City of Leesburg

Annual Budget
Fiscal Year 2010-11

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CITY OF LEESBURG

ANNUAL BUDGET

Fiscal Year 2010-11

DAVID KNOWLES
Mayor
Seat 5, At-Large

SANNA HENDERSON
Seat 1, District 1

JOHN CHRISTIAN
Seat 2, District 2

BILL POLK
Seat 4, 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

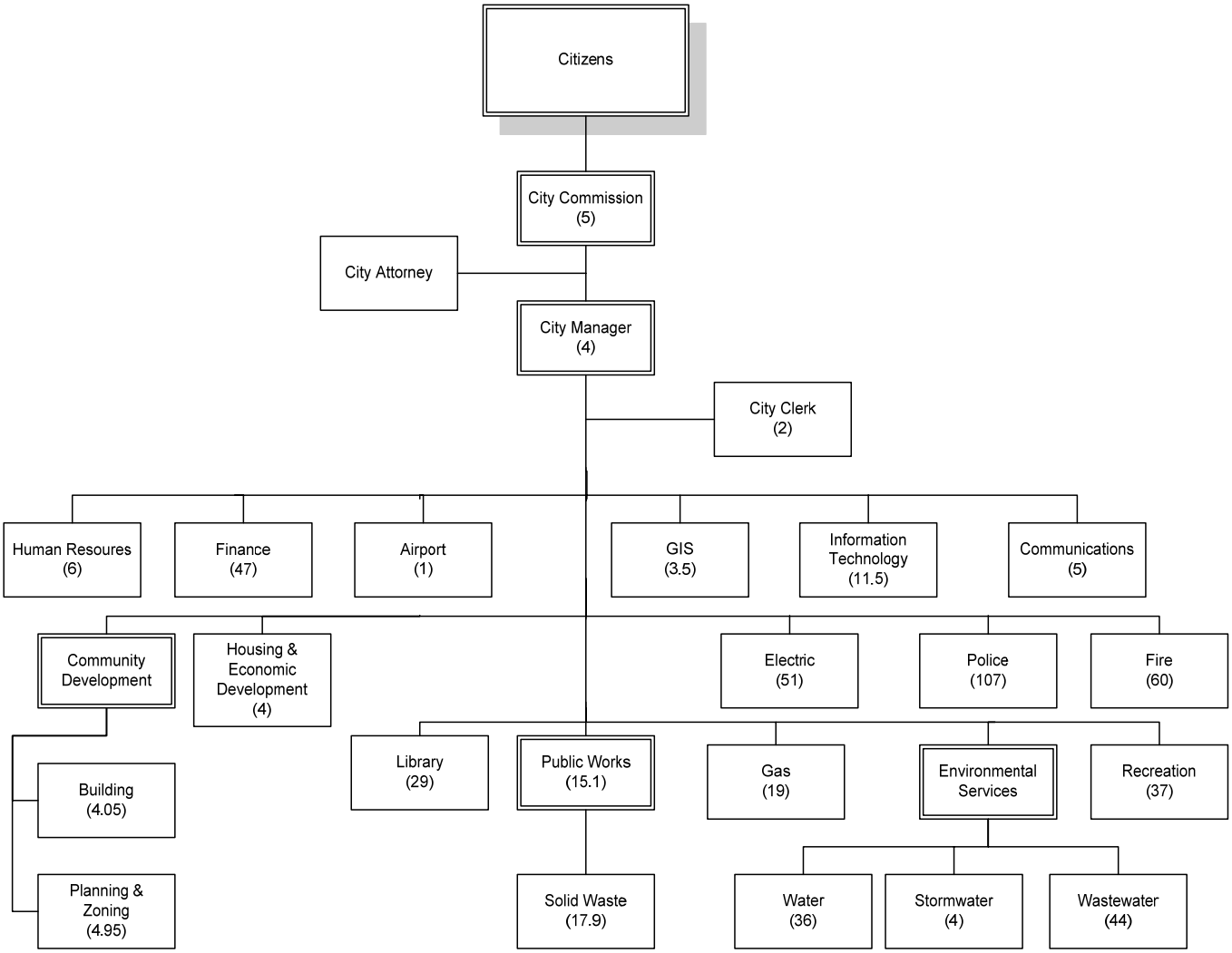
LUCY GANGONE
Library Director

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 2010-11 annual budget for the City of Leesburg in the amount of $146,699,868. For the fourth straight year, we are providing you with a budget that is smaller than the year before. Revenues and expenditures for all operations have declined from a 2007-08 high of $175M (-16.3%), and the General Fund has decreased from a high of $29M to the proposed $22.9M (-21%). The change from 2009-10 for the entire budget is -0.38%, and for the General Fund it is -4.72%. 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, and eventually allow for restoration of employee benefits that are currently being withheld, such as bonuses and pay raises.

The City continues to carefully implement necessary changes through comprehensive fiscal reforms, not the least of which is the implementation of Zero Based Budgeting and the resulting dramatic expenditure reductions from FY 2007 to 2011. Another recent initiative, "Harvesting Capacity", has generated efficiency improvements in multiple departments through cross-departmental resource sharing and transfer of workload.

As with last year's document, the major options for balancing the budget were included in the draft budget document, the City Commission agreed to several options which balanced the budget. At the final budget hearing on September 27, 2010, an appropriation of Fund Balance was approved which allowed the City to retain two fire positions. As you know, we have committed to avoiding deficit spending wherever possible, and the solutions proposed below, although difficult, served to achieve that objective.

The General Fund budget of $22,930,659 includes $100,000 to balance the shortfall between revenues and expenditures. The shortfall would be considerably larger, were it not for the proposed elimination of 15 full-time positions (listed on Page 7).

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 5.332, that would produce the same ad valorem revenues as fiscal year 2009-10. While this would not be considered an increase in taxes per the TRIM law, this is an option that was not proposed.

In the utilities, no retained earnings (reserves) are budgeted. The percentages used for the transfers to the General Fund by all utilities remain unchanged.

This is once again 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 $744,180 (-12.6%); the number reflects the City's current 4.3179 mills, not the "roll-forward" rate of 5.332
- Police, Fire and Recreation impact fees were "waived" by ordinance until May 2011
- City contribution for the General Employee's, Police, and Fire pensions include funding of $885,829, $231,705, and $891,813 respectively; however, the actual amount needed is subject to final actuarial experience
- Civic funding totaling $162,442 has been included in the Gas utility budget; this is a reduction of 10% from FY 2009-10 for all recipients but the Lone Oak Cemetery
- The Communications utility is again contributing to the "cost allocation" to the General Fund; the amount for 2010-11 is $75,000
- The City continues to withhold merit raises, Christmas bonuses, and educational reimbursement
- The City's 401(a) contribution to the employees retirement plan has been increased from 2% to 5% adding $500,000 into the overall budget
- The cost of Health Insurance has been increased on the City side adding $950,000 into the overall budget
- The SAFER grant that allowed the City to hire 12 firefighters in 2006 will expire, allowing the City to reduce fire department staffing on the suppression side
- Building Inspectors have attended the Florida State Fire College and will assume most fire plan review/inspection responsibilities; 1.5 positions will be eliminated

- Position eliminations included within this document:

Fund	Department	Position Title	Change
General	Finance- Collections	Office Specialist	(39,911)
	Geographic Information Systems	Administrative Assistant I	(38,495)
	Fire	Lieutenant/ Fire Inspector II	(67,202)
	Fire	Firefighter/ Paramedics (2)	(102,272)
	Fire	Firefighters (3)	(136,002)
	Public Works- Fleet	Mechanic I	(36,442)
	Public Works- Fleet	Administrative Assistant I	(40,145)
	Public Works- Streets	Street Sign Tech	(37,704)
	Library	Library Assistant	(26,472)
	Library	Library Tech Services Coordinator	(61,535)
	Recreation- Community Facilities	Facility Manager	(54,124)
	Recreation- Facilities Maintenance	Maintenance Worker I (3)	(66,685)
	Recreation- Facilities Maintenance	Maintenance Worker II	(30,992)
		Total General Fund Reduction	(737,981)
Water/ WWT	Administration	Administrative Assistant I	(35,697)
	Distribution/ Collection	Project Manager II	(78,652)
		Total Water/ WWT Reduction	(114,349)

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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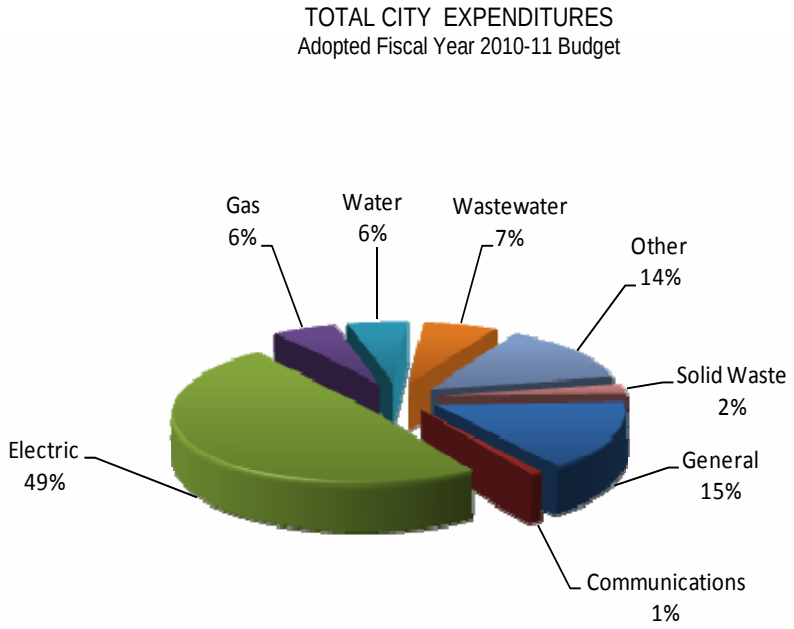
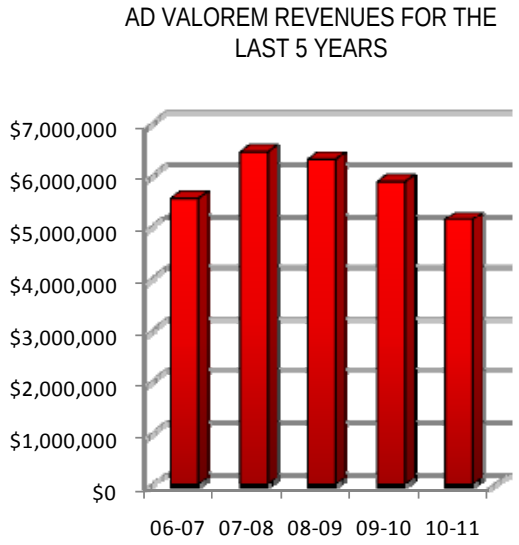
Executive Summary

The City of Leesburg's Fiscal Year 2010-11 combined budget includes revenues and expenditures totaling $146,699,868. This represents a decrease of $562,433 over the previous fiscal year budget of $147,262,301.



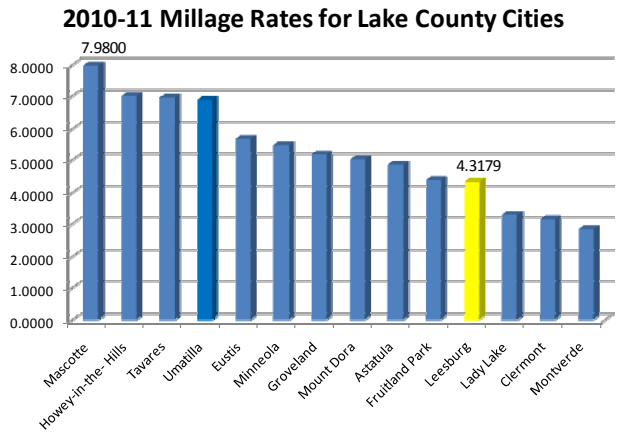
Millage Rate – The millage rate in this year's budget remains unchanged at 4.3179 mills. In order to generate the same revenues as last year the City Commission would have had to adopt the roll back rate or in this case the roll forward rate of 5.332 mills which in effect, would result in a tax increase. The millage increase is generated by the decreasing property values resulting from current economic conditions. The roll forward rate of 5.332 mills would have required a majority vote of the commission. Due to the financial challenges the current economy has placed on the citizens of Leesburg the millage rate of 4.3179 remains unchanged from the previous budget year.



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

Millage Rate Comparisons
All Cities in Lake County

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Mascotte	5.9990	5.9990	5.9990	5.9990	6.8801	7.9800
Howey-in-the- Hills	5.4450	5.4450	5.4450	5.9900	6.8317	7.0000
Tavares	5.4200	5.4200	5.4200	6.2500	6.2500	6.9500
Umatilla	6.2400	6.2400	5.7593	6.5000	6.5000	6.8795
Eustis	5.8400	5.5000	4.7083	4.7083	5.1266	5.6849
Minneola	4.5000	4.1500	4.1500	4.4990	4.4990	5.4826
Groveland	5.7500	5.6500	3.9680	4.8205	5.1800	5.1800
Mount Dora	6.1050	5.9750	5.0190	5.0190	5.0190	5.0190
Astatula	3.9000	4.5000	4.5000	4.5000	4.5000	4.8500
Fruitland Park	4.3900	4.3900	4.3900	4.3600	4.3600	4.3600
Leesburg	4.5000	4.5000	4.3100	4.3179	4.3179	4.3179
Lady Lake	2.2000	2.2000	2.2000	3.0870	3.2808	3.2808
Clermont	3.7290	3.7290	3.1420	3.1420	3.1420	3.1420
Montverde	2.9900	2.9900	2.9900	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	
	2009-10	2010-11	2009-10	2010-11	2009-10	2010-11
GLCRA	$ 148,349,729	$ 132,850,412	$ 252,651	$ 189,073	$ 326,522	$ 233,356
CHCRA	$ 88,325,303	$ 81,460,132	$ 124,475	$ 96,315	$ 167,576	$ 116,914
441/27CRA	$ 455,828,026	$ 389,560,385	$ 424,856	$ 153,027	$ 541,511	$ 187,547

Utility Services Tax — Budgeted revenue for the Utility Service Tax totals $3,088,000. This is a decrease from the prior year budget of $3,138,000 by $50,000 or 1.6%.

Communications Service Tax – Based on estimated taxable sales of $21,543,797, the City expects to realize $1,124,586 which is a 5.22% levy on telecommunications services.

Business Tax – Business taxes are projected to decrease from $237,500 to $200,000 or by 16%.

Permit Revenues – Permit revenues are projected to decrease by $108,000 from the previous fiscal year budget of $430,000 to $322,000 or by 25%.

Intergovernmental Revenues – Airport capital improvements are dependent upon Federal and State grants. The proposed budget includes $194,000 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 $314,240 and funding from the Lake Sumter EMS for costs associated with Advanced Life Support (ALS) service provided by the Fire department $142,890. Funding from the SAFER grant, for additional Fire personnel, has concluded with the final revenue being recorded in the prior fiscal year of $72,000.

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 $1,634,056 or 3.5% 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 increase in Natural gas of $196,951 or 5.2%.

Projected revenue for the Water and Wastewater utility funds are based on current rates adjusted for the net change in the GDPIPDI. In addition to this adjustment, Water revenues include a 3% rate increase.

The Stormwater rate remains unchanged in fiscal year 2010-11.

Miscellaneous Revenues – Rental and lease revenues, primarily associated with the operation of the Leesburg Regional Airport, are expected to increase by $83,386 over the previous fiscal year.

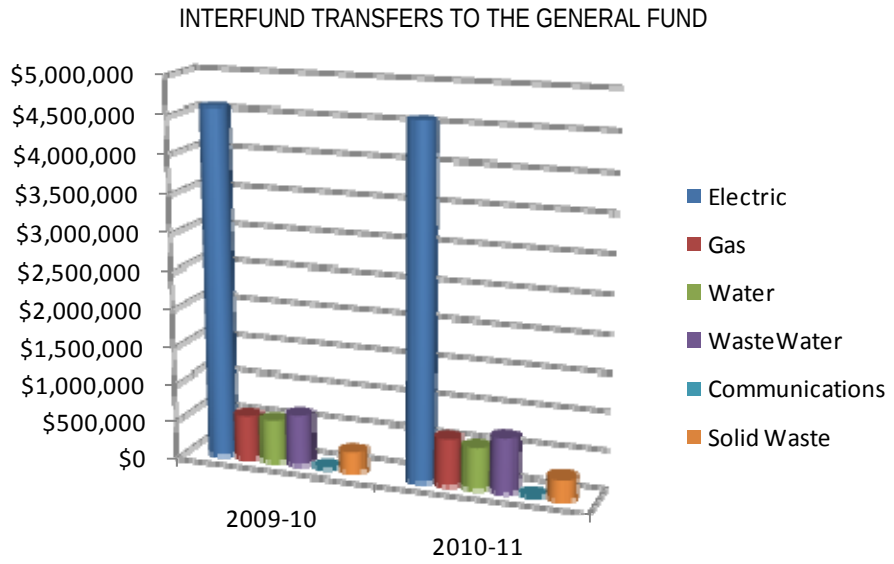
Interest revenues, which are driven by rates and available cash to invest, have decreased. The decrease is primarily attributable to rates. The following table illustrates actual investment income through 2008-09 with budgeted income reflected in 2009-10 and 2010-11.

	Operating Interest	Capital Interest	Total
2007-08	$949,938	$855,753	$1,805,691
2008-09	$440,587	$400,000	$840,587
2009-10	$283,905	$185,553	$469,458
2010-11	$255,475	$180,000	$435,475

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:

	2009-10		2010-11	
Fund	Percent	Amount	Percent	Amount
Electric	7.75%	$ 4,578,315	7.75%	$ 4,578,000
Gas	7.75%	567,645	7.75%	605,558
Water	7.75%	547,688	7.75%	533,086
Wastewater	7.25%	662,070	7.25%	708,241
Communications	7.25%	-0-	7.25%	-0-
Solid Waste	7.25%	267,090	7.25%	262,289
TOTAL		$ 6,622,808		$ 6,687,174

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 $1,604,928 to $1,543,524 or 3.8%.



Finally, the transfer from the Carver Heights/ Montclair Area Community Redevelopment Agency Fund of $55,645 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 Enterprise, 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 Enterprise, 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	$ 70,409,134	($48,226,011)	$4,578,000	$1,158,473	$27,919,596	$9,179,045	$13,000,000
Gas	$8,354,422	($3,986,194)	$605,558	$120,000	$5,093,786	$1,256,022	$ 6,500,000

Projected Fund Balance

Fund	Budget	Percent	Requirement	Projected 09/30/10	Increase/ (Decrease)	Projected 09/30/11
General Fund	$22,830,659	20%	$4,566,132	$7,300,000	0	$7,300,000
Water	7,338,521	25%	1,834,630	3,600,000	0	3,600,000
Wastewater	9,804,836	25%	2,451,209	4,700,000	21,059	4,721,059
Communications	1,337,581	25%	334,395	1,000,000	104,611	1,104,611
Solid Waste	$3,617,791	25%	$904,448	1,200,000	166,604	1,366,604

Positions – Budgeted positions include both full and part time positions. The total position count decreased from the previous fiscal year of 537, to 518. 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 2010-11 decreased $864,413 from $21,814,761 in fiscal year 2009-10 to $20,950,348 or 4%. Other salaries decreased by $103,174 from $1,135,940 to $1,032,766 or 9.1%. Fringe benefit costs are projected to increase $956,409 from $7,784,376 to $8,740,785 or 12.3%. 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 5.3% and 5% respectively. The defined contribution plan has been increased from 2% to 5% in the Fiscal Year 2010-11 budget. City contributions for the municipal police and fireman's plans total 7.4% and 30.3% 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 main health insurance program will be used for the employees' options for the cafeteria plan.

- A self-insured health care program that provides for payment of employee health and medical claims is managed by the city and a third party administrator. Key components of the main program include a prescription pharmaceutical plan and a Preferred Provider Organization (PPO) for medical treatment. 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 will also see 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 $2,000,000 by September 30, 2011. 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 move the City toward a long term solution and help mitigate the shifting of costs between the City and employees.

- 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 past year. The proposed budget includes an appropriation of $243,347 for this purpose in the executive budget.

Operating Expenses – Overall, this category increased by $2,714,757 or 2.9%. The most significant increases occurred with the cost of purchased power and gas, totaling $1,634,016 and $196,951 respectively.

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 line item 44-15 increased from $2,273,599 to $2,279,258 an increase of $5,659. Maintenance fees for vehicles, which are also charged to each department, decreased by $57,740 which is primarily attributable to a decrease in vehicles and equipment.

Utilities across all funds are projected to decrease from $4,121,682 to $3,902,246 a decrease of $219,436 or 5.3%. Another item to note, the cost of insurance is projected to decrease from $706,332 to $664,975 a decrease of $41,357 or 5.9%. Fuel costs are extremely difficult to predict, accordingly this year's budget includes a decrease of $30,344 or 3.6%.

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 2010-11. The additional capital will assist the communications utility with harvesting its sales by enabling it to develop the infrastructure necessary to attract new customers.

The cost allocation for the General Fund services provided to the utility funds increased by $228,437 or 3.8%. This increase is primarily attributable to the increases in healthcare costs and funding for the defined contribution plan which was changed from 2% to 5%.

Other significant items to note: Contract services decreased by $165,408. Overall maintenance, which is spread among the various maintenance categories, has decreased by $86,950. Training and operating supplies have decreased by $68,675 and $615,404 respectively.

As a final point, the budget also includes depreciation expense of $5,973,913 which is an increase of $598,363 over the $5,375,550 for fiscal year 2009-10.

Capital Projects – The 2010-11 budget includes capital projects from the proposed 10-year capital improvement plan. There has been a $2,599,729 reduction in capital projects from the fiscal year 2009-10 budget of $9,789,157 or 26.5%.

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

Fund	Amount
General	$1,647,316
Stormwater	1,625,000
Capital Projects	787,205
Electric	1,922,000
Gas	222,506
Water	460,600
Wastewater	327,500
Communications	197,301
Total	$7,189,428

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 $1,500,000 and will be used primarily for debt service payments associated with the 2004 Capital Improvement Bonds.

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 make available cash reserves to fund O&M associated with capital infrastructure placed in service prior to the adoption of these polices.

An illustration of the effect of these policies has been included in this document (see pages 573-579). 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.

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	2009-10	2010-11
GLCRA	Mortgage	2014	$ 24,047	$ 24,047
CHCRA	2008 Revenue Note	2016	203,270	203,353
Hwy 441/27 CRA	2009 TI Revenue Bond	2036	914,487	695,306
Capital Improvement	2004 Bonds	2035	1,119,645	1,118,485
Capital Improvement	2009 Promissory Note	2030	501,876	525,954
Capital Improvement	2008 Capital Lease	2017	45,100	45,100
Electric	2004/ 2007 Bonds	2035/2038	2,665,884	2,702,307
Gas	2004/ 2007 Bonds	2035/2038	416,717	416,716
Water	2004/ 2007 Bonds	2035/2038	1,433,370	1,434,588
Water	2010 Revenue Note	2026	163,467	163,467
Wastewater	2004/ 2007 Bonds	2035/2038	1,767,172	1,766,515
Wastewater	2010 Revenue Note	2026	196,533	196,533
Communications	2009 Revenue Note	2020	135,655	124,169
Magnolia Townhomes	2009 Promissory Note	2017	188,400	159,014
TOTAL			$9,775,623	$9,575,554

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 of 4.3179 for fiscal year 2010-11 at the July 26th regular Commission meeting. The first public hearing to consider adoption of the budget was held September 9th . The public hearing to consider final adoption of the budget was held Monday, September 27th 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 March 22, 2010, the GFOA awarded the City of Leesburg the Distinguished Budget Presentation Award for the fiscal year 2009-10 budget, which is the 12th consecutive year (fiscal years 1999-2010). 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, 2009

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, 2009. 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 twelve consecutive years (fiscal years 1999-2010). 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.

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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.

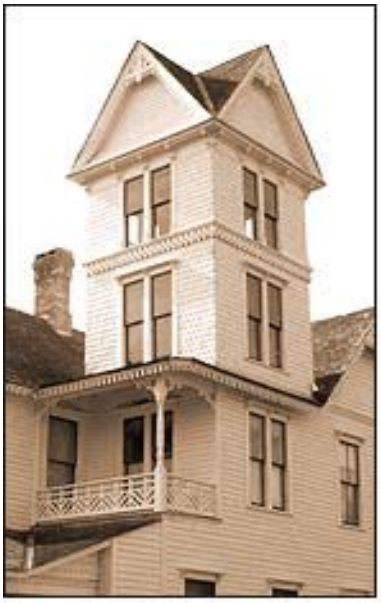
The City occupies a land area of 38.70 square miles and has a population of 20,757 (Florida Bureau of Economic and Business Research BEBR, April 1, 2010). Leesburg is conveniently located about 40 miles northwest of Orlando, Walt Disney World, Universal Studios and other major attractions. The City of 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 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 stable 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. Businesses on airport property employ over 380 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.

On September 13, 2010 the City entered into an agreement 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
- Enables the City to accurately gauge its ability and competitiveness to attract and retain commercial airline traffic
- 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)

A two-day workshop was also held to evaluate concepts to attract new aerospace businesses to the City of Leesburg and consider viable options for the Leesburg International Airport.

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, 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 3,000. 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 September 2010 unemployment rate remains unchanged from a year ago when the rate was 12.3 percent. This rate is slightly higher than the state average (12.1 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 stimulate the local job market.

Leesburg presently has an aggregate commercial/retail inventory of over 3,500,000 square feet of department store, shopping center, convenience store, gas station, and restaurant space. Many of these shopping venues serve the increasing convenience and general merchandise shopping demands of Leesburg and Lake County residents. Leesburg's retail shopping center inventory is largely concentrated in three geographic nodes. These include US Highway 27/County Road 48, US Highway 441 Lake Square Mall area, and the US Highway 27/ Tally Road area.

The City of Leesburg has continued its partnership with the University of Central Florida (UCF) Business Incubation Program and Lake County Government on 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 Small Business Development Center (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. Recognizing these factors, and tempering them with the reality that Leesburg faces a geographic challenge when compared to other adjacent areas in attracting employees, it is projected that the Leesburg submarket will capture the following shares of County growth by 2025:

- Population and Housing: 1/3 of County growth
- Agriculture/Mining: 15.3%
- Construction: 25%
- Manufacturing: 11.6%
- Transportation & Commuting: 6.6%
- Wholesale Trade: 14.9%
- Retail Trade: 20%
- Finance, Insurance, etc: 29.2%
- Services: 42.3%
- Government—Wholesale Trade: 3.26%

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.

Community Profile

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	12.3%
State unemployment rate	12.1%
Median age (Lake County)	50
Average median household income	$33,346
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 120 employees in the City of Leesburg:

Name of Employer	Employees	Type of Business
Central Florida Health Alliance	3,000	Hospital
Lake County School District	671	Education Institution
Lifestream Behavioral Center	550	Mental Health Service Provider
City of Leesburg	521	City Governmental Services
Lake Sumter Community College	521	Two Year State Community College
Lake Port Properties	400	Retirement Community
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
Cutrale Citrus Juices USA Inc.	200	Citrus Processing
First Baptist Church of Leesburg	153	Church Ministry Services
Wal-Mart Stores, Inc.	150	Retail Sales
SE Modulars	150	Manufacturing
Home Depot	150	Lumber/ Building Materials

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 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.

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:

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

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.

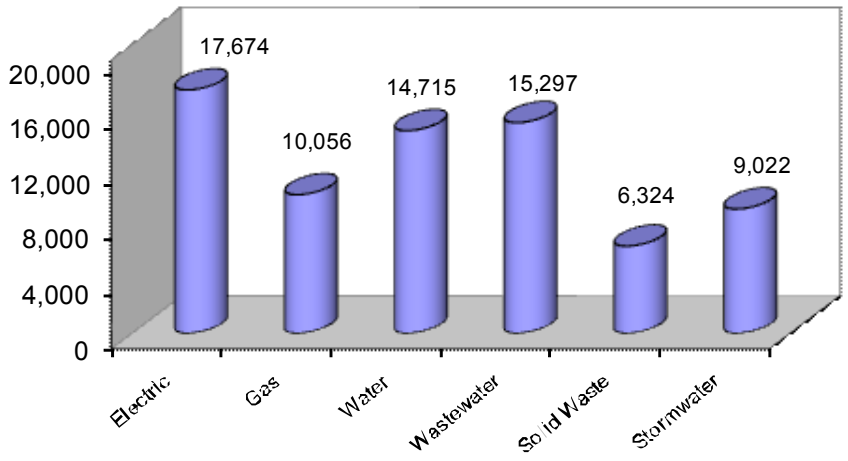
The rates charged for the use of all the utility systems are reasonably comparable to rates charged by similar utilities. The rates of the Electric system are established by ordinance of the City Commission. The current rate structure of the City (as opposed to the actual rates) is subject to the approval of the Public Service Commission (PSC). Rates for the use of the Natural Gas, Water, Wastewater, Communications, and Solid Waste systems 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 shows the impact the utility systems have on the budget when compared to the population of Leesburg:

System	Established	Residential Customers	Area Sq Miles
Electric	1921	17,674	48.1
Gas	1959	10,056	88.0
Water	1903	14,715	39.9
Wastewater	1929	15,297	40.8
Solid Waste	1925	6,324	38.73
Stormwater	1991	9,022	38.73
City of Leesburg	1875	20,093	38.73

Residential Customers by System



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Financial Planning

SHORT TERM

The priorities of the current budget have been discussed in the budget message. A balanced budget has been adopted by the Commission, with appropriations of fund balance/future reserves in the General Fund, Stormwater, Carver Heights CRA, Hwy 441/27 CRA, General Employees Pension and Building Permits.

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 has expended the majority of the $17 million August 2007 Bond Issue. The remaining $1 million is designated for Transportation Improvements. All bond proceeds were budgeted in the prior fiscal year. Any remaining funds will be carried over as a budget amendment to the current fiscal year.

In August 2007, the City issued the following utility bonds (4 issues totaling $46.5 million; Electric System Revenue Bonds Series 2007A $11.3 million, Taxable Electric System Revenue Bonds Series 2007B $11.7 million, Utility System Revenue Bonds Series 2007A $22.4 million and Taxable Utility system Revenue Bonds Series 2007B $1.07 million. The Electric Series 2007A will pay for the cost of acquiring and constructing additions, extensions, and making improvements and repairs to and replacements of various components to the electric system. The Electric Series 2007B was issued to reimburse the Electric System for prior years capital expenditures related to certain Florida Department of Transportation (FDOT) mandated road projects. The Utility Series 2007A will pay for the cost of acquiring and constructing additions, extensions and making improvements and repairs of various Gas, Water and Wastewater components to the Utility system. The Utility Series 2007B was issued to provide funds for deposit to the City's Wastewater System operating reserve fund.

The City issued approximately $16 million in additional debt for the U.S. Highway 441/27 Community Redevelopment Area (CRA) in August of 2009. The CRA will fund the relocation and undergrounding of overhead Electric lines within the 441/27 corridor for the road widening and improvement project by FDOT.

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.

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" by ordinance until May 2011. The City collects a library county impact fee and applies for resources to meet current and ongoing needs.

Much of the short term planning has been centered around the economic impact on the budgeting process. Declining property values and the approval of Amendment 1 in January of 2008 have reduced Ad Valorem revenue by $737,293 or 12.5% from the previous fiscal year. In addition, other revenues which are consumption driven have been negatively impacted. Short term financial planning always includes revenue analysis in the utilities. The results of last year's analysis yielded an additional increase in water rates of 3% bringing the total increase to 6% overt two-years.

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 for the proper use of fiscal resources to address 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.

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 will be scheduled and completed based on 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 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 installation 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 City has expanded the business by marketing 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.

Financial Planning

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 88% 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 2010-11 budget adoption process began at the February 8, 2010, 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 12, 2010. On March 18, 2010 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 2010-11, 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 2010-11 capital projects/ purchases were presented by the departments to the commission during the budget workshops held in July and August. Capital projects/ purchases for fiscal year 2010-11 were adopted on September 27, 2010. Additionally, on November 23, 2010 the City Commission revisited the 10-year CIP document, the requested changes will be brought back to Commission in a final document at a later date for formal approval.

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.

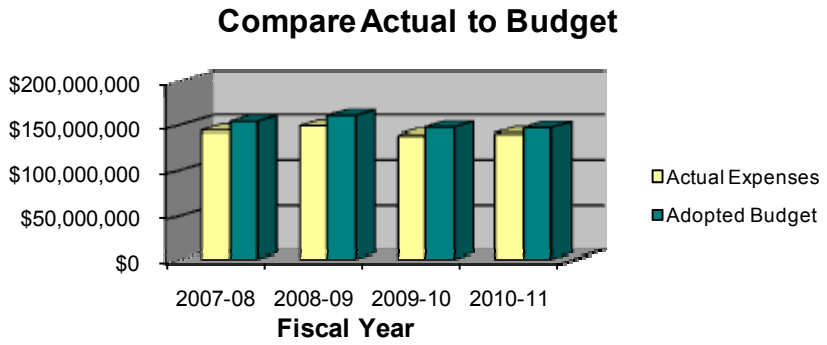
Actual expenses for the utility funds are recorded on the full accrual basis, while other funds are reported on the modified accrual basis. Comparing a budget prepared on the cash basis to actual expenses recorded on the accrual basis can be misleading in a budget document. When comparing fiscal year 2009-10 actual expense to fiscal year 2010-11 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 2009-10	Adopted Budget 2010-11	Average Annual Change
Cash Basis Budget	150,251,913	146,699,868	(2.36)
Accrual Basis Budget	150,251,913	140,861,257	(6.25)

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

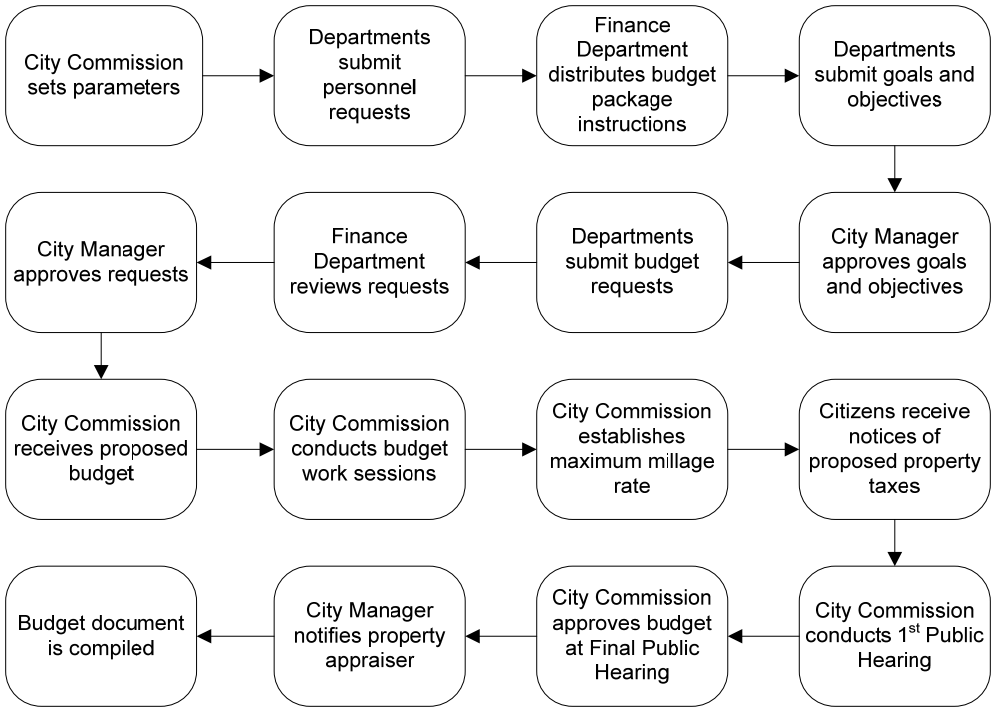
Pursuant to Florida law, two public hearings are required prior to the adoption of a millage rate and budget. At the conclusion of the first public hearing held on Thursday, September 9, 2010, the City Commission adopted a resolution to tentatively adopt the millage rate, and another resolution to tentatively adopt the budget. At the final hearing on September 27, 2010, the City Commission adjusted the budget to include a $100,000 appropriation of Fund Balance to restore two Firefighter positions in the General Fund. The amendment, ordinance to adopt the 2010-11 budget and the final millage rate were all approved by the City Commission. 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

2010 DATE DAY	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
February 8, Monday	City Commission	Adopt budget calendar and goals for the fiscal year 2010-11 budget	
March 26, Friday	City Manager	Distribute civic funding request forms	
April 2, Friday	Finance Department/ City Manager	Distribute forms and instructions for use in preparation of the fiscal year 2010-11 budget requests to all departments and agencies funded by the City	
April 19, Monday	Department Directors	Deadline for submission to the Budget Manager of departmental goals, objectives, statements and performance measures for fiscal year 2010-11	
May 3, Monday	Department Directors	Deadline for submission to the Budget Manager of budget requests for fiscal year 2010-11	
May 11-28 Tuesday-Friday	City Manager	Meet with governmental fund departments to discuss fiscal year 2010-11 budget requests, including goals and objectives	
On or before June 1, Tuesday	Property Appraiser	Provide an estimate of 2010 total assessed values of nonexempt property for budget planning purposes	Section 200.065(7), Florida Statutes,
June 2-7, Wednesday-Monday	City Manager	Meet with proprietary fund departments to discuss fiscal year 2010-11 budget requests, including goals and objectives	
June 29, Tuesday	Finance Department	Present the draft budget for fiscal year 2010-11 to the City Manager for review and analysis	
On or before July 1, Thursday	Property Appraiser	Submit 2010 certified taxable values to the City Commission	Section 193.023(1), Florida Statutes, Section 200.065 (1), Florida Statutes
July 6, Tuesday	City Manager	Present the draft budget for fiscal year 2010-11 to the City Commission for review and analysis	Section 200.065(2)(a)2, Florida Statutes, Section 28, Leesburg City Charter
July 19, Monday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2010-11	
July 26, Monday	City Commission	Establish the maximum millage rate for fiscal year 2010-11	

Budget Calendar (Continued)

2010 DATE DAY	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
July 29, Thursday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2010-11	
No later than July 30, Friday	City Commission	Notify the Property Appraiser of: 1. The Proposed millage rates for 2010; 2. The rolled back millage rates for 2010; 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 2 & 5, Monday, Thursday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2010-11	
No later than August 20, Friday	Property Appraiser	Mail notices of proposed property taxes for 2010 to each taxpayer listed on the current year assessment roll	Section 200.065(2)(b), Florida Statutes, Section 200.069, Florida Statutes
September 9, Thursday	City Commission	Conduct public hearings to consider adoption of the tentative budgets and proposed millage rate for fiscal year 2010-11. All hearings must begin after 5:00 P.M	Section 166.241(3), Florida Statutes, Section 200.065(2)(c)-(e), Florida Statutes
September 13, Monday	CRA Board	Establish budget for Community Redevelopment Agencies	
September 25, Saturday	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 2010-11	Section 200.065(2)(d), Florida Statutes, Sections 200.065(3),(a),(b), and (h)-(l), Florida Statutes
September 27, Monday	City Commission	Conduct public hearings to consider final adoption of the budget/capital improvement plan, and millage rate for fiscal year 2010-11. All hearings must begin after 5:00 P.M	Section 166.241(3), Florida Statutes, Section 200.065(2)(d), (e),Florida Statutes
December	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 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.

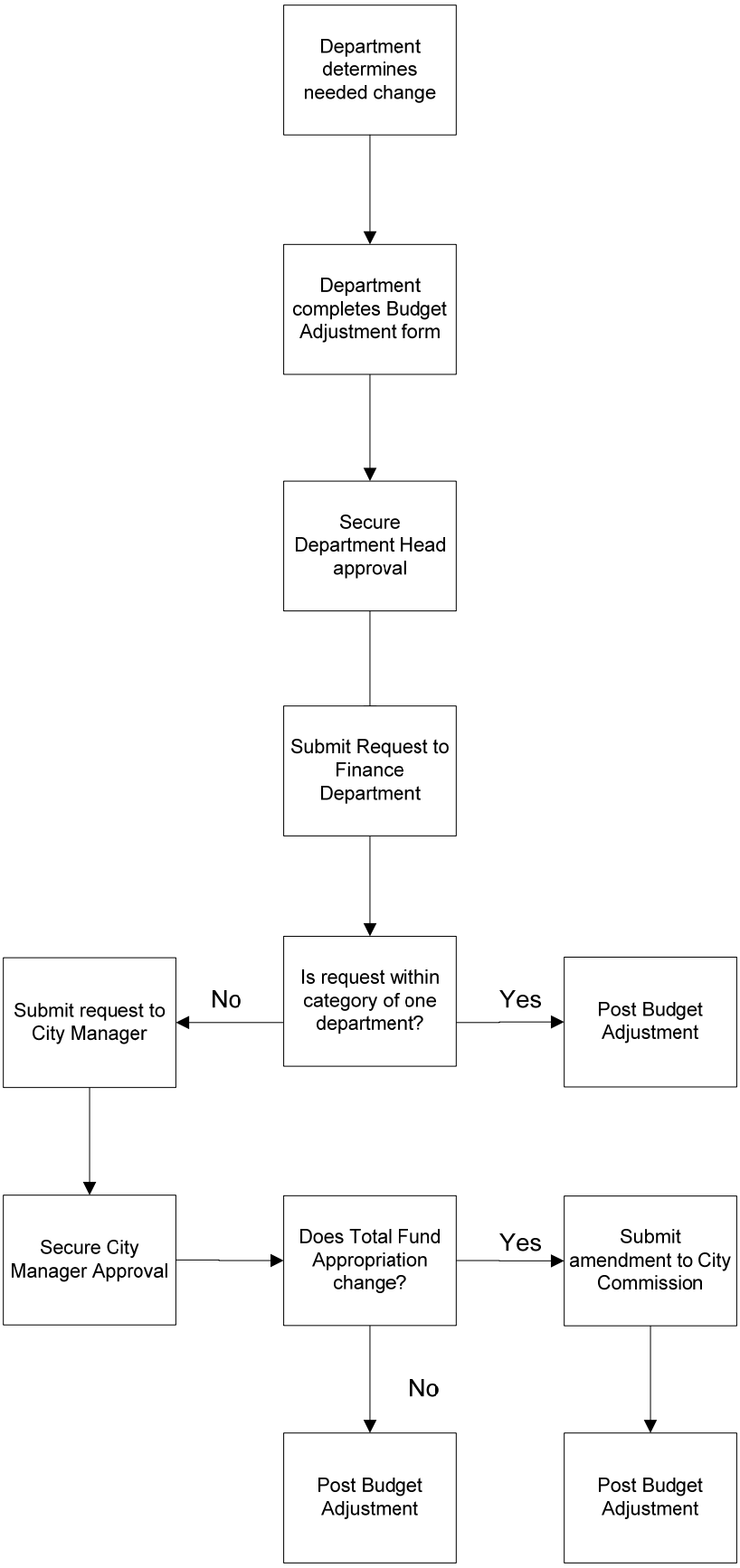
The City Manager may amend appropriations in any fund, provided that the total appropriation of the fund is not changed and does not alter a department's work program. The City Manager can also approve the following:

- 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 573-580 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)

Utility Transfers– Ordinance 07-81

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 formula:

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.

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.

Calculation of annual operating transfer

- 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

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 2010-11 adopted budget, the minimum level of cash required in the general fund is $4,586,132 (20% of $22,930,659). 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 an operating transfer of 7.75%, which was reduced from 8% in fiscal year 2006-07, from the Electric, Gas, and Water utility funds, while the Wastewater, and Solid Waste utility fund contributions remained unchanged at 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:

	2007-08	2008-09	2009-10	2010-11
GENERAL FUND				
Total Adopted Budget	$26,098,344	$24,706,041	$24,067,056	$22,930,659
Beginning Fund Balance	3,864,847	4,022,072	5,727,958	7,370,000
Ending Fund Balance *	4,022,072	5,727,958	7,370,000	7,770,000
Percentage of Ending Fund Balance to Total Budget	15.4%	23.2%	30.6%	33.9%
Fund Balance Appropriated	0	0	0	$100,000

* The ending fund balance for fiscal years 2009-10 and 2010-11 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

Description	Time	Responsibility
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
The City Commission will annually consider whether or not to take specific action to carry over the available amount.

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 2009-10 follows:

Fund	Adopted 2009-10	Adopted 2010-11
General	$ 1,309,940	$ 1,647,316
Stormwater	1,522,500	1,625,000
Capital Projects	2,260,790	787,205
Electric	2,642,754	1,922,000
Gas	533,105	222,506
Water	1,332,000	460,600
Wastewater	31,000	327,500
Communications	157,068	197,301
Solid Waste	-0-	-0-
Total	$ 9,789,157	$ 7,189,428

On September 27, 2010, the City Commission adopted the capital improvement plan for fiscal year 2010-11. 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.

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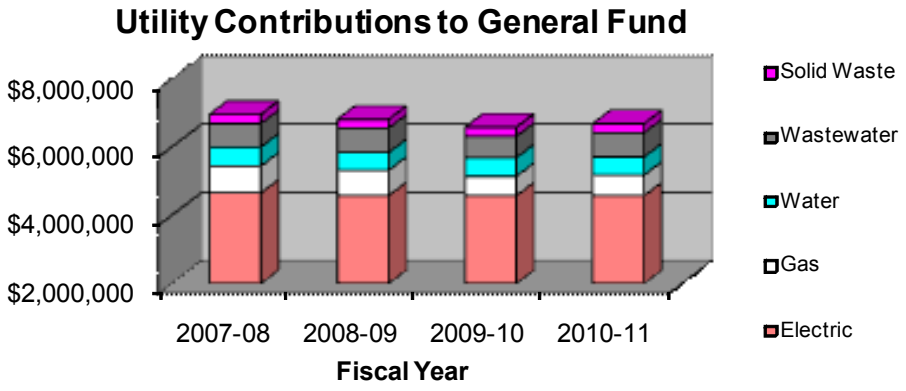
Budget Summary

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 2010-11 by fund are as follows:

General Fund

In the General Fund there is a $100,000 appropriation of fund balance for two firefighter positions. The Interfund transfers from the utilities increased by $104,366 from the previous fiscal year. The increase is attributable to Gas ($37,913) and Wastewater ($87,171) whose budgeted revenues are higher than the previous fiscal year. Electric's transfer remained the same, while Water and Solid Waste had a slight decrease in their transfers based on budgeted revenue for fiscal year 2010-11.



During the past fiscal year, the City had six annexations totaling 94 acres. In the past 10 years, the City's boundaries increased by more than 77% from 14,010 to 24,785 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. It reflects not only the proposed boundaries for the City, but also for adjacent incorporated areas.

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 Lake Lucerne, Susan Street Ditch, Tally Box Road, and at the Lake Hollywood Outfall to Lake Griffin. The department will continue its efforts to enclose ditch lines and improve transmission of stomwater through the City in an effort to reduce local flooding.

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 $274,000 designated for Main Street Improvements from fiscal year 2009-10.

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, 2009 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, 2010 will approximate $100,000. 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.

The City of Leesburg created Highway 27/441 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. 27/441 corridor areas. The agency determined the existence of blighted areas and will make improvements utilizing available funds. Projected fund balance at the end of fiscal year 2009-10 will approximate $1.3 million. The CRA has projected income approximating $340,000 for the fiscal year 2010-11 budget.

Capital Projects Fund

The Capital Projects Fund budget decreased by $1,473,585 from $2,260,790 to $787,205 in fiscal year 2010-11.

Improvements to the Leesburg International Airport, budgeted at an estimated cost of $194,000, will be primarily funded from grants. The City of Leesburg budgeted for federal and state grants totaling $181,450, which provides funding to update Airport Signage and a Wildlife Hazard Assessment.

Electric

During fiscal year 2010-11 the major projects for Electric will be the relocation of the overhead primary along the Highway 27 corridor from Center Street to North Lake Shore and the rebuild along Griffin Road. This multi-phased project will be completed over multiple budget years. Other bonded projects include the reconstruction of an existing overhead distribution line in the Silver Lake subdivision and the rebuild and construction of two Airport Substation feeders serving load in the vicinity of the mall. Phase two construction of the conversion of overhead distribution facilities to underground in the Carver Heights Subdivision will also be completed this year.

The utility will continue to replace substandard poles identified during the pole inspection project. Development in planned Subdivisions is not expected to increase due to the lagging economy. Additionally, the utility will continue to replace aging underground distribution cable as it experiences failures.

