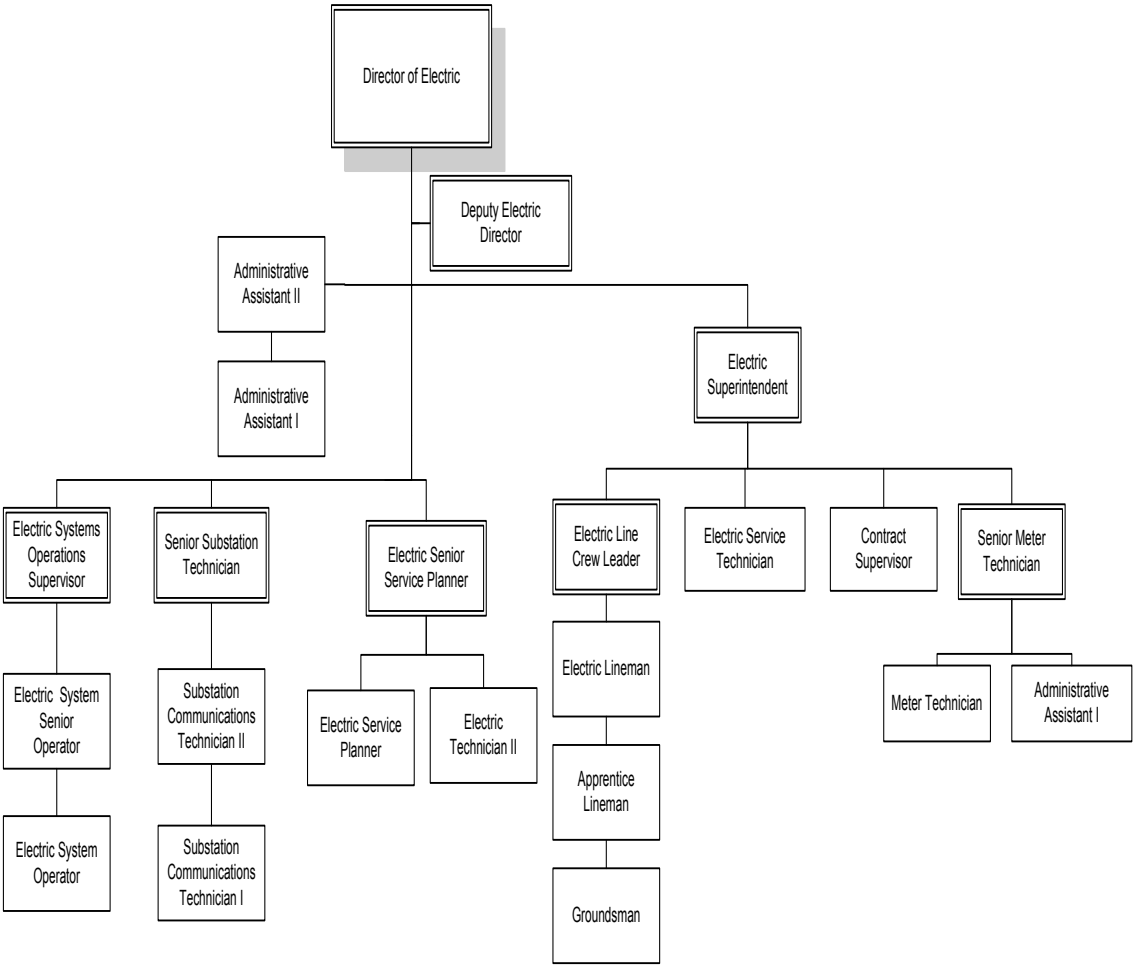
Paul Kalv, Director of Electric

The Electric Department maintains, operates and constructs electric distribution facilities within the service area. The department also performs activities related to transformer and meter maintenance, engineering and construction of all additions and expansions of the electric system.

Responsibilities:

- Load management
- Monitor flow
- Provide service
- Maintenance
- Safety

Organizational Chart



Electric Department

Organization

Total Department Budget

$ 75,669,959

Electric Department

Electric System Description

Electric System Description

The City of Leesburg electric system consists of 5 distribution substations, and 367 miles of 12,470 Volt distribution lines, of which 130 miles (35%) are underground circuits, serving approximately 22,000 active customers (23,000 locations served.) The City of Leesburg purchases power from the Florida Municipal Power Agency (FMPA) as an all-requirements member. FMPA was created pursuant to Florida Statutes Chapter 163, Parts I and II ("The Interlocal Act" and "The Joint Power Act") which, among other provisions, provides a means for Florida municipal corporations to cooperate with each other to provide for their present and future energy needs. The agreement has an evergreen minimum term of thirty years, which is achieved by annual automatic extensions of an additional year each October 1. The power rates and rate methodology that FMPA uses to charge the City are set and amended, from time to time, by majority action of the FMPA Executive Committee, which is composed of 14 FMPA member system representatives, including a representative of the City.

The City operates no generation facilities, but does own an undivided 0.8244% interest in and generation entitlement share from Crystal River Unit 3, a nuclear steam electric generating unit. Progress Energy-Florida (PEF) owns 90% of Crystal River Unit 3 and is the plan operator. The City acquired its share of the facilities in 1975. Non-operating owners are entitled to energy output of the unit based upon their respective generation entitlement share. Operation costs are paid monthly in proportion to the entitlement share. Nuclear fuel payments are required of participants in advance.

The City, through FMPA, negotiated an agreement with Florida Power and Light Company (FPL) guaranteeing the City the right to purchase up to 1.716 megawatts of generating capacity from the St. Lucie Number 2 nuclear generating plant. This plant became operational in 1984.

The Florida Public Service Commission approved electric service Territorial Agreements with PEF May 1982 and with Sumter Electric Cooperative May 1991. The City of Leesburg entered into a Franchise Agreement with the City of Fruitland Park, effective November 1, 1983, to provide electric service within Fruitland Park for a period of 25 years. The Franchise Agreement is now expired and Fruitland Park has provided notice that it will not renew the Franchise Agreement and is currently contemplating the purchase from Leesburg of the existing electric distribution facilities located within the City of Fruitland Park

Budget Summary – Operating Statement

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING REVENUE					
Charges For Services	70,985,653	68,654,386	27,030,149	69,785,939	74,106,716
Other Operating Revenue	580,878	408,174	225,398	623,195	303,243
TOTAL OPERATING REVENUE	71,566,531	69,062,560	27,255,547	70,409,134	74,409,959
OPERATING APPROPRIATIONS					
Generation	2,938,956	2,762,202	1,579,039	3,253,500	3,145,407
St. Lucie	684,151	932,288	431,139	1,060,493	1,014,205
Purchase Power	48,473,383	43,852,937	14,984,567	43,912,018	46,602,945
Administration	3,411,603	3,136,325	1,351,500	3,290,034	3,400,378
Distribution	3,260,358	3,225,563	1,725,918	5,045,169	5,222,742
Other Operating Expenses	5,044,138	5,084,220	2,310,163	4,562,396	4,719,077
TOTAL APPROPRIATIONS	(63,812,589)	(58,993,535)	(22,382,326)	(61,123,610)	(64,104,754)
NET INCOME FROM OPERATIONS	7,753,942	10,069,025	4,873,221	9,285,524	10,305,205
Non-Operating Revenue	9,044	912,295	0	0	0
Non-Operating Appropriations	(1,382,645)	(1,432,564)	(1,425,616)	(2,727,577)	(2,761,704)
NET OTHER INCOME	(1,373,601)	(520,269)	(1,425,616)	(2,727,577)	(2,761,704)
NET INCOME BEFORE TRANSFERS	6,380,341	9,548,756	3,447,605	6,557,947	7,543,501
Transfers to other funds	(5,668,866)	(5,776,601)	(2,834,494)	(5,736,473)	(5,928,438)
NET INCOME AFTER TRANSFERS	711,475	3,772,155	613,111	821,474	1,615,063
Other Sources	1,090,085	4,248,719	1,122,031	1,115,064	1,260,000
Capital Projects	(1)	(4)	12,112	(1,922,000)	(2,678,621)
NET OTHER SOURCES	1,090,084	4,248,715	1,134,143	(806,936)	(1,418,621)
UNAPPROPRIATED BALANCE	1,801,559	8,020,870	1,747,254	14,538	196,442

Electric Department

Revenue Detail

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
INTERGOVERNMENTAL REVENUE					
33100 Federal Grant	0	912,295	0	0	0
33150 Federal- Disaster Relief- FEMA	7,752	0	0	0	0
33450 State- Disaster Relief	1,292	0	0	0	0
TOTAL INTERGOVERNMENTAL REVENUE	9,044	912,295	0	0	0
CHARGES FOR SERVICES					
34311 Residential	31,505,689	31,864,169	12,239,941	31,013,330	32,867,504
34312 Commercial Non Demand	8,587,200	8,098,421	3,119,318	8,376,126	8,664,380
34313 Commercial Demand	26,467,898	23,207,959	8,966,607	24,716,435	26,624,030
34314 Public Lighting	796,869	740,653	359,810	780,493	735,345
34315 Public Authority (Fruitland Park)	201,303	177,631	78,605	192,534	198,956
34316 Municipal Non Demand	645,039	472,588	198,645	534,740	480,913
34317 Municipal Demand	1,522,597	1,486,855	613,268	1,510,226	1,637,811
34905 Penalties	716,241	728,449	379,017	724,169	727,209
34910 Misc Operating Revenue	19,457	17,905	7,249	19,301	15,854
34910 Demand Side Management Savings	167,769	1,508,683	867,990	1,548,046	1,799,714
34915 Pole Rentals	109,247	113,185	86,467	120,000	120,000
34918 Misc Service Revenue	246,923	238,937	114,039	250,539	235,000
34919 Area Lights - Initial Fee	0	0	0	0	0
34990 Cash Over & Short	(579)	(1,049)	(807)	0	0
TOTAL CHARGES FOR SERVICES	70,985,653	68,654,386	27,030,149	69,785,939	74,106,716
MISCELLANEOUS REVENUES					
36110 Interest on Investments	427,448	142,247	171,630	511,475	214,541
36111 Misc Interest Income	3,008	524	221	0	0
36130 Gain/Loss Investments	34,428	(34,571)	(27,881)	0	0
36402 Gain From Sale of Fixed Assets	0	(1,817)	0	0	0
36404 Recovery From Losses	22,172	79,269	15,215	20,000	30,000
36501 Sale of Surplus Materials	23,232	103,834	52,204	45,125	40,000
36906 Misc. Reimbursement	6,876	79,829	321	0	0
36925 Misc Jobbing Revenue	39,010	35,037	11,753	41,595	15,000
36990 Misc Non-Operating Revenue	24,704	3,822	1,935	5,000	3,702
TOTAL MISCELLANEOUS REVENUES	580,878	408,174	225,398	623,195	303,243
OTHER SOURCES					
38118 From Hwy 441/27 CRA (018)	825,528	3,514,241	817,346	240,064	0
38131 From Capital Projects (031)	0	703,504	0	0	0
38401 Debt Proceeds	0	0	250,000	0	0
38950 Contributions - Cust/Dev	264,557	30,974	54,685	275,000	100,000
38950 CRA Contribution	(825,528)	0	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	600,000	1,160,000
TOTAL OTHER SOURCES	264,557	4,248,719	1,122,031	1,115,064	1,260,000
TOTAL RESOURCES	71,840,132	74,223,574	28,377,578	71,524,198	75,669,959

Division Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
1011 **GENERATION**					
Operating Expenses	2,938,956	2,762,202	1,579,039	3,253,500	3,145,407
TOTAL GENERATION	2,938,956	2,762,202	1,579,039	3,253,500	3,145,407
1012 **ST. LUCIE**					
Operating Expenses	684,151	932,288	431,139	1,060,493	1,014,205
TOTAL ST. LUCIE	684,151	932,288	431,139	1,060,493	1,014,205
1013 **PURCHASE POWER**					
Operating Expenses	48,473,383	43,852,937	14,984,567	43,912,018	46,602,945
TOTAL PURCHASE POWER	48,473,383	43,852,937	14,984,567	43,912,018	46,602,945
1021 **ADMINISTRATION**					
Personal Services	166,854	129,346	67,509	196,707	377,725
Operating Expenses	3,244,749	3,006,979	1,283,991	3,093,327	3,022,653
TOTAL ADMINISTRATION	3,411,603	3,136,325	1,351,500	3,290,034	3,400,378
1045 **JOBBING**					
Personal Services	22,435	21,962	25,579	31,500	12,414
Operating Expenses	26,628	8,231	24,460	20,800	54,700
TOTAL JOBBING	49,063	30,193	50,039	52,300	67,114
1062 **DISTRIBUTION**					
Personal Services	2,205,045	2,170,502	1,118,747	2,994,340	3,032,480
Operating Expenses	1,055,313	1,055,061	607,171	2,050,829	2,190,262
TOTAL DISTRIBUTION	3,260,358	3,225,563	1,725,918	5,045,169	5,222,742
1088 **OTHER**					
Personal Services	0	433	0	0	0
Operating Expenses	4,638,082	4,654,501	2,307,564	4,525,366	4,682,204
Debt Service	1,381,666	1,496,440	1,372,706	2,702,307	2,721,463
Other Uses	6,026,838	6,111,818	2,839,964	5,761,011	6,134,880
TOTAL OTHER	12,046,586	12,263,192	6,520,234	12,988,684	13,538,547
1099 **CAPITAL PROJECTS**					
Personal Services	821,300	1,039,823	455,496	209,683	637,697
Operating Expenses	970,108	1,273,860	505,163	339,986	588,131
Capital Outlay	2,897,240	4,485,248	1,970,541	1,372,331	1,452,793
Debt Service	587,022	623,406	0	0	0
Other Uses	(5,275,669)	(7,422,333)	(2,943,312)	0	0
TOTAL CAPITAL PROJECTS	1	4	(12,112)	1,922,000	2,678,621
GRAND TOTAL					
Personal Services	3,215,634	3,362,066	1,667,331	3,432,230	4,060,316
Operating Expenses	62,031,370	57,546,059	21,723,094	58,256,319	61,300,507
Capital Outlay	2,897,240	4,485,248	1,970,541	1,372,331	1,452,793
Debt Service	1,968,688	2,119,846	1,372,706	2,702,307	2,721,463
Other Uses	751,169	(1,310,515)	(103,348)	5,761,011	6,134,880
TOTAL APPROPRIATIONS	70,864,101	66,202,704	26,630,324	71,524,198	75,669,959

Electric Department

Generation Division

Appropriations Detail

Appropriations Detail — Account # 041-1011-531

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3452 CR #3 Operations	1,317,708	1,035,204	670,114	1,188,000	1,148,388
3453 CR #3 Maintenance	1,274,504	1,431,660	778,373	1,615,500	1,561,694
3454 CR #3 Power Generation	346,744	295,338	130,552	450,000	435,325
TOTAL OPERATING EXPENSES	2,938,956	2,762,202	1,579,039	3,253,500	3,145,407
TOTAL APPROPRIATIONS	2,938,956	2,762,202	1,579,039	3,253,500	3,145,407

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,253,500	3,145,407	(108,093)	-3.32%
TOTALS	3,253,500	3,145,407	(108,093)	-3.32%

Electric Department

St. Lucie Division

Appropriations Detail

Appropriations Detail

Account # 041-1012-531

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3451 St. Lucie	684,151	932,288	431,139	1,060,493	1,014,205
TOTAL OPERATING EXPENSES	684,151	932,288	431,139	1,060,493	1,014,205
TOTAL APPROPRIATIONS	684,151	932,288	431,139	1,060,493	1,014,205

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	1,060,493	1,014,205	(46,288)	-4.36%
TOTALS	1,060,493	1,014,205	(46,288)	-4.36%

Electric Department

Power Supply Division

Appropriations Detail

Appropriations Detail — Account # 041-1013-531

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES						
3441	Purchase Power- Customer	44,400	44,400	22,200	44,400	44,400
3442	Power Purchase- Demand	16,835,274	17,526,681	8,142,566	19,262,460	21,645,985
3443	Purchase Power- Energy	29,150,362	24,935,184	5,801,064	22,129,493	22,340,361
3444	Purchase Power- Transmission	2,564,756	1,754,425	1,075,813	2,475,665	2,572,199
3445	Purchase Power- True up	0	0	0	0	0
3446	FMPA Working Capital	13,501	0	0	0	0
3447	Load Retention Funding	(134,910)	(407,753)	(57,076)	0	0
TOTAL OPERATING EXPENSES		48,473,383	43,852,937	14,984,567	43,912,018	46,602,945
TOTAL APPROPRIATIONS		48,473,383	43,852,937	14,984,567	43,912,018	46,602,945

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	43,912,018	46,602,945	2,690,927	6.13%
TOTALS	43,912,018	46,602,945	2,690,927	6.13%

Values & Goals

Value: Excellence in All We Do

Goals:
- Improve service reliability by reducing Customer Minutes Interrupted, Frequency of Interruptions and Duration of Interruptions
- Develop initiatives and procedures to meet changing FPSC and FERC/NERC regulations that affect Leesburg's distribution system operations and reporting requirements

Value: Fiscal Responsibility

Goal:
- Expand existing Demand Response strategies and partnerships to reduce wholesale power supply costs
- Expand existing Energy Efficiency and Conservation strategies to reduce energy use in municipal facilities
- Empower retail customers and reward conservation and energy efficiency
- Install 23,000 Smart meters, communications infrastructure and related technologies as part of Leesburg's $19.5 million Smart Grid and Florida Energy Efficiency and Conservation Block Grant projects
- Install Home Area Network, In-Home Display, Load Control devices and related technologies in residential and small commercial customer locations that are part of Leesburg's Smart Grid project
- Install reclosers, capacitors, voltage regulators and related technologies to improve operational efficiency as part of Leesburg's $19.5 million Smart Grid project
- Develop optional time differentiated retail rate structures to reward consumer energy efficiency and conservation
- Expand participation in the Load Reduction Credit Rider by large commercial customers

Value: A Caring Organization

Goals:
- Educate and inform customers on ways to manage energy use more effectively
- Promote price signals and energy monitoring tools to enable customers to make cost effective energy purchases

Value: Organizational development & self-sufficiency

Goals:
- Provide employee education and skill training

Value: Professionalism

Goals:
- Provide accurate and timely employee performance feedback
- Promote employee education and skill training
- Implement Skill-Based Performance for all departmental staff
- Maintain APPA Reliable Public Power Provider (RP_3) Certification for the seventh and eighth consecutive years

Major Accomplishments:
- Selected Lead vendor/partner for Leesburg's Smart Grid project and supporting technology vendors/partners to provide and deploy technology hardware, software, and services to achieve Smart Grid benefits and functions

Performance Measures:

	2009-10	2010-11	2011-12
OSHA incident rate	0	0	0
Hours working without lost time accident	2,080	2,080	2,080

Personnel Schedule

Classification	2011	Change	2012	Amount
Director of Electric	1.00	0.00	1.00	120,016
Deputy Director of Electric	0.00	1.00	1.00	95,014
Administrative Assistant II	1.00	0.00	1.00	36,941
Administrative Assistant I	1.00	0.00	1.00	25,875
Total	**3.00**	**1.00**	**4.00**	**277,846**

Electric Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 041-1021-531

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	156,385	137,369	69,870	158,434	277,846
1410	Overtime	624	452	120	500	500
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	10,719	9,965	5,095	9,550	20,669
221x	Retirement	10,774	4,544	4,123	9,191	15,359
23xx	Insurance	14,157	11,588	7,000	25,834	88,115
2410	Workers' Compensation	396	396	196	444	778
26xx	Other Payroll Benefits	8,273	9,071	40	444	96
2999	Allocated Labor Expense	(34,474)	(44,039)	(18,935)	(7,690)	(25,638)
TOTAL PERSONAL SERVICES		166,854	129,346	67,509	196,707	377,725
OPERATING EXPENSES						
3xxx	Professional Services	121,023	133,347	17,011	88,000	71,625
4010	Travel	1,014	2,632	3,492	1,000	5,800
41xx	Communication	20,930	16,835	7,687	20,600	17,700
421x	Postage	1,141	1,069	264	1,000	2,000
4310	Utilities	164,377	149,540	75,531	150,000	160,000
4510	Insurance	131,197	113,876	53,724	111,008	110,710
46xx	Repairs & Maintenance- Equipment	2,233	3,420	3,123	7,460	4,950
4710	Printing & Binding	8	160	2,188	250	2,550
4810	Promotional Activities	3,171	3,145	1,573	1,000	4,700
4911	Advertising	1,530	0	163	500	500
4920	Other Current Charges	4,675	2,144	513	1,000	2,875
4945	Injury/Damage to Others	927	2,631	0	0	0
496x	General Administrative	692,929	658,594	272,116	656,730	662,760
4970	Regulatory Assessment	11,820	10,472	5,146	11,000	12,000
4980	Taxes	1,731,080	1,564,476	689,214	1,749,679	1,597,208
4982	Franchise Fees	354,894	342,910	161,664	358,612	335,821
5180	Minor Furniture/Equipment	0	67	0	500	500
5210	Operating Supplies	8,918	9,737	5,153	14,000	14,000
5230	Fuel Purchases	0	72	26	100	50
5299	Allocated Material Expense	(43,094)	(41,060)	(16,573)	(120,112)	(22,696)
5410	Publications & Memberships	33,923	32,306	48	40,500	35,000
5520	Training	2,053	606	1,928	500	4,600
TOTAL OPERATING EXPENSES		3,244,749	3,006,979	1,283,991	3,093,327	3,022,653
TOTAL APPROPRIATIONS		3,411,603	3,136,325	1,351,500	3,290,034	3,400,378

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	196,707	377,725	181,018	92.02%
Operating Expenses	3,093,327	3,022,653	(70,674)	-2.28%
TOTALS	3,290,034	3,400,378	110,344	3.35%

Values & Goals

Value: Professionalism

Goals:

- Provide assistance to other City departments, including installation of fiber optic cable, lighting repairs for recreational facilities and runways at the Leesburg International Airport
- Provide services to countywide public agencies
- Support the activities of the Downtown Partnership in continuing development of Downtown City properties and rights-of-way

Value: Excellence in All We Do

Goals:

- Provide an installation plan for holiday decorations and lights along the streets in Venetian Gardens and along arterial roadways that meet financial, infrastructure, and labor resources
- Continually renew the appearance of City's Christmas decorations; install and maintain decorations in a timely and efficient manner
- Maintain Lights of Lake project

Major Accomplishments:

- Provided information to the Recreation department about testing of wood poles and the use of steel poles as a substitute for wood utility poles in sports field lighting applications
- Tree removal and trimming for Parks and Recreation

Performance Measures:

	2009-10	2010-11	2011-12
Recreation light jobs	5	2	2
Tree trimming jobs	400	400	400
Christmas decorations (man hours)	300	300	300
Lights of Lake (man hours)	50	60	60

Appropriations Detail

Account # 041-1045-531

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	15,570	13,601	17,780	20,500	5,500
1410	Overtime	718	1,359	0	1,500	1,500
2110	FICA	1,129	1,096	1,297	2,400	421
221x	Retirement	1,570	818	1,409	2,400	493
23xx	Insurance	1,726	1,510	2,451	3,300	3,800
2410	Workers' Compensation	178	233	278	400	550
26xx	Other Payroll Benefits	868	1,489	16	0	150
2999	Allocated Labor Expense	676	1,856	2,348	1,000	0
TOTAL PERSONAL SERVICES		22,435	21,962	25,579	31,500	12,414
OPERATING EXPENSES						
4499	Allocated Equip Rental	21,266	748	20,792	10,000	0
462x	Repairs & Maintenance-Non Bldg	3,275	3,275	2,075	8,300	4,000
4920	Other Current Charges	0	0	119	0	200
5210	Operating Supplies	2,051	4,056	1,447	2,000	50,000
5299	Allocated Material Expense	36	152	27	500	500
TOTAL OPERATING EXPENSES		26,628	8,231	24,460	20,800	54,700
TOTAL APPROPRIATIONS		49,063	30,193	50,039	52,300	67,114

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	31,500	12,414	(19,086)	-60.59%
Operating Expenses	20,800	54,700	33,900	162.98%
TOTALS	52,300	67,114	14,814	28.33%

Significant Budget Changes:
The Operating Expenses category includes $50,000 for Christmas lights.

Electric Department

Distribution Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue replacement of deteriorating underground primary conductor to improve service reliability
- Continue replacement of wood pole identified during pole inspections to improve reliability and resiliency
- Continue aggressive Right-of-Way maintenance to improve service reliability
- Continue replacement of substation equipment nearing the end of economic life to prevent extended outages
- Implement Smart Grid Investment project and install Smart Grid equipment

Value: Fiscal Responsibility

Goals:
- Monitor real-time FMPA All Requirements Project load and weather forecasts to identify peak load hours each month and initiate actions to reduce load during potential coincident peak hours
- Identify work methods to improve operational effectiveness

Vision: A Caring Organization

Goal:
- Complete Hwy 441 Perkins to Griffin Corridor Electric relocation project Phase 4
- Continue Bonded Projects – Radio Road reconductor and relocation and the 441 projects

Major Accomplishments:
- Completed Phase 1,2 and 3, and currently working on Phase 4 of Perkins to Griffin Corridor
- Completed Carver Heights Phase 2, Phase 3 is scheduled for FY 2012
- Replaced 50 poles that failed strength test—Osmose Utilities Services Testing
- Started Lakes of Leesburg replacement of aging and failed underground cable currently working, will complete in FY 2012
- Complete replacement of 250 poles that failed strength test, will complete an additional 300 poles in FY 2012
- Started constructing Silver Lake rear lot line overhead to underground conversion, will complete in FY 2012
- Started construction of two additional overhead feeders from Airport Substation to strengthen service reliability in the mall area

Performance Measures:

	2009-10	2010-11	2011-12
Rental lights installed	50	137	150
Surge suppressors installed	125	100	100
Outage rate per customer in minutes	50	50	50
Meters changed out	500	100	23,000
CT/VT installations tested	100	400	250
Transformers changed out	200	97	150
Overhead conductor replaced (feet)	35,500	50,000	65,000
Underground primary conductor replaced	10,000	50,000	50,000
Decayed and overloaded poles replaced	200	250	300
Residential meters tested	961	542	100

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant I	1.00	0.00	1.00	34,819
Apprentice Lineman	8.00	(1.00)	7.00	285,064
Contract Supervisor	1.00	0.00	1.00	77,293
Electric Analyst	1.00	(1.00)	0.00	0
Electric Line Crew Leader	5.00	0.00	5.00	376,626
Electric Lineman	6.00	3.00	9.00	525,678
Electric Operations Mgr.	1.00	(1.00)	0.00	0
Electric Service Technician	1.00	0.00	1.00	71,198
Electric Superintendent	1.00	0.00	1.00	84,157
Electric System Operations Supervisor	1.00	0.00	1.00	76,482
Electric System Sr. Operator	5.00	2.00	7.00	458,452
Electric System Operator	2.00	(2.00)	0.00	0
Electric Technician II	1.00	0.00	1.00	41,475
Electric Service Planner	3.00	(1.00)	2.00	117,770
Electric Senior Service Planner	0.00	1.00	1.00	68,702
Groundsman	3.00	(2.00)	1.00	36,546
Meter Supervisor	1.00	(1.00)	0.00	0
Meter Technician	2.00	0.00	2.00	88,545
Senior Meter Technician	0.00	1.00	1.00	55,578
Substation Comm. Tech I	1.00	0.00	1.00	40,061
Substation Comm. Tech II	2.00	(1.00)	1.00	60,382
Senior Substation Comm. Tech	0.00	1.00	1.00	76,482
Surge Suppress Technician	1.00	(1.00)	0.00	0
Utility Locator	1.00	(1.00)	0.00	0
Standby				7,500
Time charged directly to Jobbing Division				(5,500)
Time charged directly to Capital Projects				(395,437)
Total	**48.00**	**(4.00)**	**44.00**	**2,181,873**

Electric Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 041-1062-531

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
12xx Regular Salaries & Wages	1,583,379	1,538,743	862,132	2,180,733	2,181,873
1410 Overtime	174,983	241,779	83,837	150,000	170,500
15xx Bonuses/Incentives	1,000	0	2,072	0	0
2110 FICA	128,472	130,115	69,547	155,108	164,641
221x Retirement	152,823	105,381	71,235	178,478	198,186
23xx Insurance	178,021	183,071	113,633	349,782	435,576
2410 Workers' Compensation	16,048	20,410	11,564	27,745	31,732
26xx Other Payroll Benefits	108,697	148,243	915	2,730	2,604
2970 1st Installs	(105,256)	(154,928)	(77,996)	(41,849)	(128,000)
2999 Allocated Labor Expense	(33,122)	(42,312)	(18,192)	(8,387)	(24,632)
TOTAL PERSONAL SERVICES	2,205,045	2,170,502	1,118,747	2,994,340	3,032,480
OPERATING EXPENSES					
31xx Professional Services	46,217	65,355	15,591	170,000	91,000
3410 Contract Services	3,163	360	24,349	3,000	59,000
3499 Inter Dept Contract Oblig	0	9,510	73,322	0	103,329
4010 Travel	551	3,057	3,103	11,650	18,200
41xx Communication	10,128	9,851	4,935	9,850	11,631
4210 Postage	61	281	6	100	50
4310 Utilities	97	93	48	57,744	64,300
4410 Rentals	801	801	1,972	8,500	8,100
4415 Internal Fleet Lease	406,211	397,994	184,834	369,611	382,103
4499 Allocated Equip Rental	(767,033)	(906,890)	(421,226)	(104,859)	(361,525)
4510 Insurance	15,374	15,610	8,294	15,409	16,698
461x Repairs & Maintenance- Vehicles	274,021	208,497	114,302	225,490	203,860
4620 Repairs & Maintenance- Buildings	22,217	7,267	3,811	18,500	15,000
4625 Repairs & Maintenance-Non Bldg	660,974	648,064	345,164	609,700	697,500
46xx Repairs & Maintenance- Equipment	17,340	16,340	9,202	68,414	87,070
4633 Computer Contracts	11,789	29,090	0	29,060	31,600
4710 Printing & Binding	0	1,327	0	5,375	4,300
4810 Promotional Activities	0	1,270	0	500	500
49xx Other Current Charges	(44,532)	17,170	2,318	16,100	6,000
5180 Minor Furniture/Equipment	36,296	75,471	51,562	23,500	67,050
521x Operating Supplies	313,241	359,605	126,019	371,000	364,450
5215 Uniforms	15,521	53,398	7,579	99,000	69,500
5230 Fuel Purchases	58,765	74,685	37,385	97,350	72,120
5231 Generator DSM Fuel	0	0	0	0	10,132
5232 Generator DSM Other Exp	0	0	0	0	137,037
5299 Allocated Material Expense	(44,853)	(42,736)	(17,250)	(125,515)	(23,623)
5410 Publications & Membership	12	246	705	2,700	1,480
5520 Training	36,755	33,260	38,756	68,650	76,400
5999 Material - 1st Installs	(17,803)	(23,915)	(7,610)	0	(23,000)
TOTAL OPERATING EXPENSES	1,055,313	1,055,061	607,171	2,050,829	2,190,262
TOTAL APPROPRIATIONS	3,260,358	3,225,563	1,725,918	5,045,169	5,222,742

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	2,994,340	3,032,480	38,140	1.27%
Operating Expenses	2,050,829	2,190,262	139,433	6.80%
TOTALS	5,045,169	5,222,742	177,573	3.52%

Significant Budget Changes:

The increase in Operating Expense is attributable to the two positions transferred to the Gas department (2081). This expense is reimbursed through the Inter Department Contract Oblig (3499). Operational expenses also includes costs associated with the use of generators related to demand side management (DSM).

Electric Department

Other

Appropriations Detail

Appropriations Detail — Account # 041-1088-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
2510	Unemployment Compensation	0	433	0	0	0
	TOTAL PERSONAL SERVICES	0	433	0	0	0
OPERATING EXPENSES						
4920	Other Current Charges	153,053	0	0	0	0
4950	Uncollectible Accounts	442,659	206,368	210,713	400,000	200,000
4962	Customer Accounts	1,505,498	1,481,848	684,743	1,531,606	1,618,706
4963	Meter Reading	143,046	139,592	65,384	154,400	163,498
5910	Depreciation Expense	2,393,826	2,826,693	1,346,724	2,439,360	2,700,000
	TOTAL OPERATING EXPENSES	4,638,082	4,654,501	2,307,564	4,525,366	4,682,204
DEBT SERVICE						
71xx	Principal-Long Term Debt	0	0	0	660,000	675,000
721x	Interest-Long Term Debt	1,301,988	1,393,533	1,370,107	2,005,277	2,009,590
7311	Fees	7,157	68,877	2,599	3,000	2,842
732x	Amortize Debt Discount/Premium	837	837	0	837	837
7330	Amortize Debt Issue Cost	33,193	33,193	0	33,193	33,194
7340	Amortize Deferred Charges	38,491	0	0	0	0
	TOTAL DEBT SERVICE	1,381,666	1,496,440	1,372,706	2,702,307	2,721,463
OTHER USES						
9101	Transfer to General Fund	4,578,315	4,578,000	2,289,000	4,578,000	4,578,000
9102	Surcharge Transfer	1,090,551	1,198,601	545,494	1,158,473	1,190,438
9151	Transfer to Gen Fix Asset	0	0	0	0	160,000
9160	Reserve/Future Capital	0	0	0	14,538	196,442
9960	Interest-Customer Deposit	31,594	8,838	5,470	10,000	10,000
9980	CR #3 Decommission Trust	326,378	326,379	0	0	0
	TOTAL OTHER USES	6,026,838	6,111,818	2,839,964	5,761,011	6,134,880
TOTAL APPROPRIATIONS		12,046,586	12,263,192	6,520,234	12,988,684	13,538,547

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	4,525,366	4,682,204	156,838	3.47%
Debt Services	2,702,307	2,721,463	19,156	0.71%
Other Uses	5,761,011	6,134,880	373,869	6.49%
TOTALS	12,988,684	13,538,547	549,863	4.23%

Significant Budget Changes:
The Other Uses category increased due the transfer for a new rear lot line truck ($160,000) which will be purchased in the General Fund (Fleet). In addition, the increase includes a reserve for future use.

Electric Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 041-1099-531

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
*** PERSONAL SERVICES**						
1210	Regular Salaries & Wages	499,526	630,850	261,230	114,160	395,437
1410	Overtime	7,303	9,519	2,146	0	0
2110	FICA	37,426	46,914	19,246	8,731	23,203
221x	Retirement	46,580	40,544	20,998	9,134	18,271
23xx	Insurance	51,924	62,385	34,744	18,893	20,448
2410	Workers' Compensation	6,015	9,772	4,127	1,839	2,068
26xx	Other Payroll Benefits	349	416	230	0	0
2970	1st Installs	105,256	154,928	77,996	41,849	128,000
2999	Allocated Labor Expense	66,921	84,495	34,779	15,077	50,270
	TOTAL PERSONAL SERVICES	821,300	1,039,823	455,496	209,683	637,697
OPERATING EXPENSES						
31xx	Professional Services	30,641	99,636	19,909	0	37,798
3410	Contract Services	0	49,160	13,560	0	34,700
4410	Rentals	0	146	0	0	2,500
4499	Allocated Equip Rental	753,823	906,142	400,434	94,859	361,525
4625	Repairs & Maint/Non-Buildings	3,723	0	0	0	0
49xx	Advertising	19	720	732	0	0
5210	Operating Supplies	76,188	110,498	29,122	0	82,289
5299	Allocated Material Expense	87,911	83,643	33,796	245,127	46,319
5999	Material - 1st Installs	17,803	23,915	7,610	0	23,000
	TOTAL OPERATING EXPENSES	970,108	1,273,860	505,163	339,986	588,131
CAPITAL OUTLAY						
6110	Land	0	200	0	0	0
6310	Improvements Other Than Bldgs	471,483	949,254	944,872	275,375	214,840
6410	Machinery & Equipment	285,761	1,542,765	202,554	50,000	238,600
6460	Taxable Material & Supply	2,001,016	1,866,044	769,453	973,591	924,039
647x	Use Tax	138,980	126,985	53,662	73,365	75,314
	TOTAL CAPITAL OUTLAY	2,897,240	4,485,248	1,970,541	1,372,331	1,452,793
DEBT SERVICE						
7210	Interest-Long Term Debt	587,022	623,406	0	0	0
	TOTAL DEBT SERVICE	587,022	623,406	0	0	0
OTHER USES						
9999	WIP Contra	(5,275,669)	(7,422,333)	(2,943,312)	0	0
	TOTAL OTHER USES	(5,275,669)	(7,422,333)	(2,943,312)	0	0
TOTAL APPROPRIATIONS		1	4	(12,112)	1,922,000	2,678,621

* The increase in Personal Services expense is directly attributable to the Hwy 441/27 Perkins to Griffin project.

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	209,683	637,697	428,014	204.12%
Operating Expenses	339,986	588,131	248,145	72.99%
Capital Outlay	1,372,331	1,452,793	80,462	5.86%
TOTALS	1,922,000	2,678,621	756,621	39.37%

Electric Department

Capital Projects

Project Schedule

Project Schedule

Number	Title	Funding Source	Amount
410001	Meters (72,889)	Current Revenue	37,889
		Renewal & Replacement	35,000
410002	Transformers (304,066)	Current Revenue	151,816
		Renewal & Replacement	152,250
410003	Capacitors (7,625)	Current Revenue	5,000
		Renewal & Replacement	2,625
410004	Distribution lines (1,105,447)	Current Revenue	545,414
		Customer Contribution	25,000
		Renewal & Replacement	280,000
	Underground Carver Heights	Current Revenue	255,033
410005	Sectionalizing Equipment (200,000)	Renewal & Replacement	100,000
		Current Revenue	100,000
410006	Lights (86,362)	Current Revenue	53,269
		Renewal & Replacement	33,093
410008	Other equipment	Current Revenue	330,200
410010	Subdivisions	Customer Contribution	75,000
410011	Reconductoring	Renewal & Replacement	157,500
410012	Substations	Renewal & Replacement	239,532
410013	Structures	Current Revenue	100,000
	TOTAL		2,678,621
	Source of Funds		
		Renewal & Replacement	1,000,000
		Customer Contribution	100,000
		Current Revenue	1,578,621
	TOTAL		2,678,621

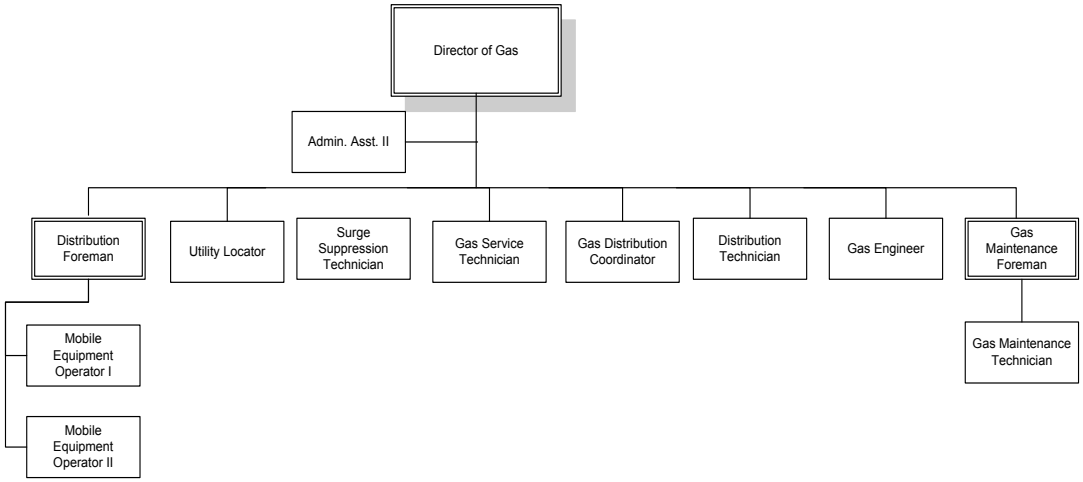
Jack Rogers, Director of Gas

The Gas Department provides a safe, high quality product and professional service at a low cost. Monitoring gas pressure and responding to gas leaks are an important part of the day-to -day routine.

Responsibilities:
Distribution

- Install services and mains
- Monitor gate stations
- Monitor gas mains and services
- Remove meters and services
- Check/repair gas leaks
- Service calls – service and repair appliances, activate services
- Comply with Public Service Commission rules and regulations

Organizational Chart



Gas Department

Organization

Total Department Budget

$ 7,814,158

Gas System Description

The natural gas system is composed of 239 miles of steel gas mains and 11,800 steel services. The areas served include the City of Leesburg, the area west along SR 44 including the Municipal Industrial Park and Pennbrooke Fairways, the area east of the City which includes the Lake Square Mall and Bassville Park and is bounded by Dead River, the City of Fruitland Park to the north and the area west of US Highway 27, which includes Okahumpka and extends along CR 470 to the Coleman Federal Correction Facility to the west and the area along US Highway 27 South including Legacy, Highland Lakes, and ending at Royal Highlands just south of the Florida Turnpike.

The City of Fruitland Park is served under the same franchise agreement as discussed in the electric system.

Installation and maintenance of all gas mains and service lines are the responsibility of the City Gas Department. Mains that are 4 inches in diameter and larger are installed by outside contractors.