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; and 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 from November 2009 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. The Plexus report projects that the savings associated with the implementation of the Smart Grid technology will pay for the debt service and ongoing operations and maintenance expense.

Gas

Despite the continuing slow economy, modest new customer service installations continued during fiscal year 2009-10 with the addition of 79 residential and commercial 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. All new subdivisions are being installed with AMR equipment. Capital maintenance for Leesburg 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 2009-10, 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.

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 the expected costs and resulting revenue will be presented annually. The utility continues to evaluate technology enhancements that could be used to lower the cost of last mile line extensions.

The utility will draw funds from its renewal and replacement funds to complete one project and continue on a second, both of which began during the previous fiscal year. The utility will complete the installation, configuration and commissioning of new network equipment (routers, switches and bandwidth control devices). The utility will continue its Dead River Road Reroute project which will reroute cable that was originally deployed underground without utility easements through a residential area. This reroute project is anticipated to extend over the next 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 2009-10, there were 22,044 tons of solid waste transported to the Lake County incinerator and landfill. During the same period of time there were 429 tons of material collected and recycled from the residents of Leesburg, and 1,112 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 2009-10 budget to the adopted fiscal year 2010-11 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, Carver Heights CRA, Highway 441/27 CRA, General Employee Pension, Police Forfeiture, Police Education Receipts, 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, vehicles and equipment necessary 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, an 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 calculated from expense projections. 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.

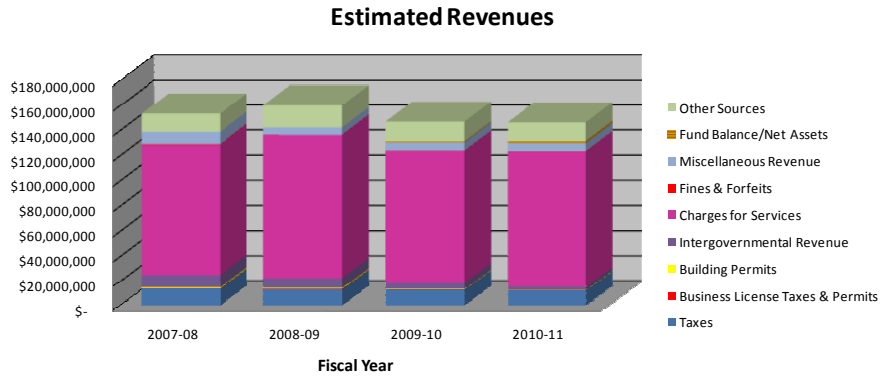
Miscellaneous Revenues - Includes interest on investments, rents, impact fees, sales of surplus property, insurance proceeds from lost or destroyed property, street paving assessments, refunds, contributions, and revenues which cannot be recognized in other classifications. The revenues in this category 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 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:

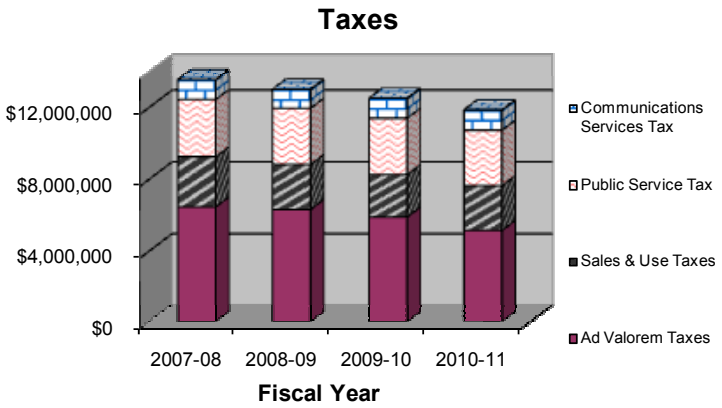
	2007-08	2008-09	2009-10	2010-11
Taxes	$ 13,868,067	13,348,123	$ 12,947,340	$ 12,241,485
Business License Taxes & Permits	264,500	295,635	125,600	105,600
Building Permits	972,000	850,000	430,000	322,000
Intergovernmental Revenue	9,935,683	8,144,002	5,185,204	2,891,934
Charges for Services	103,870,383	113,944,824	105,227,814	107,948,012
Fines & Forfeits	307,500	178,000	159,500	143,000
Miscellaneous Revenue	9,796,544	5,840,380	6,624,767	6,467,372
Other Sources	14,771,428	17,912,581	15,829,190	14,888,784
Fund Balance/Net Assets	0	0	732,886	1,691,681
TOTAL SOURCES	$ 153,786,105	$ 160,513,545	$ 147,262,301	$ 146,699,868



Overall the budget remained consistent with the prior year; only decreasing by $562,433.

Taxes

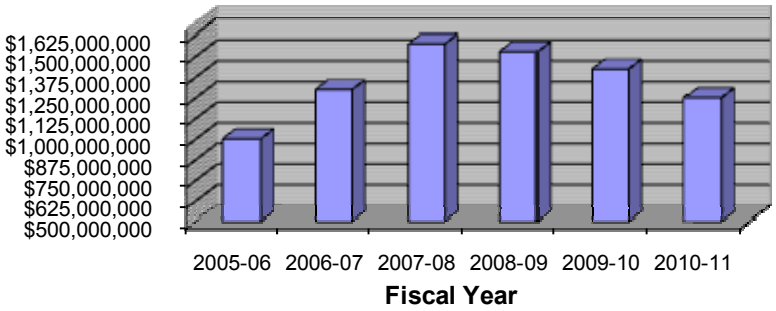
Taxes decreased by $705,855. The following graph demonstrates the revenue stream from the four major tax categories.



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.

Taxable Property Value



	2007-08	2008-09	2009-10	2010-11
Millage Rate (per $1,000)	4.310 Mills	4.3179 Mills	4.3179 Mills	4.3179 Mills
Taxable Property Value	$1,576,656,642	$1,539,189,621	$1,426,812,335	$1,253,804,890
Total Taxes Levied	6,795,360	6,646,067	6,160,832	5,413,804
Amount Collected	6,210,614	6,318,550	5,958,860	5,143,114
Percentage Collected	91.4%	95.1%	96.7%	95.00%

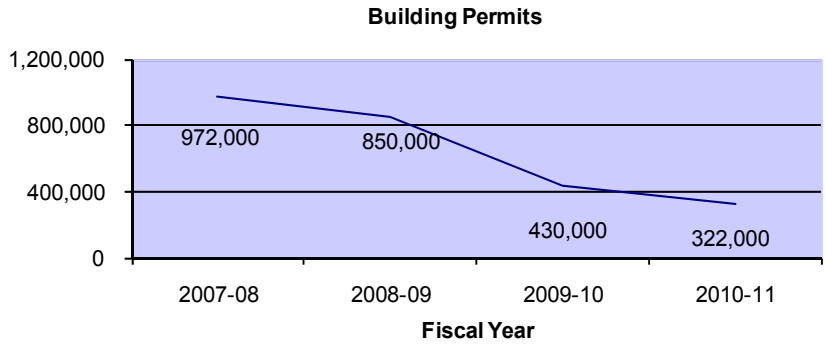
* For fiscal year 2010-11, the amount indicated for amount collected and percentage collected are estimates only, based on a projected collection rate of 95% of the taxable value times the millage rate of 4.3179 mills.

Sales & Use Tax – This tax is generated from sales tax on the purchase of goods. This category is projected to decrease slightly by $8,459, or 5%. The decrease 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 decreased slightly from the prior fiscal year.

Communication Services Tax – Although the maximum percentage of 5.22% remained the same, revenues increased based on the increase in the State's estimated taxable sales of $21,543,797.

Building Permits– With the slumping construction market, building permit activity has dropped off significantly. In fiscal year 2007-08 the budget was $972,000 and has continued to decline for the past two years to $322,000 or a decrease of 67%. Budgeted revenues of $322,000 are expected during fiscal year 2010-11.



Due to the economy we have reduced the budget for permit revenues by $108,000 or 25%.

Intergovernmental Revenue

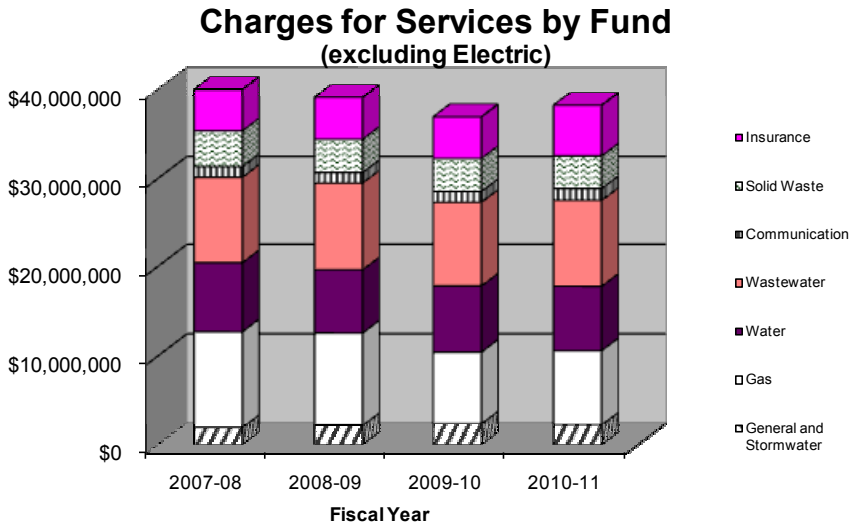
Intergovernmental revenue decreased by $2,293,270 or 44%. This reduction is primarily associated with state and local grant activity associated with Airport improvements in the Capital Projects fund.

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 will 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 is March 5, 2011.

Charges for Services

Charges for Services increased $2,270,198 or 2.6% which is primarily due to small increases in the various utilities and an increase in city contributions to the Health Insurance Fund of $1,017,141.

Fiscal year comparisons of charges for services are presented below, since electric revenues approximate 65% 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 2010-11 does include an appropriation of fund balance in the following General Fund ($100,000), Stormwater ($810,812), Carver Heights CRA ($45,429), Hwy 441/27 CRA ($597,326), General Employee Pension ($29,171), Police Education Receipts ($10,350), Police Forfeiture ($14,000) and Building Permits ($84,623).

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.

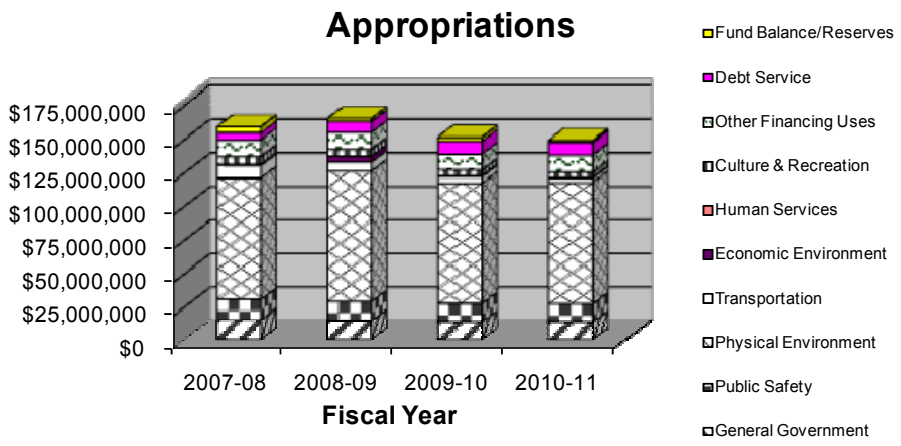
Other Uses - Includes the following activities: debt service, other financing uses, and reserves for future capital.

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

SUMMARY OF APPROPRIATIONS BY FUNCTION

	2007-08	2008-09	2009-10	2010-11
General Government	$ 9,692,730	$ 9,492,283	$ 9,406,947	$ 11,132,773
Public Safety	15,367,018	14,606,055	13,813,236	13,664,706
Physical Environment	90,586,514	97,238,560	89,806,721	90,597,732
Transportation	9,326,848	6,687,466	4,740,286	3,175,121
Economic Environment	727,453	4,355,605	704,053	533,079
Human Services	57,905	20,000	20,000	20,000
Culture & Recreation	5,932,343	5,253,835	4,394,865	4,079,340
Other Financing Uses	12,327,956	12,329,687	11,773,058	12,630,915
Debt Service	5,221,727	8,309,938	9,730,523	9,575,554
Fund Balance/Reserves	4,545,611	2,220,116	2,872,612	1,290,648
TOTAL APPROPRIATIONS	$ 153,786,105	$ 160,513,545	$ 147,262,301	$ 146,699,868

The general government has the larges increase of $1,725,826 which primarily due to an increase in Fleet purchases of $560,969 and Health Insurance $1,012,141.



The physical environment category increased $209,336 or less than 1%.

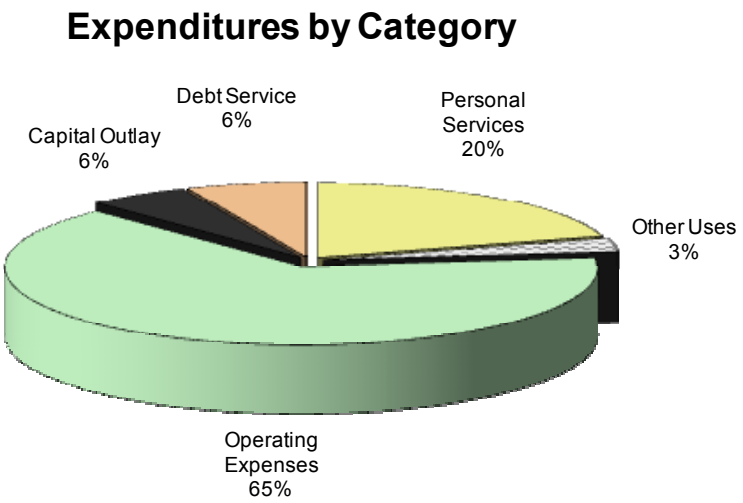
Transportation expenditures decreased $1,565,165 which reflects the decrease in transportation related capital projects.

The public safety category decreased $192,468 which is mainly attributable to moving Fire Inspections to Building Permits and additional Fire personnel reductions.

Debt Service decreased $200,069 due to the various refinancings completed by the City to take advantage of the current interest rate market.

The decrease in Economic Environment of $244,020 reflects the decline in available resources driven by the continued decline in property values.

As presented in the following graph, 65% of the appropriations are for operating expenses associated with day-to-day activities to provide services to the citizens. Capital outlay and personal services comprise 6% and 20% of the overall budget which can vary from year to year.

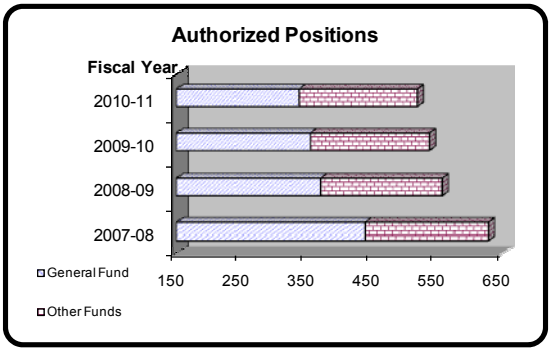


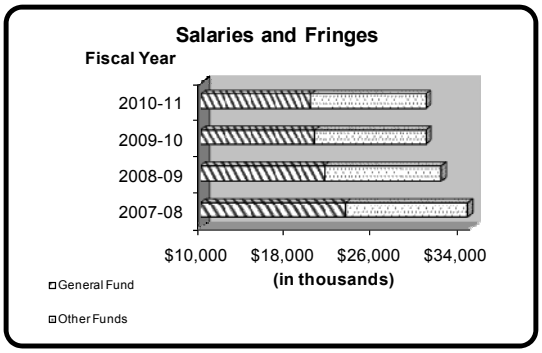
Personal Services

Total personal services costs decreased from $30,735,077 in fiscal year 2009-10 to $30,723,899 in fiscal year 2010-11, a decrease of $11,178 or less than 0.5%. Components of the decrease are reflected below:

	2009-10	2010-11	% Change
Salaries	$22,950,701	$21,983,114	(4.22%)
Fringes	7,784,376	8,740,785	12.29%
Total	$30,735,077	$30,723,899	8.07%

Salaries and fringes decreased in the general fund from $20,456,200 in fiscal year 2009-10 to $20,102,953 in fiscal year 2010-11 reflecting a decrease of $353,247 or 1.7%. All other funds also experienced a increase in appropriations for salaries and fringes totaling $342,069 or 3.3%. The decreases are shown graphically as follows:





The fiscal year 2010-11 budget reflects a decrease in positions, from 537 positions to 518 which include both full and part time personnel. Of the 19 position reduction, 17.75 positions were removed from the General Fund and the remaining 1.25 positions were eliminated from other departments. For details see page 84.

The General Employees Pension plan was frozen effective September 30, 2008. The required contribution is 6.5% for fiscal year 2010-11. The City will be making a 5% contribution to an ICMA 401 (a) plan for each employee which is a 3% increase from fiscal year 2009-10. Police and Fire pension contributions of $231,702 and $891,813 respectively are included in this years budget.

Operating Expenses

Operating expenses increased by $2,714,757 or 2.9% from $93,067,845 to $95,782,602. The increase is primarily attributable to the cost of purchased power associated with the Electric utility.

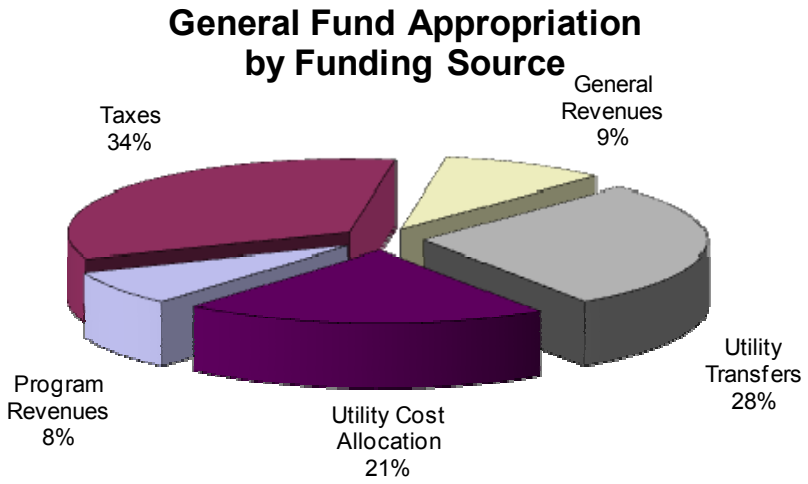
Utility Cost Allocation

The General Fund provides a variety of services that are funded by the six enterprise funds and two 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 utility support. The amounts expensed in the General Fund (GF) and allocated (AL) are

summarized on theorganization 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	42%
Finance:	
Accounting	60%
Collections	99%
Customer Service	98%
Meter Readers	100%
Purchasing	59%
Warehouse	88%
Human Resources	42%
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 $353,247 the utility cost allocation increased by $228,437. The increase is due to the change in 401 A contribution from 2% to 5% and the additional costs associated with healthcare. The utility cost allocation and transfers to the general fund account for 49% 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

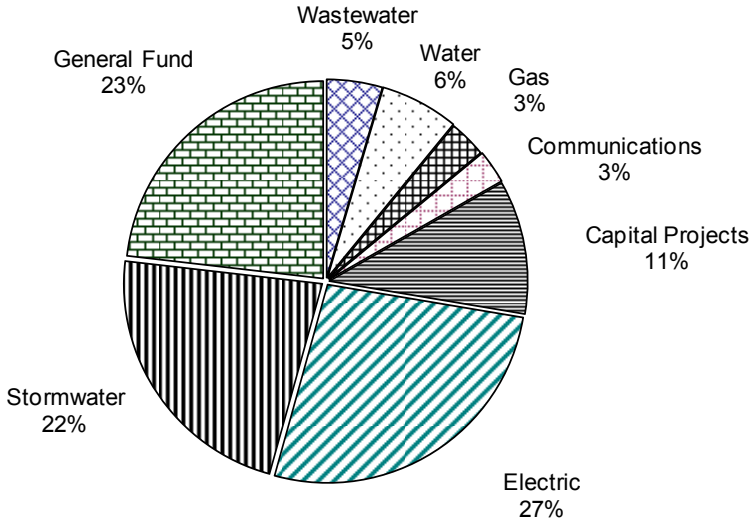
Capital projects in all funds decreased from $9,789,157 in fiscal year 2009-10 to $7,213,428, a decrease of $2,575,729 or 26%. This reduction is directly attributable to the reduction of capital projects and related expenditures across all funds. See page 48 for fund detail.

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. The City has suspended charging impact fees for Police, Fire, Recreation, Water, and Wastewater when customers secure a building permit until May 2011.

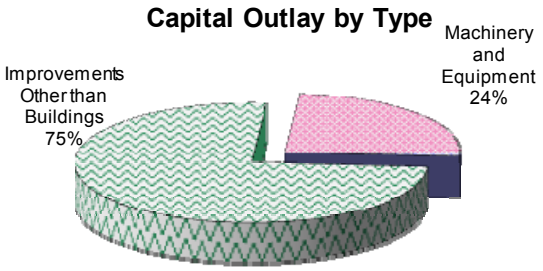
Replacement – Beyond the specific utility expansions and general government services, the majority of City capital purchases represent replacements of equipment and vehicles that are more costly to maintain than to replace.

The following graph represents the total capital improvements by fund:

Capital Outlay by Fund



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



Category	Amount
Buildings	$ 80,000
Improvements other than buildings	5,427,887
Machinery and Equipment	1,705,541
TOTAL	$ 7,213,428

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 $200,069 from $9,775,623 in fiscal year 2009-10 to $9,575,554 in fiscal year 2010-11. The changes are summarized below:

Description	Amount
Carver Heights CRA	$ 83
Hwy 441/27 CRA	(219,181)
Capital Projects	22,918
Electric & Utility bond issues	25,499
Magnolia Townhomes	(29,386)
TOTAL	$ 200,069

Other Uses

This budget includes a transfer from the Discretionary Sales Tax Special Revenue Fund of $1,121,235 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-	A+
Electric	A2	A+	A+
Utility	A2	A+	A+
Implied G.O. Rating*	Aa3	A+	AA-
Covenant to Budget and Appropriate	A3	A+	A+

* 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, 2009, the debt coverage ratio and debt per capita based on the April 1, 2010 population of 20,757 can be stated as follows:

Type	Debt Ratio	Debt per Capita	Collateralized by Pledge
Capital Improvement Bonds, Series 2009	2.43	$ 466.91	Local government half-cent sales tax, and a guaranteed portion of state revenue sharing ($309,234)
Capital Improvement Bonds, Series 2004	3.40	$1,296.29	Public Service tax, sales tax and guaranteed entitlement, which are subordinate to the 1999 bonds
Electric Revenue	3.87		Net Electric system revenues
Bonds. Series 2004		$1,275.57	
Bonds, Series 2007A		1,202.49	
Bonds, Series 2007B		926.12	
Combined		$3,404.18	
Utility Revenue	2.25		Net Gas, Water and Wastewater revenues
Bonds, Series 2004		$1,758.36	
Bonds, Series 2007A		1,994.00	
Bonds, Series 2007B		92.63	
Combined		$3,844.98	
Utility Revenue Refunding Note 2010	11.07	$533.97	Covenant to Budget and Appropriate
Communications Revenue Refunding Note 2009	2.88	$60.28	Covenant to Budget and Appropriate
Magnolia Townhomes Capital Improvement 2009	2.88	$250.45	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:

Issue	2011	2012	2013	2014	2015
GLCRA, Promissory Note, 1999	$ 24,047	$ 24,047	$ 24,047	$ 16,032	$ -0-
CHCRA, Revenue Note, Series 2008	203,353	203,503	203,659	203,496	203,325
Hwy 441/27 CRA TI Revenue Bonds, 2009	695,306	694,981	798,031	799,356	795,450
Capital Improvement Bonds, Series 2004	1,118,485	1,121,460	1,123,370	1,123,370	1,122,808
Capital Improvement Lease, 2008	45,100	45,100	45,100	45,100	45,100
Capital Improvement Bonds, Series 2009	523,204	503,691	503,698	503,038	501,750
Electric Revenue Bonds, Series 2004	1,103,025	1,104,885	1,105,160	1,104,360	1,102,447
Utility Revenue Bonds, Series 2004	1,522,254	1,519,074	1,523,924	1,522,124	1,518,817
Electric Revenue Bonds, Series 2007A	551,906	551,906	551,906	551,906	551,906
Electric Revenue Bonds, Series 2007B	960,283	957,799	959,469	960,011	964,425
Utility Revenue Bonds, Series 2007A	1,353,444	1,359,844	1,350,444	1,350,844	1,350,644
Utility Revenue Bonds, Series 2007B	81,065	79,885	83,705	82,230	85,755
WA/WWT Utility Revenue Note, 2010	360,000	356,653	359,631	357,314	816,349
Communications Revenue Note, 2009	118,469	121,447	122,833	124,013	124,987
Magnolia Townhomes Promissory Note, 2009	153,000	153,000	978,720	979,650	979,560
TOTAL	$8,812,941	$8,797,275	$9,733,697	$9,722,844	$10,163,323

The next fifteen pages provide debt service detail of principal and interest payments over the 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
Original Issue Amount: $17,110,000	2005	0	797,595	797,595
Original Issue Date: July 21, 2004	2006	325,000	797,595	1,122,595
Final Maturity: October 1, 2034	2007	330,000	789,470	1,119,470
Interest Rate: 2.5% - 5%	2008	340,000	781,220	1,121,220
	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 2010-11

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF LEESBURG, FLORIDA ARE 0.0045% LOWER 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	5,143,114	0	0	0	0	0	0	5,143,114
Other Taxes		200,000	2,244,468	0	0	0	280,576	0	2,725,044
Sales & Use Taxes		0	160,741	0	0	0	0	0	160,741
Franchise Fees		91,000	0	0	0	0	0	0	91,000
Utility Taxes		4,212,586	0	0	0	0	0	0	4,212,586
Licenses & Permits		14,600	322,000	0	0	0	0	0	336,600
Intergovernmental Revenue		2,034,450	676,034	0	181,450	0	0	0	2,891,934
Charges for Services		740,820	1,535,000	0	0	100,001,730	0	5,670,462	107,948,012
Fines & Forfeitures		143,000	0	0	0	0	0	0	143,000
Miscellaneous Revenue		1,127,110	6,340	0	0	870,555	4,363,367	100,000	6,467,372
Other Financing Sources		0	6,500	0	0	2,821,229	0	0	2,827,729
TOTAL SOURCES		13,706,680	4,951,083	0	181,450	103,693,514	4,643,943	5,770,462	132,947,132
Transfers In		9,123,979	470,509	1,689,539	605,755	171,273	0	0	12,061,055
Debt Proceeds		0	0	0	0	0	0	0	0
Fund Balances/Reserves/Net Assets		0	1,562,510	0	0	0	29,171	0	1,591,681
TOTAL REVENUES, TRANSFERS & BALANCES		22,830,659	6,984,102	1,689,539	787,205	103,864,787	4,673,114	5,770,462	146,599,868
EXPENDITURES									
General Government		1,299,311	0	0	0	0	4,063,000	5,770,462	11,132,773
Public Safety		13,125,883	438,823	0	0	0	0	0	13,564,706
Physical Environment		99,103	2,351,812	0	0	88,146,817	0	0	90,597,732
Transportation		2,387,916	0	0	787,205	0	0	0	3,175,121
Economic Environment		266,674	254,146	0	0	12,259	0	0	533,079
Human Services		20,000	0	0	0	0	0	0	20,000
Culture / Recreation		4,079,340	0	0	0	0	0	0	4,079,340
Other Financing Uses		329,796	0	0	0	0	0	0	329,796
TOTAL EXPENDITURES		21,608,023	3,044,781	0	787,205	88,159,076	4,063,000	5,770,462	123,432,547
Transfers Out		1,222,636	2,837,785	0	0	8,240,698	0	0	12,301,119
Debt Service		0	922,706	1,689,539	0	6,963,309	0	0	9,575,554
Fund Balances/Reserves/Net Assets		0	178,830	0	0	501,704	610,114	0	1,290,648
TOTAL APPROPRIATED EXPENDITURES TRANSFERS, RESERVES & BALANCES		22,830,659	6,984,102	1,689,539	787,205	103,864,787	4,673,114	5,770,462	146,599,868

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 2008-09	Adopted 2009-10	Adopted 2010-11	Actual 2008-09	Adopted 2009-10	Adopted 2010-11
Financial Sources	19,195,628	15,403,320	13,706,680	5,531,365	5,462,276	4,944,583
Financial Uses	(25,030,176)	(24,067,056)	(21,708,023)	(3,511,393)	(5,091,504)	(3,967,487)
Sources over (under) Uses	(5,834,548)	(8,663,736)	(8,001,343)	2,019,972	370,772	977,096
Operating Transfers In (Out)	7,540,432	8,663,736	7,901,343	(2,050,836)	(1,075,523)	(2,360,776)
Debt Proceeds	0	0	0	2,531,629	1,475,953	0
Change in Net Assets Balance	1,705,884	0	(100,000)	2,500,765	771,202	(1,383,680)
Net Assets Balance-October 1	4,022,072	5,727,956	5,727,956	4,446,235	6,947,000	7,718,202
Net Assets Balance-September 30	5,727,956	5,727,956	5,627,956	6,947,000	7,718,202	6,334,522

	Debt Service Fund			Capital Projects Fund		
	Actual 2008-09	Adopted 2009-10	Adopted 2010-11	Actual 2008-09	Adopted 2009-10	Adopted 2010-11
Financial Sources	0	0	0	4,209,966	1,920,668	181,450
Financial Uses	(1,608,030)	(1,621,521)	(1,689,539)	(4,528,994)	(2,260,790)	(787,205)
Sources over (under) Uses	(1,608,030)	(1,621,521)	(1,689,539)	(319,028)	(340,122)	(605,755)
Operating Transfers In (Out)	1,622,419	1,621,521	1,689,539	512,194	340,122	605,755
Debt Proceeds	0	0	0	0	0	0
Change in Net Assets Balance	14,389	0	0	193,166	0	0
Net Assets Balance-October 1	500,414	514,803	514,803	1,902,657	1,902,657	1,902,657
Net Assets Balance-September 30	514,803	514,803	514,803	2,095,823	1,902,657	1,902,657

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

($ in Thousands)	Electric Utility Fund Actual 2008-09	Electric Utility Fund Adopted 2009-10	Electric Utility Fund Adopted 2010-11	Gas Utility Fund Actual 2008-09	Gas Utility Fund Adopted 2009-10	Gas Utility Fund Adopted 2010-11
Operating Revenues	70,986	69,179	70,409	8,255	8,081	8,354
Operating Expenses	(63,813)	(58,690)	(61,124)	(6,139)	(7,006)	(7,387)
Operating Income (Loss)	7,173	10,489	9,285	2,116	1,075	967
Nonoperating Revenues (Expenses)	(802)	(4,193)	(3,535)	(86)	(95)	(52)
Income Before Operating Transfers	6,371	6,296	5,750	2,030	980	915
Operating Transfers In (Out)	(5,395)	(5,666)	(5,736)	(747)	(762)	(726)
Net Income (Loss)	976	630	14	1,283	218	189
Net Assets-October 1	51,317	52,293	52,923	11,409	12,692	12,910
Net Assets-September 30	52,293	52,923	52,937	12,692	12,910	13,099

($ in Thousands)	Water Utility Fund Actual 2008-09	Water Utility Fund Adopted 2009-10	Water Utility Fund Adopted 2010-11	Wastewater Utility Fund Actual 2008-09	Wastewater Utility Fund Adopted 2009-10	Wastewater Utility Fund Adopted 2010-11
Operating Revenues	6,874	7,555	7,339	9,426	9,562	9,805
Operating Expenses	(6,436)	(7,340)	(7,109)	(7,573)	(9,191)	(9,155)
Operating Income (Loss)	438	215	230	1,853	371	650
Nonoperating Revenues (Expenses)	(21)	671	575	16	375	80
Income Before Operating Transfers	417	886	805	1,869	746	730
Operating Transfers In (Out)	(7)	(870)	(798)	(723)	(662)	(708)
Net Income (Loss)	410	16	7	1,146	84	22
Net Assets-October 1	24,203	24,613	24,629	31,298	32,444	32,528
Net Assets-September 30	24,613	24,629	24,636	32,444	32,528	32,550

($ in Thousands)	Communications Fund Actual 2008-09	Communications Fund Adopted 2009-10	Communications Fund Adopted 2010-11	Solid Waste Fund Actual 2008-09	Solid Waste Fund Adopted 2009-10	Solid Waste Fund Adopted 2010-11
Operating Revenues	1,216	1,213	1,338	3,748	3,699	3,618
Operating Expenses	(923)	(1,139)	(1,116)	(3,086)	(3,312)	(3,199)
Operating Income (Loss)	293	74	222	662	387	419
Nonoperating Revenues (Expenses)	(8)	(62)	(107)	17	0	10
Income Before Operating Transfers	285	12	115	679	387	429
Operating Transfers In (Out)	(55)	0	(10)	(250)	(267)	(262)
Net Income (Loss)	230	12	105	429	120	167
Net Assets-October 1	5,739	5,969	5,981	(68)	361	481
Net Assets-September 30	5,969	5,981	6,086	361	481	648

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

	Health Insurance		
	Actual 2008-09	**Adopted 2009-10**	**Adopted 2010-11**
Operating Revenues	3,492,300	4,033,000	5,045,141
Operating Expenses	(3,763,947)	(4,133,000)	(5,145,141)
Operating Income (Loss)	(271,647)	(100,000)	(100,000)
Nonoperating Revenues (Expenses)	126,976	100,000	100,000
Income Before Operating Transfers	(144,671)	0	0
Operating Transfers In (Out)	0	0	0
Net Income (Loss)	(144,671)	0	0
Net Assets-October 1	2,525,784	2,381,113	2,381,113
Net Assets-September 30	2,381,113	2,381,113	2,381,113

	Workers' Compensation		
	Actual 2008-09	**Adopted 2009-10**	**Adopted 2010-11**
Operating Revenues	477,392	615,321	625,321
Operating Expenses	(709,774)	(625,321)	(625,321)
Operating Income (Loss)	(232,382)	(10,000)	0
Nonoperating Revenues (Expenses)	27,407	10,000	0
Income Before Operating Transfers	(204,975)	0	0
Operating Transfers In (Out)	(459,174)	0	0
Net Income (Loss)	(664,149)	0	0
Net Assets-October 1	1,110,843	446,694	446,694
Net Assets-September 30	446,694	446,694	446,694

Summary of Revenue Sources

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	PROPOSED 2010-11
REVENUE SOURCES					
Taxes	13,230,682	13,447,362	7,902,884	12,947,340	12,241,485
Licenses and Permits	774,431	1,469,405	531,500	555,600	427,600
Intergovernmental Revenue	8,228,615	8,788,282	3,504,887	5,185,204	2,891,934
Charges for Services	107,386,334	107,022,170	50,827,475	105,227,814	107,948,012
Fines and Forfeitures	331,314	219,846	58,853	159,500	143,000
Miscellaneous Revenue	1,069,800	6,760,252	5,836,841	6,624,767	6,467,372
Other Sources	13,214,538	15,518,006	29,550,223	16,562,076	16,580,465
TOTAL REVENUE SOURCES	144,235,714	153,225,323	98,212,663	147,262,301	146,699,868

All Funds

Summary of Appropriations

Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
001 **GENERAL FUND**					
Personal Services	22,537,193	21,054,095	9,230,551	20,456,200	20,102,953
Operating Expenses	9,233,764	9,091,391	4,474,518	9,368,007	9,404,968
Capital Outlay	1,685,070	1,086,037	192,471	1,258,150	1,647,316
Debt Service	95,024	45,020	0	45,100	0
Grants and Aids	0	0	0	0	0
Other Uses	(8,634,833)	(7,983,455)	(3,352,463)	(7,060,401)	(8,224,578)
TOTAL GENERAL FUND	24,916,218	23,293,088	10,545,077	24,067,056	22,930,659
014 **STORMWATER**					
Personal Services	173,191	129,047	80,334	166,747	158,688
Operating Expenses	399,439	602,913	323,000	661,089	568,124
Capital Outlay	369,835	1,052,430	178,614	1,522,500	1,625,000
Other Uses	0	0	0	0	0
TOTAL STORMWATER	942,465	1,784,390	581,948	2,350,336	2,351,812
016 **GREATER LEESBURG CRA**					
Operating Expenses	309,438	320,646	9,703	338,984	219,552
Debt Service	24,047	24,047	12,024	24,047	24,047
Other Uses	281,627	240,720	0	216,142	178,830
TOTAL GLCRA	615,112	585,413	21,727	579,173	422,429
017 **CARVER HEIGHTS CRA**					
Personal Services	9,433	0	0	0	0
Operating Expenses	40,844	51,955	19,651	33,136	32,094
Capital Outlay	65,185	188,693	16,187	0	0
Debt Service	0	235,340	203,210	203,270	203,353
Other Uses	0	293,278	26,767	55,645	55,645
TOTAL CHCRA	115,462	769,266	265,815	292,051	291,092
018 **US HWY 441/27 CRA**					
Operating Expenses	6,358	106,643	11,271	3,925	2,500
Capital Outlay	28,201	14,403	852,076	0	0
Debt Service	0	134,080	2,029,878	914,487	695,306
Other Uses	0	885,353	1,981,424	47,955	240,064
TOTAL 441/27CRA	34,559	1,140,479	4,874,649	966,367	937,870
121 **POLICE FORFEITURE**					
Operating Expenses	52,055	80,939	30,271	28,700	14,000
Capital Outlay	19,625	42,900	0	47,000	0
Other Uses	0	0	0	0	0
TOTAL POLICE FORFEITURE	71,680	123,839	30,271	75,700	14,000
122 **POLICE EDUCATION RECEIPTS**					
Operating Expenses	3,071	6	5,245	10,350	10,350
TOTAL POLICE EDUCATION RECEIPTS	3,071	6	5,245	10,350	10,350
132 **DISCRETIONARY SALES TAX**					
Operating Expenses	0	76	25	0	0
Other Uses	1,916,660	1,601,961	588,938	1,500,000	1,606,150
TOTAL DISCRETIONARY SALES TAX	1,916,660	1,602,037	588,963	1,500,000	1,606,150
133 **GAS TAX**					
Operating Expenses	0	0	0	0	0
Other Uses	0	0	0	0	935,926
TOTAL GAS TAX	0	0	0	0	935,926
141 **POLICE IMPACT FEES**					
Operating Expenses	292,100	3,868	12	0	0
Capital Outlay	0	0	0	4,790	0
Other Uses	0	3,280	240	0	0
TOTAL POLICE IMPACT FEES	292,100	7,148	252	4,790	0

Summary of Appropriations (Continued)

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
142 **FIRE IMPACT FEES**					
Operating Expenses	0	(27)	(7)	0	0
Other Uses	0	3,300	240	0	0
TOTAL FIRE IMPACT FEES	0	3,273	233	0	0
143 **RECREATION IMPACT FEES**					
Operating Expenses	0	117	37	0	0
Other Uses	13,648	39,565	117,769	0	0
TOTAL RECREATION IMPACT FEES	13,648	39,682	117,806	0	0
151 **BUILDING PERMITS FUND**					
Personal Services	516,267	378,448	126,164	303,734	324,193
Operating Expenses	208,236	144,868	39,026	99,428	90,280
Other Uses	0	0	0	43,938	0
TOTAL BUILDING PERMITS FUND	724,503	523,316	165,190	447,100	414,473
021 **DEBT SERVICE**					
Debt Service	1,611,035	1,608,030	7,339,932	1,621,521	1,689,539
TOTAL DEBT SERVICE	1,611,035	1,608,030	7,339,932	1,621,521	1,689,539
031 **CAPITAL PROJECTS**					
Personal Services	36,368	15,518	5,727	0	0
Operating Expenses	719,264	2,357,087	574,103	117,000	0
Capital Outlay	5,367,347	2,149,730	1,545,391	2,143,790	787,205
Debt Service	0	6,658	0	0	0
Other Uses	0	0	703,504	0	0
TOTAL CAPITAL PROJECTS	6,122,979	4,528,993	2,828,725	2,260,790	787,205
041 **ELECTRIC**					
Personal Services	3,846,783	3,215,634	1,443,689	3,237,243	3,432,230
Operating Expenses	60,234,863	62,031,370	26,771,200	56,075,172	58,256,319
Capital Outlay	2,981,416	2,897,240	1,432,897	1,733,694	1,372,331
Debt Service	1,799,175	1,968,688	987,464	2,665,884	2,702,307
Other Uses	948,008	751,169	2,439,634	6,667,745	5,761,011
TOTAL ELECTRIC	69,810,245	70,864,101	33,074,884	70,379,738	71,524,198
042 **GAS**					
Personal Services	1,186,348	1,067,035	418,043	1,009,131	1,040,105
Operating Expenses	7,293,495	5,163,084	3,521,392	6,063,044	5,982,234
Capital Outlay	10,796	284,597	33,249	50,500	8,000
Debt Service	241,373	268,668	145,346	416,717	416,716
Grants and Aides	0	180,387	85,379	0	162,442
Other Uses	579,848	197,784	214,245	981,593	915,990
TOTAL GAS	9,311,860	7,161,555	4,417,654	8,520,985	8,525,487
043 **WATER**					
Personal Services	1,904,019	1,810,043	790,933	1,842,262	1,857,418
Operating Expenses	4,180,934	5,842,886	1,895,551	3,900,753	3,653,251
Capital Outlay	1,648,995	4,101,471	1,952,546	1,332,000	460,600
Debt Service	857,935	1,034,821	596,310	1,596,837	1,598,055
Other Uses	(1,940,724)	(4,019,705)	(1,593,424)	888,231	806,797
TOTAL WATER	6,651,159	8,769,516	3,641,916	9,560,083	8,376,121
044 **WASTEWATER**					
Personal Services	2,330,719	2,271,899	993,062	2,220,342	2,262,759
Operating Expenses	5,118,912	5,657,805	2,460,785	5,006,833	4,929,729
Capital Outlay	1,026,484	1,088,236	204,686	31,000	327,500
Debt Service	937,593	956,665	503,367	1,963,705	1,963,048
Other Uses	(1,042,002)	(710,573)	126,860	746,993	729,300
TOTAL WASTEWATER	8,371,706	9,264,032	4,288,760	9,968,873	10,212,336

All Funds

Summary of Appropriations (Continued)

Summary of Appropriations (Continued)

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
045 **COMMUNICATIONS**					
Personal Services	347,913	328,475	165,570	315,176	326,994
Operating Expenses	825,378	653,365	380,115	729,607	733,036
Capital Outlay	73,325	124,543	131,543	115,168	128,771
Debt Service	32,895	21,072	20,724	135,655	124,169
Other Uses	(117,747)	(128,395)	(81,514)	12,264	114,611
TOTAL COMMUNICATIONS	1,161,764	999,060	616,438	1,307,870	1,427,581
046 **SOLID WASTE**					
Personal Services	955,975	881,624	358,222	844,242	873,559
Operating Expenses	2,529,026	2,264,019	1,044,651	2,467,496	2,385,444
Capital Outlay	97,468	23,181	0	0	0
Other Uses	144,590	166,762	79,849	387,262	368,788
TOTAL SOLID WASTE	3,727,059	3,335,586	1,482,722	3,699,000	3,627,791
554 **MAGNOLIA TOWNHOMES FUND**					
Personal Services	206	66	290	0	0
Operating Expenses	84,733	34,111	29,547	52,000	12,259
Capital Outlay	96,317	0	85,987	0	0
Debt Service	431,485	252,131	85,199	188,400	159,014
Other Uses	(96,317)	0	0	0	0
TOTAL MAGNOLIA TOWNHOMES	516,424	286,308	201,023	240,400	171,273
061 **POLICE PENSION**					
Operating Expenses	774,951	886,717	369,875	707,000	800,000
Other Uses	0	0	0	101,714	63,445
TOTAL POLICE PENSION	774,951	886,717	369,875	808,714	863,445
062 **FIRE PENSION**					
Operating Expenses	724,128	815,695	444,825	798,000	848,000
Other Uses	0	0	0	545,083	546,669
TOTAL FIRE PENSION	724,128	815,695	444,825	1,343,083	1,394,669
063 **GENERAL EMPLOYEES PENSION**					
Operating Expenses	2,422,955	2,321,475	1,171,047	2,500,000	2,415,000
TOTAL GENERAL EMPLOYEE	2,422,955	2,321,475	1,171,047	2,500,000	2,415,000
064 **HEALTH INSURANCE**					
Personal Services	300,464	334,862	161,438	340,000	345,000
Operating Expenses	4,060,263	3,763,947	2,371,031	3,482,000	4,800,141
Other Uses	0	0	0	311,000	0
TOTAL HEALTH INSURANCE	4,360,727	4,098,809	2,532,469	4,133,000	5,145,141
065 **WORKERS' COMPENSATION**					
Operating Expenses	1,142,469	709,774	342,792	625,321	625,321
Other Uses	0	459,174	72,090	0	0
TOTAL WORKERS' COMP	1,142,469	1,168,948	414,882	625,321	625,321
ALL FUNDS					
Personal Services	34,144,879	31,486,746	13,774,023	30,735,077	30,723,899
Operating Expenses	100,656,676	102,904,730	46,289,666	93,067,845	95,782,602
Capital Outlay	13,470,064	13,053,461	6,625,647	8,238,592	6,356,723
Debt Service	6,030,562	6,555,220	11,923,454	9,775,623	9,575,554
Grants and Aids	0	180,387	85,379	0	162,442
Other Uses	(7,947,242)	(8,199,782)	1,324,159	5,445,164	4,098,648
TOTAL APPROPRIATIONS	146,354,939	145,980,762	80,022,328	147,262,301	146,699,868

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Personal Services

Change in Authorized Positions by Fund/ Department

Change in Authorized Positions by Fund/Department

DEPARTMENT/DIVISION	2009-10	2010-11	NET	REASON FOR CHANGE
GENERAL FUND				
Legislative	5.00	5.00	0.00	
Executive	5.00	6.00	1.00	(+1) Public Outreach Coordinator
Finance	48.00	47.00	(1.00)	(-1) Office Specialist (1332)
Human Resources	6.00	6.00	0.00	
Information Technology	11.50	11.50	0.00	
Geographic Information Systems	4.50	3.50	(1.00)	(-1) Administrative Assistant I
Airport	1.00	1.00	0.00	
Police	107.00	107.00	0.00	
Fire	66.00	60.00	(6.00)	(-1) Lieutenant/ Fire Inspector II, (-2) Firefighter/ Paramedics, (-3) Firefighters
Public Works	18.10	15.10	(3.00)	(-1) Mechanic I (5110), (-1) Administrative Assistant I (5110), (-1) Street Sign Tech (5112)
Planning & Zoning	5.70	4.95	(0.75)	(-1) Administrative Assistant I, (+25%) Administrative Assistant II
Housing & Economic	4.00	4.00	0.00	
Library	31.00	29.00	(2.00)	(-1) Library Assistant, (-1) Library Tech Services Coord
Recreation	42.00	37.00	(5.00)	(-1) Facility Manager (8123), (-3) Maint Worker I (8193) (-1) Maint Worker II (8193)
GENERAL FUND TOTAL	**354.80**	**337.05**	**(17.75)**	
Electric	50.00	51.00	1.00	(+1) Contract Supervisor
Gas	19.00	19.00	0.00	
Water	37.00	36.00	(1.00)	(-0.50) Admin Asst I (3021, 50%), (-0.50) Project Manager II (3081, 50%)
Wastewater	45.00	44.00	(1.00)	(-0.50) Admin Asst I (4021, 50%), (-0.50) Project Manager II (4081, 50%)
Stormwater	4.00	4.00	0.00	
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	4.30	4.05	(0.25)	(-25%) Administrative Assistant II
OTHER FUNDS TOTAL	**182.20**	**180.95**	**(1.25)**	
ALL FUNDS TOTAL	**537.00**	**518.00**	**(19.00)**	

Authorized Positions by Fund/Department

DEPARTMENT/DIVISION	2007-08	2008-09	2009-10	2010-11
GENERAL FUND				
Legislative	5.00	5.00	5.00	5.00
Executive	6.00	5.00	5.00	6.00
Finance	54.00	50.00	48.00	47.00
Human Resources	6.00	6.00	6.00	6.00
Information Technology	13.00	12.00	11.50	11.50
Geographic Information Systems	12.00	7.00	4.50	3.50
Airport	1.00	1.00	1.00	1.00
Police	116.00	109.00	107.00	107.00
Fire	69.00	67.00	66.00	60.00
Public Works	19.00	16.10	18.10	15.10
Planning & Zoning	8.50	5.50	5.70	4.95
Housing & Economic Development	4.00	3.00	4.00	4.00
Library	36.00	32.00	31.00	29.00
Recreation	89.00	52.00	42.00	37.00
GENERAL FUND TOTAL	438.50	370.60	354.80	337.05
Electric	52.00	50.00	50.00	51.00
Gas	21.00	19.00	19.00	19.00
Water	30.84	34.50	37.00	36.00
Wastewater	46.83	46.50	45.00	44.00
Stormwater	4.33	4.00	4.00	4.00
Communications	5.00	5.00	5.00	5.00
Solid Waste	19.00	19.90	17.90	17.90
Carver Heights CRA	0.00	1.00	0.00	0.00
Building Permits	9.50	6.50	4.30	4.05
OTHER FUNDS TOTAL	188.50	186.40	182.20	180.95
ALL FUNDS TOTAL	627.00	557.00	537.00	518.00

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	35,072	88,304
1200	Executive	6.00	660,865	4,132	191,157	856,154
1300	Finance	47.00	1,686,828	22,000	602,411	2,311,239
1400	Human Resources	6.00	313,019	300	90,397	403,716
1600	Information Technology	11.50	630,084	12,000	185,910	827,994
1700	Geographic Information Systems	3.50	173,066	0	52,960	226,026
1800	Airport	1.00	53,227	0	10,453	63,680
2100	Police	107.00	4,253,212	354,427	1,745,310	6,352,949
2200	Fire	60.00	3,121,298	28,500	1,700,013	4,849,811
5100	Public Works	15.10	540,959	7,000	213,113	761,072
6100	Planning & Zoning	4.95	238,467	0	74,866	313,333
6200	Housing & Economic Development	4.00	218,982	0	65,087	284,069
7100	Library	29.00	648,570	21,369	230,113	900,052
8100	Recreation	37.00	1,167,459	192,197	504,898	1,864,554
	GENERAL FUND TOTAL	337.05	13,752,636	648,557	5,701,760	20,102,953
1340	Health Insurance Fund	0.00	0	0	345,000	345,000
5171	Stormwater Fund	4.00	103,688	5,000	50,000	158,688
6190	Carver Heights CRA	0.00	0	0	0	0
1000	Electric Fund	51.00	2,473,827	152,000	806,403	3,432,230
2000	Gas Fund	19.00	744,078	25,000	271,027	1,040,105
3000	Water Fund	36.00	1,284,920	57,620	514,878	1,857,418
4000	Wastewater Fund	44.00	1,547,871	97,650	617,238	2,262,759
5000	Communications Fund	5.00	246,043	6,000	74,951	326,994
5100	Solid Waste Fund	17.90	568,440	22,531	282,588	873,559
6100	Building Permits Fund	4.05	228,845	18,408	76,940	324,193
	OTHER FUNDS TOTAL	180.95	7,197,712	384,209	3,039,025	10,620,946
	ALL FUNDS TOTAL	518.00	20,950,348	1,032,766	8,740,785	30,723,899

This schedule does not include temporary employees.