Budget Summary – Operating Statement

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING REVENUE					
Charges For Services	8,254,719	9,402,636	4,891,627	8,302,422	7,597,041
Other Operating Revenue	73,269	(17,230)	17,051	52,000	27,500
TOTAL OPERATING REVENUE	8,327,988	9,385,406	4,908,678	8,354,422	7,624,541
OPERATING APPROPRIATIONS					
Gas Purchases	3,119,732	3,716,333	1,968,312	3,986,194	3,371,263
Administration	1,017,825	1,021,861	481,559	1,020,536	1,051,485
Distribution	960,660	957,651	481,228	1,131,387	1,186,503
Other Operating Expenses	1,198,524	992,934	534,153	1,248,874	1,202,510
TOTAL APPROPRIATIONS	(6,296,741)	(6,688,779)	(3,465,252)	(7,386,991)	(6,811,761)
NET INCOME FROM OPERATIONS	2,031,247	2,696,627	1,443,426	967,431	812,780
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	(1,972)	(557)	(312)	(700)	0
NET OTHER INCOME	(1,972)	(557)	(312)	(700)	0
NET INCOME BEFORE TRANSFERS	2,029,275	2,696,070	1,443,114	966,731	812,780
Transfers to other funds	(862,842)	(1,072,448)	(625,920)	(725,558)	(668,950)
NET INCOME AFTER TRANSFERS	1,166,433	1,623,622	817,194	241,173	143,830
Other Sources	115,474	21,726	0	171,065	189,617
Capital Projects	0	0	11,932	(222,506)	(288,521)
NET OTHER SOURCES	115,474	21,726	11,932	(51,441)	(98,904)
UNAPPROPRIATED BALANCE	1,281,907	1,645,348	829,126	189,732	44,926

Gas Department

Revenue Detail

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
CHARGES FOR SERVICES					
34321 Residential	3,406,557	4,217,529	2,411,920	3,574,399	3,264,551
34322 Residential Heat Only	136,739	168,647	104,425	129,161	119,116
34323 Small Commercial	3,433,855	3,431,778	1,748,832	3,671,734	3,357,410
34324 Commercial Heat Only	23,918	31,260	15,379	22,733	20,950
34325 Large Commercial	259,511	217,886	95,062	350,725	322,016
34326 Large Interruptible	827,064	1,147,642	423,108	388,709	350,257
34328 Municipal	27,165	27,563	12,358	29,961	27,741
34905 Penalties	46,619	66,113	31,414	45,000	45,000
34918 Misc Service Revenue	93,291	94,218	49,129	90,000	90,000
TOTAL CHARGES FOR SERVICES	8,254,719	9,402,636	4,891,627	8,302,422	7,597,041
MISCELLANEOUS REVENUE					
36110 Interest Income	43,104	(12,693)	14,107	32,000	20,000
36130 Gain/Loss Investments	12,066	(10,297)	0	0	0
36162 Bond Funds	0	0	0	0	0
36404 Recovery from Losses	332	0	0	0	0
36609 Contributions/Donations	0	0	0	0	0
36925 Misc Jobbing Revenue	17,536	5,492	2,837	20,000	7,500
36990 Misc Non-Op Revenue	231	268	107	0	0
TOTAL MISCELLANEOUS REVENUE	73,269	(17,230)	17,051	52,000	27,500
OTHER SOURCES					
38144 Transfer from Wastewater	0	0	0	100,000	100,000
38950 Contributions- Cust/Dev	115,474	21,726	0	71,065	39,617
38969 Appropriated ECA Incentives	0	0	0	0	50,000
TOTAL OTHER SOURCES	115,474	21,726	0	171,065	189,617
TOTAL RESOURCES	8,443,462	9,407,132	4,908,678	8,525,487	7,814,158

Division Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
2013 **GAS PURCHASES**					
Operating Expenses	3,119,732	3,716,333	1,968,312	3,986,194	3,371,263
TOTAL GAS PURCHASES	3,119,732	3,716,333	1,968,312	3,986,194	3,371,263
2021 **ADMINISTRATION**					
Personal Services	198,281	206,015	93,492	189,681	215,349
Operating Expenses	639,157	645,088	306,846	668,413	668,694
Grants and Aides	180,387	170,758	81,221	162,442	167,442
TOTAL ADMINISTRATION	1,017,825	1,021,861	481,559	1,020,536	1,051,485
2081 **DISTRIBUTION**					
Personal Services	731,198	727,321	410,454	786,403	1,061,024
Operating Expenses	229,462	248,168	158,877	344,984	317,337
Other Uses	0	(17,838)	(88,103)	0	(191,858)
TOTAL DISTRIBUTION	960,660	957,651	481,228	1,131,387	1,186,503
2088 **OTHER**					
Personal Services	0	275	0	0	0
Operating Expenses	1,027,639	860,090	391,044	832,158	782,528
Debt Service	170,885	132,844	143,109	416,716	419,982
Other Uses	864,814	1,073,005	626,232	915,990	713,876
TOTAL OTHER	2,063,338	2,066,214	1,160,385	2,164,864	1,916,386
2099 **CAPITAL PROJECTS**					
Personal Services	137,556	111,368	29,195	64,021	39,015
Operating Expenses	147,094	128,124	41,343	150,485	137,481
Capital Outlay	284,597	52,859	2,082	8,000	112,025
Debt Service	97,783	129,509	0	0	0
Other Uses	(667,030)	(421,860)	(84,552)	0	0
TOTAL CAPITAL PROJECTS	0	0	(11,932)	222,506	288,521
GRAND TOTAL					
Personal Services	1,067,035	1,044,979	533,141	1,040,105	1,315,388
Operating Expenses	5,163,084	5,597,803	2,866,422	5,982,234	5,277,303
Capital Outlay	284,597	52,859	2,082	8,000	112,025
Debt Service	268,668	262,353	143,109	416,716	419,982
Grants and Aides	180,387	170,758	81,221	162,442	167,442
Other Uses	197,784	633,307	453,577	915,990	522,018
TOTAL APPROPRIATIONS	7,161,555	7,762,059	4,079,552	8,525,487	7,814,158

Gas Department

Gas Purchases Division

Appropriations Detail

Appropriations Detail

Account # 042-2013-532

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3470 Gas Purchases	3,119,732	3,716,333	1,968,312	3,986,194	3,371,263
TOTAL OPERATING EXPENSES	3,119,732	3,716,333	1,968,312	3,986,194	3,371,263
TOTAL APPROPRIATIONS	3,119,732	3,716,333	1,968,312	3,986,194	3,371,263

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,986,194	3,371,263	(614,931)	-15.43%
TOTALS	3,986,194	3,371,263	(614,931)	-15.43%

Gas Department

Administration Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue to seek the most economical wholesale gas purchases through Florida Gas Utility (FGU), our gas purchasing agent
- Update gas consumption forecasts for a ten year load growth as new information becomes available, and perform load growth planning, financial planning, and workload planning
- Design the gas system to avoid single contingency failure
- Promote effective communication within our department and with the rest of the organization
- Respond as rapidly as possible to customer problems and complaints
- Be courteous, helpful, and polite to customers at all times
- Return all customer phone calls the day they are received

Value: Professionalism

Goals:
- Provide information for the Leesburg Service Line
- Advertise "Call Before Digging" in local newspapers
- Remind customers via their utility bill, the phone number to call if gas odor is detected
- Maintain an effective public awareness program which exceeds the Public Service Commission requirements
- Meet with customers and contractors to discuss availability and advantages of natural gas
- Advertise safety in Yellow Pages and City web site

Value: A Caring Organization

Goals:
- Maintain open communication between employees and all levels of management
- Promote building a positive relationship between employees

Value: Organizational Development and Self Sufficiency

Goals:
- Provide continuing employee training through participation of all employees in all City provided classes
- Continue Operator Qualification Program
- Continue monthly safety meetings and daily tailgate meetings

Major Accomplishments:
- Continued natural gas training program with Fire and Police
- Added SCADA points in Legacy and Arlington Ridge
- Implemented PSC required excess flow valve program
- Achieved full department participation in new City training program
- Educated customers on the benefits of natural gas through Lake Front TV and mass mailings
- Facilitated natural gas water heaters now qualifying for rebates through FMPA efficiency program
- Implemented DIMP program to comply with new Federal rule

Performance Measures:

	2009-10	2010-11	2011-12
Accidents/personal injury	3	0	0
Accidents/vehicles	1	0	0
Employee training man hours	430	480	500
Public awareness notifications (service line, newspaper, utility bills etc.)	7	8	10

Personnel Schedule

Classification	2011	Change	2012	Amount
Director of Gas	1.00	0.00	1.00	85,196
Gas Engineer	1.00	0.00	1.00	76,482
Total	**2.00**	**0.00**	**2.00**	**161,678**

Gas Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 042-2021-532

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	169,146	170,370	75,430	158,392	161,678
15xx	Bonuses/Incentives	0	0	3,059	0	0
2110	FICA	12,777	12,871	5,932	10,041	12,207
221x	Retirement	15,822	11,900	6,471	14,208	14,503
23xx	Insurance	10,402	10,653	6,416	14,394	31,154
2410	Workers' Compensation	406	471	220	444	453
26xx	Other Payroll Benefits	9,180	15,743	0	0	0
2999	Allocated Labor Expense	(19,452)	(15,993)	(4,036)	(7,798)	(4,646)
	TOTAL PERSONAL SERVICES	198,281	206,015	93,492	189,681	215,349
OPERATING EXPENSES						
3110	Professional Services	14,956	13,497	9,666	13,000	15,000
3130	Engineering Services	0	0	0	8,000	4,000
4010	Travel	1,332	1,341	0	3,000	3,000
4210	Postage	109	168	46	200	200
4510	Insurance	27,146	22,620	10,284	22,130	19,613
4610	Repairs & Maintenance- Vehicles	0	0	0	200	200
46xx	Repairs & Maintenance- Equipment	4,800	4,850	2,465	6,030	5,970
4710	Printing & Binding	0	0	0	100	100
48xx	Promotional Activities	19,701	4,789	757	2,000	52,500
4911	Advertising	0	0	0	500	700
4920	Other Current Charges	(3)	0	0	0	0
4934	ZG Warehouse Over/Short	4,674	0	0	0	0
4945	Injury/Damage to Others	(280)	1,434	0	0	0
496x	General Administrative	295,620	275,856	117,718	260,553	267,028
4970	Regulatory Assessments	17,442	17,866	5,881	19,500	19,500
4980	Taxes	220,197	242,586	135,492	316,683	228,065
4982	Franchise Fees	22,462	28,209	14,886	23,097	21,894
5180	Minor Furniture & Equip	0	0	0	500	500
5210	Operating Supplies	198	0	0	500	500
5215	Uniforms	0	0	0	0	0
5230	Fuel Purchases	0	0	0	0	0
5299	Allocated Material Exp	(4,398)	(3,529)	(1,475)	(8,080)	(7,576)
5410	Publications & Memberships	15,201	35,126	11,126	0	37,000
5520	Training	0	275	0	500	500
	TOTAL OPERATING EXPENSES	639,157	645,088	306,846	668,413	668,694
GRANTS AND AIDS						
8210	Local Contributions	180,387	170,758	81,221	162,442	167,442
	TOTAL GRANTS AND AIDES	180,387	170,758	81,221	162,442	167,442
TOTAL APPROPRIATIONS		1,017,825	1,021,861	481,559	1,020,536	1,051,485

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	189,681	215,349	25,668	13.53%
Operating Expenses	668,413	668,694	281	0.04%
Grants and Aides	162,442	167,442	5,000	3.08%
TOTALS	1,020,536	1,051,485	30,949	3.03%

Gas Department

Distribution Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Perform a leak survey of 25% of the gas distribution system each year
- Provide service for non-emergency calls within 24 hours
- Continue to provide emergency service during normal working hours, after hours and on weekends with standby personnel
- Provide continuing education for service personnel through seminars, operator qualification training, City education courses, and Central Florida area natural gas schools
- Continue to comply with all Public Service Commission rules and regulations including: odorization, valve maintenance, leaks survey, monthly cathodic protection, and regulator station maintenance
- Respond to all after-hours calls within 45 minutes
- Replace 4 valves and install filter at Newell Hill station

Value: Professionalism

Goals:

- Install miscellaneous mains according to code of ordinances requirements
- Install 200 new services to residential and commercial customers
- Install AMR units in selected areas
- Perform meter and riser maintenance including replacement of ID stickers

Major Accomplishments:

- Installed 70 new services
- Relocated Gas mains in Perkins to Griffin Corridor
- Relocated services in Timber Ridge
- Continued operator qualification, hands on-evaluations, and record keeping program
- Completed leak survey of 25% of the system
- Relocated regulator station at Covanta incinerator
- Combined all utility locate duties under gas direction
- Majority of service orders are received and completed through lap top computers

Performance Measures:

	2009-10	2010-11	2011-12
New services installed	79	70	200
Feet of 2” mains installed	3,014	500	500
Feet of other (1”, 4” , 6”, & 8”) mains installed	730	500	500
Gas line locations	2,200	2,300	2,500
Service Removals	86	50	100
PSC violations	0	0	0
Distribution Leak Reports	110	100	100

Personnel Schedule

Classification	2011	Change	2012	Amount
Admin. Asst. II	1.00	0.00	1.00	30,389
Distribution Foreman	4.00	0.00	4.00	179,233
Distribution Technician	1.00	0.00	1.00	41,018
Gas Distribution Coordinator	1.00	0.00	1.00	35,630
Gas Maintenance Foreman	1.00	0.00	1.00	38,126
Gas Maintenance Technician	1.00	0.00	1.00	38,355
Gas Service Technician	3.00	0.00	3.00	88,878
Mobile Eq. Operator I	1.00	0.00	1.00	22,173
Mobile Eq. Operator II	3.00	0.00	3.00	89,460
Surge Suppress Technician	0.00	1.00	1.00	36,670
Utility Locator	1.00	3.00	4.00	118,396
Standby				7,300
Time charged directly to Capital Projects				(25,665)
Total	**17.00**	**4.00**	**21.00**	**699,963**

Gas Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 042-2081-532

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	508,934	491,300	287,187	543,721	699,963
1410	Overtime	16,737	23,514	9,283	25,000	25,000
15xx	Bonuses/Incentives	0	0	3,046	0	0
2110	FICA	38,322	37,568	21,733	39,277	50,493
221x	Retirement	49,848	34,755	24,813	48,271	56,498
23xx	Insurance	73,589	72,661	57,440	117,465	213,091
2410	Workers' Compensation	9,578	11,040	6,568	12,129	15,313
26xx	Other Payroll Benefits	34,190	56,483	384	540	666
	TOTAL PERSONAL SERVICES	731,198	727,321	410,454	786,403	1,061,024
OPERATING EXPENSES						
4010	Travel	1,176	1,033	514	2,000	2,000
41xx	Communication	7,992	8,230	5,873	10,000	12,423
4210	Postage	27	185	45	500	500
4310	Utilities	24,677	25,160	11,929	28,000	28,000
44xx	Rentals	1,156	864	523	1,000	1,000
4415	Internal Fleet Lease	92,859	90,711	48,639	97,276	94,950
4499	Allocated Equip. Rental	(45,519)	(47,581)	(10,977)	(12,705)	(8,305)
4510	Insurance	6,069	7,824	3,880	8,040	7,481
461x	Repairs & Maintenance- Vehicles	52,663	70,011	27,599	67,000	57,680
4620	Repairs & Maintenance- Buildings	103	230	42	500	500
4625	Repairs & Maintenance- Non-Build	208	336	0	250	250
46xx	Repairs & Maintenance- Equipment	2,717	2,849	1,279	2,580	1,670
4710	Printing & Binding	3,000	3,941	3,011	6,000	6,000
4xxx	Promotional Activities/Advertising	116	644	355	900	300
4920	Other Current Charges	457	2,785	2,697	3,000	5,600
4945	Injury/ Damage to Others	0	0	12	0	0
5180	Minor Furniture & Equip	6,354	11,162	10,898	19,443	14,900
5210	Operating Supplies	38,475	42,788	20,733	40,000	40,000
5215	Uniforms	3,743	3,846	2,752	6,000	6,000
5230	Fuel Purchases	31,004	34,891	18,417	37,000	37,688
5280	Chemicals	0	2,155	0	4,000	3,500
5410	Publications & Memberships	165	(16,613)	8,856	19,000	0
5520	Training	2,020	2,717	1,800	5,200	5,200
	TOTAL OPERATING EXPENSES	229,462	248,168	158,877	344,984	317,337
OTHER USES						
9950	Contra- Expense	0	(17,838)	(88,103)	0	(191,858)
	TOTAL OTHER USES	0	(17,838)	(88,103)	0	(191,858)
TOTAL APPROPRIATIONS		960,660	957,651	481,228	1,131,387	1,186,503

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	786,403	1,061,024	274,621	34.92%
Operating Expenses	344,984	317,337	(27,647)	-8.01%
Other Uses	0	(191,858)	(191,858)	100.00%
TOTALS	1,131,387	1,186,503	55,116	4.87%

Significant Budget Changes:
The Personal Services category increased due to the transfer of 4 locator positions (2 from Electric, 1 from Water and 1 from Wastewater). These positions are being funded from the originating departments thru the contra expense account (9950) in the Operating Expenses category.

Gas Department

Other

Appropriations Detail

Appropriations Detail — Account # 042-2088-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
2510	Unemployment Compensation	0	275	0	0	0
	TOTAL PERSONAL SERVICES	0	275	0	0	0
OPERATING EXPENSES						
4920	Other Current Charges	18,739	0	0	0	0
4950	Uncollectible Accounts	22,336	18,043	10,000	20,000	20,000
4962	Customer Accounts	491,077	404,714	197,147	354,373	353,660
4963	Meter Reading	71,017	72,473	33,539	79,201	83,868
5910	Depreciation Expense	424,470	364,860	150,358	378,584	325,000
	TOTAL OPERATING EXPENSES	1,027,639	860,090	391,044	832,158	782,528
DEBT SERVICE						
711x	Principal-Long Term Debt	0	0	0	123,189	123,189
721x	Interest-Long Term Debt	157,506	125,443	142,670	285,340	280,751
7311	Fees	2,369	1,103	439	550	624
732x	Amortize Debt Discount/Premium	1,166	1,166	0	1,166	(3,149)
7330	Amortize Debt Issue Cost	5,132	5,132	0	5,132	18,567
7340	Amortize Deferred Charges	4,712	0	0	1,339	0
	TOTAL DEBT SERVICE	170,885	132,844	143,109	416,716	419,982
OTHER USES						
9101	Transfers to General Fund	745,308	706,604	412,290	605,558	561,090
9102	Surcharge Transfer	117,534	131,528	80,468	120,000	107,860
9131	Transfer to Capital Project	0	234,316	133,162	0	0
9160	Reserve/Future Capital	0	0	0	189,732	44,926
9960	Interest-Customer Deposit	1,972	557	312	700	0
	TOTAL OTHER USES	864,814	1,073,005	626,232	915,990	713,876
TOTAL APPROPRIATIONS		2,063,338	2,066,214	1,160,385	2,164,864	1,916,386

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	832,158	782,528	(49,630)	-5.96%
Debt Service	416,716	419,982	3,266	0.78%
Other Uses	915,990	713,876	(202,114)	-22.07%
TOTALS	2,164,864	1,916,386	(248,478)	-11.48%

Gas Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 042-2099-532

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	87,965	72,154	18,252	41,965	25,665
1410	Overtime	0	171	0	0	0
2110	FICA	6,439	5,231	1,338	3,210	1,963
221x	Retirement	8,360	5,356	1,637	3,313	2,009
23xx	Insurance	13,069	10,556	3,484	6,752	4,130
2410	Workers' Compensation	1,698	1,721	431	983	602
26xx	Other Payroll Benefits	573	186	17	0	0
2999	Allocated Labor Expense	19,452	15,993	4,036	7,798	4,646
	TOTAL PERSONAL SERVICES	137,556	111,368	29,195	64,021	39,015
OPERATING EXPENSES						
3410	Contract Services	0	472	0	0	0
4499	Allocated Equip Rental	45,519	47,581	10,977	12,705	8,305
4920	Other Current Charges	0	900	0	0	0
5210	Operating Supplies	97,177	75,642	28,891	129,700	121,600
5299	Allocated Material Exp	4,398	3,529	1,475	8,080	7,576
	TOTAL OPERATING EXPENSES	147,094	128,124	41,343	150,485	137,481
CAPITAL OUTLAY						
6110	Land Costs	275,000	0	0	0	0
6310	Improvements Other than Bldgs	4,684	36,090	2,082	0	0
6410	Machinery & Equipment	4,913	16,769	0	8,000	112,025
	TOTAL CAPITAL OUTLAY	284,597	52,859	2,082	8,000	112,025
DEBT SERVICE						
7210	Interest-Long Term Debt	97,783	129,509	0	0	0
	TOTAL DEBT SERVICE	97,783	129,509	0	0	0
OTHER USES						
9999	WIP Contra	(667,030)	(421,860)	(84,552)	0	0
	TOTAL OTHER USES	(667,030)	(421,860)	(84,552)	0	0
TOTAL APPROPRIATIONS		0	0	(11,932)	222,506	288,521

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	64,021	39,015	(25,006)	-39.06%
Operating Expenses	150,485	137,481	(13,004)	-8.64%
Capital Outlay	8,000	112,025	104,025	1300.31%
TOTALS	222,506	288,521	66,015	29.67%

Gas Department

Capital Projects

Project Schedule

Project Schedule

Number	Title	Funding Source	Amount
420001	Meters (110,066)		
	Regular meters	Current Revenue	45,844
		Customer Contribution	3,137
	ERT meters	Current Revenue	57,948
		Customer Contribution	3,137
420003	Tools & Equipment	Current Revenue	59,225
420007	General Plant	Current Revenue	52,800
420008	Regulators (17,191)	Current Revenue	15,883
		Customer Contribution	1,308
420009	Farm Tap/ Industrial Equip	Customer Contribution	5,000
420010	Services (44,239)	Current Revenue	17,204
		Customer Contribution	27,035
	TOTAL		288,521
	Source of Funds		
		Current Revenue	248,904
		Customer Contribution	39,617
	TOTAL		288,521

Ray Sharp, Environmental Services/Public Works Director

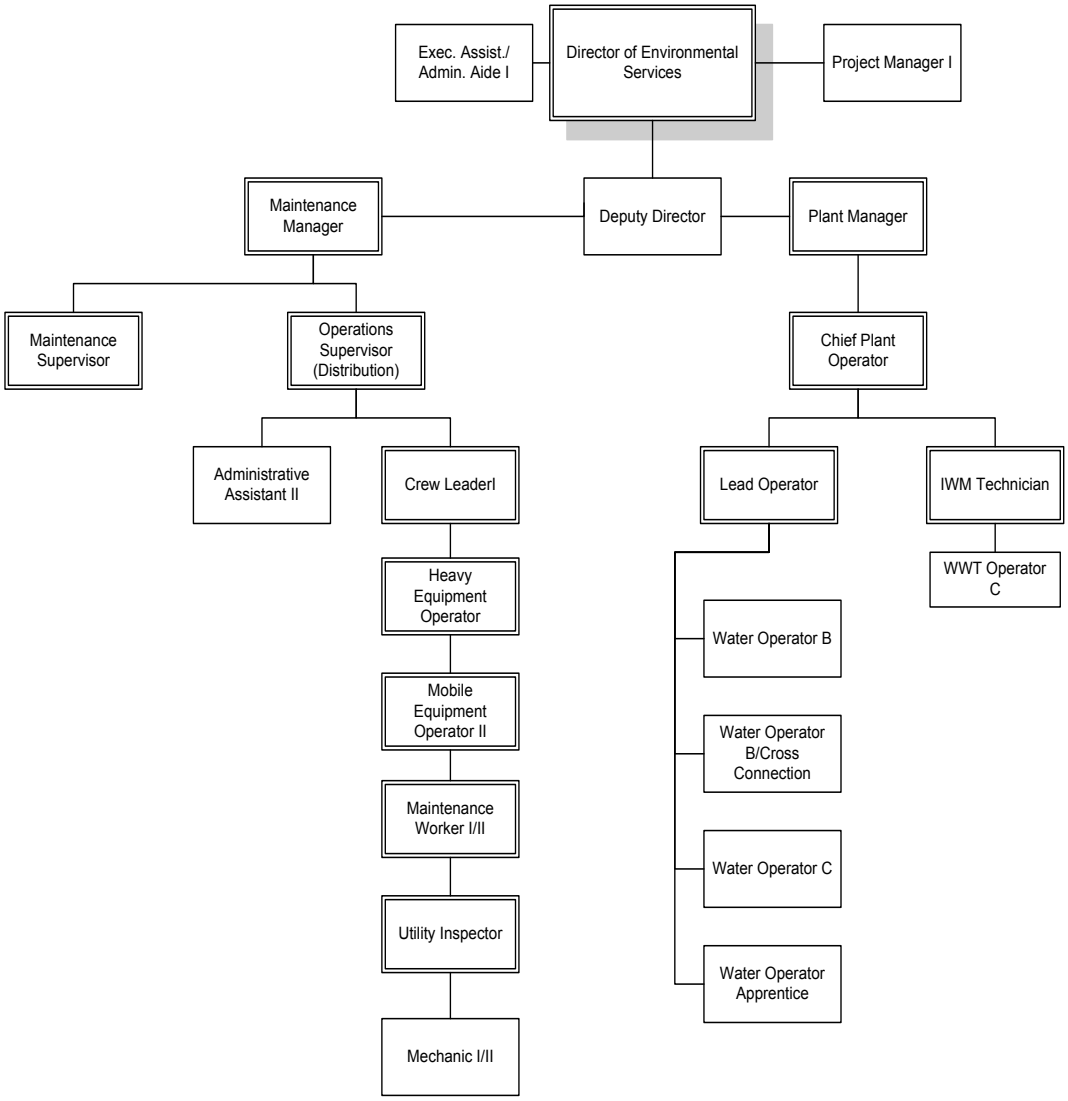
The Water Department provides a safe, high quality product with prompt, professional service at a low cost to the customer. Preventive maintenance is important to continue services.

Responsibilities:

Water Distribution
·Install service
·Install and maintain water mains
·Install and maintain water meters

Water Treatment
·Monitor plants
·Water quality
·Preventive maintenance
·Monitor wells
·Oversee planning/design/construction of new water facilities

Organizational Chart



Water Department

Organization

Total Department Budget

$ 7,957,693

Water System Description

The water distribution system is primarily composed of 375 miles of water mains. The system includes four elevated storage tanks, having a capacity of 500,000 gallons at College Street, 200,000 gallons at Newell Hill, 200,000 gallons at Highland Lakes, and 150,000 gallons at Lake Square Mall.

There are four ground storage tanks within the system. Two of the ground storage tanks are within the City limits and are rated at 1.5 million gallons; one is at the Plantation and is a 54,000 gallon tank; the remaining tank is located at Royal Highlands and is rated at 500,000 gallons.

Water is obtained from 19 Floridian aquifer wells. The City has a consumptive use permit from St. Johns River Water Management District to withdraw 332.45 million gallons in 2010 which is an average daily flow of 9.13 million gallons. Treatment of the raw water is accomplished through the main water treatment plant and five satellite facilities.

The water system anticipates having the capacity to meet the needs of the existing customers of the City through the year 2020 and is in the process of renewing its consumptive use permit. The City meets all federal and state drinking water standards.

Water reuse is a commodity that will help the City maximize the life of the drinking water aquifer available for customers. Reuse is a valuable resource for not only residential customers but also for commercial customers that require high volumes of water at comparable rates. The availability of reuse water in industrial and residential applications will be utilized to provide a means of reducing the City's use of potable water.

Construction of a reuse facility and reuse line extensions began in the fiscal year 1999-2000. The City will construct two new reuse transmission lines to provide reuse water to new customers when it is available. The City finished the design and permit modifications to the Canal Street Treatment Facility to upgrade it and convert to public access reuse. New reuse rates have been adopted to provide an adequate revenue stream for these improvements. This new service will allow the City to meet the St. Johns River Water Management District water consumption requirements. The City began distribution of reuse in fiscal year 2009-10.

Budget Summary – Operating Statement

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING REVENUE					
Charges for Services	6,874,013	6,811,308	3,555,725	7,192,761	7,036,393
Other Operating Revenue	324,257	(139,295)	32,035	145,760	18,500
TOTAL REVENUE SOURCES	7,198,270	6,672,013	3,587,760	7,338,521	7,054,893
OPERATING APPROPRIATIONS					
Administration	1,030,831	780,775	577,015	757,093	790,320
Treatment	1,595,198	1,444,818	618,568	1,279,035	1,278,418
Reuse	0	151,832	86,710	159,432	204,856
Distribution	1,540,646	1,436,344	555,313	1,256,341	1,029,928
Other Operating Expenses	3,771,787	2,588,097	1,759,099	3,656,823	3,587,438
TOTAL APPROPRIATIONS	(7,938,462)	(6,401,866)	(3,596,705)	(7,108,724)	(6,890,960)
NET INCOME FROM OPERATIONS	(740,192)	270,147	(8,945)	229,797	163,933
Non-Operating Revenue	738,642	(43,718)	0	0	0
Non-Operating Appropriations	(2,889)	(861)	(498)	(1,500)	(1,000)
NET OTHER INCOME	735,753	(44,579)	(498)	(1,500)	(1,000)
NET INCOME BEFORE TRANSFERS	(4,439)	225,568	(9,443)	228,297	162,933
Transfers to other funds	(824,266)	(352,051)	(421,374)	(798,137)	(762,933)
NET INCOME AFTER TRANSFERS	(828,705)	(126,483)	(430,817)	(569,840)	(600,000)
Other Sources	82,974	45,663	19,984	1,037,600	902,800
Capital Projects	1	0	(22,995)	(460,600)	(227,800)
NET OTHER SOURCES	82,975	45,663	(3,011)	577,000	675,000
UNAPPROPRIATED BALANCE	(745,730)	(80,820)	(433,828)	7,160	75,000

Water Department

Revenue Detail

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
LICENSES & PERMITS					
32421 Impact Fees - Residential	191,438	72,215	14,084	0	0
32422 Impact Fees - Commercial	38,209	2,589	996	0	0
TOTAL LICENSES & PERMITS	229,647	74,804	15,080	0	0
INTERGOVERNMENTAL REVENUE					
33431 St. Johns Water Mgmt	369,321	(21,859)	0	0	0
33449 Joint Participation Agmt	369,321	(21,859)	0	0	0
TOTAL INTERGOVERNMENTAL REVENUE	738,642	(43,718)	0	0	0
CHARGES FOR SERVICES					
34331 Residential Sales	4,640,477	4,638,990	2,406,713	4,832,010	4,730,602
34332 Commercial Sales	1,524,812	1,496,127	791,927	1,497,795	1,469,741
34336 Municipal Sales	109,754	100,263	46,376	95,831	94,254
34338 Private Fire Protection Sales	24,907	28,647	15,175	28,078	27,623
3433x Reuse Water	406,447	376,864	211,179	601,410	591,676
34905 Penalties	49,541	53,847	28,923	52,637	46,847
34910 Sale of Bottled Water	0	0	0	0	0
34918 Misc Service Revenue	118,075	116,570	55,432	85,000	75,650
TOTAL CHARGES FOR SERVICES	6,874,013	6,811,308	3,555,725	7,192,761	7,036,393
MISCELLANEOUS REVENUE					
36110 Interest on Investments	54,803	(9,739)	16,955	98,000	18,000
36130 Gain/Loss Investments	37,590	(23,660)	0	0	0
36402 Sale of Fixed Assets	(1,385)	(191,129)	0	0	0
36404 Recovery From Losses	45,370	0	0	0	0
36501 Sale of Surplus Materials	0	1,147	0	0	0
36925 Misc Jobbing Revenue	269	0	0	500	500
36990 Misc Non-Operating Revenue	(42,037)	9,282	0	47,260	0
TOTAL MISCELLANEOUS	94,610	(214,099)	16,955	145,760	18,500
OTHER SOURCES					
38144 Transfer from Wastewater	0	0	0	500,000	500,000
38893 Appropriated Ret Earnings	0	0	0	0	0
38950 Contributions - Cust/Dev	82,974	45,663	19,984	25,000	30,000
38961 Appropriated Renewal & Replacement	0	0	0	485,600	372,800
38963 Appropriated Impact Fees	0	0	0	27,000	0
TOTAL OTHER SOURCES	82,974	45,663	19,984	1,037,600	902,800
TOTAL RESOURCES	8,019,886	6,673,958	3,607,744	8,376,121	7,957,693

Division Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
3021 **ADMINISTRATION**					
Personal Services	212,384	188,286	84,621	196,828	228,780
Operating Expenses	818,447	592,489	492,394	560,265	561,540
TOTAL ADMINISTRATION	1,030,831	780,775	577,015	757,093	790,320
3051 **TREATMENT**					
Personal Services	585,643	571,370	243,766	574,866	516,682
Operating Expenses	1,009,555	873,448	374,802	704,169	768,552
Other Uses	0	0	0	0	(6,816)
TOTAL TREATMENT	1,595,198	1,444,818	618,568	1,279,035	1,278,418
3072 **REUSE**					
Personal Services	0	123,379	45,589	126,432	124,418
Operating Expenses	0	28,453	41,121	33,000	80,438
TOTAL REUSE	0	151,832	86,710	159,432	204,856
3081 **DISTRIBUTION**					
Personal Services	994,952	937,702	372,037	959,292	646,888
Operating Expenses	545,694	498,642	183,276	297,049	383,040
TOTAL DISTRIBUTION	1,540,646	1,436,344	555,313	1,256,341	1,029,928
3088 **OTHER**					
Personal Services	0	267	1,146	0	0
Operating Expenses	3,393,760	2,249,066	1,182,013	2,058,768	2,018,935
Debt Service	378,027	339,031	577,086	1,598,055	1,568,503
Other Uses	831,055	353,632	422,192	806,797	838,933
TOTAL OTHER	4,602,842	2,941,996	2,182,437	4,463,620	4,426,371
3099 **CAPITAL PROJECTS**					
Personal Services	17,064	49,989	3,910	0	0
Operating Expenses	75,430	64,379	9,051	0	0
Capital Outlay	4,101,471	2,660,515	127,341	460,600	227,800
Debt Service	656,794	789,752	0	0	0
Other Uses	(4,850,760)	(3,564,635)	(117,307)	0	0
TOTAL CAPITAL PROJECTS	(1)	0	22,995	460,600	227,800
GRAND TOTAL					
Personal Services	1,810,043	1,870,993	751,069	1,857,418	1,516,768
Operating Expenses	5,842,886	4,306,477	2,282,657	3,653,251	3,812,505
Capital Outlay	4,101,471	2,660,515	127,341	460,600	227,800
Debt Service	1,034,821	1,128,783	577,086	1,598,055	1,568,503
Other Uses	(4,019,705)	(3,211,003)	304,885	806,797	832,117
TOTAL APPROPRIATIONS	8,769,516	6,755,765	4,043,038	8,376,121	7,957,693

Values & Goals

Value: Professionalism

Goals:

- Continued implementation of a strategic planning process that documents present conditions, defines future needs consistent with City goals and growth patterns, and identifies intermediate steps necessary to meet future needs
- Implementation of master plans for water treatment facilities and for water distribution facilities that define improvements necessary to meet current needs, and supports needs identified through the strategic planning process developed in fiscal year 2007

Value: Organizational Development and Self Sufficiency

Goals:

- Manage a defined training program for each division to prepare employees for advancement as the basis for succession planning
- Continued development of a cross-training program to increase depth of knowledge throughout the department

Major Accomplishments:

- Completed next phase of SCADA system improvements, which encompassed the Royal Highlands system
- Completed master planning for southeastern water service areas
- Received 20 year CUP permit with St. Johns River Water Management District

Performance Measures:

	2009-10	2010-11	2011-12
Implementation of Strategic Plan	75%	100%	100%
Implementation of Water Treatment Master Plan	75%	100%	100%
Implementation of Water Distribution Master Plan	75%	90%	100%
Dual Certification Cross-training	40%	50%	60%
Defined Training Program	100%	100%	100%

Personnel Schedule

Classification	2011	Change	2012	Amount
Exec.Assistant/Admin. Aide I	1.00	0.00	1.00	39,270
Director of Environmental Services[2]	0.50	0.00	0.50	50,294
Deputy Director of Env. Services[1]	0.50	0.00	0.50	39,145
Project Manager I[3]	0.50	0.00	0.50	25,814
Total	**2.50**	**0.00**	**2.50**	**154,523**

Note: Allocations
Deputy Director of Env. Services[1]
50%-3021, 50%-4021
Director of Environmental Services[2]
50%-3021, 50%-4021
Project Manager I[3]
50%-3021, 50%-4021
Admin. Asst. II
50%-3021, 50%-4021

Water Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 043-3021-533

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	165,972	147,946	65,931	154,524	154,523
1410	Overtime	37	0	0	0	0
1530	Bonuses	0	0	0	0	0
2110	FICA	12,323	10,854	4,834	9,693	11,309
221x	Retirement	13,212	8,510	5,024	11,865	11,864
23xx	Insurance	11,341	13,656	8,727	19,419	49,595
2410	Workers' Compensation	889	967	402	1,093	1,093
26xx	Employee Benefits	10,652	12,353	149	234	396
2999	Allocated Labor Expense	(2,042)	(6,000)	(446)	0	0
TOTAL PERSONAL SERVICES		212,384	188,286	84,621	196,828	228,780
OPERATING EXPENSES						
31xx	Professional Services	306,630	140,677	255,897	21,500	79,625
3410	Contract Services	45,605	3,968	1,206	0	0
41xx	Communication	4,931	2,868	804	1,000	1,649
4210	Postage	651	198	62	500	200
4310	Utilities	0	0	0	0	10,000
4410	Rentals	3,934	4,052	0	0	0
4415	Internal Fleet Lease	1,616	0	0	0	0
4510	Insurance	50,395	49,154	24,365	56,333	50,979
4620	Repairs & Maintenance- Buildings	60	1,164	370	320	1,000
463x	Repairs & Maintenance- Equipment	7,269	7,513	3,018	5,750	4,800
4710	Printing & Binding	0	64	64	100	0
4810	Promotional Activities	1,534	1,514	757	0	1,550
4911	Advertising-Other Ads	5,609	225	0	0	0
4920	Other Current Charges	1,006	0	0	1,000	0
4945	Injury/Damage to Others	2,656	881	475	0	0
496x	General Administrative	380,439	374,704	201,679	471,062	408,326
5180	Minor Furniture & Equip	0	136	0	0	0
521x	Operating Supplies	3,928	2,015	1,213	2,600	2,811
5230	Fuel Purchases	0	30	0	100	0
5299	Allocated Material Expense	(65)	(551)	(33)	0	0
5410	Publications & Memberships	1,221	3,720	2,432	0	300
5520	Training	1,028	157	85	0	300
TOTAL OPERATING EXPENSES		818,447	592,489	492,394	560,265	561,540
TOTAL APPROPRIATIONS		1,030,831	780,775	577,015	757,093	790,320

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	196,828	228,780	31,952	16.23%
Operating Expenses	560,265	561,540	1,275	0.23%
TOTALS	757,093	790,320	33,227	4.39%

Values & Goals

Value: Excellence in All We Do

Goals:
- Maintain per-capita water consumption at 150 gallons per day per person through conservation; conduct annual water audit to evaluate per-capita water consumption
- Perform monthly evaluations of unaccounted for water, with an annual target of less than 7% water loss due to unaccounted for water usage
- Continuation of community water conservation workshops through partnerships with the University of Florida, Lake County Water Authority, and St. Johns River Water Management District outreach programs

Value: Fiscal Responsibility

Goals:
- Continued reduction of all utility usage by 1% annually; evaluate overall usage against best management practices
- Monthly persistence of tracking production volumes, unaccounted for water loss, and water production costs
- Zero time lost to work related accidents and/or injuries

Value: Professionalism

Goals:
- Establish zero hours of unscheduled downtime for critical pumping systems and disinfection systems
- Monitor and implement preventative maintenance procedures
- Aid in planning and controlling of corresponding construction projects for each treatment facility to ensure compliance with capacity and all regulatory standards
- Monitor training programs to ensure that all operators obtain necessary CEU's for recertification
- Continuation of cross training program focused on achieving dual certification for all staff

Major Accomplishments:
- Less than 4% unaccounted Water
- Completed annual Consumer Confidence Reporting
- Completed Highland Lakes Elevated Tank repairs
- Installed new Generator and Switchgear at Lake Square Mall
- Sponsored conservation workshops that were conducted in conjunction with organizational partnerships
- Installed new impeller assembly for High Service Pump (HSP) #1 at Main Water Treatment Plant
- One employee received her wastewater class "C" certification
- Completed roof repair on Well # 7, # 9, HSP # 5 building & Lake Square Mall
- Main Water Plant Switchgear project finalized for Generator paralleling
- New Impeller and Mechanical seals installed at Royal Highlands HSP #2
- New Check Valve installed at Royal Highlands Fire Pump
- New Hypo tanks installed at Royal Highlands
- New Hypo tanks installed at Highland Lakes
- Hypo Skid relocated at Highland Lakes

Performance Measures

	2009-10	2010-11	2011-12
Annual unaccounted for water loss	6%	6%	5%
Reduce electric usage	5%	3%	1%
Unscheduled down time for critical system	0	0	0
Average gross-per-capita water consumption	198	195	175

Personnel Schedule

Classification	**2011**	**Change**	**2012**	**Amount**
Chief Plant Operator	1.00	0.00	1.00	51,584
Lead Plant Operator	1.00	0.00	1.00	38,189
Maintenance Worker II[1]	0.50	(0.50)	0.00	0
Plant Manager[2]	0.50	0.00	0.50	38,959
Water Operator Apprentice[3]	1.00	4.00	5.00	99,590
Water Operator B	1.00	(1.00)	0.00	0
Water Operator B/Cross Conn.	1.00	0.00	1.00	44,346
Water Operator C	4.00	(4.00)	0.00	0
WWT/WA Dual C Operator	1.00	0.00	1.00	29,349
WWT/WA Dual B/ C Operator	0.00	1.00	1.00	32,635
Standby				3,650
Total	**11.00**	**(0.50)**	**10.50**	**338,302**

Notes: Allocations
Plant Manager[2]
50%-3051,25%-4051,25%-4052
Maintenance Worker II[1]
Changed to 100% 4071
Water Operator Apprentice[3]
1 position is frozen for FY 11-12 and reflects zero budget

Water Department

Treatment Division

Appropriations Detail

Appropriations Detail — Account # 043-3051-533

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	392,961	380,107	165,758	386,973	338,302
1410	Overtime	26,846	26,138	15,360	26,620	26,620
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	30,863	30,053	13,583	27,920	26,978
221x	Retirement	37,926	26,421	12,890	32,956	24,190
23xx	Insurance	55,404	50,921	26,540	80,750	80,859
2410	Workers' Compensation	15,115	20,439	8,922	19,401	17,961
26xx	Other Payroll Benefits	26,528	37,291	713	246	1,772
	TOTAL PERSONAL SERVICES	585,643	571,370	243,766	574,866	516,682
OPERATING EXPENSES						
31xx	Professional Services	63,532	51,287	0	30,000	63,400
3410	Contract Services	48,795	38,572	21,256	81,800	72,500
4010	Travel	2,447	3,110	38	0	500
41xx	Communication	5,291	3,579	2,217	3,382	4,591
4210	Postage	1,644	2,666	1,496	1,500	2,000
4310	Utilities	621,108	538,555	227,646	438,326	460,000
4410	Rentals	6,760	0	85	0	200
4415	Internal Fleet Lease	23,190	17,466	10,880	21,761	21,760
4510	Insurance	13,240	13,526	10,898	12,305	13,129
461x	Repairs & Maintenance- Vehicles	96,391	81,958	17,367	22,980	22,480
4620	Repairs & Maintenance- Buildings	6,371	7,333	3,162	1,000	1,500
4625	Repairs & Maintenance- Non-Build	12,938	5,567	30,971	500	500
46xx	Repairs & Maintenance- Equipment	4,015	3,467	2,109	4,460	2,100
4710	Printing & Binding	242	0	0	200	0
4810	Promotional Activites	3,781	0	0	0	0
4911	Advertising	1,820	704	0	0	200
4920	Other Current Charges	5,725	15,900	10,618	13,000	15,030
5180	Minor Furniture & Equip	3,878	8,161	960	1,000	1,000
5210	Operating Supplies	67,118	56,100	7,358	12,000	11,000
5215	Uniforms	2,510	3,079	652	2,465	2,250
5230	Fuel Purchases	12,945	15,572	10,644	11,240	22,000
5231	Diesel Fuel	0	0	0	0	2,405
5280	Chemicals	0	0	13,639	41,500	42,704
5410	Publications & Memberships	2,250	1,913	1,201	2,250	3,703
5520	Training	3,564	4,933	1,605	2,500	3,600
	TOTAL OPERATING EXPENSES	1,009,555	873,448	374,802	704,169	768,552
OTHER USES						
9954	DSM Electric Contra	0	0	0	0	(6,816)
	TOTAL OTHER USES	0	0	0	0	(6,816)
TOTAL APPROPRIATIONS		1,595,198	1,444,818	618,568	1,279,035	1,278,418

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	574,866	516,682	(58,184)	-10.12%
Operating Expenses	704,169	768,552	64,383	9.14%
Other Uses	0	(6,816)	(6,816)	100.00%
TOTALS	1,279,035	1,278,418	(617)	-0.05%

Significant Budget Changes:
The Personal Services category decreased due to the reallocation (0.50) of the Maintenance Worker II position to WWT and freezing the Water Operator Apprentice for FY 11-12. Operating Expenses increased due to professional services and utilities.