*Salaries include wages and standby pay

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Taxes	11,246,197	10,969,973	6,912,109	10,546,205	9,555,700
Licenses and Permits	135,999	151,094	49,496	125,600	105,600
Intergovernmental	2,634,143	2,769,818	1,083,496	2,665,020	2,034,450
Charges for Services	558,761	633,989	204,325	853,271	740,820
Fines and Forfeitures	187,941	152,687	51,859	159,500	143,000
Miscellaneous	1,410,248	1,287,355	547,391	1,053,724	1,127,110
Other Sources	8,914,450	9,034,052	4,125,882	8,663,736	9,223,979
TOTAL REVENUE SOURCES	25,087,739	24,998,968	12,974,558	24,067,056	22,930,659
APPROPRIATIONS					
City Commission	70,127	69,532	43,090	70,190	59,254
Executive	1,862,860	2,061,732	1,232,952	2,993,702	1,926,597
Finance	425,779	428,993	209,598	440,726	480,163
Human Resources	392,452	357,577	157,389	381,513	315,676
Information Technology	165,680	(33,052)	92,045	282,144	301,859
Geographic Information Systems	68,230	41,232	14,060	30,936	26,923
Airport	744,680	616,100	369,731	670,478	678,711
Police	8,066,374	7,422,864	3,435,517	7,421,228	7,502,525
Fire	6,115,178	6,448,648	3,002,979	5,898,006	5,723,358
Public Works	336,324	170,211	(188,262)	436,550	895,585
Community Development	270,322	218,686	92,235	191,772	190,797
Economic Development	273,221	276,095	117,703	263,787	266,674
Library	1,598,502	1,396,680	618,072	1,414,222	1,418,461
Recreation	4,526,489	3,817,790	1,347,968	3,571,802	3,144,076
TOTAL APPROPRIATIONS	24,916,218	23,293,088	10,545,077	24,067,056	22,930,659

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Revenue Detail

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
TAXES						
31101	Current Property Taxes	6,210,604	6,318,550	4,632,507	5,887,294	5,143,114
31102	Delinquent Property Taxes	(151,970)	(23,804)	51,484	0	0
31240	Local Option Gas Tax	620,290	0	0	0	0
31241	One Cent Fuel Tax	192,173	191,966	61,036	169,200	0
31410	Electric - Utility Services Tax	2,493,615	2,582,376	1,227,349	2,548,000	2,548,000
31430	Water - Utility Services Tax	291,432	284,353	135,246	325,000	275,000
31440	Gas - Utility Services Tax	239,350	226,570	132,581	230,000	230,000
31490	Reuse Water - Services Tax	34,071	33,445	13,500	35,000	35,000
31502	Communication Services Tax	1,099,675	1,148,314	465,315	1,114,211	1,124,586
31601	Business Tax Receipts	216,957	208,203	193,091	237,500	200,000
TOTAL TAXES		11,246,197	10,969,973	6,912,109	10,546,205	9,555,700
LICENSES AND PERMITS						
32203	Site Plan-Zoning	22,750	7,540	50	14,600	14,600
32310	Electric - Franchise Fees	37,835	42,496	18,092	26,000	26,000
32370	Solid Waste - Franchise Fees	63,750	73,886	23,736	65,000	65,000
32904	Fire Fees	11,489	27,022	7,293	20,000	0
32909	Taxi Cab Permits	175	150	325	0	0
TOTAL LICENSES & PERMITS		135,999	151,094	49,496	125,600	105,600
INTERGOVERNMENTAL REVENUES						
33121	Public Safety - Police (Federal)	44,912	10,684	59,731	615,887	102,000
33122	Fire Department	305,602	173,618	50,258	72,000	0
33150	Federal- Disaster Relief - FEMA	0	10,835	0	0	0
33171	ERATE	2,880	1,449	1,431	0	1,400
33191	Emergency Management	0	9,295	0	0	0
33422	Fire Department	6,559	53,897	0	0	0
33449	Other Transportation	19,953	0	0	0	0
33450	State- Disaster Relief	0	1,645	0	0	0
33473	Joint Partnership Agreement	2,289	418,962	2,480	9,156	9,156
33512	Revenue Sharing	391,843	351,731	163,640	336,727	363,741
33512	Revenue Sharing - Gas Tax	146,095	140,132	66,774	134,154	0
33514	Mobile Home Licenses	64,053	72,329	54,642	65,000	60,000
33515	Alcoholic Beverage License	19,145	18,325	5,272	18,000	18,000
33518	Half Cent Sales Tax	964,117	898,594	372,180	862,907	978,023
33522	Fire Supplemental Comp	27,990	21,409	5,224	15,000	15,000
33541	Rebate/Vehicles - Gas	35,176	34,008	8,862	20,000	20,000
33721	Public Safety - Police	0	0	10,500	0	0
33722	EMS - Fire Department	2,252	0	0	0	0
33803	ALS-Lake County	159,750	153,037	71,618	150,410	142,890
33807	Library-Lake County	415,840	376,731	207,537	355,779	314,240
33811	County Licenses	25,687	23,137	3,347	10,000	10,000
TOTAL INTERGOVERNMENTAL		2,634,143	2,769,818	1,083,496	2,665,020	2,034,450

Revenue Detail (Continued)

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
CHARGES FOR SERVICES						
34111	Credit Report Fees	2,094	10,910	11,845	0	27,500
34130	General Fund	0	1,000	2,022	0	0
34191	Zoning Fees	36,225	41,789	25,745	47,325	49,412
34193	Sale/Maps & Publications	266	12	0	0	0
34194	Qualifying Fees-Elections	2,158	0	0	0	0
34195	Certification & Copying	13,883	9,989	4,330	8,000	8,000
34209	Other Public Safety	35,038	39,964	6,121	26,000	26,000
34221	Life Safety Services	350	840	0	0	0
34391	Fleet External Sales	495	0	0	0	0
34410	Airport/ US Custom Fees	153,336	133,420	51,180	144,000	144,000
34493	FDOT St Light/ Traffic Signals	0	155,720	0	163,046	162,203
34711	Library Card Fees	1,394	217	685	1,000	1,000
34721	Activities Fees	143,749	93,551	3,564	9,565	8,520
34721	Non Resident Fees	0	0	0	50,000	5,325
34721	Gymnasium	0	24,072	4,685	105,940	91,430
34721	Susan Street/ Canal Street	0	3,599	16,143	47,570	42,800
34721	Sleepy Hollow Complex	0	6,743	26,241	98,630	63,630
34723	Swimming Pool - Venetian Gardens	29,343	12,909	1,231	37,115	12,500
34724	Swimming Pool - Dabney	5,153	10,005	(45)	12,880	9,300
34725	Concession Stand Revenue	3,742	6,356	3,913	7,000	7,000
34727	Special Events	12,500	0	0	0	0
34729	Other Recreation Fees	54,652	31,973	26,380	45,000	32,000
34755	Marina/Sale - Merchandise	6,268	5,605	1,857	5,200	5,200
34756	Marina Fuel Sales	54,911	43,457	17,833	42,800	42,800
34757	Marina - Services	3,204	1,858	595	2,200	2,200
TOTAL CHARGES FOR SERVICES		558,761	633,989	204,325	853,271	740,820
FINES AND FORFEITURES						
35120	Court Fines (Traffic)	69,402	51,660	17,347	50,000	50,000
35120	Investigative Fees	20,338	18,475	6,041	20,000	20,000
35120	Criminal Fines & Forfeits	2,685	12,321	2,258	10,000	3,500
35170	Auto.Radio Commun.Program	34,337	28,906	11,788	20,000	30,000
35201	Library Fines	26,569	20,541	8,076	19,000	19,000
35401	Code Enforcement Fines	33,628	20,340	6,040	40,000	20,000
35402	Peddlers/Solicitor Admin	125	0	0	0	0
35403	Other Fine/Parking Ticket	857	444	309	500	500
TOTAL FINES AND FORFEITURES		187,941	152,687	51,859	159,500	143,000
MISCELLANEOUS REVENUE						
36110	Interest on Investments	126,912	77,949	8,512	50,000	50,000
36110	Fire Grants	2,105	(3,539)	0	0	0
36111	Miscellaneous Interest	9,336	17,453	949	3,000	3,000
36130	Gain/Loss Investments	6,534	6,782	(4,749)	0	0
36201	Rents and Royalties	7,298	26,292	23,532	48,000	48,000
36201	Incubator Rentals	7,050	10,825	6,050	10,000	10,000
36201	Rental Property- Airport	291,422	262,791	139,563	326,123	377,877
36202	Airport Hangar Rentals	295,677	283,697	134,168	269,301	304,925
36202	Airport Rent- Fuel Sales	29,743	27,716	8,799	30,000	28,000
36202	Airport Tie Down Rentals	31,200	31,542	209	6,000	4,008
36203	Portable Stage	925	0	730	0	0
36204	Police Comm.Tower Rental	8,418	8,718	4,359	8,500	8,500
36205	Cultural Arts Bldg. Fees	1,770	870	965	1,500	1,500
36206	Mote Morris Fees	5,283	2,503	1,375	4,000	4,000

Revenue Detail (Continued)

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
MISCELLANEOUS REVENUE (CONT)						
36207	Community Building Fees	41,430	55,859	37,006	52,000	52,000
36208	Marina Operating Lease	3,745	5,200	2,400	4,000	4,000
36208	Marina Dry Slip Rental	177,926	207,608	89,470	150,000	150,000
36208	Marina Wet Slip Rental	49,935	59,582	27,123	49,000	49,000
36208	Marina Trailer Storage	10,361	11,094	4,582	10,000	10,000
36208	Marina Late Fees	306	195	586	300	300
36208	Marina Utility Revenue	2,328	1,738	745	2,000	2,000
36208	Marina Boat Rentals	67	40	14	0	0
36209	Pat Thomas Stadium	0	0	15,000	10,000	0
36211	Library Rentals	1,659	3,077	3,179	0	0
36403	Sale-Furniture/Equipment	137,219	88,448	0	0	0
36404	Recovery from Losses	4,696	9,160	13,139	0	0
36406	Library Book Sales	14	26	0	0	0
36429	Sale of Real Estate	15,000	0	0	0	0
36607	Community Service Contribution	5,075	5,348	4,098	0	0
36609	Contributions/Donations	14,262	9,534	5,571	0	0
36694	Contributions-C.U.R.E.	5,372	6,877	1,780	0	0
36695	School Bus Lights	1,334	1,247	496	0	0
36696	Housing Renaissance	1,106	708	356	0	0
36697	Fire Dept Dog Fund	1,000	0	0	0	0
36906	Misc. Reimbursement	37,574	27,940	7,108	20,000	20,000
36908	Cash Over and Short	(150)	65	0	0	0
36909	Other Income	9,551	14,679	9,598	0	0
36925	Misc.Jobbing Revenue	4,860	0	0	0	0
36990	Misc Non-Operating Revenue	61,905	25,331	678	0	0
TOTAL MISCELLANEOUS		1,410,248	1,287,355	547,391	1,053,724	1,127,110
OTHER SOURCES						
38116	Transfer from CRA (016)	281,627	240,720	0	0	0
38117	Transfer from CRA (017)	0	55,192	26,767	55,645	55,645
38145	Transfer from Communicat.(045)	0	55,058	0	0	10,000
38146	Transfer from Sanitation (046)	2,313	0	0	0	0
38191	From Discretionary Tax (132)	0	357,466	0	380,355	484,915
38191	From Gas Tax (133)	0	0	0	0	342,721
38201	Electric Utility Contribution	4,661,333	4,578,315	2,289,000	4,578,315	4,578,000
38201	Electric - Surcharge	1,067,294	1,090,551	575,458	1,088,352	1,158,473
38202	Gas Utility Contribution	965,735	745,308	283,823	567,645	605,558
38202	Gas - Surcharge	106,475	117,534	85,652	194,399	120,000
38203	Water Utility Contribution	610,466	520,442	297,518	547,688	533,086
38203	Water - Surcharge	193,441	303,824	103,084	322,177	265,051
38204	Wastewater Utility Contribution	732,516	719,642	331,035	662,070	708,241
38205	Solid Waste Contribution	293,250	250,000	133,545	267,090	262,289
38891	Fund Balance Appropriated	0	0	0	0	100,000
TOTAL OTHER SOURCES		8,914,450	9,034,052	4,125,882	8,663,736	9,223,979
TOTAL REVENUES		25,087,739	24,998,968	12,974,558	24,067,056	22,930,659

Departmental Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
1100 **CITY COMMISSION**					
Personal Services	84,570	80,318	36,311	81,724	88,304
Operating Expenses	28,052	28,747	19,868	28,657	30,204
Other Uses	(42,495)	(39,533)	(13,089)	(40,191)	(59,254)
TOTAL CITY COMMISSION	70,127	69,532	43,090	70,190	59,254
1200 **EXECUTIVE**					
Personal Services	675,864	536,644	197,609	849,564	856,154
Operating Expenses	350,849	408,170	144,733	362,714	357,132
Debt Service	12,000	0	0	0	0
Other Uses	824,147	1,116,918	890,610	1,781,424	713,311
TOTAL EXECUTIVE	1,862,860	2,061,732	1,232,952	2,993,702	1,926,597
1300 **FINANCE**					
Personal Services	2,465,844	2,295,374	1,007,400	2,256,517	2,311,239
Operating Expenses	627,491	677,100	389,906	723,900	852,157
Capital Outlay	6,200	6,461	0	3,000	0
Other Uses	(2,673,756)	(2,549,942)	(1,187,708)	(2,542,691)	(2,683,233)
TOTAL FINANCE	425,779	428,993	209,598	440,726	480,163
1400 **HUMAN RESOURCES**					
Personal Services	419,690	409,322	181,793	390,572	403,716
Operating Expenses	129,039	108,906	43,049	154,446	140,553
Other Uses	(156,277)	(160,651)	(67,453)	(163,505)	(228,593)
TOTAL HUMAN RESOURCES	392,452	357,577	157,389	381,513	315,676
1600 **INFORMATION TECHNOLOGY**					
Personal Services	980,077	869,835	367,521	804,212	827,994
Operating Expenses	987,077	894,069	587,930	862,126	958,117
Capital Outlay	129,107	197,561	27,628	383,900	335,000
Other Uses	(1,930,581)	(1,994,517)	(891,034)	(1,768,094)	(1,819,252)
TOTAL INFORMATION TECH	165,680	(33,052)	92,045	282,144	301,859

Departmental Summary of Appropriations (Continued)

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
1700 **GIS**					
Personal Services	629,244	364,267	114,803	257,809	226,026
Operating Expenses	53,043	48,072	19,397	44,051	37,206
Capital Outlay	0	0	6,400	7,500	6,000
Other Uses	(614,057)	(371,107)	(126,540)	(278,424)	(242,309)
TOTAL GIS	68,230	41,232	14,060	30,936	26,923
1800 **AIRPORT**					
Personal Services	65,166	63,550	27,435	62,847	63,680
Operating Expenses	595,890	522,550	334,446	554,631	590,031
Capital Outlay	45,620	30,000	7,850	53,000	25,000
Debt Service	38,004	0	0	0	0
TOTAL AIRPORT	744,680	616,100	369,731	670,478	678,711
2100 **POLICE**					
Personal Services	6,605,836	6,269,539	2,841,965	6,270,075	6,352,949
Operating Expenses	1,347,151	1,149,215	571,895	1,151,153	1,149,576
Capital Outlay	113,387	4,110	21,657	0	0
TOTAL POLICE	8,066,374	7,422,864	3,435,517	7,421,228	7,502,525
2200 **FIRE**					
Personal Services	5,208,115	5,607,178	2,595,130	5,007,711	4,849,811
Operating Expenses	789,903	794,391	407,849	811,695	873,547
Capital Outlay	72,140	2,059	0	33,500	0
Debt Service	45,020	45,020	0	45,100	0
TOTAL FIRE	6,115,178	6,448,648	3,002,979	5,898,006	5,723,358
5100 **PUBLIC WORKS**					
Personal Services	841,950	697,871	340,025	851,199	761,072
Operating Expenses	1,735,902	1,993,586	1,008,342	2,264,140	2,189,788
Capital Outlay	1,076,550	744,668	128,936	740,250	1,266,316
Other Uses	(3,318,078)	(3,265,914)	(1,665,565)	(3,419,039)	(3,321,591)
TOTAL PUBLIC WORKS	336,324	170,211	(188,262)	436,550	895,585

Departmental Summary of Appropriations (Continued)

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
6100 **COMMUNITY DEVELOPMENT**					
Personal Services	476,850	327,708	147,394	328,557	313,333
Operating Expenses	123,863	158,258	57,572	97,602	110,660
Capital Outlay	0	0	0	0	0
Other Uses	(330,391)	(267,280)	(112,731)	(234,387)	(233,196)
TOTAL COMMUNITY DEVELOP	270,322	218,686	92,235	191,772	190,797
6200 **ECONOMIC DEVELOPMENT**					
Personal Services	267,788	278,042	122,361	272,508	284,069
Operating Expenses	96,508	92,727	32,336	80,483	73,046
Other Uses	(91,075)	(94,674)	(36,994)	(89,204)	(90,441)
TOTAL ECONOMIC DEVELOP	273,221	276,095	117,703	263,787	266,674
7100 **LIBRARY**					
Personal Services	1,081,593	937,345	410,902	970,892	900,052
Operating Expenses	358,768	462,399	209,890	450,066	525,145
Capital Outlay	158,141	0	0	0	0
Other Uses	0	(3,064)	(2,720)	(6,736)	(6,736)
TOTAL LIBRARY	1,598,502	1,396,680	618,072	1,414,222	1,418,461
8100 **RECREATION**					
Personal Services	2,734,606	2,317,102	839,902	2,052,013	1,864,554
Operating Expenses	2,010,228	1,753,201	647,305	1,782,343	1,517,806
Capital Outlay	83,925	101,178	0	37,000	15,000
Other Uses	(302,270)	(353,691)	(139,239)	(299,554)	(253,284)
TOTAL RECREATION	4,526,489	3,817,790	1,347,968	3,571,802	3,144,076
GRAND TOTAL					
Personal Services	22,537,193	21,054,095	9,230,551	20,456,200	20,102,953
Operating Expenses	9,233,764	9,091,391	4,474,518	9,368,007	9,404,968
Capital Outlay	1,685,070	1,086,037	192,471	1,258,150	1,647,316
Debt Service	95,024	45,020	0	45,100	0
Grants and Aids	0	0	0	0	0
Other Uses	(8,634,833)	(7,983,455)	(3,352,463)	(7,060,401)	(8,224,578)
TOTAL APPROPRIATIONS	24,916,218	23,293,088	10,545,077	24,067,056	22,930,659

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	$ 59,254				$ (59,254)
Executive (net - reserves)	1,926,597		8,000		(1,918,597)
Reserve(s) for cash carried forward	0				0
Finance	480,163		27,500		(452,663)
Human Resources	315,676				(315,676)
Information Technology	301,859				(301,859)
GIS/Engineering	26,923				(26,923)
Airport	678,711		144,000	714,810	180,099
Police	7,502,525	102,000	26,000	124,000	(7,250,525)
Fire	5,723,358	142,890			(5,580,468)
Public Works	895,585		162,203		(733,382)
Community Development	190,797		49,412		(141,385)
Housing and Economic Development	266,674			55,645	(211,029)
Library	1,418,461	315,640	1,000	19,000	(1,082,821)
Recreation	2,914,799	9,156	272,505	57,500	(2,575,638)
Marina	229,277		50,200	215,300	36,223
Total general fund activities	**$ 22,930,659**	**$ 569,686**	**$ 740,820**	**$ 1,186,255**	**$ (20,433,898)**

General fund revenues not attributable to specific programs:	
Taxes:	
Property taxes	$ 5,143,114
Utility service taxes	4,212,586
Occupational & county licenses	305,600
State shared revenues	1,374,764
Investment income	53,000
Miscellaneous revenue	176,500
Subtotal, general fund revenues before transfers	11,265,564
Transfers from other funds	9,068,334
Fund balance appropriated	100,000
Total general fund revenues not attributable to specific programs	$ 20,433,898

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CITY COMMISSION

David Knowles, Mayor
Bill Polk, Mayor Pro-tem/Commissioner
Lewis Puckett, Commissioner
John Christian, Commissioner
Sanna Henderson, 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 three seats will be held in November 2010. 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:

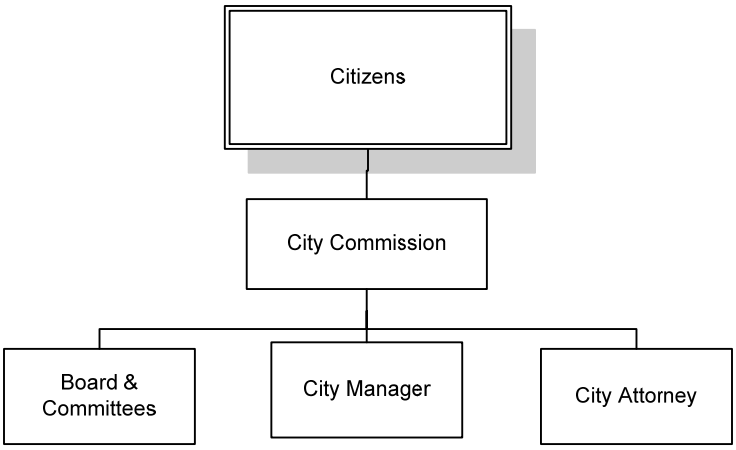
Boards & Committees

- 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

$ 59,254 GF
59,254 AL
$118,508

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:

- Hosted the Leesburg Lightning Baseball Team
- Held 4th of July Ice Cream Social
- Completed renovation of old library building for City offices
- Initiated US 27/441 underground project (Perkins to Griffin)
- Mitigated 2.6% reduction in general fund revenues through expenditure reductions
- Authorized major energy conservation initiatives
- Overhauled utility services policies to accommodate FACTA
- Achieved first-ever A^+ and AA^- bond ratings in a declining economy

Personnel Schedule

Classification	2010	Change	2011	Amount
Mayor	1.00	0.00	1.00	12,069
City Commission	4.00	0.00	4.00	34,531
Total	**5.00**	**0.00**	**5.00**	**46,600**

Legislative Department

City Commission Division

Appropriations Detail

Appropriations Detail

Account # 001-1111-511

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1110	Salaries	46,959	46,779	20,970	46,600	46,600
1510	Special Pay	6,632	6,632	3,316	6,632	6,632
2110	FICA	3,455	3,198	1,429	3,189	3,177
23xx	Insurance	23,817	21,700	9,745	23,251	29,992
2410	Workers' Compensation	126	113	59	130	131
26xx	Other Payroll Benefits	3,581	1,896	792	1,922	1,772
	TOTAL PERSONAL SERVICES	84,570	80,318	36,311	81,724	88,304
OPERATING EXPENSES						
3110	Professional Services	0	228	0	0	0
4010	Travel	1,868	2,289	463	3,802	4,176
4110	Communication	774	669	430	1,080	1,080
4210	Postage	21	0	6	50	50
4310	Utilities	0	0	2,018	4,860	4,860
4510	Insurance	1,132	1,326	813	1,607	1,648
46xx	Repairs & Maintenance- Equipment	2,789	2,920	670	1,840	2,090
4710	Printing & Binding	0	0	44	0	50
4810	Promotional Activities	11,363	13,276	13,775	12,218	14,425
4911	Advertising	94	250	0	1,000	250
4930	Recognitions	8,010	6,773	870	0	0
51xx	Office Supplies	389	0	0	0	0
5210	Operating Supplies	466	213	76	400	250
5410	Publications & Memberships	721	728	703	1,800	1,325
5520	Training	425	75	0	0	0
	TOTAL OPERATING EXPENSES	28,052	28,747	19,868	28,657	30,204
OTHER USES						
9711	Claims CDC/Carver Heights	30,000	30,000	30,000	30,000	0
9941	Utilities Allocation	(72,495)	(69,533)	(43,089)	(70,191)	(59,254)
	TOTAL OTHER USES	(42,495)	(39,533)	(13,089)	(40,191)	(59,254)
TOTAL GENERAL FUND APPROPRIATIONS		70,127	69,532	43,090	70,190	59,254

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	81,724	88,304	6,580	8.05%
Operating Expenses	28,657	30,204	1,547	5.40%
Other Uses	(40,191)	(59,254)	(19,063)	47.43%
TOTALS	70,190	59,254	(10,936)	-15.58%

Significant Budget Changes:

The reduction in Other Uses is attributable to the final payment to the CDC being paid in FY 2009-10.

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Jay Evans, City Manager

Executive Department

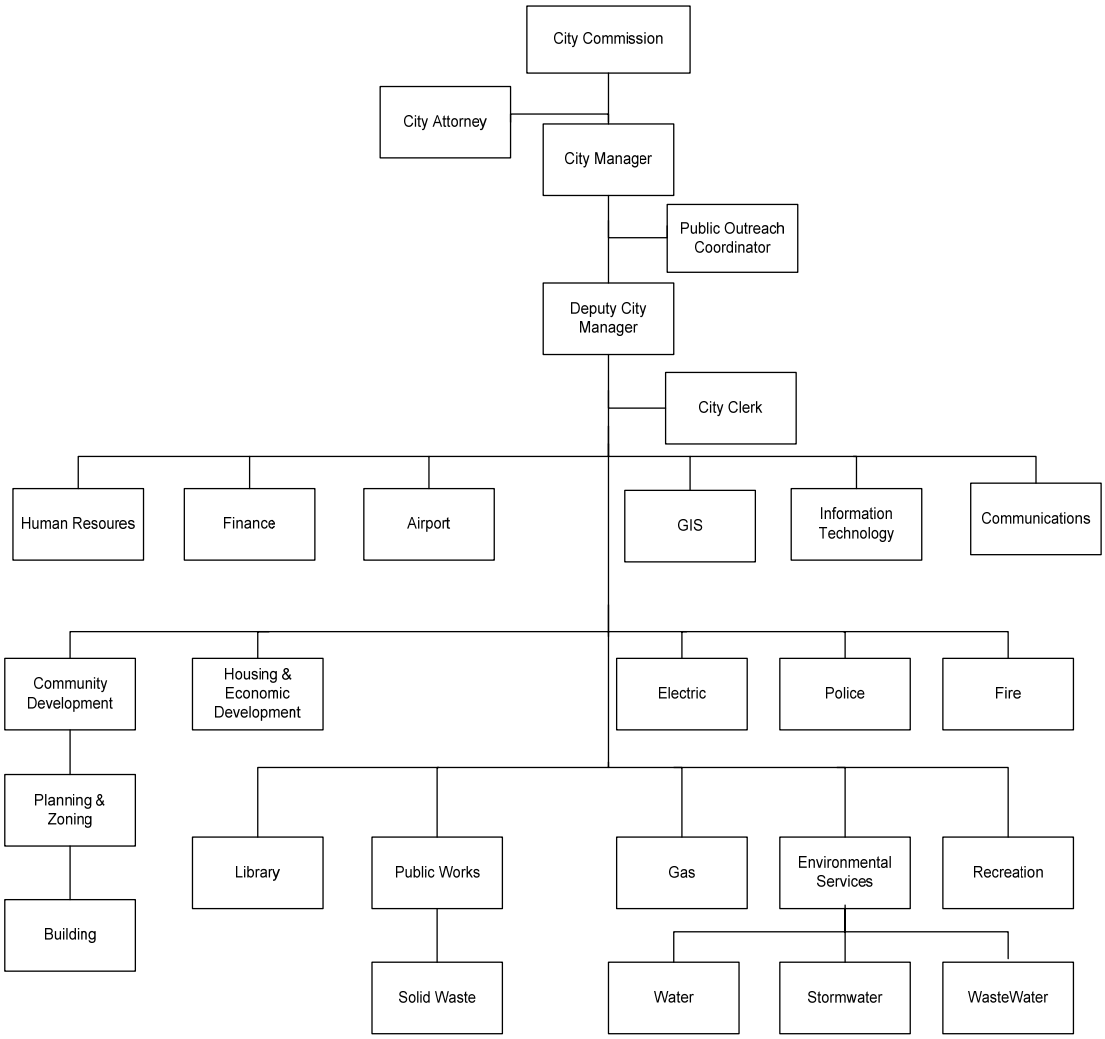
Organization

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

$ 1,926,597 GF
609,325 AL
$ 2,535,922

Executive Department

Administration Division

Values & Goals

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
- Achieved first ever A+ Bond Rating in declining economy
- Improved City financial performance in nearly all city operations
- Provided analysis and alternatives for pension reform initiatives

Performance Measures:

	2008-09	2009-10	2010-11
Department Head Workshops	1	2	1
Department Information Meetings	34	26	39

Personnel Schedule

Classification	2010	Change	2011	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*	0.00	1.00	1.00	48,006
Total	**3.00**	**1.00**	**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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1xxx	Regular Salaries & Wages	367,106	290,081	108,428	272,083	320,091
1410	Overtime	1,083	0	76	100	132
15xx	Bonuses/Incentives	4,250	0	0	0	0
2110	FICA	25,858	19,715	6,336	13,657	17,980
221x	Retirement	10,731	15,524	3,310	8,201	17,874
23xx	Insurance	26,818	18,012	5,975	21,728	34,220
2410	Workers' Compensation	996	700	304	762	896
26xx	Other Employee Benefits	31,026	1,470	1,927	3,114	5,694
TOTAL PERSONAL SERVICES		467,868	345,502	126,356	319,645	396,887
OPERATING EXPENSES						
3110	Professional Services	8,008	0	1,213	5,500	5,000
341x	Contract Services	4,563	10,264	0	0	0
4010	Travel	10,085	4,846	1,157	11,000	11,000
4110	Communication	2,446	1,277	727	2,100	1,500
4210	Postage	222	270	219	600	575
4310	Utilities	0	0	2,466	5,940	5,940
4510	Insurance	1,448	1,040	1,109	2,193	2,154
46xx	Repairs & Maintenance- Equipment	5,340	3,864	2,167	3,340	3,560
4710	Printing & Binding	10,748	6,634	3,002	10,000	10,315
481x	Promotional Activities	11,379	8,235	8,861	14,480	8,100
49xx	Advertising	2,326	1,787	3,926	4,000	2,750
5180	Minor Furniture/Equipment	296	70	909	500	500
5210	Operating Supplies	4,049	2,825	840	2,500	2,200
5410	Publications & Memberships	6,902	8,480	4,988	8,767	9,550
5520	Training	8,655	832	149	0	450
TOTAL OPERATING EXPENSES		76,467	50,424	31,733	70,920	63,594
OTHER USES						
994x	Utilities Allocation	(359,695)	(257,351)	(106,309)	(318,926)	(385,311)
9990	Contingency Fund	0	0	0	100,000	100,000
TOTAL OTHER USES		(359,695)	(257,351)	(106,309)	(218,926)	(285,311)
TOTAL GENERAL FUND APPROPRIATIONS		184,640	138,575	51,780	171,639	175,170

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	319,645	396,887	77,242	24.16%
Operating Expenses	70,920	63,594	(7,326)	-10.33%
Capital Outlay	0	0	0	0.00%
Other Uses	(218,926)	(285,311)	(66,385)	30.32%
TOTALS	171,639	175,170	3,531	2.06%

Significant Budget Changes:
Personal Services increased due to adding the Public Outreach Coordinator position, which is 100% allocated to the utilities which can be seen in the increased utility allocation (Other Uses category).

Executive Department

City Clerk Division

Values & Goals

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

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:
- Redesigned the Records Retention Center and rearranged the storage boxes for easier retrieval. The Purchasing Department was instrumental in the completion of this project.
- Implemented updated Clerk's Indexing System
- Implemented new digital recording system in Commission Chambers
- Prepared agendas, recorded, and transcribed minutes for 42 City Commission meetings and ten Community Redevelopment Agency meetings,
- Coordinated destruction of 186 boxes of obsolete records and placed 195 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
- Continued procedure to increase collection of liens and past due utility bills through lien searches

Performance Measures

	2008-09	2009-10	2010-11
Public information requests	4,027	4,400	4,400
Assessment/lien searches	762	800	880
Indexing transactions processed	518	590	600
Agenda preparation (hours)	750	760	760
Process ordinances, resolutions, meeting minutes, and contracts (hours)	320	400	400
Contract management (hours)	27	26	26

Personnel Schedule

Classification	**2010**	**Change**	**2011**	**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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	114,446	102,131	44,103	97,427	97,427
1410	Overtime	1,340	4,032	1,476	4,000	4,000
15xx	Bonuses/Incentives	3,500	0	0	0	0
2110	FICA	9,017	7,808	3,292	6,982	6,926
221x	Retirement	12,459	9,734	3,231	7,214	8,738
23xx	Insurance	12,604	9,656	4,679	11,179	14,394
2410	Workers' Compensation	319	254	126	273	273
26xx	Other Payroll Benefits	508	1,263	1,185	2,844	2,844
	TOTAL PERSONAL SERVICES	154,193	134,878	58,092	129,919	134,602
OPERATING EXPENSES						
3410	Contract Services	3,013	2,153	2,219	2,800	4,000
4010	Travel	6,803	1,726	983	1,400	1,300
4210	Postage	326	231	125	300	300
4310	Utilities	0	0	1,793	0	4,320
4510	Insurance	585	224	341	674	681
46xx	Repairs & Maintenance- Equipment	4,502	4,987	2,416	5,082	4,800
4911	Advertising	17,520	9,268	3,512	13,000	10,000
4920	Other Current Charges	602	859	146	1,000	700
4945	Injury/ Damage to Others	284	147	0	0	0
5180	Minor Furniture/Equipment	406	354	0	600	600
5210	Operating Supplies	983	1,595	808	1,900	1,900
5410	Publications & Memberships	1,703	2,013	492	3,050	3,080
5520	Training	1,263	700	165	930	900
	TOTAL OPERATING EXPENSES	37,990	24,257	13,000	30,736	32,581
OTHER USES						
9941	Utilities Allocation	(146,281)	(119,351)	(53,321)	(120,491)	(125,387)
	TOTAL OTHER USES	(146,281)	(119,351)	(53,321)	(120,491)	(125,387)
TOTAL GENERAL FUND APPROPRIATIONS		45,902	39,784	17,771	40,164	41,796

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	129,919	134,602	4,683	3.60%
Operating Expenses	30,736	32,581	1,845	6.00%
Capital Outlay	0	0	0	0.00%
Other Uses	(120,491)	(125,387)	(4,896)	4.06%
TOTALS	40,164	41,796	1,632	4.06%

Executive Department

Elections Division

Values & Goals

Values & Goals

Value: Fiscal Responsibility

Goals:

- Receive and publish via the City's website the treasurer's reports from candidates from October 1, 2010 through January 31, 2011, for the November 2, 2010 City Commission election: Three seats open - District 2, Seat 2, At-Large, Seat 4, and At-Large, Seat 5
- Refund sign deposits to compliant candidates

Value: Professionalism

Goals:

- 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:

- Proclaimed election and qualifying dates for November 2, 2010 election, at the May 10, 2010 Commission meeting as required by the City of Leesburg Code of Ordinances
- Prepared election calendar beginning May 1, 2010
- Prepared nine candidate packets for distribution beginning May 1, 2010
- Received Treasurer's Reports through September 30, 2010
- Posted Candidate Treasurer's Reports to City of Leesburg Website through September 30, 2010
- Coordinated with Supervisor of Elections to secure polling locations for early voting August 9 thru August 22, 2010 and October 18 thru October 31, 2010, and General Election November 2, 2010 election
- Coordinated political sign enforcement with Code Enforcement Officer
- Collected sign deposits from all candidates running for office

Performance Measures:

	2008-09	2009-10	2010-11
Seats available	2	N/A	3
Number of candidates	5*	N/A	7**
Total votes cast	2,238	N/A	4,919
Candidate packets prepared	N/A	9	N/A
Political sign deposits received	N/A	18	N/A
Political sign deposits returned	21	N/A	17
Treasurers Reports received	14	24	18
Installed Commissioners	2	N/A	3

* 2008 Election- One Candidate for District 3, Seat 3, withdrew prior to ballot preparation; Therefore, The City of Leesburg did not hold an election for District 3, Seat 3.

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

Appropriations Detail

Account # 001-1227-513

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
4911 Advertising-Other Ads	0	0	0	0	500
4920 Other Current Charges	0	0	0	700	500
TOTAL OPERATING EXPENSES	0	0	0	700	1,000
TOTAL GENERAL FUND APPROPRIATIONS	0	0	0	700	1,000

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	700	1,000	300	42.86%
TOTALS	700	1,000	300	42.86%

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 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 of refinancing of bonds and other evidences of indebtedness

Performance Measures:

	2008-09	2009-10	2010-11
Contracts Prepared	125	50	45
Resolutions Prepared	60	121	125
Ordinances Prepared	30	35	30
Easements Prepared	120	89	85
Meetings Attended:			
City Commission	24	23	23
Special City Commission	5	2	3
Planning Commission	22	15	12
Code Enforcement Board	12	0	0
GLCRA	5	3	4
CHCRA	5	3	4
27/441 CRA	4	3	4
Court Hearings	20	35	30

Appropriations Detail

Account # 001-1241-514

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3110 Professional Services	223,661	188,353	98,150	232,500	232,000
4010 Travel	250	0	0	500	500
5410 Publications & Memberships	1,245	1,987	586	2,233	2,326
TOTAL OPERATING EXPENSES	225,156	190,340	98,736	235,233	234,826
OTHER USES					
9941 Utilities Allocation	0	0	0	0	(98,627)
TOTAL OTHER USES	0	0	0	0	(98,627)
TOTAL GENERAL FUND APPROPRIATIONS	225,156	190,340	98,736	235,233	136,199

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	235,233	234,826	(407)	-0.17%
Other Uses	0	(98,627)	(98,627)	100.00%
TOTALS	235,233	136,199	(99,034)	-42.10%

Significant Budget Changes:
The change in Other Uses is due to the City Attorney being 42% allocated to the Utilities.

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:

	2008-09	2009-10	2010-11
CURE donations (including $5,000 from Commission)	19,000	8,500	7,000
CURE vouchers issued	200	80	75

Appropriations Detail

Account # 001-1295-XXX

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
1249 Vacation Buy Back	0	0	0	300,000	243,347
2510 Unemployment Compensation	53,803	56,264	13,161	100,000	81,318
TOTAL PERSONAL SERVICES	53,803	56,264	13,161	400,000	324,665
OPERATING EXPENSES					
4510 Insurance	125	131	0	125	131
4950 Uncollectible Accounts	0	131,520	339	5,000	5,000
4990 C.U.R.E. Payments	11,111	11,498	925	20,000	20,000
TOTAL OPERATING EXPENSES	11,236	143,149	1,264	25,125	25,131
DEBT SERVICE					
7311 Fees	12,000	0	0	0	0
TOTAL DEBT SERVICE	12,000	0	0	0	0
OTHER USES					
9121 Debt Service	749	494,399	250,938	501,876	568,304
9131 Transfer to Capital Projects Fund	403,720	0	4,732	40,122	12,550
9218 Transfer to Hwy 27/441 CRA	527,335	539,090	418,845	424,856	153,027
9220 Transfer to GLCRA Fund	269,219	285,507	252,126	252,651	189,073
9221 Transfer to CHCRA Fund	129,100	158,077	123,599	124,475	128,409
9501 Special Revenue Funds	0	16,547	0	0	0
9554 Transfer to Magnolia Townhomes	0	0	0	240,400	171,273
9990 Contingency Fund	0	0	0	536,461	0
TOTAL OTHER USES	1,330,123	1,493,620	1,050,240	2,120,841	1,222,636
TOTAL GENERAL FUND APPROPRIATIONS	1,407,162	1,693,033	1,064,665	2,545,966	1,572,432

Executive Department

Miscellaneous Division

Appropriations Summary

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	400,000	324,665	(75,335)	-18.83%
Operating Expenses	25,125	25,131	6	0.02%
Debt Service	0	0	0	0.00%
Grants and Aids	0	0	0	0.00%
Other Uses	2,120,841	1,222,636	(898,205)	-42.35%
TOTALS	2,545,966	1,572,432	(973,534)	-38.24%

Significant Budget Changes:
The Other Uses category decreased due to the Fiscal Year 2010-11 budget not including a contingency budget and significant reductions in the transfers to the CRA's due to reduced Ad Valorem Tax Revenue for Fiscal Year 2010-11.

Finance Department

Organization

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

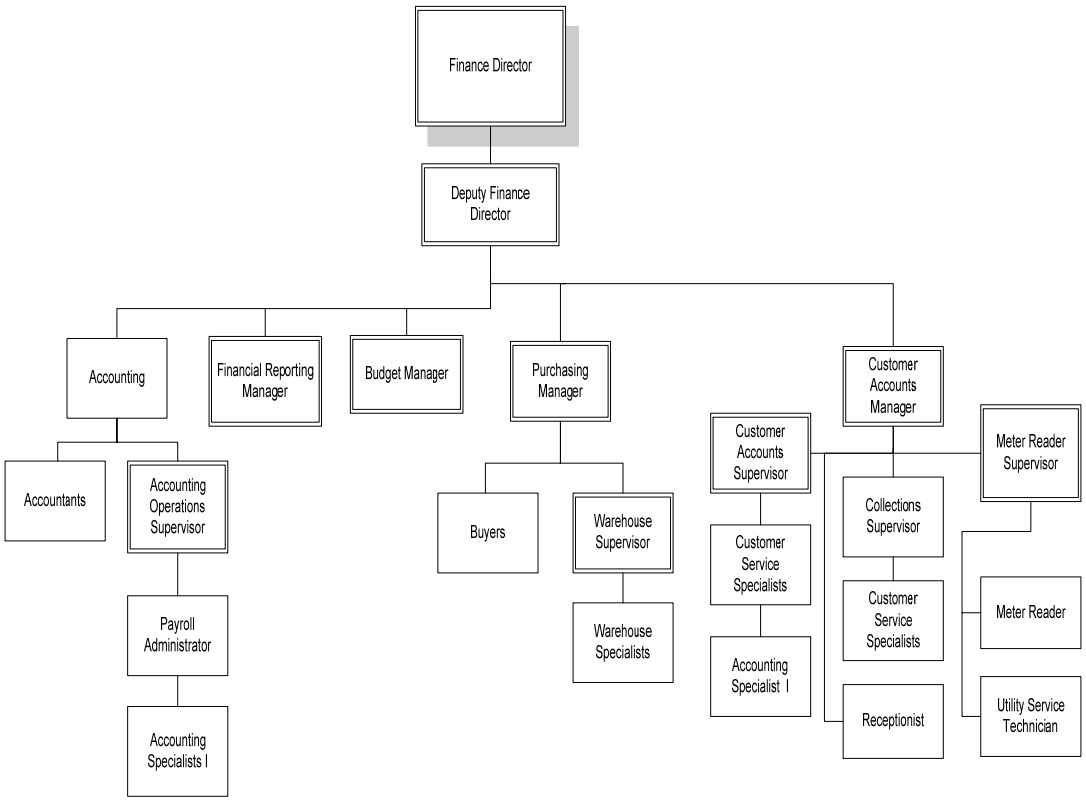
Customer Service
- ·Generate Bills
- ·Customer Inquiries
- ·New Accounts
- ·Energy Audits
- ·Terminated Accounts

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



Total Department Budget

$ 480,163 GF

2,683,233 AL

$ 3,163,396

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 is 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

	2008-09	2009-10	2010-11
Management Letter Comments	1	0	0
Single Audit Comments	1	0	0
Correcting Year End Entries	43	21	10
Auditor Adjusting Entries	8	4	2
Policies reviewed and updated	1	2	2
GFOA award for financial reporting (consecutive years)	20	21	22
GFOA budget award (consecutive years)	11	12	13
Financial meetings held:			
Utilities (monthly)	10	11	12
General Fund (quarterly)	3	3	4
Bond Ratings			
Fitch:			
Capital	A	A+	A+
Electric	BBB+	A+	A+
Utility	A-	A+	A+
Implied G.O.	A	AA-	AA-
Covenant to Budget and Appropriate	N/A	A+	A+
Moody's:			
Capital	A3	A3	A3
Electric	A2	A2	A2
Utility	A2	A2	A2
Implied G.O.	A2	Aa3	Aa3
Covenant to Budget and Appropriate	N/A	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	N/A	A+	A+

Personnel Schedule

Classification	2010	Change	2011	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	0.00	2.00	50,690
Budget Manager	1.00	0.00	1.00	51,500
Deputy Finance Director[1]	0.40	0.00	0.40	31,799
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**	**510,935**

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	607,049	512,516	229,029	510,935	510,935
1410	Overtime	1,771	0	107	0	0
15xx	Bonuses/Incentives	1,466	0	0	0	0
2110	FICA	45,564	37,481	16,662	35,584	35,455
221x	Retirement	63,612	48,899	15,834	35,704	44,268
23xx	Insurance	54,065	48,973	24,684	60,575	76,827
2410	Workers' Compensation	1,644	1,240	642	1,431	1,431
26xx	Other Payroll Benefits	12,085	2,339	201	718	478
TOTAL PERSONAL SERVICES		787,256	651,448	287,159	644,947	669,394
OPERATING EXPENSES						
3110	Professional Services	8,295	3,312	595	1,500	1,500
3210	Auditing	90,680	93,085	78,877	97,641	87,500
4010	Travel	3,192	3,940	1,336	4,659	5,024
4110	Communication	413	683	452	600	1,165
4210	Postage	5,815	4,463	2,236	5,000	5,000
4310	Utilities	0	0	7,174	17,280	17,280
4415	Fleet Lease	1,566	1,477	738	1,477	1,585
4510	Insurance	1,311	2,048	1,772	3,877	3,886
46xx	Repairs & Maintenance Equipment	11,887	12,158	6,004	12,040	11,890
4710	Printing & Binding	1,584	1,065	166	1,000	1,000
49xx	Other Current Charges	7,295	8,763	283	500	390
5180	Minor Furniture/Equipment	2,789	169	0	1,300	1,000
52xx	Operating Supplies	9,794	6,629	4,342	8,500	8,200
5410	Publications & Memberships	2,799	4,675	1,719	3,000	3,269
5520	Training	3,883	1,970	1,430	2,060	2,740
TOTAL OPERATING EXPENSES		151,303	144,437	107,124	160,434	151,429
OTHER USES						
9941	Utilities Allocation	(610,827)	(477,531)	(236,569)	(483,229)	(492,494)
TOTAL OTHER USES		(610,827)	(477,531)	(236,569)	(483,229)	(492,494)
TOTAL GENERAL FUND APPROPRIATIONS		327,732	318,354	157,714	322,152	328,329

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	644,947	669,394	24,447	3.79%
Operating Expenses	160,434	151,429	(9,005)	-5.61%
Other Uses	(483,229)	(492,494)	(9,265)	1.92%
TOTALS	322,152	328,329	6,177	1.92%

Significant Budget Changes:
Operating Expenses decreased due to reduced Auditing Fees for Fiscal Year 2010-11.

Finance Department

Collections Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Provide our customers with well-trained, knowledgeable and professional employees
- Provide personalized telephone service to our customers
- Provide 24-hour Internet access to customer accounts for information and to make payments
- Continue to cross train staff for flexibility and streamline 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
- Offer online energy audits to customers that have difficulty understanding the high consumptions and usage charges and to provide them with energy and cost saving ideas
- Accept credit card payments over the telephone, over the counter, and online

Major Accomplishments:
- Cross training between collections and customer service division

Performance Measures

	2008-09	2009-10	2010-11
Occupational license transactions	2,500	2,900	N/A*
Payments processed	303,000	304,000	303,000
Bank draft customers	5,000	6,000	6350
Percent of total customers using bank drafting	25%	25%	25%
Mailed reminder notices	66,000	68,000	64,000
Disconnects processed	5,500	5,100	5,165
Telephone calls	53,000	27,000	63,000
Number of accounts to collection agency	2,000	1,650	1,600
Dollar value of accounts to collection	809,000	682,000	650,000
Dollar value collected	45,000	45,000	70,000
E-payment customers	22,000	22,000	24,000
Percent of total customers using e-payments	5%	5%	5%
Credit Card Payments	20,000	22,000	23,000

*During fiscal year 2009-10 this function was transitioned over to Planning & Zoning

Personnel Schedule

Classification	2010	Change	2011	Amount
Customer Service Specialists	3.00	1.00	4.00	101,754
Collections Supervisor	1.00	0.00	1.00	38,189
Receptionist	1.00	0.00	1.00	20,530
Office Specialist	1.00	(1.00)	0.00	0
Standby				3,350
Total	**6.00**	**0.00**	**6.00**	**163,823**

Finance Department

Collections Division

Appropriations Detail

Appropriations Detail — Account # 001-1332-513

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	160,285	147,150	84,849	165,880	163,823
1310	Temporary Labor	313	0	0	0	0
1410	Overtime	7,740	4,444	1,956	4,000	4,000
15xx	Bonuses/Incentives	718	0	0	0	0
2110	FICA	11,873	10,285	6,098	11,334	11,246
221x	Retirement	18,413	14,420	5,547	10,988	13,444
23xx	Insurance	35,008	32,138	16,408	37,442	44,290
2410	Workers' Compensation	447	363	241	464	449
26xx	Employee Benefits	1,344	342	133	366	318
	TOTAL PERSONAL SERVICES	236,141	209,142	115,232	230,474	237,570
OPERATING EXPENSES						
3110	Professional Services	15,065	20,945	12,574	35,500	22,000
4010	Travel	1,019	682	168	3,029	2,429
41xx	Communication	31,304	32,765	16,315	37,000	37,000
4210	Postage	26,297	39,081	13,606	2,500	48,000
4310	Utilities	0	0	1,569	3,780	3,500
4410	Rentals	888	54	0	300	300
4510	Insurance	492	87	928	1,831	1,870
46xx	Repairs & Maintenance- Equipment	10,406	8,180	5,266	8,371	12,136
4710	Printing & Binding	682	2,679	131	1,260	108
49xx	Other Current Charges	105,749	139,881	83,100	105,000	166,800
5180	Minor Furniture/Equipment	369	0	110	100	110
52xx	Operating Supplies	6,817	6,045	2,866	7,000	5,000
5410	Publications & Memberships	134	258	40	0	0
5520	Training	919	570	245	1,100	800
	TOTAL OPERATING EXPENSES	200,141	251,227	136,918	206,771	300,053
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	2,871	0	3,000	0
	TOTAL CAPITAL OUTLAY	0	2,871	0	3,000	0
OTHER USES						
9941	Utilities Allocation	(432,191)	(457,146)	(250,007)	(432,477)	(529,715)
	TOTAL OTHER USES	(432,191)	(457,146)	(250,007)	(432,477)	(529,715)
	TOTAL GENERAL FUND APPROPRIATIONS	4,091	6,094	2,143	7,768	7,908

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	230,474	237,570	7,096	3.08%
Operating Expenses	206,771	300,053	93,282	45.11%
Capital Outlay	3,000	0	(3,000)	100.00%
Other Uses	(432,477)	(529,715)	(97,238)	22.48%
TOTALS	7,768	7,908	140	1.80%

Finance Department

Customer Service Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Provide personal customer service
- 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, security lighting, and surge protection to increase the number of customers using these services
- Streamline processes and policies to maintain accurate customer records
- Search, review, and implement ideas to conserve resources, reduce spending and maintain our level of service excellence

Value: Organizational Development and Self Sufficiency

Goals:
- Develop an organized structure and team that is knowledgeable in both billing and customer service
- Update and train employees on policies and procedures and empower them to make decisions
- Provide training opportunities to employees for personal improvement and career opportunities
- Cross-train all employees so that they can work in different positions at a moment's notice improving the efficiency of the department

Value: Employee Empowerment

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

Major Accomplishments:
- Revised MJ Altman contract
- Created a call center area for customer service
- Provided the electrical safety program for over 800 kindergarten children within our service district for the 22nd consecutive year
- New bill print available to customers

Performance Measures:

	2008-09	2009-10	2010-11
Telephone calls	85,000	62,182	113,500
Work orders	125,000	117,621	115,000
New utility service			
Electric	545	461	370
Area lights	25	24	25
Meter Treater	45	46	45
Gas	310	175	130
Water	180	210	125
Irrigation	35	20	20
Reuse water	60	55	40
Solid Waste	350	613	400

Personnel Schedule

Classification	2010	Change	2011	Amount
Accounting Specialist I	3.00	0.00	3.00	81,515
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	9.00	(1.00)	8.00	211,411
Deputy Finance Director[1]	0.30	0.00	0.30	23,849
Finance Director[2]	0.30	0.00	0.30	29,522
Total	**14.60**	**(1.00)**	**13.60**	**446,241**

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

Finance Department

Customer Service Division

Appropriations Detail

Appropriations Detail — Account # 001-1334-513

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	PROPOSED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	531,386	504,144	201,671	474,092	446,241
1410	Overtime	6,027	4,280	3,203	2,000	6,000
15xx	Bonuses/Incentives	1,675	0	0	0	0
2110	FICA	39,540	36,451	14,771	32,472	31,325
221x	Retirement	56,841	45,318	12,526	30,375	35,602
23xx	Insurance	77,183	70,228	28,210	76,851	90,846
2410	Workers' Compensation	1,441	1,226	571	1,328	1,250
26xx	Other Payroll Benefits	9,683	3,194	1,149	2,934	2,718
	TOTAL PERSONAL SERVICES	723,776	664,841	262,101	620,052	613,982
OPERATING EXPENSES						
3xxx	Professional Services	1,993	7,124	22,436	44,600	66,450
4010	Travel	1,130	794	190	700	700
41xx	Communication	1,101	1,484	952	1,400	270
4210	Postage	112,784	126,026	39,547	111,000	129,600
4310	Utilities	259	0	3,363	8,100	8,100
4410	Rentals	0	302	366	0	0
4415	Internal Fleet Lease	1,566	2,268	1,134	2,268	11,079
4510	Insurance	4,048	4,398	1,879	3,732	3,737
461x	Repairs & Maintenance- Vehicles	1,320	1,320	660	1,320	2,220
46xx	Repairs & Maintenance- Equipment	14,405	15,044	10,164	12,100	13,620
4710	Printing & Binding	1,108	733	64	200	108
4810	Promotional Activities	238	16	765	250	1,627
49xx	Other Current Charges	0	286	0	0	0
5180	Minor Furniture/Equipment	2,318	410	3,171	1,000	1,000
521x	Operating Supplies	34,935	36,358	13,644	30,000	32,524
5230	Fuel Purchase	1,610	827	621	1,200	1,200
5410	Publications & Memberships	108	109	0	5,115	5,000
5520	Training	695	3,249	417	300	450
	TOTAL OPERATING EXPENSES	179,618	200,748	99,373	223,285	277,685
CAPITAL OUTLAY						
6210	Buildings	6,200	0	0	0	0
6410	Machinery & Equipment	0	3,590	0	0	0
	TOTAL CAPITAL OUTLAY	6,200	3,590	0	0	0
OTHER USES						
9941	Utilities Allocation	(901,067)	(857,693)	(358,548)	(827,992)	(878,138)
	TOTAL OTHER USES	(901,067)	(857,693)	(358,548)	(827,992)	(878,138)
	TOTAL GENERAL FUND APPROPRIATIONS	8,527	11,486	2,926	15,345	13,529

Appropriations Summary

	ADOPTED 2009-10	PROPOSED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	620,052	613,982	(6,070)	-0.98%
Operating Expenses	223,285	277,685	54,400	24.36%
Capital Outlay	0	0	0	0.00%
Other Uses	(827,992)	(878,138)	(50,146)	6.06%
TOTALS	15,345	13,529	(1,816)	-11.83%

Finance Department

Meter Reader Division

Values & Goals

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
- Show the utmost respect for customers and their property and notify them of high utility consumptions immediately

Value: Organizational Development and Self Sufficiency

Goals:

- Provide opportunities for employees training in all areas of customer relations and billing to continually improve necessary skills and abilities

Value: Employee Empowerment

Goals:

- Authorize staff to place orders for installation of automated meter reading devices
- Establish parameters of authority and delegate respective responsibilities to all staff

Major Accomplishments:

- Each March manually read all radio read meters to verify readings and determine any safety issues
- Provided service work training to meter readers

Performance Measures:

	2008-09	2009-10	2010-11
Meters Read			
Electric	288,000	297,588	280,000
Gas	139,500	142,978	134,000
Water	212,900	216,663	209,000
Irrigation	18,500	17,008	14,000
Reuse Water	12,454	13,555	12,000
Square Miles of service area			
Electric	50	50	50
Gas	88	88	88
Water	29	29	29
AMR installed (% of total)	25%	30%	30%
Meter Readers	6	6	6
Meters Read per month per Reader	7,000	114,632	107,000

Personnel Schedule

Classification	2010	Change	2011	Amount
Meter Reader Supervisor	1.00	0.00	1.00	44,346
Meter Reader	7.00	0.00	7.00	167,211
Utility Service Technician	2.00	0.00	2.00	62,067
Standby				5,000
Total	**10.00**	**0.00**	**10.00**	**278,624**

Finance Department

Meter Reader Division

Appropriations Detail

Appropriations Detail

Account # 001-1338-513

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	243,923	279,231	126,497	278,124	278,624
1410	Overtime	20,041	12,866	4,913	15,000	12,000
15xx	Bonuses/Incentives	1,014	0	0	0	0
2110	FICA	19,394	20,691	9,228	19,183	19,087
221x	Retirement	27,379	25,686	8,085	17,954	22,849
23xx	Insurance	44,255	49,815	23,941	59,890	73,189
2410	Workers' Compensation	2,802	3,485	2,089	4,404	4,405
26xx	Other Payroll Benefits	4,199	608	275	636	636
	TOTAL PERSONAL SERVICES	363,007	392,382	175,028	395,191	410,790
OPERATING EXPENSES						
4010	Travel	519	0	0	300	300
41xx	Communication	2,531	2,876	1,210	3,200	2,694
4210	Postage	149	173	114	150	150
4310	Utilities	0	0	673	1,620	1,620
4415	Internal Fleet Lease	14,723	14,756	8,286	16,573	16,488
4510	Insurance	4,998	5,318	2,060	4,301	4,023
46xx	Repairs & Maintenance- Vehicles	13,385	13,242	7,126	11,880	11,880
463x	Repairs & Maintenance- Equipment	880	1,030	645	22,290	1,030
4920	Other Current Charges	0	77	0	250	250
5180	Minor Furniture/Equipment	413	0	0	100	20,100
5210	Operating Supplies	6,657	5,266	1,934	6,000	5,357
5215	Uniforms	2,448	2,695	688	3,625	3,825
5230	Fuel Purchases	27,953	15,860	7,200	20,000	20,000
5520	Training	993	0	0	600	600
	TOTAL OPERATING EXPENSES	75,649	61,293	29,936	90,889	88,317
OTHER USES						
9941	Utilities Allocation	(438,658)	(453,673)	(201,965)	(486,080)	(499,107)
	TOTAL OTHER USES	(438,658)	(453,673)	(201,965)	(486,080)	(499,107)
TOTAL GENERAL FUND APPROPRIATIONS		(2)	2	2,999	0	0

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	395,191	410,790	15,599	3.95%
Operating Expenses	90,889	88,317	(2,572)	-2.83%
Capital Outlay	0	0	0	0.00%
Other Uses	(486,080)	(499,107)	(13,027)	2.68%
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 on-line bid system
- Respond in a timely manner to requests for information

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

- Hosted the 2010 Purchasing Offices of Lake (POOL) Reverse Vendor Trade Show as a vendor outreach program
- Wrote an innovative Local Business Enterprise policy regarding preference for local vendors and local qualifying vendors
- Met requirements of City Departments for formal solicitations

Performance Measures

	2008-09	2009-10	2010-11
Sealed bids	25	32	35
Annual contracts	5	3	5
Purchase requisitions processed	700	800	550
Purchase orders processed	1,202	1,300	1100
Request for proposals	3	5	6
Request for qualifications	2	2	2
Written request for quotations	988	900	750
Auction proceeds	80,000	65,000	72,000

Personnel Schedule

Classification	**2010**	**Change**	**2011**	**Amount**
Buyer	2.00	0.00	2.00	73,632
Deputy Finance Director[1]	0.30	0.00	0.30	23,849
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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	185,329	209,204	95,100	203,235	203,235
15xx	Bonuses/Incentives	288	0	0	0	0
2110	FICA	14,000	15,653	7,092	13,611	13,605
221x	Retirement	18,397	19,070	6,045	13,454	17,059
23xx	Insurance	12,904	12,946	6,279	15,625	19,314
2410	Workers' Compensation	496	506	266	569	569
262x	Other Payroll Benefits	6,251	2,279	776	1,908	1,734
TOTAL PERSONAL SERVICES		237,665	259,658	115,558	248,402	255,516
OPERATING EXPENSES						
4010	Travel	690	639	188	1,600	1,601
41xx	Communication	1,300	1,339	405	1,500	760
4210	Postage	280	216	76	300	200
4310	Utilities	0	0	2,366	7,530	5,000
4510	Insurance	1,277	1,118	872	1,743	1,662
463x	Repairs & Maintenance- Equipment	3,590	4,701	2,254	4,340	4,670
4710	Printing & Binding	112	0	0	0	225
4911	Advertising	256	0	0	400	200
5180	Minor Furniture/Equipment	1,105	0	102	0	300
5210	Operating Supplies	2,139	1,216	787	2,500	2,740
5410	Publications & Memberships	559	674	505	600	630
5520	Training	1,088	125	4,850	7,275	6,900
TOTAL OPERATING EXPENSES		12,396	10,028	12,405	27,788	24,888
OTHER USES						
9941	Utilities Allocation	(174,001)	(187,656)	(89,040)	(192,181)	(165,438)
TOTAL OTHER USES		(174,001)	(187,656)	(89,040)	(192,181)	(165,438)
TOTAL GENERAL FUND APPROPRIATIONS		76,060	82,030	38,923	84,009	114,966

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	248,402	255,516	7,114	2.86%
Operating Expenses	27,788	24,888	(2,900)	-10.44%
Other Uses	(192,181)	(165,438)	26,743	-13.92%
TOTALS	84,009	114,966	30,957	36.85%

Significant Budget Changes:
The cost allocation to the utilties decreased due to a higher dollar value of PO's being in the General Fund, therefore, shifting more of the Purchasing expense to the General Fund.

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:
- Completed reorganization of entire warehouse and outbuildings
- Worked with Finance to implement a new surplus property/equipment policy used by all departments

Performance Measures:

	2008-09	2009-10	2010-11
Inventory receipts	1,500	1,400	1,200
Inventory dollar value received	$1,100,000	$1,200,000	$985,000
Individual issues/returns	13,800	13,000	11,700
Average Individual issues per requisition	3.0	4.0	3.5
Inventory dollar value issued	$1,200,000	$1,300,000	$1,125,000
Revenue- sales of scrap	$61,000	$95,000	$63,000

Personnel Schedule

Classification	2010	Change	2011	Amount
Warehouse Supervisor	1.00	0.00	1.00	32,032
Warehouse Specialist	2.00	0.00	2.00	51,938
Total	**3.00**	**0.00**	**3.00**	**83,970**

Finance Department

Warehouse Division

Appropriations Detail

Appropriations Detail — Account # 001-1369-513

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	84,074	84,267	37,756	83,970	83,970
1410	Overtime	45	191	46	0	0
1530	Bonuses/Incentives	375	0	0	0	0
211x	FICA	6,515	6,025	2,675	5,949	5,935
221x	Retirement	9,782	8,387	2,794	6,217	7,533
23xx	Insurance	11,771	16,180	7,479	17,822	23,056
2410	Workers' Compensation	2,998	2,853	1,572	3,493	3,493
26xx	Other Employee Benefits	2,439	0	0	0	0
TOTAL PERSONAL SERVICES		117,999	117,903	52,322	117,451	123,987
OPERATING EXPENSES						
41xx	Communication	215	195	329	225	300
4415	Internal Fleet Lease	2,334	3,853	1,926	3,853	2,957
4510	Insurance	256	872	473	965	913
461x	Repairs & Maintenance- Vehicles	685	660	330	1,160	1,060
4620	Repairs & Maintenance- Building	672	180	0	4,600	750
46xx	Repairs & Maintenance- Equipment	1,080	1,080	490	980	1,055
5180	Minor Furniture/Equipment	681	0	0	500	750
5210	Operating Supplies	2,437	1,825	485	1,000	1,000
5215	Uniforms	24	702	117	1,000	1,000
5520	Training	0	0	0	450	0
TOTAL OPERATING EXPENSES		8,384	9,367	4,150	14,733	9,785
OTHER USES						
9941	Utilities Allocation	(117,012)	(116,243)	(51,579)	(120,732)	(118,341)
TOTAL OTHER USES		(117,012)	(116,243)	(51,579)	(120,732)	(118,341)
TOTAL GENERAL FUND APPROPRIATIONS		9,371	11,027	4,893	11,452	15,431

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	117,451	123,987	6,536	5.56%
Operating Expenses	14,733	9,785	(4,948)	-33.58%
Capital Outlay	0	0	0	0.00%
Other Uses	(120,732)	(118,341)	2,391	-1.98%
TOTALS	11,452	15,431	3,979	34.75%

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Human Resources Department

Organization

Jakki Cunningham Perry, Human Resources/Safety Director

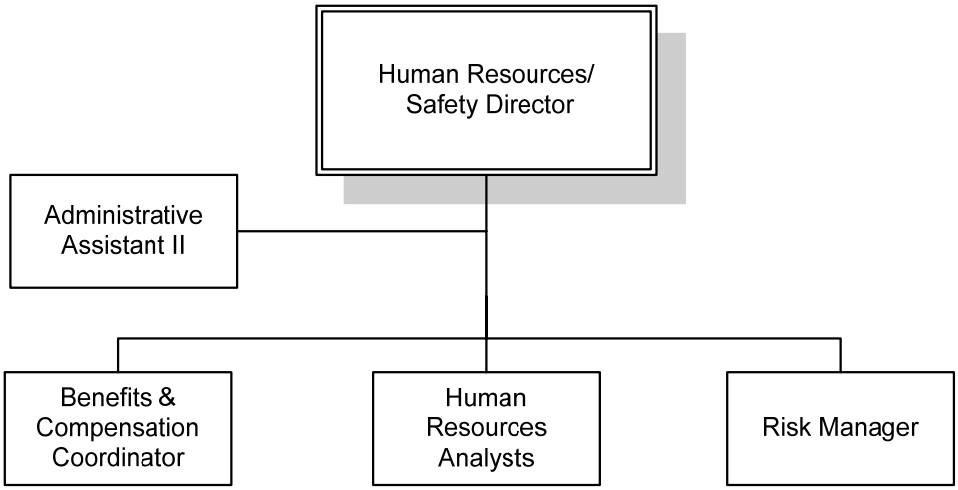
The Human Resources Department is responsible for recruitment, employment, workers' and unemployment compensation, training, firefighter union negotiations, personnel policies and procedures, risk management and safety/training. Other services include: monitor/coordinate with contracted agencies for 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

$ 315,676 GF

228,593 AL

$ 544,269

Human Resources Department

Human Resources/ Safety Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Partner with finance department to initiate Benchmarking program City-wide
- Provide opportunities for employees to increase their skill level and obtain professional certifications
- Develop and implement "VISION" orientation

Value: A Caring Organization

Goals:
- Identify changes needed to minimize impact of escalating claims
- Implementation of Employee Health Clinic
- Implement "Senior Staff" Work Days

Value: Organizational Development and Self Sufficiency

Goals:
- Complete development of Performance Audit Program
- Implement Leadership Development Program
- Encourage employees to be proactive in finding ways to conserve resources

Value: Employee Empowerment

Goals:
- Identify and implement cross-training opportunities City-wide
- Reduce current administrative procedures to writing for City-wide implementation and cross-training opportunities
- Mandate "Vision" training for all current employees
- Keep open lines of communication between management and staff to continue development and improve operations

Major Accomplishments:

- Completed revision of personnel policies
- On-line application process completed and successful
- Held Employee Health Clinic consortium
- Continued reduction of City's insurance costs, approximately $94,000 in savings

Performance Measures:

	2008-09	2009-10	2010-11
Days to process applications	2	2	1
Days positions advertised	15	15	10
Days from department receipt to start date	15	12	10
Percentage positions vacant	5	5	5

Personnel Schedule

Classification	2010	Change	2011	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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	323,659	324,509	146,715	313,019	313,019
1410	Overtime	535	86	0	0	300
15xx	Bonuses/Incentives	1,750	0	0	0	0
2110	FICA	23,930	23,769	10,591	21,039	21,252
221x	Retirement	36,629	31,266	10,524	23,176	27,991
23xx	Insurance	27,635	26,442	11,867	28,365	36,301
2410	Workers' Compensation	875	785	411	876	876
26xx	Other Payroll Benefits	4,677	2,465	1,685	4,097	3,977
TOTAL PERSONAL SERVICES		419,690	409,322	181,793	390,572	403,716
OPERATING EXPENSES						
31xx	Professional Services	61,494	61,565	24,925	82,362	71,000
3410	Contract Services	1,203	0	0	1,000	2,000
4010	Travel	8,636	3,319	2,296	2,500	2,000
41xx	Communication	1,603	1,818	512	1,500	1,500
4210	Postage	2,336	1,865	617	2,500	2,500
4310	Utilities	0	0	2,466	5,940	6,200
4415	Fleet Lease	1,697	0	0	0	0
4510	Insurance	2,030	2,166	1,126	2,219	2,253
461x	Repairs & Maintenance- Vehicles	880	0	0	0	0
46xx	Repairs & Maintenance- Equipment	7,815	6,514	3,186	6,250	6,900
4710	Printing & Binding	1,161	423	0	5,200	5,200
4810	Promotional Activities	3,587	2,979	586	3,000	3,500
49xx	Advertising	868	6,329	514	10,250	5,250
4920	Other Current Charges	923	0	626	2,000	2,000
4930	Recognitions & Awards	0	0	4,098	7,000	10,000
5180	Minor Furniture/Equipment	1,485	654	0	750	250
5210	Operating Supplies	13,949	18,607	1,504	15,975	15,000
5230	Fuel Purchases	240	0	0	0	0
5410	Publications & Memberships	2,043	1,679	135	2,500	1,500
5440	Education	1,001	0	0	0	0
5520	Training	16,088	988	458	3,500	3,500
TOTAL OPERATING EXPENSES		129,039	108,906	43,049	154,446	140,553
OTHER USES						
9941	Utilities Allocation	(156,277)	(160,651)	(67,453)	(163,505)	(228,593)
TOTAL OTHER USES		(156,277)	(160,651)	(67,453)	(163,505)	(228,593)
TOTAL GENERAL FUND APPROPRIATIONS		392,452	357,577	157,389	381,513	315,676

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	390,572	403,716	13,144	3.37%
Operating Expenses	154,446	140,553	(13,893)	-9.00%
Other Uses	(163,505)	(228,593)	(65,088)	39.81%
TOTALS	381,513	315,676	(65,837)	-17.26%

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Information Technology Department

Organization

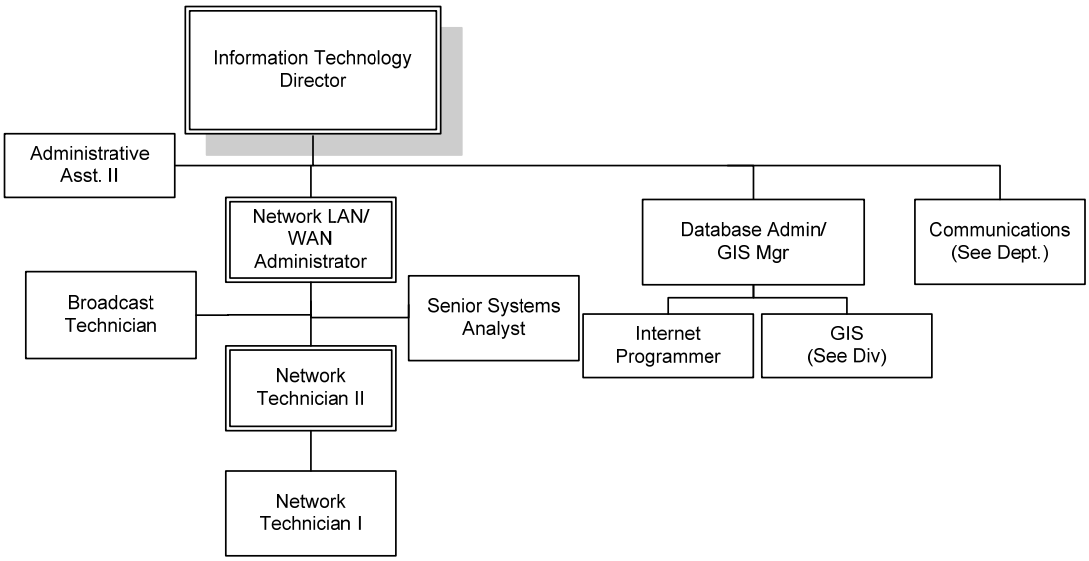
Stan Carter, Information Technology Director

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

$ 301,859 GF
1,819,252 AL
$2,121,111

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 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
- Upgrade iSeries system by February 2011 to ensure reliability and accommodate growth requirements
- Implement new Business Tax, Planning & Engineering, and Code Enforcement systems by September 2011

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:

- Attained full PCI (payment credit industry) compliance
- Implemented email archiving/public records system
- Implemented Web-based Clerks' Index system upgrade
- Completed move of IT & GIS to LMSC building
- Implemented new Building, Cash Receipts, and Land based systems

Performance Measures:

	2008-09	2009-10	2010-11
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	39	41
PC applications supported	87	90	95
System users supported	500	443	445
PC workstations supported	415	462	460
Printers supported	136	159	155
In-house training sessions	75	63	75
Equipment installations/relocations	210	142	175

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant II	1.00	0.00	1.00	27,955
Broadcast Technician	1.00	0.00	1.00	25,875
Database Administrator/GIS Mgr.[1]	0.50	0.00	0.50	33,935
Information Technology Director	1.00	0.00	1.00	89,461
Internet Programmer	1.00	0.00	1.00	47,757
Network LAN/WAN Administrator	1.00	0.00	1.00	76,482
Network Technician I	1.00	0.00	1.00	35,298
Network Technician II	3.00	0.00	3.00	145,808
Senior Systems Analyst	2.00	0.00	2.00	143,873
Standby				3,640
Total	**11.50**	**0.00**	**11.50**	**630,084**

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

Capital Outlay Schedule

Description	Amount
Information Technology Equipment	
ISeries Server	90,000
Servers (10)	120,000
PBX Replacement Phase I	125,000
Total	**335,000**

Information Technology Department

Information Systems Division

Appropriations Detail

Appropriations Detail — Account #001-1633-513

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	729,796	675,453	291,878	635,367	630,084
1410	Overtime	26,462	16,821	5,054	12,500	12,000
15xx	Bonuses/Incentives	8,625	0	0	0	0
2110	FICA	57,447	51,180	21,849	43,450	42,906
221x	Retirement	83,118	64,824	20,294	45,376	55,290
23xx	Insurance	65,886	56,764	25,593	61,050	81,470
2410	Workers' Compensation	2,031	1,662	827	1,769	1,754
26xx	Other Payroll Benefits	6,712	3,131	2,026	4,700	4,490
	TOTAL PERSONAL SERVICES	980,077	869,835	367,521	804,212	827,994
OPERATING EXPENSES						
3xxx	Professional Services	59,589	43,032	24,853	46,000	46,000
4010	Travel	44,211	4,869	533	16,500	7,500
41xx	Communication	24,465	28,092	14,649	22,000	24,000
4210	Postage	410	305	73	400	0
4310	Utilities	76,649	58,455	36,346	93,154	93,154
4410	Rentals	43,309	9,456	0	30,000	30,000
4415	Internal Fleet Lease	1,910	2,471	1,236	2,471	17,605
4510	Insurance	11,664	12,798	5,826	11,636	11,377
461x	Repairs & Maintenance- Vehicles	1,320	3,532	660	1,320	2,220
4620	Repairs & Maintenance- Building	424	0	0	1,000	1,000
46xx	Repairs & Maintenance- Equipment	377,126	465,088	396,301	498,670	524,026
4710	Printing & Binding	0	44	0	0	0
49xx	Advertising-Other Ads	0	0	109	0	0
5180	Minor Furniture/Equipment	0	1,250	0	0	0
52xx	Operating Supplies	298,414	250,619	85,310	101,900	169,760
5230	Fuel Purchases	464	122	0	300	200
5410	Publications & Memberships	769	1,240	1,425	1,275	1,275
5440	Education	9,000	0	0	0	0
5520	Training	37,353	12,696	20,609	35,500	30,000
	TOTAL OPERATING EXPENSES	987,077	894,069	587,930	862,126	958,117
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	0	0	23,802	5,000	0
6410	Machinery & Equipment	104,298	43,443	3,826	358,900	335,000
6411	Computer Purchases	24,809	154,118	0	20,000	0
	TOTAL CAPITAL OUTLAY	129,107	197,561	27,628	383,900	335,000
OTHER USES						
9916	Computer Maintenance Charges	(266,460)	(229,200)	(112,100)	(224,200)	(233,820)
9941	Utilities Allocation	(1,664,121)	(1,765,317)	(778,934)	(1,543,894)	(1,585,432)
	TOTAL OTHER USES	(1,930,581)	(1,994,517)	(891,034)	(1,768,094)	(1,819,252)
	TOTAL GENERAL FUND APPROPRIATIONS	165,680	(33,052)	92,045	282,144	301,859

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	804,212	827,994	23,782	2.96%
Operating Expenses	862,126	958,117	95,991	11.13%
Capital Outlay	383,900	335,000	(48,900)	-12.74%
Other Uses	(1,768,094)	(1,819,252)	(51,158)	2.89%
TOTALS	282,144	301,859	19,715	6.99%

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Geographic Information Systems Department

Organization

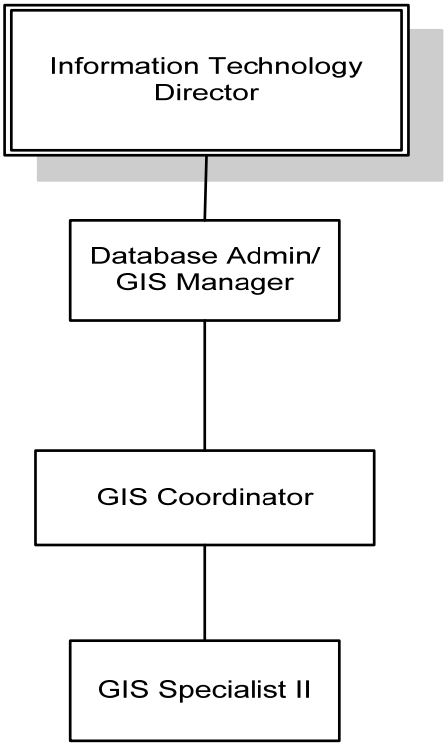
Stan Carter, Information Technology Director

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



Total Department Budget

$ 26,923 GF

242,309 AL

$269,232

Geographic Information Systems Department

GIS Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Implement procedure and standards for verifying legal descriptions
- 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 2011

Value: Organizational Development and Self Sufficiency

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

Major Accomplishments:

- Completed 2010 Census BAS
- Greatly increased accuracy of utility data using GPS technology
- Secured grant from SJRWMD for water conservation using GIS and consumption data
- Brought software online to allow communications division to start utilizing GIS

Performance Measures:

	2008-09	2009-10	2010-11
Days to Complete Work orders	N/A	7	5
Work Requests	N/A	300	200

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant I	1.00	(1.00)	0.00	0
Database Admin/GIS Mgr[1]	0.50	0.00	0.50	33,935
GIS Coordinator	1.00	0.00	1.00	58,219
GIS Specialist II	2.00	0.00	2.00	80,912
Total	**4.50**	**(1.00)**	**3.50**	**173,066**

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
12xx Regular Salaries & Wages	476,692	284,382	91,261	202,831	173,066
1310 Temporary Labor	2,291	0	0	0	0
1410 Overtime	225	91	0	1,000	0
15xx Bonuses/Incentives	4,250	0	0	0	0
2110 FICA	36,196	21,097	6,725	14,806	12,573
221x Retirement	51,174	27,662	6,753	15,018	15,525
23xx Insurance	52,026	28,036	9,778	23,514	24,377
2410 Workers' Compensation	4,422	2,245	256	568	485
262x Other Payroll Benefits	1,968	754	30	72	0
TOTAL PERSONAL SERVICES	629,244	364,267	114,803	257,809	226,026
OPERATING EXPENSES					
31xx Professional Services	0	0	8,975	15,000	10,000
4010 Travel	1,306	1,188	59	2,000	0
41xx Communication	2,884	2,231	0	0	0
4210 Postage	193	42	17	300	300
4310 Utilities	4,027	4,886	0	0	0
4415 Internal Fleet Lease	6,307	3,557	0	0	0
4510 Insurance	2,057	4,191	805	1,601	1,556
461x Repairs & Maintenance- Vehicles	3,080	1,320	0	0	0
46xx Repairs & Maintenance- Equipment	24,450	21,306	8,080	16,300	16,000
49xx Other Current Charges	31	0	0	0	0
5180 Minor Furniture/Equipment	927	0	0	0	0
5210 Operating Supplies	4,196	3,739	1,461	5,500	4,000
5215 Uniforms	567	343	0	350	350
5230 Fuel Purchases	469	133	0	0	0
5410 Publications & Memberships	129	109	0	0	0
5440 Education	0	0	0	0	0
5520 Training	2,420	5,027	0	3,000	5,000
TOTAL OPERATING EXPENSES	53,043	48,072	19,397	44,051	37,206
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	0	6,400	7,500	6,000
TOTAL CAPITAL OUTLAY	0	0	6,400	7,500	6,000
OTHER USES					
9941 Utilities Allocation	(614,057)	(371,107)	(126,540)	(278,424)	(242,309)
TOTAL OTHER USES	(614,057)	(371,107)	(126,540)	(278,424)	(242,309)
TOTAL GENERAL FUND APPROPRIATIONS	68,230	41,232	14,060	30,936	26,923

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	257,809	226,026	(31,783)	-12.33%
Operating Expenses	44,051	37,206	(6,845)	-15.54%
Capital Outlay	7,500	6,000	(1,500)	100.00%
Other Uses	(278,424)	(242,309)	36,115	-12.97%
TOTALS	30,936	26,923	(4,013)	-12.97%

Significant Budget Changes:
The reduction in Personal Services is attributable to removing the Administrative Assistant I position.

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Airport Department

Organization

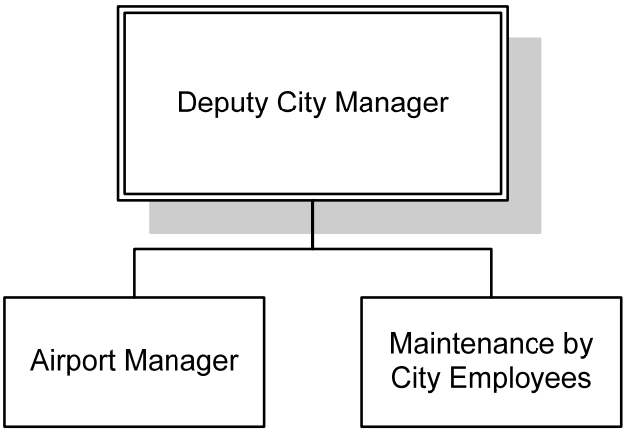
Charlie Weller, Airport Manager

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

Responsibilities:

Operations	Maintenance
·Planning and development	·Landscape
·Leases	·Hangars
·Out parcels	·Facilities
·FAA & FDOT compliance	·Runways
·Grant administration	
·Capital project coordination	

Organizational Chart



Total Department Budget

$ 678,711 GF

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
- Construct a helicopter landing pad to improve the safety of flight patterns at the airport
- Work with consultants to create a master plan for airport directional signs
- Conduct a wildlife hazard assessment
- 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 future development to aero clubs

Value: Fiscal Responsibility

Goals:
- Continue to develop vacant airport land to increase revenue
- Increase fuel sales by 5 -10%
- 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 Phases II and III of the runway 13/31 extension project
- Completed project to overlay runway 3/21 and taxiways B, J and K
- Obtained funds from FDOT to engineer and build a connecting taxiway (taxiway E) between taxiway K and runway 03
- Worked with the City’s economic development office to lease two vacant properties at the airport (Buildtelligence and Family Furniture)

Performance Measures

	2008-09	2009-10	2010-11
Airport activity operations			
General aviation local	37,731	28,000	36,000
General aviation transit	29,880	20,000	24,000
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)	654,278	440,000	600,0000
Airport employment	370	370	360
Construction projects completed	2	3	1

Personnel Schedule

Classification	2010	Change	2011	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
Insulate hangar– 8806 Airport Blvd	25,000
Total	**25,000**

Airport Department

Operations Division

Appropriations Detail

Appropriations Detail — Account #001-1821-542

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	52,696	52,768	23,238	53,227	53,227
1530	Bonuses/Incentives	125	0	0	0	0
2110	FICA	4,040	4,036	1,778	4,072	4,072
221x	Retirement	6,055	5,255	1,720	3,941	4,774
23xx	Insurance	185	99	39	95	95
2410	Workers' Compensation	2,065	1,392	660	1,512	1,512
	TOTAL PERSONAL SERVICES	65,166	63,550	27,435	62,847	63,680
OPERATING EXPENSES						
31xx	Professional Services	7,541	8,211	270	11,290	6,000
3410	Contract Services	169,040	148,134	66,046	145,000	145,000
41xx	Communication	7,060	9,215	4,587	9,324	7,512
4210	Postage	354	347	320	400	550
4310	Utilities	84,994	89,402	42,771	91,436	86,644
4410	Rentals	0	50	0	300	300
4415	Internal Fleet Lease	5,355	12,572	5,725	11,449	11,277
4510	Insurance	17,096	22,279	12,747	19,872	18,272
461x	Repairs & Maintenance- Vehicles	4,835	5,336	2,880	5,600	5,600
4620	Repairs & Maintenance- Building	50,833	25,661	33,956	37,000	58,916
4625	Repairs & Maintenance- Non- Build	113,480	141,752	69,551	150,400	164,000
46xx	Repairs & Maintenance- Equipment	4,850	15,913	4,749	15,560	15,360
4710	Printing & Binding	(222)	44	44	400	200
4810	Promotional Activities	170	2,468	1,729	2,450	2,450
4911	Advertising	162	335	208	400	400
492x	Other Current Charges & Skybolt	67,690	275	0	500	250
4945	Injury/ Damage to Others	2,500	0	784	0	0
4980	Taxes	26,803	25,759	74,784	31,000	51,250
5180	Minor Furniture/Equipment	5,133	0	0	0	0
5210	Operating Supplies	19,383	6,061	7,887	12,500	12,500
5230	Fuel Purchases	4,705	8,091	5,063	9,000	3,000
5410	Publications & Memberships	4,128	645	345	750	550
	TOTAL OPERATING EXPENSES	595,890	522,550	334,446	554,631	590,031
CAPITAL OUTLAY						
6210	Buildings	6,299	30,000	0	0	25,000
6310	Improvements other than Bldgs	30,344	0	7,850	53,000	0
6410	Machinery & Equipment	8,977	0	0	0	0
	TOTAL CAPITAL OUTLAY	45,620	30,000	7,850	53,000	25,000
DEBT SERVICE						
7110	Principal Payments	37,147	0	0	0	0
7210	Interest- Aerostat	857	0	0	0	0
	TOTAL DEBT SERVICE	38,004	0	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	744,680	616,100	369,731	670,478	678,711

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	62,847	63,680	833	1.33%
Operating Expenses	554,631	590,031	35,400	6.38%
Capital Outlay	53,000	25,000	(28,000)	-52.83%
Debt Service	0	0	0	0.00%
TOTALS	670,478	678,711	8,233	1.23%

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Police Department

Organization

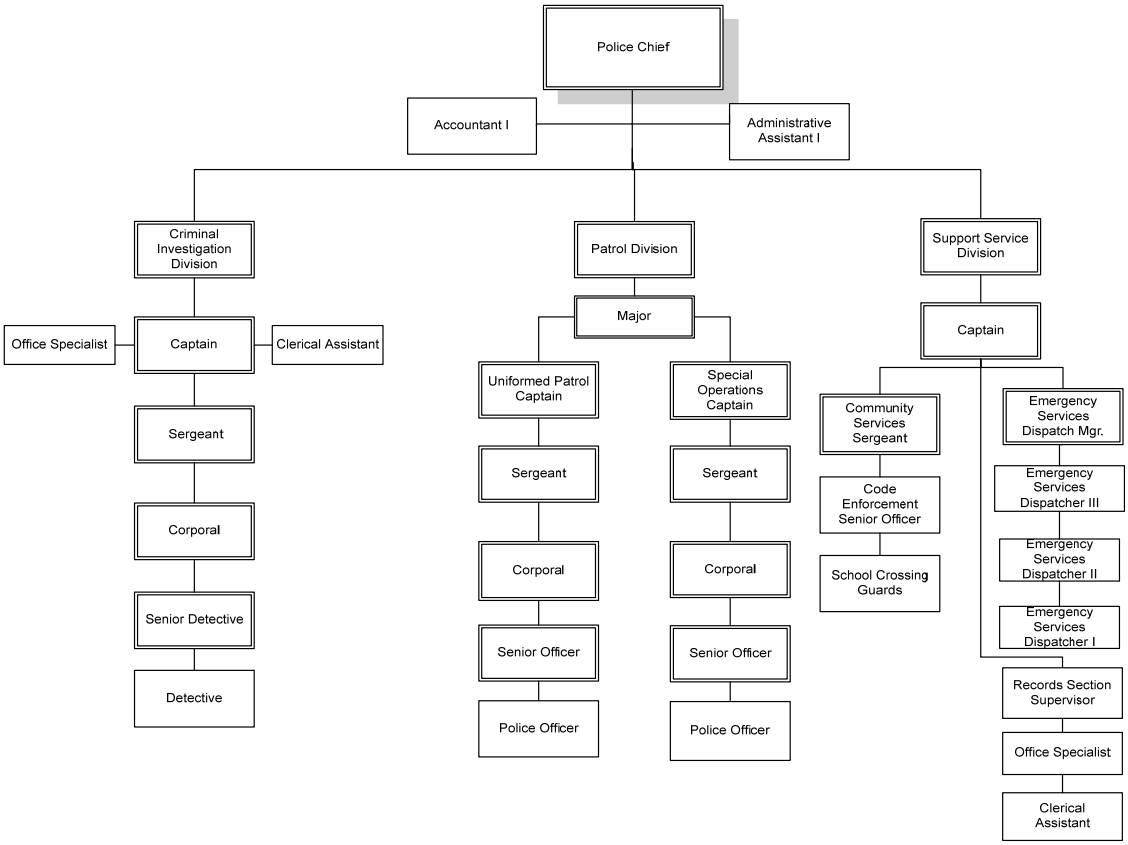
William Chrisman, Police Chief

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

$ 7,502,525 GF

Police Department

Administration Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Reduce Part I Crimes by 5% 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 77 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 2009 by 12.8%
- ☐ Overall reduction of traffic crashes for second year in a row
- ☐ Overall reduction of burglary for second year in a row
- ☐ Overall reduction of spending for third year in a row

Performance Measures:

	2008-09	2009-10	2010-11
Police response calls for service	45,157	43,716	43,650
Part I Crimes	1,639	1,476	1,402
Traffic crashes	1,239	1,171	1,150
DUI Arrests	135	101	125
Code enforcement calls for service	1,667	1,296	1,450
Code enforcement actions	1,404	1,071	1,315
Training hours	12,100	8,200	4,000
Community relations presentations	68	77	80

Personnel Schedule

Classification	2010	Change	2011	Amount
Non-Sworn				
Accountant I	1.00	0.00	1.00	32,677
Administrative Assistant I	0.00	1.00	1.00	25,875
Administrative Assistant II	1.00	(1.00)	0.00	0
Clerical Assistant	3.00	0.00	3.00	73,091
Office Specialist	2.00	0.00	2.00	57,367
Emer. Service Dispatcher I	9.00	(1.00)	8.00	219,794
Emer. Service Dispatcher II	3.00	1.00	4.00	135,553
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**	**770,701**
Sworn				
Police Captain	3.00	1.00	4.00	278,741
Police Chief	1.00	0.00	1.00	94,952
Police Corp/Detective Corp	9.00	0.00	9.00	491,769
Police Lieutenant	2.00	(2.00)	0.00	0
Police Major	1.00	0.00	1.00	76,482
Police Officer/Det	28.00	4.00	32.00	1,207,668
Police Serg/Det Serg	9.00	0.00	9.00	556,059
Police Senior/Senior Det	19.00	(3.00)	16.00	772,640
Sworn Total	**72.00**	**0.00**	**72.00**	**3,478,311**
Standby				4,200
Total Full Time	**97.00**	**0.00**	**97.00**	**4,253,212**
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**	**4,299,332**
Total FTEs			**106.25**	**4,299,332**

Police Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 001-2111-521

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	4,331,826	4,257,848	1,900,874	4,361,011	4,253,212
1310	Temporary Labor	0	2,625	27,353	46,120	46,120
1410	Overtime	442,518	362,062	149,572	240,417	240,417
15xx	Special Pay	92,686	74,793	32,269	73,316	67,890
2110	FICA	359,414	344,026	154,871	322,821	309,898
221x	Retirement	706,702	651,583	298,814	505,364	580,756
23xx	Insurance	543,288	464,059	209,077	570,733	708,384
2410	Workers' Compensation	99,201	97,985	62,074	136,444	130,884
26xx	Other Payroll Benefits	30,201	14,558	7,061	13,849	15,388
	TOTAL PERSONAL SERVICES	6,605,836	6,269,539	2,841,965	6,270,075	6,352,949
OPERATING EXPENSES						
3xxx	Professional Services	4,062	2,764	1,965	3,000	3,000
3410	Contract Services	1,293	1,014	478	1,300	1,300
4010	Travel	8,829	7,563	3,827	12,200	12,200
41xx	Communication	73,303	85,833	41,043	85,000	83,000
4210	Postage	5,417	3,002	1,169	5,500	5,500
4310	Utilities	120,338	120,597	60,477	132,044	132,044
4410	Rentals	7,547	4,472	2,277	4,472	4,472
44xx	Fleet Lease	306,895	315,626	151,912	303,824	313,247
4510	Insurance	79,867	84,045	29,841	61,586	61,803
461x	Repairs & Maintenance- Vehicles	185,972	147,078	89,988	155,260	149,720
4620	Repairs & Maintenance- Building	19,424	1,830	90	6,400	6,400
4625	Repairs & Maintenance- Non-Build	161	537	97	1,500	1,500
46xx	Repairs & Maintenance- Equipment	64,233	67,645	33,709	74,677	71,163
4710	Printing & Binding	2,412	1,820	1,095	2,500	2,500
4911	Advertising	637	0	98	1,100	1,100
4920	Other Current Charges	1,623	1,476	630	2,220	2,220
4930	Community Services (other than forfeit)	4,212	5,734	3,046	1,560	1,560
4945	Injury/Damage to Others	5,000	1,465	0	0	0
4964	Drug Money	12,980	15,000	0	15,000	15,000
51xx	Minor Furniture/Equipment	4,229	1,597	756	6,150	6,150
5188	Automation Expense Only	2,149	376	791	4,000	4,000
521x	Operating Supplies	77,180	54,412	42,519	48,670	52,670
5215	Uniforms	74,746	36,615	16,525	39,430	35,430
5230	Fuel Purchases	247,565	174,780	86,042	175,000	175,000
5410	Publications & Memberships	3,995	4,783	3,330	8,760	8,597
5440	Education	24,975	0	0	0	0
5520	Training	6,671	9,151	190	0	0
	TOTAL OPERATING EXPENSES	1,345,715	1,149,215	571,895	1,151,153	1,149,576
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	0	0	5,195	0	0
6410	Machinery & Equipment	113,387	4,110	16,462	0	0
	TOTAL CAPITAL OUTLAY	113,387	4,110	21,657	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	8,064,938	7,422,864	3,435,517	7,421,228	7,502,525

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	6,270,075	6,352,949	82,874	1.32%
Operating Expenses	1,151,153	1,149,576	(1,577)	-0.14%
Capital Outlay	0	0	0	0.00%
TOTALS	7,421,228	7,502,525	81,297	1.10%

Significant Budget Changes:
The increase in Personal Services is attributable to increased retirement costs.