Water Department

Reuse Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate and maintain a reuse water distribution system while providing customers irrigation water in an attempt to reduce potable water irrigating
- Provide high quality customer service through dependable and professional personnel

Value: Fiscal Responsibility

Goals:
- Promotion of reclaimed water for irrigation in place of potable water in hopes of relieving demanding requests on the Floridian aquifer by addressing large scale users
- Installation of reclaimed water meters for a new and increasing customer base

Value: Professionalism

Goals:
- Establish a 24 hour emergency response system for after hours emergency calls
- Maintain a quality distribution system through timely response to service calls

Value: Organizational Development and Self Sufficiency

Goals:
- Continue formal training and empowerment of personnel to better structure department

Major Accomplishments:

- Reuse water was provided to customers for usage
- Established a protocol for handling emergency and customer service issues
- Established a testing and operating procedure
- Completed air compressor installation
- Completed isolation from the potable water system
- Achieved substantial compliance with last inspection
- Reduced ground water withdrawals by 315 MG annually

Performance Measures:

	2009-10	2010-11	2011-12
Deficiencies for regulatory compliance	0	0	0
Unscheduled down time for critical systems	0	0	0
Reduce electric usage	5%	2%	2%

Personnel Schedule

Classification	2011	Change	2012	Amount
Ind. Waste Monitoring Tech	1.00	(1.00)	0.00	0
Wastewater Apprentice	2.00	(2.00)	0.00	0
Wastewater Operator C	0.00	2.00	2.00	66,331
Total	**3.00**	**(1.00)**	**2.00**	**66,331**

Water Department

Reuse Division

Appropriations Detail

Appropriations Detail — Account # 043-3072-533

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
1210 Regular Salaries & Wages	0	92,366	33,248	87,318	66,331
1310 Temporary Labor	0	0	0	0	17,500
1410 Overtime	0	8,464	295	1,000	10,000
2110 FICA	0	7,607	3,032	6,557	6,321
2210 Retirement	0	3,519	2,277	5,817	3,316
23xx Insurance	0	7,704	5,027	21,511	17,834
2410 Workers' Compensation	0	3,571	1,710	4,079	3,116
26xx Other Payroll Benefits	0	148	0	150	0
TOTAL PERSONAL SERVICES	0	123,379	45,589	126,432	124,418
OPERATING EXPENSES					
3410 Contract Services	0	20,285	12,000	12,000	12,000
4010 Travel	0	0	23	0	125
4110 Communication	0	361	151	0	31
4210 Postage	0	66	12	100	100
4612 Repairs & Maintenance-Vehicles	0	2,741	854	500	5,000
4625 Repairs & Maintenance- Non Bldg	0	1,102	0	500	10,500
4710 Printing & Binding	0	479	0	0	0
5180 Minor Furniture/Equipment	0	1,664	10	200	200
5210 Operating Supplies	0	441	3,509	2,500	5,000
5215 Uniforms	0	908	506	700	827
5230 Fuel Purchases	0	0	0	1,000	1,000
5280 Chemicals	0	0	23,951	15,000	45,000
5410 Publications & Memberships	0	0	0	0	75
5520 Training	0	406	105	500	580
TOTAL OPERATING EXPENSES	0	28,453	41,121	33,000	80,438
TOTAL APPROPRIATIONS	0	151,832	86,710	159,432	204,856

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	126,432	124,418	(2,014)	-1.59%
Operating Expenses	33,000	80,438	47,438	143.75%
TOTALS	159,432	204,856	45,424	28.49%

Significant Budget Changes:
Personal Services decreased due to the elimination of the Ind. Waste Monitoring Tech. The Operating Expenses increased due to chemicals.

Water Department

Distribution Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue promotion of excellent customer service skills to all service staff
- Provide a high level of professionalism through efficiency and dedication for all service calls
- Effectively communicate with customers prior to scheduled outages and during emergency calls

Value: Professionalism

Goals:
- Continued implementation of a Global Positioning System program to become more compliant with regulatory agency requirements for valve, hydrants, and mainline locations throughout the distribution system
- Construct system upgrades to various areas of the distribution system to ensure proper water quality
- Continuance of system-wide hydrant maintenance & update program

Value: Organizational Development and Self Sufficiency

Goals:
- Continue training for C.E.U.'s to maintain existing licenses and provide continued implementation of training programs focused on obtaining required certifications as C Distribution Operators
- Report performance measures on a monthly basis
- Construct 1,000 feet of new and/or replacement water main targeted at improving water quality and materials

Major Accomplishments:
- Continued routine hydrant maintenance, valve GPS listing and flushing program
- Completed mainline, fire hydrant and service connections on adjoining streets for the US 441 widening project (Perkins to Griffin)

Performance Measures:

	2009-10	2010-11	2011-12
Feet of water main upgrades	1,000	1,000	1,000
Feet of water main replacement	1,000	1,000	1,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II	1.00	0.00	1.00	35,797
Crew Leader	1.00	0.00	1.00	43,701
Heavy Equip. Operator	3.00	(2.00)	1.00	37,981
Maintenance Manager[1]	0.50	0.00	0.50	26,052
Maintenance Worker I	3.00	(2.00)	1.00	20,530
Mechanic I	2.00	0.00	2.00	63,024
Mechanic II[4]	0.50	(0.50)	0.00	0
Mobile Equipment Operator II	4.00	(1.00)	3.00	81,472
Network Tech I[5]	1.00	(1.00)	0.00	0
Operations Supervisor	1.00	0.00	1.00	61,152
Plant Mechanic[2]	0.50	(0.50)	0.00	0
Utility Inspector	1.00	0.00	1.00	39,479
Utility Locator	1.00	(1.00)	0.00	0
Standby				3,650
Total	**19.50**	**(8.00)**	**11.50**	**412,838**

Notes: Allocations
Maintenance Manager[1]
50%-3081,50%-4081
Plant Mechanic[2]
50%3081,50%-4082
Mechanic II[4]
Changed to 100% 4071
Network Tech I[5]
Trasferred to 4082

Water Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 043-3081-533

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	681,461	628,780	256,924	656,105	412,838
1410	Overtime	33,253	29,379	11,632	30,000	28,000
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	52,086	47,830	19,030	47,238	29,702
221x	Retirement	65,325	46,675	21,652	57,711	35,701
23xx	Insurance	92,441	91,384	49,372	134,652	121,046
2410	Workers' Compensation	23,253	31,824	12,812	31,742	19,331
26xx	Employee Benefits	47,133	61,830	615	1,844	270
TOTAL PERSONAL SERVICES		994,952	937,702	372,037	959,292	646,888
OPERATING EXPENSES						
3410	Contract Services	4,756	1,978	598	2,550	4,950
3499	Inter Dept Contract Oblig	0	4,541	22,029	0	39,948
4010	Travel	3,161	3,062	1,507	0	150
4110	Communication	10,314	9,482	2,979	2,756	4,351
4210	Postage	38	109	45	100	100
4310	Utilities	0	0	9,467	25,867	19,000
4410	Rentals	994	1,277	315	1,100	480
4415	Internal Fleet Lease	102,209	101,335	40,003	80,006	69,134
4499	Allocated Equip Rental	(24,841)	(48,775)	(7,499)	0	0
4510	Insurance	7,282	8,259	4,204	8,709	5,941
461x	Repairs & Maintenance- Vehicles	60,647	58,938	20,549	37,780	31,900
4620	Repairs & Maintenance- Buildings	951	268	0	500	300
4625	Repairs & Maintenance- Non-Build	11,142	31,143	3,815	2,000	3,000
46xx	Repairs & Maintenance- Equipment	7,860	4,020	3,552	4,270	5,100
4710	Printing & Binding	128	58	0	200	200
4920	Other Current Charges	190	1,469	0	1,000	0
4933	Warehouse Material Variance	38,745	0	0	0	0
5180	Minor Furniture & Equip	3,743	8,993	267	5,000	2,100
521x	Operating Supplies	214,635	198,607	31,808	40,000	35,000
521x	Meters	63,588	72,490	29,545	50,000	55,000
5215	Uniforms	7,520	6,371	3,251	4,510	3,100
5220	Hydrants	0	0	1,259	0	75,000
5230	Fuel Purchases	28,191	28,269	12,581	26,226	26,581
5410	Publications & Memberships	974	425	775	1,675	725
5440	Education	0	0	0	0	0
5520	Training	3,467	6,323	2,226	2,800	980
TOTAL OPERATING EXPENSES		545,694	498,642	183,276	297,049	383,040
TOTAL APPROPRIATIONS		1,540,646	1,436,344	555,313	1,256,341	1,029,928

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	959,292	646,888	(312,404)	-32.57%
Operating Expenses	297,049	383,040	85,991	28.95%
TOTALS	1,256,341	1,029,928	(226,413)	-18.02%

Significant Budget Changes:
Personal Services decreased due to the elimination of 8 positions, please refer to the Personnel Schedule for details. One of the eliminated positions, the Utility Locator has be transferred to the Gas department (2081) and is reimbursed through the Inter Department Contract Oblig (3499) account in the Operating Expenses category. Additionally, Operating Expenses increased due to hydrant maintenance.

Water Department

Other

Appropriations Detail

Appropriations Detail — Account # 043-3088-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
2510	Unemployment Compensation	0	267	1,146	0	0
	TOTAL PERSONAL SERVICES	0	267	1,146	0	0
OPERATING EXPENSES						
4920	Other Current Charges	44,777	0	0	0	0
4950	Uncollectible Accounts	36,544	24,102	10,000	20,000	20,000
4962	Customer Accounts	503,924	456,095	247,911	507,475	494,387
4963	Meter Reading	126,967	123,221	59,221	139,847	148,088
5910	Depreciation Expense	2,681,548	1,645,648	864,881	1,391,446	1,356,460
	TOTAL OPERATING EXPENSES	3,393,760	2,249,066	1,182,013	2,058,768	2,018,935
DEBT SERVICE						
7110	Principal-Long Term Debt	0	0	0	396,708	419,412
721x	Interest-Long Term Debt	342,073	293,652	575,950	1,175,686	1,135,862
7311	Fees	3,730	24,416	1,136	1,500	1,387
7320	Amortize Debt Discount/Premium	2,395	2,395	0	2,395	6,710
7330	Amortize Debt Issue Cost	18,568	18,568	0	18,568	5,132
7340	Amortize Deferred Charges	11,261	0	0	3,198	0
	TOTAL DEBT SERVICE	378,027	339,031	577,086	1,598,055	1,568,503
OTHER USES						
9101	Transfer to General Fund	520,442	0	266,543	533,086	527,039
9102	Surcharge Transfer	303,824	352,051	154,831	265,051	235,894
9115	Transfer to Building Fund	3,900	720	320	0	0
9150	R&R Reserve	0	0	0	0	75,000
9160	Reserve/Future Capital	0	0	0	7,160	0
9960	Interest-Customer Deposit	2,889	861	498	1,500	1,000
	TOTAL OTHER USES	831,055	353,632	422,192	806,797	838,933
TOTAL APPROPRIATIONS		4,602,842	2,941,996	2,182,437	4,463,620	4,426,371

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,058,768	2,018,935	(39,833)	-1.93%
Debt Service	1,598,055	1,568,503	(29,552)	-1.85%
Other Uses	806,797	838,933	32,136	3.98%
TOTALS	4,463,620	4,426,371	(37,249)	-0.83%

Appropriations Detail

Account # 043-3099-533

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	11,000	32,318	2,400	0	0
2110	FICA	788	2,288	169	0	0
2210	Retirement	1,003	2,343	210	0	0
23xx	Insurance	1,712	5,226	560	0	0
2410	Workers' Compensation	437	1,645	122	0	0
26xx	Other Payroll Benefits	82	169	3	0	0
2970	1st Installs	0	0	0	0	0
2999	Allocated Labor Expense	2,042	6,000	446	0	0
	TOTAL PERSONAL SERVICES	17,064	49,989	3,910	0	0
OPERATING EXPENSES						
31xx	Professional Services	48,022	0	0	0	0
3410	Contract Services	130	660	414	0	0
44xx	Rentals	24,841	48,775	7,499	0	0
4625	R&M/ Non-Buildings	352	840	295	0	0
4920	Other Current Charges	412	0	0	0	0
5210	Operating Supplies	1,608	13,553	810	0	0
5299	Allocated Material Expense	65	551	33	0	0
	TOTAL OPERATING EXPENSES	75,430	64,379	9,051	0	0
CAPITAL OUTLAY						
6210	Buildings	0	0	0	0	0
6310	Improvements Other Than Bldgs	4,078,011	2,603,082	127,341	400,600	120,000
6410	Machinery & Equipment	23,460	57,433	0	60,000	107,800
	TOTAL CAPITAL OUTLAY	4,101,471	2,660,515	127,341	460,600	227,800
DEBT SERVICE						
7210	Interest-Long Term Debt	656,794	789,752	0	0	0
	TOTAL DEBT SERVICE	656,794	789,752	0	0	0
OTHER USES						
9999	WIP- Contra	(4,850,760)	(3,564,635)	(117,307)	0	0
	TOTAL OTHER USES	(4,850,760)	(3,564,635)	(117,307)	0	0
TOTAL APPROPRIATIONS		(1)	0	22,995	460,600	227,800

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Capital Outlay	460,600	227,800	(232,800)	-50.54%
TOTALS	460,600	227,800	(232,800)	-50.54%

Water Department

Project Schedule

Project Schedule

Number	Title	Funding Source	Amount
430003	Tools & Equipment (82,800)		
	SCADA Upgrade	Renewal & Replacement	52,800
	Gound Penetrating Radar Unit	Current Revenue	5,000
	Royal Highlands Standby Generator	Current Revenue	25,000
430006	Plant & Storage (145,000)		
	In-line Valve @ MWTP	Renewal & Replacement	25,000
	Royal Highlands Well #1 Rehabilitation	Renewal & Replacement	60,000
	Royal Highlands HSP #1 Complete Rebuild	Renewal & Replacement	60,000
	TOTAL		227,800
	Source of Funds		
		Current Revenue	30,000
		Renewal & Replacement	197,800
	TOTAL		227,800

Ray Sharp, Director of Environmental Services

The Wastewater Division is responsible for providing the proper conveyance, treatment, and reclamation of wastewater within the City's service area, and meeting all regulatory agency requirements and protecting the environment from all pathogenic bacterial infections.

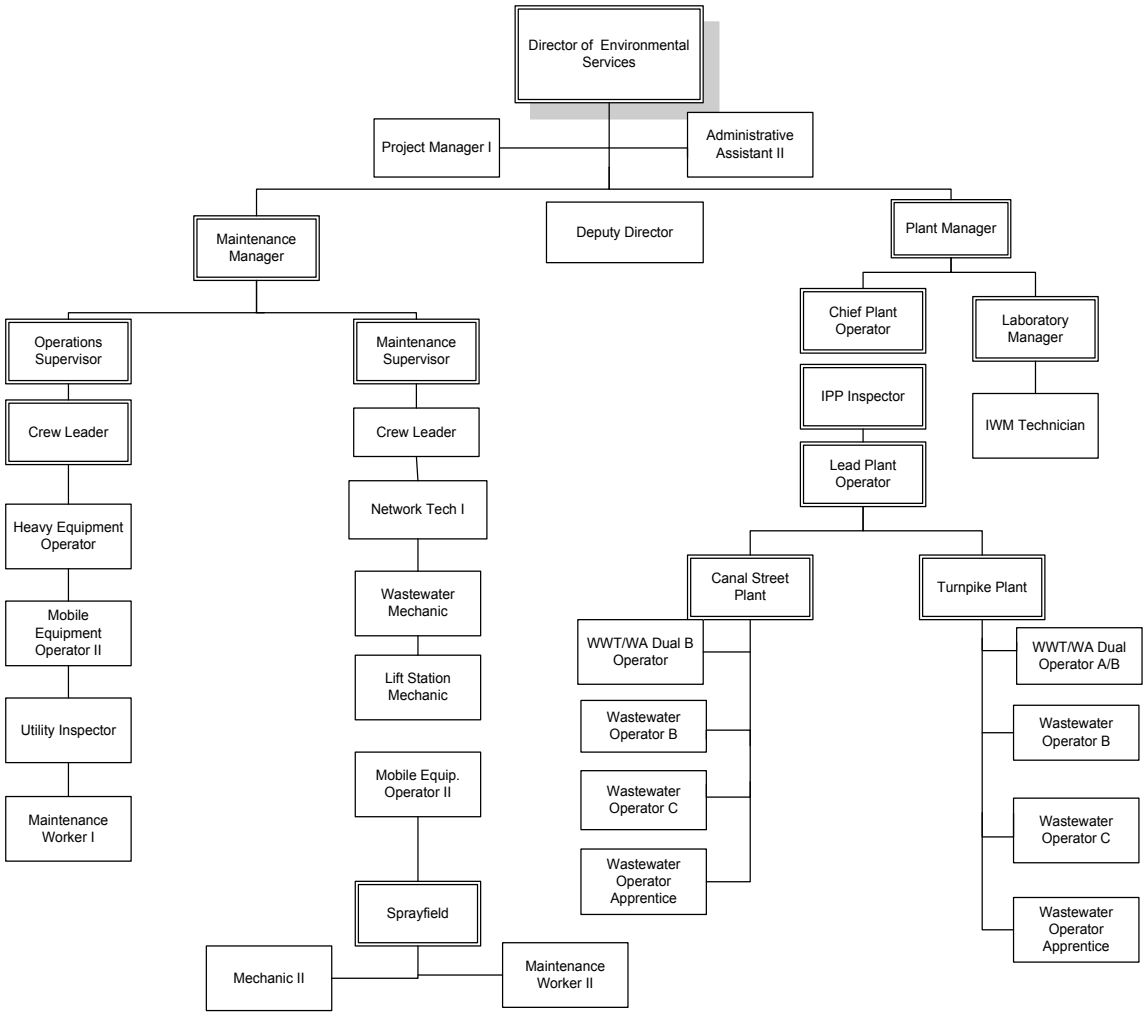
Responsibilities:

Treatment Plant
- Maintain proper treatment
- Preventive maintenance
- Monitor/operate/maintain reclamation sites

Collection
- Maintain lift stations
- Repair system infrastructure
- Maintain collection system

Construction
- Install new wastewater conveyance lines
- Repair/replace lift stations
- Repair/replace collection system infrastructure
- Repair/replace/maintain gravity collection system

Organizational Chart



Wastewater Department

Organization

Total Department Budget

$ 11,530,543

Wastewater System Description

The wastewater collection system consists of 161 lift stations, 81 miles of sewer force mains, and 169 miles of gravity sewer lines. Gravity sewer lines range from 4 to 21 inches in diameter and force mains range from 4 to 24 inches in diameter. The City has an operating permit from the Florida Department of Environmental Protection to operate two wastewater treatment plants: the Canal Street Plant, which is rated at 3.5 MGD, and the Turnpike Plant, which is rated at 4.5 MGD. The wastewater system is in compliance with all state and federal regulations. The City treats its effluent water to an advanced secondary standard and irrigates 675 acres of City-owned property, of which 365 acres are utilized for the hay operation. The resulting biosolids generated from the wastewater treatment process is disposed of at permitted sites on 340 acres of City-owned hay fields. With the Turnpike and Canal Street Wastewater Treatment Facilities and land disposal sites maintained and in service, the City anticipates having sufficient wastewater treatment/ disposal capacity through the year 2015. The City projects, unrestricted public reuse capacity of approximately 3.5 MGD available in early summer 2010.

Budget Summary – Operating Statement

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING REVENUE					
Charges for Services	9,426,277	9,438,967	4,597,651	9,768,836	9,799,637
Other Operating Revenue	591,404	261,955	55,094	36,000	21,000
TOTAL REVENUE SOURCES	10,017,681	9,700,922	4,652,745	9,804,836	9,820,637
OPERATING APPROPRIATIONS					
Administration	691,841	722,176	339,901	771,114	813,120
Canal Street Treatment Plant	1,222,085	1,231,390	499,118	1,063,881	1,044,439
Turnpike Treatment	732,475	721,626	380,471	731,213	779,920
Laboratory	202,833	200,530	99,989	198,534	197,599
Sprayfield	228,731	210,442	88,597	215,330	245,206
Collections	894,627	964,536	395,982	873,755	971,941
Lift Stations	1,056,527	1,127,777	520,325	1,065,959	1,167,276
Other Operating Expenses	3,511,293	3,008,653	1,556,641	4,235,750	4,172,291
TOTAL APPROPRIATIONS	(8,540,412)	(8,187,130)	(3,881,024)	(9,155,536)	(9,391,792)
NET INCOME FROM OPERATIONS	1,477,269	1,513,792	771,721	649,300	428,845
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	3,900	760	320	0	0
NET OTHER INCOME	3,900	760	320	0	0
NET INCOME BEFORE TRANSFERS	1,481,169	1,514,552	772,041	649,300	428,845
Transfers to other funds	(715,742)	(661,310)	(353,800)	(708,241)	(700,751)
NET INCOME AFTER TRANSFERS	765,427	853,242	418,241	(58,941)	(271,906)
Other Sources	0	0	0	407,500	1,508,000
Capital Projects	0	1	(14,300)	(327,500)	(1,363,000)
NET OTHER SOURCES	0	1	(14,300)	80,000	145,000
UNAPPROPRIATED BALANCE	765,427	853,243	403,941	21,059	(126,906)

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
LICENSES & PERMITS					
32421 Impact Fees - Residential	443,889	290,150	33,306	0	0
32422 Impact Fees - Commercial	90,656	2,257	2,330	0	0
TOTAL LICENSES & PERMITS	534,545	292,407	35,636	0	0
INTERGOVERNMENTAL REVENUE					
33737 Lake County Water Autority	0	500	0	0	0
TOTAL INTERGOVERNMENTAL	0	500	0	0	0
CHARGES FOR SERVICES					
34351 Residential	6,249,849	6,267,003	3,186,128	6,439,075	6,493,890
34352 Commercial Class 1	541,600	562,772	290,629	554,824	580,699
34352 Commercial Class 2	144,553	131,925	64,025	133,755	132,584
34352 Commercial Class 3	922,650	925,444	449,334	924,739	913,603
34352 Commercial Class 4	60,020	60,354	31,572	69,279	68,570
34352 Commercial Class 6	(1,594)	0	0	737	725
34352 Commercial Class 7	(78)	0	0	40	42
34352 Commercial Class 8	(3,408)	0	0	1,159	1,203
34352 Industrial	16,800	16,898	8,400	15,680	16,260
34352 Commercial Reuse	(11,541)	0	0	924	0
34353 Misc Bill - Combined Rate	1,136,471	1,155,130	409,084	1,270,051	1,258,377
34354 Multi-Family	166,621	148,485	72,521	150,114	148,734
34356 Municipal	23,333	23,003	13,130	25,019	25,944
34905 Penalties	79,296	81,588	40,603	74,740	67,740
34911 Oil & Grease Management	33,004	35,738	19,425	33,000	40,000
34918 Misc Service Revenue	34,390	27,177	12,800	50,000	34,566
34921 Front Footage Fees	1,011	0	0	700	700
34922 Tap In Fees	33,300	3,450	0	25,000	16,000
TOTAL CHARGES FOR SERVICES	9,426,277	9,438,967	4,597,651	9,768,836	9,799,637
MISCELLANEOUS REVENUE					
36110 Interest on Investments	46,821	78,345	18,525	36,000	21,000
36130 Gain/Loss Investments	3,624	(7,731)	0	0	0
36402 Gain From Sale of Fixed Assets	0	(110,374)	0	0	0
36404 Recovery From Losses	6,024	5,686	0	0	0
36501 Sale of Surplus Materials	0	0	177	0	0
36925 Misc Jobbing Revenue	0	0	541	0	0
36990 Misc Non-Operating Revenue	390	3,122	215	0	0
TOTAL MISCELLANEOUS	56,859	(30,952)	19,458	36,000	21,000
OTHER SOURCES					
38893 Appropriated Retained Earnings	0	0	0	0	126,906
38950 Contributions - Cust/Dev	0	0	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	327,500	1,583,000
38963 Appropriated Impact Fees	0	0	0	80,000	0
TOTAL OTHER SOURCES	0	0	0	407,500	1,709,906
TOTAL RESOURCES	10,017,681	9,700,922	4,652,745	10,212,336	11,530,543

Division Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
4021 **ADMINISTRATION**					
Personal Services	182,356	183,151	80,811	182,902	219,233
Operating Expenses	509,485	539,025	259,090	588,212	593,887
TOTAL ADMINISTRATION	691,841	722,176	339,901	771,114	813,120
4051 **CANAL ST. TREATMENT**					
Personal Services	531,569	492,398	209,326	455,547	469,101
Operating Expenses	690,516	738,992	289,792	608,334	641,117
Other Uses	0	0	0	0	(65,779)
TOTAL CANAL ST. PLANT	1,222,085	1,231,390	499,118	1,063,881	1,044,439
4052 **TURNPIKE TREATMENT**					
Personal Services	296,728	292,223	139,298	279,696	302,591
Operating Expenses	435,747	429,403	241,173	451,517	508,688
Other Uses	0	0	0	0	(31,359)
TOTAL TURNPIKE PLANT	732,475	721,626	380,471	731,213	779,920
4061 **LABORATORY**					
Personal Services	138,235	127,558	59,303	121,898	123,385
Operating Expenses	64,598	72,972	40,686	76,636	74,214
TOTAL LABORATORY	202,833	200,530	99,989	198,534	197,599
4071 **SPRAYFIELD**					
Personal Services	40,066	29,645	8,790	41,783	79,856
Operating Expenses	188,665	180,797	79,807	173,547	165,350
TOTAL SPRAYFIELD	228,731	210,442	88,597	215,330	245,206
4081 **COLLECTIONS**					
Personal Services	524,827	593,670	252,578	604,525	580,146
Operating Expenses	369,800	370,866	143,404	269,230	391,795
TOTAL COLLECTIONS	894,627	964,536	395,982	873,755	971,941
4082 **LIFT STATIONS**					
Personal Services	558,118	611,036	272,913	576,408	678,994
Operating Expenses	498,409	516,741	247,412	489,551	488,282
TOTAL LIFT STATIONS	1,056,527	1,127,777	520,325	1,065,959	1,167,276
4088 **OTHER**					
Personal Services	0	1,287	0	0	0
Operating Expenses	2,900,518	2,306,552	1,073,849	2,272,702	2,232,961
Debt Service	610,775	702,101	482,792	1,963,048	1,939,330
Other Uses	723,620	662,852	354,450	729,300	775,751
TOTAL OTHER	4,234,913	3,672,792	1,911,091	4,965,050	4,948,042
4099 **CAPITAL PROJECTS**					
Personal Services	0	0	0	0	0
Operating Expenses	67	0	0	0	10,000
Capital Outlay	1,088,236	1,984,961	80,061	327,500	1,353,000
Debt Service	345,890	330,710	0	0	0
Other Uses	(1,434,193)	(2,315,672)	(65,761)	0	0
TOTAL CAPITAL PROJECTS	0	(1)	14,300	327,500	1,363,000
GRAND TOTAL					
Personal Services	2,271,899	2,330,968	1,023,019	2,262,759	2,453,306
Operating Expenses	5,657,805	5,155,348	2,375,213	4,929,729	5,106,294
Capital Outlay	1,088,236	1,984,961	80,061	327,500	1,353,000
Debt Service	956,665	1,032,811	482,792	1,963,048	1,939,330
Other Uses	(710,573)	(1,652,820)	288,689	729,300	678,613
TOTAL APPROPRIATIONS	9,264,032	8,851,268	4,249,774	10,212,336	11,530,543

Values & Goals

Value: Professionalism

Goals:

- Continue implementation of a strategic planning process that documents present conditions, defines future needs consistent with City goals and growth patterns, and identifies intermediate steps necessary to meet future needs
- Implementation of master plans for wastewater treatment facilities and wastewater collection facilities that define improvements necessary to meet current needs and support needs identified through the strategic planning process

Value: Organizational Development and Self Sufficiency

Goals:

- Manage training program for each division to meet current and future needs for all personnel
- Improve reliability and efficiency through a program of cross-training to develop a depth of knowledge throughout the department

Major Accomplishments:

- Enrolled nine restaurants in the City's Oil and Grease Program
- Enrolled one company in the City's Industrial Pretreatment Program
- Completed next phase of SCADA system implementation, which encompassed the Turnpike headworks and various liftstations
- Continued cross-training program for dual certification

Performance Measures:

	2009-10	2010-11	2011-12
Implementation of Strategic Plan	75%	90%	100%
Implementation of Wastewater Treatment Master Plan	75%	90%	100%
Implementation of Wastewater Collection Master Plan	75%	90%	100%
Dual Certification Cross-Training	40%	50%	60%
Defined Training Program	100%	100%	100%

Personnel Schedule

Classification	2011	Change	2012	Amount
Administrative Assistant II[4]	1.00	0.00	1.00	27,955
Director of Environmental Services[1]	0.50	0.00	0.50	50,295
Deputy Director[2]	0.50	0.00	0.50	39,146
Project Manager I[3]	0.50	0.00	0.50	25,812
Total	**2.50**	**0.00**	**2.50**	**143,208**

Notes: Allocations
Director of Environmental Services[1]
50%-3021,50%-4021
Deputy Director[2]
50%-3021,50%-4021
Project Manager I[3]
50%-3021, 50%-4021

Appropriations Detail

Account # 044-4021-535

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
121x	Regular Salaries & Wages	140,940	140,311	61,461	143,208	143,208
1410	Overtime	35	268	95	400	0
1530	Bonuses/Incentives	0	0	1,330	0	0
2110	FICA	10,427	10,233	4,555	8,769	10,385
221x	Retirement	10,600	6,166	4,075	9,739	9,739
23xx	Insurance	10,268	13,645	8,727	19,418	54,395
2410	Workers' Compensation	849	940	399	1,062	1,062
26xx	Other Payroll Benefits	9,237	11,588	169	306	444
2999	Allocated Labor Expense	0	0	0	0	0
TOTAL PERSONAL SERVICES		182,356	183,151	80,811	182,902	219,233
OPERATING EXPENSES						
31xx	Professional Services	32,294	46,462	12,630	21,500	54,625
41xx	Communication	1,002	1,718	588	1,300	1,151
4210	Postage	120	218	29	120	120
4415	Internal Fleet Lease	2,792	2,792	1,344	2,688	2,688
4510	Insurance	73,270	68,121	34,201	69,738	67,091
461x	Repairs & Maintenance- Vehicles	1,320	1,320	660	1,320	1,320
4620	Repairs & Maintenance- Buildings	120	1,164	0	240	0
463x	Repairs & Maintenance- Equipment	1,393	2,360	1,690	2,870	4,110
4911	Advertising	142	23,247	0	100	100
4920	Other Current Charges	0	0	0	0	0
4945	Injury/Damage to Others	7,511	2,806	5,507	0	0
496x	General Administrative	387,199	386,285	201,526	485,940	460,461
5180	Minor Furniture & Equip	40	166	0	0	0
5210	Operating Supplies	965	999	642	800	900
5215	Uniforms	47	244	0	496	390
5230	Fuel Purchases	692	541	198	900	446
5410	Publications & Memberships	327	398	75	200	300
5520	Training	251	184	0	0	185
TOTAL OPERATING EXPENSES		509,485	539,025	259,090	588,212	593,887
TOTAL APPROPRIATIONS		691,841	722,176	339,901	771,114	813,120

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	182,902	219,233	36,331	19.86%
Operating Expenses	588,212	593,887	5,675	0.96%
TOTALS	771,114	813,120	42,006	5.45%

Significant Budget Changes:
The Operating Expenses category increased due funds being included in Professional Services (31xx) to conduct a rate study.

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate and maintain the plant in compliance with all permitting and regulatory requirements
- Establish a goal of zero deficiencies for regulatory compliance and inspection
- Ensure the condition of zero gallons discharged to surface waters
- Continue to produce unrestricted public access reuse quality effluent

Value: Fiscal Responsibility

Goals:
- Reduce electric usage by 5% annually; evaluate overall energy usage against best management practices
- Reduce operational costs by 5% annually; while maintaining the same levels of service and effluent quality
- Provide reuse water as a source of income to the division

Value: Professionalism

Goals:
- Establish a goal of zero hours of unscheduled downtime for critical pumping systems and critical disinfection systems
- Monitor malfunction reports and implement preventive and predictive maintenance procedures

Value: Organizational Development and Self Sufficiency

Goals:
- Continue in-house training supplemented by outsourced opportunities in preparation for certification of apprentices by the State of Florida
- Maintain successful pass rate for apprentices taking the State of Florida exam for certification

Major Accomplishments:
- 100% of Main WWTP operations staff taking the State certification exam received a passing score
- Zero deficiencies noted on the Florida Department of Environmental Protection (FDEP) compliance inspection
- Zero discharge to surface water was maintained
- Two operators received Class “C” certification, one operator acquiring time towards dual certification; one operator became dual certified in Water and Wastewater Operations
- Increased efficiency of the bio solids handling facilities have resulted in an increase of final production total solids from 1.5% to 1.8%
- Continued to produce reuse quality water to customers

Performance Measures:

	2009-10	2010-11	2011-12
Deficiencies for regulatory compliance	1	0	0
Unscheduled down time for critical systems	0	0	0
Reduction of operating expenses	+17%	-17%	-10%
Complete decommission of Plantation WWTF	0%	60%	100%

Personnel Schedule

Classification	2011	Change	2012	Amount
Chief Plant Operator[1]	0.50	0.00	0.50	23,181
Heavy Equipment Operator	0.50	0.00	0.50	12,937
Lead Plant Operator	1.00	0.00	1.00	38,896
Plant Manager[4]	0.25	0.00	0.25	19,479
IP Inspector	1.00	0.00	1.00	43,181
Wastewater Operator Apprentice	1.00	0.00	1.00	24,898
Wastewater Operator C	2.00	0.00	2.00	56,784
WWT/WA Dual B Operator	1.00	0.00	1.00	47,840
Wastewater Operator B	1.00	0.00	1.00	30,535
Total	**8.25**	**0.00**	**8.25**	**297,731**

Notes: Allocations
Chief Plant Operator[1]
50%-4051,50%-4052
Plant Manager[4]
50%-3051,25%-4051,25%-4052

Appropriations Detail

Account # 044-4051-535

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	314,850	311,200	135,828	298,230	297,731
1410	Overtime	33,431	43,956	14,588	36,000	32,000
15xx	Bonuses/Incentives	0	0	4,828	0	0
2110	FICA	25,370	25,721	10,873	21,175	21,149
221x	Retirement	29,579	20,969	11,196	25,642	25,718
23xx	Insurance	41,802	44,807	25,291	60,701	78,900
2410	Workers' Compensation	10,046	15,172	6,589	13,331	13,309
26xx	Other Payroll Benefits	76,491	30,573	133	468	294
	TOTAL PERSONAL SERVICES	531,569	492,398	209,326	455,547	469,101
OPERATING EXPENSES						
31xx	Professional Services	6,585	78,836	3,033	4,000	6,000
3410	Contract Services	38,982	17,680	1,000	12,000	12,000
4010	Travel	1,635	576	114	3,000	500
41xx	Communication	3,746	3,141	1,795	1,201	2,801
4210	Postage	792	610	161	700	500
4310	Utilities	395,202	366,052	150,420	363,000	355,000
4410	Rentals	2,513	1,892	1,336	2,000	1,200
4415	Internal Fleet Lease	28,030	26,663	14,659	29,320	29,319
4510	Insurance	10,168	9,349	7,481	8,575	8,940
461x	Repairs & Maintenance- Vehicles	52,435	68,153	37,821	41,880	42,280
4620	Repairs & Maintenance- Buildings	3,237	4,476	994	700	1,108
4625	Repairs & Maintenance- Non-Build	2,353	1,650	1,172	1,300	2,000
46xx	Repairs & Maintenance- Equipment	2,953	1,979	1,709	3,500	1,740
4710	Printing & Binding	0	0	0	100	0
4810	Promotion Activities	175	0	0	0	0
4911	Advertising	0	31	147	0	0
4920	Other Current Charges	4,260	8,925	3,875	4,100	4,000
5180	Minor Furniture & Equip	4,418	6,284	749	1,000	1,000
5210	Operating Supplies	107,945	97,716	9,095	11,200	12,000
5215	Uniforms	3,694	4,762	2,187	4,480	4,294
5230	Fuel Purchases	17,175	38,384	24,818	21,178	26,900
5231	Diesel Fuel	0	0	0	0	43,300
5280	Chemicals	0	0	26,097	93,600	83,200
5410	Publications & Memberships	742	363	483	500	445
5520	Training	3,476	1,470	646	1,000	2,590
	TOTAL OPERATING EXPENSES	690,516	738,992	289,792	608,334	641,117
OTHER USES						
9954	DSM Electric Contra	0	0	0	0	(65,779)
	TOTAL OTHER USES	0	0	0	0	(65,779)
TOTAL APPROPRIATIONS		1,222,085	1,231,390	499,118	1,063,881	1,044,439

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	455,547	469,101	13,554	2.98%
Operating Expenses	608,334	641,117	32,783	5.39%
Other Uses	0	(65,779)	(65,779)	100.00%
TOTALS	1,063,881	1,044,439	(19,442)	-1.83%

Significant Budget Changes:

Operating Expenses increased due to additional diesel fuel costs (5231) for generators used for Electric's Demand Side Management program (peak shaving). Additionally, the Other Uses category has increased to reflect Electic's (1062) repayment to this division for the use of the generators.