Police Department

Animal Control Division

Appropriations Detail

Appropriations Detail — Account # 001-2121-562

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	0	0	0	0	0
1410	Overtime	0	0	0	0	0
15xx	Special Pay	0	0	0	0	0
2110	FICA	0	0	0	0	0
2210	Retirement	0	0	0	0	0
23xx	Insurance	0	0	0	0	0
2410	Workers' Compensation	0	0	0	0	0
26xx	Other Payroll Benefits	0	0	0	0	0
	TOTAL PERSONAL SERVICES	0	0	0	0	0
OPERATING EXPENSES						
4415	Internal Fleet Lease	0	0	0	0	0
4510	Insurance	486	0	0	0	0
461x	Repairs & Maintenance- Vehicles	880	0	0	0	0
5180	Minor Furniture/Equipment	0	0	0	0	0
521x	Operating Supplies	0	0	0	0	0
5230	Fuel Purchases	70	0	0	0	0
	TOTAL OPERATING EXPENSES	1,436	0	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	1,436	0	0	0	0

** Animal Control responsibilities have been transferred to Lake County.

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	0.00%
Operating Expenses	0	0	0	0.00%
TOTALS	0	0	0	0.00%

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Fire Department

Organization

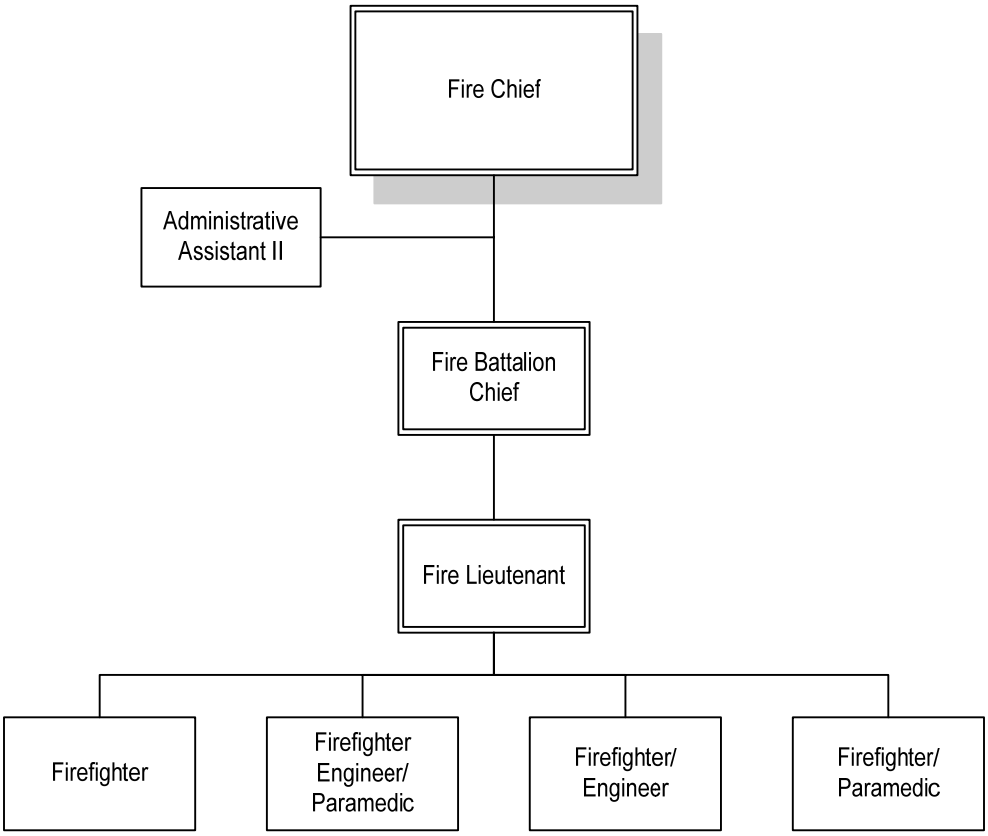
Kevin Bowman, Fire Chief

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

$ 5,723,358 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:

	2008-09	2009-10	2010-11
Calls for service	6,300	6,500	7,000
Training hours	16,000	16,000	16,000
School fire safety program contacts	8,000	8,000	8,000
Inspections/reviews/meetings	3,500	3,500	3,500
Pre-fire plans	600	600	600
Average response time (min:sec)	5:00	5:00	5:00

Personnel Schedule

Classification	2010	Change	2011	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	18.00	(3.00)	15.00	598,038
Firefighter Eng/Paramedic	9.00	(1.00)	8.00	445,036
Firefighter/Engineer	9.00	1.00	10.00	476,975
Firefighter/Paramedic	9.00	(2.00)	7.00	304,007
Lieutenant	10.00	0.00	10.00	615,777
Lieutenant/Fire Inspector II	1.00	(1.00)	0.00	0
Lieutenant/Paramedic	5.00	0.00	5.00	331,128
Total Full Time	**66.00**	**(6.00)**	**60.00**	**3,121,298**

Fire Department

Fire Rescue Division

Appropriations Detail

Appropriations Detail — Account # 001-2220-522

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	3,675,678	3,648,405	1,641,274	3,356,681	3,121,298
1220	Permanent/ Part Time Salaries & Wage	0	1,040	8,035	20,800	0
1410	Overtime	113,049	125,495	74,480	120,500	20,500
15xx	Special Pay	16,076	10,196	8,043	8,000	8,000
2110	FICA	280,806	277,040	126,726	241,565	222,434
221x	Retirement	611,395	1,072,247	521,831	762,182	894,940
23xx	Insurance	376,631	337,990	150,885	368,516	467,873
2410	Workers' Compensation	117,150	124,375	60,298	119,197	109,803
26xx	Other Payroll Benefits	17,330	10,390	3,558	10,270	4,963
	TOTAL PERSONAL SERVICES	5,208,115	5,607,178	2,595,130	5,007,711	4,849,811
OPERATING EXPENSES						
3410	Contract Services	22,660	22,087	22,732	28,032	28,032
4010	Travel	558	355	2,869	5,000	5,000
4110	Communication	8,033	6,788	4,346	6,800	10,200
4210	Postage	274	439	115	400	400
4310	Utilities	81,172	91,427	43,100	85,000	90,000
4410	Rentals	1,357	1,409	722	1,500	1,500
4415	Internal Fleet Lease	243,678	357,921	177,714	355,428	362,351
4510	Insurance	30,590	35,311	15,568	31,353	33,909
461x	Repairs & Maintenance- Vehicles	70,842	72,577	28,932	65,920	63,455
4620	Repairs & Maintenance- Building	16,960	5,372	3,870	15,000	15,000
4625	Repairs & Maintenance- Non-Build	236	183	0	1,000	500
46xx	Repairs & Maintenance- Equipment	11,557	13,090	7,388	12,292	19,980
4710	Printing & Binding	1,690	1,027	44	500	750
4810	Promotional Activities	3,930	3,034	3,988	3,200	3,200
4920	Other Current Charges	701	74	0	0	0
4945	Injury/ Damage to Others	324	0	0	0	0
4980	Taxes	167	177	177	400	400
5180	Minor Furniture/Equipment	46,533	6,877	5,815	18,200	18,200
5210	Operating Supplies	36,026	43,186	23,064	42,500	42,500
5215	Uniforms	55,541	53,538	28,034	53,850	71,850
5230	Fuel Purchases	74,885	40,282	19,603	42,000	53,000
5410	Publications & Memberships	4,317	3,834	2,290	2,850	2,850
5440	Education	28,775	0	0	0	0
5520	Training	49,097	35,403	17,478	40,470	50,470
	TOTAL OPERATING EXPENSES	789,903	794,391	407,849	811,695	873,547
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	36,488	0	0	0	0
6410	Machinery & Equipment	35,652	2,059	0	33,500	0
	TOTAL CAPITAL OUTLAY	72,140	2,059	0	33,500	0
DEBT SERVICE						
7115	Principal- Capital Lease	45,020	31,088	0	45,100	0
7215	Interest- Capital Lease	0	13,932	0	0	0
	TOTAL DEBT SERVICE	45,020	45,020	0	45,100	0
TOTAL GENERAL FUND APPROPRIATIONS		6,115,178	6,448,648	3,002,979	5,898,006	5,723,358

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	5,007,711	4,849,811	(157,900)	-3.15%
Operating Expenses	811,695	873,547	61,852	7.62%
Capital Outlay	33,500	0	(33,500)	-100.00%
Debt Service	45,100	0	(45,100)	-100.00%
TOTALS	5,898,006	5,723,358	(174,648)	-2.96%

Significant Budget Changes:
The change in Personal Services is attributable to the reduction of employees. No Capital Outlay is budgeted for Fiscal Year 2010-11. The Debt Service has been moved to the Debt Service Fund for Fiscal Year 2010-11.

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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

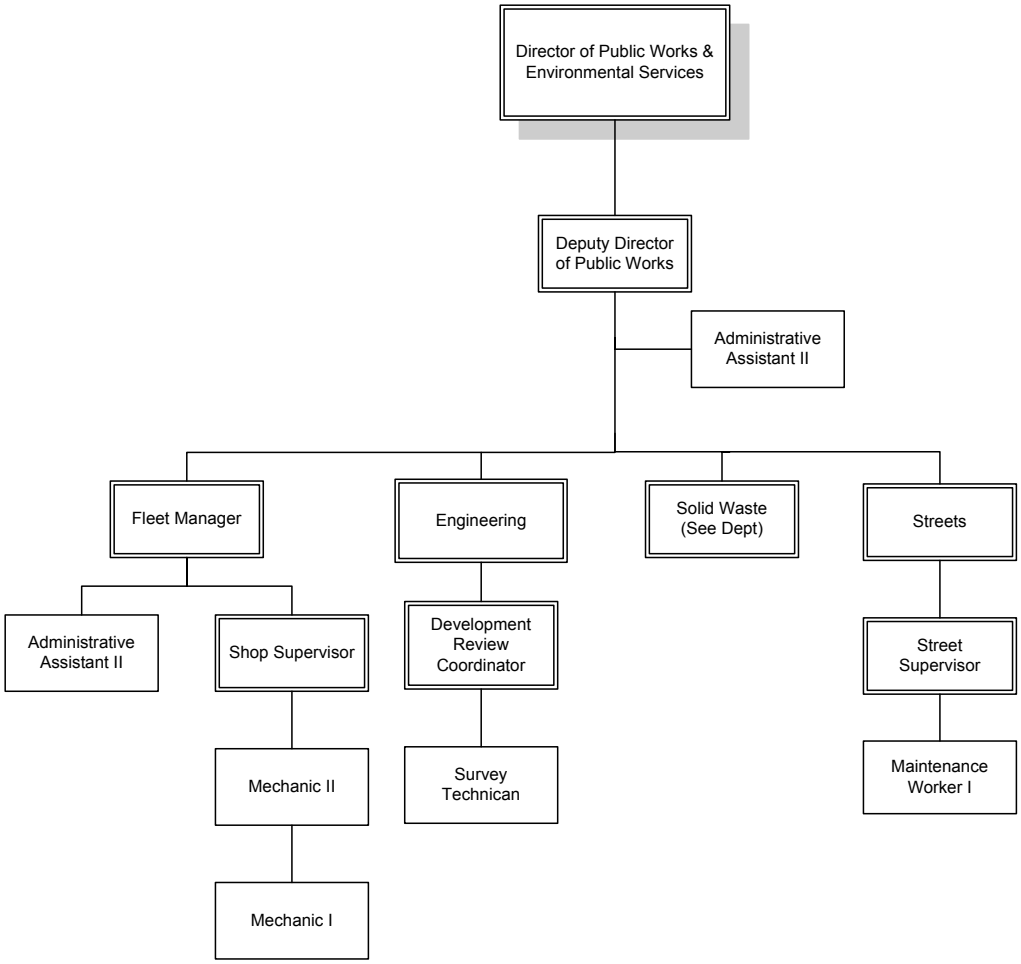
Engineering
·Mapping
·Surveying
·Easements
·Addressing

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

$ 895,585 GF
176,793 AL
$1,072,378

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:

- Reduce parts inventory discrepancies to 2% or less by end of 2010
- Continue to research acceptable fuel efficiency and training to conserve fuel
- Reduce the overall Fleet fuel consumption by .5% by end of FY 10/11
- Reduce outsourcing costs associated with annual load banking of the City's (50) generators by running these tests in-house
- Continue fuel mileage considerations when prioritizing replacement list

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

Major Accomplishments:

- Exceeded requirements to maintain ASE Blue Seal Award by one certification
- Consolidated bid specification preparation and component information on vehicles and equipment for six purchases for City departments
- Operated and maintained two fueling sites, which dispensed 270,668 gallons of fuel
- Assisted the electric department with the installation and function of the Power Secure project that provides power from our large generators back to the electric grids during heavy peak loads
- Installed existing 500KW generator from Canal Street Wastewater Facility Rehab at Public Works Facility that will provide emergency power as needed
- Installed existing 310KW generator from Canal Street Wastewater Facility Rehab at the Mall Water Tower that will provide emergency power as needed
- Refurbished fuel site at the electric department

Performance Measures:

	2008-09	2009-10	2010-11
On-road break downs	172	126	150
Preventive maintenance complete	595	507	550
Vehicle, small engine, and equipment repairs	3,800	1,617	2,100
Total vehicles/equipment owned by the City	650	609	600
Average vehicle/equipment age	6.7	8	8.1
Fuel Consumption reduced	8%	.5%	.02%

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant I	1.00	(1.00)	0.00	0
Administrative Assistant II	1.00	0.00	1.00	38,958
Fleet Manager	1.00	0.00	1.00	50,586
Mechanic I	3.00	(1.00)	2.00	56,285
Mechanic II	3.00	0.00	3.00	115,273
Shop Supervisor	1.00	0.00	1.00	45,594
Total	**10.00**	**(2.00)**	**8.00**	**306,696**

Capital Outlay Schedule

Description	Amount
New Equipment	
Communications– Fiber trailer	$ 10,000
Replacement Vehicles (1,118,041)	
Electric	
1999 Light Tower (#419)	10,400
2001 GMC Bucket Truck (#448)	172,884
1999 Ford Taurus (#460)	15,600
1997 GMC Digger (#479)	250,000
1997 Ford Pickup (#481)	26,000
1999 Chevy Pickup (#486)	21,970
2001 Dodge Utility (#489)	26,091
1999 GMC 1 Ton (#492)	37,700
2000 Ford 1/2 Ton Pickup (#532)	34,159
Gas	
2000 Ford F450 (#520)	46,800
2000 Ford Utility (#522)	52,000
2002 Trailblazer Welder (#5011)	4,450
Solid Waste	
1994 Lodal Recycle (#913 Res)	170,300
Wastewater	
2000/2002/2000 3 pieces of Equip (#738,#726,#753) Replace with Mini Me	122,427
2000 S-10 (#7045)	15,600
Water	
1999 GMC Sonoma Pickup (#312)	19,500
Police	
2002 Ford Crown Victoria (#884)	30,720
2002 Ford Crown Victoria (#888)	30,720
2002 Ford Crown Victoria (#878)	30,720
Refurbish Vehicles/ Equipment	25,000
Total	**$1,153,041**

Public Works Department

Fleet Services Division

Appropriations Detail

Appropriations Detail — Account # 001-5110-519

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	364,657	351,644	153,878	363,501	306,696
1410	Overtime	2,174	7,465	3,276	5,000	5,000
15xx	Bonuses/Incentives	1,250	0	0	0	0
2110	FICA	26,865	26,137	11,448	26,529	22,255
221x	Retirement	41,946	34,304	11,270	25,516	27,996
23xx	Insurance	60,293	49,017	21,363	58,800	62,091
2410	Workers' Compensation	8,675	7,800	3,980	9,474	8,569
262x	Other Payroll Benefits	1,605	550	215	558	144
	TOTAL PERSONAL SERVICES	507,465	476,917	205,430	489,378	432,751
OPERATING EXPENSES						
31xx	Professional Services	3,400	2,656	1,600	4,000	9,100
3410	Contract Services	205	9,782	0	4,500	4,500
4010	Travel	734	49	277	500	500
41xx	Communication	3,008	3,073	995	2,640	2,300
4210	Postage	392	217	100	300	300
4310	Utilities	34,656	40,961	19,532	48,000	40,000
4410	Rental	862	13,150	28,557	24,900	20,000
4510	Insurance	16,495	14,517	7,596	16,320	14,574
461x	Repairs & Maintenance- Vehicles	503,970	540,749	263,310	459,000	471,000
4620	Repairs & Maintenance- Building	0	434	599	1,000	1,000
4625	Repairs & Maintenance- Non-Build	7,069	1,759	561	1,000	1,000
46xx	Repairs & Maintenance- Equipment	5,102	4,141	2,786	4,740	4,100
4710	Printing & Binding	332	218	0	200	200
4911	Advertising- Other Ads	158	33	0	0	0
4920	Other Current Charges	1,041	1,046	936	0	0
4932	FM Inventory Over/Short	(6,781)	(4,366)	(3,624)	0	0
5180	Minor Furniture/Equipment	3,559	2,822	3,287	4,500	4,500
5210	Operating Supplies	25,323	19,507	9,664	21,000	21,000
5215	Uniforms	6,711	6,370	3,067	6,800	6,800
5230	Fuel Purchases	38,986	9,941	6,659	6,500	7,500
5410	Publications & Memberships	65	65	113	250	250
5440	Education	1,619	0	0	0	0
5520	Training	2,126	752	981	2,000	2,000
	TOTAL OPERATING EXPENSES	649,032	667,876	346,996	608,150	610,624
CAPITAL OUTLAY						
6410	Machinery & Equipment	6,733	0	0	0	0
6412	Fleet New	46,519	124,663	0	0	10,000
6413	Fleet Replace	785,500	384,449	103,479	580,000	1,118,041
6414	Fleet Refurbish	0	54,909	19,307	20,000	25,000
	TOTAL CAPITAL OUTLAY	838,752	564,021	122,786	600,000	1,153,041
OTHER USES						
9950	Contra Expense	0	0	(372)	0	0
9951	Fleet - Contracts	(1,011,900)	(921,835)	(455,755)	(908,280)	(850,540)
9952	Fleet - Non Contracts	(69,702)	(23,150)	(7,763)	(25,000)	(15,000)
9953	Lease Revenue	(2,153,311)	(2,285,724)	(1,136,800)	(2,273,599)	(2,279,258)
	TOTAL OTHER USES	(3,234,913)	(3,230,709)	(1,600,690)	(3,206,879)	(3,144,798)
	TOTAL GENERAL FUND APPROPRIATIONS	(1,239,664)	(1,521,895)	(925,478)	(1,509,351)	(948,382)

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	489,378	432,751	(56,627)	-11.57%
Operating Expenses	608,150	610,624	2,474	0.41%
Capital Outlay	600,000	1,153,041	553,041	92.17%
Other Uses	(3,206,879)	(3,144,798)	62,081	-1.94%
TOTALS	(1,509,351)	(948,382)	560,969	37.17%

Significant Budget Changes:
The change in Personal Services is due to the elimination of 2 positions (Administrative Assistant I & Mechanic I). Capital Outlay increased due to necessity to replace aging vehicles.

Values & Goals

Value: Excellence in All We Do

Goals:
- Inspect sidewalks and streets so the citizens are safe by eliminating trip hazards
- Maintain dirt roads to ensure public vehicles are not damaged
- Regular City road inspections on shoulder deterioration
- Develop and implement a program by September 30, 2010 to train City personnel to identify and report City signage issues
- Repair potholes within three 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
- Cross-training of street maintenance division personnel on all equipment producing cost effective efficiency
- Work with other departments to ensure projects are completed efficiently

Value: Organizational Development and Self Sufficiency

Goals:
- Work with other agencies (FDOT, Lake County Public Works, etc.) to train street division personnel in the most efficient and effective repair procedures
- 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 19,638 linear feet of streets
- Completed street sign replacement in north west section of the City
- Replaced 422 linear feet of sidewalk
- Completed closure of 40 acre landfill site
- Pole yard cleanup for the electric department
- Developed a standard operating procedure for street repair
- Resurfaced three City parking lots
- Installed 592 linear feet of sidewalk

Performance Measures:

	2008-09	2009-10	2010-11
Number of potholes repaired	177	192	192
Number of repairs requested due to utility cuts	14	0	0
Emergency signs replaced within 24 hrs.	107	60	60
Number of signs repaired	287	112	100
Number of signs replaced	392	36	35

Personnel Schedule

Classification	2010	Change	2011	Amount
Street Sign Tech	1.00	(1.00)	0.00	0
Maintenance Worker I	3.00	0.00	3.00	63,897
Street Supervisor	1.00	0.00	1.00	33,946
Standby				3,650
Total	**5.00**	**(1.00)**	**4.00**	**101,493**

Capital Outlay Schedule

Description	Amount
Parking lot repairs	33,275
Total	**33,275**

Public Works Department

Street Maintenance Division

Appropriations Detail

Appropriations Detail — Account # 001-5112-541

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	112,312	116,426	42,109	132,693	101,493
1410	Overtime	2,946	1,247	165	2,000	2,000
1530	Bonuses/Incentives	625	0	0	0	0
2110	FICA	8,446	8,364	3,016	9,097	6,932
221x	Retirement	12,159	11,237	2,994	9,554	8,776
23xx	Insurance	21,021	22,978	8,558	29,807	28,518
2410	Workers' Compensation	7,141	7,655	3,414	10,375	7,867
26xx	Other Payroll Benefits	546	114	48	120	0
	TOTAL PERSONAL SERVICES	165,196	168,021	60,304	193,646	155,586
OPERATING EXPENSES						
31xx	Professional Services	21,252	41,174	950	20,000	5,000
3410	Contract Services	205	1,071	1,481	500	1,000
4010	Travel	43	0	0	200	200
41xx	Communication	643	622	383	600	300
4310	Utilities	744,254	870,462	416,524	1,050,000	975,000
4410	Rentals	136	0	52	500	500
4415	Internal Fleet Lease	19,722	24,415	10,891	21,782	23,283
4510	Insurance	9,069	9,037	5,805	11,843	11,472
461x	Repairs & Maitenance- Vehicles	16,822	15,253	91,459	100,187	102,009
4625	Repairs & Maitenance- Non-Build	64,279	174,844	88,647	295,000	325,000
463x	Repairs & Maitenance- Equipment	870	1,130	188	260	770
4710	Printing & Binding	104	0	0	0	0
4911	Advertising-Other Ads	228	46	0	0	0
4920	Other Current Charges	77,451	83,734	0	0	0
4945	Injury/Damage to Others	3,572	1,186	0	0	0
5180	Minor Furniture/Equipment	1,148	395	0	1,000	1,000
5210	Operating Supplies	17,365	37,916	9,952	45,000	41,460
5215	Uniforms	1,545	1,321	540	1,500	1,500
5230	Fuel Purchases	12,211	7,326	2,417	6,000	6,100
5310	Materials & Supplies	40,706	8,416	9,123	30,000	25,000
5311	Materials - Street Signs	0	90	0	0	0
5410	Publications & Memberships	99	435	113	150	150
5520	Training	595	315	0	600	600
	TOTAL OPERATING EXPENSES	1,032,319	1,279,188	638,525	1,585,122	1,520,344
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	194,166	120,345	0	30,250	33,275
	TOTAL CAPITAL OUTLAY	194,166	120,345	0	30,250	33,275
OTHER USES						
9950	Contra- Expenses	(4,821)	(396)	0	0	0
	TOTAL OTHER USES	(4,821)	(396)	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS		1,386,860	1,567,158	698,829	1,809,018	1,709,205

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	193,646	155,586	(38,060)	-19.65%
Operating Expenses	1,585,122	1,520,344	(64,778)	-4.09%
Capital Outlay	30,250	33,275	3,025	10.00%
TOTALS	1,809,018	1,709,205	(99,813)	-5.52%

Significant Budget Changes:
The Personal Services category decreased due to removing the Street Sign Technician position.

Values & Goals

Value: Open, Accessible Government

Goals:
- Continuing creation of digital filing and information retention system for section survey information currently archived in filing cabinets
- Increase customer service to concerned citizens regarding boundary lines and quickly resolve issues pertaining to City boundaries, right-of-ways, and easements
- Help design AutoCad standardization and supply for outside entity submittals to ensure all drawings can be used when submitted without correction

Value: Fiscal Responsibility

Goals:
- Lower outsourcing costs by producing in-house drawings for bids and project design
- Combine copy equipment with department administration to reduce operating costs
- Reduction in printing and shipping costs for distribution of department documents by utilizing electronic format

Major Accomplishments:
- Completed of cross-training within division ensuring project efficiency with limited staff
- Supplied full records access to private firms
- Increased customer service to concerned citizens regarding boundary lines and quickly resolved issues pertaining to City boundaries, right-of-ways, and easements

Performance Measures:

	2008-09	2009-10	2010-11
DRC reviews in 8-12 days	600	119	200
Utility easement support	2,647	48	90

Personnel Schedule

Classification	2010	Change	2011	Amount
Development Review Coordinator	1.00	0.00	1.00	48,194
Survey Technician	1.00	0.00	1.00	43,513
Total	**2.00**	**0.00**	**2.00**	**91,707**

Appropriations Detail

Account # 001-5131-539

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	0	0	40,678	91,707	91,707
2110	FICA	0	0	2,944	6,867	6,629
221x	Retirement	0	0	3,010	6,790	8,226
23xx	Insurance	0	0	4,616	9,070	14,394
2410	Workers' Compensation	0	0	615	1,371	1,371
262x	Other Payroll Benefits	0	0	30	0	72
TOTAL PERSONAL SERVICES		0	0	51,893	115,805	122,399
OPERATING EXPENSES						
31xx	Professional Services	0	0	0	9,500	5,000
41xx	Communication	0	0	432	6,780	6,780
4415	Fleet Lease	0	0	1,779	3,557	3,494
4510	Insurance	0	0	146	314	281
461x	Repairs & Maintenance- Vehicles	0	0	660	1,320	1,320
46xx	Repairs & Maintenance- Equipment	0	0	410	820	820
4920	Other Current Charges	0	0	100	0	0
5210	Operating Supplies	0	0	376	1,000	1,000
5215	Uniforms	0	0	192	825	825
5230	Fuel Purchases	0	0	167	500	500
TOTAL OPERATING EXPENSES		0	0	4,262	24,616	20,020
OTHER USES						
9941	Utilities Allocation	0	0	(50,540)	(126,379)	(128,177)
TOTAL OTHER USES		0	0	(50,540)	(126,379)	(128,177)
TOTAL GENERAL FUND APPROPRIATIONS		0	0	5,615	14,042	14,242

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	115,805	122,399	6,594	5.69%
Operating Expenses	24,616	20,020	(4,596)	-18.67%
Other Uses	(126,379)	(128,177)	(1,798)	1.42%
TOTALS	14,042	14,242	200	1.42%

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 stakeholder's ideas and suggestions and attempt to incorporate them into the project if monetarily sufficient

Major Accomplishments:

- Museum re-roof
- New roof coating for water administration building
- New shingles for Pat Thomas Concession & Restrooms
- New Shingles for gas department building
- Upgrade of City Hall elevator
- Upgrade City Hall air conditioning
- Furniture Country re-roof

Capital Outlay Schedule

Description	Amount
Re-roof Fire Department #61	55,000
City Hall A/C upgrades	25,000
Total	**80,000**

Appropriations Detail

Account # 001-5193-519

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
CAPITAL OUTLAY					
6210 Buildings	0	54,379	51	35,000	55,000
6310 Improvements other than Bldgs	43,632	5,923	6,099	75,000	25,000
TOTAL CAPITAL OUTLAY	43,632	60,302	6,150	110,000	80,000
OTHER USES					
9941 Utilities Allocation	0	0	0	(51,263)	(17,418)
TOTAL OTHER USES	0	0	0	(51,263)	(17,418)
TOTAL GENERAL FUND APPROPRIATIONS	43,632	60,302	6,150	58,737	62,582

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Capital Outlay	110,000	80,000	(30,000)	-27.27%
Other Uses	(51,263)	(17,418)	33,845	-66.02%
TOTALS	58,737	62,582	3,845	6.55%

Values & Goals

Value: Excellence in All We Do

Goals:
- 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
- Safety first approach to review of City's Emergency Management Plan by integrating structural analysis survey, past experiences, and FEMA plan objectives to create a response team capable of handling foreseen/unexpected natural disasters
- Reassess quality of City roads for areas that require resurfacing for public safety concerns and re-beautification to maintain standards to which our citizens are accustomed

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
- Perform analysis of department's needs by December 30, 2010 to develop efficiencies
- Implement a mentoring program departmental-wide by June 30, 2011

Value: Employee Empowerment

Goal:
- Utilize employees to create and refine policies and issues that affect functions and operations of their divisions
- Support workforce development by coordinating education, cross-training, personal development, and recruitment efforts
- 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
- Design and construction of Fountain Lake Trail
- Mast arm installation at Yellow Jacket Way, Radio Road and College Drive
- Document storage reorganization
- Kristen Court demo
- JTMOC fuel site remodel
- Family Furniture re-roof
- Rebuilding of Riviera Road and Childs Street
- Sidewalk construction of Thomas Avenue and Crest Avenue

Performance Measures

	2008-09	2009-10	2010-11
Cost per lane mile of overlay	$48,594	$46,282	$46,282
Number of lane miles managed	157.92	157.92	157.92
Projects managed by Public Works	32	35	35
Number of work orders processed (Fleet, Solid Waste, and Streets)	4,618	3,630	3,700

Personnel Schedule

Classification	2010	Change	2011	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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	129,619	41,783	18,456	41,063	41,063
1410	Overtime	147	0	147	0	0
15xx	Bonuses/Incentives	1,125	0	0	0	0
2110	FICA	9,658	3,077	1,429	2,972	3,117
221x	Retirement	14,477	4,091	1,366	3,041	3,683
23xx	Insurance	12,894	3,858	744	5,179	1,904
2410	Workers' Compensation	1,177	101	52	115	115
262x	Other Payroll Benefits	192	23	204	0	454
TOTAL PERSONAL SERVICES		169,289	52,933	22,398	52,370	50,336
OPERATING EXPENSES						
3130	Engineering Services	4,392	6,711	604	0	2,000
4010	Travel	43	23	0	0	0
4110	Communication	1,377	1,857	589	1,560	1,236
4210	Postage	9	30	17	25	35
4310	Utilities	34,277	24,824	10,091	30,000	22,685
4415	Internal Fleet Lease	5,003	2,460	1,230	2,460	2,352
4510	Insurance	1,545	4,256	1,342	2,757	2,406
461x	Repairs & Maintenance- Vehicles	2,200	1,320	818	1,320	1,320
4620	Repairs & Maintenance- Building	0	0	75	50	50
463x	Repairs & Maintenance- Equipment	2,680	2,750	2,887	4,870	3,950
4710	Printing & Binding	0	0	0	100	100
4911	Advertising	221	0	0	0	0
5180	Minor Furniture/Equipment	0	110	0	0	0
5210	Operating Supplies	1,411	1,071	241	1,500	1,000
5215	Uniforms	118	262	51	150	150
5230	Fuel Purchases	1,121	629	330	1,000	1,000
5410	Publications & Memberships	54	219	188	360	416
5520	Training	100	0	96	100	100
TOTAL OPERATING EXPENSES		54,551	46,522	18,559	46,252	38,800
OTHER USES						
9941	Utilities Allocation	(78,344)	(34,809)	(14,335)	(34,518)	(31,198)
TOTAL OTHER USES		(78,344)	(34,809)	(14,335)	(34,518)	(31,198)
TOTAL GENERAL FUND APPROPRIATIONS		145,496	64,646	26,622	64,104	57,938

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	52,370	50,336	(2,034)	-3.88%
Operating Expenses	46,252	38,800	(7,452)	-16.11%
Other Uses	(34,518)	(31,198)	3,320	-9.62%
TOTALS	64,104	57,938	(6,166)	-9.62%

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Community Development Department

Organization

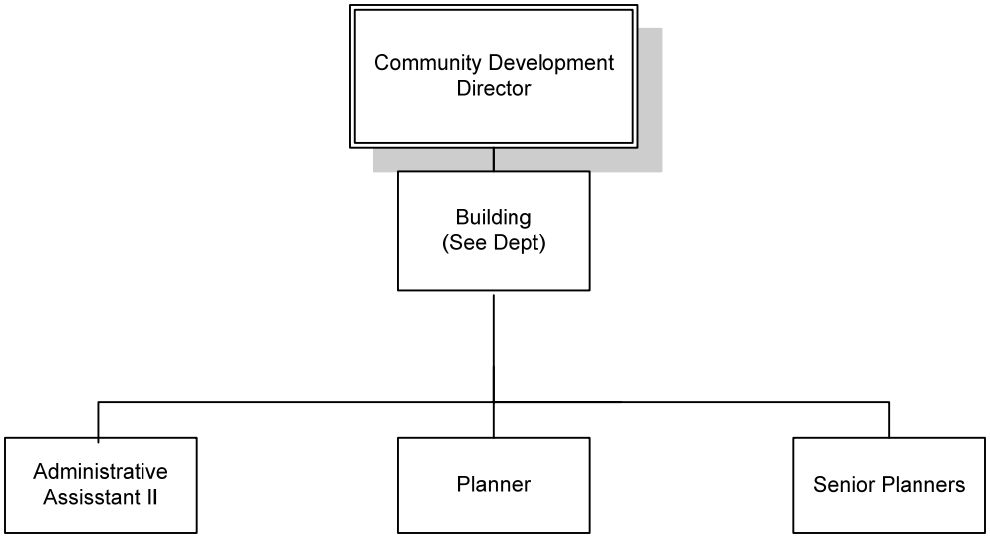
Bill Wiley, Community Development Director

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

$ 190,797 GF
233,196 AL
$ 423,993

Values & Goals

Value: Excellence in All We Do

Goals:

- Work toward developing schedule for processing backlog of Large Scale Comprehensive Plan Amendments
- With consulting services begin work on the state mandated EAR (Evaluation and Appraisal Report) amendments
- Transmit and adopt revised 10-year CIE Plan and associated Comprehensive Plan Amendments
- Implement updated Concurrency review
- Start implementation of new Sungard Program
- 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 revisions of Community Development application processes 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 the Department of Community Affairs on Comprehensive Plan issues for 2006-07 amendments
- Completed adoption of school concurrency comprehensive plan requirements
- Completed internal review and revisions of application procedures and processing
- Completed coordination and implementation of new procedures for special events
- Completed needed amendments to Sign Code
- Completed amendments to Land Development Code

Performance Measures:

	2008-09	2009-10	2010-11
Variance cases	2	1	3
Rezoning cases	6	6	6
Planned unit development cases	8	8	10
Comprehensive plan amendments			
Small scale	8	7	7
Large scale	1	12	6
Annexation cases	6	5	4
Plat approval cases	2	2	2
Ordinance amendments	12	12	12
Conditional use permits	2	2	10

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant I	1.00	(1.00)	0.00	0
Administrative Assistant II[2]	1.00	0.25	1.25	36,336
Community Development Director[1]	0.70	0.00	0.70	55,532
Planner	1.00	0.00	1.00	40,851
Senior Planner	2.00	0.00	2.00	105,748
Total	**5.70**	**(0.75)**	**4.95**	**238,467**

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	360,482	256,359	115,607	257,354	238,467
1310	Temporary Labor	6,839	0	1,227	0	0
1410	Overtime	1,898	287	31	0	0
15xx	Bonuses/Incentives	875	0	0	0	0
2110	FICA	27,482	18,962	8,643	18,186	16,925
221x	Retirement	38,938	24,541	8,406	17,657	21,518
23xx	Insurance	34,139	24,403	11,489	31,008	32,246
2410	Workers' Compensation	986	621	327	724	669
26xx	Other Payroll Benefits	5,211	2,535	1,664	3,628	3,508
	TOTAL PERSONAL SERVICES	476,850	327,708	147,394	328,557	313,333
OPERATING EXPENSES						
31xx	Professional Services	10,100	42,596	28,152	9,957	2,100
3410	Contract Services	4,800	15,845	9,335	28,960	57,130
4010	Travel	2,018	1,212	32	1,350	1,950
4110	Communication	640	315	168	300	0
4210	Postage	4,793	778	736	1,500	1,500
4310	Utilities	1,204	2,461	3,358	10,040	10,040
4410	Rentals	59,602	65,562	0	0	0
4415	Internal Fleet Lease	1,836	2,326	1,163	2,326	2,326
4510	Insurance	1,421	1,556	1,003	2,005	1,995
461x	Repairs & Maintenance- Vehicles	1,320	1,320	660	1,320	1,320
4620	Repairs & Maintenance- Building	0	105	0	0	0
463x	Repairs & Maintenance- Equipment	5,600	9,975	5,340	11,260	11,440
4710	Printing & Binding	162	285	0	600	300
4810	Promotional Activities	0	40	0	250	250
4911	Advertising	19,757	6,863	3,365	20,000	10,000
4920	Other Current Charges	1,126	368	106	0	0
5180	Minor Furniture/Equipment	0	150	730	0	0
5210	Operating Supplies	5,329	2,848	2,285	3,000	5,000
5230	Fuel Purchases	1,347	349	226	550	550
5410	Publications & Memberships	1,983	2,375	913	1,736	1,711
5520	Training	825	929	0	2,448	3,048
	TOTAL OPERATING EXPENSES	123,863	158,258	57,572	97,602	110,660
OTHER USES						
9941	Utilities Allocation	(330,391)	(267,280)	(112,731)	(234,387)	(233,196)
	TOTAL OTHER USES	(330,391)	(267,280)	(112,731)	(234,387)	(233,196)
	TOTAL GENERAL FUND APPROPRIATIONS	270,322	218,686	92,235	191,772	190,797

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	328,557	313,333	(15,224)	-4.63%
Operating Expenses	97,602	110,660	13,058	13.38%
Capital Outlay	0	0	0	0.00%
Other Uses	(234,387)	(233,196)	1,191	-0.51%
TOTALS	191,772	190,797	(975)	-0.51%

Significant Budget Changes:
Personal Services decreased due to removing the Administrative Assistant I position, replacing it with an Administrative Assistant II which is split 25% to Planning & Zoning and 75% to the Building Permits Fund.

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Housing & Economic Development Department

Organization

Kenneth L. Thomas, Housing & Economic Development Director

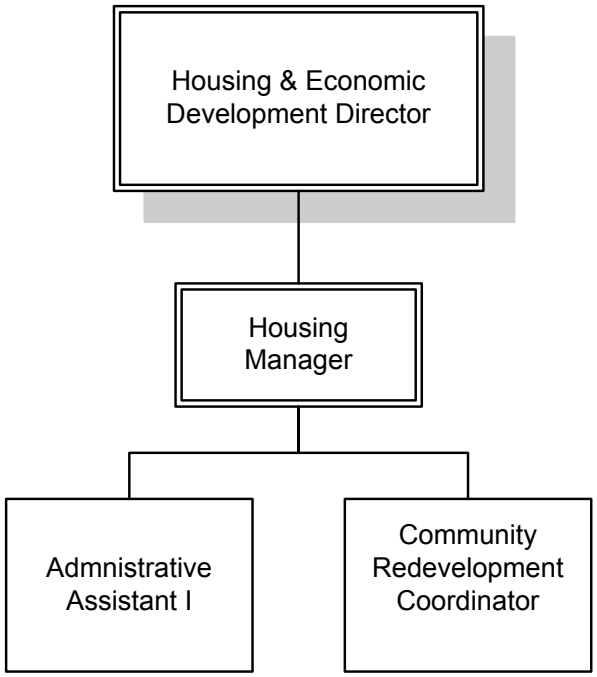
The Housing & Economic Development Department serves to assist, stimulate and facilitate public and private development resulting in creation of new value-added jobs, increase in per-capita income, improvements in the tax base, preservation of the economic value of property, the quality of life, increase 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

$ 266,674 GF
90,441 AL
$ 357,115

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:
- Facilitate the Business Owners Success Summit (BOSS) to address needs of small business owners
- 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
- Educate, equip and empower high school students to be financially responsible

Major Accomplishments:
- Provided home buying counseling to over 175 residents
- Established a partnership and hired the new UCF Incubator /Small Business Development Center Manager
- Secured tenants for City-owned vacant buildings on Airport property
- Successfully secured tenants for all offices located at the Incubator
- Open House for the Incubator/Business Technology Center - About 40 people attended
- Purchased $1 Property for Neighborhood Stabilization Program and held a raffle on December 19, 2009
- Two Homebuyer clients purchased Single Family Homes
- Awarded the NSP grant with an acquisition of 20 units
- Received $429,000 from Lake County SHIP Program for the renovations of Kristen Court Complex
- Purchased two NSP properties

Performance Measures

	2008-09	2009-10	2010-11
New jobs created	200	107	125
Jobs retained	150	35	45
New businesses created	10	10	10
Businesses retained	5	5	10
Number of businesses assisted	225	120	200
Community & neighborhood associations assisted	5	1	5
Clients approved for down payment assistance	20	15	15
Housing education seminars & workshops	12	5	10
Home buyers counseled	50	50	35
City-wide clean-ups	4	1	1
Neighborhood community meetings	15	12	12
Neighborhood activities & events	4	3	3

Personnel Schedule

Classification	**2010**	**Change**	**2011**	**Amount**
Administrative Assistant I	1.00	0.00	1.00	37,980
Housing & Economic Development Director	1.00	0.00	1.00	82,722
Housing Manager	1.00	0.00	1.00	55,411
Community Redevelopment Coordinator*	1.00	0.00	1.00	42,869
Total	**4.00**	**0.00**	**4.00**	**218,982**

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

Appropriations Detail

Account # 001-6254-554

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	203,008	219,904	98,542	218,982	218,982
1410	Overtime	1,038	35	0	0	0
1530	Bonuses/Incentives	500	0	0	0	0
2110	FICA	15,043	16,014	7,200	14,920	14,979
221x	Retirement	13,945	18,436	5,282	11,746	16,358
23xx	Insurance	22,903	21,605	9,705	23,156	29,897
2410	Workers' Compensation	548	532	276	614	613
26xx	Other Payroll Benefits	10,803	1,516	1,356	3,090	3,240
	TOTAL PERSONAL SERVICES	267,788	278,042	122,361	272,508	284,069
OPERATING EXPENSES						
31xx	Professional Services	3,938	2,446	4,203	3,300	2,500
3410	Contract Services	20,464	13,755	1,158	20,000	20,000
4010	Travel	5,655	2,535	163	3,716	2,600
4110	Communication	3,119	3,414	1,341	2,808	2,808
4210	Postage	984	328	321	1,300	700
4310	Utilities	20,069	21,136	10,648	21,000	21,000
4415	Fleet Lease	2,016	0	0	0	0
4510	Insurance	1,974	1,764	1,097	2,192	2,098
461x	Repairs & Maintenance- Vehicles	880	0	0	0	0
4620	Repairs & Maintenance- Buildings	0	48	90	0	0
463x	Repairs & Maintenance- Equipment	4,150	4,905	2,115	3,710	3,710
4710	Printing & Binding	159	411	0	3,000	1,000
48xx	Promotional Activities	6,225	11,657	837	12,130	830
49xx	Advertising	9,850	21,484	2,952	0	6,800
492x	Other Current Charges	5,353	220	124	578	578
4980	Taxes	2,900	0	0	0	0
5180	Minor Furniture/Equipment	299	80	0	0	0
52xx	Operating Supplies	3,328	3,054	1,956	3,500	3,500
5230	Fuel Purchases	260	294	409	0	0
5410	Publications & Memberships	4,417	4,531	4,922	3,249	4,922
5440	Education	128	0	0	0	0
5520	Training	340	665	0	0	0
	TOTAL OPERATING EXPENSES	96,508	92,727	32,336	80,483	73,046
OTHER USES						
9941	Utilities Allocation	(91,075)	(94,674)	(36,994)	(89,204)	(90,441)
	TOTAL OTHER USES	(91,075)	(94,674)	(36,994)	(89,204)	(90,441)
	TOTAL GENERAL FUND APPROPRIATIONS	273,221	276,095	117,703	263,787	266,674

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	272,508	284,069	11,561	4.24%
Operating Expenses	80,483	73,046	(7,437)	-9.24%
Other Uses	(89,204)	(90,441)	(1,237)	1.39%
TOTALS	263,787	266,674	2,887	1.09%

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Library Department

Organization

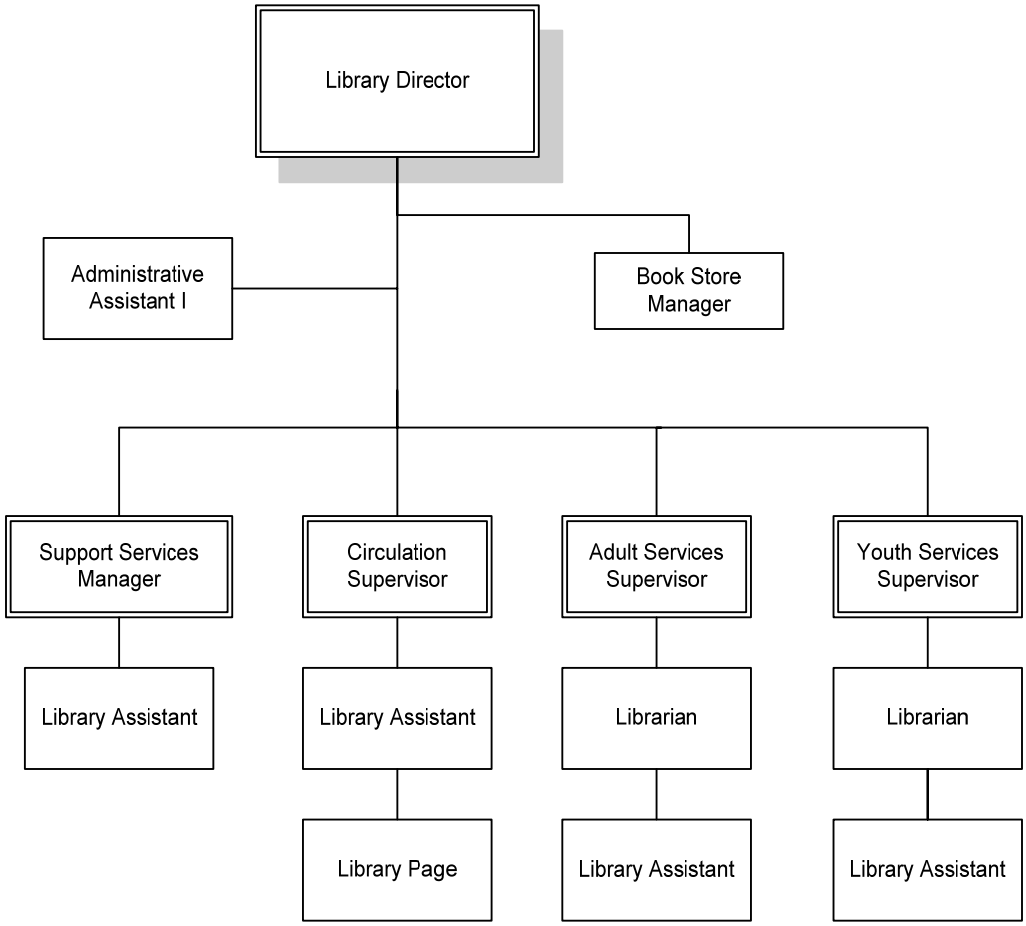
Lucy B. Gangone, MLS, Library Director

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	Support Services	Youth Services	Circulation Services
·Material selection	·Cataloging	·Programs	·Check in/out material
·Reference	·Order/receiving	·Reference	·Shelving
·Inter-library loan	·Material processing	·Material selection	·Overdue notices
·Reader's advisory	·Business operations	·Reader's advisory	·Patron registration
·Programs		·Public Computers	·Intra-library loans
·Public Computers			·Volunteers

Organizational Chart



Total Department Budget

$ 1,418,461 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
- Maintain the number of cultural and educational programs for adults, teens, and youth by partnering and utilizing available funding from a variety of resources
- Provide online service access to the library 24/7 for the library website, databases, and online catalog for requests and renewals
- Provide training for all staff in first-class customer service procedures

Value: Open, Accessible Government

Goals:

- Provide virtual reference assistance through librarian@leesburgflorida.gov during all library hours
- Continue participation with the county in the Florida "Ask-A-Librarian" program
- Provide weekly notice of programming events through Lakefront TV, local newspapers, flyers, and the library and City websites
- Provide information about the library to citizens through the library's newsletters, monthly calendars and lists of new items via print and the website. Provide information for the Friends of the Library newsletters

Value: Fiscal Responsibility

Goals:

- Collect and regularly deposit fines and fees collected for contracted use of the library meeting rooms, computer printouts, fines, and replacement costs for lost items
- Maintain FY 10-11 circulation to secure current funding levels through the County formula
- Assist the Friends of the Library in their fundraising efforts through the bookstore and special events

Value: A Caring Organization

Goals:

- Partner with the county library system to provide English as a Second Language (ESL) and Basic Literacy tutor sessions
- Maintain the level of tutors for literacy students
- Partner with local agencies to present at least two out-reach programs for at-risk families

Major Accomplishments:

- Filed for and received e-rate reimbursement for communication costs
- Increased our level of service per hour for nearly every month
- Added enhancements to the library through the funding provided by the Friends of the Library including: window blinds in appropriate rooms, additional worktables in the children's program room and large round tables for the meeting room, new book carts, and shelving for the Genealogy area
- Provided staff training on changing library trends, customer service, and professional growth, including web-based seminars, and weekly staff meetings
- Hosted trainers from the regional library cooperative and the state library at no cost for a variety of continuing education seminars for staff from Leesburg and the library staff in surrounding communities
- Increased computer use by the public
- Increase attendance at author events during the Festival of Reading
- Partnered with Lake Tech to offer weekly ESOL classes at the library in the evenings
- Participated in a number of special literacy programs throughout the year

Performance Measures

	2008-09	2009-10	2010-11
Public service hours	2,629	2,637	2,637
Total number of registered borrowers	20,225	22,500	22,500
Total holdings (volumes)	129,882	131,000	133,000
Circulation			
Adult	274,996	276,268	273,000
Juvenile	86,612	73,328	80,000
Total circulation	361,516	349,596	353,000
Circulation per hour	137.51	132.57	133.86
Circulation per borrower	17.88	15.54	16.04
Internet use	144,556	144,876	148,000
Use per hour	53.84	54.94	56.12
Reference transactions	57,954	65,164	67,000
Queries per hour	22.04	24.71	23.51
Interlibrary loan transactions	496	392	200
System loans (County transactions)			
Received from other libraries	41,265	36,746	37,000
Sent to other libraries	82,127	77,242	77,500
Programming			
Adult programs	112	118	120
Adult program attendance	2,427	2,800	3,000
Young adult programs	61	62	65
Young adult program attendance	637	1,000	1,100
Juvenile programs	153	170	180
Juvenile program attendance	3,911	4,200	5,000
Total programs	326	353	365
Total program attendance	6,975	8,000	9,100

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant I	1.00	0.00	1.00	34,965
Assistant Library Director	1.00	(1.00)	0.00	0
Support Services Manager	0.00	1.00	1.00	49,899
Techical Services Coordinator	1.00	(1.00)	0.00	0
Adult Services Supervisor	0.00	1.00	1.00	38,482
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	73,986
Librarian*	4.00	(1.00)	3.00	90,772
Library Assistant*	11.00	(1.00)	10.00	218,941
Total Full Time	**21.00**	**(2.00)**	**19.00**	**569,819**
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	**31.00**	**(2.00)**	**29.00**	**669,939**

Library Department

Library Division

Appropriations Detail

Appropriations Detail — Account # 001-7111-571

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	810,884	708,414	289,131	655,511	569,819
1220	Permanent/ Part time Salaries & Wages	0	13,205	30,780	79,792	78,751
1310	Temporary Labor	87	7,624	4,059	21,369	21,369
1410	Overtime	383	116	85	0	0
15xx	Bonuses/Incentives	8,074	0	0	0	0
2110	FICA	60,238	53,010	23,410	54,240	45,709
221x	Retirement	72,988	57,076	16,444	40,249	44,483
23xx	Insurance	115,150	93,741	44,368	113,620	136,736
2410	Workers' Compensation	2,201	1,765	908	2,109	1,811
26xx	Other Employee Benefits	11,588	2,394	1,717	4,002	1,374
	TOTAL PERSONAL SERVICES	1,081,593	937,345	410,902	970,892	900,052
OPERATING EXPENSES						
3410	Contract Services	4,509	3,283	1,948	5,217	5,367
4010	Travel	5,595	1,591	0	300	420
4110	Communication	2,922	1,662	263	1,912	1,912
4210	Postage	7,592	4,890	907	7,000	1,750
4310	Utilities	164,654	167,024	80,995	177,622	180,000
4410	Rentals	9,474	9,594	9,714	10,000	10,000
4510	Insurance	30,295	14,220	9,294	18,830	16,681
4620	Repairs & Maintenance- Building	2,355	1,710	875	10,758	6,768
46xx	Repairs & Maintenance- Equipment	33,463	31,510	3,725	35,020	37,290
4710	Printing & Binding	2,583	1,907	253	2,550	2,500
4810	Promotional Activities	2,058	1,996	991	2,000	2,100
4911	Advertising	35	129	611	100	100
4920	Other Current Charges	3,981	2,711	44	1,200	1,200
4980	Taxes	0	0	1,826	0	2,000
5180	Minor Furniture/Equipment	1,235	0	0	0	2,000
5210	Operating Supplies	36,256	35,349	11,828	40,000	37,000
5410	Publications & Memberships	44,525	41,119	35,770	52,307	52,307
541x	Library Materials	0	143,704	50,846	85,000	165,000
5440	Education	5,385	0	0	0	0
5520	Training	1,851	0	0	250	750
	TOTAL OPERATING EXPENSES	358,768	462,399	209,890	450,066	525,145
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	3,840	0	0	0	0
6410	Machinery & Equipment	7,502	0	0	0	0
6610	Books	112,766	0	0	0	0
6620	Microforms	0	0	0	0	0
6630	Non-Print Media	34,033	0	0	0	0
	TOTAL CAPITAL OUTLAY	158,141	0	0	0	0
OTHER USES						
9950	Contra Expense	0	(3,064)	(2,720)	(6,736)	(6,736)
	TOTAL OTHER USES	0	(3,064)	(2,720)	(6,736)	(6,736)
	TOTAL GENERAL FUND APPROPRIATIONS	1,598,502	1,396,680	618,072	1,414,222	1,418,461

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	970,892	900,052	(70,840)	-7.30%
Operating Expenses	450,066	525,145	75,079	16.68%
Capital Outlay	0	0	0	0.00%
Other Uses	(6,736)	(6,736)	0	0.00%
TOTALS	1,414,222	1,418,461	4,239	0.30%

Significant Budget Changes:

Personal Services decreased due to elimination of 2 positions (Library Assistant & Library Technical Services Coordinator). The Operating Expenses category increased to restore the library materials which were reduced during Fiscal Year 2009-10.

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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

$ 3,144,076 GF

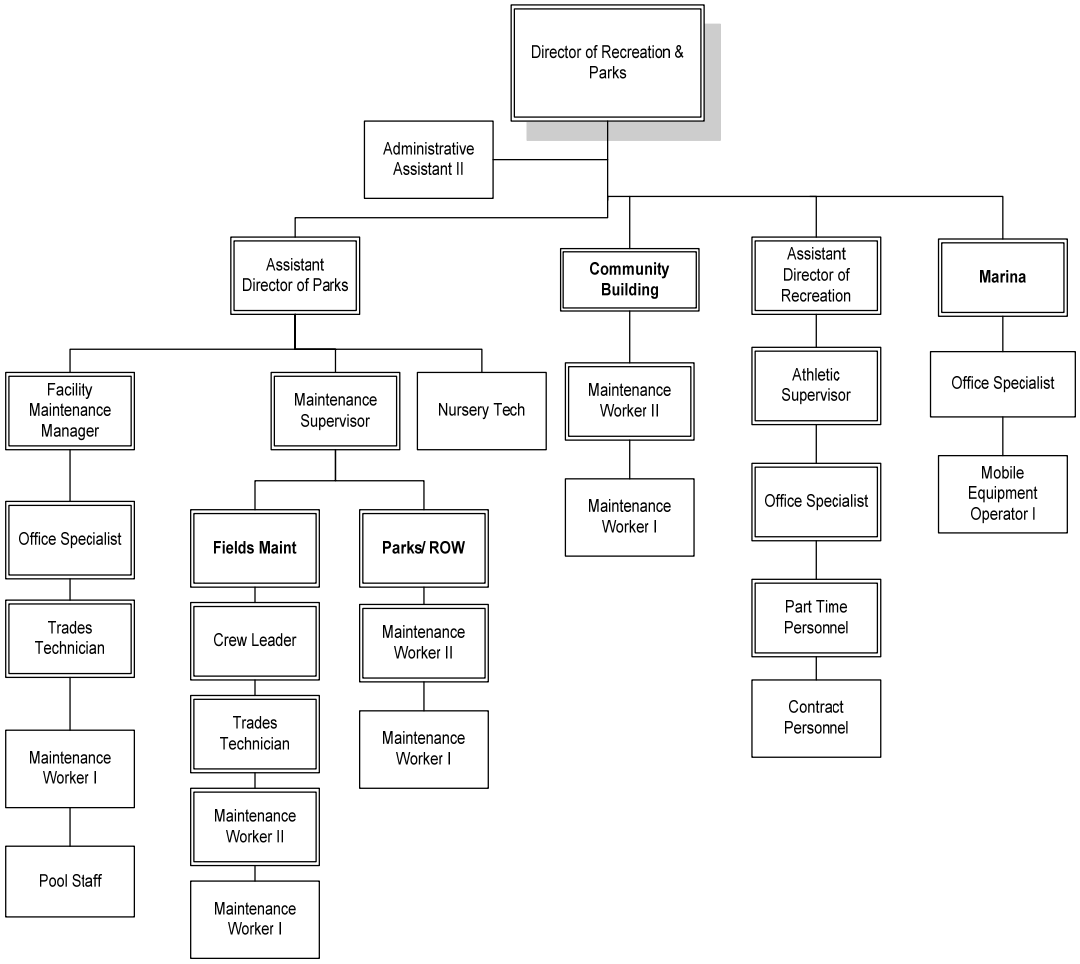
207,084 AL

$ 3,351,160

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

Recreation Department

Administration Division

Values & Goals

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:
- Institute a physical education component for home-schooled children
- 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:
- Partnered with Cardio Fit and held the first "Walk 4 Animals"
- Instituted Parks & Recreation show for Comcast
- Refined individual division budgets for Gymnasium, Pat Thomas, Susan Street/Canal and Sleepy Hollow Complex

Performance Measures:

	2008-09	2009-10	2010-11
Participants:			
Fitness Classes	260	275	10
Karate Classes	75	80	54
Baton Classes	0	20	20
Golf (Teams)	37	36	36
Walk 4 Animals	N/A	200	500

Personnel Schedule

Classification	2010	Change	2011	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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	359,352	220,261	55,960	120,848	120,848
1310	Temporary Labor	109,467	48,515	0	828	0
1410	Overtime	1,834	103	0	500	0
15xx	Bonuses/Incentives	3,769	0	0	0	0
2110	FICA	34,756	20,385	4,331	8,220	8,157
221x	Retirement	36,921	21,625	4,025	8,948	10,840
23xx	Insurance	39,110	18,028	2,248	5,406	6,601
2410	Workers' Compensation	6,950	3,271	157	371	338
26xx	Other Payroll Benefits	1,533	2,181	1,507	3,930	3,570
TOTAL PERSONAL SERVICES		593,692	334,369	68,228	149,051	150,354
OPERATING EXPENSES						
31xx	Professional Services	1,456	0	0	0	0
3410	Contract Services	125,369	38,298	6,116	33,304	32,152
4010	Travel	5,127	7,989	32	1,500	500
4110	Communication	7,044	6,371	1,378	2,676	2,676
4210	Postage	1,240	638	160	1,240	630
4310	Utilities	69,201	78,260	19,304	44,191	43,854
4410	Rentals	2,441	930	0	0	7,440
4415	Internal Fleet Lease	13,403	17,267	7,831	15,662	15,917
4510	Insurance	19,657	19,774	9,772	19,092	19,107
461x	Repairs & Maintenance- Vehicles	6,080	13,896	3,350	4,260	3,540
4620	Repairs & Maintenance- Building	392	60	0	350	350
4625	Repairs & Maintenance- Non-Build	8	0	0	350	350
46xx	Repairs & Maintenance- Equipment	6,665	5,638	2,708	6,148	1,750
4710	Printing & Binding	10,761	2,534	2,648	5,200	5,200
4810	Promotional Activities	3,810	800	254	1,200	958
4911	Advertising	737	1,586	0	650	250
4920	Other Current Charges	10,357	8,815	3,230	11,300	1,910
4930	Recognitions & Awards	11,172	7,204	72	1,176	1,428
4945	Injury/Damage to Others	2,500	0	0	0	0
5180	Minor Furniture/Equipment	2,250	69	0	0	0
5210	Operating Supplies	68,619	25,149	1,104	5,700	4,600
52xx	Uniforms	31,745	13,537	0	0	0
5230	Fuel Purchases	2,851	1,797	1,199	0	2,250
5410	Publications & Memberships	2,648	2,499	517	485	485
5520	Training	5,025	3,107	220	625	625
TOTAL OPERATING EXPENSES		410,558	256,218	59,895	155,109	145,972
TOTAL GENERAL FUND APPROPRIATIONS		1,004,250	590,587	128,123	304,160	296,326

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	149,051	150,354	1,303	0.87%
Operating Expenses	155,109	145,972	(9,137)	-5.89%
Capital Outlay	0	0	0	0.00%
TOTALS	304,160	296,326	(7,834)	-2.58%

Recreation Department

Pools Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Provide affordable and quality aquatic programs on a year round basis 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

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

Major Accomplishments:

- Converted swim team program from city run to a contract with Underwater Adventures for our Scuba program
- Continued to offer morning and evening swim lessons
- Rented pool out to various day camps and daycares
- Provided swim lessons to summer day camp participants
- Provided facilities for Leesburg High School swim team and gym classes

Performance Measures:

	2008-09	2009-10	2010-11
Participants using pools			
H. O. Dabney (numbers decreased due to canceled day camp)	6,931	2,594	2,750
Venetian Gardens	9,792	9,800	9,850
Lap swim – Venetian Gardens	291	290	300
Open Swim-Venetian Gardens	3,439	4,250	4,500
Open Swim- HO Dabney (no day camp)	2,333	1,500	1,500
Swimming lessons			
H. O. Dabney	768	30	35
Venetian Gardens	2,273	2,300	2,325
Private Swim Lessons			
H. O. Dabney	24	N/A	N/A
Venetian Gardens	72	80	85
Infant Swim Research	257	N/A	N/A
Swim Team			
Piranha Swim Team	2,784	2,800	2,810
Leesburg HS Swim Team	504	550	560
Water Aerobics	24	N/A	N/A
Group Visits/Rentals			
H. O. Dabney	3,638	3,700	3,725
Training classes			
Lifeguard Management	8	N/A	N/A
Lifeguard	110	N/A	N/A
Basic Water Rescue	10	N/A	N/A

Personnel Schedule

Classification	2010	Change	2011	Amount
Assistant Director of Recreation[1]	0.05	0.05	0.10	5,418
Facilities Maintenance Manager	0.00	0.15	0.15	6,889
Temporary Labor				50,032
Total	**0.05**	**0.20**	**0.25**	**62,339**

Allocations:
Asst. Dirc. Of Rec.--10%-8122,30%-8126,50%-8128,15%-8129[1]
Facilities Maintenance Manager-85%-8193,15%-8122

Capital Outlay Schedule

Description	Amount
Recoat Venetian Gardens Pool	15,000
Total	**15,000**

Recreation Department

Pools Division

Appropriations Detail

Appropriations Detail — Account # 001-8122-572

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	30,156	6,571	1,958	2,709	12,307
1310	Temporary Labor	85,196	69,041	813	35,728	50,032
1410	Overtime	2,980	235	0	0	0
2110	FICA	8,881	5,790	207	6,344	910
2210	Retirement	0	584	145	308	1,104
23xx	Insurance	0	761	232	322	2,138
2410	Workers' Compensation	4,088	2,490	39	3,595	4,958
	TOTAL PERSONAL SERVICES	131,301	85,472	3,394	49,006	71,449
OPERATING EXPENSES						
3410	Contract Services	2,426	45	0	0	0
4110	Communication	1,727	1,123	524	1,250	1,250
4310	Utilities	65,311	33,538	15,013	45,000	33,637
4410	Rentals	1,764	336	0	0	350
4510	Insurance	1,161	1,293	471	939	922
461x	Repairs & Maintenance- Vehicles	5,172	1,237	1,980	2,850	1,000
4620	Repairs & Maintenance- Building	142	1,315	182	800	1,000
4625	Repairs & Maintenance- Non-Build	1,796	5,254	744	0	1,500
46xx	Repairs & Maintenance- Equipment	250	0	0	0	0
4710	Printing & Binding	0	0	96	0	0
4920	Other Current Charges	471	500	0	500	500
5180	Minor Furniture/Equipment	20,345	4,397	0	0	0
5210	Operating Supplies	3,801	5,422	473	6,450	5,070
5215	Uniforms	2,461	1,808	929	2,850	0
5280	Chemicals	18,153	15,809	3,228	47,580	18,000
5410	Publications & Memberships	5	300	0	0	0
5520	Training	3,311	686	0	10,090	665
	TOTAL OPERATING EXPENSES	128,296	73,063	23,640	118,309	63,894
CAPITAL OUTLAY						
6410	Machinery & Equipment	18,819	4,715	0	0	15,000
	TOTAL CAPITAL OUTLAY	18,819	4,715	0	0	15,000
TOTAL GENERAL FUND APPROPRIATIONS		278,416	163,250	27,034	167,315	150,343

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	49,006	71,449	22,443	45.80%
Operating Expenses	118,309	63,894	(54,415)	-45.99%
Capital Outlay	0	15,000	15,000	100.00%
TOTALS	167,315	150,343	(16,972)	-10.14%

Values & Goals

Value: Excellence in All We Do

Goals:
- Make sure repairs to facilities, equipment, and furniture are completed in a timely manner

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

Performance Measures:

Community Building (Number of bookings)	2008-09	2009-10	2010-11
Main Room	732	653	663
with meal	119	159	169
East Room	910	839	849
with meal	194	157	167
West room	834	484	494
with meal	53	30	40
Total service hours	5,400	5,033	5,400
Types of bookings			
Private (paying)	622	641	651
Public (non-paying)	36	28	28
Rental revenue per year	36,350	39,645	39,650
Cultural Arts Facility (Number of bookings)			
Service hours	1,624	782	800
Types of bookings:			
Private (paying)	41	3	20
Public (non-paying)	45	16	16
Rental revenue per year	2,450	270	1,800

Personnel Schedule

Classification	2010	Change	2011	Amount
Facility Manager	1.00	(1.00)	0.00	0
Maintenance Worker I	1.00	0.00	1.00	26,250
Maintenance Worker II	1.00	0.00	1.00	32,510
Total	**3.00**	**(1.00)**	**2.00**	**58,760**

Recreation Department

Community Facilities Division

Appropriations Detail

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

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	100,723	103,969	47,254	98,238	58,760
1410	Overtime	4,723	5,869	4,607	6,000	4,000
1530	Bonuses/Incentives	375	0	0	0	0
2110	FICA	7,658	7,750	3,657	6,877	4,157
221x	Retirement	11,483	9,890	3,299	7,274	5,891
23xx	Insurance	17,657	17,663	7,934	18,820	17,193
2410	Workers' Compensation	3,591	3,600	2,100	4,100	2,458
26xx	Other Payroll Benefits	478	114	54	120	0
TOTAL PERSONAL SERVICES		146,688	148,855	68,905	141,429	92,459
OPERATING EXPENSES						
3410	Contract Services	996	990	566	1,000	980
41xx	Communication	869	1,201	613	1,000	804
4310	Utilities	43,133	42,620	19,943	47,992	43,835
4415	Internal Fleet Lease	1,220	2,111	1,056	2,111	2,104
4510	Insurance	1,981	1,897	728	1,477	1,422
461x	Repairs & Maintenance- Vehicles	3,644	1,614	1,495	3,670	3,120
4620	Repairs & Maintenance- Building	666	3,074	2,049	4,250	3,450
4625	Repairs & Maintenance- Non-Build	82	428	137	1,000	750
46xx	Repairs & Maintenance- Equipment	1,110	545	180	660	520
4710	Printing & Binding	0	0	48	0	0
4945	Injury/Damage to Others	0	500	0	0	0
5180	Minor Furniture/Equipment	285	11,251	249	0	250
5210	Operating Supplies	1,936	1,858	1,276	2,800	1,900
5215	Uniforms	0	349	0	400	250
5230	Fuel Purchases	1,122	847	524	1,150	1,150
TOTAL OPERATING EXPENSES		57,044	69,285	28,864	67,510	60,535
TOTAL GENERAL FUND APPROPRIATIONS		203,732	218,140	97,769	208,939	152,994

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	141,429	92,459	(48,970)	-34.63%
Operating Expenses	67,510	60,535	(6,975)	-10.33%
TOTALS	208,939	152,994	(55,945)	-26.78%

Significant Budget Changes:
The Personal Services category decreased due the elimination of the Facility Manager position.

Recreation Department

Parks Division

Values & Goals

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 by 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
- Upgrade appearance of Town Square through sod removal and installation of new sod

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
- Complete dock renovation project at Herlong Park

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

Performance Measures:

	2008-09	2009-10	2010-11
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	40
Trees removed	45	45	45
Weddings in parks	24	27	30
Rogers Park/Berry Park – bookings	117	120	125
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	2010	Change	2011	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	5.00	1.00	6.00	130,957
Maintenance Worker II	2.00	(1.00)	1.00	25,418
Nursery Tech	1.00	0.00	1.00	25,875
Standby				1,426
Total	**10.00**	**0.00**	**10.00**	**286,948**

Recreation Department

Parks Division

Appropriations Detail

Appropriations Detail — Account # 001-8124-572

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	492,343	383,404	116,465	337,430	286,948
1310	Temporary Labor	6,118	1,286	4,013	6,000	6,000
1410	Overtime	4,648	516	542	2,500	1,200
15xx	Bonuses/Incentives	2,250	0	0	0	0
211x	FICA	37,298	28,202	8,639	23,293	20,218
2210	Retirement	54,962	36,025	7,992	25,234	23,769
23xx	Insurance	90,893	59,575	21,891	57,786	84,378
2410	Workers' Compensation	14,647	10,833	4,107	11,762	9,839
262x	Other Payroll Benefits	1,648	1,435	203	1,574	0
	TOTAL PERSONAL SERVICES	704,807	521,276	163,852	465,579	432,352
OPERATING EXPENSES						
31xx	Professional Services	10,458	25,210	3,333	36,265	30,435
3410	Contract Services	6,830	7,775	6,437	7,488	1,950
4010	Travel	46	36	135	600	0
41xx	Communication	1,790	1,372	412	1,200	1,251
4210	Postage	14	0	0	100	0
4310	Utilities	109,583	84,829	35,976	101,940	84,740
4410	Rentals	2,670	9,285	450	0	150
4415	Internal Fleet Lease	72,263	52,462	26,661	53,323	41,398
4425	Land Leases	0	450	0	450	450
4510	Insurance	15,879	17,127	7,115	15,029	13,211
461x	Repairs & Maintenance- Vehicles	54,318	45,692	17,214	38,300	26,780
4620	Repairs & Maintenance- Building	515	1,434	1,788	3,000	3,000
4625	Repairs & Maintenance- Non-Build	78,609	91,585	30,282	120,596	92,000
463x	Repairs & Maintenance- Equipment	184	12	0	0	260
4710	Printing & Binding	44	44	0	0	0
4810	Promotional Acitivities	0	140	0	0	0
4920	Other Current Charges	885	0	0	0	0
4945	Injury/ Damage to Others	1,250	0	165	0	0
4980	Taxes	906	906	906	1,000	905
5180	Minor Furniture/Equipment	3,638	5,535	1,091	5,600	5,350
5210	Operating Supplies	17,846	18,388	15,932	23,500	17,500
5215	Uniforms	3,348	2,344	1,120	4,300	2,471
52xx	Fuel Purchases	36,385	16,867	7,289	22,250	16,500
5410	Publications & Memberships	230	150	0	0	0
5520	Training	240	295	0	500	0
	TOTAL OPERATING EXPENSES	417,931	381,938	156,306	435,441	338,351
CAPITAL OUTLAY						
6210	Buildings	11,941	0	0	0	0
6310	Improvements Other Than Bldgs	0	1,875	0	0	0
6410	Machinery & Equipment	0	75,000	0	0	0
	TOTAL CAPITAL OUTLAY	11,941	76,875	0	0	0
OTHER USES						
9950	Contra- Expense	0	(47,092)	(23,100)	(46,200)	(46,200)
	TOTAL OTHER USES	0	(47,092)	(23,100)	(46,200)	(46,200)
	TOTAL GENERAL FUND APPROPRIATIONS	1,134,679	932,997	297,058	854,820	724,503

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	465,579	432,352	(33,227)	-7.14%
Operating Expenses	435,441	338,351	(97,090)	-22.30%
Capital Outlay	0	0	0	0.00%
Other Uses	(46,200)	(46,200)	0	0.00%
TOTALS	854,820	724,503	(130,317)	-15.24%

Recreation Department

Athletic Fields Division

Appropriations Detail

Appropriations Detail — Account # 001-8125-572

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
12xx Regular Salaries & Wages	277,638	170,703	0	0	0
1310 Temporary Labor	18,121	12,737	0	0	0
1410 Overtime	24,202	8,626	0	0	0
1530 Bonuses/Incentives	934	0	0	0	0
2110 FICA	23,563	13,962	0	0	0
221x Retirement	30,441	16,825	0	0	0
23xx Insurance	49,548	31,327	0	0	0
2410 Workers' Compensation	10,124	6,067	0	0	0
262x Other Payroll Benefits	1,161	98	0	0	0
TOTAL PERSONAL SERVICES	435,732	260,345	0	0	0
OPERATING EXPENSES					
3410 Contract Services	1,845	2,954	0	0	0
4010 Travel	79	0	0	0	0
41xx Communication	2,256	1,621	0	0	0
4310 Utilities	299,832	288,490	0	0	0
4410 Rentals	0	110	0	0	0
4415 Internal Fleet Lease	44,890	35,338	0	0	0
4510 Insurance	8,067	7,809	0	0	0
461x Repairs & Maintenance- Vehicles	28,992	13,392	0	0	0
4620 Repairs & Maintenance- Building	502	3,860	0	0	0
4625 Repairs & Maintenance- Non-Build	13,666	17,695	0	0	0
4945 Injury/ Damage to Others	2,500	0	0	0	0
5180 Minor Furniture/Equipment	2,014	1,499	0	0	0
5210 Operating Supplies	31,104	15,032	0	0	0
5215 Uniforms	1,204	1,317	0	0	0
52xx Fuel Purchases	11,961	3,152	0	0	0
5520 Training	0	60	0	0	0
TOTAL OPERATING EXPENSES	448,912	392,329	0	0	0
CAPITAL OUTLAY					
6410 Machinery & Equipment	42,056	2,781	0	0	0
TOTAL CAPITAL OUTLAY	42,056	2,781	0	0	0
OTHER USES					
9950 Contra-Expense	0	(11,541)	(1,858)	0	0
TOTAL OTHER USES	0	(11,541)	(1,858)	0	0
TOTAL GENERAL FUND APPROPRIATIONS	926,700	643,914	(1,858)	0	0

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	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%

Significant Budget Changes:
In Fiscal Year 2008-09 this division was divided into separate accounts to track actual facility performance, budget was added to new divisions (8126- Gymnasium, 8127- Pat Thomas Stadium, 8128- Susan Street/Canal Street, 8129- Sleepy Hollow Complex)

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

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:

	2008-09	2009-10	2010-11
Youth programs (participants)			
Basketball	152	190	200
Start Smart Classes	75	80	80
Travel youth Programs (participants)			
Basketball	100	100	100
Adult programs (teams)			
Basketball	8	0	8
Volleyball	10	6	6
Sports Camps (participants)	50	50	50

Personnel Schedule

Classification	2010	Change	2011	Amount
Assistant Director of Recreation[1]	0.30	0.00	0.30	16,255
Athletic Supervisor[2]	0.75	(0.25)	0.50	18,845
Office Specialist[3]	0.74	0.00	0.74	18,594
Temporary Labor				14,589
Total	**1.79**	**(0.25)**	**1.54**	**68,283**

Notes:

Allocations
Asst. Dir. Of Rec.--5%-8122,30%-8126,50%8128,15%8129[1]
Athletic Sprvr.--50%8126,25%8128,25%-8129[2]
Office Specialist (2 positions)-- 37%-8126,32%-8128,31%-8129[3]

Recreation Department

Gymnasium

Appropriations Detail

Appropriations Detail — Account # 001-8126-572

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
12xx Regular Salaries & Wages	0	29,472	27,409	60,603	53,694
1310 Temporary Labor	0	17,899	1,656	18,441	14,589
1410 Overtime	0	43	0	0	0
2110 FICA	0	3,522	2,128	5,868	3,934
221x Retirement	0	2,810	1,972	4,487	4,817
23xx Insurance	0	4,545	3,965	9,668	10,948
2410 Workers' Compensation	0	1,043	646	2,017	2,234
TOTAL PERSONAL SERVICES	0	59,334	37,776	101,084	90,216
OPERATING EXPENSES					
4010 Travel	0	3,265	0	34,443	24,000
41xx Communication	0	0	273	3,660	688
4210 Postage	0	0	0	500	0
4310 Utilities	0	0	17,003	41,222	41,272
4410 Rentals	0	3,302	0	1,250	0
4415 Internal Fleet Lease	0	0	3,204	6,408	3,720
4510 Insurance	0	0	947	1,946	1,729
461x Repairs & Maintenance- Vehicles	0	0	2,738	4,400	3,440
4620 Repairs & Maintenance- Building	0	120	414	350	500
4625 Repairs & Maintenance- Non-Build	0	0	716	1,000	1,000
46xx Repairs & Maintenance- Equipment	0	0	0	0	2,891
4930 Recognitions & Awards	0	1,298	867	5,007	4,790
5180 Minor Furniture/Equipment	0	0	98	0	0
5210 Operating Supplies	0	5,651	6,080	36,420	29,475
5215 Uniforms	0	0	165	540	60
5216 Team Uniforms	0	542	3,254	15,396	13,752
5230 Fuel Purchases	0	0	0	2,500	2,500
5520 Training	0	36	0	1,875	0
TOTAL OPERATING EXPENSES	0	14,214	35,759	156,917	129,817
TOTAL GENERAL FUND APPROPRIATIONS	0	73,548	73,535	258,001	220,033

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	101,084	90,216	(10,868)	-10.75%
Operating Expenses	156,917	129,817	(27,100)	-17.27%
TOTALS	258,001	220,033	(37,968)	-14.72%

Recreation Department

Pat Thomas Stadium

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 stadium seating in the "box seat" section of Pat Thomas Stadium to initiate a "buy a seat campaign"

Value: Professionalism

Goals:

- Rotate field closures to allow each field adequate time for rest and prolonged maintenance
- Continue relamp program throughout all the athletic complexes

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 League (FCSL) attendance record with an average of 975 fans per game

Performance Measures:

	2008-09	2009-10	2010-11
Attendance Record:			
Leesburg Lightning	20,000	20,000	20,000
Florida Winter Baseball League	0	2,000	0
Russ Matt League	3,000	4,000	5,100
Leesburg High School	4,000	4,000	4,000
Youth Baseball opening day	1,000	1,000	1,000
Lake Sumter Community College	200	400	400
Babe Ruth All Star game	90	90	300
Facility bookings at Pat Thomas	350	370	370

Personnel Schedule

Classification	2010	Change	2011	Amount
Trades Technician	1.00	0.00	1.00	34,965
Crew Leader1	0.33	(0.13)	0.20	9,056
Standby				140
Temporary Labor				2,000
Total	**1.33**	**(0.13)**	**1.20**	**46,161**

Notes:
Allocations
Crew Leader--20% 8127, 30% 8128, 50% 8129

Recreation Department

Pat Thomas Stadium

Appropriations Detail

Appropriations Detail

Account # 001-8127-572

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
12xx Regular Salaries & Wages	0	16,476	23,205	50,066	44,161
1310 Temporary Labor	0	25	714	3,000	2,000
1410 Overtime	0	164	1,159	2,000	2,180
2110 FICA	0	1,129	1,740	3,383	2,954
221x Retirement	0	1,499	1,694	4,293	3,950
23xx Insurance	0	2,901	4,577	10,163	12,063
2410 Workers' Compensation	0	559	1,044	2,129	1,845
TOTAL PERSONAL SERVICES	0	22,753	34,133	75,034	69,153
OPERATING EXPENSES					
4310 Utilities	0	0	2,266	18,432	17,552
4415 Internal Fleet Lease	0	0	2,530	5,060	6,683
4510 Insurance	0	0	540	1,145	1,143
461x Repairs & Maintenance- Vehicles	0	0	1,650	3,300	3,300
4620 Repairs & Maintenance- Building	0	757	752	2,000	1,520
4625 Repairs & Maintenance- Non-Build	0	84	230	4,300	2,100
46xx Repairs & Maintenance- Equipment	0	0	65	0	320
4920 Other Current Charges	0	0	50	0	0
5180 Minor Furniture/Equipment	0	868	153	1,175	500
5210 Operating Supplies	0	638	3,024	3,832	3,780
5215 Uniforms	0	44	0	288	353
52xx Fuel Purchases	0	0	0	750	750
TOTAL OPERATING EXPENSES	0	2,391	11,260	40,282	38,001
TOTAL GENERAL FUND APPROPRIATIONS	0	25,144	45,393	115,316	107,154

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	75,034	69,153	(5,881)	-7.84%
Operating Expenses	40,282	38,001	(2,281)	-5.66%
TOTALS	115,316	107,154	(8,162)	-7.08%

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

Value: Professionalism

Goals:

- Renovate roofs on dugouts at Susan Street Complex
- Rotate field closures to allow each field adequate time for rest and prolonged maintenance
- Winter application of annual rye
- Continue relamp program throughout all the athletic complexes

Major Accomplishments:

- Renovated the Canal Street ball field for multi-sport use
- Moved fences on football field at Susan Street Complex
- Semi-pro football team utilizing site for games
- Implementation of renter billing of labor for tournaments
- Improved field condition due to applications of selective herbicides

Performance Measures:

	2008-09	2009-10	2010-11
Youth programs (participants)			
Flag Football	80	96	80
Baseball	228	270	220
Travel youth Programs (participants)			
Pop Warner Football	195	180	180
Pop Warner Cheerleading	75	80	60
Baseball	36	36	30
Adult programs (teams)			
Flag Football	0	4	0
Facility bookings at Susan Street	325	320	320

Personnel Schedule

Classification	2010	Change	2011	Amount
Assistant Director of Recreation[1]	0.50	(0.20)	0.30	16,255
Athletic Supervisor[2]	0.20	0.05	0.25	9,422
Crew Leader[3]	0.33	(0.03)	0.30	13,585
Maintenance Worker I	1.00	0.00	1.00	20,530
Maintenance Worker II	1.00	0.00	1.00	27,186
Office Specialist[4]	0.64	0.00	0.64	16,080
Standby				318
Temporary Labor				13,313
Total	**3.67**	**(0.18)**	**3.49**	**116,689**

Notes:
Allocations:
Asst. Dirc. Of Rec.--10%-8122,30%-8126,30%8128,30%8129[1]
Athletic Sprvr.--50%8126,25%8128,25%-8129[2]
Crew Leader--20% 8127, 30% 8128, 50% 8129
Office Specialist (2 positions)-- 37%-8126,32%-8128,31%-8129[3]

Recreation Department

Susan Street/ Canal Street

Appropriations Detail

Appropriations Detail — Account # 001-8128-572

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
12xx Regular Salaries & Wages	0	69,317	46,155	114,727	103,376
1310 Temporary Labor	0	1,311	2,543	15,468	13,313
1410 Overtime	0	471	931	3,000	2,000
2110 FICA	0	5,264	3,617	9,334	7,616
221x Retirement	0	5,104	3,363	10,018	8,430
23xx Insurance	0	8,012	6,998	21,113	27,077
2410 Workers' Compensation	0	1,768	1,326	3,448	4,141
TOTAL PERSONAL SERVICES	0	91,247	64,933	177,108	165,953
OPERATING EXPENSES					
3410 Contract Services	0	0	155	0	0
4010 Travel	0	61	763	0	0
4110 Communication	0	173	1,232	850	0
4210 Postage	0	26	0	0	0
4310 Utilities	0	0	16,372	34,526	37,830
4415 Internal Fleet Lease	0	0	3,185	6,370	10,948
4510 Insurance	0	0	2,559	2,612	4,494
461x Repairs & Maintenance- Vehicles	0	0	2,450	4,920	6,200
4620 Repairs & Maintenance- Building	0	589	120	2,100	500
4625 Repairs & Maintenance- Non-Build	0	74	987	4,300	2,460
4710 Printing & Binding	0	0	0	250	500
4930 Recognitions & Awards	0	3,365	886	5,604	5,831
5180 Minor Furniture/Equipment	0	155	15	1,175	500
5210 Operating Supplies	0	12,753	5,845	20,013	17,643
5215 Uniforms	0	144	349	1,056	832
5216 Team Uniforms	0	5,814	3,757	16,272	13,474
52xx Fuel Purchases	0	0	0	1,500	1,500
5410 Publications & Memberships	0	0	25	2,420	460
TOTAL OPERATING EXPENSES	0	23,154	38,700	103,968	103,172
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	0	0	12,000	0
TOTAL CAPITAL OUTLAY	0	0	0	12,000	0
OTHER USES					
9950 Contra-Expense	0	(216)	0	0	0
TOTAL OTHER USES	0	(216)	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS	0	114,185	103,633	293,076	269,125

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	177,108	165,953	(11,155)	-6.30%
Operating Expenses	103,968	103,172	(796)	-0.77%
Capital Outlay	12,000	0	(12,000)	-100.00%
Other Uses	0	0	0	0.00%
TOTALS	293,076	269,125	(23,951)	-8.17%

Significant Budget Changes:
No Capital Outlay has been budgeted for Fiscal Year 2010-11.

Recreation Department

Sleepy Hollow Complex

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

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 the athletic complexes

Major Accomplishments:

- Sleepy Hollow Sports Complex was voted the "Facility of the Year" by United States Specialty Sports Association baseball participants
- Implementation of renter billing of labor for tournaments

Performance Measures:

	2008-09	2009-10	2010-11
Participants:			
Soccer	192	217	220
Baseball	52	60	50
Softball	62	182	60
Start Smart Classes	16	16	60
Soccer (travel youth program)	64	75	0
Adult programs (teams)			
Softball	38	43	30
Soccer	12	16	12
Facility bookings at Sleepy Hollow	560	572	572

Personnel Schedule

Classification	2010	Change	2011	Amount
Assistant Director of Recreation[1]	0.15	0.15	0.30	16,255
Athletic Supervisor [2]	0.05	0.00	0.25	9,422
Crew Leader [3]	0.34	0.16	0.50	22,641
Maintenance Worker I	4.00	0.00	4.00	96,825
Office Specialist [4]	0.62	0.00	0.62	15,578
Standby Labor				636
Temporary Labor				44,333
Total	**5.16**	**0.31**	**5.67**	**205,690**

Notes:
Allocations:
Asst. Dirc. Of Rec.--10%-8122,30%-8126,30%8128,30%8129[1]
Athletic Supervisor-- 50%-8126, 25%-8128, 25%-8129
Crew Leader--20% 8127, 30% 8128, 50% 8129
Office Specialist (2 positions)-- 37%-8126,32%-8128,31%-8129[3]

Recreation Department

Sleepy Hollow Complex

Appropriations Detail

Appropriations Detail — Account # 001-8129-572

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
12xx Regular Salaries & Wages	0	69,960	57,836	138,446	161,357
1310 Temporary Labor	0	15,121	18,884	55,820	44,333
1410 Overtime	0	1,509	5,074	10,000	10,000
2110 FICA	0	6,382	6,040	13,208	11,639
221x Retirement	0	6,589	4,103	9,461	14,417
23xx Insurance	0	10,483	9,856	26,778	38,765
2410 Workers' Compensation	0	2,502	2,927	6,357	8,525
262x Other Payroll Benefits	0	50	0	150	0
TOTAL PERSONAL SERVICES	0	112,596	104,720	260,220	289,036
OPERATING EXPENSES					
3410 Contract Services	0	240	3,220	12,158	2,600
4110 Communication	0	0	189	1,224	408
4310 Utilities	0	0	56,343	99,830	99,850
4410 Rentals	0	240	336	0	0
4415 Internal Fleet Lease	0	0	8,952	17,905	17,261
4510 Insurance	0	0	2,711	5,637	4,535
461x Repairs & Maintenance- Vehicles	0	0	3,655	6,900	7,680
4620 Repairs & Maintenance- Building	0	830	921	2,300	1,500
46xx Repairs & Maintenance- Non-Build	0	259	3,576	4,300	4,660
4930 Recognitions & Awards	0	479	1,968	6,608	5,658
5180 Minor Furniture/Equipment	0	124	955	1,175	850
5210 Operating Supplies	0	4,818	7,466	46,153	31,879
5215 Uniforms	0	288	617	1,950	2,125
5216 Team Uniforms	0	1,132	3,765	15,528	7,098
52xx Fuel Purchases	0	0	(77)	6,250	6,250
5410 Publications & Memberships	0	0	25	3,490	200
TOTAL OPERATING EXPENSES	0	8,410	94,622	231,408	192,554
CAPITAL OUTLAY					
6310 Impovements Other Than Bldgs	0	0	0	15,000	0
TOTAL CAPITAL OUTLAY	0	0	0	15,000	0
OTHER USES					
9950 Contra-Expense	0	(1,502)	0	0	0
TOTAL OTHER USES	0	(1,502)	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS	0	119,504	199,342	506,628	481,590

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	260,220	289,036	28,816	11.07%
Operating Expenses	231,408	192,554	(38,854)	-16.79%
Capital Outlay	15,000	0	(15,000)	-100.00%
Other Uses	0	0	0	0.00%
TOTALS	506,628	481,590	(25,038)	-4.94%

Significant Budget Changes:
No Capital Outlay has been budgeted for Fiscal Year 2010-11.

Recreation Department

Mote-Morris/ Museum Division

Values & Goals

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:

- Completed the renovation of the upstairs kitchen
- Turned unused kitchen into Victorian style nursery

Performance Measures:

	2008-09	2009-10	2010-11
Facility usage Mote Morris House	52	45	55
Private (paying)	17	9	18
Public (non-paying)	35	2	2
Rental revenue	3,550	1,650	3,500
Mote-Morris House visitors	4,660	2,636	2,646
Speaking engagements	24	0	0
Printed publications – Museum	1	1	1
Printed publications – Mote Morris House	1	1	1
Museum visitors	3,600	3,000	3,000
Research requests (monthly)	300	300	300
Volunteer hours (monthly)	1,400	1,400	1,400

Personnel Schedule

Classification	2010	Change	2011	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	0	800	0	0
3410	Contract Services	90	255	180	750	680
41xx	Communication	956	2,610	1,346	3,300	3,300
4310	Utilities	17,775	19,725	10,931	21,600	23,125
4510	Insurance	333	217	102	205	209
4620	Repairs & Maintenance- Building	200	5,274	717	2,500	1,500
4625	Repairs & Maintenance- Non-Build	99	209	0	750	500
4670	Repairs & Maintenance- Equipment	0	0	159	0	120
5180	Minor Furniture/Equipment	0	8	0	500	0
5210	Operating Supplies	622	89	12	250	100
TOTAL OPERATING EXPENSES		20,075	28,387	14,247	29,855	29,534
TOTAL GENERAL FUND APPROPRIATIONS		20,075	28,387	14,247	29,855	29,534

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	29,855	29,534	(321)	-1.08%
Capital Outlay	0	0	0	0.00%
TOTALS	29,855	29,534	(321)	-1.08%

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
- Obtain a Clean Marina Certification and complete initial checklist.
- 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 US 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:

- Installed "Key Drop" for customers
- A mechanic remains on site to serve the customers after hours
- Maintain waiting list for wet slips
- Switched from manual financial transactions to computer system linked directly to City Hall
- Installed keypads on the external bathroom doors to allow customer access after hours
- Opened the view of Lake Harris by cleaning unwanted vegetation

Performance Measures:

	2008-09	2009-10	2010-11
Wet slips available	42	42	44
Occupancy	100%	100%	100%
Dry slips available	152	152	152
Occupancy	98%	98%	90%
Gallons sold-unleaded	14,500	15,000	14,000

Personnel Schedule

Classification	2010	Change	2011	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				26,550
Total	**2.00**	**0.00**	**2.00**	**80,037**

Recreation Department

Marina Division

Appropriations Detail

Appropriations Detail — Account # 001-8151-575

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	87,147	66,692	26,119	53,487	53,487
1310	Temporary Labor	250	13,677	10,560	26,550	26,550
1410	Overtime	3,731	5,049	1,307	4,000	3,500
1530	Bonuses/Incentives	250	0	0	0	0
2110	FICA	7,067	6,600	2,929	6,187	4,140
221x	Retirement	6,895	5,877	1,932	3,960	4,797
23xx	Insurance	6,848	4,252	1,902	4,630	5,825
2410	Workers' Compensation	1,442	1,348	765	1,984	921
26xx	Other Payroll Benefits	3,557	1,431	641	1,424	1,424
	TOTAL PERSONAL SERVICES	117,187	104,926	46,155	102,222	100,644
OPERATING EXPENSES						
3130	Engineering Services	0	0	555	0	0
3410	Contract Services	180	494	345	660	660
4010	Travel	40	0	0	0	0
41xx	Communication	1,647	73	0	1,600	1,600
4210	Postage	686	270	6	512	0
4310	Utilities	20,408	23,539	11,147	27,772	23,120
4410	Rentals	77	0	0	0	0
4415	Internal Fleet Lease	17,151	14,565	7,283	14,565	20,357
4510	Insurance	8,397	8,122	6,207	9,132	7,748
461x	Repairs & Maintenance- Vehicles	4,465	3,330	1,827	2,040	3,140
4620	Repairs & Maintenance- Building	4,059	1,333	1,262	1,950	6,450
4625	Repairs & Maintenance- Non-Build	1,099	661	0	1,500	1,000
46xx	Repairs & Maintenance- Equipment	890	720	280	610	360
4710	Printing & Binding	396	73	215	200	200
4810	Promotional Activities	2,548	233	0	2,500	250
4920	Other Current Charges	6,244	4,895	1,562	6,000	4,940
4945	Injury/ Damage to Others	4,301	58	0	0	0
4980	Taxes	769	703	703	750	750
5180	Minor Furniture/Equipment	0	108	149	0	705
5210	Operating Supplies	7,574	7,135	1,988	8,500	6,500
5215	Uniforms	274	94	0	520	353
52xx	Fuel Purchases	53,683	39,955	16,966	51,500	50,500
5410	Publications & Membership	64	238	78	0	0
	TOTAL OPERATING EXPENSES	134,952	106,599	50,573	130,311	128,633
CAPITAL OUTLAY						
6210	Buildings	1,199	0	0	0	0
6310	Improvements Other Than Bldgs	0	12,150	0	10,000	0
	TOTAL CAPITAL OUTLAY	1,199	12,150	0	10,000	0
TOTAL GENERAL FUND APPROPRIATIONS		253,338	223,675	96,728	242,533	229,277

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	102,222	100,644	(1,578)	-1.54%
Operating Expenses	130,311	128,633	(1,678)	-1.29%
Capital Outlay	10,000	0	(10,000)	-100.00%
TOTALS	242,533	229,277	(13,256)	-5.47%

Significant Budget Changes:
No Capital Outlay has been budgeted for Fiscal Year 2010-11.