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate and maintain the plant in compliance with all permitting and regulatory requirements
- Establish a goal of zero deficiencies for regulatory compliance and inspection
- Perform grounds maintenance to establish and maintain a good aesthetic appearance
- Maintain a condition of 0 gallons discharged to surface water
- Oversee the start-up and adjustment of set-points of the Turnpike Master Lift Station

Value: Professionalism

Goals:
- Establish a goal of zero hours of unscheduled downtime for critical pumping systems and disinfection systems
- Monitor malfunction reports and work with Maintenance Manager to implement preventive and predictive maintenance procedures
- Provide C&C Peat with Class "B" bio-solids product through efficient operation of the Turnpike Wastewater Treatment Plant (TWWTP)
- Provide quality reuse water to the public

Value: Organizational Development and Self Sufficiency

Goals:
- Continue cross-training program focused on achieving dual licensing for all operators
- Continue training program to ensure that all operators obtain necessary CEU's for recertification
- Provide in house training of all staff on the operations permit and permit limits
- Reduce operator staffing while maintaining regulatory compliance

Major Accomplishments
- ☐ Operation staff has advanced in career path to pass "C" level Water Treatment exam
- ☐ Cross training of two operators has been completed that includes operation of the Main Wastewater Treatment Plant and Turnpike Wastewater Treatment Plant
- ☐ Reuse system completed and Master Lift Station is in service
- ☐ City of Leesburg Plantation Wastewater Treatment Plant is in decommission stage
- ☐ Maintained 100% pass rate on State Certification Exam
- ☐ Three operators attained "C" level certification, one of which became dual certified as WW"B"/W"C" level

Performance Measures:

	2009-10	2010-11	2011-12
Unscheduled down time of critical systems	0	0	0
Electric usage	-5.3%	+12.3%	- 5%
Deficiencies for regulatory compliance	0	0	0

Personnel Schedule

Classification	2011	Change	2012	Amount
Chief Plant Operator[1]	0.50	0.00	0.50	23,182
Heavy Equipment Operator	0.50	0.00	0.50	12,938
Plant Manager[2]	0.25	0.00	0.25	19,479
Wastewater Apprentice	1.00	(1.00)	0.00	0
Wastewater Operator C	1.00	0.00	1.00	28,517
Wasterwater Operator B	1.00	(1.00)	0.00	0
WWT/WA Dual Operator A/B	1.00	0.00	1.00	44,387
WWT/WA Dual Operator C	0.00	1.00	1.00	29,058
WWT/WA Dual Operator B/C	0.00	1.00	1.00	32,634
Standby				3,650
Total	**5.25**	**0.00**	**5.25**	**193,845**

Notes:
Allocations:
Chief Plant Operator[1]
50%-4051,50%-4052
Plant Manager[2]
50%-3051,25%-4051,25%-4052

Wastewater Department

Turnpike Treatment Plant Division

Appropriations Detail

Appropriations Detail — Account # 044-4052-535

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	175,858	190,459	87,704	187,584	193,845
1410	Overtime	20,318	18,782	12,009	17,000	17,000
15xx	Bonuses/Incentives	0	0	2,509	0	0
2110	FICA	14,547	15,394	7,242	13,266	13,798
221x	Retirement	16,853	12,455	7,026	15,511	15,907
23xx	Insurance	22,943	27,801	18,339	37,811	53,237
2410	Workers' Compensation	6,037	9,407	4,461	8,524	8,804
26xx	Other Payroll Benefits	40,172	17,925	8	0	0
	TOTAL PERSONAL SERVICES	296,728	292,223	139,298	279,696	302,591
OPERATING EXPENSES						
31xx	Professional Services	0	0	0	0	7,500
3410	Contract Services	18,521	17,848	5,734	37,000	24,000
4010	Travel	590	285	30	1,800	300
41xx	Communication	3,666	2,980	1,605	2,740	1,076
4210	Postage	338	217	205	250	275
4310	Utilities	290,983	280,151	164,046	281,846	330,000
4410	Rentals	7,683	0	0	0	500
4415	Internal Fleet Lease	10,400	14,230	7,162	14,323	14,324
4510	Insurance	405	1,438	816	1,116	1,310
461x	Repairs & Maintenance- Vehicles	47,767	31,763	18,761	27,320	27,320
4620	Repairs & Maintenance- Buildings	896	888	68	750	572
4625	Repairs & Maintenance- Non-Build	3,215	1,539	980	1,000	1,000
46xx	Repairs & Maintenance- Equipment	2,691	3,569	1,625	3,030	2,920
4710	Printing & Binding	0	0	0	200	200
4810	Promotional Activities	35	0	0	0	0
4920	Other Current Charges	222	1,125	0	4,000	4,000
5180	Minor Furniture & Equip	836	888	4,295	1,200	5,750
5210	Operating Supplies	38,315	36,478	5,756	14,600	12,200
5215	Uniforms	1,926	1,247	465	2,612	1,830
5230	Fuel Purchases	5,593	32,879	19,626	14,630	14,650
5231	Diesel Fuel	0	0	0	0	30,646
5280	Chemicals	0	0	7,434	41,700	25,700
5410	Publications & Memberships	361	371	2,053	900	1,065
5520	Training	1,304	1,507	512	500	1,550
	TOTAL OPERATING EXPENSES	435,747	429,403	241,173	451,517	508,688
OTHER USES						
9954	DSM Electric Contra	0	0	0	0	(31,359)
	TOTAL OTHER USES	0	0	0	0	(31,359)
TOTAL APPROPRIATIONS		732,475	721,626	380,471	731,213	779,920

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	279,696	302,591	22,895	8.19%
Operating Expenses	451,517	508,688	57,171	12.66%
Other Uses	0	(31,359)	(31,359)	100.00%
TOTALS	731,213	779,920	48,707	6.66%

Significant Budget Changes:
The Operating Expenses increased due to additional diesel fuel costs (5231) for generators used for Electric's Demand Side Management program (peak shaving). Additionally, the Other Uses category has been added to reflect Electic's (1062) repayment to this division for the use of the generators.

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate and maintain the laboratory in compliance with all permitting and regulatory requirements
- Reduce the number of quality control outliers by 10%
- Reduce the number of deficiencies found during outside audits by 10%
- Issue all Notice of Violations' (NOV) associated with the Industrial Pretreatment Program (IPP) within three days of discovery of the non-compliance

Value: Fiscal Responsibility

Goals:
- Continue to explore cost saving measures by optimizing allocation process
- Establish a baseline budget to aid with composing more precise future budgets
- Utilize cost saving measures by training additional staff for unrestricted public access reuse requirements
- Closely monitor expenses with IPP Program and explore cost cutting measures, to increase fiscal responsibility of this program
- Zero time lost to work related accidents and/or injuries

Value: Professionalism

Goal:
- Cross-train additional staff to perform Total Suspended Solids (TSS) analysis and fecal sampling for reuse
- Manage the additional analytical analyses due to reuse; by meeting all requirements of discharge permit
- Schedule at least six public educational programs annually which include water conservation, oil & grease management, stormwater, and pollution prevention

Major Accomplishments

- ☐ Updated four methodology changes that includes Best Management Practices
- ☐ Increased laboratory certifications by one
- ☐ Achieved two laboratory staff certifications
- ☐ Completed Annual IPP Reporting
- ☐ Completed staff gauge and piezometer readings at Plantation
- ☐ Completed Plantation Annual Report for CUP
- ☐ Realized substantial cost savings by performing laboratory analysis and sampling at Plantation

Performance Measures:

	2009-10	2010-11	2011-12
Annual lab cost savings at Plantation	65%	65%	0%
Reduction in audit deficiencies	30%	10%	10%
Reduction in QC outliers	50%	10%	10%
IPP NOV's issued within 3 days of discovery of non-compliance	75%	10%	10%

Personnel Schedule

Classification	2011	Change	2012	Amount
Laboratory Manager	1.00	0.00	1.00	56,576
Industrial Waste Monitoring Tech	1.00	0.00	1.00	31,096
Total	**2.00**	**0.00**	**2.00**	**87,672**

Appropriations Detail

Account # 044-4061-535

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	88,581	90,417	40,920	91,322	87,672
1410	Overtime	999	3,375	3,184	1,000	3,000
1530	Bonuses/Incentives	0	0	1,403	0	0
2110	FICA	6,164	6,659	3,262	6,190	6,211
221x	Retirement	8,759	6,555	3,534	7,864	7,865
23xx	Insurance	10,106	8,503	4,982	11,459	14,472
2410	Workers' Compensation	2,650	4,070	1,979	3,919	3,919
26xx	Other Payroll Benefits	20,976	7,979	39	144	246
TOTAL PERSONAL SERVICES		138,235	127,558	59,303	121,898	123,385
OPERATING EXPENSES						
3410	Contract Services	21,888	27,102	17,837	35,800	36,500
4010	Travel	2,258	2,721	230	1,500	630
41xx	Communication	1,032	768	467	1,050	931
4210	Postage	346	196	74	350	350
4410	Rentals	0	958	0	0	0
4415	Internal Fleet Lease	5,316	5,146	2,229	4,458	4,458
4510	Insurance	405	435	216	446	440
46xx	Repairs & Maintenance- Vehicles	7,143	4,539	1,696	4,290	4,640
4620	Repairs & Maintenance- Buildings	1,812	198	110	0	400
4631	Repairs & Maintenance- Equipment	620	32	0	0	0
4920	Other Current Charges	1,905	1,526	370	1,100	1,500
5180	Minor Furniture & Equip	1,720	2,602	8,986	1,250	1,250
5205	Oil & Grease Manangement	1,713	6,689	1,043	7,000	3,000
5210	Operating Supplies	12,448	12,416	4,238	12,500	12,500
5215	Uniforms	993	1,026	339	1,488	750
5230	Fuel Purchases	3,639	4,555	2,511	4,404	5,520
5410	Publications & Memberships	540	490	340	0	325
5520	Training	820	1,573	0	1,000	1,020
TOTAL OPERATING EXPENSES		64,598	72,972	40,686	76,636	74,214
TOTAL APPROPRIATIONS		202,833	200,530	99,989	198,534	197,599

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	121,898	123,385	1,487	1.22%
Operating Expenses	76,636	74,214	(2,422)	-3.16%
TOTALS	198,534	197,599	(935)	-0.47%

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate and maintain the plant in compliance with all permitting and regulatory requirements; establish a spray field goal of zero deficiencies for regulatory compliance and inspection
- Perform grounds maintenance to establish and maintain a good aesthetic appearance

Value: Fiscal Responsibility

Goals:
- Reduce electric usage by upgrading motors to premium or high efficiency type motors through attrition/depreciation
- Evaluate overall energy usage against best management practices
- Zero discharge of effluent to wet lands
- Reduce amount of reuse water applied to Sprayfield

Value: Professionalism

Goals:
- Establish a goal of zero hours of unscheduled downtime for critical pumping systems monitor malfunction reports, and implement preventive maintenance procedures
- Maintain established preventive maintenance schedules for spray site

Value: Organizational Development and Self Sufficiency

Goals:
- Continue formal training and empowerment of personnel to better structure department

Major Accomplishments:
- Reconditioned irrigation guns and gun sets
- Relocated guns to optimize use of gun set areas
- Cleaned up between pine trees from Silva Culture thinning for nitrogen and phosphorus uptake ascetics

Performance Measures:

	2009-10	2010-11	2011-12
Deficiencies for regulatory compliance	0	0	0
Unscheduled down time for critical systems	0	0	0
Electric usage	5%	5%	2%

Personnel Schedule

Classification	2011	Change	2012	Amount
Maintenance Worker II[1]	0.50	0.50	1.00	22,173
Mechanic II[2]	0.50	0.50	1.00	27,954
Total	**1.00**	**1.00**	**2.00**	**50,127**

Notes: Allocations
Maintenance Worker II[1]
Was 50%-3051, 50%-4071- changed to 100% 4071
Mechanic II[2]
Was 50%-3081, 50%-4071- changed to 100% 4071

Appropriations Detail

Account # 044-4071-535

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	24,728	20,185	5,995	28,194	50,127
1410	Overtime	161	81	211	250	250
1530	Bonuses/Incentives	0	0	133	0	0
2110	FICA	1,831	1,500	466	2,099	3,658
221x	Retirement	2,291	1,457	286	2,089	2,505
23xx	Insurance	3,120	3,318	1,474	7,891	21,442
2410	Workers' Compensation	775	1,289	225	1,260	1,874
26xx	Employee Benefits	7,160	1,815	0	0	0
TOTAL PERSONAL SERVICES		40,066	29,645	8,790	41,783	79,856
OPERATING EXPENSES						
3410	Contract Services	859	855	336	750	700
4010	Travel	11	0	0	750	100
41xx	Communication	2,240	1,713	481	2,000	1,000
4210	Postage	0	20	0	50	0
4310	Utilities	130,661	127,057	54,724	131,182	130,000
4410	Rentals	0	149	0	150	0
4415	Internal Fleet Lease	16,226	16,226	6,265	12,531	12,530
4510	Insurance	809	1,739	862	1,786	1,540
461x	Repairs & Maintenance- Vehicles	24,559	18,383	11,707	7,600	9,100
4620	Repairs & Maintenance- Buildings	675	471	0	250	0
4625	Repairs & Maintenance- Non-Build	1,644	639	2,395	1,000	1,000
46xx	Repairs & Maintenance- Equipment	1,610	2,240	1,070	2,140	740
4920	Other Current Charges	0	0	0	0	0
5180	Minor Furniture/Equipment	499	1,375	219	500	3,900
5210	Operating Supplies	2,497	3,263	299	5,000	1,000
5215	Uniforms	1,026	732	209	1,308	750
5230	Fuel Purchases	5,289	5,823	1,215	6,000	2,420
5410	Publications & Memberships	0	25	25	300	50
5520	Training	60	87	0	250	520
TOTAL OPERATING EXPENSES		188,665	180,797	79,807	173,547	165,350
TOTAL APPROPRIATIONS		228,731	210,442	88,597	215,330	245,206

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	41,783	79,856	38,073	91.12%
Operating Expenses	173,547	165,350	(8,197)	-4.72%
TOTALS	215,330	245,206	29,876	13.87%

Significant Budget Changes:
Personal Services increased due to transferring both positions from Water (3051) to 100% WWT.

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue root control program in gravity mainlines to eliminate overflows due to blockages
- Initiate and maintain Air Release Valve Preventative Maintenance Program to eliminate overflows due to ARV failures
- Initiate Clean-out Installation Program for better efficiency in troubleshooting lateral blockages
- Implement wastewater master plan
- Replace 1,000' of failing Vitrified Clay Pipe in gravity lines with PVC Pipe to reduce point repairs

Value: Professionalism

Goals:
- Train all personnel to develop necessary customer service skills
- Respond to all customer calls within 30 minutes
- Continue formal training and empowerment of personnel to better structure the department and provide customer service

Value: Organizational Development and Self Sufficiency

Goals:
- Continue cross-training program
- Continue training program targeted at certification and relevant technical training
- Introduce Collection System into Data Stream 7i

Major Accomplishments:
- Constructed Plantation Master Lift Station and Force Main
- Constructed Turnpike WRF Headworks Lift Station

Performance Measures:

	2009-10	2010-11	2011-12
Response time in minutes	30	30	30
Call-backs	0	0	0
Overflows	15	0	0
Clean-outs Installed	70	70	70
Vitrified Clay Pipe replaced / ft.	700	1,000	700

Personnel Schedule

Classification	2011	Change	2012	Amount
Crew Leader	1.00	0.00	1.00	38,126
Heavy Equipment Operator	2.00	0.00	2.00	63,066
Maintenance Manager[1]	0.50	0.00	0.50	26,052
Maintenance Worker I	3.00	0.00	3.00	62,588
Maintenance Worker II	1.00	0.00	1.00	22,173
Mobile Equipment Operator II	3.00	0.00	3.00	84,945
Operations Supervisor	1.00	0.00	1.00	47,258
Utility Inspector	1.00	0.00	1.00	30,826
Utility Locator	1.00	(1.00)	0.00	0
Standby				3,650
Total	**13.50**	**(1.00)**	**12.50**	**378,684**

Notes: Allocations
Maintenance Manager[1]
50%-3081,50%-4081

Appropriations Detail

Account # 044-4081-535

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	407,177	406,631	172,281	412,495	378,684
1410	Overtime	18,187	13,922	4,258	18,000	14,000
15xx	Bonuses/Incentives	0	0	6,068	0	0
2110	FICA	30,858	30,251	12,408	28,938	26,629
221x	Retirement	37,958	26,151	12,733	33,701	29,960
23xx	Insurance	60,857	61,959	36,481	92,478	113,541
2410	Workers' Compensation	11,757	17,804	8,174	18,325	16,942
26xx	Other Payroll Benefits	(41,967)	36,952	175	588	390
TOTAL PERSONAL SERVICES		524,827	593,670	252,578	604,525	580,146
OPERATING EXPENSES						
31xx	Professional Services	24,375	1,650	0	0	0
3410	Contract Services	14,162	7,807	82	4,500	6,500
3499	Inter Dept Contract Oblig	0	3,787	18,566	0	48,581
4010	Travel	3,581	3,534	47	5,250	700
41xx	Communication	13,030	12,155	6,680	5,896	3,826
4210	Postage	7	53	4	100	100
4410	Rentals	0	0	0	0	0
4415	Internal Fleet Lease	159,589	159,589	55,420	110,842	128,467
4510	Insurance	7,282	6,955	3,449	7,146	6,601
461x	Repairs & Maintenance- Vehicles	79,386	86,372	23,996	51,900	54,540
4620	Repairs & Maintenance- Buildings	145	400	30	500	1,000
462x	Repairs & Maintenance- Non-Build	11,249	15,431	2,065	15,000	85,000
46xx	Repairs & Maintenance- Equipment	3,683	3,520	1,990	3,980	1,340
4710	Printing & Binding	64	58	0	100	100
4920	Other Current Charges	437	1,220	0	1,000	0
5180	Minor Furniture & Equip	2,192	2,892	8,900	5,000	5,000
5210	Operating Supplies	21,647	23,049	8,816	16,000	15,000
5215	Uniforms	6,321	6,452	2,829	7,758	5,250
5230	Fuel Purchases	20,802	29,913	9,981	27,658	21,800
5280	Chemicals	0	0	0	4,000	4,000
5410	Publications & Memberships	255	138	350	500	350
5520	Training	1,593	5,891	199	2,100	3,640
TOTAL OPERATING EXPENSES		369,800	370,866	143,404	269,230	391,795
TOTAL APPROPRIATIONS		894,627	964,536	395,982	873,755	971,941

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	604,525	580,146	(24,379)	-4.03%
Operating Expenses	269,230	391,795	122,565	45.52%
TOTALS	873,755	971,941	98,186	11.24%

Significant Budget Changes:
The Personal Services category decreased due to moving the Utility Locator position to the Gas department (2081). This position is being funded through the Operating Expenses account, Inter Dept Contract Oblig (3499). Additionally, the Operating Expenses category increased due smoke testing (4626) required for leak detection.

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate lift stations in a manner that will maximize pumping efficiency
- Continue to maintain current level of reductions of overflows due to lift station malfunction
- Respond to all customer calls within 30 minutes
- Implement wastewater master plan

Value: Fiscal Responsibility

Goals:
- Track utility cost of operating 162 lift stations to minimize utility costs
- Reduce Hydrogen Sulfide (H2S) at Lift Station 35 which causes excessive parts replacement costs

Value: Organizational Development and Self Sufficiency

Goals:
- Continue cross-training program
- Continue training program targeted at certification and relevant technical training
- Continue growth in tracking and reporting performance on a monthly basis through dashboard indicators utilizing Infor Work Order System
- Train all personnel to develop necessary customer service skills
- Continue formal training and empowerment of personnel to better structure the department and provide customer service

Major Accomplishments:

- Completed SCADA installations at 3 lift stations in Highland Lakes
- Rehab Lift Stations 21 and 6A

Performance Measures:

	2009-10	2010-11	2011-12
Lift Station Rehabs	1	1	1
SCADA in Lift Stations	11	10	3

Personnel Schedule

Classification	2011	Change	2012	Amount
Crew Leader	1.00	0.00	1.00	52,811
Lift Station Mechanic	6.00	1.00	7.00	209,789
Maintenance Supervisor	1.00	0.00	1.00	56,867
Mobile Equip. Operator II	1.00	0.00	1.00	27,768
Plant Mechanic[1]	1.50	(0.50)	1.00	23,275
Wastewater Mechanic	1.00	0.00	1.00	30,493
Network Tech I[2]	0.00	1.00	1.00	32,677
Standby				3,650
Total	**11.50**	**1.50**	**13.00**	**437,330**

Notes:
Allocations:
Network Tech I[2] was transferred from 3081

Appropriations Detail

Account # 044-4082-535

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
1210 Regular Salaries & Wages	393,253	398,148	178,990	386,838	437,330
1410 Overtime	25,751	33,979	13,851	25,000	25,000
1530 Bonuses/Incentives	0	0	5,984	0	0
2110 FICA	30,425	31,290	14,468	27,830	31,058
221x Retirement	38,092	27,485	14,596	33,775	36,950
23xx Insurance	58,102	62,630	35,744	84,397	127,547
2410 Workers' Compensation	12,359	18,783	8,725	17,379	19,608
26xx Other Payroll Benefits	136	38,721	555	1,189	1,501
TOTAL PERSONAL SERVICES	558,118	611,036	272,913	576,408	678,994
OPERATING EXPENSES					
3410 Contract Services	17,946	48,725	19,978	41,000	48,680
4010 Travel	8,444	5,797	454	4,500	600
41xx Communication	4,564	3,518	2,920	4,000	2,909
4210 Postage	293	158	112	300	300
4310 Utilities	199,334	193,847	93,610	191,846	190,000
4410 Rentals	889	97	0	500	200
4415 Internal Fleet Lease	51,576	56,972	29,356	58,711	61,789
4510 Insurance	4,450	6,955	2,587	5,360	7,041
461x Repairs & Maintenance- Vehicles	102,308	126,052	66,024	108,970	108,340
4620 Repairs & Maintenance- Buildings	606	947	199	1,200	800
4625 Repairs & Maintenance- Non-Build	10,139	4,697	3,222	6,400	2,000
4631 Repairs & Maintenance- Equipment	900	25	27	0	1,120
4710 Printing & Binding	64	204	0	100	0
4920 Other Current Charges	75	0	0	0	0
4945 Injury/ Damage to Others	0	2,564	0	0	0
5180 Minor Furniture & Equip	8,953	10,977	3,179	6,000	7,800
5210 Operating Supplies	56,493	20,138	5,114	17,800	15,000
5215 Uniforms	4,853	6,106	3,180	8,211	5,528
5230 Fuel Purchases	22,591	25,376	13,328	23,778	27,700
5280 Chemicals	0	0	937	7,200	5,000
5410 Publications & Memberships	247	337	300	1,575	300
5520 Training	3,684	3,249	2,885	2,100	3,175
TOTAL OPERATING EXPENSES	498,409	516,741	247,412	489,551	488,282
TOTAL APPROPRIATIONS	1,056,527	1,127,777	520,325	1,065,959	1,167,276

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	576,408	678,994	102,586	17.80%
Operating Expenses	489,551	488,282	(1,269)	-0.26%
TOTALS	1,065,959	1,167,276	101,317	9.50%

Significant Budget Changes:
The Personal Services category increased due to reallocating the Network Tech I from the Water Department (3081) to this division. In addition, the Plant Mechanic position (previously split 0.50 3081 and 0.50 4082) was changed to a Lift Station Mechanic and funded completely from WWT.

Appropriations Detail

Account # 044-4088-5xx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
2510 Unemployment Compensation	0	1,287	0	0	0
TOTAL PERSONAL SERVICES	0	1,287	0	0	0
OPERATING EXPENSES					
4920 Other Current Charges	139,203	0	0	0	0
4950 Uncollectible Accounts	154,294	41,329	10,000	20,000	20,000
4962 Customer Accounts	618,862	638,405	315,239	693,968	679,101
4963 Meter Reading	112,643	117,549	53,531	126,411	133,860
5910 Depreciation Expense	1,875,516	1,509,269	695,079	1,432,323	1,400,000
TOTAL OPERATING EXPENSES	2,900,518	2,306,552	1,073,849	2,272,702	2,232,961
DEBT SERVICE					
7110 Principal-Long Term Debt	0	0	0	945,103	972,399
721x Interest-Long Term Debt	575,136	655,129	481,069	990,736	947,880
7311 Fees	4,560	29,537	1,723	1,850	1,616
7320 Amortize Debt Discount/Premium	3,366	3,366	0	3,366	3,366
7330 Amortize Debt Issue Cost	14,069	14,069	0	14,069	14,069
7340 Amortize Deferred Charges	13,644	0	0	7,924	0
TOTAL DEBT SERVICE	610,775	702,101	482,792	1,963,048	1,939,330
OTHER USES					
9101 Transfer to General Fund	719,642	662,070	354,120	708,241	700,751
9115 Transfer to Building Fund	3,900	760	320	0	0
9150 R&R Reserve	0	0	0	0	75,000
9160 Reserve/Future Capital	0	0	0	21,059	0
9960 Interest-Customer Deposit	78	22	10	0	0
TOTAL OTHER USES	723,620	662,852	354,450	729,300	775,751
TOTAL APPROPRIATIONS	4,234,913	3,672,792	1,911,091	4,965,050	4,948,042

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,272,702	2,232,961	(39,741)	-1.75%
Debt Services	1,963,048	1,939,330	(23,718)	-1.21%
Other Uses	729,300	775,751	46,451	6.37%
TOTALS	4,965,050	4,948,042	(17,008)	-0.34%

Appropriations Detail

Account # 044-4099-535

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
31xx Professional Services	0	0	0	0	10,000
4911 Advertising	67	0	0	0	0
TOTAL OPERATING EXPENSES	67	0	0	0	10,000
CAPITAL OUTLAY					
6210 Buildings	0	0	6,000	0	0
6310 Improvements Other than Bldgs	986,972	1,984,961	74,061	234,000	1,015,000
6410 Machinery & Equipment	101,264	0	0	93,500	338,000
TOTAL CAPITAL OUTLAY	1,088,236	1,984,961	80,061	327,500	1,353,000
DEBT SERVICE					
7210 Interest-Long Term Debt	345,890	330,710	0	0	0
TOTAL DEBT SERVICE	345,890	330,710	0	0	0
OTHER USES					
9999 WIP Contra	(1,434,193)	(2,315,672)	(65,761)	0	0
TOTAL OTHER USES	(1,434,193)	(2,315,672)	(65,761)	0	0
TOTAL APPROPRIATIONS	0	(1)	14,300	327,500	1,363,000

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	10,000	10,000	100.00%
Capital Outlay	327,500	1,353,000	1,025,500	313.13%
TOTALS	327,500	1,363,000	1,035,500	316.18%

Project Schedule

Number	Title	Funding Source	Amount
440002	Collecting Sewers (500,000)		
	Lift Station Control Panels	Renewal & Replacement	50,000
	Gravity Sewer Line Rehab/Replacements	Renewal & Replacement	450,000
440003	Other Equipment (270,000)		
	DO Meter @ Canal St	Renewal & Replacement	10,000
	DO Meter @ Turnpike (2)	Renewal & Replacement	20,000
	Process Control Equipment	Renewal & Replacement	20,000
	Waste Flow meter Turnpike	Renewal & Replacement	6,000
	Compliance Sampler Turnpike	Renewal & Replacement	5,600
	SCADA Upgrade	Renewal & Replacement	158,400
	Emergency Generator LS #9	Renewal & Replacement	50,000
440006	Treatment Plant (593,000)		
	Platt Tract Monitoring Wells	Renewal & Replacement	18,000
	North Pond liner rehab	Renewal & Replacement	275,000
	Canal St Pond liner replace	Renewal & Replacement	300,000
	TOTAL		1,363,000
	Source of Funds		
		Renewal & Replacement	1,363,000
	TOTAL		1,363,000

Stan Carter, Information Technology Director

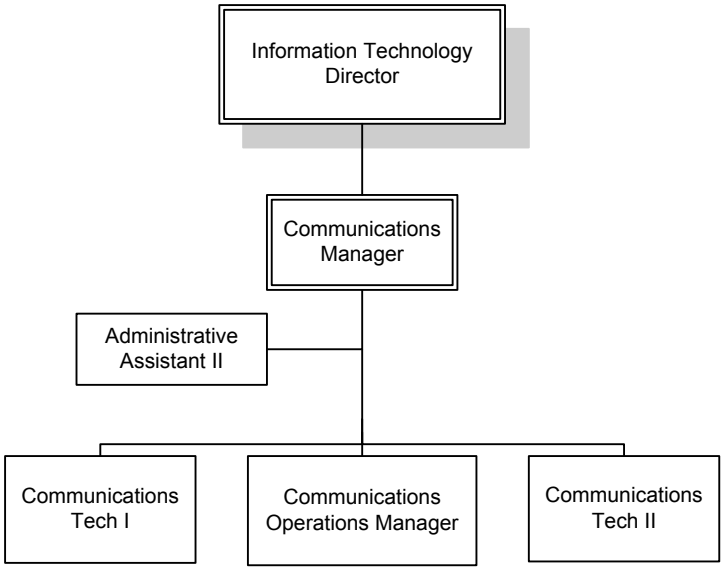
The Communications Department is responsible for providing fiber optic connections between City departments and to other customers. Broadband Internet service is also available to anyone. Tower rental to cellular phone providers is another function of this department.

Responsibilities:

Internet
·Administer user accounts
·Maintain system software
·Monitor system logs
·Maintain DNS servers
·Coordinate broadband customers
·Coordinate customer support

Communications
·Specify service offerings
·Preventive maintenance
·Provide communication links over fiber cable
·Maintain fiber network

Organizational Chart



Organization

Total Department Budget

$ 1,658,960

Communications System Description

The Communications Utility generates revenues from four broad product areas:

- Point-to-point Ethernet circuits
- Point-to-point dark fiber circuits
- Dedicated Internet bandwidth
- Rental of tower space for antennae placements

Customers use the City's point-to-point Ethernet circuits and point-to-point dark fiber circuits to economically extend their internal networks. By so extending their internal networks, customers can securely transfer data between geographically diverse sites. Some also use their connectivity for videoconferencing and as part of their Voice over Internet Protocol (VoIP) phone systems.

Customers use the City's dedicated Internet bandwidth for situations in which shared Internet bandwidth would provide overly slow file downloads & uploads.

Customers place their antennae on the City's towers to save the cost of building and maintaining their own towers.

The fiber optic cables connect almost all City of Leesburg municipal buildings and sites. There are now almost 200 route-miles of cable running between the largest centers of population in Lake County, serving a total of approximately 200 sites. The four largest users are Lake County Schools, City of Leesburg, Lake County and Leesburg Regional Medical Center. Several route-miles of cables are added each year to bring service to new customers.

The City has recently restructured its Internet access technology and vendor solutions. Plans are underway to provide dedicated Internet access to several key larger entities within Lake County. A strategic informal partnership is being developed with one of the largest worldwide Internet backbone providers. That relationship should result in a continuing stream of new customers.

The City makes space available on two of its water towers and two monopole towers for cell phone companies to place their antennae. The City also leases a small site at its County Road 470 sprayfield acreage to a cell phone company; that company has built a large tower on the site. The City does not have any current plans to aggressively expand its antenna site lease product area.

Budget Summary – Operating Statement

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING REVENUE					
Charges for Services	1,215,951	1,194,529	611,441	1,333,981	1,446,560
Other Operating Revenue	13,554	1,874	6,012	3,600	2,400
TOTAL OPERATING REVENUE	1,229,505	1,196,403	617,453	1,337,581	1,448,960
OPERATING APPROPRIATIONS					
Communications	859,999	933,090	455,985	924,388	1,005,343
Internet Service Provider	62,878	70,742	49,720	67,112	133,436
Other Operating Expenses	21,072	69,924	19,368	124,169	119,985
TOTAL APPROPRIATIONS	(943,949)	(1,073,756)	(525,073)	(1,115,669)	(1,258,764)
NET INCOME FROM OPERATIONS	285,556	122,647	92,380	221,912	190,196
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	(54)	(12)	(7)	0	0
NET OTHER INCOME	(54)	(12)	(7)	0	0
NET INCOME BEFORE TRANSFERS	285,502	122,635	92,373	221,912	190,196
Transfers to other funds	55,058	0	0	10,000	0
NET INCOME AFTER TRANSFERS	230,444	122,635	92,373	211,912	190,196
Other Sources	0	293,812	33,929	90,000	210,000
Capital Projects	1	(4)	(1)	(197,301)	(315,000)
NET OTHER SOURCES	1	293,808	33,928	(107,301)	(105,000)
UNAPPROPRIATED BALANCE	230,445	416,443	126,301	104,611	85,196

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
CHARGES FOR SERVICES					
34390 Internet	115,363	96,721	52,025	158,588	202,770
34392 Commercial - Fiber	684,629	664,839	337,042	704,484	796,553
34396 Municipal - Fiber	236,075	246,046	126,169	283,980	255,369
34397 Antenna Tower Fees	177,325	184,786	94,296	186,929	191,868
34905 Penalties	2,559	2,137	1,909	0	0
TOTAL CHARGES FOR SERVICES	1,215,951	1,194,529	611,441	1,333,981	1,446,560
MISCELLANEOUS REVENUE					
36110 Interest on Investments	6,564	(3,772)	1,728	0	0
36130 Gain/Loss Investment	(587)	(920)	0	0	0
36909 Other Income	173	1,591	78	0	0
36925 Misc Jobbing Revenue	7,404	4,975	4,206	3,600	2,400
TOTAL MISCELLANEOUS REVENUE	13,554	1,874	6,012	3,600	2,400
OTHER SOURCES					
38118 Transfer from Hwy 441/27 CRA (018)	59,825	146,837	33,929	0	0
38950 CRA Contribution	(59,825)	146,975	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	90,000	210,000
TOTAL OTHER SOURCES	0	293,812	33,929	90,000	210,000
TOTAL RESOURCES	1,229,505	1,490,215	651,382	1,427,581	1,658,960

Division Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
5023 **COMMUNICATIONS**					
Personal Services	291,138	305,256	154,992	260,121	286,580
Operating Expenses	568,861	627,834	300,993	664,267	718,763
Debt Service	21,072	69,924	19,368	124,169	119,985
Other Uses	55,058	0	0	10,000	0
TOTAL COMMUNICATIONS	936,129	1,003,014	475,353	1,058,557	1,125,328
5026 **INTERNET SERVICE PROVIDER**					
Operating Expenses	62,878	70,742	49,720	67,112	133,436
Other Uses	54	12	7	104,611	85,196
TOTAL INTERNET SERVICE	62,932	70,754	49,727	171,723	218,632
5099 **CAPITAL PROJECTS**					
Personal Services	37,337	70,185	332	66,873	53,667
Operating Expenses	21,626	29,640	2,408	1,657	1,328
Capital Outlay	124,543	502,357	95,775	128,771	260,005
Other Uses	(183,507)	(602,178)	(98,514)	0	0
TOTAL CAPITAL PROJECTS	(1)	4	1	197,301	315,000
GRAND TOTAL					
Personal Services	328,475	375,441	155,324	326,994	340,247
Operating Expenses	653,365	728,216	353,121	733,036	853,527
Capital Outlay	124,543	502,357	95,775	128,771	260,005
Debt Service	21,072	69,924	19,368	124,169	119,985
Other Uses	(128,395)	(602,166)	(98,507)	114,611	85,196
TOTAL APPROPRIATIONS	999,060	1,073,772	525,081	1,427,581	1,658,960

Values & Goals

Value: Excellence in All We Do

Goals:
- Emphasize quality and customer service by "doing it right" the first time
- Continue to enhance employee skills in all fiber optic troubleshooting processes through on-site and online training
- Utilize "train-the-trainer" programs, monthly meetings, and cross-training within the department to emphasize providing customers with value-added service in all aspects of the communications enterprise
- Develop periodic communication channel(s) to customer accounts
- Assess rebranding of communications utility

Value: Fiscal Responsibility

Goals:
- Ensure all team members understand the financial implications of all types of expenditures
- Identify strategic large customers on or near existing fiber
- Identify strategic geographic footprint for future fiber deployment
- Encourage team members to identify cost savings in all aspects of the business
- Ensure fiber optic network expansions leverage existing backbone network to save costs
- Increase productivity and reduce cost by stressing quality and time sensitive installations when adding customers to the network
- Stress customer service as a way to enhance financial goals of the organization
- Review customer records to ensure billing accuracy
- Establish scheduled use of personnel from other City departments to assist communications' staff on routine network maintenance tasks
- Evaluate potential deployment of additional capital

Value: Organizational Development and Self Sufficiency

Goals:
- Continue cross-training to provide back-up support for key roles in the department
- Implement Fiber Manager as a tool to manage the fiber network
- Develop and refine electronic and hardcopy filing systems to maintain accessible records of communications activities
- Develop documented procedures for communications activities
- Implement use of City's online training courses for each employee

Value: Employee Empowerment

Goals:
- Encourage team members to take ownership of all aspects of the business and support independent decision making
- Create a team that empowers and encourages all members to make independent decisions
- Challenge staff to learn better ways to accomplish a goal
- Empower each staff member to identify areas of professional growth and to set goals that are appropriate and measurable

Major Accomplishments:
- Exceeded the adopted cash reserve policy goal
- Changed upstream Internet bandwidth provider
- Implemented new pricing structure
- Developed plan to spread financial impact of major undergrounding project over four fiscal years
- Restructured contract with major customer

Performance Measures

	2009-10	2010-11	2011-12
Total route miles	176	184	184
Revenue	$1,196,666	$1,257,000	$1,482,237
Fiber optic sites	203	223	215
Broadband service [annual billing]	$96,252	$121,252	$202,770

Personnel Schedule

Classification	**2011**	**Change**	**2012**	**Amount**
Administrative Assistant II	1.00	0.00	1.00	29,370
Communications Technician I	1.00	0.00	1.00	30,867
Communications Technician II	1.00	0.00	1.00	53,726
Communications Technician III	1.00	(1.00)	0.00	0
Communications Operations Manager	0.00	1.00	1.00	59,925
Communications Manager	1.00	0.00	1.00	75,005
Time charged directly to Capital Projects				(34,209)
Total	**5.00**	**0.00**	**5.00**	**214,684**

Communications Department

Communications Division

Appropriations Detail

Appropriations Detail

Account # 045-5023-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	219,506	224,466	114,763	203,416	214,684
1310	Temporary Labor	0	0	0	0	0
1410	Overtime	4,271	18,966	4,740	6,000	6,000
15xx	Bonuses/Incentives	0	0	0	0	0
2110	FICA	16,207	18,265	8,728	14,254	15,581
221x	Retirement	21,674	13,608	8,949	15,681	16,612
23xx	Insurance	22,625	21,394	16,458	28,571	38,680
2410	Workers' Compensation	1,249	2,395	1,309	1,886	2,619
262x	Other Payroll Benefits	11,271	17,199	94	144	294
2999	Allocated Labor Expense	(5,665)	(11,037)	(49)	(9,831)	(7,890)
	TOTAL PERSONAL SERVICES	291,138	305,256	154,992	260,121	286,580
OPERATING EXPENSES						
31xx	Professional Services	38,387	36,294	8,580	41,450	42,430
4010	Travel	25	1,270	0	300	300
41XX	Communication	3,534	1,622	900	1,800	2,006
4210	Postage	92	166	89	120	120
4310	Utilities	3,372	7,003	3,049	7,679	7,707
4410	Rentals	65,970	69,518	42,194	78,887	137,300
4415	Fleet Lease	13,656	17,104	11,862	23,725	23,725
4499	Allocated Equip. Rental	(27,319)	(24,983)	(525)	0	0
4510	Insurance	14,157	13,196	6,555	13,067	12,513
461x	Repairs & Maintenance- Vehicles	12,095	12,672	5,641	13,220	13,220
4620	Repairs & Maintenance- Buildings	114	324	54	150	150
462x	Repairs & Maintenance- Non-Build	0	620	634	2,500	7,500
46xx	Repairs & Maintenance- Equipment	72,851	105,597	17,258	66,160	55,200
4710	Printing & Binding	0	220	0	100	100
4810	Promotional Activities	0	0	0	200	1,200
49xx	Other Current Charges	802	4,721	812	1,017	600
4945	Injury/ Damage to Others	0	0	13	0	0
4950	Uncollectible Accounts	986	2,463	5,000	10,000	10,000
4961	General Administrative	6,522	9,290	9,005	23,237	26,306
4962	Customer Accounts	43,478	66,049	43,499	51,762	48,694
4970	Regulatory Asessment Fees	600	600	705	650	650
5180	Minor Furniture/Equipment	1,662	792	1,155	2,800	2,500
521x	Operating Supplies	6,565	6,060	11,033	5,750	7,000
5215	Uniforms	435	768	79	1,000	1,000
5230	Fuel Purchases	4,108	6,634	2,948	6,000	6,770
5299	Allocated Material Expense	(2,363)	(4,657)	(1,883)	(1,657)	(1,328)
5410	Publications & Memberships	250	350	0	350	350
5440	Education	0	0	0	0	0
5520	Training	600	0	0	4,000	12,750
5910	Depreciation Expense	308,282	294,141	132,336	310,000	300,000
	TOTAL OPERATING EXPENSES	568,861	627,834	300,993	664,267	718,763
DEBT SERVICE						
71xx	Principal Payment	0	0	0	80,000	85,000
72xx	Interest Payments	14,826	41,424	19,368	38,469	34,985
7311	Fees	6,246	28,500	0	5,700	0
	TOTAL DEBT SERVICE	21,072	69,924	19,368	124,169	119,985
OTHER USES						
9101	Transfer to General Fund	55,058	0	0	10,000	0
	TOTAL OTHER USES	55,058	0	0	10,000	0
TOTAL APPROPRIATIONS		936,129	1,003,014	475,353	1,058,557	1,125,328

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	260,121	286,580	26,459	10.17%
Operating Expenses	664,267	718,763	54,496	8.20%
Debt Service	124,169	119,985	(4,184)	-3.37%
Other Uses	10,000	0	(10,000)	-100.00%
TOTALS	1,058,557	1,125,328	66,771	6.31%

Appropriations Detail

Account # 045-5026-5xx

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	62,368	69,773	105	67,112	500
3410 Contract Services	0	0	49,615	0	132,936
4911 Advertising	510	969	0	0	0
TOTAL OPERATING EXPENSES	62,878	70,742	49,720	67,112	133,436
OTHER USES					
9960 Interest - Customer Deposit	54	12	7	0	0
9160 Reserve/Future Capital	0	0	0	104,611	85,196
TOTAL OTHER USES	54	12	7	104,611	85,196
TOTAL APPROPRIATIONS	62,932	70,754	49,727	171,723	218,632

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	67,112	133,436	66,324	98.83%
Other Uses	104,611	85,196	(19,415)	-18.56%
TOTALS	171,723	218,632	46,909	27.32%

Significant Budget Changes:
The Operating Expenses increased due additional Contract Services (3410) for additional bandwidth.