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
- Find more cost effective cleaning products and reduce the strain on the budget
- Investigate upgrades in pumps or similar equipment that will use less energy and pay for themselves

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

Value: Professionalism

Goals:

- Continue weekly monitoring and inspection of City playgrounds for both safety and aesthetics
- 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

Major Accomplishments:

- Participation with community through construction and participation of floats in two parades
- Installation of Christmas decorations in Venetian Gardens despite budget shortage utilizing decorations constructed by staff and donated usage of a lift to hang them
- Installation of hand dryers at two of the busiest public restrooms in an effort to save money and reduce waste
- Implementation of work order system to ensure correct billing is assigned to appropriate department

Performance Measures:

	2008-09	2009-10	2010-11
Square footage of building space maintained	384,864	384,864	384,864
Square footage of building space cleaned	277,600	277,600	277,600

Personnel Schedule

Classification	2010	Change	2011	Amount
Facilities Maintenance Manager	1.00	(0.15)	0.85	39,037
Maintenance Worker I	6.00	(3.00)	3.00	72,987
Maintenance Worker II	1.00	(1.00)	0.00	0
Office Specialist	1.10	(0.10)	1.00	26,187
Trades Technician	4.00	0.00	4.00	133,370
Standby				940
Temporary Labor				3,000
Total	**13.10**	**(4.25)**	**8.85**	**275,521**

Notes:
Allocations
Facilities Maintenance Manager-85%-8193,15%-8122

Recreation Department

Facility Services Division

Appropriations Detail

Appropriations Detail

Account # 001-8193-519

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	414,373	411,352	176,549	379,772	272,521
1310	Temporary Labor	2,784	3,822	2,272	3,000	3,000
1410	Overtime	16,068	9,865	7,373	9,500	9,500
1530	Bonuses/Incentives	1,530	0	0	0	0
2110	FICA	31,391	30,631	13,615	27,645	19,953
221x	Retirement	46,547	38,395	12,654	28,045	25,894
23xx	Insurance	78,402	69,314	28,750	69,640	63,023
2410	Workers' Compensation	12,425	11,670	6,341	13,036	8,825
262x	Other Payroll Benefits	1,679	880	252	642	222
	TOTAL PERSONAL SERVICES	605,199	575,929	247,806	531,280	402,938
OPERATING EXPENSES						
31xx	Professional Services	0	8,746	993	0	0
3410	Contract Services	8,100	1,611	155	3,000	1,500
4010	Travel	214	0	0	0	0
41xx	Communication	3,413	2,673	660	3,382	1,586
4210	Postage	7	10	27	0	0
4310	Utilities	107,608	117,408	20,168	47,665	46,504
4410	Rental	1,687	914	325	1,500	1,000
4415	Internal Fleet Lease	30,197	44,744	22,531	45,062	31,488
4425	Land Lease	200	100	0	0	0
4510	Insurance	9,565	10,424	6,459	13,394	11,567
461x	Repairs & Maintenance- Vehicles	22,747	15,403	8,092	18,680	25,660
4620	Repairs & Maintenance- Building	77,875	85,972	31,127	74,990	70,929
4625	Repairs & Maintenance- Non-Build	28,160	23,932	12,374	25,000	25,000
46xx	Repairs & Maintenance- Equipment	1,573	4,185	435	1,820	2,879
4710	Printing & Binding	0	70	0	0	0
4920	Other Current Charges	75	0	0	0	0
5180	Minor Furniture/Equipment	6,373	7,024	2,269	5,000	4,500
5210	Operating Supplies	81,985	65,340	24,071	66,740	56,000
5215	Uniforms	2,019	2,701	731	3,000	3,530
5230	Fuel Purchases	9,142	5,246	3,022	4,000	5,200
5440	Education	1,520	0	0	0	0
5520	Training	0	710	0	0	0
	TOTAL OPERATING EXPENSES	392,460	397,213	133,439	313,233	287,343
CAPITAL OUTLAY						
6110	Land Costs	9,910	0	0	0	0
6310	Improvements Other than Bldgs	0	4,657	0	0	0
6410	Machinery & Equipment	0	0	0	0	0
	TOTAL CAPITAL OUTLAY	9,910	4,657	0	0	0
OTHER USES						
9941	Utilities Allocation	(302,270)	(293,340)	(114,281)	(253,354)	(207,084)
	TOTAL OTHER USES	(302,270)	(293,340)	(114,281)	(253,354)	(207,084)
	TOTAL GENERAL FUND APPROPRIATIONS	705,299	684,459	266,964	591,159	483,197

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	531,280	402,938	(128,342)	-24.16%
Operating Expenses	313,233	287,343	(25,890)	-8.27%
Capital Outlay	0	0	0	0.00%
Other Uses	(253,354)	(207,084)	46,270	-18.26%
TOTALS	591,159	483,197	(107,962)	-18.26%

Significant Budget Changes:
Personal Services decreased due to the elimination of 4.25 positions in this division; which is a reduction in janitorial services as most offices will go to self-serve. The change in Other Uses is directly attributable to lower expenses being allocated to the utilities.

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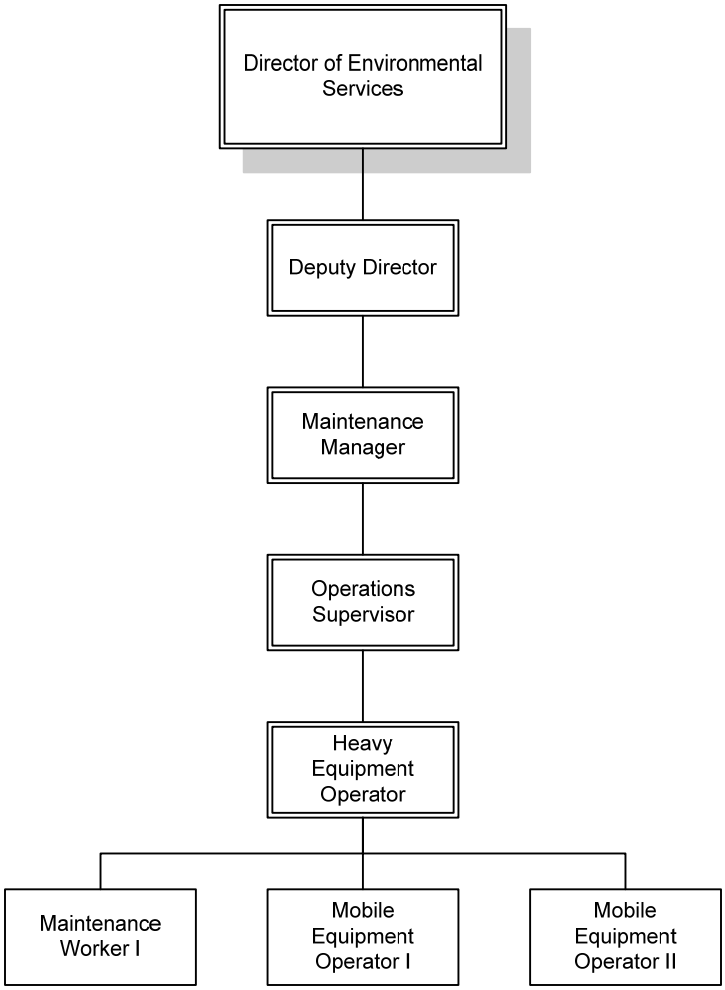
Ray Sharp, Environmental Services/Public Works Director

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



Stormwater Department

Organization

Total Department Budget

$ 2,351,812

Stormwater Department

Description

Revenue Sources & Appropriations

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. The Stormwater Department also operates the street sweeping program
Funding for the continuation of the National Pollutant Discharge Elimination Program (NPDES) phase II requirements is included in the Fiscal Year 2010-11 budget.

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).

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Intergovernmental Revenue	79,868	558,006	0	162,500	0
Charges for Services	1,524,355	1,544,948	771,276	1,535,000	1,535,000
Miscellaneous Revenue	15,439	9,554	774	6,000	6,000
Other Sources	0	0	0	646,836	810,812
TOTAL REVENUE SOURCES	1,619,662	2,112,508	772,050	2,350,336	2,351,812
APPROPRIATIONS					
Stormwater	942,465	1,784,390	581,948	2,350,336	2,351,812
TOTAL APPROPRIATIONS	942,465	1,784,390	581,948	2,350,336	2,351,812

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
INTERGOVERNMENTAL REVENUE					
33136 Stormwater Management	47,921	0	0	0	0
33436 State Grant	0	345,512	0	162,500	0
33449 Joint Participation Agreement	31,947	0	0	0	0
33737 Lake County Water Authority	0	212,494	0	0	0
TOTAL INTERGOVERNMENTAL REVEI	79,868	558,006	0	162,500	0
CHARGES FOR SERVICES					
34306 Stormwater Utility Fees	1,511,552	1,531,306	763,785	1,525,000	1,525,000
34905 Penalties	12,803	13,642	7,491	10,000	10,000
TOTAL CHARGES FOR SERVICES	1,524,355	1,544,948	771,276	1,535,000	1,535,000
MISCELLANEOUS REVENUE					
36110 Interest on Investments	15,313	10,593	1,790	6,000	6,000
36130 Gain/Loss Investments	126	(1,084)	(1,016)	0	0
36906 Misc. Reimbursement	0	45	0	0	0
TOTAL MISCELLANEOUS REVENUE	15,439	9,554	774	6,000	6,000
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	646,836	810,812
TOTAL OTHER SOURCES	0	0	0	646,836	810,812
TOTAL RESOURCES	1,619,662	2,112,508	772,050	2,350,336	2,351,812

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 ditchlines 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 Lucerne Stormwater Retrofit and Shoreline Restoration
- Completed construction of Whispering Pines Webster Ditch Enclosure

Performance Measures:

	2008-09	2009-10	2010-11
Streets swept (miles)	4,575	2,000	2,000
Yardage of sweeping debris collected	1,027	600	600
Man-hours mowing	846	800	800
Main lines cleaned (feet)	4,886	3,300	3,300
Main lines televised (feet)	1,490	2,000	2,000
Feet of ditch/swale restored/cleaned	12,197	40,000	40,000

Personnel Schedule

Classification	2010	Change	2011	Amount
Heavy Equipment Operator	1.00	0.00	1.00	32,178
Maintenance Worker I	1.00	0.00	1.00	20,530
Mobile Equipment Operator I	1.00	0.00	1.00	22,172
Mobile Equipment Operator II	1.00	0.00	1.00	28,808
Total	**4.00**	**0.00**	**4.00**	**103,688**

Stormwater Department

Appropriations Detail

Appropriations Detail — Account # 014-5171-537

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	117,973	92,878	58,696	111,696	103,688
1410	Overtime	5,219	2,287	1,247	7,000	5,000
1530	Bonuses/Incentives	500	0	0	0	0
2110	FICA	8,894	6,748	4,273	8,040	7,196
221x	Retirement	13,280	8,722	3,075	7,161	7,605
23xx	Insurance	23,697	15,269	10,310	27,461	30,246
2410	Workers' Compensation	2,857	2,790	2,623	4,993	4,635
262x	Other Payroll Benefits	771	353	110	396	318
	TOTAL PERSONAL SERVICES	173,191	129,047	80,334	166,747	158,688
OPERATING EXPENSES						
31xx	Professional Services	20,143	155,860	101,954	60,500	60,500
3410	Contract Services	64,589	66,965	28,963	180,000	80,000
4010	Travel	1,525	733	9	3,000	1,500
4110	Communication	2,979	2,677	961	2,800	2,500
4210	Postage	1	5	77	1,000	0
4410	Rentals	15,877	7,774	5,270	37,000	7,000
4415	Internal Fleet Lease	54,496	87,971	44,656	89,312	126,166
4510	Insurance	4,543	3,758	7,166	14,685	14,128
461x	Repairs & Maintenance- Vehicles	44,120	60,815	29,165	66,440	65,120
462x	Repairs & Maintenance- Non-Build	8,309	4,839	3,886	10,500	8,000
463x	Repairs & Maintenance- Equip	1,159	360	260	520	970
4810	Promotional Activities	0	0	1,000	0	0
49xx	Other Current Charges	0	8,243	485	0	1,250
4950	Uncollectible Accounts	11,000	10,011	2,500	5,000	5,000
496x	Direct Transfer	135,562	169,234	79,499	150,832	162,912
5180	Minor Furniture/Equipment	1,806	1,752	1,661	3,000	2,800
5210	Operating Supplies	4,250	4,269	3,621	8,000	7,000
5215	Uniforms	1,977	1,850	1,405	3,000	2,322
5230	Fuel Purchases	25,446	15,347	9,079	22,000	18,156
5410	Publications & Memberships	103	0	501	1,900	1,400
5520	Training	1,554	450	882	1,600	1,400
	TOTAL OPERATING EXPENSES	399,439	602,913	323,000	661,089	568,124
CAPITAL OUTLAY						
6110	Land Costs	258,027	0	0	0	0
6310	Improvements Other Than Bldgs	111,808	1,052,430	178,614	1,522,500	1,625,000
	TOTAL CAPITAL OUTLAY	369,835	1,052,430	178,614	1,522,500	1,625,000
OTHER USES						
9160	Reserve/Future Captial	0	0	0	0	0
9990	Contingency Fund	0	0	0	0	0
	TOTAL OTHER USES	0	0	0	0	0
TOTAL APPROPRIATIONS		942,465	1,784,390	581,948	2,350,336	2,351,812

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	166,747	158,688	(8,059)	-4.83%
Operating Expenses	661,089	568,124	(92,965)	-14.06%
Capital Outlay	1,522,500	1,625,000	102,500	6.73%
Other Uses	0	0	0	0.00%
TOTALS	2,350,336	2,351,812	1,476	0.06%

Stormwater Department

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	150,000
140002	Birchwood Ditch	Stormwater Fees	540,000
140002	Curbs, gutters & inlets	Stormwater Fees	25,000
140002	Enclose Ditch Lines	Stormwater Fees	610,000
140002	Conveyance Systems	Stormwater Fees	150,000
	TOTAL		1,625,000
		Stormwater Fees	1,625,000
	TOTAL		1,625,000

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

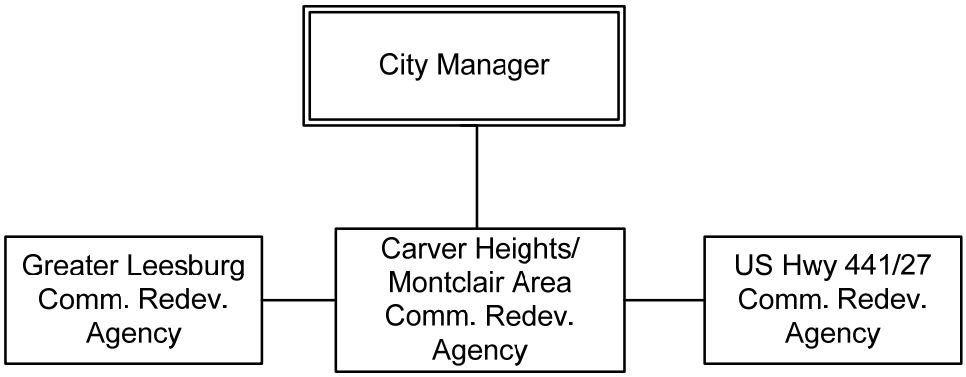
In addition to revitalizing the downtown area, housing is a major concern for the redevelopment area. New housing stock and rehabilitation of existing structures is also needed.

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.

Total Department Budget

$ 422,429

Organization Chart:



Greater Leesburg CRA Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Intergovernmental Revenue	337,656	351,493	310,184	326,522	233,356
Miscellaneous Revenue	8,238	2,154	192	0	0
Other Sources	269,219	285,507	252,126	252,651	189,073
TOTAL REVENUE SOURCES	615,113	639,154	562,502	579,173	422,429
APPROPRIATIONS					
CRA	615,112	585,413	21,727	579,173	422,429
TOTAL APPROPRIATIONS	615,112	585,413	21,727	579,173	422,429

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	337,656	351,493	310,184	326,522	233,356
TOTAL INTERGOVERNMENTAL	337,656	351,493	310,184	326,522	233,356
MISCELLANEOUS REVENUE					
36110 Interest on Investments	8,135	3,061	358	0	0
36130 Gain/Loss Investments	103	(907)	(166)	0	0
TOTAL MISCELLANEOUS REVENUE	8,238	2,154	192	0	0
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	269,219	285,507	252,126	252,651	189,073
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	269,219	285,507	252,126	252,651	189,073
TOTAL RESOURCES	615,113	639,154	562,502	579,173	422,429

Appropriations Detail

Account # 016-6189-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
3110	Professional Services	0	113	7,028	13,200	14,000
4510	Insurance	3,925	2,500	2,500	3,925	2,500
4625	Repairs & Maintenance- Non Buil	0	0	0	34,235	0
4920	Other Current Charges-CDC	305,179	318,033	175	287,624	203,052
5520	Training	334	0	0	0	0
TOTAL OPERATING EXPENSES		309,438	320,646	9,703	338,984	219,552
DEBT SERVICE						
7113	Principal	17,373	18,307	9,520	19,292	20,329
7213	Interest	6,674	5,740	2,504	4,755	3,718
TOTAL DEBT SERVICE		24,047	24,047	12,024	24,047	24,047
OTHER USES						
9101	Transfer to General Fund	281,627	240,720	0	0	0
9910	Reserve for Future	0	0	0	216,142	178,830
TOTAL OTHER USES		281,627	240,720	0	216,142	178,830
TOTAL APPROPRIATIONS		615,112	585,413	21,727	579,173	422,429

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	338,984	219,552	(119,432)	-35.23%
Debt Service	24,047	24,047	0	0.00%
Other Uses	216,142	178,830	(37,312)	-17.26%
TOTALS	579,173	422,429	(156,744)	-27.06%

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Carver Heights/ Montclair Area Community Redevelopment Agency

Jay Evans, City Manager

Description

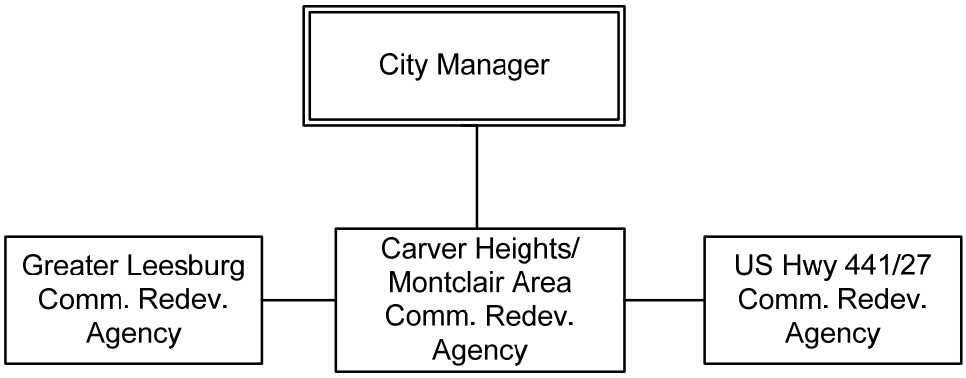
The City of Leesburg created the Carver Heights/ Montclair Area Community Redevelopment Agency (CHCRA) on December 10, 2001 (Ordinance 01-61). The trust fund is effective for 15 years expiring on September 30, 2016 pursuant to Section 163.512 Florida Statutes. The trust generates the majority of its 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.

Organization Chart:



Total Department Budget

$ 291,092

Values & Goals

Value: Excellence in All We Do

Goals:
- Develop single family residential units
- Coordinate with Lake Community Action Agency on Weatherization Program
- Improve Infrastructure
- Collaborate with UCF Small Business Development Center for CRA Business Development Program

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

Value: Fiscal Responsibility

Goals:
- Acquire property for single-family residential and commercial development
- Implement Housing Rehabilitation Program
- Implement Business Development Program
- Market Carver CRA for public and private investment
- Collaborate with Community/City on Underground Utility Development
- Update Redevelopment Plan
- Develop vacant lots for infill development

Major Accomplishments:

- Submitted Proposal to the US Environmental Protection Agency for a Brownfields Community-Wide Assessment Grant that if granted will provide up to $400,000 for environmental site assessments of petroleum or hazardous waste sites within the CRA
- Obtained Florida Department of Environmental Protection Brownfield Designation, which will help provide state financial incentives for Brownfield redevelopment developers and investors
- Conducted successful Keep Leesburg Neighborhood Cleanup in collaboration with community organizations and the Disney “Give A Day, Get A Day” program
- Submitted Proposal to the Florida Department of Environmental Protection for a Land and Water Conservation Fund Grant for Berry Park enhancements that include: (2) tennis courts, (1) playground, and a large multi-purpose pavilion for a total project cost of $200,000
- Acquired property on Nebraska Avenue for single-family residential development
- Assisted West Leesburg Community Development Corporation with organized neighborhood meetings
- Rehabilitation of CRA Office Complex and office space leased to partner community-based organizations Phase 1 Underground Utility Development Work Completed

Performance Measures:

	2008-09	2009-10	2010-11
Land Acquired (lots)	22	8	2
Community Meetings	12	15	12
Community Board Meetings	12	15	12
Cleanups	1	1	1
Charets (Visionary planning sessions)	3	5	1
Workshops/ Conferences	3	4	5

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Intergovernmental Revenue	161,289	194,188	151,573	167,576	116,914
Miscellaneous Revenues	16,020	3,270	997	0	340
Other Sources	129,100	1,589,955	123,599	124,475	173,838
TOTAL REVENUE SOURCES	306,409	1,787,413	276,169	292,051	291,092
APPROPRIATIONS					
CRA	115,462	769,266	265,815	292,051	291,092
TOTAL APPROPRIATIONS	115,462	769,266	265,815	292,051	291,092

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	161,289	194,188	151,573	167,576	116,914
TOTAL INTERGOVERNMENTAL	161,289	194,188	151,573	167,576	116,914
MISCELLANEOUS REVENUES					
36110 Interest on Investments	10,505	4,100	1,172	0	0
36130 Gain/Loss Investments	515	(830)	(175)	0	0
36906 Miscellaneous Reibursement	5,000	0	0	0	340
TOTAL MISCELLANEOUS REVENUES	16,020	3,270	997	0	340
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	129,100	158,077	123,599	124,475	96,315
38111 From Gen. Fund/ Operating Exp	0	0	0	0	32,094
38101 Debt Proceeds	0	1,431,878	0	0	0
38891 Fund Balance Appropriated	0	0	0	0	45,429
TOTAL OTHER SOURCES	129,100	1,589,955	123,599	124,475	173,838
TOTAL RESOURCES	306,409	1,787,413	276,169	292,051	291,092

Appropriations Detail

Account # 017-6190-559

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	7,139	0	0	0	0
2110	FICA	710	0	0	0	0
221x	Retirement	700	0	0	0	0
23xx	Insurance	740	0	0	0	0
2410	Workers' Compensation	19	0	0	0	0
262x	Other Payroll Benefits	125	0	0	0	0
	TOTAL PERSONAL SERVICES	9,433	0	0	0	0
OPERATING EXPENSES						
3110	Professional Services	21,490	26,656	7,779	0	0
3410	Contract Services	7,725	7,988	3,120	7,351	7,500
4010	Travel	0	1,006	856	0	100
4110	Communication	344	1,222	739	1,200	1,300
4210	Postage	0	3	18	0	50
4310	Utilities	1,044	2,832	2,073	4,500	5,000
4510	Insurance	4,176	3,334	3,334	3,925	3,334
4620	Repairs & Maintenance/Building	0	1,559	187	1,500	1,700
4631	Repairs & Maint/Internal IS Maint	0	360	130	260	260
4710	Printing & Binding	0	142	0	1,000	1,000
4810	Promotional Activities	0	0	0	7,000	5,000
4911	Advertising-Other Ads	332	58	24	1,200	1,500
4920	Other Current Charges	175	175	175	0	0
5210	Operating Supplies	258	2,237	235	1,200	1,200
5230	Fuel Purchases	0	0	10	500	250
5410	Publications & Memberships	3,656	3,644	956	3,000	3,500
5520	Training	1,644	739	15	500	400
	TOTAL OPERATING EXPENSES	40,844	51,955	19,651	33,136	32,094
CAPITAL OUTLAY						
6110	Land Costs	65,185	140,079	15,522	0	0
6210	Buildings	0	42,272	0	0	0
6310	Improvements other than Bldgs	0	4,708	665	0	0
6410	Machinery & Equipment	0	1,634	0	0	0
	TOTAL CAPITAL OUTLAY	65,185	188,693	16,187	0	0
DEBT SERVICE						
7117	2008 Rev Note Principle	0	149,853	147,314	150,050	153,880
7217	2008 Rev Note Interest	0	45,487	55,896	53,220	49,473
7317	2008 Rev Note	0	40,000	0	0	0
	TOTAL DEBT SERVICE	0	235,340	203,210	203,270	203,353
OTHER USES						
9101	Transfer to General Fund	0	55,192	26,767	55,645	55,645
9910	Reserve for Future	0	0	0	0	0
9554	Transfer to Magnolia Townhomes	0	238,086	0	0	0
	TOTAL OTHER USES	0	293,278	26,767	55,645	55,645
TOTAL APPROPRIATIONS		115,462	769,266	265,815	292,051	291,092

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	0.00%
Operating Expenses	33,136	32,094	(1,042)	-3.14%
Capital Outlay	0	0	0	0.00%
Debt Service	203,270	203,353	83	0.04%
Other Uses	55,645	55,645	0	0.00%
TOTALS	292,051	291,092	(959)	-0.33%

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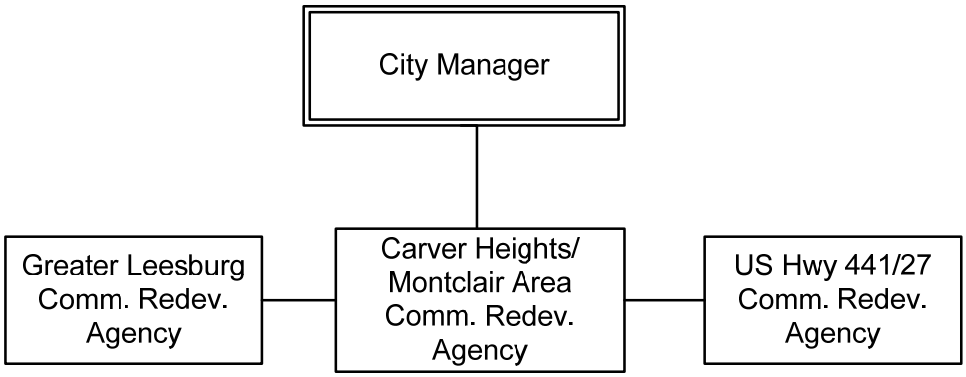
US Highway 441/27 Community Redevelopment Agency

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

$ 937,870

US Highway 441/27 CRA Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Intergovernmental Revenue	657,981	661,512	574,857	541,511	187,547
Miscellaneous Revenue	33,800	21,852	5,534	0	0
Other Sources	527,335	1,638,841	15,023,845	424,856	750,323
TOTAL REVENUE SOURCES	1,219,116	2,322,205	15,604,236	966,367	937,870
APPROPRIATIONS					
Economic Development	34,559	1,140,479	4,874,649	966,367	937,870
TOTAL APPROPRIATIONS	34,559	1,140,479	4,874,649	966,367	937,870

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
INTERGOVERNMENTAL REVENUES					
33449 Joint Participation Agreement	0	0	63,000	0	0
33731 Lake County/Redevelopment	657,981	661,512	511,857	541,511	187,547
TOTAL INTERGOVERNMENTAL	657,981	661,512	574,857	541,511	187,547
MISCELLANEOUS REVENUES					
36110 Interest on Investments	32,969	26,183	7,993	0	0
36130 Gain/Loss Investment	831	(4,331)	(2,459)	0	0
TOTAL MISCELLANEOUS	33,800	21,852	5,534	0	0
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	527,335	539,090	418,845	424,856	153,027
38401 Debt Proceeds	0	1,099,751	14,605,000	0	0
38891 Fund Balance Appropriated	0	0	0	0	357,232
38891 Fund Balance Appropriated Debt	0	0	0	0	240,064
TOTAL OTHER SOURCES	527,335	1,638,841	15,023,845	424,856	750,323
TOTAL RESOURCES	1,219,116	2,322,205	15,604,236	966,367	937,870

US Highway 441/27 CRA Fund

Appropriations Detail

Appropriations Detail — Account # 018-6191-559

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
31xx Professional Services	2,258	103,722	8,468	0	0
4510 Insurance	4,100	2,500	2,500	3,925	2,500
4911 Advertising	0	246	128	0	0
4920 Other Current Charges	0	175	175	0	0
TOTAL OPERATING EXPENSES	6,358	106,643	11,271	3,925	2,500
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	28,201	14,403	852,076	0	0
TOTAL CAPITAL OUTLAY	28,201	14,403	852,076	0	0
DEBT SERVICE					
71xx Principal	0	0	1,099,751	185,000	15,000
72xx Interest	0	2,095	6,566	715,000	680,306
7315 Issue Costs	0	131,985	923,561	14,487	0
TOTAL DEBT SERVICE	0	134,080	2,029,878	914,487	695,306
OTHER USES					
9141 Transfer to Electric (041)	0	825,528	1,869,223	0	240,064
9145 Transfer to Communications(045)	0	59,825	112,201	0	0
9910 Reserve for Future	0	0	0	47,955	0
TOTAL OTHER USES	0	885,353	1,981,424	47,955	240,064
TOTAL APPROPRIATIONS	34,559	1,140,479	4,874,649	966,367	937,870

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,925	2,500	(1,425)	-36.31%
Capital Outlay	0	0	0	0.00%
Debt Service	914,487	695,306	(219,181)	-23.97%
Other Uses	47,955	240,064	192,109	400.60%
TOTALS	966,367	937,870	(28,497)	-2.95%

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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

$ 14,000

Police Forfeiture Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Fines & Forfeitures	134,009	59,800	3,377	0	0
Miscellaneous Revenues	2,784	879	38	0	0
Other Sources	0	0	0	75,700	14,000
TOTAL REVENUE SOURCES	136,793	60,679	3,415	75,700	14,000
APPROPRIATIONS					
Fines & Forfeitures	71,680	123,839	30,271	75,700	14,000
TOTAL APPROPRIATIONS	71,680	123,839	30,271	75,700	14,000

Revenue Detail

Police Forfeiture Fund

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
FINES AND FORFEITURES					
35820 Sale Forfeited Property	134,009	59,800	3,377	0	0
35107 Federal Forfeitures	0	0	0	0	0
TOTAL FINES AND FORFEITURES	134,009	59,800	3,377	0	0
MISCELLANEOUS REVENUES					
36103 Interest- Police Forfeiture	1,893	1,204	80	0	0
36105 Interest- Federal Forfeiture	891	184	28	0	0
36130 Change in Fair Value	0	(509)	(70)	0	0
TOTAL MISCELLANEOUS REVENUES	2,784	879	38	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	75,700	14,000
TOTAL OTHER SOURCES	0	0	0	75,700	14,000
TOTAL RESOURCES	136,793	60,679	3,415	75,700	14,000

Police Forfeiture Fund

Appropriations Detail

Appropriations Detail — Account # 121-xxxx-xxx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
3xxx	Professional Services	0	42	7	0	0
4420	Capital Car Lease	0	12,640	8,942	14,000	14,000
4810	Promotional Activities	15,000	15,098	0	0	0
4981	Forfeiture Costs	26,442	40,580	8,583	0	0
5184	Minor Equip/Forfeiture	9,363	12,579	12,739	14,700	0
5210	Operating Supplies	1,250	0	0	0	0
TOTAL OPERATING EXPENSES		52,055	80,939	30,271	28,700	14,000
CAPITAL OUTLAY						
6480	Forfeiture Proceeds	0	42,900	0	47,000	0
6481	Federal Forfeiture Funds	19,625	0	0	0	0
TOTAL CAPITAL OUTLAY		19,625	42,900	0	47,000	0
TOTAL APPROPRIATIONS		71,680	123,839	30,271	75,700	14,000

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	28,700	14,000	(14,700)	-51.22%
Capital Outlay	47,000	0	(47,000)	-100.00%
Other Uses	0	0	0	0.00%
TOTALS	75,700	14,000	(61,700)	-81.51%

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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

$ 10,350

Police Education Receipts

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Fines & Forfeitures	9,364	7,359	3,617	0	0
Miscellaneous Revenues	71	208	13	0	0
Other Sources	0	0	0	10,350	10,350
TOTAL REVENUE SOURCES	9,435	7,567	3,630	10,350	10,350
APPROPRIATIONS					
Police Education Receipts	3,071	6	5,245	10,350	10,350
TOTAL APPROPRIATIONS	3,071	6	5,245	10,350	10,350

Police Education Receipts

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
FINES AND FORFEITURES					
35120 Police Education - 2nd $	9,364	7,359	3,617	0	0
TOTAL FINES & FORFEITURES	9,364	7,359	3,617	0	0
MISCELLANEOUS REVENUES					
36110 Interest on Investments	71	234	35	0	0
36130 Change in Fair Value	0	(26)	(22)	0	0
TOTAL MISCELLANEOUS REVENUES	71	208	13	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	10,350	10,350
TOTAL OTHER SOURCES	0	0	0	10,350	10,350
TOTAL RESOURCES	9,435	7,567	3,630	10,350	10,350

Revenue Detail

Police Education Receipts Fund

Appropriations Detail

Appropriations Detail

Account # 122-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3110 Professional Services	0	6	2	0	0
5470 2nd $ Training	3,071	0	5,243	10,350	10,350
TOTAL OPERATING EXPENSES	3,071	6	5,245	10,350	10,350
TOTAL APPROPRIATIONS	3,071	6	5,245	10,350	10,350

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	10,350	10,350	0	100.00%
TOTALS	10,350	10,350	0	100.00%

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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

$ 1,606,150

Discretionary Sales Tax Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Taxes	1,623,035	1,531,527	743,340	1,500,000	1,606,150
Miscellaneous Revenue	10,300	2,782	84	0	0
TOTAL REVENUE SOURCES	1,633,335	1,534,309	743,424	1,500,000	1,606,150
APPROPRIATIONS					
Discretionary Sales Tax	1,916,660	1,602,037	588,963	1,500,000	1,606,150
TOTAL APPROPRIATIONS	1,916,660	1,602,037	588,963	1,500,000	1,606,150

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
TAXES					
31261 Local Option Sales Tax	1,623,035	1,531,527	743,340	1,500,000	1,606,150
TOTAL TAXES	1,623,035	1,531,527	743,340	1,500,000	1,606,150
MISCELLANEOUS REVENUE					
36110 Interest on Investments	9,133	2,972	480	0	0
36130 Gain/Loss Investment	1,167	(190)	(396)	0	0
TOTAL MISCELLANEOUS REVENUE	10,300	2,782	84	0	0
TOTAL RESOURCES	1,633,335	1,534,309	743,424	1,500,000	1,606,150

Discretionary Sales Tax Fund

Appropriations Detail

Appropriations Detail — Account # 132-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3110 Professional Services	0	76	25	0	0
TOTAL OPERATING EXPENSES	0	76	25	0	0
OTHER USES					
9101 Transfer to General Fund	0	357,466	0	380,355	484,915
9121 Debt Service	1,625,700	1,128,020	559,823	1,119,645	1,121,235
9131 Transfer to Capital Project	290,960	116,475	29,115	0	0
9160 Reserve/ Future Capital	0	0	0	0	0
TOTAL OTHER USES	1,916,660	1,601,961	588,938	1,500,000	1,606,150
TOTAL APPROPRIATIONS	1,916,660	1,602,037	588,963	1,500,000	1,606,150

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	0	0	0.00%
Other Uses	1,500,000	1,606,150	106,150	7.08%
TOTALS	1,500,000	1,606,150	106,150	7.08%

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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

$ 935,926

Gas Tax Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Taxes	0	0	0	0	799,059
Intergovernmental	0	0	0	0	136,867
TOTAL REVENUE SOURCES	0	0	0	0	935,926
APPROPRIATIONS					
Gas Tax Expenses	0	0	0	0	935,926
TOTAL APPROPRIATIONS	0	0	0	0	935,926

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
TAXES					
31230 Ninth-Cent Fuel Tax (County)	0	0	0	0	160,741
31241 Local Option Fuel Tax	0	0	0	0	638,318
TOTAL TAXES	0	0	0	0	799,059
INTERGOVERNMENTAL REVENUE					
33512 Revenue Sharing- Gas Tax	0	0	0	0	136,867
TOTAL INTERGOVERNMENTAL REVEN	0	0	0	0	136,867
TOTAL RESOURCES	0	0	0	0	935,926

Gas Tax Fund

Appropriations Detail

Appropriations Detail

Account # 133-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OTHER USES					
9101 Transfer to General Fund	0	0	0	0	342,721
9131 Transfer to Capital Projects	0	0	0	0	593,205
9160 Reserve/ Future Capital	0	0	0	0	0
TOTAL OTHER USES	0	0	0	0	935,926
TOTAL APPROPRIATIONS	0	0	0	0	935,926

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Other Uses	0	935,926	935,926	100.00%
TOTALS	0	935,926	935,926	100.00%

Significant Budget Changes:
This fund was created in Fiscal Year 2010-11 to recognize the special revenue related to Gas Tax activities. Special revenue funds are used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. Prior to this year, Gas Tax revenue was recorded in the General Fund.

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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, 2010 suspended the collection of impact fees until May 2011 by approving Ordinance 10-42.

Total Department Budget

$ 0

Police Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Licenses & Permits	0	41,194	3,212	0	0
Miscellaneous Revenue	111,130	1,119	69	0	0
Other Sources	0	0	0	4,790	0
TOTAL REVENUE SOURCES	111,130	42,313	3,281	4,790	0
APPROPRIATIONS					
Operating Expenses	292,100	3,868	12	0	0
Capital Outlay	0	0	0	4,790	0
Other Uses	0	3,280	240	0	0
TOTAL APPROPRIATIONS	292,100	7,148	252	4,790	0

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
LICENSES & PERMITS					
32411 Impact Fees	0	41,194	3,212	0	0
TOTAL LICENSES & PERMITS	0	41,194	3,212	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	4,018	1,244	186	0	0
36130 Gain/Loss Investment	247	(125)	(117)	0	0
36322 Police Impact Fees	106,865	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	111,130	1,119	69	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	4,790	0
TOTAL OTHER SOURCES	0	0	0	4,790	0
TOTAL RESOURCES	111,130	42,313	3,281	4,790	0

Police Impact Fees Fund

Appropriations Detail

Appropriations Detail

Account # 141-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3110 Professional Services	0	33	12	0	0
5210 Operating Supplies	292,100	3,835	0	0	0
TOTAL OPERATING EXPENSES	292,100	3,868	12	0	0
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	0	0	4,790	0
TOTAL CAPITAL OUTLAY	0	0	0	4,790	0
OTHER USES					
9115 Transfer to Building Fund	0	3,280	240	0	0
TOTAL OTHER USES	0	3,280	240	0	0
TOTAL APPROPRIATIONS	292,100	7,148	252	4,790	0

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	0	0	0.00%
Capital Outlay	4,790	0	(4,790)	-100.00%
Other Uses	0	0	0	0.00%
TOTALS	4,790	0	(4,790)	-100.00%

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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, 2010 suspended the collection of impact fees until May 2011 by approving Ordinance 10-42.

Total Department Budget

$ 0

Fire Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Licenses & Permits	0	38,392	5,101	0	0
Miscellaneous Revenue	94,277	(760)	(37)	0	0
Other Sources	0	0	0	0	0
TOTAL REVENUE SOURCES	94,277	37,632	5,064	0	0
APPROPRIATIONS					
Other Uses	0	3,273	233	0	0
TOTAL APPROPRIATIONS	0	3,273	233	0	0

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
LICENSES & PERMITS					
32411 Impact Fees	0	38,392	5,101	0	0
TOTAL LICENSES & PERMITS	0	38,392	5,101	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	(1,771)	(908)	(101)	0	0
36130 Gain/Loss Investment	(67)	148	64	0	0
36322 Fire Impact Fees	96,115	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	94,277	(760)	(37)	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	94,277	37,632	5,064	0	0

Fire Impact Fees Fund

Appropriations Detail

Appropriations Detail

Account # 142-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3110 Professional Services	0	(27)	(7)	0	0
TOTAL OPERATING EXPENSES	0	(27)	(7)	0	0
OTHER USES					
9115 Transfer to Building Fund	0	3,300	240	0	0
TOTAL OTHER USES	0	3,300	240	0	0
TOTAL APPROPRIATIONS	0	3,273	233	0	0

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	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, 2010 suspended the collection of impact fees until May 2011 by approving Ordinance 10-42.

Total Department Budget

$ 0

Recreation Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Licenses & Permits	0	53,664	3,231	0	0
Miscellaneous Revenue	142,616	3,836	206	0	0
Other Sources	0	0	0	0	0
TOTAL REVENUE SOURCES	142,616	57,500	3,437	0	0
APPROPRIATIONS					
Operating Expenses	0	117	37	0	0
Other Uses	13,648	39,565	117,769	0	0
TOTAL APPROPRIATIONS	13,648	39,682	117,806	0	0

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
LICENSES & PERMITS					
32461 Impact Fees	0	53,664	3,231	0	0
TOTAL LICENSES & PERMITS	0	53,664	3,231	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	9,252	4,325	577	0	0
36130 Gain/Loss Investment	429	(489)	(371)	0	0
36327 Recreation Impact Fees	132,935	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	142,616	3,836	206	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	142,616	57,500	3,437	0	0

Recreation Impact Fees Fund

Appropriations Detail

Appropriations Detail

Account # 143-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3110 Professional Services	0	117	37	0	0
TOTAL OPERATING EXPENSES	0	117	37	0	0
OTHER USES					
9115 Transfer to Building Fund	0	3,020	180	0	0
9131 Transfer to Capital Projects	13,648	36,545	117,589	0	0
TOTAL OTHER USES	13,648	39,565	117,769	0	0
TOTAL APPROPRIATIONS	13,648	39,682	117,806	0	0

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	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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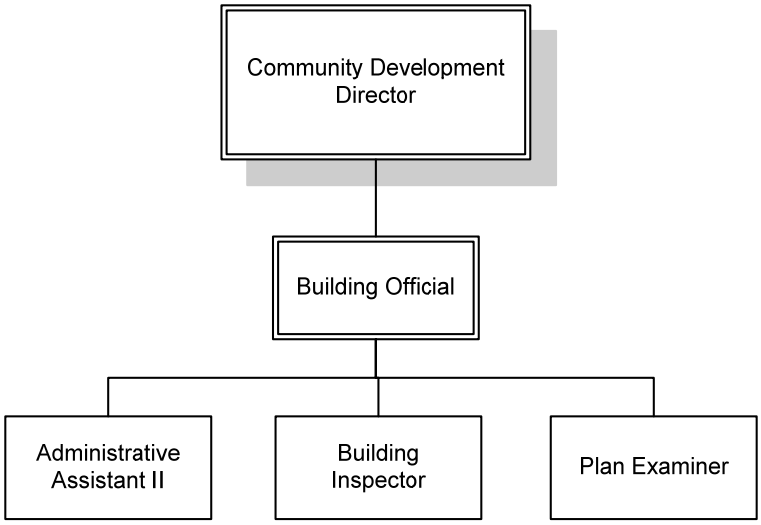
Bill Wiley, Community Development Director

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

$ 414,473

Building Permits Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Licenses & Permits	638,432	420,869	140,954	430,000	322,000
Intergovernmental Reveune	44,022	16,142	950	8,000	1,350
Miscellaneous Revenue	2,077	7,378	4,477	0	0
Other Sources	0	33,947	33,248	9,100	91,123
TOTAL REVENUE SOURCES	684,531	478,336	179,629	447,100	414,473
APPROPRIATIONS					
Building Permits	724,503	523,316	165,190	447,100	414,473
TOTAL APPROPRIATIONS	724,503	523,316	165,190	447,100	414,473

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
LICENSES & PERMITS					
32201 Building Permits	448,349	290,989	107,166	300,000	220,000
32901 Plumbing Permits	42,127	27,075	6,238	25,000	15,000
32902 Electric Permits	76,346	41,293	12,503	40,000	30,000
32903 Gas Permits	23,630	14,849	948	11,000	3,000
32904 Fire Fees	0	0	0	0	20,000
32905 Mechanical Permits	40,847	42,398	9,048	50,000	25,000
32907 Mobile Home Permits	0	0	540	0	2,000
32908 Sign Permits	7,133	4,265	4,511	4,000	7,000
TOTAL LICENSES & PERMITS	638,432	420,869	140,954	430,000	322,000
INTERGOVERNMENTAL REVENUE					
33844 Impact Collect Fee/ County	44,022	16,142	950	8,000	1,350
TOTAL INTERGOVERNMENTAL REVENUE	44,022	16,142	950	8,000	1,350
MISCELLANEOUS REVENUE					
36110 Interest on Investments	1,878	(266)	(76)	0	0
36130 Gain/ Loss Investments	195	129	39	0	0
36403 Sale of Furniture/Equipment	0	6,755	0	0	0
36906 Miscellaneous Reimbursement	0	764	4,514	0	0
36908 Cash Over and Short	4	(4)	0	0	0
TOTAL MISCELLANEOUS REVENUE	2,077	7,378	4,477	0	0
OTHER SOURCES					
38111 From General Fund	0	16,547	0	0	0
38165 From Workers Comp Fund	0	0	31,588	0	0
382xx Impact Administration Fee	0	17,400	1,660	9,100	6,500
38891 Fund Balance Appropriated	0	0	0	0	84,623
TOTAL OTHER SOURCES	0	33,947	33,248	9,100	91,123
TOTAL RESOURCES	684,531	478,336	179,629	447,100	414,473

Values & Goals

Value: Excellence in All We Do

Goals:
- Complete fire inspectors training for building staff and begin transition for fire inspections
- Complete inspection personnel training to improve the insurance service organization rating and reduce insurance premiums for residents
- Perform and monitor building 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
- Continued to revise staffing levels to reflect the downturn in building related activities due to the economy

Performance Measures:

	2008-09	2009-10	2010-11
Permits issued:	2,200	1,800	1,600
Commercial	45	25	23
Residential	130	70	50
Mobile home	2	2	2
Miscellaneous	2,005	1,300	1,200
Demolition: Residential	8	15	15
Commercial	16	20	20
Value of construction:			
Commercial	50,000,000	20,000,000	17,600,000
Residential	30,000,000	16,000,000	14,000,000
Total construction value	80,000,000	36,000,000	31,600,000

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant II[2]	1.00	(0.25)	0.75	20,966
Building Inspector II	1.00	0.00	1.00	49,171
Building Official	1.00	0.00	1.00	76,481
Community Development Director[1]	0.30	0.00	0.30	23,800
Plans Examiner II	1.00	0.00	1.00	58,427
Total	**4.30**	**(0.25)**	**4.05**	**228,845**

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	383,223	277,180	95,448	236,958	228,845
1310	Temporary Labor	0	17,664	3,831	0	0
1410	Overtime	637	432	421	0	0
15xx	Bonuses/Incentives	934	0	0	0	18,408
2110	FICA	28,521	21,861	7,392	16,579	16,812
221x	Retirement	42,363	25,065	7,042	17,544	20,601
23xx	Insurance	50,256	31,047	9,982	28,256	34,932
2410	Workers' Compensation	8,688	4,685	1,624	3,415	3,559
26xx	Other Payroll Benefits	1,645	514	424	982	1,036
TOTAL PERSONAL SERVICES		516,267	378,448	126,164	303,734	324,193
OPERATING EXPENSES						
3110	Professional Services	0	(29)	(6)	0	0
4010	Travel	769	450	14	1,500	500
4110	Communication	5,154	3,225	922	4,000	4,000
4210	Postage	89	59	21	100	100
4310	Utilities	3,596	2,443	2,727	8,032	6,000
4410	Rentals	79,008	65,562	10,000	20,000	20,000
4415	Internal Fleet Lease	12,744	9,209	3,818	7,636	7,650
4510	Insurance	5,780	6,968	1,333	2,714	2,655
461x	Repairs & Maintenance- Vehicles	8,547	3,844	1,980	3,960	3,960
463x	Repairs & Maintenance- Equipment	10,340	2,462	2,072	3,900	2,640
4710	Printing & Binding	477	0	127	300	300
4920	Other Current Charges	5,936	4,687	755	0	0
496x	General Administrative	49,190	35,917	10,566	31,536	28,125
5180	Minor Furniture/Equipment	0	0	0	250	0
5210	Operating Supplies	2,672	1,724	392	2,000	2,000
5215	Uniforms	1,935	427	385	750	750
5230	Fuel Purchases	13,643	6,004	2,962	9,000	9,000
5410	Publications & Memberships	3,382	536	90	1,000	1,100
5440	Education	4,500	0	0	0	0
5520	Training	474	1,380	868	2,750	1,500
TOTAL OPERATING EXPENSES		208,236	144,868	39,026	99,428	90,280
OTHER USES						
9160	Reserve/ Future Capital	0	0	0	43,938	0
TOTAL OTHER USES		0	0	0	43,938	0
TOTAL APPROPRIATIONS		724,503	523,316	165,190	447,100	414,473

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	303,734	324,193	20,459	6.74%
Operating Expenses	99,428	90,280	(9,148)	-9.20%
Other Uses	43,938	0	(43,938)	-100.00%
TOTALS	447,100	414,473	(32,627)	-7.30%

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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

$ 1,689,539

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Other Sources	1,626,449	1,622,419	7,038,161	1,621,521	1,689,539
TOTAL REVENUE SOURCES	1,626,449	1,622,419	7,038,161	1,621,521	1,689,539
APPROPRIATIONS					
Debt Service	1,611,035	1,608,030	7,339,932	1,621,521	1,689,539
TOTAL APPROPRIATIONS	1,611,035	1,608,030	7,339,932	1,621,521	1,689,539

Revenue Detail

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OTHER SOURCES						
38111	From General Fund	749	494,399	250,938	501,876	568,304
38191	From Discretionary Tax	1,625,700	1,128,020	559,823	1,119,645	1,121,235
38891	Fund Balance Appropriated	0	0	6,227,400	0	0
TOTAL OTHER SOURCES		1,626,449	1,622,419	7,038,161	1,621,521	1,689,539
TOTAL RESOURCES		1,626,449	1,622,419	7,038,161	1,621,521	1,689,539

Appropriations Detail

Account # 021-1326-517

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
DEBT SERVICE						
71xx	Principal Payments	485,000	500,000	6,663,750	535,000	655,100
7210	Interest Payments	1,123,696	1,105,816	673,218	1,086,521	1,031,689
7311	Fees	2,339	2,214	2,964	0	2,750
TOTAL DEBT SERVICE		1,611,035	1,608,030	7,339,932	1,621,521	1,689,539
TOTAL APPROPRIATIONS		1,611,035	1,608,030	7,339,932	1,621,521	1,689,539

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Debt Service	1,621,521	1,689,539	68,018	4.19%
TOTALS	1,621,521	1,689,539	68,018	4.19%

Significant Budget Changes:
Debt Service increased due to moving the Fire (General Fund) Debt Service for the Breathing Apparatus to this fund.