Appropriations Detail

Account # 045-5099-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	24,561	47,856	212	42,627	34,209
2110	FICA	1,825	3,348	15	3,261	2,617
221x	Retirement	2,425	3,257	17	3,411	2,737
23xx	Insurance	2,573	3,945	36	7,056	5,663
2410	Workers' Compensation	254	711	3	687	551
262x	Other Payroll Benefits	34	31	0	0	0
2999	Allocated Personal Expense	5,665	11,037	49	9,831	7,890
	TOTAL PERSONAL SERVICES	37,337	70,185	332	66,873	53,667
OPERATING EXPENSES						
4499	Allocated Equip Rental	19,263	24,983	525	0	0
5299	Allocated Material Expense	2,363	4,657	1,883	1,657	1,328
	TOTAL OPERATING EXPENSES	21,626	29,640	2,408	1,657	1,328
CAPITAL OUTLAY						
6110	Land Costs	0	3,836	0	0	0
6310	Improvements Other Than Bldgs	50,471	253,660	37,594	67,500	225,005
6410	Machinery & Equipment	8,992	116,600	6,332	0	35,000
6460	Taxable Materials	60,823	119,870	48,457	57,262	0
64xx	Use Tax	4,257	8,391	3,392	4,009	0
	TOTAL CAPITAL OUTLAY	124,543	502,357	95,775	128,771	260,005
OTHER USES						
9999	WIP Contra	(183,507)	(602,178)	(98,514)	0	0
	TOTAL OTHER USES	(183,507)	(602,178)	(98,514)	0	0
TOTAL APPROPRIATIONS		(1)	4	1	197,301	315,000

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	66,873	53,667	(13,206)	-19.75%
Operating Expenses	1,657	1,328	(329)	-19.86%
Capital Outlay	128,771	260,005	131,234	101.91%
TOTALS	197,301	315,000	117,699	59.65%

Project Schedule

Number	Title	Funding Source	Amount
450001	New Customer Additions	Current Revenue	75,000
450002	Fiber Relocations	Renewal & Replacement	195,000
450008	Other Equipment (45,000)		
	Content Filtering Appliance	Current Revenue	30,000
	Fusion Splicer	Renewal & Replacement	15,000
	TOTAL		315,000
	Source of Funds		
		Current Revenue	105,000
		Renewal & Replacement	210,000
	TOTAL		315,000

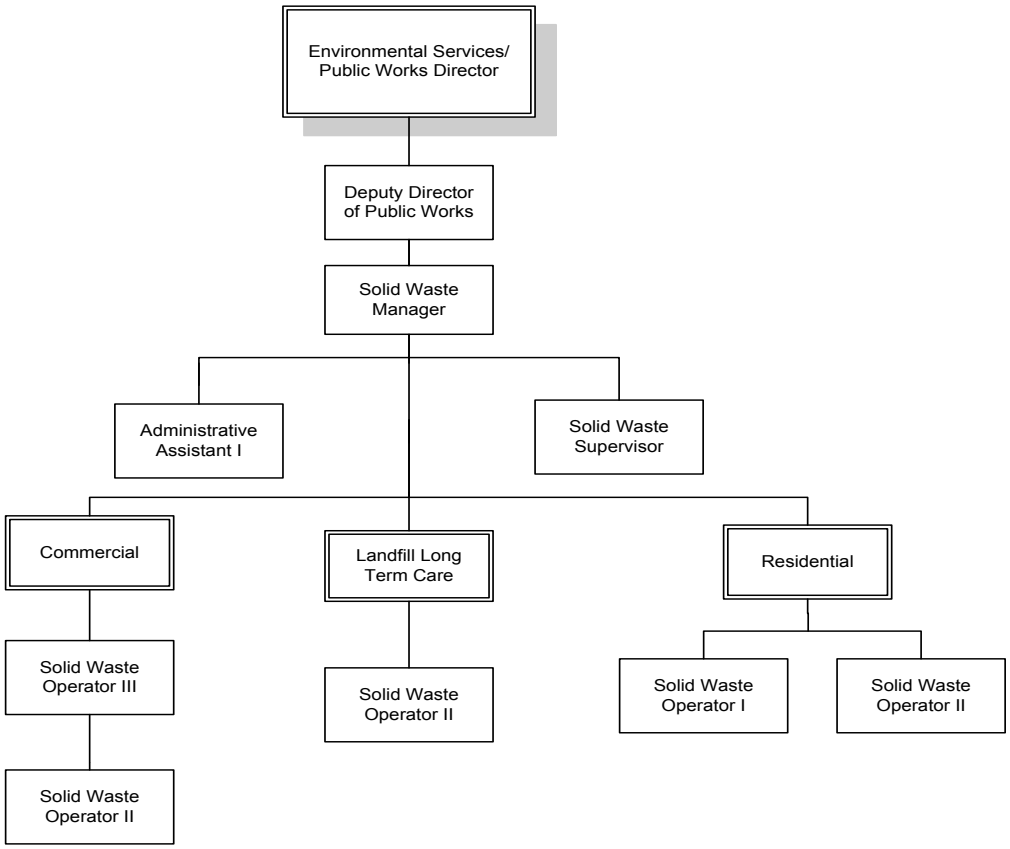
Ray Sharp, Environmental Services/Public Works Director

The Solid Waste Department is responsible for collecting and transporting refuse generated by residential, commercial, public and municipal structures within the City limits. This department also handles recycling, bulk pickup, and roll-off service for construction and demolition debris. Residential garbage is collected weekly, while commercial garbage is collected based on the customer's needs and billed accordingly. A closed landfill is maintained by the City as required by the Florida Department of Environmental Protection Closure Permit.

Responsibilities:

- Refuse collection
- Recycle collection
- Maintaining the landfill
- Perform gas and groundwater sampling and reporting to satisfy requirements as set forth by DEP for landfill closures

Organizational Chart



Solid Waste Department

Organization

Total Department Budget

$ 3,622,991

Solid Waste System Description

The Solid Waste department serves residential and commercial customers in the City of Leesburg. These services include regular refuse pick-up and disposal as well as recycling and support of special events and neighborhood clean ups. Residential customers use 90-gallon roll-out containers for automated/semi automated pick-up with side-load trucks. Some commercial customers that generate small quantities of solid waste are serviced by 90-gallon roll-outs also, but the majority of commercial accounts use front-load dumpsters. Commercial dumpsters are available in various sizes, from two cubic yards to eight cubic yards. The department also offers roll-off service for construction and demolition debris with containers that range from 10 cubic yards to 40 cubic yards. In addition the department also offers compactor services with sizes up to 40 cubic yards. Leesburg currently has approximately 6,700 residential accounts and approximately 1,350 commercial accounts.

The Solid Waste division maintains two permitted, closed landfills that require on-going maintenance. The permits are administered through the State of Florida Department of Environmental Protection.

Budget Summary – Operating Statement

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING REVENUE					
Charges for Services	3,706,843	3,664,532	1,818,207	3,588,091	3,588,091
Other Operating Revenues	40,859	39,656	19,494	29,700	29,700
TOTAL OPERATING REVENUE	3,747,702	3,704,188	1,837,701	3,617,791	3,617,791
OPERATING APPROPRIATIONS					
Long-Term Care	119,451	94,895	45,766	126,114	123,016
Residential	1,590,747	1,445,793	713,086	1,575,694	1,582,289
Commercial	1,440,940	1,381,112	702,433	1,557,195	1,577,505
Other Operating Expenses	(77,792)	(68,785)	(45,766)	(60,105)	(68,785)
TOTAL APPROPRIATIONS	(3,073,346)	(2,853,015)	(1,415,519)	(3,198,898)	(3,214,025)
NET INCOME FROM OPERATIONS	674,356	851,173	422,182	418,893	403,766
Non-Operating Revenue	16,781	(2,487)	7,087	10,000	5,200
Non-Operating Appropriations	(49)	(30)	(19)	0	0
NET OTHER INCOME	16,732	(2,517)	7,068	10,000	5,200
NET INCOME BEFORE TRANSFERS	691,088	848,656	429,250	428,893	408,966
Transfers to other funds	250,000	267,090	131,144	262,289	262,289
NET INCOME AFTER TRANSFERS	441,088	581,566	298,106	166,604	146,677
Other Sources	0	0	0	0	0
Capital Projects	(12,191)	0	0	0	0
NET OTHER SOURCES	(12,191)	0	0	0	0
UNAPPROPRIATED BALANCE	428,897	581,566	298,106	166,604	146,677

Solid Waste Department

Revenue Detail

Revenue Detail

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
CHARGES FOR SERVICES						
34341	Residential Refuse	1,511,340	1,492,728	749,698	1,485,000	1,485,000
34342	Commercial Dumpster	1,669,793	1,615,537	799,039	1,628,550	1,628,550
34343	Commercial Manual Refuse	229,183	234,251	118,255	223,740	223,740
34344	Roll-Off/ Compactors	90,945	78,809	37,886	58,000	58,000
34345	Commercial Compactor Pickup Fees	150,482	193,266	89,877	142,801	142,801
34346	Interdept/Refuse	55,100	49,941	23,452	50,000	50,000
34905	Penalties	36,118	39,046	19,357	29,700	29,700
34910	Misc Operating Revenue	4,741	610	137	0	0
TOTAL CHARGES FOR SERVICES		3,747,702	3,704,188	1,837,701	3,617,791	3,617,791
MISCELLANEOUS REVENUE						
36110	Interest on Investments	5,248	(1,035)	2,217	0	0
36102	Interest - Long Term Care	212	0	0	0	0
36130	Gain/Loss Investments	(148)	(872)	0	0	0
36402	Gain - Sale of Fixed Assets	0	(9,131)	0	0	0
36501	Sale of Surplus Materials	2,014	3,313	2,099	0	0
36945	Recyclables - County	9,455	5,238	2,771	10,000	5,200
TOTAL MISCELLANEOUS		16,781	(2,487)	7,087	10,000	5,200
TOTAL RESOURCES		3,764,483	3,701,701	1,844,788	3,627,791	3,622,991

Division Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
5142 **LONG-TERM CARE**					
Personal Services	32,077	22,685	11,467	23,072	25,415
Operating Expenses	87,374	72,210	34,299	103,042	97,601
Capital Outlay	17,686	0	0	0	0
Other Uses	(77,792)	(68,785)	(45,766)	(60,105)	(68,785)
TOTAL LONG-TERM CARE	59,345	26,110	0	66,009	54,231
5143 **RESIDENTIAL**					
Personal Services	509,143	446,931	212,538	488,589	529,619
Operating Expenses	1,081,604	998,862	500,548	1,087,105	1,052,670
Capital Outlay	0	0	0	0	0
Other Uses	97,500	108,750	53,831	107,662	107,662
TOTAL RESIDENTIAL	1,688,247	1,554,543	766,917	1,683,356	1,689,951
5144 **COMMERCIAL**					
Personal Services	340,404	375,750	173,040	361,898	394,093
Operating Expenses	1,095,041	1,005,362	529,393	1,195,297	1,183,412
Capital Outlay	5,495	0	0	0	0
Other Uses	147,054	158,370	77,332	321,231	301,304
TOTAL COMMERCIAL	1,587,994	1,539,482	779,765	1,878,426	1,878,809
GRAND TOTAL					
Personal Services	881,624	845,366	397,045	873,559	949,127
Operating Expenses	2,264,019	2,076,434	1,064,240	2,385,444	2,333,683
Capital Outlay	23,181	0	0	0	0
Other Uses	166,762	198,335	85,397	368,788	340,181
TOTAL APPROPRIATIONS	3,335,586	3,120,135	1,546,682	3,627,791	3,622,991

Values & Goals

Value: Excellence in All We Do

Goals:

- Maintenance of the City's 120 acre site and additional 40 acre site in accordance with Florida Department of Environmental Protection (DEP) standards monitoring through August 30, 2018
- Maintenance of the landfill fencing and ground cover in accordance with Florida Department of Environmental Protection (DEP) standards
- Provide routine and general maintenance to all areas of this facility to minimize or eliminate complaints from citizens in the adjacent neighborhoods
- Maintain staging and mulching site for yard debris at Leesburg Landfill and remain in compliance with the DEP

Major Accomplishments:

- Passed annual inspection of the City's 120 acre site and additional 40 acre site in compliance with the Florida Department of Environmental Protection (DEP)
- Cost reduction in personnel services by utilizing outside contractor for mowing services at no cost
- Completed preparation of staging and mulching site for residential yard debris at Leesburg Landfill in compliance with the Department of Environmental Protection (DEP)

Performance Measures:

	2009-10	2010-11	2011-12
Mow landfill	11	12	13
Clean under-drain of all debris	1	1	1
Inspect fence line for necessary repairs	48	48	48
Report leachate readings to the State	12	12	12

Personnel Schedule

Classification	2011	Change	2012	Amount
Solid Waste Operator II[1]	0.50	0.00	0.50	15,465
Total	**0.50**	**0.00**	**0.50**	**15,465**

Notes:
Allocations:
Solid Waste Operator II[1]
50%-5143,50%-5142

Solid Waste Department

Landfill Long-Term Care Division

Appropriations Detail

Appropriations Detail — Account # 046-5142-534

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	15,343	15,356	7,469	14,716	15,465
1410	Overtime	256	190	59	0	0
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	1,099	1,094	533	1,030	1,088
221x	Retirement	1,474	1,107	619	1,320	1,387
23xx	Insurance	3,260	3,176	1,932	4,331	5,715
2410	Workers' Compensation	1,466	1,762	855	1,675	1,760
26xx	Other Payroll Benefits	9,179	0	0	0	0
	TOTAL PERSONAL SERVICES	32,077	22,685	11,467	23,072	25,415
OPERATING EXPENSES						
31xx	Professional Services	60,807	55,923	23,872	80,000	74,980
3410	Contract Services	773	0	0	0	0
4310	Utilities	9,638	9,585	4,739	10,500	10,500
4410	Rentals	40	325	427	0	877
4415	Fleet Lease	2,507	1,841	2,613	5,227	5,227
4510	Insurance	0	1,100	665	1,378	1,127
461x	Fleet Maintenance	6,060	2,520	1,080	2,160	2,160
4625	R&M/Non-Building (OTB)	4,690	180	0	1,000	1,000
4920	Other Current Charges	887	552	0	877	0
52xx	Operating Supplies	879	214	136	400	400
5230	Fuel Purchases	1,093	(30)	767	1,500	1,330
	TOTAL OPERATING EXPENSES	87,374	72,210	34,299	103,042	97,601
CAPITAL OUTLAY						
6310	Improvements other than Buildings	17,686	0	0	0	0
	TOTAL CAPITAL OUTLAY	17,686	0	0	0	0
OTHER USES						
9920	Contra-Curr Cost Long Term Care	(60,106)	(68,785)	(45,766)	(60,105)	(68,785)
9999	WIP Contra	(17,686)	0	0	0	0
	TOTAL OTHER USES	(77,792)	(68,785)	(45,766)	(60,105)	(68,785)
TOTAL APPROPRIATIONS		59,345	26,110	0	66,009	54,231

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	23,072	25,415	2,343	10.16%
Operating Expenses	103,042	97,601	(5,441)	-5.28%
Other Uses	(60,105)	(68,785)	(8,680)	14.44%
TOTALS	66,009	54,231	(11,778)	-17.84%

Values & Goals

Value: Excellence in All We Do

Goals:
- Cross-training program to ensure safe operation of all residential equipment
- Accommodate our "special needs" customers to provide service within 48 hours
- Increase recycling 2% by further educating our customers on the benefits of recycling
- Work with Code Enforcement and Neighborhood Coordinator to increase code compliance

Value: Fiscal Responsibility

Goals:
- Conduct a monthly efficiency route audit for solid waste service areas to ensure residential accounts are being billed correctly for locations and number of containers to ensure records are current
- Educate customers with existing residential recycling program to effectively decrease the amount of disposal into the landfill
- Increase awareness of solid waste services provided by utilizing available media and advertisement sites
- Provide service to other City departments to reduce disposal cost of various waste

Major Accomplishments:
- Supported City events, which included Leesburg's Bikefest, Mardi Gras, and the Fine Arts Festival
- Reduced disposal by diverting 18,000 cubic yards of residential yard debris
- Completed disposal site at the Leesburg Landfill for yard debris storage and shredding/burning for reduction in disposal costs

Performance Measures:

	2009-10	2010-11	2011-12
Number of residential accounts	6,421	6,485	6,615
Tons of solid waste taken to incinerator	7,456	7,400	7,350
Tons of scrap metal recycled	16	17	18
Tons of tires collected	22	24	26
Tons of household items recycled	390	398	406
Number of special needs pickups	5	6	7
Number of employees being cross- trained in-house	5	5	5
Number of code compliance calls	7	14	24
Tons of E-Waste	15	15	17

Personnel Schedule

Classification	2011	Change	2012	Amount
Deputy Director of Public Works[1]	0.45	0.00	0.45	32,217
Administrative Assistant I[2]	0.50	0.00	0.50	16,817
Solid Waste Manager[3]	0.50	0.00	0.50	26,770
Solid Waste Operator I	7.00	0.00	7.00	171,475
Solid Waste Operator II[4]	1.50	0.00	1.50	50,596
Solid Waste Supervisor[5]	0.50	0.00	0.50	21,746
Total	**10.45**	**0.00**	**10.45**	**319,621**

Notes:
Allocations:
Deputy Director of Public Works[1]
10%-5197,45%-5143,45%-5144
Administrative Assistant I[2]
50%-5143,50%-5144
Solid Waste Manager[3]
50%-5143,50%-5144
Solid Waste Operator II[4]
50%-5143,50%-5142
Solid Waste Supervisor[5]
50%-5143,50%-5144

Appropriations Detail

Account # 046-5143-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
1210	Regular Salaries & Wages	339,979	294,484	139,420	311,832	319,621
1310	Temporary Labor	0	0	0	0	0
1410	Overtime	7,001	4,943	2,007	12,531	10,764
1530	Bonuses/Incentives	0	0	4,018	0	0
2110	FICA	24,746	21,394	10,340	22,129	22,573
221x	Retirement	31,991	18,836	10,670	25,331	25,096
23xx	Insurance	58,350	49,309	31,587	86,543	120,245
2410	Workers' Compensation	28,427	27,794	13,722	30,115	30,930
262x	Other Payroll Benefits	18,649	30,171	774	108	390
	TOTAL PERSONAL SERVICES	509,143	446,931	212,538	488,589	529,619
OPERATING EXPENSES						
3410	Contract Services	393,195	341,126	172,211	400,320	400,320
4010	Travel	80	604	0	500	500
41xx	Communication	805	402	265	450	450
4415	Internal Fleet Lease	259,781	259,781	121,724	243,446	243,447
4510	Insurance	12,330	10,301	4,647	10,247	9,168
461x	Repairs & Maintenance- Vehicles	111,190	109,181	48,780	97,660	97,660
463x	Repairs & Maintenance- Equipment	375	549	325	410	2,360
4710	Printing & Binding	198	27	0	200	200
4810	Promotional Activities	3,523	3,495	1,784	3,460	3,460
49xx	Advertising/Other Current Charge	594	217	2,768	200	200
4950	Uncollectible Accounts	27,016	30,574	5,260	10,000	10,000
4961	General Administrative	49,506	43,322	20,162	45,903	44,005
4962	Customer Accounts	110,087	103,258	53,112	109,321	108,492
5180	Minor Furniture/Equipment	40	165	235	0	0
5210	Operating Supplies	22,237	4,291	25,359	60,200	36,000
5215	Uniforms	2,568	1,164	1,216	4,410	2,800
5230	Fuel Purchases	76,487	78,138	37,240	90,000	80,330
5410	Publications & Memberships	450	584	147	378	378
5520	Training	943	835	0	1,000	1,900
5910	Depreciation Expense	10,199	10,848	5,313	9,000	11,000
	TOTAL OPERATING EXPENSES	1,081,604	998,862	500,548	1,087,105	1,052,670
OTHER USES						
9101	Transfer to General Fund	97,500	108,750	53,831	107,662	107,662
	TOTAL OTHER USES	97,500	108,750	53,831	107,662	107,662
TOTAL APPROPRIATIONS		1,688,247	1,554,543	766,917	1,683,356	1,689,951

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	488,589	529,619	41,030	8.40%
Operating Expenses	1,087,105	1,052,670	(34,435)	-3.17%
Other Uses	107,662	107,662	0	0.00%
TOTALS	1,683,356	1,689,951	6,595	0.39%

Values & Goals

Value: Excellence in All We Do

Goals:
- Review standard operation procedures for compactors and roll-offs to ensure customer service is provided in the most efficient and cost effective way
- Develop a brochure for our customers detailing the proper way to dispose of waste
- Increase our cardboard recycling base by 10% to reduce our waste disposal cost

Value: Fiscal Responsibility

Goals:
- Monthly efficiency route audit for solid waste service areas to ensure dumpster, roll-off and compactor accounts are being billed correctly for container size to ensure records are current and accurate
- Introduce the green box collection method to the existing commercial recycling program to effectively decrease the amount of landfill waste, creating a reduction in disposal fees
- Continue annual rate study of commercial services in order to evaluate fees
- Conversion of hand commercial accounts to dumpster accounts

Major Accomplishments
- Reduced Commercial budget by 70%
- Achieved cross-training of eligible employees

Performance Measures:

	2009-10	2010-11	2011-12
Hand commercial accounts	603	612	618
Dumpster accounts	724	735	746
Hand commercial solid waste collected (tons)	864	877	891
Commercial dumpster solid waste collected (tons)	12,598	12,850	13,107
Commercial construction and demo	1,706	1,732	1,758
Commercial recycling accounts	8	10	12
Compactor accounts	16	19	24

Personnel Schedule

Classification	2011	Change	2012	Amount
Deputy Director of Public Works[1]	0.45	0.00	0.45	32,217
Administrative Assistant I[2]	0.50	0.00	0.50	16,816
Solid Waste Manager[3]	0.50	0.00	0.50	26,769
Solid Waste Operator II	3.00	0.00	3.00	88,504
Solid Waste Operator III	2.00	0.00	2.00	65,187
Solid Waste Supervisor[4]	0.50	0.00	0.50	21,748
Total	**6.95**	**0.00**	**6.95**	**251,241**

Notes:
Allocations:
Deputy Director of Public Works[1]
10%-5197,45%-5143,45%-5144
Administrative Assistant I[2]
50%-5143,50%-5144
Solid Waste Manager[3]
50%-5143,50%-5144
Solid Waste Supervisor[4]
50%-5143,50%-5144

Solid Waste Department

Commercial Division

Appropriations Detail

Appropriations Detail — Account # 046-5144-5xx

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	227,129	244,463	116,379	241,892	251,241
1410	Overtime	6,413	10,487	4,105	10,000	10,000
1530	Bonuses/Incentives	0	0	1,160	0	0
2110	FICA	16,871	18,498	8,820	17,302	18,132
221x	Retirement	21,826	18,143	10,029	21,698	22,536
23xx	Insurance	31,648	35,577	21,532	48,394	68,790
2410	Workers' Compensation	16,911	23,321	10,936	22,156	23,148
26xx	Other Payroll Benefits	19,606	25,261	79	456	246
	TOTAL PERSONAL SERVICES	340,404	375,750	173,040	361,898	394,093
OPERATING EXPENSES						
3410	Contract Services	591,734	524,094	258,630	600,350	600,350
4010	Travel	80	533	0	500	500
41xx	Communication	460	491	293	750	750
4210	Postage	74	36	6	100	100
4310	Utilities	0	2,484	1,252	2,550	10,670
4415	Internal Fleet Lease	103,850	114,310	76,798	153,597	153,596
4510	Insurance	8,455	9,161	4,330	9,337	8,863
461x	Repairs & Maintenance- Vehicles	47,916	42,180	26,172	50,140	50,140
4625	Repairs & Maintenance- Non-Build	17,265	15,648	8,583	27,000	20,000
463x	Repairs & Maintenance- Equipment	520	520	260	520	320
4710	Printing & Binding	354	425	0	0	0
4810	Promotional Activities	0	0	37	0	500
4911	Advertising - Other Ads	0	38	0	100	0
4920	Other Current Charges	5,440	0	0	0	0
4945	Injury/ Damage to Others	0	1,479	1,440	0	0
4950	Uncollectible Accounts	6,065	(13,858)	5,000	10,000	10,000
4961	General Administrative	74,258	64,982	30,242	68,855	66,007
4962	Customer Accounts	165,131	154,887	79,668	163,980	162,738
5180	Minor Furniture & Equipment	40	210	21	0	0
5210	Operating Supplies	7,591	25,977	2,968	35,000	25,000
5215	Uniforms	549	1,158	1,105	2,940	1,700
5230	Fuel Purchases	44,711	46,542	27,447	55,000	59,900
5410	Publications & Memberships	340	271	147	378	378
5520	Training	943	835	0	1,000	1,900
5910	Depreciation Expense	19,265	12,959	4,994	13,200	10,000
	TOTAL OPERATING EXPENSES	1,095,041	1,005,362	529,393	1,195,297	1,183,412
CAPITAL OUTLAY						
6410	Machinery & Equipment	5,495	0	0	0	0
	TOTAL CAPITAL OUTLAY	5,495	0	0	0	0
OTHER USES						
9101	Transfer to General Fund	152,500	158,340	77,313	154,627	154,627
9160	Reserve/Future Capital	0	0	0	166,604	146,677
9960	Interest- Customer Deposits	49	30	19	0	0
9999	WIP - Contra	(5,495)	0	0	0	0
	TOTAL OTHER USES	147,054	158,370	77,332	321,231	301,304
TOTAL APPROPRIATIONS		1,587,994	1,539,482	779,765	1,878,426	1,878,809

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	361,898	394,093	32,195	8.90%
Operating Expenses	1,195,297	1,183,412	(11,885)	-0.99%
Other Uses	321,231	301,304	(19,927)	-6.20%
TOTALS	1,878,426	1,878,809	383	0.02%

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Ray Sharp, Environmental Services/Public Works Director

Stormwater Department

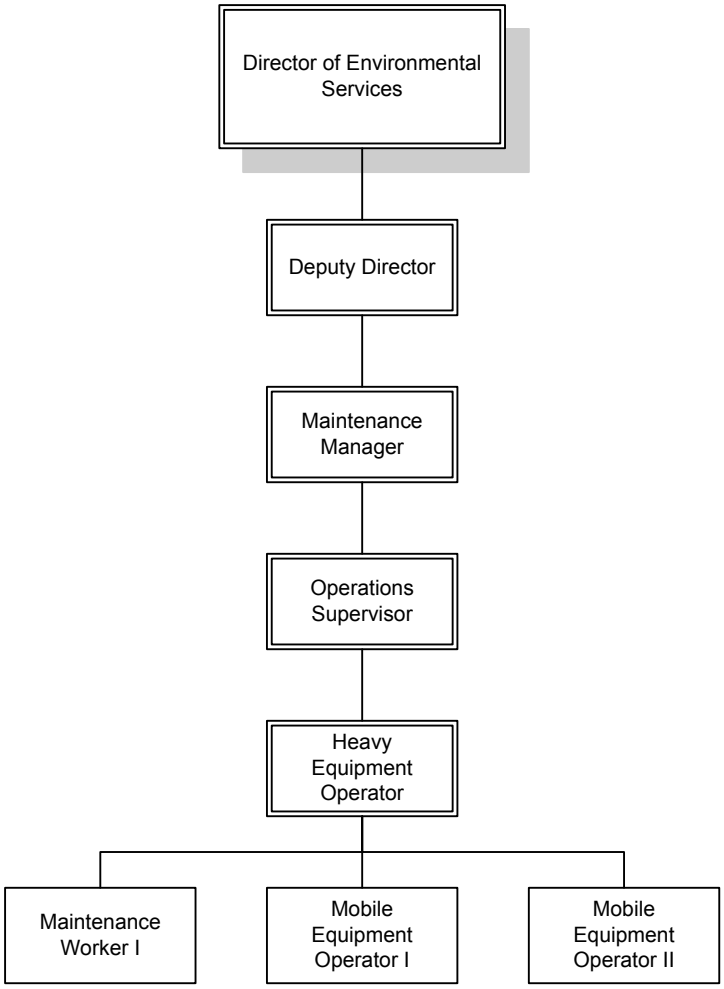
Organization

The Stormwater Fund is responsible for development of the stormwater management plan and improvement of stormwater drainage quality. The employees report to supervisors in the Environmental Services Department. Although the organization chart reflects four (4) additional employees, the work is actually performed by those reflected on the Personnel Schedule.

Responsibilities:

- Operation & Maintenance
- Street sweeping
- Mowing & Stormwater ditch cleaning
- Stormwater Main Line Cleaning
- Implement State mandated Stormwater regulations
- Maintain the National pollutant Discharge Elimination System (NPDES) program
- Maintain Total Maximum Daily Load (TMDL) program

Organizational Chart



Total Department Budget

$ 2,162,518

Stormwater Department

Stormwater System Description

Stormwater System Description

The stormwater system is a combination of manmade structures/open ditch lines and natural terrain that have historically been used as stormwater facilities. All of the city's stormwater naturally flows to Lakes Griffin, Harris, Denham and the Palatlakha River but is detained in several areas to enhance water quality. The City identified 17 sub-basins with a total area of 82 square miles for improvements. This year the department will conduct projects in the Carver Heights, Tally and Hollywood basins. The Stormwater Department will also fund and oversee several ditch line enclosure projects. Funding for the continuation of the National Pollutant Discharge Elimination Program (NPDES) phase II requirements is included in the Fiscal Year 2011-12 budget. Additionally, the Stormwater Department operates the street sweeping program.

The City's system is located in and regulated by the St. Johns River Water Management district. The City of Leesburg stormwater management fee is based on the square footage of impervious area at a rate of $6.00 per month per calculated equivalent residential unit (ERU).

Budget Summary– Operating Statement

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING REVENUE					
Charges For Services	1,544,948	1,556,173	782,355	1,535,000	1,543,000
Other Operating Revenue	567,560	104,921	1,614	6,000	5,000
TOTAL OPERATING REVENUE	2,112,508	1,661,094	783,969	1,541,000	1,548,000
OPERATING APPROPRIATIONS					
Stormwater	1,784,390	1,463,386	583,856	2,351,812	1,262,518
TOTAL APPROPRIATIONS	(1,784,390)	(1,463,386)	(583,856)	(2,351,812)	(1,262,518)
NET INCOME FROM OPERATIONS	328,118	197,708	200,113	(810,812)	285,482
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	0	0	0	0	0
NET OTHER INCOME	0	0	0	0	0
NET INCOME BEFORE TRANSFERS	328,118	197,708	200,113	(810,812)	285,482
Transfers to other funds	0	0	0	0	0
NET INCOME AFTER TRANSFERS	328,118	197,708	200,113	(810,812)	285,482
Other Sources	0	0	0	0	0
Capital Projects	0	0	0	0	(900,000)
NET OTHER SOURCES	0	0	0	0	(900,000)
UNAPPROPRIATED BALANCE	328,118	197,708	200,113	(810,812)	(614,518)

Stormwater Department

Revenue Detail

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
INTERGOVERNMENTAL REVENUE					
33436 State Grant	345,512	0	0	0	0
33449 Joint Participation Agreement	0	50,204	0	0	0
33737 Lake County Water Authority	212,494	60,055	(924)	0	0
TOTAL INTERGOVERNMENTAL REVEI	558,006	110,259	(924)	0	0
CHARGES FOR SERVICES					
34306 Stormwater Utility Fees	1,531,306	1,540,693	774,474	1,525,000	1,533,000
34905 Penalties	13,642	15,480	7,881	10,000	10,000
TOTAL CHARGES FOR SERVICES	1,544,948	1,556,173	782,355	1,535,000	1,543,000
MISCELLANEOUS REVENUE					
36110 Interest on Investments	10,593	(5,424)	2,538	6,000	5,000
36130 Gain/Loss Investments	(1,084)	(1,193)	0	0	0
36906 Misc. Reimbursement	45	1,279	0	0	0
TOTAL MISCELLANEOUS REVENUE	9,554	(5,338)	2,538	6,000	5,000
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	810,812	614,518
TOTAL OTHER SOURCES	0	0	0	810,812	614,518
TOTAL RESOURCES	2,112,508	1,661,094	783,969	2,351,812	2,162,518

Division Summary of Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
5171 **STORMWATER**					
Personal Services	129,047	189,576	84,478	158,688	216,816
Operating Expenses	602,913	794,433	499,378	568,124	1,045,702
Capital Outlay	1,052,430	392,977	0	1,625,000	0
Other Uses	0	86,400	0	0	0
TOTAL ADMINISTRATION	1,784,390	1,463,386	583,856	2,351,812	1,262,518
7099 **CAPITAL PROJECTS**					
Personal Services	0	0	1,982	0	0
Operating Expenses	0	0	32,324	0	130,000
Capital Outlay	0	0	265,199	0	770,000
Other Uses	0	0	(299,505)	0	0
TOTAL CAPITAL PROJECTS	0	0	0	0	900,000
GRAND TOTAL					
Personal Services	129,047	189,576	86,460	158,688	216,816
Operating Expenses	602,913	794,433	531,702	568,124	1,175,702
Capital Outlay	1,052,430	392,977	265,199	1,625,000	770,000
Other Uses	0	86,400	(299,505)	0	0
TOTAL APPROPRIATIONS	1,784,390	1,463,386	583,856	2,351,812	2,162,518

Stormwater Department

Stormwater Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Maintain street sweeping program for 2,000 miles of streets annually
- Continue scheduled mowing of ditch lines and pond banks at 800 hours per year

Value: Professionalism

Goals:
- Identify stormwater projects to be implemented according to stormwater master plan
- Identify third-party funding opportunities to implement stormwater projects related to master plan improvements
- Identify most critical equipment, input relevant data into computerized maintenance management system, and establish preventative maintenance schedules
- Identify major stormwater outfalls and begin dry weather monitoring for illicit discharges per NPDES phase II MS4 permit
- Clean 3,000 linear feet of main stormwater lines
- Clean and restore 40,000 linear feet of open ditch lines as ongoing maintenance

Value: Employee empowerment

Goal:
- Initiate and complete a strategic planning process that documents present conditions, defines, future needs consistent with City goals and growth patterns, and identifies intermediate steps necessary to meet future needs
- Initiate Illicit Discharge Training throughout City departments

Major Accomplishments:
- Cleaned and restored 12,000 linear feet of open ditch lines as ongoing maintenance
- Cleaned and videoed 5,000 linear feet of main stormwater lines
- Completed annual street sweeping program for minimum 2,000 miles of City streets
- Completed Lake Lorraine chop and harvest, phase I
- Completed the Susan Street ditch line, design build project scope

Performance Measures:

	2009-10	2010-11	2011-12
Streets swept (miles)	2,000	2,000	2,000
Yardage of sweeping debris collected	600	600	600
Man-hours mowing	800	800	800
Main lines cleaned (feet)	3,300	3,300	3,300
Main lines televised (feet)	2,000	2,000	2,000
Feet of ditch/swale restored/cleaned	40,000	40,000	40,000

Personnel Schedule

Classification	2011	Change	2012	Amount
Heavy Equipment Operator	1.00	1.00	2.00	59,342
Maintenance Worker I	1.00	0.00	1.00	21,341
Mobile Equipment Operator I	1.00	0.00	1.00	23,067
Mobile Equipment Operator II	1.00	0.00	1.00	29,952
Total	**4.00**	**1.00**	**5.00**	**133,702**

Stormwater Department

Stormwater Division

Appropriations Detail

Appropriations Detail — Account # 014-5171-537

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	92,878	137,875	57,609	103,688	133,702
1410	Overtime	2,287	1,879	455	5,000	2,000
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	6,748	9,922	3,991	7,196	9,244
221x	Retirement	8,722	7,425	4,176	7,605	9,203
23xx	Insurance	15,269	25,990	15,554	30,246	56,372
2410	Workers' Compensation	2,790	6,128	2,559	4,635	5,977
262x	Other Payroll Benefits	353	357	134	318	318
	TOTAL PERSONAL SERVICES	129,047	189,576	84,478	158,688	216,816
OPERATING EXPENSES						
31xx	Professional Services	155,860	207,140	875	60,500	58,700
3410	Contract Services	66,965	188,950	33,074	80,000	77,000
4010	Travel	733	2,019	0	1,500	400
4110	Communication	2,677	1,640	208	2,500	450
4210	Postage	5	139	0	0	100
4410	Rentals	7,774	6,455	0	7,000	7,000
4415	Internal Fleet Lease	87,971	87,871	63,083	126,166	140,391
4510	Insurance	3,758	14,051	6,530	14,128	12,982
461x	Repairs & Maintenance- Vehicles	60,815	64,145	34,421	65,120	69,060
462x	Repairs & Maintenance- Non-Build	4,839	11,569	4,705	7,000	10,000
463x	Repairs & Maintenance- Equip	360	520	494	970	420
4710	Printing & Binding	0	198	0	1,000	0
4810	Promotional Activities	0	1,000	450	0	0
49xx	Other Current Charges	8,243	485	0	1,250	0
4945	Injury/ Damage to Others	0	0	321	0	0
4950	Uncollectible Accounts	10,011	8,224	2,500	5,000	5,000
496x	Direct Transfer	169,234	165,161	86,909	162,912	177,304
5180	Minor Furniture/Equipment	1,752	3,502	2,863	2,800	2,800
5210	Operating Supplies	4,269	9,462	4,671	7,000	10,000
5215	Uniforms	1,850	2,034	1,096	2,322	1,875
5230	Fuel Purchases	15,347	17,544	9,425	18,156	20,480
5410	Publications & Memberships	0	501	655	1,400	700
5520	Training	450	1,823	796	1,400	1,040
5910	Depreciation Expense	0	0	246,302	0	450,000
	TOTAL OPERATING EXPENSES	602,913	794,433	499,378	568,124	1,045,702
CAPITAL OUTLAY						
6110	Land Costs	0	0	0	0	0
6310	Improvements Other Than Bldgs	1,052,430	391,081	0	1,625,000	0
6410	Machinery & Equipment	0	1,896	0	0	0
	TOTAL CAPITAL OUTLAY	1,052,430	392,977	0	1,625,000	0
OTHER USES						
9101	Transfer to General Fund	0	86,400	0	0	0
9160	Reserve/Future Captial	0	0	0	0	0
9990	Contingency Fund	0	0	0	0	0
	TOTAL OTHER USES	0	86,400	0	0	0
TOTAL APPROPRIATIONS		1,784,390	1,463,386	583,856	2,351,812	1,262,518

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	158,688	216,816	58,128	36.63%
Operating Expenses	568,124	1,045,702	477,578	84.06%
Capital Outlay	1,625,000	0	(1,625,000)	-100.00%
TOTALS	2,351,812	1,262,518	(1,089,294)	-46.32%

Significant Budget Changes:
Personal Services increased due to the addition of a new Heavy Equipment Operator position. The increase in the Operating Expenses is directly attributable to the change in the Stormwater fund from a Special Revenue fund to an Enterprise fund. This change was mandated by standards issued by the governing board for Governmental Accounting (GASB). With this change, the fund must recognize depreciation as an expense, therefore, $450,000 has been budgeted for FY 11-12. Capital Outlay decreased due to establishing a separate Capital Outlay division within the Stormwater fund.

Stormwater Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 014-7099-537

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	0	0	212	0	0
1410	Overtime	0	0	1,391	0	0
1530	Bonuses/Incentives	0	0	0	0	0
2110	FICA	0	0	125	0	0
221x	Retirement	0	0	19	0	0
23xx	Insurance	0	0	161	0	0
2410	Workers' Compensation	0	0	73	0	0
262x	Other Payroll Benefits	0	0	1	0	0
	TOTAL PERSONAL SERVICES	0	0	1,982	0	0
OPERATING EXPENSES						
31xx	Professional Services	0	0	32,296	0	130,000
3410	Contract Services	0	0	0	0	0
4010	Travel	0	0	0	0	0
4110	Communication	0	0	0	0	0
4210	Postage	0	0	28	0	0
4410	Rentals	0	0	0	0	0
4415	Internal Fleet Lease	0	0	0	0	0
4510	Insurance	0	0	0	0	0
461x	Repairs & Maintenance- Vehicles	0	0	0	0	0
462x	Repairs & Maintenance- Non-Build	0	0	0	0	0
463x	Repairs & Maintenance- Equip	0	0	0	0	0
4710	Printing & Binding	0	0	0	0	0
4810	Promotional Activities	0	0	0	0	0
49xx	Other Current Charges	0	0	0	0	0
4945	Injury/ Damage to Others	0	0	0	0	0
4950	Uncollectible Accounts	0	0	0	0	0
496x	Direct Transfer	0	0	0	0	0
5180	Minor Furniture/Equipment	0	0	0	0	0
5210	Operating Supplies	0	0	0	0	0
5215	Uniforms	0	0	0	0	0
5230	Fuel Purchases	0	0	0	0	0
5410	Publications & Memberships	0	0	0	0	0
5520	Training	0	0	0	0	0
5910	Depreciation Expense	0	0	0	0	0
	TOTAL OPERATING EXPENSES	0	0	32,324	0	130,000
CAPITAL OUTLAY						
6110	Land Costs	0	0	0	0	0
6310	Improvements Other Than Bldgs	0	0	261,705	0	770,000
6410	Machinery & Equipment	0	0	3,494	0	0
	TOTAL CAPITAL OUTLAY	0	0	265,199	0	770,000
OTHER USES						
9999	WIP Contra	0	0	(299,505)	0	0
	TOTAL OTHER USES	0	0	(299,505)	0	0
TOTAL APPROPRIATIONS		0	0	0	0	900,000

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	130,000	130,000	100.00%
Capital Outlay	0	770,000	770,000	100.00%
TOTALS	0	900,000	900,000	100.00%

Significant Budget Changes:
This division is new for FY 11-12 and was previously presented in the Capital Outlay categoryin the Stormwater division (5171).

Stormwater Department

Capital Projects

Project Schedule

Project Schedule

Number	Title	Funding Source	Amount
140002	Basin Study Update	Stormwater Fees	100,000
140002	Drainage Improvements		
	Miscellaneous Drainage Improvements	Stormwater Fees	50,000
	Stormwater Rehabs		
140002	Ponds	Stormwater Fees	125,000
140002	Curbs, gutters & inlets	Stormwater Fees	25,000
140002	Enclose Ditch Lines	Stormwater Fees	450,000
140002	Conveyance Systems	Stormwater Fees	150,000
	TOTAL		900,000
		Stormwater Fees	900,000
	TOTAL		900,000

Kenneth L. Thomas, Housing & Economic Development Director

Magnolia Townhomes

Resolution 7784 passed and approved by the Commission on October 9, 2006 authorized the issuance of a Bond Anticipation Note (BAN) in the amount of $4,000,000 to facilitate the purchase of Kristen Court Apartments, a high crime and blighted area. The City pledged revenues from the General Fund derived from the Public Service Tax, Half Cent Sales Tax and the Guaranteed Entitlement.

In December of 2009, the BAN was refinanced in the amount of $4,500,000 which a Capital Improvement Promissory Note. The note is backed by a Covenant to Budget and Appropriate with the General Fund.

Magnolia Townhomes Fund

Description

Total Department Budget

$ 156,093

Magnolia Townhomes Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Intergovernmental Revenue	0	0	0	0	0
Charges for Services	1,022	(1,022)	0	0	0
Miscellaneous Revenue	4,102	(4,424)	1,200	0	0
Other Sources	338,086	196,657	0	171,273	156,093
TOTAL REVENUE SOURCES	343,210	191,211	1,200	171,273	156,093
APPROPRIATIONS					
Magnolia Townhomes	286,308	324,934	97,577	171,273	156,093
TOTAL APPROPRIATIONS	286,308	324,934	97,577	171,273	156,093

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
INTERGOVERNMENTAL REVENUE					
33156 Federal Grant- C.D.B.G.	0	0	0	0	0
33754 Lake County SHIP	0	0	0	0	0
TOTAL INTERGOVERNMENTAL REVENUE	0	0	0	0	0
CHARGES FOR SERVICES					
34130 Magnolia Townhomes	1,022	(1,022)	0	0	0
TOTAL CHARGES FOR SERVICES	1,022	(1,022)	0	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	2,853	(2,233)	1,150	0	0
36130 Gain/ Loss Investments	499	(2,491)	0	0	0
36906 Misc. Reimbursement	750	300	50	0	0
TOTAL MISCELLANEOUS REVENUE	4,102	(4,424)	1,200	0	0
OTHER SOURCES					
38111 Transfer from General Fund	0	196,657	0	171,273	156,093
38117 Transfer from Carver Heights CRA	238,086	0	0	0	0
38165 Transfer from Workers Comp	100,000	0	0	0	0
TOTAL OTHER SOURCES	338,086	196,657	0	171,273	156,093
TOTAL RESOURCES	343,210	191,211	1,200	171,273	156,093

Appropriations Detail

Account # 554-5554-517

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	47	265	0	0	0
2110	FICA	3	19	0	0	0
2210	Retirement	5	19	0	0	0
23xx	Insurance	9	37	0	0	0
2410	Workers' Compensation	2	12	0	0	0
26xx	Other Payroll Benefits	0	3	0	0	0
	TOTAL PERSONAL SERVICES	66	355	0	0	0
OPERATING EXPENSES						
3110	Professional Services	23,187	18,638	949	0	0
3410	Contract Services	10,300	19,940	4,708	0	0
4310	Utilities	306	187	0	0	0
4510	Insurance	0	3,093	0	12,259	3,093
49xx	Other Current Charges	166	77	0	0	0
5210	Operating Supplies	152	0	0	0	0
	TOTAL OPERATING EXPENSES	34,111	41,935	5,657	12,259	3,093
CAPITAL OUTLAY						
6110	Land Costs	0	85,987	15,420	0	0
6210	Buildings	0	0	0	0	0
6410	Machinery & Equipment	0	0	0	0	0
6310	Improvements Other Than Buildings	0	0	0	0	0
	TOTAL CAPITAL OUTLAY	0	85,987	15,420	0	0
DEBT SERVICE						
721x	Interest	238,574	160,602	76,500	153,000	153,000
7311	Fees	2,100	35,100	0	6,014	0
7330	Amort Debt Issue Costs	11,457	955	0	0	0
	TOTAL DEBT SERVICE	252,131	196,657	76,500	159,014	153,000
OTHER USES						
9999	WIP Contra	0	0	0	0	0
	TOTAL OTHER USES	0	0	0	0	0
TOTAL APPROPRIATIONS		286,308	324,934	97,577	171,273	156,093

Appropriations Summary

	ADOPTED 2010-11	ADOPTED 2011-12	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	12,259	3,093	(9,166)	-74.77%
Debt Service	159,014	153,000	(6,014)	-3.78%
TOTALS	171,273	156,093	(15,180)	-8.86%

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POLICE PENSION TRUST

Police Pension Trust

Description

The Municipal Police Pension Trust covers police officers (other police department employees are covered in the General Employee ICMA 401a Plan). The actuarial funding rate as a percentage of pensionable wages is 20.95% for the fiscal year 2011-12 budget. Employees contribute 7.65% of their annual compensation, including overtime and educational incentive pay. The State of Florida collects and remits a 1% excise tax on gross premiums from casualty insurance policies covering property within the corporate limits to the fund pursuant to the provisions of Chapter 185, Florida Statutes. The City must fund any actuarial shortfalls associated with the plan. The fiscal year 2011-12 actuarial shortfall is projected to be 9.04% of pensionable wages or $337,703.

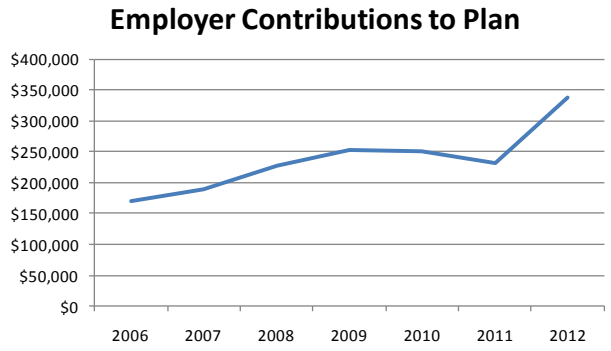
Participants who have completed ten years of credited service are 100% vested in plan benefits at age 45 or later, reduced by 3% per year for each year they retire before their normal retirement date. Participants whose service is terminated prior to completing ten years of credited service are entitled to the return of their employee contributions without interest. Normal retirement benefits are payable to participants who have reached the earlier of age 50 with 25 years of credited service, or age 55 with 10 years of credited service. Such benefits are payable at a rate of 2% of average final compensation times the number of years of credited service. The plan also provides for early retirement, disability retirement and death benefits at rates defined in the plan document.

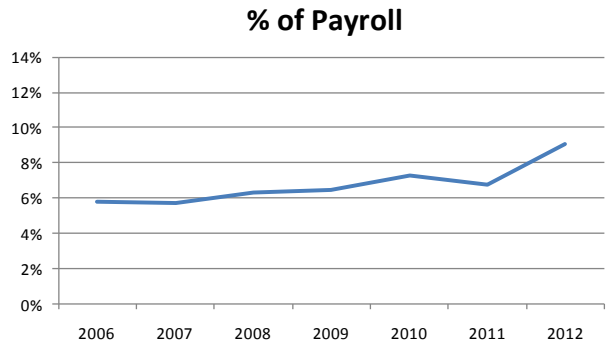
Plan members are also members of the General Employee ICMA 401a Plan, which is fully funded through City contributions at the approved rate.

The investment return for Fiscal Year 2009-10 of 9.98% was better than the actuarial assumption of 8% or a difference of 1.98%. The City's Police, Fire and General Employee pension plans will require contributions of $337,703, $936,935 and $986,422 respectively.

Total Department Budget

$ 1,019,184





Police Pension Trust

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Intergovernmental Revenue	170,127	159,139	0	170,127	159,139
Miscellaneous Revenue	783,290	1,791,637	1,386,094	693,318	860,045
TOTAL REVENUE SOURCES	953,417	1,950,776	1,386,094	863,445	1,019,184
APPROPRIATIONS					
Police Pension Trust	886,717	772,798	354,875	863,445	1,019,184
TOTAL APPROPRIATIONS	886,717	772,798	354,875	863,445	1,019,184

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
TAXES					
31252 Insurance Premium Tax (State)	170,127	159,139	0	170,127	159,139
TOTAL TAXES	170,127	159,139	0	170,127	159,139
MISCELLANEOUS REVENUE					
36111 Miscellaneous Interest	309,817	304,399	108,121	200,000	300,000
361xx Gain/Loss Investments	(69,907)	896,301	1,015,254	0	0
36710 Gain/Loss Sale Investment	0	0	0	0	0
36711 Unrealized Gain-Security	0	0	0	0	0
36801 Employee Contributions	278,695	281,385	146,261	261,616	262,614
36802 Employer Contributions	253,448	299,333	115,851	231,702	297,431
36909 Other Income	11,237	10,219	607	0	0
TOTAL MISCELLANEOUS REVENUE	783,290	1,791,637	1,386,094	693,318	860,045
TOTAL RESOURCES	953,417	1,950,776	1,386,094	863,445	1,019,184

Police Pension Trust

Appropriations Detail

Appropriations Detail — Account # 061-1310-51x

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES						
311x	Professional Services	117,006	119,875	62,418	130,000	125,000
3610	Retirement Benefit Payment	769,711	584,657	292,457	670,000	600,000
3611	Refund of Contributions	0	68,266	0	0	0
TOTAL OPERATING EXPENSES		886,717	772,798	354,875	800,000	725,000
OTHER USES						
9940	Reserve For Employee Benefits	0	0	0	63,445	294,184
TOTAL OTHER USES		0	0	0	63,445	294,184
TOTAL APPROPRIATIONS		886,717	772,798	354,875	863,445	1,019,184

FIREFIGHTER'S PENSION TRUST

Firefighter's Pension Trust

Description

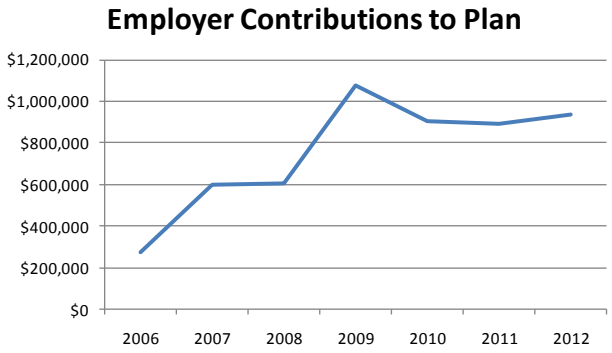
The Municipal Firefighter's Retirement Trust Fund covers firefighters. The actuarial funding rate as a percentage of pensionable wages is 40.8% for the fiscal year 2011-12 budget. Firefighters contribute 6.5% of their annual compensation to the plan. The State of Florida remits a 1% excise tax on fire insurance premiums sold within the corporate limits of the City to the fund pursuant to the provisions of Chapter 175, Florida Statutes. The City is required to fund any actuarial shortfall associated with the plan. The fiscal year 2011-12 actuarial shortfall is projected to be 30.8% of pensionable wages or $936,935.

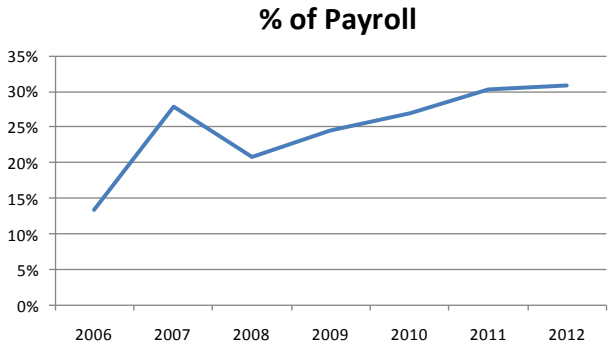
Participants who have completed ten years of credited service are 100% vested in their accrued retirement benefits. Participants whose service is terminated prior to completing ten years of credited service are entitled to the return of their contributions plus interest at the rate of 5% compounded annually. Normal retirement benefits are payable to participants who have reached the earlier of age 52 with 25 years of credited service, or age 55 with ten years of credited service. Such benefits are payable at a rate of 3% of average final monthly compensation times the number of years of credited service. The plan also provides for early retirement, disability retirement, and death benefits at rates defined in the plan document.

The investment return for Fiscal Year 2009-10 was unfavorable at 6.26% compared to the actuarial assumption of 7.75% or a difference of 1.49%. The City's Police, Fire and General Employee pension plans will require contributions of $337,703, $936,935 and $986,422 respectively.

Total Department Budget

$ 1,220,868





Firefighter's Pension Trust

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Taxes	151,617	150,460	0	110,449	110,449
Miscellaneous Revenue	1,332,389	1,862,606	1,655,409	1,284,220	1,110,419
TOTAL REVENUE SOURCES	1,484,006	2,013,066	1,655,409	1,394,669	1,220,868
APPROPRIATIONS					
Fire Pension Trust	815,695	849,040	459,614	1,394,669	1,220,868
TOTAL APPROPRIATIONS	815,695	849,040	459,614	1,394,669	1,220,868

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
TAXES					
31251 Insurance Premium Tax (State)	151,617	150,460	0	110,449	110,449
TOTAL TAXES	151,617	150,460	0	110,449	110,449
MISCELLANEOUS REVENUE					
36111 Miscellaneous Interest	0	0	0	175,000	175,000
361xx Salem Trust/ ICC	17,153	712,582	1,652,573	0	0
36801 Employee Contributions	232,526	217,164	0	217,407	198,484
36820 Salem Trust	1,067,264	929,178	0	891,813	736,935
36909 Other Income	15,446	3,682	2,836	0	0
TOTAL MISCELLANEOUS REVENUE	1,332,389	1,862,606	1,655,409	1,284,220	1,110,419
TOTAL RESOURCES	1,484,006	2,013,066	1,655,409	1,394,669	1,220,868

Account 36820 Salem Trust has been reduced by $200,000 to reflect anticipated savings from plan changes. (subject to collective bargaining)

Firefighter's Pension Trust

Appropriations Detail

Appropriations Detail — Account # 062-1320-51x

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
311x Professional Services	121,014	143,741	60,508	140,000	150,000
3610 Retirement Benefit Payment	686,952	611,984	325,278	708,000	710,000
3611 Refund of Contributions	7,729	93,315	73,828	0	0
TOTAL OPERATING EXPENSES	815,695	849,040	459,614	848,000	860,000
OTHER USES					
9940 Reserve For Employee Benefits	0	0	0	546,669	360,868
TOTAL OTHER USES	0	0	0	546,669	360,868
TOTAL APPROPRIATIONS	815,695	849,040	459,614	1,394,669	1,220,868

GENERAL EMPLOYEES' PENSION TRUST FUND

General Employees' Pension Trust Fund

Description

The General Employees Pension Plan was frozen as of September 30, 2008. Members of the plan will continue to accrue vesting rights in the plan however; benefits were frozen as of September 30, 2008. New members are no longer added to the plan. The City is required to fund any actuarial shortfalls associated with the plan. The fiscal year 2011-12 actuarial shortfall is projected to be 7.2% or $986,422.

The City of Leesburg Retirement plan for General Employees is a 100% employer contributory defined benefit plan. It covers all full time permanent employees as a condition of employment except firefighters. Participants in the plan who have completed five years of credited service are 100% vested in the plan.

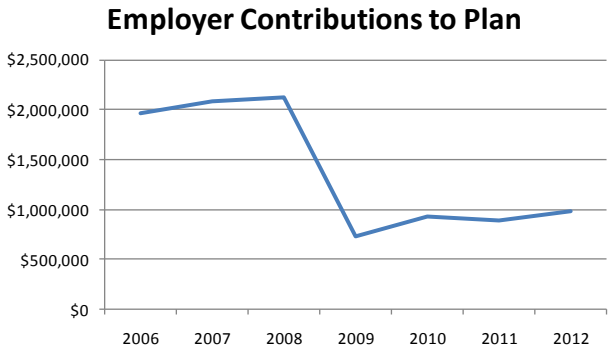
Normal retirement benefits are paid to participants who have reached age 65 and who have completed five years of credited service. Benefits are payable at the rate of 2% of average compensation times the number of years of credited service prior to October 1, 2008 up to a maximum of 45 years. The plan provides for early retirement, late retirement, disability retirement, and death benefits at rates defined in the plan document. In addition, the plan also provides for an annual 2% COLA beginning three years after normal retirement age.

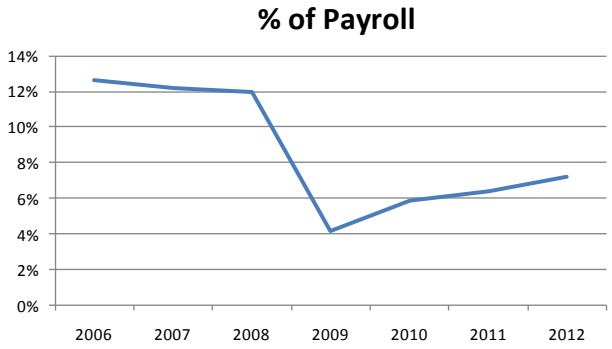
The City accrues and contributes an amount, as determined by the plan actuary, to fund the annual, normal cost and prior service cost using the entry age normal method amortized over thirty years.

The investment return for Fiscal Year 2009-10 of 7.63% was better than the actuarial assumption of 7.5% or a difference of .13%. The City's Police, Fire and General Employee pension plans will require contributions of $337,703, $936,935 and $986,422 respectively.

Total Department Budget

$ 2,375,000





Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Miscellaneous Revenue	2,247,442	3,124,634	3,884,982	2,385,829	2,375,000
Other Sources	0	0	0	29,171	0
TOTAL REVENUE SOURCES	2,247,442	3,124,634	3,884,982	2,415,000	2,375,000
APPROPRIATIONS					
General Employees Pension Trust	2,321,475	2,357,254	1,185,291	2,415,000	2,375,000
TOTAL APPROPRIATIONS	2,321,475	2,357,254	1,185,291	2,415,000	2,375,000

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
MISCELLANEOUS REVENUE					
361xx Miscellaneous Interest	902,479	781,116	304,228	1,500,000	750,000
36130 Gain/Loss Sale Investment	2,773,859	475,706	1,642,500	0	0
36140 Gain/Loss Sale of Security	(2,087,427)	1,056,564	1,650,148	0	628,578
36802 Employer Contributions	649,758	800,997	287,795	885,829	986,422
36909 Other Income	8,773	10,251	311	0	10,000
TOTAL MISCELLANEOUS REVENUE	2,247,442	3,124,634	3,884,982	2,385,829	2,375,000
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	29,171	0
TOTAL OTHER SOURCES	0	0	0	29,171	0
TOTAL RESOURCES	2,247,442	3,124,634	3,884,982	2,415,000	2,375,000

Appropriations Detail

Account # 063-1330-51x

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES						
311x	Professional Services	41,563	44,654	33,631	50,000	45,000
3114	Financial Investment	183,571	203,235	100,800	265,000	205,000
3610	Retirement Benefit Payment	2,096,341	2,109,365	1,050,860	2,100,000	2,125,000
TOTAL OPERATING EXPENSES		2,321,475	2,357,254	1,185,291	2,415,000	2,375,000
TOTAL APPROPRIATIONS		2,321,475	2,357,254	1,185,291	2,415,000	2,375,000

HEALTH INSURANCE FUND

Health Insurance Fund

Description

Effective October 1, 1984, the City established a self-insurance program for the payment of employee health and medical claims. For a period from October 1, 1999 through May 31, 2000 the City elected to change to a fully insured program. Effective June 1, 2000, the City returned to a self-insurance program that provides for the payment of City and employee contributions into a self-insurance fund, which is managed by the City, a third party administrator, and a local insurance agent. The fund is operated on a cost reimbursement or break even basis.

The City's specific stop loss coverage provides that claims in excess of $85,000, up to a maximum of $5,000,000 per covered individual per year, are paid by the reinsurer. The aggregate stop loss reinsurance policy indemnifies the City if total claims paid during the year exceed the aggregate attachment point, which is calculated as a moving monthly average (to compensate for the number of covered individuals in the program). The estimated aggregate attachment point for fiscal year 2011-12 is approximately $5,551,866, which is 120% of annual expected claims of $4,626,555.

2010-11 fiscal year rates:

Type of Coverage	City Contribution	Employee Deduction	Total Monthly Cost
Employee Only	$469.56	$ 32.50	$502.06
Employee and Children	$690.89	$191.60	$882.49
Employee and Spouse	$714.07	$208.25	$922.32
Employee and Family	$829.81	$291.45	$1,121.26

New 2011-12 fiscal year rates:

Type of Coverage	City Contribution	Employee Deduction	Total Monthly Cost
Employee Only	$595.08	$ 32.50	$627.58
Employee and Children	$911.51	$191.60	$1,103.11
Employee and Spouse	$944.66	$208.25	$1,152.91
Employee and Family	$1,110.13	$291.45	$1,401.58

Employee deductions for health care coverage are paid on a pre-tax basis unless the employee elects not to have the benefit deducted pre-tax. Retirees pay the same rate as employees, supplemental coverage is offered to participants over age 65 at the following rate. However, the city is currently reviewing this rate to determine if any changes need to be made on October 1, 2011.

Type of Coverage	Monthly Cost
Retiree Supplemental	$240.60
Spouse Supplemental	$251.40
Family Supplemental	$402.88

On August 9, 2004, the Commission approved a cafeteria plan which allowed employees to select from two other health insurance plans. The rates for the other programs are not published in this document but are calculated at 9% and 24% less than the basic plan. The cafeteria plan currently offers the following options for employees:

- Dental
- Vision
- Flexible Spending Account
- Other Ancillary Products

Total Department Budget

$ 6,203,016

Health Insurance Fund Description (Continued)

The city opened a Wellness Center during the second quarter of fiscal year 2010-11 and has aggressively campaigned to capture employee participation. Employees, retirees, and dependents utilizing the City's Wellness facility do not pay for their doctor visits, pharmacy or lab work. The City's healthcare budget increased $1,057,875 to $6,203,016 or by 20.6% which was absorbed into the budget without passing on any of the additional costs to the employees. The City has made very clear that future increases in healthcare costs will need to be shared with its participants.

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Charges for Services	3,827,161	3,828,937	2,395,742	5,045,141	6,117,016
Miscellaneous Revenue	126,976	91,679	66,016	100,000	86,000
TOTAL REVENUE SOURCES	3,954,137	3,920,616	2,461,758	5,145,141	6,203,016
APPROPRIATIONS					
Health Insurance	4,098,809	5,265,359	2,641,324	5,145,141	5,795,883
Wellness Center	0	9,039	223,672	0	407,133
TOTAL APPROPRIATIONS	4,098,809	5,274,398	2,864,996	5,145,141	6,203,016

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
CHARGES FOR SERVICES (343)					
34120 Employee Contributions	779,166	770,254	410,169	780,000	819,000
34120 Employer Contributions	2,455,710	2,501,934	1,710,346	3,657,141	4,722,696
34120 Retiree's Contribution	207,123	193,204	92,632	213,000	193,000
34120 Retiree's Employer Contribution	334,862	324,819	169,337	340,000	347,320
34120 Continuation Coverage	50,300	38,726	13,258	55,000	35,000
TOTAL CHARGES FOR SERVICES	3,827,161	3,828,937	2,395,742	5,045,141	6,117,016
MISCELLANEOUS REVENUE					
36101 Interest on Investments	31,646	(17,328)	2,711	15,000	3,000
36130 Gain/Loss Investments	(4,716)	(2,998)	0	0	0
36909 Other Income	62,299	72,579	28,258	47,000	47,000
36991 Medicare Part D Subsidy	37,747	39,426	35,047	38,000	36,000
TOTAL MISCELLANEOUS REVENUE	126,976	91,679	66,016	100,000	86,000
TOTAL RESOURCES	3,954,137	3,920,616	2,461,758	5,145,141	6,203,016

Health Insurance Fund

Health Insurance

Appropriations Detail

Appropriations Detail — Account # 064-1340-519

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
PERSONAL SERVICES					
2310 Health Insurance	334,862	324,819	169,337	345,000	0
TOTAL PERSONAL SERVICES	334,862	324,819	169,337	345,000	0
OPERATING EXPENSES					
3110 Professional Services	444,680	408,323	208,814	450,000	383,218
4540 Insurance Premiums	317,830	303,166	164,974	320,000	367,916
4570 Insurance Claims	2,249,848	3,470,290	1,702,052	3,330,141	3,806,555
4572 Prescription Claims	681,033	767,949	396,147	700,000	820,000
4575 IBNR	70,556	(9,188)	0	0	0
TOTAL OPERATING EXPENSES	3,763,947	4,940,540	2,471,987	4,800,141	5,377,689
OTHER USES					
9940 Reserve for Employee Benefits	0	0	0	0	418,194
TOTAL OTHER USES	0	0	0	0	418,194
TOTAL APPROPRIATIONS	4,098,809	5,265,359	2,641,324	5,145,141	5,795,883

Appropriations Detail

Account # 064-1341-519

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES					
3110 Professional Services	0	0	25,971	0	250,000
3410 Contract Services	0	0	850	0	8,840
4110 Communication	0	0	1,043	0	2,749
4310 Utilities	0	0	605	0	3,504
46xx Repairs & Maint Office Equip	0	0	13	0	1,040
4810 Promotional Activities	0	0	750	0	1,000
5210 Operating Supplies	0	0	6,851	0	40,000
5218 Pharmaceuticals	0	0	2,051	0	100,000
TOTAL OPERATING EXPENSES	0	0	38,134	0	407,133
OTHER USES					
9531 Transfer to Capital Projects	0	9,039	185,538	0	0
TOTAL OTHER USES	0	9,039	185,538	0	0
TOTAL APPROPRIATIONS	0	9,039	223,672	0	407,133

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WORKERS' COMPENSATION INSURANCE FUND

Effective January 1, 1986, the City established a self-insurance program for the purpose of funding employee Workers' Compensation coverage. This program provides for City contributions into a self-insurance fund, which is managed by the City and an independent third party administrator.

Employee claims up to $500,000 per occurrence are paid from the assets of the self-insurance fund. Amounts in excess of $500,000 per occurrence are paid from a reinsurance policy purchased by the City.

The City funds the Workers' Compensation Insurance fund at 90% of the actuarial expected claims liability. Incurred but not reported (IBNR) claims are adjusted annually to the actuarial recommendation.

Workers' Compensation Insurance Fund

Description

Total Department Budget

$ 625,321

Workers' Compensation Insurance Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
REVENUE SOURCES					
Charges for Services	477,392	588,742	297,018	625,321	625,321
Miscellaneous Revenue	27,407	189	2,752	0	0
Other Sources	0	0	0	0	0
TOTAL REVENUE SOURCES	504,799	588,931	299,770	625,321	625,321
APPROPRIATIONS					
Workers' Compensation Administration	1,168,948	700,911	183,868	625,321	625,321
TOTAL APPROPRIATIONS	1,168,948	700,911	183,868	625,321	625,321

Revenue Detail

	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
CHARGES FOR SERVICES					
2020 Employer Contributions	477,392	588,742	297,018	625,321	625,321
TOTAL CHARGES FOR SERVICES	477,392	588,742	297,018	625,321	625,321
MISCELLANEOUS REVENUE					
36101 Interest on Investments	22,071	(8,383)	2,752	0	0
36130 Gain/Loss Investments	(4,246)	(1,655)	0	0	0
36909 Other Income	9,582	10,227	0	0	0
TOTAL MISCELLANEOUS REVENUE	27,407	189	2,752	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	504,799	588,931	299,770	625,321	625,321

Workers' Compensation Insurance Fund

Appropriations Detail

Appropriations Detail — Account # 065-1350-519

		ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 10/10-03/11	ADOPTED 2010-11	ADOPTED 2011-12
OPERATING EXPENSES						
3110	Professional Services	45,968	30,995	21,109	29,400	29,400
4540	Insurance Premiums	69,927	67,648	30,314	74,665	74,665
4570	Insurance Claims	720,514	389,828	124,599	500,161	500,161
4575	IBNR	(145,098)	83,011	0	0	0
4580	Self Insurance Assessment	18,463	28,698	5,274	21,095	21,095
TOTAL OPERATING EXPENSES		709,774	600,180	181,296	625,321	625,321
OTHER USES						
9115	Transfer to Building Fund	0	59,169	2,572	0	0
9531	Transfer to Capital Projects Fund	359,174	41,562	0	0	0
9954	Transfer to Magnolia Townhomes	100,000	0	0	0	0
TOTAL OTHER USES		459,174	100,731	2,572	0	0
TOTAL APPROPRIATIONS		1,168,948	700,911	183,868	625,321	625,321

ORDINANCE NO. 11-90

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF LEESBURG, FLORIDA, ADOPTING THE FISCAL YEAR 2011-12 BUDGET FOR THE CITY OF LEESBURG, FLORIDA; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Commission of the City of Leesburg, Florida, has held several budget work sessions for the purpose of reviewing, and, where appropriate, revising the Fiscal Year 2011-12 Budget, and

WHEREAS, the provisions of Section 200.065(2)(c), Florida Statutes, commonly known as the Truth in Millage or TRIM Bill, require that the City Commission hold a public hearing and adopt a tentative budget and millage rate for Fiscal Year 2011-12; and,

WHEREAS, the City Commission has tentatively adopted a budget which they feel is in the best interests of the citizens of the City of Leesburg, and desires by means of this ordinance to finally adopt said budget for Fiscal Year 2011-12;

NOW THEREFORE, BE IT ENACTED BY THE PEOPLE OF THE CITY OF LEESBURG, FLORIDA:

SECTION I.

GENERAL FUND

ESTIMATED REVENUES AND OTHER RECEIPTS

Current Ad Valorem Taxes (Based on an assessed value of $1,152,928,547*4.3179 Mills * 95%)	4,729,318
Other Taxes	4,431,797
Licenses and Permits	107,300
Intergovernmental Revenue	2,032,198
Charges for Services	529,094
Fines and Forfeits	87,000
Miscellaneous Revenues	1,196,994
Total Estimated Revenues	13,113,701
Other Financing Sources:	
Transfers from other Funds	9,348,900
Fund Balance Appropriated	51,970
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	22,514,571

GENERAL FUND (continued)
PROPOSED APPROPRIATIONS

General Government	1,294,029
Public Safety	13,709,134
Physical Environment	103,171
Transportation	2,308,170
Economic Environment	168,744
Human Services	5,000
Culture/Recreation	3,727,455
Other Uses	277,131
Non Expenditures:	
Transfers to other Funds	921,737
TOTAL PROPOSED APPROPRIATIONS	22,514,571

STORMWATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS

Charges for Services	1,543,000
Miscellaneous Revenues	5,000
Total Estimated Revenues	1,548,000
Other Financing Sources:	
Fund Balance Appropriated	614,518
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,162,518

PROPOSED APPROPRIATIONS

Physical Environment	2,162,518
TOTAL PROPOSED APPROPRIATIONS	2,162,518

GREATER LEESBURG COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS

Intergovernmental Revenue	194,907
Total Estimated Revenues	194,907
Other Financing Sources:	
Transfers from other Funds	157,109
Fund Balance Appropriated	184,961
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	536,977

GREATER LEESBURG COMMUNITY REDEVELOPMENT AGENCY (Continued)

PROPOSED APPROPRIATIONS	
Economic Environment	512,929
Non Expenditures:	
Debt Service	24,048
TOTAL PROPOSED APPROPRIATIONS	536,977

CARVER HEIGHTS COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	98,342
Miscellaneous Revenue	340
Total Estimated Revenues	98,682
Other Financing Sources:	
Transfers from other Funds	79,271
Fund Balance Appropriated- Note Proceeds	55,799
Fund Balance Appropriated	37,190
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	270,942

PROPOSED APPROPRIATIONS	
Economic Environment	14,560
Non Expenditures:	
Debt Service	200,583
Transfers to other Funds	55,799
TOTAL PROPOSED APPROPRIATIONS	270,942

US HWY 441/27 COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Fund Balance Appropriated- Bond Proceeds	680,006
Fund Balance Appropriated	18,500
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	698,506

PROPOSED APPROPRIATIONS	
Economic Environment	2,500
Non Expenditures:	
Debt Service	696,006
TOTAL PROPOSED APPROPRIATIONS	698,506

DEBT SERVICE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Transfers from other Funds	1,628,054
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,628,054
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Debt Service	1,628,054
TOTAL PROPOSED APPROPRIATIONS	1,628,054

CAPITAL PROJECTS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	1,120,000
Total Estimated Revenues	1,120,000
Other Financing Sources:	
Transfers from other Funds	588,500
Fund Balance Appropriated- Bond Proceeds	525,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,233,500
PROPOSED APPROPRIATIONS	
Public Safety	120,000
Transportation	1,778,000
Culture/Recreation	335,000
Non Expenditures:	
Debt Service	500
TOTAL PROPOSED APPROPRIATIONS	2,233,500

ELECTRIC FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	74,106,716
Miscellaneous Revenues	303,243
Other Sources	100,000
Total Estimated Revenues	74,509,959
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	1,160,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	75,669,959

ELECTRIC FUND (continued)

PROPOSED APPROPRIATIONS

Physical Environment	67,020,058
Non Expenditures:	
Transfers to other Funds	5,928,438
Debt Service	2,525,021
Reserves- Contributions to Retained Earnings	196,442
TOTAL PROPOSED APPROPRIATIONS	75,669,959

GAS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS

Charges for Services	7,597,041
Miscellaneous Revenues	27,500
Other Sources	189,617
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	7,814,158

PROPOSED APPROPRIATIONS

Physical Environment	6,680,300
Non Expenditures:	
Transfers to other Funds	668,950
Debt Service	419,982
Reserves- Contributions to Retained Earnings	44,926
TOTAL PROPOSED APPROPRIATIONS	7,814,158

WATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS

Charges for Services	7,036,393
Miscellaneous Revenues	18,500
Other Sources	530,000
Total Estimated Revenues	7,594,893
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	372,800
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	7,957,693

PROPOSED APPROPRIATIONS

Physical Environment	5,626,257
Non Expenditures:	
Transfers to other Funds	762,933
Debt Service	1,568,503
TOTAL PROPOSED APPROPRIATIONS	7,957,693

WASTEWATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	9,799,637
Miscellaneous Revenues	21,000
Total Estimated Revenues	9,820,637
Other Financing sources:	
Fund Balance Appropriated- Renewal & Replacement	1,583,000
Fund Balance Appropriated	126,906
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	11,530,543

PROPOSED APPROPRIATIONS	
Physical Environment	8,890,462
Non Expenditures:	
Transfers to other Funds	700,751
Debt Service	1,939,330
TOTAL PROPOSED APPROPRIATIONS	11,530,543

COMMUNICATIONS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	1,446,560
Miscellaneous Revenue	2,400
Total Estimated Revenues	1,448,960
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	210,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,658,960

PROPOSED APPROPRIATIONS	
Physical Environment	1,538,975
Non Expenditures:	
Debt Service	34,789
Reserves- Contributions to Retained Earnings	85,196
TOTAL PROPOSED APPROPRIATIONS	1,658,960

SOLID WASTE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	3,617,791
Miscellaneous Revenues	5,200
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	3,622,991

PROPOSED APPROPRIATIONS	
Physical Environment	3,214,025
Non Expenditures:	
Reserves- Contributions to Retained Earnings	146,677
Transfers to other Funds	262,289
TOTAL PROPOSED APPROPRIATIONS	3,622,991

POLICE PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	159,139
Miscellaneous Revenues	860,045
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,019,184

PROPOSED APPROPRIATIONS	
General Government	725,000
Non Expenditures:	
Reserves- Contributions to Fund Balance	294,184
TOTAL PROPOSED APPROPRIATIONS	1,019,184

FIRE PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	110,449
Miscellaneous Revenues	1,110,419
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,220,868

PROPOSED APPROPRIATIONS	
General Government	860,000
Non Expenditures:	
Reserves- Contributions to Fund Balance	360,868
TOTAL PROPOSED APPROPRIATIONS	1,220,868

GENERAL EMPLOYEE'S PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Miscellaneous Revenues	2,375,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,375,000
PROPOSED APPROPRIATIONS	
General Government	2,375,000
TOTAL PROPOSED APPROPRIATIONS	2,375,000

HEALTH INSURANCE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	6,117,016
Miscellaneous Revenues	86,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	6,203,016
PROPOSED APPROPRIATIONS	
General Government	5,784,822
Non- Expenditures:	
Reserves- Contribution to Fund Balance	418,194
TOTAL PROPOSED APPROPRIATIONS	6,203,016

WORKERS' COMPENSATION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	625,321
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	625,321
PROPOSED APPROPRIATIONS	
General Government	625,321
TOTAL PROPOSED APPROPRIATIONS	625,321

DISCRETIONARY SALES TAX FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	1,629,325
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,629,325
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other Funds	1,629,325
TOTAL PROPOSED APPROPRIATIONS	1,629,325

GAS TAX FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	838,326
Intergovernmental Revenue	139,379
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	977,705
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other funds	977,705
TOTAL PROPOSED APPROPRIATIONS	977,705

BUILDING PERMITS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Licenses & Permits	355,000
Intergovernmental Revenue	1,500
Total Estimated Revenues	356,500
Other Financing Sources:	
Fund Balance Appropriated	79,107
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	435,607
PROPOSED APPROPRIATIONS	
Public Safety	435,607
TOTAL PROPOSED APPROPRIATIONS	435,607

POLICE EDUCATION RECEIPTS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Fund Balance Appropriated	15,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	15,000
PROPOSED APPROPRIATIONS	
Public Safety	15,000
TOTAL PROPOSED APPROPRIATIONS	15,000

POLICE IMPACT FEES FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Fund Balance Appropriated	5,800
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	5,800
PROPOSED APPROPRIATIONS	
Public Safety	5,800
TOTAL PROPOSED APPROPRIATIONS	5,800

RECREATION IMPACT FEES FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Fund Balance Appropriated	50,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	50,000
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other Funds	50,000
TOTAL PROPOSED APPROPRIATIONS	50,000

MAGNOLIA TOWNHOMES FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Transfers from other Funds	156,093
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	156,093

MAGNOLIA TOWNHOMES FUND (continued)

PROPOSED APPROPRIATIONS

Economic Environment	3,093
Non Expenditures:	
Debt Service	153,000
	156,093

ALL FUNDS

ESTIMATED REVENUES AND OTHER RECEIPTS

Ad Valorem Taxes	4,729,318
Other Taxes	7,169,036
Licenses and Permits	462,300
Intergovernmental Revenue	3,586,326
Charges for Services	112,418,569
Fines and Forfeits	87,000
Miscellaneous Revenues	6,011,641
Other Sources	819,617
Total Estimated Revenues	135,283,807
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	3,325,800
Fund Balance Appropriated- Note Proceeds	55,799
Fund Balance Appropriated- Bond Proceeds	1,205,006
Fund Balance Appropriated	1,183,952
Transfers from other Funds	11,957,927
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	153,012,291

PROPOSED APPROPRIATIONS

General Government	11,664,172
Public Safety	14,285,541
Physical Environment	95,235,766
Transportation	4,086,170
Economic Environment	701,826
Human Services	5,000
Culture/Recreation	4,062,455
Other Uses	277,131
Non Expenditures:	
Transfers to other Funds	11,957,927
Debt Service	9,189,816
Reserves- Contributions to Fund Balance	1,073,246
Reserves- Contributions to Retained Earnings	473,241
TOTAL PROPOSED APPROPRIATIONS	153,012,291

SECTION II.

This ordinance shall become effective October 1, 2011.

PASSED AND ADOPTED at a regular meeting of the City Commission of the City of Leesburg, Florida held the 26th day of September 2011.

Bill Poll

Mayor

ATTEST:

Betty M Richardson

City Clerk

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Capital Improvement Program

This capital improvement program includes the purchase of all capital items as well as major capital projects for all funds as proposed in the budget for fiscal year 2011-12. The funding sources are identified by line and recapped at the end of the fund.

General Government

These items are included in general fund and the capital projects fund. Governmental Revenue is the funding source for general fund and the capital projects fund which also includes funding from grants and Gas tax.

FINANCE

Project #	W F #	Project Description	Funding Source	Amount
		Customer Service Renovations	Governmental Revenue	50,000
		Total Finance Department		50,000

INFORMATION TECHNOLOGY

Project #	W F #	Project Description	Funding Source	Amount
		Servers	Governmental Revenue	30,000
		Data Storage	Governmental Revenue	95,000
		Communications Electronics/Switches	Governmental Revenue	30,000
		Copier Replacement (Parks & Rec)	Governmental Revenue	5,500
		Meter Reading handheld devices (8)	Governmental Revenue	41,000
		PBX Replacement Phase II	Governmental Revenue	125,000
		Total Information Technology Department		326,500

GIS/ENGINEERING

Project #	W F #	Project Description	Funding Source	Amount
		GPS Handheld Unit	Governmental Revenue	6,000
		Total GIS/Engineering Department		6,000

AIRPORT

Project #	W F #	Project Description	Funding Source	Amount
		Refurbish NDB	Governmental Revenue	16,000
310018		Security Assessment Fencing	State Grant	600,000
310018		Restripe Runway 13/31	State Grant	40,000
			Governmental Revenue	10,000
310018		Update Airport Lighting Runway 13/31, Taxiway A&K	State Grant	480,000
			Reallocate Bond Funds	120,000
		Total Airport Department		1,266,000

Capital Improvement Program (Continued)

POLICE

Project #	W F #	Project Description	Funding Source	Amount
		Space Saver Bi-lateral filing system	Police Impact Fees	5,800
				5,800

FIRE

Project #	W F #	Project Description	Funding Source	Amount
		ALS Replacement	Governmental Revenue	25,000
		Thermal Imaging Camera	Governmental Revenue	9,000
		Assessment Machines (2)	Governmental Revenue	60,000
310022		Renovate Fire Station #1 Restrooms	Reallocate Bond Funds	90,000
310022		Fire Station #4 Generator	Reallocate Bond Funds	30,000
		Total Fire Department		214,000

PUBLIC WORKS

Project #	W F #	Project Description	Funding Source	Amount
		Fleet		
		New Vehicles - Electric Rear Lot Line Machine	Electric Utility Transfer	160,000
		Replacement Vehicles (999,899)		
		Electric	Discretionary Sales Tax	68,250
		Gas	Discretionary Sales Tax	163,800
		Solid Waste	Discretionary Sales Tax	225,000
			Discretionary Sales Tax	62,985
		Wastewater	Governmental Revenue	38,224
		Water	Governmental Revenue	41,160
		Police	Governmental Revenue	352,000
		Recreation	Governmental Revenue	48,480
		Refurbish Vehicles/ Equipment	Governmental Revenue	45,000
		Total Fleet		1,204,899
		Streets		
310051		Road Resurfacing	Gas Tax	528,000
		Total Streets		528,000
		Facilities		
		City Hall Air Conditioning	Governmental Revenue	25,000
		Total Facilities		25,000
		Total Public Works Department		**1,757,899**

LIBRARY

Project #	W F #	Project Description	Funding Source	Amount
		Early Literacy Station	Governmental Revenue	5,200
		Total Library Department		5,200

Capital Improvement Program (Continued)

RECREATION

Project #	W F #	Project Description	Funding Source	Amount
		Parks		
310081		Rails to Trails (Canal to Lake)	Recreation Impact Fees	50,000
		Venetian Gardens Bridge	Reallocate Bond Funds	85,000
		Community Building		
		Floor Cleaner	Governmental Revenue	5,500
310081		Re-Roof	Reallocate Bond Funds	126,000
310081		Improvements	Reallocate Bond Funds	74,000
		Total Community Building		205,500
		Susan Street		
		Replace two Poles	Governmental Revenue	13,000
		Total Susan Street		13,000
		Total Recreation Department		268,500
		Funding Source		
		Governmental Revenue		1,076,064
		Electric Utility Transfer		160,000
		Discretionary Sales Tax		520,035
		Reallocate Bond Funds		525,000
		Recreation Impact Fees		50,000
		Police Impact Fees		5,800
		Gas Tax		528,000
		State Grant		1,120,000
		Total General Government Funding Sources		3,984,899

Capital Improvement Program (Continued)

Many of the capital projects for all the utilities are to maintain a reliable system that will provide customer satisfaction, such as stormwater projects that will reduce localized flooding in the area. Accurate meters record accurate consumption which generates the revenue necessary to offset the expense. Maintenance reduces the necessity for trouble calls associated with routine failures, which is a savings that is difficult to quantify. In order for the City to comply with regulatory agencies, proper maintenance is vital. New installations and services will increase operating costs over time, and a portion of that cost is included in the operating impact and is offset by an increase in revenue.

STORMWATER

Project #	W F #	Project Description	Funding Source	Amount
140002		Basin Study Update	Stormwater Fees	100,000
		Drainage Improvements		
140002		Miscellaneous Drainage Improvements	Stormwater Fees	50,000
		Stormwater Rehabs		
140002		Ponds	Stormwater Fees	125,000
140002		Curbs, gutters & inlets	Stormwater Fees	25,000
140002		Enclose Ditch Lines	Stormwater Fees	450,000
140002		Conveyance Systems	Stormwater Fees	150,000
		Total Stormwater Department		900,000

Funding Source	
Stormwater Fees	900,000
Total Stormwater Funding Sources	900,000

Capital Improvement Program (Continued)

ELECTRIC

Project #	W F #	Project Description	Funding Source	Amount
410001	Various	Meters (72,889)	Current Revenue	37,889
			Renewal & Replacement	35,000
410002	Various	Transformers (304,060)	Current Revenue	151,816
			Renewal & Replacement	152,250
410003	Various	Capacitors (7,625)	Current Revenue	5,000
			Renewal & Replacement	2,625
410004	Various	Distribution Lines (1,105,447)	Current Revenue	545,414
			Customer Contribution	25,000
			Renewal & Replacement	280,000
		Underground Carver Heights	Current Revenue	255,033
410005	Various	Sectionalizing Equipment (200,000)	Current Revenue	100,000
			Renewal & Replacement	100,000
410006	Various	Lights (86,362)	Current Revenue	53,269
			Renewal & Replacement	33,093
410008	Various	Other equipment	Current Revenue	330,200
410010	Various	Subdivisions	Customer Contribution	75,000
410011	Various	Reconductoring	Renewal & Replacement	157,500
410012	Various	Substations	Renewal & Replacement	239,532
410013	Various	Structures	Current Revenue	100,000
		Total Electric Department		2,678,621

Funding Source	
Current Revenue	1,578,621
Customer Contribution	100,000
Renewal & Replacement	1,000,000
Total Electric Funding Sources	2,678,621

Capital Improvement Program (Continued)

GAS

Project #	W F #	Project Description	Funding Source	Amount
420001	Various	Meters (110,066)		
		Regular meters	Current Revenue	45,844
			Customer Contribution	3,137
		ERT meters	Current Revenue	57,948
			Customer Contribution	3,137
420003	Various	Tools & Equipment	Current Revenue	59,225
420007	Various	General Plant	Current Revenue	52,800
420008	Various	Regulators (17,191)	Current Revenue	15,883
			Customer Contribution	1,308
420009	Various	Farm Tap/ Industrial Equip	Customer Contribution	5,000
420010	Various	Services (44,239)	Current Revenue	17,204
			Customer Contribution	27,035
		Total Gas Department		288,521
		Funding Source		
		Current Revenue		248,904
		Customer Contribution		39,617
		Total Gas Funding Sources		288,521

WATER

Project #	W F #	Project Description	Funding Source	Amount
430003		Tools & Equipment (82,800)		
		SCADA Upgrade	Renewal & Replacement	52,800
		Ground Penetrating Radar Unit	Current Revenue	5,000
		Royal Highlands Standby Generator	Current Revenue	25,000
430006		Plant & Storage (145,000)		
		In-line Valve @ MWTP	Renewal & Replacement	25,000
		Royal Highlands Well #1 Rehabilitation	Renewal & Replacement	60,000
		Royal Highlands HSP #1 Complete Rebuild	Renewal & Replacement	60,000
		Total Water Department		227,800
		Funding Source		
		Current Revenue		30,000
		Renewal & Replacement		197,800
		Total Water Funding Sources		227,800

Capital Improvement Program (Continued)

WASTEWATER

Project #	W F #	Project Description	Funding Source	Amount
440002	Various	Collecting Sewers (500,000)		
		Lift Station Control Panels	Renewal & Replacement	50,000
		Gravity Sewer line rehabs/ replacements	Renewal & Replacement	450,000
440003	Various	Other Equipment (270,000)		
		DO Meter @ Canal Street	Renewal & Replacement	10,000
		DO Meter @ Turnpike (2)	Renewal & Replacement	20,000
		Process Control Equipment	Renewal & Replacement	20,000
		Waste Flow meter Turnpike	Renewal & Replacement	6,000
		Compliance Sampler Turnpike	Renewal & Replacement	5,600
		SCADA Upgrade	Renewal & Replacement	158,400
		Emergency Generator LS #9	Renewal & Replacement	50,000
440006	Various	Treatment Plant (593,000)		
		Platt Tract Monitoring Wells	Renewal & Replacement	18,000
		North Pond liner rehab	Renewal & Replacement	275,000
		Canal St Pond liner replace	Renewal & Replacement	300,000
		Total Wastewater Department		1,363,000
		Funding Source		
		Renewal & Replacement		1,363,000
		Total Wastewater Funding Sources		1,363,000

COMMUNICATIONS

Project #	W F #	Project Description	Funding Source	Amount
450001	Various	New Customer Additions	Current Revenue	75,000
450002	Various	Fiber Relocations	Renewal & Replacement	195,000
450008	Various	Other Equipment (45,000)		
		Content Filtering Appliance	Current Revenue	30,000
		Fusion Splicer	Renewal & Replacement	15,000
		Total Communications Department		315,000
		Funding Source		
		Current Revenue		105,000
		Renewal & Replacement		210,000
		Total Communications Funding Sources		315,000

Capital Improvement Program (Continued)

GREATER LEESBURG CRA

Project #	W F #	Project Description	Funding Source	Amount
		Acquire Faunda Property	CRA Projected Revenue	100,000
		Undergrounding	CRA Projected Revenue	200,000
		Total Greater Leesburg CRA		300,000
		Funding Source		
		CRA Projected Revenue		300,000
		Total Greater Leesburg CRA Funding Sources		300,000

2011-12 PAYGRADES

Job Classification/Title	Pay Grade	Old Pay Grade	Hourly Min	Hourly Max	Annual Min	Annual Max
Accountant I	120		13.97	20.51	29,057.60	42,660.80
Accountant II	122		15.09	22.16	31,387.20	46,092.80
Accountant III	124		16.31	23.96	33,924.80	49,836.80
Accountant IV	126		17.63	25.89	36,670.40	53,851.20
Accounting Operations Supervisor	128		19.06	27.99	39,644.80	58,219.20
Accounting Specialist I	114		11.08	16.25	23,046.40	33,800.00
Accounting Specialist II	117		12.44	18.26	25,875.20	37,980.80
Administrative Assistant I	117		12.44	18.26	25,875.20	37,980.80
Administrative Assistant II	119		13.44	19.73	27,955.20	41,038.40
Airport Manager	129		19.82	29.10	41,225.60	60,528.00
Apprentice Lineman	401		Included in apprentice standards			
Assistant Director of Parks	135		25.05	36.77	52,104.00	76,481.60
Assistant Director of Recreation	135		25.05	36.77	52,104.00	76,481.60
Athletic Supervisor	123		15.69	23.04	32,635.20	47,923.20
Benefits & Compensation Coordinator	123		15.69	23.04	32,635.20	47,923.20
Book Store Manager	999		7.25		15,080.00	
Broadcast Technician	117		12.44	18.26	25,875.20	37,980.80
Budget Manager	132		22.28	32.70	46,342.40	68,016.00
Business Applications Support	136		26.05	38.24	54,184.00	79,539.20
Building Inspector I	123		15.69	23.04	32,635.20	47,923.20
Building Inspector II	124		16.31	23.96	33,924.80	49,836.80
Building Official	135		25.05	36.77	52,104.00	76,481.60
Business Analyst	123		15.69	23.04	32,635.20	47,923.20
Buyer	120		13.97	20.51	29,057.60	42,660.80
Chief Plant Operator	130		20.61	30.26	42,868.80	62,940.80
City Clerk	137		27.09	39.77	56,347.20	82,721.60
City Engineer	140		30.46	44.72	63,356.80	93,017.60
Clerical Assistant	111		9.87	14.46	20,529.60	30,076.80
Collections Supervisor	120		13.97	20.51	29,057.60	42,660.80
Communications Manager	135		25.05	36.77	52,104.00	76,481.60
Communications Tech I	121		14.52	21.32	30,201.60	44,345.60
Communications Tech II	128		19.06	27.99	39,644.80	58,219.20
Communications Operations Manager	131		21.43	31.46	44,574.40	65,436.80
Community Development Director	139		29.29	43.01	60,923.20	89,460.80
Community Redevelopment Coordinator	130		20.61	30.26	42,868.80	62,940.80
Computer System Analyst	128		19.06	27.99	39,644.80	58,219.20
Computer Technician	123		15.69	23.04	32,635.20	47,923.20
Contract Supervisor	L4		34.01	37.16	70,740.80	77,292.80
Crew Leader	127		18.33	26.93	38,126.40	56,014.40
Customer Accounts Manager	132		22.28	32.70	46,342.40	68,016.00
Customer Accounts Supervisor	120		13.97	20.51	29,057.60	42,660.80
Customer Service Specialist	115		11.52	16.89	23,961.60	35,131.20
Database Administrator/GIS Manager	136	135	26.05	38.24	54,184.00	79,539.20
Deputy City Clerk I	120		13.97	20.51	29,057.60	42,660.80
Deputy City Clerk II	122		15.09	22.16	31,387.20	46,092.80
Deputy City Manager	144		35.60	52.31	74,048.00	108,804.80
Deputy Director of Environmental Services	137		27.09	39.77	56,347.20	82,721.60
Deputy Director of Electric	141		31.67	46.50	65,873.60	96,720.00
Deputy Director of Public Works	137		27.09	39.77	56,347.20	82,721.60
Deputy Finance Director	139		29.29	43.01	60,923.20	89,460.80
Development Review Coordinator	130		20.61	30.26	42,868.80	62,940.80
Director of Electric	147		40.04	58.74	83,283.20	122,179.20
Director of Environmental Services	142		32.93	48.36	68,494.40	100,588.80
Director of Housing & Economic Development	137		27.09	39.77	56,347.20	82,721.60
Director of Recreation & Parks	140		30.46	44.72	63,356.80	93,017.60
Distribution Foreman	127		18.33	26.93	38,126.40	56,014.40
Distribution Technician	116		11.97	17.57	24,897.60	36,545.60
Electric Line Crew Leader	L4		34.01	37.16	70,740.80	77,292.80
Electric Lineman	L2		25.05	34.61	52,104.00	71,988.80
Electric Service Planner	131		21.43	31.46	44,574.40	65,436.80
Electric Service Technician	L3		26.05	35.80	54,184.00	74,464.00
Electric Superintendent	139		29.29	43.01	60,923.20	89,460.80
Electric System Operations Supervisor	135		25.05	36.77	52,104.00	76,481.60

2011-12 PAYGRADES (Continued)

Electric Senior Systems Operator	133	23.17	34.01	48,193.60	70,740.80
Electric Technician I	120	13.97	20.51	29,057.60	42,660.80
ElectricTechnician II	122	15.09	22.16	31,387.20	46,092.80
Emergency Services Dispatch Manager	124	16.31	23.96	33,924.80	49,836.80
Emergency Services Dispatcher I	117	12.44	18.26	25,875.20	37,980.80
Emergency Services Dispatcher II	118	12.93	18.98	26,894.40	39,478.40
Emergency Services Dispatcher III	120	13.97	20.51	29,057.60	42,660.80
Executive Assistant/Administrative Aide I	122	15.09	22.16	31,387.20	46,092.80
Executive Assistant/Administrative Aide II	124	16.31	23.96	33,924.80	49,836.80
Facilities Maintenance Manager	130	20.61	30.26	42,868.80	62,940.80
Finance Director	142	32.93	48.36	68,494.40	100,588.80
Financial Reporting Manager	135	25.05	36.77	52,104.00	76,481.60
Fire Battalion Chief *	532	17.90	26.27	52,124.80	76,498.24
Fire Chief	140	30.46	44.72	63,356.80	93,017.60
Fire Lieutenant *	529	16.45	23.91	47,902.40	69,625.92
Fire Lieutenant/Paramedic *	530	18.24	25.69	53,114.88	74,809.28
Firefighter *	520	11.75	16.98	34,216.00	49,445.76
Firefighter Eng/Paramedic *	526	15.42	21.53	44,903.04	62,695.36
Firefighter Intern*	402	9.43	14.29	27,460.16	41,612.48
Firefighter/Engineer *	524	13.63	19.75	39,690.56	57,512.00
Firefighter/Paramedic *	522	13.54	18.77	39,428.48	54,658.24
Fleet Manager	130	20.61	30.26	42,868.80	62,940.80
Gas Director	139	29.29	43.01	60,923.20	89,460.80
Gas Distribution Coordinator	120	13.97	20.51	29,057.60	42,660.80
Gas Engineer	135	25.05	36.77	52,104.00	76,481.60
Gas Maintenance Foreman	127	18.33	26.93	38,126.40	56,014.40
Gas Maintenance Tech	118	12.93	18.98	26,894.40	39,478.40
Gas Service Technician	118	12.93	18.98	26,894.40	39,478.40
GIS Utility Specialist	126	17.63	25.89	36,670.40	53,851.20
GIS Planning Specialist	124	16.31	23.96	33,924.80	49,836.80
GIS Analyst	130	20.61	30.26	42,868.80	62,940.80
Groundsman	L1	11.97	17.57	24,897.60	36,545.60
Heavy Equipment Operator	117	12.44	18.26	25,875.20	37,980.80
Housing Manager	130	20.61	30.26	42,868.80	62,940.80
Human Resources Analyst	119	13.44	19.73	27,955.20	41,038.40
Human Resources/Safety Director	140	30.46	44.72	63,356.80	93,017.60
Industrial Pretreatment Inspector	121	14.52	21.32	30,201.60	44,345.60
Industrial Waste Monitoring (IWM) Technician	117	12.44	18.26	25,875.20	37,980.80
Information Technology Director	139	29.29	43.01	60,923.20	89,460.80
Internet Programmer	130	20.61	30.26	42,868.80	62,940.80
IT Network Manager	136	26.05	38.24	54,184.00	79,539.20
Laboratory Manager	130	20.61	30.26	42,868.80	62,940.80
Lead Plant Operator	127	18.33	26.93	38,126.40	56,014.40
Librarian	120	13.97	20.51	29,057.60	42,660.80
Librarian Youth Services Supervisor	122	15.09	22.16	31,387.20	46,092.80
Library Adult Services Supervisor	122	15.09	22.16	31,387.20	46,092.80
Library Assistant	109	9.14	13.38	19,011.20	27,830.40
Library Assistant/Adult Services	114	11.08	16.25	23,046.40	33,800.00
Library Circulation Supervisor	122	15.09	22.16	31,387.20	46,092.80
Library Director	139	29.29	43.01	60,923.20	89,460.80
Library Page	105	7.83	11.46	16,286.40	23,836.80
Library Page Temp	105	7.83	11.46	16,286.40	23,836.80
Library Support Services Manager	125	16.96	24.90	35,276.80	51,792.00
Lift Station Mechanic	117	12.44	18.26	25,875.20	37,980.80
Maintenance Manager	135	25.05	36.77	52,104.00	76,481.60
Maintenance Supervisor	130	20.61	30.26	42,868.80	62,940.80
Maintenance Worker I	111	9.87	14.46	20,529.60	30,076.80
Maintenance Worker II	113	10.66	15.63	22,172.80	32,510.40
Mechanic I	117	12.44	18.26	25,875.20	37,980.80
Mechanic II	119	13.44	19.73	27,955.20	41,038.40
Meter Reader	112	10.26	15.03	21,340.80	31,262.40
Meter Reader Supervisor	121	14.52	21.32	30,201.60	44,345.60
Meter Technician	127	18.33	26.93	38,126.40	56,014.40

2011-12 PAYGRADES (Continued)

Mobile Equipment Operator I	113	10.66	15.63	22,172.80	32,510.40
Mobile Equipment Operator II	115	11.52	16.89	23,961.60	35,131.20
Network Systems Analyst I	130	20.61	30.26	42,868.80	62,940.80
Network Systems Analyst II	131	21.43	31.46	44,574.40	65,436.80
Network Technician I	123	15.69	23.04	32,635.20	47,923.20
Nursery Technician	117	12.44	18.26	25,875.20	37,980.80
Office Specialist	114	11.08	16.25	23,046.40	33,800.00
Operations Supervisor	130	20.61	30.26	42,868.80	62,940.80
Payroll Administrator	122	15.09	22.16	31,387.20	46,092.80
Planner	126	17.63	25.89	36,670.40	53,851.20
Plans Examiner I	127	18.33	26.93	38,126.40	56,014.40
Plans Examiner II	129	19.82	29.10	41,225.60	60,528.00
Plant Manager	137	27.09	39.77	56,347.20	82,721.60
Plant Mechanic	114	11.08	16.25	23,046.40	33,800.00
Police Captain	134	24.09	35.36	50,107.20	73,548.80
Police Chief	142	32.93	48.36	68,494.40	100,588.80
Police Corporal **	304	18.33	26.93	40,509.30	59,515.30
Police Detective **	300	15.69	23.04	34,674.90	50,918.40
Police Detective Corporal **	304	18.33	26.93	40,509.30	59,515.30
Police Detective Sergeant **	306	19.06	27.99	42,122.60	61,857.90
Police Interns	403	14.95	15.69	31,096.00	32,635.20
Police Lieutenant **	308	20.61	30.26	45,548.10	66,874.60
Police Major	135	25.05	36.77	52,104.00	76,481.60
Police Officer **	300	15.69	23.04	34,674.90	50,918.40
Police Reserve Officer	999	7.25		15,080.00	
Police Sergeant **	306	19.06	27.99	42,122.60	61,857.90
Project Manager I	127	18.33	26.93	38,126.40	56,014.40
Project Manager II	130	20.61	30.26	42,868.80	62,940.80
Public Outreach Coordinator	127	18.33	26.93	38,126.40	56,014.40
Purchasing Manager	135	25.05	36.77	52,104.00	76,481.60
Receptionist	111	9.87	14.46	20,529.60	30,076.80
Records Supervisor	120	13.97	20.51	29,057.60	42,660.80
Recreation Specialist	115	11.52	16.89	23,961.60	35,131.20
Risk Manager	130	20.61	30.26	42,868.80	62,940.80
School Crossing Guard	999	7.25		15,080.00	
Senior Detective **	302	16.96	24.90	37,481.60	55,029.00
Senior Electric Service Planner	135	25.05	36.77	52,104.00	76,481.60
Senior Meter Technician	128	19.06	27.99	39,644.80	58,219.20
Senior Planner	130	20.61	30.26	42,868.80	62,940.80
Senior Police Officer **	302	16.96	24.90	37,481.60	55,029.00
Senior Systems Analyst	135	25.05	36.77	52,104.00	76,481.60
Senior Substation Comm Tech	135	25.05	36.77	52,104.00	76,481.60
Shop Supervisor	124	16.31	23.96	33,924.80	49,836.80
Solid Waste Manager	130	20.61	30.26	42,868.80	62,940.80
Solid Waste Operator I	113	10.66	15.63	22,172.80	32,510.40
Solid Waste Operator II	115	11.52	16.89	23,961.60	35,131.20
Solid Waste Operator III	117	12.44	18.26	25,875.20	37,980.80
Solid Waste Operator IV	119	13.44	19.73	27,955.20	41,038.40
Solid Waste Supervisor	127	18.33	26.93	38,126.40	56,014.40
Street Sign Tech	117	12.44	18.26	25,875.20	37,980.80
Street Supervisor	123	15.69	23.04	32,635.20	47,923.20
Substation Communications Technician I	127	18.33	26.93	38,126.40	56,014.40
Substation Communications Technician II	134	24.09	35.36	50,107.20	73,548.80
Surge Suppression Technician	117	12.44	18.26	25,875.20	37,980.80
Surveying Technician	125	16.96	24.90	35,276.80	51,792.00
Trades Technician	117	12.44	18.26	25,875.20	37,980.80
Utility Inspector	118	12.93	18.98	26,894.40	39,478.40
Utility Locator	115	11.52	16.89	23,961.60	35,131.20
Utility Service Technician	115	11.52	16.89	23,961.60	35,131.20
Warehouse Specialist	114	11.08	16.25	23,046.40	33,800.00
Warehouse Supervisor	120	13.97	20.51	29,057.60	42,660.80
Wastewater Mechanic	118	12.93	18.98	26,894.40	39,478.40
Wastewater Operator A	124	16.31	23.96	33,924.80	49,836.80
Wastewater Operator Apprentice	116	11.97	17.57	24,897.60	36,545.60
Wastewater Operator B	121	14.52	21.32	30,201.60	44,345.60
Wastewater Operator C	119	13.44	19.73	27,955.20	41,038.40

2011-12 PAYGRADES (Continued)

Wastewater/Water Dual Operator A	128	19.06	27.99	39,644.80	58,219.20
Wastewater/Water Dual Operator A/B	126	17.63	25.89	36,670.40	53,851.20
Wastewater/Water Dual Operator B	125	16.96	24.90	35,276.80	51,792.00
Wastewater/Water Dual Operator B/C	123	15.69	23.04	32,635.20	47,923.20
Wastewater/Water Dual Operator C	120	13.97	20.51	29,057.60	42,660.80
Water Operator A	124	16.31	23.96	33,924.80	49,836.80
Water Operator Apprentice	116	11.97	17.57	24,897.60	36,545.60
Water Operator B	121	14.52	21.32	30,201.60	44,345.60
Water Operator B/Cross Connection	121	14.52	21.32	30,201.60	44,345.60
Water Operator C	119	13.44	19.73	27,955.20	41,038.40

Add pay Notes:

Standby pay is an additional $10 a day
Shift differential is an additional 10¢ per hour where applicable
Car Allowance is provided to some department heads that use their car for city business rate at a rate of $2,700 per year
Police clothing allowance is provided to detectives for professional clothing at a rate of $600 per detective per year
Police EMT incentive pay is provided to an officer to compensate for EMT specialized training at a rate of $1,250 per year
Police Incentive pay is a State unfunded mandate, provided to police officers, for advanced training at a maximum rate of $1,560 per year
Police SWAT pay is provided to members of the SWAT team at a rate of 2% of their annual salary per year
Fire EMS part time coordinator is provided to fire employees for EMS coordinating at a rate of $4,000 per year
Fire Misc Special Pay is an additional amount provided to Fire Battalion chiefs for covering shifts
Building Inspectors that obtain their Fire Inspection certification will receive a 10% increase in pay

* Annual salary for firefighters are calculated at 2912 hours/year rather than the standard 2080 hours/year.
** Annual salary for Police Officiers, Corporals,Detectives, Sergeants & Lieutenants are calculated at 2210 hours/year rather than the standard 2080 hours/year.

2011-12 Part Time Staff Rates

Title	Pay Grade	Rate Per Game	Rate Per Hour
Official 1	260	18.00	N/A
Adult Volleyball Referee			
Youth Basketball Referee			
Adult Soccer Referee			
Youth Soccer Referee			
Adult Softball Umpire			
Official 2	264	20.00	N/A
Youth Football Referee			
Adult Football Referee			
Official 3	267	27.00	N/A
Cap Baseball/Softball Umpire			
Minors Baseball Umpire			
Little Miss Softball Umpire			
Jr. Miss Softball Umpire			
Official 4	261	36.00	N/A
Majors Baseball Umpire			
Sr. Miss Softball Umpire			
Prep Softball Umpire			
Adult Basketball Referee			

2011-12 PAYGRADES (Continued)

Official 5	268	45.00	N/A
Babe Ruth Baseball Umpire			
Scorekeeper	263	N/A	9.00
Youth & Adult Football Scorekeeper			
Youth & Adult Basketball Scorekeeper			
Youth Baseball Scorekeeper			
Youth & Adult Softball Scorekeeper			
Youth & Adult Volleyball Scorekeeper			
Start Smart Instructors			
Football Chain Gang	266	N/A	7.25
Day Camp Staff			
Director	285	N/A	15.00
Assistant director	286	N/A	12.00
Counselors	284	N/A	9.00
Pool Staff			
Manager	250	N/A	10.50
Lifeguard	253	N/A	7.50
Lifeguar-Head	255	N/A	9.25
Water Safety Instructor	252	N/A	8.25
Lightning Summer Help Temp	999	N/A	7.50
Summer Help	999	N/A	7.50
College Help	999	N/A	9.00
Temporary Slot*	999	N/A	

*If do to a staffing necessity a temporary employee must be hired in a certain position, the rate of pay will be the minimum hourly rate of that positions scale.

2011-12 PAYGRADES (Continued)

Pay Grade	Hourly Min	Hourly Max	Annual Min	Annual Max
L1	11.97	17.57	24,897.60	36,545.60
L2	25.05	34.61	52,104.00	71,988.80
L3	26.05	35.80	54,184.00	74,464.00
L4	34.01	37.16	70,740.80	77,292.80
101	6.72	9.81	13,977.60	20,404.80
102	6.98	10.20	14,518.40	21,216.00
103	7.25	10.61	15,080.00	22,068.80
104	7.53	11.03	15,662.40	22,942.40
105	7.83	11.46	16,286.40	23,836.80
106	8.14	11.91	16,931.20	24,772.80
107	8.46	12.38	17,596.80	25,750.40
108	8.79	12.87	18,283.20	26,769.60
109	9.14	13.38	19,011.20	27,830.40
110	9.50	13.91	19,760.00	28,932.80
111	9.87	14.46	20,529.60	30,076.80
112	10.26	15.03	21,340.80	31,262.40
113	10.66	15.63	22,172.80	32,510.40
114	11.08	16.25	23,046.40	33,800.00
115	11.52	16.89	23,961.60	35,131.20
116	11.97	17.57	24,897.60	36,545.60
117	12.44	18.26	25,875.20	37,980.80
118	12.93	18.98	26,894.40	39,478.40
119	13.44	19.73	27,955.20	41,038.40
120	13.97	20.51	29,057.60	42,660.80
121	14.52	21.32	30,201.60	44,345.60
122	15.09	22.16	31,387.20	46,092.80
123	15.69	23.04	32,635.20	47,923.20
124	16.31	23.96	33,924.80	49,836.80
125	16.96	24.90	35,276.80	51,792.00
126	17.63	25.89	36,670.40	53,851.20
127	18.33	26.93	38,126.40	56,014.40
128	19.06	27.99	39,644.80	58,219.20
129	19.82	29.10	41,225.60	60,528.00
130	20.61	30.26	42,868.80	62,940.80
131	21.43	31.46	44,574.40	65,436.80
132	22.28	32.70	46,342.40	68,016.00
133	23.17	34.01	48,193.60	70,740.80
134	24.09	35.36	50,107.20	73,548.80
135	25.05	36.77	52,104.00	76,481.60
136	26.05	38.24	54,184.00	79,539.20
137	27.09	39.77	56,347.20	82,721.60
138	28.17	41.36	58,593.60	86,028.80
139	29.29	43.01	60,923.20	89,460.80
140	30.46	44.72	63,356.80	93,017.60
141	31.67	46.50	65,873.60	96,720.00
142	32.93	48.36	68,494.40	100,588.80
143	34.24	50.30	71,219.20	104,624.00
144	35.60	52.31	74,048.00	108,804.80
145	37.02	54.39	77,001.60	113,131.20
146	38.50	56.48	80,080.00	117,478.40
147	40.04	58.74	83,283.20	122,179.20
148	41.61	61.16	86,548.80	127,212.80

2011-12 PAYGRADES (Continued)

300	15.69	23.04	34,674.90	50,918.40
302	16.96	24.90	37,481.60	55,029.00
304	18.33	26.93	40,509.30	59,515.30
306	19.06	27.99	42,122.60	61,857.90
308	20.61	30.26	45,548.10	66,874.60
401	15.23	20.69	31,678.40	43,035.20
402	9.43	14.29	27,460.16	41,612.48
403	14.95	15.69	31,096.00	32,635.20
520	11.75	16.98	34,216.00	49,445.76
521	9.36	13.58	19,468.80	28,246.40
522	13.54	18.77	39,428.48	54,658.24
524	13.63	19.75	39,690.56	57,512.00
526	15.42	21.53	44,903.04	62,695.36
527	24.70	35.14	51,376.00	73,091.20
528	22.29	32.73	46,363.20	68,078.40
529	16.45	23.91	47,902.40	69,625.92
530	18.24	25.69	53,114.88	74,809.28
532	17.90	26.27	52,124.80	76,498.24
999	7.25		15,080.00	

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ELEMENT/OBJECT CODES

PERSONAL SERVICES

Salaries and Wages (1XXX)

1210 Salaries - posted directly from payroll
1230 Sick pay - wages paid for employee using sick time, final pay of accumulated sick time
1240 Vacation pay - wages paid for employee using vacation time, includes buy back and final pay out
1260 Stand by pay - the extra amount paid to employees on call
1280 Comp time pay - wages paid when employee uses comp time
1310 Temporary help - Norrell, Interim, tennis and swimming instructors
1410 Overtime pay - wages paid for overtime worked
1510 Special pay - incentive pay, retired commissioner
1530 Bonuses - Christmas bonus pay

Fringes (2XXX)

2110 FICA - employer portion of social security and Medicare taxes
2210 Retirement - City's contribution to the appropriate pension plan
2310 Health insurance - City's portion of health insurance premium
2320 Life insurance - premiums the City pays for employee life insurance policy
2410 Workers' compensation - payments to workers' compensation fund

OPERATING EXPENSES

Professional and Contractual Services (3XXX)

3110 Professional services - architects, appraisals, attorneys, bond rating companies, veterinarians
3111 Medical services - Hepatitis B shots, random drug testing.
3112 Pre-employment physical and psychological testing.
3130 Engineering services
3410 Contract services - custodial, janitorial, cleaning contracts with outside agents, not maintenance contracts or vehicle and equipment repairs

Other Operating Expenses (4XXX)

4010 Travel - hotel, meals, tolls, parking, and incidental travel expenses
4110 Communication - only telephone, cellular and mobile phones, pagers
4150 Fiber optic communication - charges for using the fiber - communications fund
4210 Postage - freight, postage
4310 Utilities - electric, gas, water, wastewater, Solid Waste, stormwater expenses
4410 Rentals - lease or rent equipment or vehicles
4510 Insurance

All service contracts are included in this area:

4610 Repairs/Maintenance-vehicles and heavy equipment - trucks, cars, big tractors, pay loaders, backhoes, parts purchased to do repairs or maintenance later
4611 Repairs/Maintenance-fleet services charges
4612 Repairs/Maintenance-machinery and equipment - pumps, generators, saws, mowers, trailers, cameras, radar equipment, calibration of scales, video equipment
4620 Repairs/Maintenance-buildings - air conditioners, roof repairs, automatic doors, paint, carpet cleaning, pest control
4625 Repairs/Maintenance-other than buildings (OTB) - fences, sprinklers (irrigation), parking lots, landscaping, sidewalks, curbs, docks, athletic fields, lighting systems, storm drains

4630 Repairs/Maintenance-communication equipment - radio, phones, pagers
4631 Repairs/Maintenance-paid to MIS department for computer equipment - lap tops, printers, monitors, CPU's, CD towers, UPS (uninterrupted power sources)
4633 Repairs/Maintenance-outside software maintenance contracts
4670 Repairs/Maintenance-office equipment - copiers, fax, inspection of fire extinguishers
4710 Printing and binding - services contracted with outside vendor, such as Ford Press and PRIDE
4810 Promotional activities - do not include legal ads
4911 Advertising - other ads for City business, meetings, bids, legal ads
4920 Other current charges - permits to outside agencies, any other obligation not otherwise classified

Material and Supplies (5XXX)
5180 Minor furniture and equipment - items less than $5,000 (over $5,000-see 6410), tools, sirens, strobe lights, fire extinguishers, storage cabinets, lockers, chairs, tables
5210 Operating supplies - consumed in the conduct of operations, computer software, construction materials and supplies, saw blades, chemicals, oxygen, oil, lubricants, and film development
5215 Uniforms and shoes - for employees, City's portion of shoe allowance, personal OSHA safety equipment
5230 Fuel purchases - diesel, unleaded, compressed natural gas for vehicles
5280 Chemical purchases
5410 Publications and membership
5540 Education - expenses exclusively related to education funding agreement, must be approved by Human Resources
5520 Training - seminar and registration expense, video and audio training tapes
5910 Depreciation expense

CAPITAL OUTLAY
Capital (6XXX)
6110 Land - acquisition cost, easement, right-of-way
6210 Building - purchase or construction of office or storage building, including improvements and upgrades to the structure or building
6310 Improvements other than buildings - curbs, docks, fences, landscape, parking lots, athletic field
6410 Machinery and equipment - purchase of an item over $5,000 (parts under $5,000-see 5180), vehicles, office furniture and equipment, transportation equipment, other machinery and equipment

OTHER EXPENSES
Debt Service (7XXX)

Grants and Aids (8XXX)

Other Uses (9XXX)

GLOSSARY OF ACRONYMS

AL	Allocated
ALS	Advanced Life Support
AMR	Automated Meter Readers
APPA	American Public Power Association
ARRA	American Recovery & Reinvestment
ARV	Air Release Valve
ASE	Automotive Service Excellence
ATF	Bureau of Alcohol, Tobacco, Firearms & Explosives
AutoCAD	Computer Aided Drafting
BAN	Bond Anticipation Note
BBIF	Black Business Investment Fund
BOSS	Business Owners Success Summit
BRAGG	Business Redevelopment Assistance and Guidance Group
CDBG	Community Development Block Grant
CDC	Community Development Corporation
CEU	Continuing Education Units
CGFO	Certified Government Finance Officer
CIP	Capital Improvement Plan
CHCRA	Carver Heights Community Redevelopment Agency
COLA	Cost of Living Adjustment
CR	County Road
CRA	Community Redevelopment Agency
CT	Current Transformer
CUP	Consumptive Use Permit
C.U.R.E.	Citizens Utility Relief Effort
DEA	Drug Enforcement Agency
DEP	Department of Environmental Protection
DIMP	Distribution Integrity Management Programs
DNS	Domain Name System
DO	Dissolved Oxygen
DOE	Department of Energy
DOT	Department of Transportation
DOR	Department of Revenue
DR	Demand Response
DRC	Department Review Committee
DSM	Demand Side Management
EAR	Evaluation and Appraisal Report
EMS	Emergency Medical Service
ERAU-W	Embry Riddle Aeronautical University-Worldwide
ERT	Electronic Remote Transmitter
ERU	Equivalent Residential Unit
FAA	Federal Aviation Administration
FACTA	Fair and Accurate Credit Transactions Act
FBI	Federal Bureau of Investigation
FCCMA	Florida City/County Managers Association

GLOSSARY OF ACRONYMS (Continued)

FCSL	Florida Collegiate Summer League
FDCA	Florida Department of Community Affairs
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FEAT	Florida Energy Aerospace Technology
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FGFOA	Florida Government Finance Officers Association
FGU	Florida Gas Utility
FICA	Federal Insurance Contributions Act
FMEA	Florida Municipal Electric Association
FMPA	Florida Municipal Power Agency
FPL	Florida Power & Light
FPSC	Florida Public Service Commission
FTP	File Transfer Protocol
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GLCRA	Greater Leesburg Community Redevelopment Agency
GDPIPDI	Gross Domestic Product Implicit Price Deflator Index
GO	General Obligation
GPS	Global Positioning Satellite
H2S	Hydrogen Sulfide
HSP	High Service Pump
IBNR	Incurred But Not Reported
ICE	US Immigration & Customs Enforcement
ICMA	International City Management Association
IP	Industrial Pretreatment
IPP	Industrial Pretreatment Program
IRS	Internal Revenue Service
ISO	Insurance Services Office
IT	Information Technology
IVR	Interactive Voice Response
ISBA	Interlocal Service Boundary Agreement
LEAP	Leesburg Enterprise Aerospace Plan
LF	Linear Foot
LGIP	Local Government Investment Pools
LHS	Leesburg High School
LSCC	Lake Sumter Community College
MG	Millions Gallons
MGD	Million Gallons per Day
MS4	Municipal Separate Storm Sewer System
MWTP	Main Water Treatment Plant
MPO	Metropolitan Planning Organization

GLOSSARY OF ACRONYMS (Continued)

NDB	Non Directional Beacon
NERC	North American Electric Reliability Corporation
NPDES	National Pollution Discharge Elimination System
NOV	Notice of Violations
NPDES	National Pollutant Discharge Elimination System
NSF	Non Sufficient Funds
NSP	Neighborhood Stabilization Program
O&M	Operations & Maintenance
OSHA	Occupational Safety & Health Administration
P&Z	Planning & Zoning
PBX	Private Branch Exchange
PEF	Progress Energy- Florida
POOL	Purchasing Officers of Lake
PPC	Public Protection Classification
PPO	Preferred Provider Organization
PSC	Public Service Commission
PTO	Paid Time Off
RFP	Request for Proposal
SAFER	Staffing for Adequate Fire & Emergency Response
SBA	Small Business Association
SBDC	Small Business Development Center
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SGIG	Smart Grid Investment Grant
SMS	Short Message System
SOP	Standard Operating Procedure
TIF	Tax Increment Financing
TMDL	Total Maximum Daily Load
TRIM	Truth in Millage
TSS	Total Suspended Solids
TWWTP	Turnpike Wastewater Treatment Plant
UCF	University of Central Florida
USSSA	United States Specialty Sports Association
VoIP	Voice Over Internet Protocol
VT	Voltage Transformer
WA	Water
WRF	Water Reclamation Facility
WWT	Wastewater
WWTF	Wastewater Treatment Facility
WWTP	Wastewater Treatment Plant

GLOSSARY OF BUDGETARY TERMS

ACCRUAL BASIS - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

AD VALOREM TAXES - Taxes based on value. A tax levied by local government on the assessed value of real property. This tax is commonly referred to as "property tax."

AMENDMENT - A change to an adopted budget that has been approved by the Leesburg City Commission which may increase or decrease a fund total.

AMORTIZATION - (1) Gradual reduction or liquidation of the balance of an intangible asset or liability according to specified times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

APPROPRIATION - A specific amount of money authorized by the City Commission for the purchase of goods and services or incurs obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

ASSESSED VALUATION - A valuation established by the Lake County Property Appraiser for real estate or other property to establish a basis for levying property taxes.

AVAILABLE - Revenue that is collectible within current period, or soon after, to pay liabilities of the current period.

BALANCE SHEET – Basic financial statement, usually accompanied by disclosures that describe the basis of accounting used in its preparation and presentation of a specified date the entity's assets, liabilities and the equity of it's owners. Also known as a "Statement of Financial Condition" or a "Statement of Net Asset" (on the governmental side). Presentation of City Financial and Capital Assets which equals current and long-term liabilities plus equity.

BOND - A written promise to pay a sum of money on a specific date at a specific interest rate as detailed in a bond ordinance.

BUDGET - A financial plan for the operation of a program or organization for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

BUDGET ADJUSTMENT - A revision to the adopted budget occurring during the affected fiscal year as approved by the City Commission via an amendment or a transfer.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL OUTLAY - The cost of acquiring land, buildings, equipment, machinery, furnishings, etc. with a unit cost in excess of $5,000 and a useful life greater than one (1) year.

CAPITAL PROJECTS FUND - Account for acquisition or construction of major capital facilities which are not funded from proprietary funds, but rather financed by bonds, intergovernmental revenues, donations or other restricted revenues.

CASH BASIS - A method of determining if a budget is balanced. The cash basis of accounting is not in conformance with the accrual and modified accrual bases prescribed by the Governmental Accounting Standards Board.

CHART OF ACCOUNTS - A way of recording revenues and expenditures, using a unique number, which includes all types of transactions within the organizational structure.

COMMUNICATIONS SERVICE TAX - A tax levied by cities on the customers industry, including cable television and telephone.

CONTINGENCY - A budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

COST ALLOCATION - The method used to charge Enterprise Funds for their share of central administration costs.

DEBT SERVICE - The City's obligation of principal and interest payments required to retire bonds and other instruments used as a financing source.

DEPARTMENT - A major organizational unit of the city, which indicates overall management responsibility for related activities.

DEPRECIATION - The non-cash expense related to the periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary-type

funds, such as enterprises and internal service funds. Depreciation is a non-cash expense; however, it should be budgeted in proprietary funds to ensure that there is sufficient revenue being collected from rates to cover this expense. Most bond rate covenants require that all operating and maintenance expenses including depreciation be covered by revenue from rates.

DIVISION - A sub-unit of a department, which is a basic organizational unit of the city that uniquely functions in its service delivery.

ENCUMBRANCES - Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are correspondingly reduced.

ENTERPRISE FUND - A self-supporting fund designed to account for activities supported by user charges similar to business-like enterprise.

EXPENDITURE - Decreases in (uses of) financial resources other than through interfund transfers.

EXPENSE - A use of financial resources to obtain goods and services in the proprietary funds, which are accounted for on the full accrual basis, which is consistent with the business accounting model.

FIDUCIARY FUND - A fund used to account for activity of the city as a trustee over funds allotted to meet a current or future financial obligation, usually on an actuarially sound basis. Example: Pension funds.

FISCAL YEAR - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the City of Leesburg, the fiscal year begins October 1 and ends September 30.

FIXED ASSETS - Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, and improvements other than buildings, machinery and equipment.

FRANCHISE - A special privilege granted by a government permitting the continuing use of public property, such as city streets and usually involving the elements of monopoly and regulation.

FRANCHISE FEES - A fee assessed on a business, usually a public utility, in return for its exclusive right to operate inside the city limits. The City of Leesburg has granted franchises for electric, gas and Solid Waste services. An agreement between the city and a provider of public services imparts certain standards on the provider and is a contract which requires payments to the City.

FRINGE BENEFITS - These employee benefits include social security, retirement, group health, dental and life insurance.

FTE - Full-time equivalent. The hourly equivalent of a full-time employee. An FTE can be made up of either a full-time employee or two (2) or more part-time employees whose total hours equal 40 per week.

FUNCTION - A major class or grouping of activities established by the State of Florida, whereby the financial reports must be grouped according to those established functions. These categories describe groups of tasks directed toward a common goal, such as executive, financial and administrative, to use in budgetary analysis.

FUND - A fiscal and accounting entity with a self balancing set of accounts to record and segregate specific activities or objectives.

FUND BALANCE - The fund equity (excess of assets over liabilities) of government funds and trust funds.

GFOA - Government Finance Officer's Association, a professional association of state and local finance officers in the United States who are dedicated to the sound management of government financial resources. The association sets program standards for the GFOA's Certificate of Achievement for Excellence in Financial Reporting and Budgeting.

GENERAL FUND - A fund supported by revenues, such as property taxes, not designed by law for a special purpose. If there are no legal or sound financial reasons to classify an activity within another fund, use the General Fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - Uniform minimum standards for financial recording and reporting established by the accounting profession through such independent entities as the Governmental Accounting Standards Board.

GENERAL OBLIGATION BONDS - Bonds for the payment of which the full faith and credit of the issuing government are pledged.

GOALS - A statement of direction, purpose or intent based on the needs of the community.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) - The body that sets accounting standards specifically for governmental entities at the state and local level.

GOVERNMENTAL FUNDS - Governmental funds are used to account for all or most of a government's general activities not accounted for in some other fund and use the modified accrual basis of accounting.

GRANT - A contribution of assets (usually cash) by a governmental unit or other organization to another made for a specific purpose.

IMPACT FEES - Fees charged to developers and individuals to cover, in whole or part, the anticipated cost of improvements that will be necessary as a result of the development.

INDIRECT COSTS - Costs associated with, but not directly attributed to, providing a product or service, which are usually incurred by another department to support the operating department.

I**NFRASTRUCTURE** - Public support structures such as roads, street lighting, and water and sewer lines.

INTERFUND TRANSFERS - All interfund transactions, except loans, quasi-external transactions and reimbursements. Budgeted amounts transferred from one governmental accounting fund to another for work or services provided. These represent a "double counting" of expenditures. Therefore, these amounts are deducted from the total operating budget to calculate the "net" budget.

INTERNAL SERVICE FUNDS - Funds established for the financing of goods or service provided by one department to other departments within the City on a cost-reimbursement basis.

MAJOR FUND – The general fund is always a major fund. Any governmental fund that meets both of the following criteria:

1) An individual fund that reports at least 10% of the total governmental funds in any of the following categories: assets, liabilities, revenues, and expenditures, and
2) 5% of the total for both governmental and enterprise funds in any one of the categories that met the 10% test

Enterprise funds apply the same criteria compared to governmental funds, but do not include extraordinary items in revenues and expenses. Internal service funds are never major. A government may elect to always report a fund as major to enhance consistency.

MEASURABLE - The amount of a transaction or event that can be determined.

MILL - 1/1000 of one (1) dollar used in computing taxes by multiplying the rate times the taxable value divided by 1,000.

$$\frac{\text{taxable value}}{\$1{,}000} \times \text{millage rate} = \text{taxes}$$

$$\frac{\$50{,}000}{\$1{,}000} \times \$4.500 = \$225.00$$

MILLAGE - Rate used in calculating taxes based upon the value of property expressed in mills per dollar of property value.

MODIFIED ACCRUAL - Revenues are recorded when both measurable and available (within 60 days of year end) to pay current liabilities. Expenditures are recognized when a transaction draws upon current spend able resources.

NON-OPERATING EXPENDITURES – Types of expenditures that do not represent direct operating costs to the fund; include transfers out, transfers to Constitutional Officers, and reserves for contingency.

NON-OPERATING REVENUES - Financial support for funds that are classified separately from revenues; include transfers in and internal service fund receipts.

OPERATING COSTS - Operating and maintenance expenses of day-to-day operations excluding personal services and capital outlay.

PERFORMANCE MEASURES - Specific qualitative and/or quantitative measures of work performed as an objective of service divisions within the departments includes performance measures to identify the planned target levels for services in the fiscal year. Performance measures include workload indicators, effectiveness and efficiency standards.

PERSONAL SERVICES - Costs related to compensating employees including salaries, wages, and fringe benefits.

PROPERTY TAX - Refer to definition for ad valorem tax.

PROPRIETARY FUNDS - Used to account for a government's business-type activities on the full accrual basis. The two (2) fund types in this category are the enterprise funds and internal service funds.

RESERVE - Funds that have been identified for a particular purpose or a portion of fund equity legally segregated for a specific future use. Reserve for working capital is a budgetary reserve appropriated to meet unexpected cash flow needs, emergencies, or revenue shortfalls.

RETAINED EARNINGS - An equity account reflecting the accumulated net earnings of a proprietary fund.

REVENUE BONDS - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. Bonds payable from a specific revenue source and do not pledge the full faith and credit of the issuer.

REVENUE SHARING - State money allocated to local governments.

ROLLBACK RATE - The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.

SPECIAL REVENUE FUND - A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

TAX BASE - The total property valuations on which each taxing agency levies its tax rates.

TAX ROLL - The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

TRANSFERS IN/OUT - Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the fund and are budgeted separately from other revenues and expenditures.

TRUTH IN MILLAGE LAW - Also called the "TRIM BILL", refers to a 1980 law that changed the budget process of local taxing agencies. It was designed to keep the public informed about the taxing intentions of the agencies.

UNIFORM ACCOUNTING - The chart of accounts prescribed by the Office of the State Comptroller System designed to standardize financial information to facilitate comparison and evaluation of reports.

USES - OTHER - Total expenditures and transfers to other funds that decrease net financial resources.

UTILITY SERVICES TAX - A tax levied by cities on the consumers of various utilities such as electricity, gas, or water.

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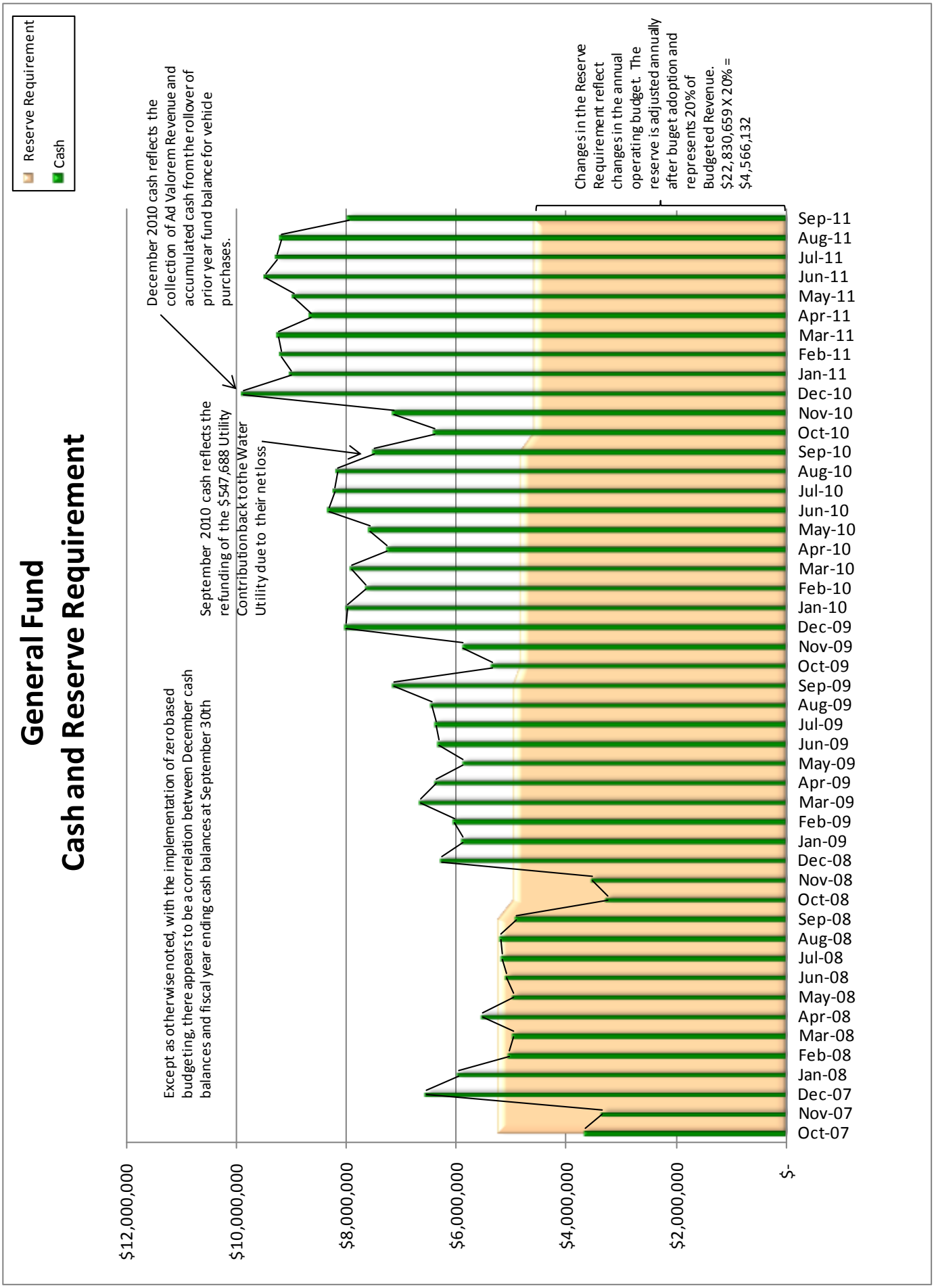
Cost Allocation for Fiscal Year 2011-12

Department		Amount Budgeted	Electric %	Electric Amount	Gas %	Gas Amount	Water %	Water Amount	Wastewater %	Wastewater Amount	Communications %	Communications Amount	Solid Waste %	Solid Waste Amount	Stormwater %	Stormwater Amount	Building Permits %	Building Permits Amount	General Fund %	General Fund Amount
City Commission	1111	**129,051**	23%	29,193	4%	5,353	7%	8,914	9%	12,245	1%	1,833	4%	4,583	1.51%	1,955	0.35%	450	50%	64,526
City Manager	1221	**514,632**	29%	151,343	5%	27,753	9%	46,212	12%	63,478	2%	9,500	5%	23,760	1.97%	10,134	0.45%	2,331	35%	180,121
City Clerk	1222	**188,525**	34%	63,971	6%	11,731	10%	19,533	14%	26,832	2%	4,016	5%	10,043	2.27%	4,283	0.52%	985	25%	47,131
City Attorney	1241	**229,961**	10%	22,996	4%	9,198	7%	16,097	9%	20,696	1%	2,300	3%	6,899	1.00%	2,300	1.00%	2,300	63%	144,875
Finance - Accounting	1331	**855,205**	27%	232,152	5%	42,571	8%	70,886	11%	97,373	2%	14,573	4%	36,446	1.82%	15,545	0.42%	3,576	40%	342,082
Finance - Collections	1332	**507,808**	45%	226,891	8%	41,607	14%	69,280	19%	95,166	3%	14,243	7%	35,620	2.99%	15,192	0.69%	3,495	1%	6,314
Finance - Customer Service	1334	**982,481**	46%	452,515	8%	82,981	14%	138,173	19%	189,801	3%	28,406	7%	71,042	0.71%	6,971		-	1%	12,593
Finance - Meter Readers	1338	**528,562**	31%	163,266	16%	83,749	28%	147,878	25%	133,670								-	0%	-
Procurement	1366	**291,729**	32%	93,353	0%	-	6%	17,504	11%	32,090			0%	-	6.00%	17,504		-	43%	125,443
Warehouse	1369	**139,388**	68%	95,397	6%	8,536	9%	12,768	3%	3,634	5%	7,268	1%	1,833		-		-	7%	9,536
Human Resources	1437	**540,566**	10%	54,057	4%	21,623	7%	37,840	9%	48,651	1%	5,406	3%	16,217	1.00%	5,406	1.00%	5,406	63%	340,557
Information Technology	1633	**1,724,688**	41%	702,270	7%	128,781	12%	214,434	17%	294,557	3%	44,084	6%	110,252	2.73%	47,023	0.63%	10,819	10%	172,469
GIS	1731	**362,367**	0%	-	20%	72,473	30%	108,710	30%	108,710				-	10.00%	36,237		-	10%	36,237
Engineering	5131	**143,375**	0%	-	20%	28,675	30%	43,013	30%	43,013				-	10.00%	14,338		-	10%	14,338
Recreation - Public Bldg	8193	**700,053**	10%	70,005	5%	35,003	5%	35,003	5%	35,003			5%	35,003		-		-	70%	490,037
Public Works - Office	5197	**80,918**		-		-		-		-			35%	28,321		-		-	65%	52,597
Planning & Zoning	6151	**254,097**	15%	38,115	10%	25,410	15%	38,115	15%	38,115						-		-	45%	114,344
Economic Development	6254	**169,000**	16%	26,570	3%	4,872	5%	8,113	7%	11,144								-	70%	118,300
TOTAL		8,342,406		2,422,094		630,316		1,032,470		1,254,177		131,627		380,020		176,886		29,362		2,271,500
Adjust for Communications Cap of $75,000						56,627						(56,627)								
						686,943						75,000								


General Fund
Cash and Reserve Requirement
Reserve Requirement
Cash
December 2010 cash reflects the collection of Ad Valorem Revenue and accumulated cash from the rollover of prior year fund balance for vehicle purchases.
September 2010 cash reflects the refunding of the $547,688 Utility Contribution back to the Water Utility due to their net loss
Except as otherwise noted, with the implementation of zero based budgeting, there appears to be a correlation between December cash balances and fiscal year ending cash balances at September 30th
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after buget adoption and represents 20% of Budgeted Revenue. $22,830,659 X 20% = $4,566,132
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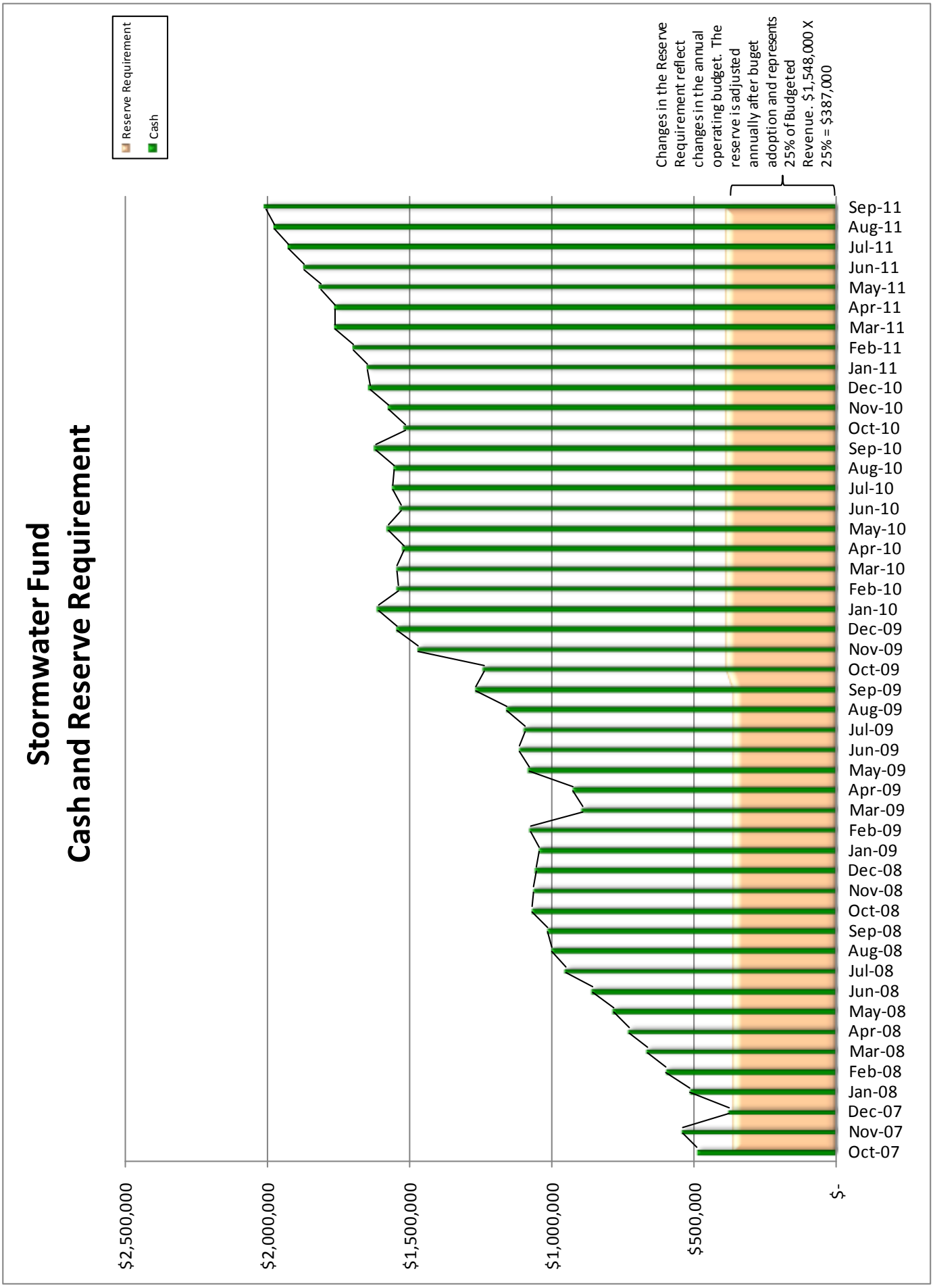
Stormwater Fund
Cash and Reserve Requirement
Reserve Requirement
Cash
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after buget adoption and represents 25% of Budgeted Revenue. $1,548,000 X 25% = $387,000
$2,500,000
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$500,000
$-
Sep-11
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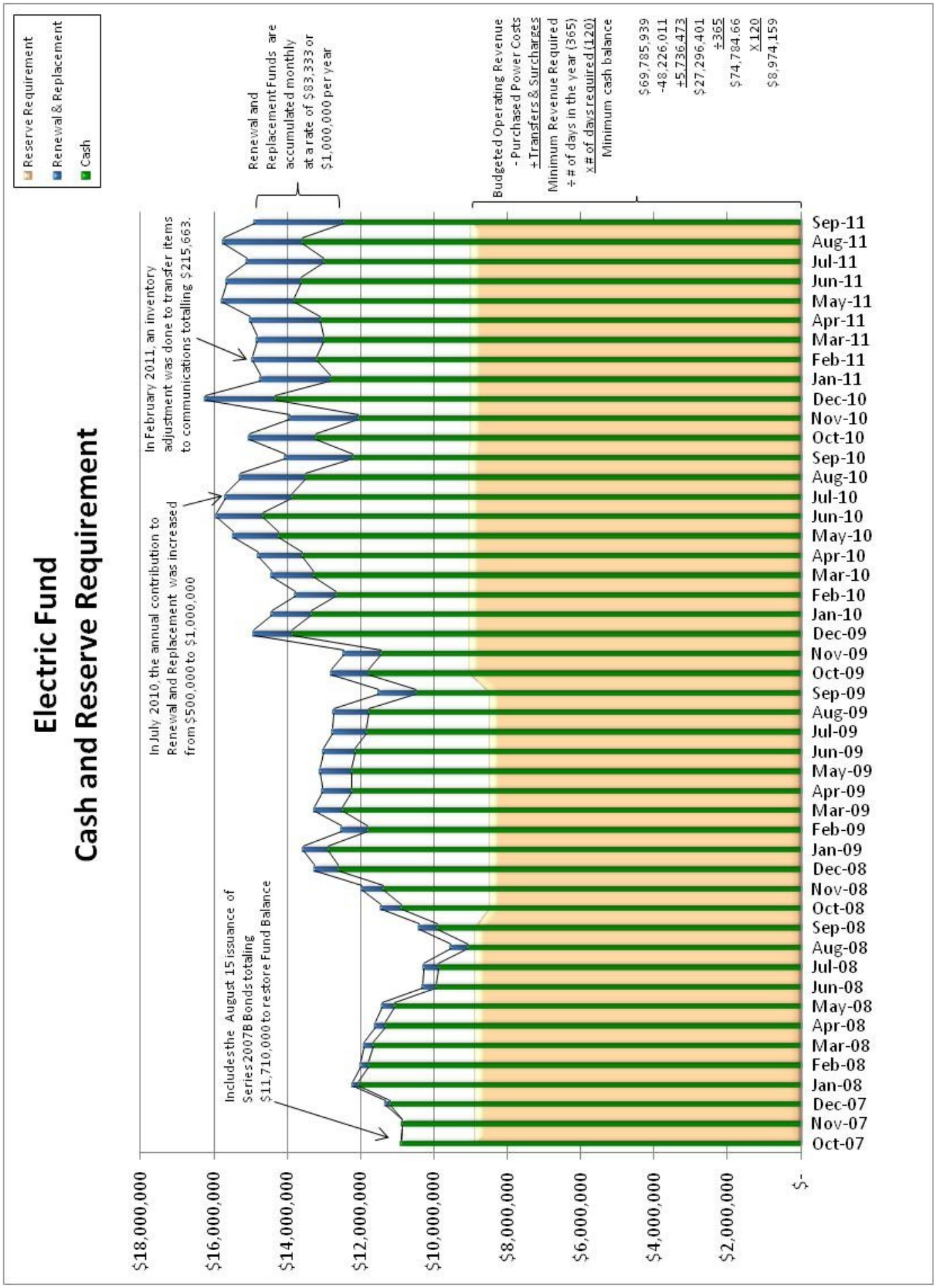
Electric Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
In July 2010, the annual contribution to Renewal and Replacement was increased from $500,000 to $1,000,000
In February 2011, an inventory adjustment was done to transfer items to communications totalling $215,663.
Includes the August 15 issuance of Series 2007B Bonds totaling $11,710,000 to restore Fund Balance
Renewal and Replacement Funds are accumulated monthly at a rate of $83,333 or $1,000,000 per year
Budgeted Operating Revenue
- Purchased Power Costs
± Transfers & Surcharges
Minimum Revenue Required
÷ # of days in the year (365)
x # of days required (120)
Minimum cash balance
$69,785,939
-48,226,011
±5,736,473
$27,296,401
÷365
$74,784.66
X 120
$8,974,159
$18,000,000
$16,000,000
$14,000,000
$12,000,000
$10,000,000
$8,000,000
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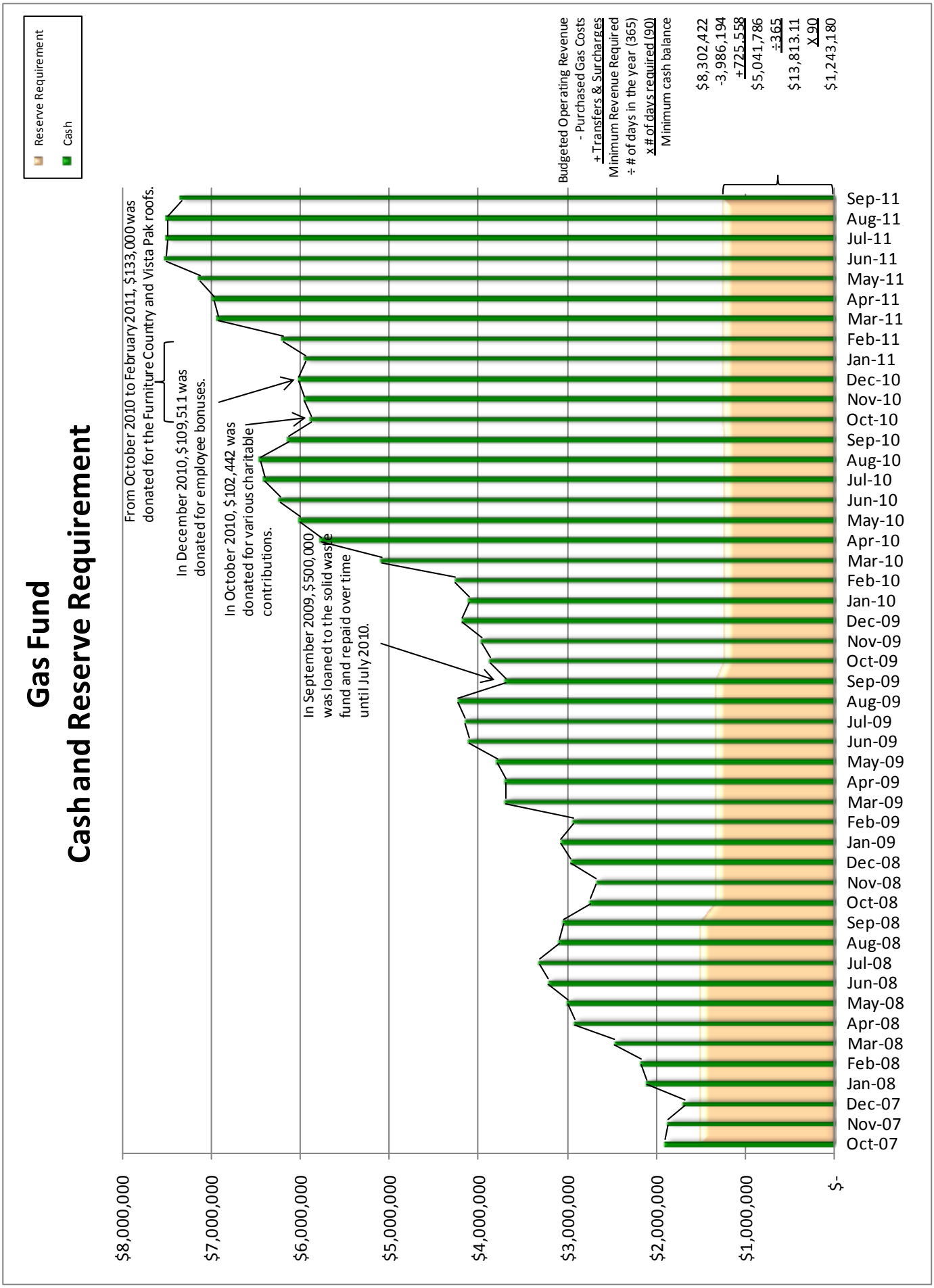
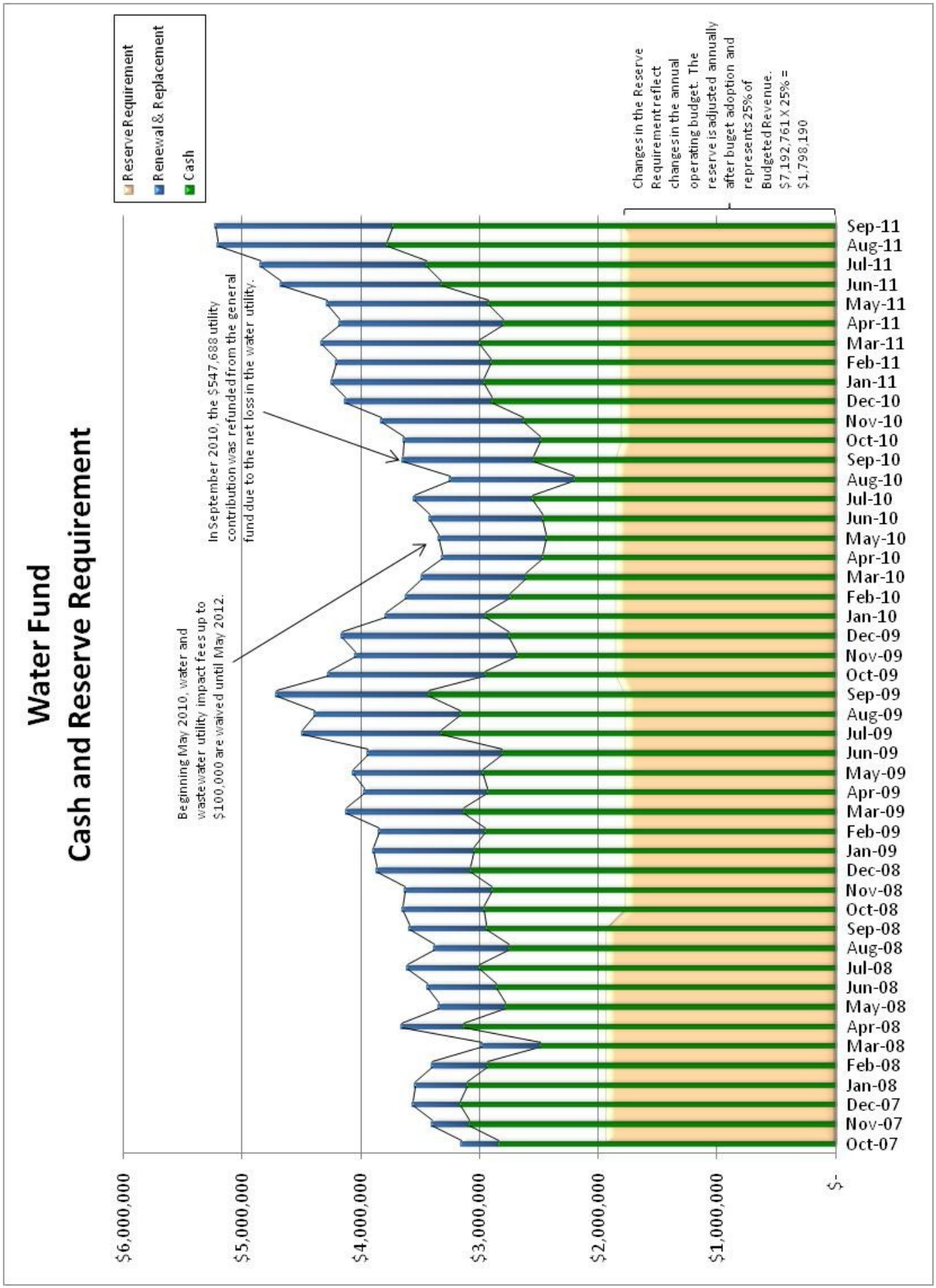
Gas Fund
Cash and Reserve Requirement




Water Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
Beginning May 2010, water and wastewater utility impact fees up to $100,000 are waived until May 2012.
In September 2010, the $547,688 utility contribution was refunded from the general fund due to the net loss in the water utility.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after buget adoption and represents 25% of Budgeted Revenue. $7,192,761 X 25% = $1,798,190
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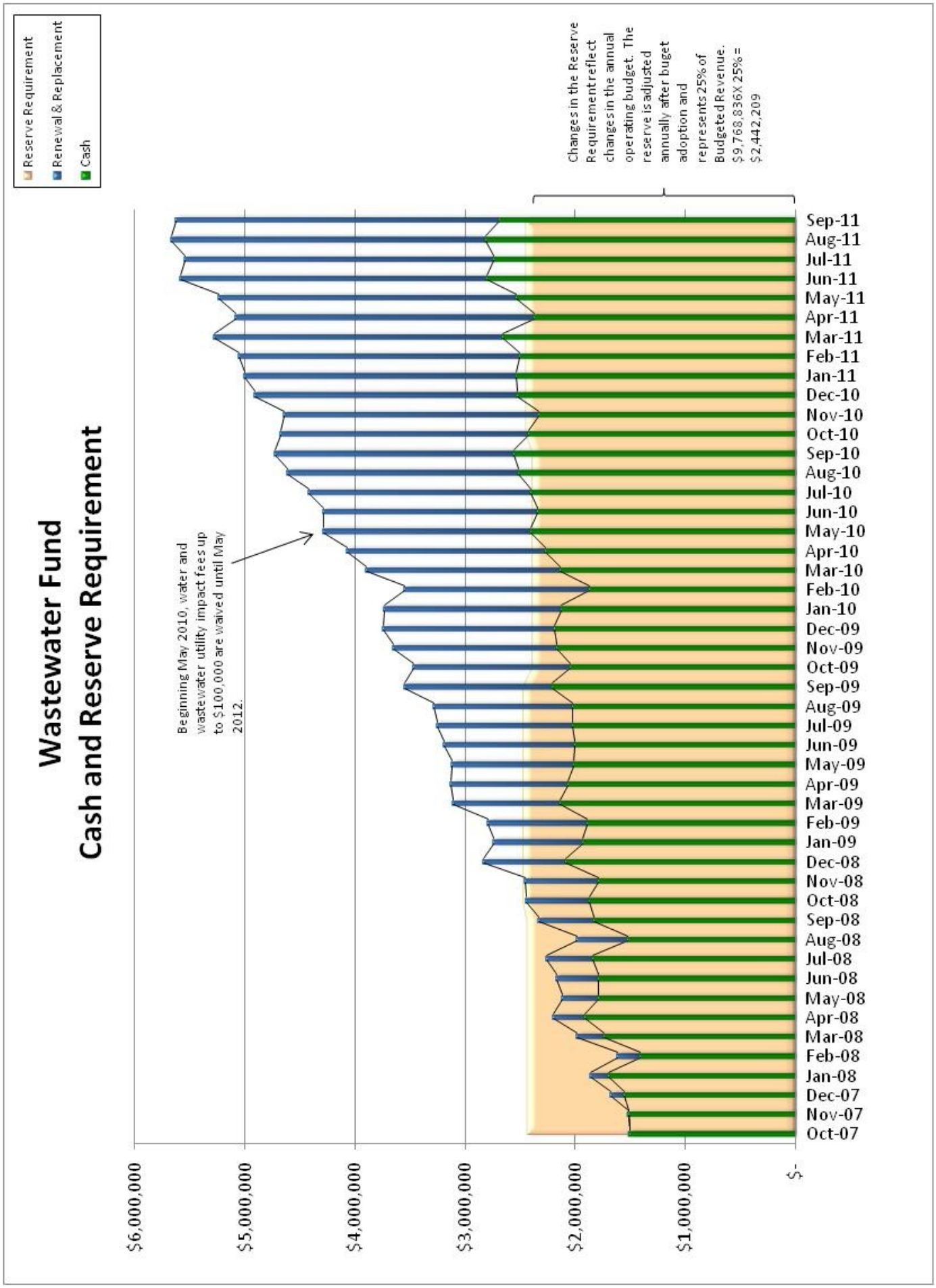
Wastewater Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
Beginning May 2010, water and wastewater utility impact fees up to $100,000 are waived until May 2012.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after buget adoption and represents 25% of Budgeted Revenue. $9,768,836X 25% = $2,442,209
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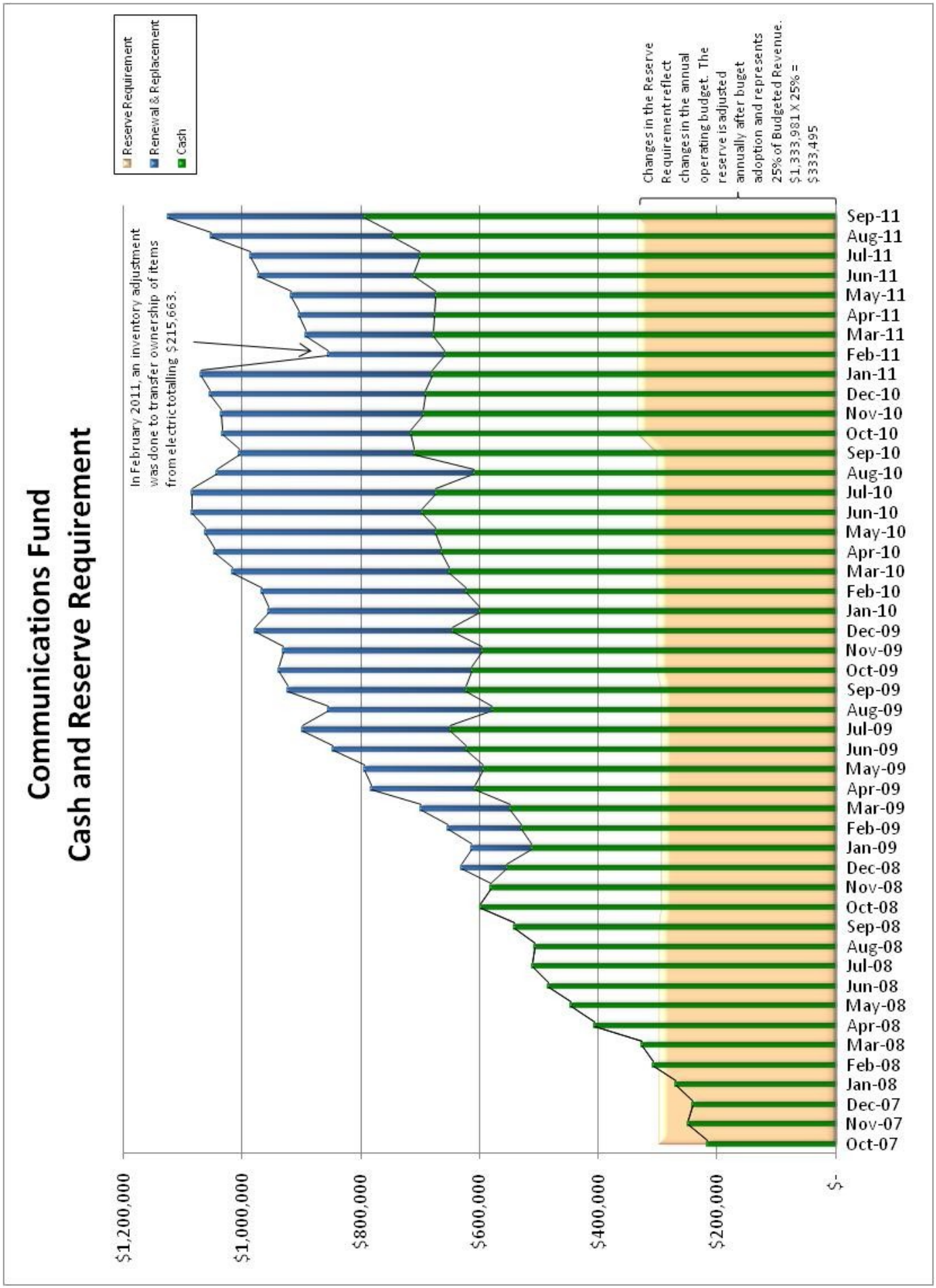
Communications Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
In February 2011, an inventory adjustment was done to transfer ownership of items from electric totalling $215,663.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after buget adoption and represents 25% of Budgeted Revenue. $1,333,981 X 25% = $333,495
$1,200,000
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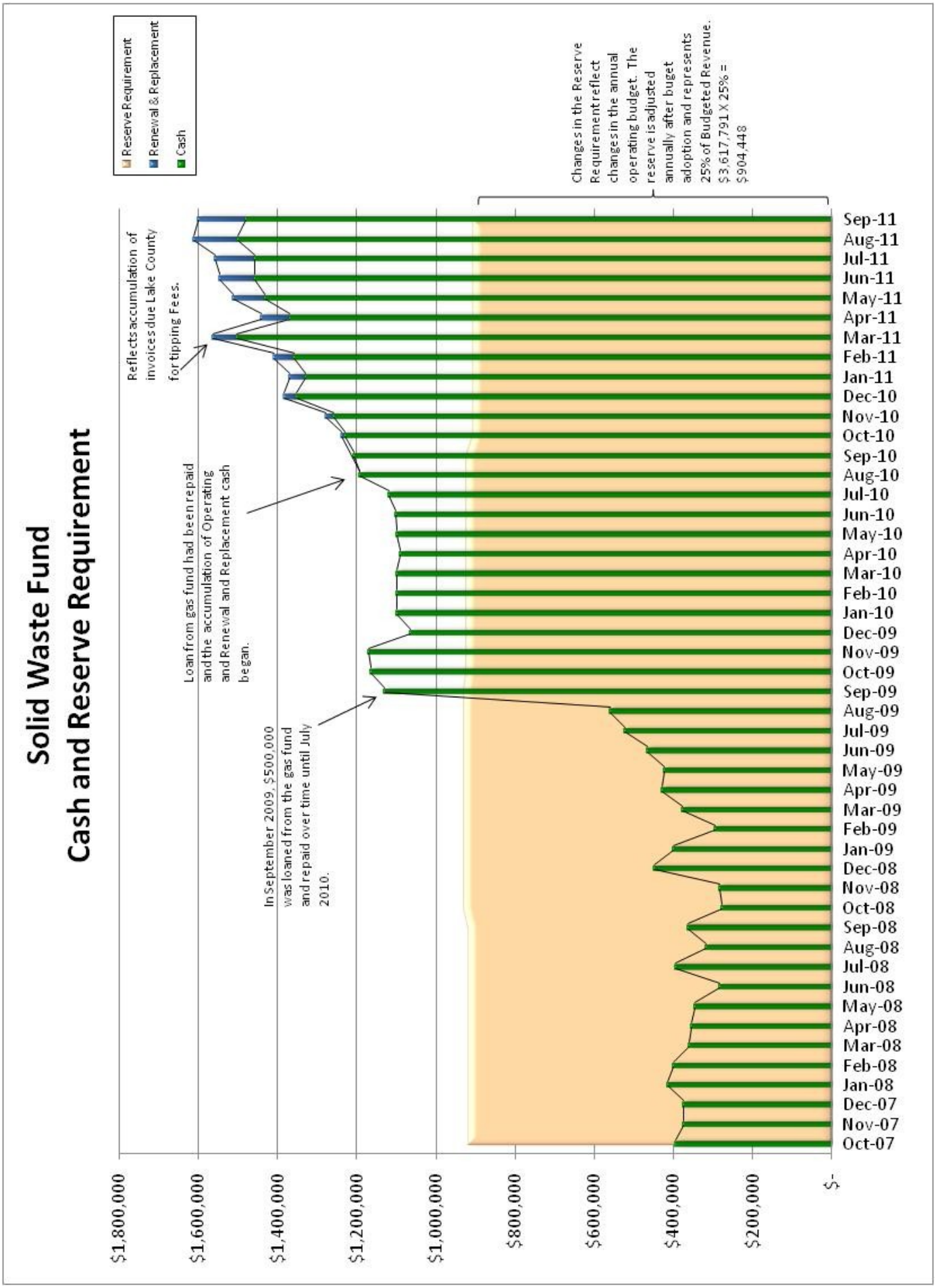
Solid Waste Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
Reflects accumulation of invoices due Lake County for tipping Fees.
Loan from gas fund had been repaid and the accumulation of Operating and Renewal and Replacement cash began.
In September 2009, $500,000 was loaned from the gas fund and repaid over time until July 2010.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after buget adoption and represents 25% of Budgeted Revenue. $3,617,791 X 25% = $904,448
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