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 $194,000, which includes updating airport signage and the wildlife hazard assessment. There is $593,205 proposed for Public Works projects including Road Resurfacing and curb rebuilds.

Capital Projects Fund

Description

Total Department Budget

$ 787,205

Capital Projects Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Taxes	0	624,118	247,435	606,593	0
Intergovernmental Revenue	4,309,131	3,489,437	1,427,545	1,314,075	181,450
Charges for Services	0	33,343	17,852	0	0
Miscellaneous Revenue	58,855	63,068	7,826	0	0
Other Sources	708,328	512,194	191,938	340,122	605,755
TOTAL REVENUE SOURCES	5,076,314	4,722,160	1,892,596	2,260,790	787,205
APPROPRIATIONS					
Finance	0	6,658	0	0	0
Airport	4,042,136	3,385,700	1,469,520	1,617,000	194,000
Public Works	620,961	874,776	359,867	643,790	593,205
Library	(6,267)	13,055	0	0	0
Recreation	1,466,149	248,804	999,338	0	0
TOTAL APPROPRIATIONS	6,122,979	4,528,993	2,828,725	2,260,790	787,205

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
TAXES					
31240 Local Option Gas Tax	0	624,118	247,435	606,593	0
TOTAL TAXES	0	624,118	247,435	606,593	0
INTERGOVERNMENTAL REVENUE					
33119 Federal Grant - CDBG	98,184	0	0	0	0
33142 Federal Grant - Airport	3,075,437	2,838,543	1,182,624	111,150	142,500
33172 Federal Grant- Recreation	0	198,508	54,324	0	0
33442 State Grant - Airport	705,214	432,747	93,492	1,202,925	38,950
33471 New Library Facility	200,000	0	0	0	0
33472 Fountain Park	10,361	19,639	97,105	0	0
33743 Lake County	19,935	0	0	0	0
33771 New Library Facility	200,000	0	0	0	0
TOTAL INTERGOVERNMENTAL	4,309,131	3,489,437	1,427,545	1,314,075	181,450
CHARGES FOR SERVICES					
34120 Fuel Surcharge	0	33,343	17,852	0	0
TOTAL CHARGES FOR SERVICES	0	33,343	17,852	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	(1,479)	20,908	(248)	0	0
36110 Bond Funds	57,847	34,150	13,700	0	0
36130 Gain/Loss Investments	183	8,010	(5,626)	0	0
36906 Miscellaneous Reimbursement	2,304	0	0	0	0
TOTAL MISCELLANEOUS	58,855	63,068	7,826	0	0
OTHER SOURCES					
38111 From General Fund	403,720	0	4,732	40,122	12,550
38114 Recreation	13,648	36,545	117,589	0	0
38412 Reallocated Bond Proceeds	0	0	0	300,000	0
38165 From Workers Comp Fund	0	359,174	40,502	0	0
38191 From Discretionary Tax	290,960	116,475	29,115	0	0
38191 From Gas Tax	0	0	0	0	593,205
TOTAL OTHER SOURCES	708,328	512,194	191,938	340,122	605,755
TOTAL RESOURCES	5,076,314	4,722,160	1,892,596	2,260,790	787,205

Appropriations Detail

Account # 031-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
FINANCE (1326)					
DEBT SERVICE					
7311 Fees	0	6,658	0	0	0
TOTAL DEBT SERVICE	0	6,658	0	0	0
TOTAL FINANCE	0	6,658	0	0	0
AIRPORT (1821-542)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	0	830	715	0	0
2110 FICA	0	63	55	0	0
2210 Retirement	0	78	53	0	0
23xx Insurance	0	10	1	0	0
2410 Workers' Compensation	0	19	20	0	0
TOTAL PERSONAL SERVICES	0	1,000	844	0	0
OPERATING EXPENSES					
3110 Professional Services	135	1,520,400	161,675	0	0
3130 Engineering Services	640,770	560,198	314,336	117,000	0
4911 Advertising- Other Ads	165	0	0	0	0
TOTAL OPERATING EXPENSES	641,070	2,080,598	476,011	117,000	0
CAPITAL OUTLAY					
6110 Land	69,713	0	0	0	0
6210 Buildings	0	220	4,170	0	0
6310 Improvements Other Than Bldgs	3,331,353	1,303,882	988,495	1,500,000	194,000
TOTAL CAPITAL OUTLAY	3,401,066	1,304,102	992,665	1,500,000	194,000
TOTAL AIRPORT	4,042,136	3,385,700	1,469,520	1,617,000	194,000
PUBLIC WORKS					
FLEET (5110-519)					
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	0	5,808	61,127	0	0
TOTAL CAPITAL OUTLAY	0	5,808	61,127	0	0
TOTAL FLEET	0	5,808	61,127	0	0
STREET MAINTENANCE (5112-541)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	219	0	0	0	0
2110 FICA	15	0	0	0	0
2210 Retirement	26	0	0	0	0
23xx Insurance	20	0	0	0	0
2410 Workers' Compensation	8	0	0	0	0
TOTAL PERSONAL SERVICES	288	0	0	0	0
OPERATING EXPENSES					
3110 Professional Services	75	583	547	0	0
TOTAL OPERATING EXPENSES	75	583	547	0	0

Appropriations Detail (Continued) Account # 031-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PUBLIC WORKS (CONT.)					
STREETS MAINTENANCE (5112-541)					
CAPITAL OUTLAY					
6110 Land Costs	33,110	0	0	0	0
6310 Improvements Other Than Bldgs	571,529	507,860	257,693	643,790	593,205
TOTAL CAPITAL OUTLAY	604,639	507,860	257,693	643,790	593,205
TOTAL STREET MAINTENANCE	605,002	508,443	258,240	643,790	593,205
FACILITY MAINTENANCE (5193-519)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	414	8,826	630	0	0
2110 FICA	29	604	42	0	0
221x Retirement	50	876	47	0	0
23xx Insurance	37	962	87	0	0
2410 Workers' Compensation	16	245	18	0	0
TOTAL PERSONAL SERVICES	546	11,513	824	0	0
OPERATING EXPENSES					
3110 Professional Services	0	798	0	0	0
3130 Engineering Services	9,040	0	0	0	0
4911 Advertising- Other Ads	0	45	0	0	0
5210 Operating Supplies	0	16	0	0	0
TOTAL OPERATING EXPENSES	9,040	859	0	0	0
CAPITAL OUTLAY					
6210 Buildings	13,020	0	0	0	0
6310 Improve Other Than Bldgs	(6,647)	340,757	39,676	0	0
6410 Machinery & Equipment	0	7,396	0	0	0
TOTAL CAPITAL OUTLAY	6,373	348,153	39,676	0	0
TOTAL FACILITY MAINTENANCE	15,959	360,525	40,500	0	0
LIBRARY (7111-571)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	3,397	0	0	0	0
2110 FICA	240	0	0	0	0
221x Retirement	408	0	0	0	0
23xx Insurance	303	0	0	0	0
2410 Workers' Compensation	134	0	0	0	0
TOTAL PERSONAL SERVICES	4,482	0	0	0	0
OPERATING EXPENSES					
3110 Professional Services	764	0	0	0	0
5180 Minor Furniture/ Equipment	0	7,187	0	0	0
5210 Operating Supplies	5	0	0	0	0
TOTAL OPERATING EXPENSES	769	7,187	0	0	0
CAPITAL OUTLAY					
6210 Buildings	(11,518)	0	0	0	0
6410 Machinery & Equipment	0	5,868	0	0	0
TOTAL CAPITAL OUTLAY	(11,518)	5,868	0	0	0
TOTAL LIBRARY	(6,267)	13,055	0	0	0

Appropriations Detail (Continued) Account # 031-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
RECREATION					
COMMUNITY FACILITIES (8123-572)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	223	0	0	0	0
2110 FICA	16	0	0	0	0
2210 Retirement	27	0	0	0	0
23xx Insurance	20	0	0	0	0
2410 Workers' Compensation	8	0	0	0	0
TOTAL PERSONAL SERVICES	294	0	0	0	0
OPERATING EXPENSES					
4620 Repairs & Maintenance- Buildings	1,096	0	0	0	0
TOTAL OPERATING EXPENSES	1,096	0	0	0	0
CAPITAL OUTLAY					
6210 Buildings	4,728	0	0	0	0
TOTAL CAPITAL OUTLAY	4,728	0	0	0	0
TOTAL COMMUNITY FACILITIES	6,118	0	0	0	0
PUBLIC PARKS (8124-572)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	734	2,323	3,098	0	0
2110 FICA	52	161	205	0	0
2210 Retirement	83	230	229	0	0
23xx Insurance	66	227	435	0	0
2410 Workers' Compensation	30	64	92	0	0
TOTAL PERSONAL SERVICES	965	3,005	4,059	0	0
OPERATING EXPENSES					
3110 Professional Services	195	240	0	0	0
3130 Engineering Services	43,525	267,598	97,545	0	0
4911 Advertising- Other Ads	0	22	0	0	0
TOTAL OPERATING EXPENSES	43,720	267,860	97,545	0	0
CAPITAL OUTLAY					
6310 Improve Other Than Bldgs	30,095	0	194,230	0	0
TOTAL CAPITAL OUTLAY	30,095	0	194,230	0	0
TOTAL PUBLIC PARKS	74,780	270,865	295,834	0	0

Appropriations Detail (Continued) Account # 031-xxxx-xxx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
RECREATION (CONT.)					
ATHLETIC FIELDS (8125-572)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	22,560	0	0	0	0
2110 FICA	1,603	0	0	0	0
2210 Retirement	2,707	0	0	0	0
23xx Insurance	2,087	0	0	0	0
2410 Workers' Compensation	836	0	0	0	0
TOTAL PERSONAL SERVICES	29,793	0	0	0	0
OPERATING EXPENSES					
3130 Engineering Services	23,234	0	0	0	0
4499 Allocated Equipment Rental	260	0	0	0	0
4911 Advertising- Other Ads	0	0	0	0	0
TOTAL OPERATING EXPENSES	23,494	0	0	0	0
CAPITAL OUTLAY					
6210 Buildings	1,331,964	(22,061)	0	0	0
6310 Improve Other Than Bldgs	0	0	0	0	0
6410 Machinery & Equipment	0	0	0	0	0
TOTAL CAPITAL OUTLAY	1,331,964	(22,061)	0	0	0
OTHER USES					
9101 Transfer to Electric	0	0	703,504	0	0
TOTAL OTHER USES	0	0	703,504	0	0
TOTAL ATHLETIC FIELDS	1,385,251	(22,061)	703,504	0	0
TOTAL CAPITAL PROJECTS	6,122,979	4,528,993	2,828,725	2,260,790	787,205

Project Schedule

WF/ Job	Title	Funding Source	Amount
	Airport		
WF 683454/1	Update Airport Signage (150,000)	Federal Grant	142,500
		State Grant	3,750
		Governmental Revenue	3,750
WF 683456/1	Wildlife Hazard Assessment (44,000)	State Grant	35,200
		Governmental Revenue	8,800
	Subtotal Airport		194,000
	Public Works		
WF 683457/1	Road Resurfacing	Gas Tax	520,000
WF 683460/1	Curb Rebuilds	Gas Tax	73,205
	Subtotal Public Works		593,205
	TOTAL		787,205
	Source of Funds		
		Governmental Revenue	12,550
		State Grant	38,950
		Federal Grant	142,500
		Gas Tax	593,205
	TOTAL		787,205

Electric Department

Organization

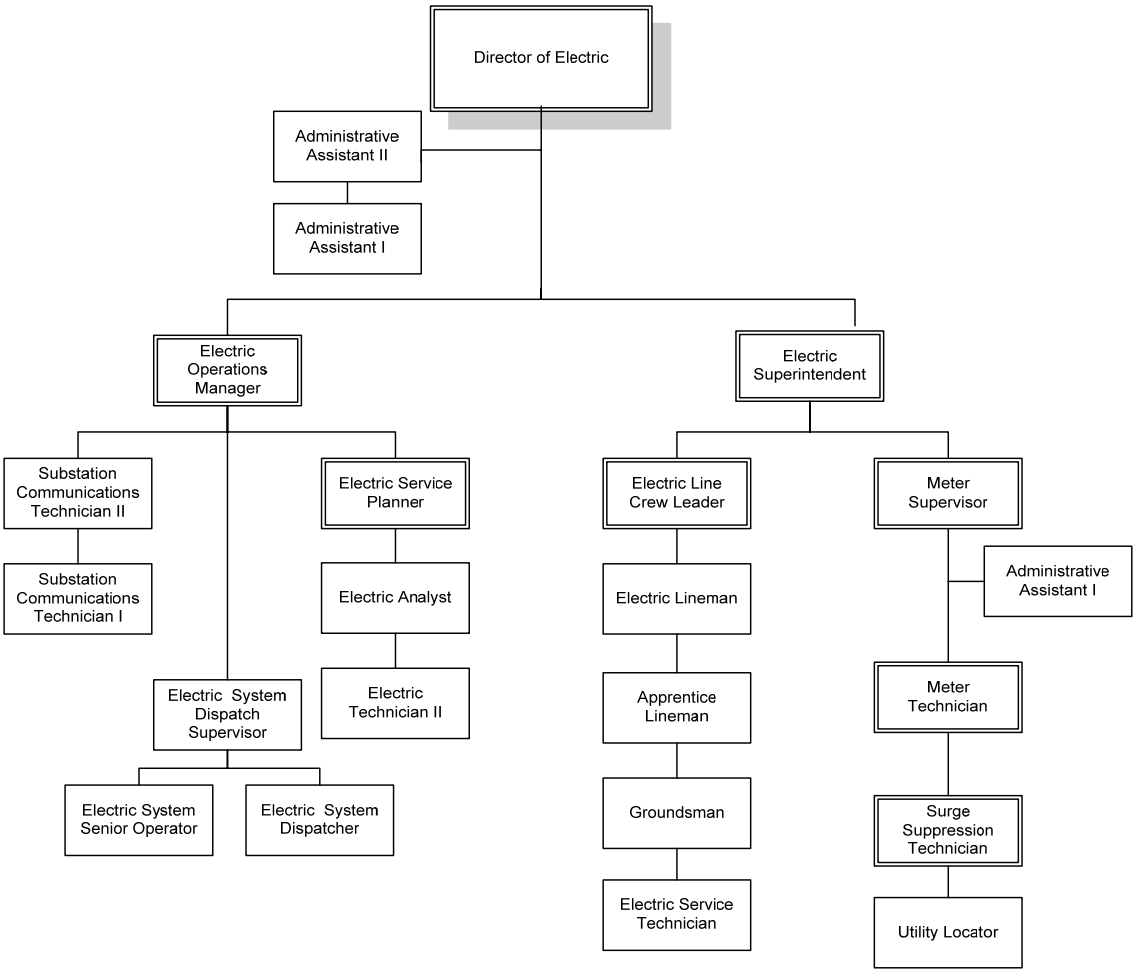
Paul Kalv, Director of Electric

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



Total Department Budget

$ 71,524,198

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING REVENUE					
Charges For Services	69,371,132	70,985,653	32,048,929	68,368,510	69,785,939
Other Operating Revenue	931,501	580,878	277,147	810,028	623,195
TOTAL OPERATING REVENUE	70,302,633	71,566,531	32,326,076	69,178,538	70,409,134
OPERATING APPROPRIATIONS					
Generation	2,673,756	2,938,956	1,792,206	2,975,818	3,253,500
St. Lucie	938,487	684,151	506,079	880,000	1,060,493
Purchase Power	46,648,216	48,473,383	19,840,606	42,736,177	43,912,018
Administration	3,388,469	3,411,603	1,593,763	3,194,922	3,290,034
Distribution	3,895,547	3,260,358	1,354,637	4,416,365	5,045,169
Other Operating Expenses	5,078,754	5,044,138	2,188,099	4,487,044	4,562,396
TOTAL APPROPRIATIONS	(62,623,229)	(63,812,589)	(27,275,390)	(58,690,326)	(61,123,610)
NET INCOME FROM OPERATIONS	7,679,404	7,753,942	5,050,686	10,488,212	9,285,524
Non-Operating Revenue	4,525	9,044	0	0	0
Non-Operating Appropriations	(1,458,389)	(1,382,645)	(1,013,570)	(2,750,292)	(2,727,577)
NET OTHER INCOME	(1,453,864)	(1,373,601)	(1,013,570)	(2,750,292)	(2,727,577)
NET INCOME BEFORE TRANSFERS	6,225,540	6,380,341	4,037,116	7,737,920	6,557,947
Transfers to other funds	(5,728,627)	(5,668,866)	(2,864,458)	(5,666,000)	(5,736,473)
NET INCOME AFTER TRANSFERS	496,913	711,475	1,172,658	2,071,920	821,474
Other Sources	617,632	1,090,085	2,596,725	1,201,200	1,115,064
Capital Projects	0	(1)	(1,921,466)	(2,642,754)	(1,922,000)
NET OTHER SOURCES	617,632	1,090,084	675,259	(1,441,554)	(806,936)
UNAPPROPRIATED BALANCE	1,114,545	1,801,559	1,847,917	630,366	14,538

Electric Department

Revenue Detail

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
INTERGOVERNMENTAL REVENUE					
33100 Federal Grant	4,525	0	0	0	0
33150 Federal- Disaster Relief- FEMA	0	7,752	0	0	0
33450 State- Disaster Relief	0	1,292	0	0	0
TOTAL INTERGOVERNMENTAL REVENUE	4,525	9,044	0	0	0
CHARGES FOR SERVICES					
34311 Residential	31,165,325	31,505,689	15,068,310	30,373,033	31,013,330
34312 Commercial Non Demand	8,658,463	8,587,200	3,812,940	8,498,926	8,376,126
34313 Commercial Demand	25,400,714	26,467,898	10,772,809	25,234,288	24,716,435
34314 Public Lighting	738,114	796,869	379,441	801,087	780,493
34315 Public Authority (Fruitland Park)	195,404	201,303	88,904	210,907	192,534
34316 Municipal Non Demand	674,981	645,039	234,443	622,140	534,740
34317 Municipal Demand	1,532,312	1,522,597	732,084	1,512,993	1,510,226
34905 Penalties	605,739	716,241	366,236	721,371	724,169
34910 Misc Operating Revenue	16,446	187,226	467,545	17,944	19,301
34910 Demand Side Management Savings	0	0	0	0	1,548,046
34915 Pole Rentals	105,500	109,247	3,769	109,246	120,000
34918 Misc Service Revenue	278,730	246,923	123,248	266,564	250,539
34919 Area Lights - Initial Fee	0	0	0	11	0
34990 Cash Over & Short	(596)	(579)	(800)	0	0
TOTAL CHARGES FOR SERVICES	69,371,132	70,985,653	32,048,929	68,368,510	69,785,939
MISCELLANEOUS REVENUES					
36110 Interest on Investments	674,231	427,448	178,515	600,000	511,475
36111 Misc Interest Income	10,509	3,008	291	5,359	0
36130 Gain/Loss Investments	(4,345)	34,428	(35,737)	12,069	0
36402 Gain From Sale of Fixed Assets	29,942	0	0	0	0
36404 Recovery From Losses	44,826	22,172	64,688	29,836	20,000
36501 Sale of Surplus Materials	71,931	23,232	46,045	45,125	45,125
36906 Misc. Reimbursement	0	6,876	1,361	0	0
36925 Misc Jobbing Revenue	42,411	39,010	20,057	41,595	41,595
36990 Misc Non-Operating Revenue	61,996	24,704	1,927	76,044	5,000
TOTAL MISCELLANEOUS REVENUES	931,501	580,878	277,147	810,028	623,195
OTHER SOURCES					
38118 From Hwy 441/27 CRA (018)	0	825,528	1,869,223	0	240,064
38131 From Capital Projects (031)	0	0	703,504	0	0
38950 Contributions - Cust/Dev	617,632	264,557	23,998	901,200	275,000
38950 CRA Contribution	0	(825,528)	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	300,000	600,000
TOTAL OTHER SOURCES	617,632	264,557	2,596,725	1,201,200	1,115,064
TOTAL RESOURCES	70,924,790	71,840,132	34,922,801	70,379,738	71,524,198

Division Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
1011 **GENERATION**					
Operating Expenses	2,673,756	2,938,956	1,792,206	2,975,818	3,253,500
TOTAL GENERATION	2,673,756	2,938,956	1,792,206	2,975,818	3,253,500
1012 **ST. LUCIE**					
Operating Expenses	938,487	684,151	506,079	880,000	1,060,493
TOTAL ST. LUCIE	938,487	684,151	506,079	880,000	1,060,493
1013 **PURCHASE POWER**					
Operating Expenses	46,648,216	48,473,383	19,840,606	42,736,177	43,912,018
TOTAL PURCHASE POWER	46,648,216	48,473,383	19,840,606	42,736,177	43,912,018
1021 **ADMINISTRATION**					
Personal Services	217,069	166,854	56,364	171,419	196,707
Operating Expenses	3,171,400	3,244,749	1,537,399	3,023,503	3,093,327
TOTAL ADMINISTRATION	3,388,469	3,411,603	1,593,763	3,194,922	3,290,034
1045 **JOBBING**					
Personal Services	47,399	22,435	19,875	41,370	31,500
Operating Expenses	48,096	26,628	4,865	45,000	20,800
TOTAL JOBBING	95,495	49,063	24,740	86,370	52,300
1062 **DISTRIBUTION**					
Personal Services	2,606,476	2,205,045	916,213	2,308,710	2,994,340
Operating Expenses	1,289,071	1,055,313	438,424	2,107,655	2,050,829
TOTAL DISTRIBUTION	3,895,547	3,260,358	1,354,637	4,416,365	5,045,169
1088 **OTHER**					
Operating Expenses	4,643,776	4,638,082	2,021,907	4,113,703	4,525,366
Debt Service	1,376,906	1,381,666	987,464	2,665,884	2,702,307
Other Uses	6,149,593	6,026,838	3,032,016	6,667,745	5,761,011
TOTAL OTHER	12,170,275	12,046,586	6,041,387	13,447,332	12,988,684
1099 **CAPITAL PROJECTS**					
Personal Services	975,839	821,300	451,237	715,744	209,683
Operating Expenses	822,061	970,108	629,714	193,316	339,986
Capital Outlay	2,981,416	2,897,240	1,432,897	1,733,694	1,372,331
Debt Service	422,269	587,022	0	0	0
Other Uses	(5,201,585)	(5,275,669)	(592,382)	0	0
TOTAL CAPITAL PROJECTS	0	1	1,921,466	2,642,754	1,922,000
GRAND TOTAL					
Personal Services	3,846,783	3,215,634	1,443,689	3,237,243	3,432,230
Operating Expenses	60,234,863	62,031,370	26,771,200	56,075,172	58,256,319
Capital Outlay	2,981,416	2,897,240	1,432,897	1,733,694	1,372,331
Debt Service	1,799,175	1,968,688	987,464	2,665,884	2,702,307
Other Uses	948,008	751,169	2,439,634	6,667,745	5,761,011
TOTAL APPROPRIATIONS	69,810,245	70,864,101	33,074,884	70,379,738	71,524,198

Electric Department

Generation Division

Appropriations Detail

Appropriations Detail

Account # 041-1011-531

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3452 CR #3 Operations	1,058,543	1,317,708	627,709	1,487,909	1,188,000
3453 CR #3 Maintenance	1,347,060	1,274,504	994,546	1,041,536	1,615,500
3454 CR #3 Power Generation	268,153	346,744	169,951	446,373	450,000
TOTAL OPERATING EXPENSES	2,673,756	2,938,956	1,792,206	2,975,818	3,253,500
TOTAL APPROPRIATIONS	2,673,756	2,938,956	1,792,206	2,975,818	3,253,500

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,975,818	3,253,500	277,682	9.33%
TOTALS	2,975,818	3,253,500	277,682	9.33%

Electric Department

St. Lucie Division

Appropriations Detail

Appropriations Detail

Account # 041-1012-531

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3451 St. Lucie	938,487	684,151	506,079	880,000	1,060,493
TOTAL OPERATING EXPENSES	938,487	684,151	506,079	880,000	1,060,493
TOTAL APPROPRIATIONS	938,487	684,151	506,079	880,000	1,060,493

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	880,000	1,060,493	180,493	20.51%
TOTALS	880,000	1,060,493	180,493	20.51%

Electric Department

Power Supply Division

Appropriations Detail

Appropriations Detail — Account # 041-1013-531

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
3441	Purchase Power- Customer	44,400	44,400	22,200	44,400	44,400
3442	Power Purchase- Demand	13,756,512	16,835,274	8,660,319	19,090,694	19,262,460
3443	Purchase Power- Energy	26,633,261	29,150,362	10,424,682	21,890,092	22,129,493
3444	Purchase Power- Transmission	1,684,232	2,564,756	796,358	1,846,367	2,475,665
3445	Purchase Power- True up	4,529,811	0	0	0	0
3446	FMPA Working Capital	0	13,501	0	0	0
3447	Load Retention Funding	0	(134,910)	(62,953)	(135,376)	0
TOTAL OPERATING EXPENSES		46,648,216	48,473,383	19,840,606	42,736,177	43,912,018
TOTAL APPROPRIATIONS		46,648,216	48,473,383	19,840,606	42,736,177	43,912,018

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	42,736,177	43,912,018	1,175,841	2.75%
TOTALS	42,736,177	43,912,018	1,175,841	2.75%

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 affecting Leesburg

Value: Fiscal Responsibility

Goal:
- Implement Demand Response strategies to reduce FMPA Demand Billings
- Implement Energy Efficiency and Conservation strategies to reduce energy use in municipal facilities
- Implement Energy Efficiency and Conservation strategies for more efficient energy use by all consumers
- Install 23,000 Smart meters, communications infrastructure and related technologies as part of Leesburg's $19.5 million Smart Grid deployment
- Install reclosers, capacitors, voltage regulators and related technologies as part of Leesburg's $19.5 million Smart Grid deployment
- Install Home Area Network, In Home Display, Load Control devices and related technologies in 3,800 residential and small commercial customer locations as part of Leesburg's $19.5 million Smart Grid deployment and $1.24 million Energy Efficiency and Conservation Block Grant project
- Develop 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
- Provide price signals and energy monitoring tools to enable customers to make cost effective energy purchases
- Promote 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 RP_3 Certification for the fifth and sixth consecutive years

Major Accomplishments:
- Partnered with Power Secure to implement Energy Efficiency and Conservation strategies
- Received a Smart Grid Investment Grant award from DOE for 50% funding of a $19.5 million Smart Grid project
- Received an Energy Efficiency and Conservation Block Grant award from the State of Florida for 100% funding of a $1.24 million Energy Efficiency and Conservation project
- Educational Sessions held to educate and inform customers on ways to manage energy use more effectively

Performance Measures:

	2008-09	2009-10	2010-11
OSHA incident rate	1	0	0
Hours working without lost time accident	2,080	2,080	2,080

Personnel Schedule

Classification	2010	Change	2011	Amount
Director of Electric	1.00	0.00	1.00	100,589
Administrative Assistant II	1.00	0.00	1.00	31,970
Administrative Assistant I	1.00	0.00	1.00	25,875
Total	**3.00**	**0.00**	**3.00**	**158,434**

Electric Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 041-1021-531

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	178,628	156,385	63,871	162,677	158,434
1410	Overtime	133	624	85	1,000	500
15xx	Bonuses/Incentives	3,375	0	0	0	0
2110	FICA	13,151	10,719	4,631	9,540	9,550
221x	Retirement	8,216	10,774	1,969	4,794	9,191
23xx	Insurance	20,090	14,157	5,110	19,819	25,834
2410	Workers' Compensation	494	396	179	456	444
26xx	Other Payroll Benefits	35,540	8,273	144	444	444
2999	Allocated Labor Expense	(42,558)	(34,474)	(19,625)	(27,311)	(7,690)
	TOTAL PERSONAL SERVICES	217,069	166,854	56,364	171,419	196,707
OPERATING EXPENSES						
3xxx	Professional Services	65,692	121,023	116,256	52,500	88,000
4010	Travel	2,383	1,014	1,570	4,050	1,000
41xx	Communication	16,779	20,930	8,247	20,000	20,600
421x	Postage	1,232	1,141	179	3,000	1,000
4310	Utilities	148,042	164,377	73,969	140,000	150,000
4510	Insurance	149,022	131,197	59,273	119,966	111,008
46xx	Repairs & Maintenance- Equipment	4,859	2,233	1,401	6,480	7,460
4710	Printing & Binding	258	8	96	700	250
4810	Promotional Activities	3,866	3,171	1,575	3,171	1,000
4911	Advertising	(9,406)	1,530	0	1,600	500
4920	Other Current Charges	1,878	4,675	1,605	5,800	1,000
4945	Injury/Damage to Others	3,157	927	0	0	0
496x	General Administrative	794,130	692,929	302,219	714,522	656,730
4970	Regulatory Assessment	10,517	11,820	5,334	11,000	11,000
4980	Taxes	1,659,329	1,731,080	813,826	1,600,000	1,749,679
4982	Franchise Fees	318,612	354,894	170,282	300,000	358,612
5180	Minor Furniture/Equipment	1,375	0	0	500	500
5210	Operating Supplies	9,351	8,918	4,083	10,500	14,100
5299	Allocated Material Expense	(47,385)	(43,094)	(23,267)	(13,636)	(120,112)
5410	Publications & Memberships	34,561	33,923	120	38,500	40,500
5440	Education	0	0	0	0	0
5520	Training	3,148	2,053	631	4,850	500
	TOTAL OPERATING EXPENSES	3,171,400	3,244,749	1,537,399	3,023,503	3,093,327
	TOTAL APPROPRIATIONS	3,388,469	3,411,603	1,593,763	3,194,922	3,290,034

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	171,419	196,707	25,288	14.75%
Operating Expenses	3,023,503	3,093,327	69,824	2.31%
TOTALS	3,194,922	3,290,034	95,112	2.98%

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:

- Replaced thirty Christmas decorations, replaced ribbons, garland, and lighting strings
- Fiber Locates
- Installed new poles for lights at Susan Street Ball Fields
- Tree removal and trimming for Parks and Recreation

Performance Measures:

	2008-09	2009-10	2010-11
Recreation light jobs	5	5	2
Tree trimming jobs	385	400	400
Christmas decorations (man hours)	275	300	300
Lights of Lake (man hours)	16	50	60

Appropriations Detail

Account # 041-1045-531

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	29,477	15,570	13,369	31,000	20,500
1410	Overtime	0	718	1,144	1,200	1,500
2110	FICA	2,185	1,129	1,064	2,200	2,400
221x	Retirement	3,537	1,570	806	1,800	2,400
23xx	Insurance	3,261	1,726	1,458	3,550	3,300
2410	Workers' Compensation	314	178	226	300	400
26xx	Other Payroll Benefits	5,013	868	11	20	0
2999	Allocated Labor Expense	3,612	676	1,797	1,300	1,000
TOTAL PERSONAL SERVICES		47,399	22,435	19,875	41,370	31,500
OPERATING EXPENSES						
4499	Allocated Equip Rental	18,953	21,266	748	40,000	10,000
462x	Repairs & Maintenance-Non Bldg	4,162	3,275	3,275	4,000	8,300
5210	Operating Supplies	24,006	2,051	826	1,000	2,000
5299	Allocated Material Expense	975	36	16	0	500
TOTAL OPERATING EXPENSES		48,096	26,628	4,865	45,000	20,800
TOTAL APPROPRIATIONS		95,495	49,063	24,740	86,370	52,300

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	41,370	31,500	(9,870)	-23.86%
Operating Expenses	45,000	20,800	(24,200)	-53.78%
TOTALS	86,370	52,300	(34,070)	-39.45%

Electric Department

Distribution Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Replace deteriorating underground primary conductor to improve service reliability
- Continue pole inspection and treatment to extend life of existing resources
- Continue aggressive Right-of-Way maintenance to improve service reliability
- Implement prioritized plan to replace substation equipment nearing the end of economic life
- Implement Smart Grid Investment plan and begin Smart Grid equipment installations

Value: Fiscal Responsibility

Goals:
- Monitor real-time FMPP loads and weather forecasts to identify Peak Load hours each month and initiate actions to reduce load and FMPA Demand Billing determinants
- Identify work methods to improve operational effectiveness

Vision: A Caring Organization

Goal:
- Complete Hwy 441 Perkins to Griffin Corridor Electric relocation project Phases 3-4
- Continue Bonded Projects – Radio Road reconductor and relocation, Silver Lake rear lot line overhead to underground conversion, and the 441 projects

Major Accomplishments:
- Completed Phase 1 and 2 of Perkins to Griffin Corridor
- Reburied primary in several locations that were aging and had failed
- Replaced 50 poles that failed strength test—Osmose Utilities Services Testing
- Complete construction of Bentley Road from Ice Cream Road to Mobile City Road, complete design of College Road to Radio Road
- Complete the installation of underground primary on 441 from CR 44 A to College Drive
- Subdivisions Completed:
    - Royal Oaks Phase 6
    - Southwinds Cove

Performance Measures:

	2008-09	2009-10	2010-11
Rental lights installed	125	50	30
Surge suppressors installed	136	125	100
Outage rate per customer in minutes	75	50	50
Meters changed out	345	500	100
CT/VT installations tested	1	10	100
Transformers changed out	343	200	200
Overhead conductor replaced (feet)	5,000	35,500	50,000
Underground primary conductor replaced	1,500	10,000	8,000
Decayed and overloaded poles replaced	175	200	250
Residential meters tested	370	275	100

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant I	1.00	0.00	1.00	33,384
Apprentice Lineman	6.00	2.00	8.00	286,414
Contract Supervisor	0.00	1.00	1.00	70,741
Electric Analyst	1.00	0.00	1.00	51,792
Electric Line Crew Leader	5.00	0.00	5.00	317,971
Electric Lineman	6.00	0.00	6.00	320,652
Electric Operations Mgr.	1.00	0.00	1.00	56,347
Electric Service Technician	1.00	0.00	1.00	53,539
Electric Superintendent	1.00	0.00	1.00	77,813
Electric System Operations Supervisor	1.00	0.00	1.00	65,437
*Title changed from El System Disp. Supervisor				
Electric System Sr. Operator	5.00	0.00	5.00	265,430
Electric System Operator*	2.00	0.00	2.00	87,444
*Title changed from El System Dispatcher				
Electric Technician II	1.00	0.00	1.00	36,067
Electric Service Planner	3.00	0.00	3.00	168,771
Groundsman	5.00	(2.00)	3.00	79,892
Meter Supervisor	1.00	0.00	1.00	48,194
Meter Technician	2.00	0.00	2.00	79,227
Substation Comm. Tech I	1.00	0.00	1.00	40,061
Substation Comm. Tech II	2.00	0.00	2.00	102,586
Surge Suppress Technician	1.00	0.00	1.00	35,256
Utility Locator	1.00	0.00	1.00	31,075
Standby				7,300
Time charged directly to Jobbing Division				(20,500)
Time charged directly to Capital Projects				(114,160)
Total	**47.00**	**1.00**	**48.00**	**2,180,733**

Electric Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 041-1062-531

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
12xx Regular Salaries & Wages	1,786,668	1,583,379	706,292	1,807,422	2,180,733
1410 Overtime	114,890	174,983	100,714	155,800	150,000
15xx Bonuses/Incentives	10,750	1,000	0	0	0
2110 FICA	140,306	128,472	59,055	127,969	155,108
221x Retirement	203,279	152,823	47,262	95,217	178,478
23xx Insurance	222,588	178,021	80,107	228,810	349,782
2410 Workers' Compensation	16,802	16,048	9,208	13,986	27,745
26xx Other Payroll Benefits	282,736	108,697	883	2,296	2,730
2970 1st Installs	(130,654)	(105,256)	(68,453)	(95,250)	(41,849)
2999 Allocated Labor Expense	(40,889)	(33,122)	(18,855)	(27,540)	(8,387)
TOTAL PERSONAL SERVICES	2,606,476	2,205,045	916,213	2,308,710	2,994,340
OPERATING EXPENSES					
31xx Professional Services	15,358	46,217	43,542	50,000	170,000
3410 Contract Services	674	3,163	0	3,500	3,000
4010 Travel	5,308	551	279	16,200	11,650
41xx Communication	10,558	10,128	4,907	4,000	9,850
4210 Postage	119	61	19	500	100
4310 Utilities	90	97	46	100	57,744
4410 Rentals	237	801	751	2,000	8,500
4415 Internal Fleet Lease	341,463	406,211	198,980	397,957	369,611
4499 Allocated Equip Rental	(510,033)	(767,033)	(451,025)	(205,487)	(104,859)
4510 Insurance	17,230	15,374	8,186	18,598	15,409
461x Repairs & Maintenance- Vehicles	179,800	274,021	82,283	262,240	225,490
4620 Repairs & Maintenance- Buildings	7,572	22,217	5,738	18,000	18,500
4625 Repairs & Maintenance-Non Bldg	651,103	660,974	240,382	608,200	609,700
46xx Repairs & Maintenance- Equipment	20,455	17,340	8,225	16,340	68,414
4633 Computer Contracts	19,838	11,789	28,991	28,700	29,060
4710 Printing & Binding	1,528	0	44	0	5,375
4810 Promotional Activities	0	0	1,270	500	500
49xx Other Current Charges	44,499	(44,532)	2,798	23,000	16,100
5180 Minor Furniture/Equipment	34,919	36,296	31,150	109,600	23,500
5210 Operating Supplies	307,103	313,241	200,314	438,000	371,000
5215 Uniforms	37,647	15,521	8,157	121,100	99,000
5230 Fuel Purchase	138,563	58,765	31,742	91,000	97,350
5299 Allocated Material Expense	(49,319)	(44,853)	(24,217)	(14,193)	(125,515)
5410 Publications & Membership	0	12	0	0	2,700
5440 Education	3,127	0	0	0	0
5520 Training	38,403	36,755	28,094	117,800	68,650
5999 Material - 1st Installs	(27,171)	(17,803)	(12,232)	0	0
TOTAL OPERATING EXPENSES	1,289,071	1,055,313	438,424	2,107,655	2,050,829
TOTAL APPROPRIATIONS	3,895,547	3,260,358	1,354,637	4,416,365	5,045,169

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	2,308,710	2,994,340	685,630	29.70%
Operating Expenses	2,107,655	2,050,829	(56,826)	-2.70%
TOTALS	4,416,365	5,045,169	628,804	14.24%

Electric Department

Other

Appropriations Detail

Appropriations Detail — Account # 041-1088-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
4920	Other Current Charges	0	153,053	0	0	0
4950	Uncollectible Accounts	369,009	442,659	33,979	100,000	400,000
4962	Customer Accounts	1,706,340	1,505,498	705,989	1,467,202	1,531,606
4963	Meter Reading	142,004	143,046	62,258	150,535	154,400
5910	Depreciation Expense	2,426,423	2,393,826	1,219,681	2,395,966	2,439,360
	TOTAL OPERATING EXPENSES	4,643,776	4,638,082	2,021,907	4,113,703	4,525,366
DEBT SERVICE						
71xx	Principal-Long Term Debt	0	0	0	650,000	660,000
721x	Interest-Long Term Debt	1,268,307	1,301,988	984,462	1,968,922	2,005,277
7311	Fees	13,576	7,157	3,002	2,000	3,000
732x	Amortize Debt Discount/Premium	(3,798)	837	0	837	837
7330	Amortize Debt Issue Cost	52,355	33,193	0	33,193	33,193
7340	Amortize Deferred Charges	46,466	38,491	0	10,932	0
	TOTAL DEBT SERVICE	1,376,906	1,381,666	987,464	2,665,884	2,702,307
OTHER USES						
9101	Transfer to General Fund	4,661,333	4,578,315	2,289,000	4,578,000	4,578,000
9102	Surcharge Transfer	1,067,294	1,090,551	575,458	1,088,000	1,158,473
9160	Reserve/Future Capital	0	0	0	630,366	14,538
9960	Interest-Customer Deposit	94,587	31,594	4,368	45,000	10,000
9980	CR #3 Decommission Trust	326,379	326,378	163,190	326,379	0
	TOTAL OTHER USES	6,149,593	6,026,838	3,032,016	6,667,745	5,761,011
TOTAL APPROPRIATIONS		12,170,275	12,046,586	6,041,387	13,447,332	12,988,684

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	4,113,703	4,525,366	411,663	10.01%
Debt Services	2,665,884	2,702,307	36,423	1.37%
Other Uses	6,667,745	5,761,011	(906,734)	-13.60%
TOTALS	13,447,332	12,988,684	(458,648)	-3.41%

Significant Budget Changes:
Operating Expenses increased due to the increased of uncollectible accounts which are trending higher than FY 2009-10. The reduction in Other Uses is partially attributable to CR#3 estimates being too high, resulting in a suspended contribution until such time as projected costs exceed monies available within the trust fund. The remainder of the change in this category comes from the reduction in reserve for future capital.

Electric Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 041-1099-531

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	574,478	499,526	270,772	405,536	114,160
1410	Overtime	7,123	7,303	7,030	0	0
2110	FICA	42,915	37,426	20,262	31,025	8,731
221x	Retirement	66,709	46,580	17,351	48,664	9,134
23xx	Insurance	65,939	51,924	26,309	67,118	18,893
2410	Workers' Compensation	6,169	6,015	4,228	14,600	1,839
26xx	Other Payroll Benefits	2,016	349	148	0	0
2970	1st Installs	130,654	105,256	68,453	95,250	41,849
2999	Allocated Labor Expense	79,836	66,921	36,684	53,551	15,077
	TOTAL PERSONAL SERVICES	975,839	821,300	451,237	715,744	209,683
OPERATING EXPENSES						
31xx	Professional Services	20,787	30,641	35,859	0	0
4410	Rentals	9,680	0	0	0	0
4499	Allocated Equip Rental	491,080	753,823	450,278	165,487	94,859
4625	Repairs & Maint/Non-Buildings	0	3,723	0	0	0
49xx	Advertising	232	19	150	0	0
5210	Operating Supplies	177,382	76,188	83,726	0	0
5299	Allocated Material Expense	95,729	87,911	47,469	27,829	245,127
5999	Material - 1st Installs	27,171	17,803	12,232	0	0
	TOTAL OPERATING EXPENSES	822,061	970,108	629,714	193,316	339,986
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	574,550	471,483	321,129	298,954	275,375
6410	Machinery & Equipment	174,667	285,761	3,295	233,554	50,000
6460	Taxable Material & Supply	2,087,868	2,001,016	1,038,025	1,122,604	973,591
647x	Use Tax	144,331	138,980	70,448	78,582	73,365
	TOTAL CAPITAL OUTLAY	2,981,416	2,897,240	1,432,897	1,733,694	1,372,331
DEBT SERVICE						
7210	Interest-Long Term Debt	422,269	587,022	0	0	0
	TOTAL DEBT SERVICE	422,269	587,022	0	0	0
OTHER USES						
9999	WIP Contra	(5,201,585)	(5,275,669)	(592,382)	0	0
	TOTAL OTHER USES	(5,201,585)	(5,275,669)	(592,382)	0	0
TOTAL APPROPRIATIONS		0	1	1,921,466	2,642,754	1,922,000

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	715,744	209,683	(506,061)	-70.70%
Operating Expenses	193,316	339,986	146,670	75.87%
Capital Outlay	1,733,694	1,372,331	(361,363)	-20.84%
Debt Service	0	0	0	0.00%
Other Uses	0	0	0	0.00%
TOTALS	2,642,754	1,922,000	(720,754)	-27.27%

Electric Department

Capital Projects

Project Schedule

Project Schedule

Number	Title	Funding Source	Amount
410001	Meters (45,000)	Current Revenue	10,000
		Renewal & Replacement	35,000
410002	Transformers (265,000)	Current Revenue	120,000
		Renewal & Replacement	145,000
410003	Capacitors	Current Revenue	2,000
410004	Distribution lines (778,500)	Current Revenue	453,500
		Customer Contribution	200,000
	Underground Carver Heights	Current Revenue	125,000
410005	Sectionalizing Equipment	Current Revenue	100,000
410006	Lights (60,000)	Current Revenue	35,000
		Renewal & Replacement	25,000
410008	Other equipment	Current Revenue	50,000
410010	Subdivisions (100,000)	Current Revenue	25,000
		Customer Contribution	75,000
410011	Reconductoring	Renewal & Replacement	25,000
410012	Substations (496,500)	Current Revenue	126,500
		Renewal & Replacement	370,000
	TOTAL		1,922,000
	Source of Funds		
		Renewal & Replacement	600,000
		Customer Contribution	275,000
		Current Revenue	1,047,000
	TOTAL		1,922,000

Jack Rogers, Director of Gas

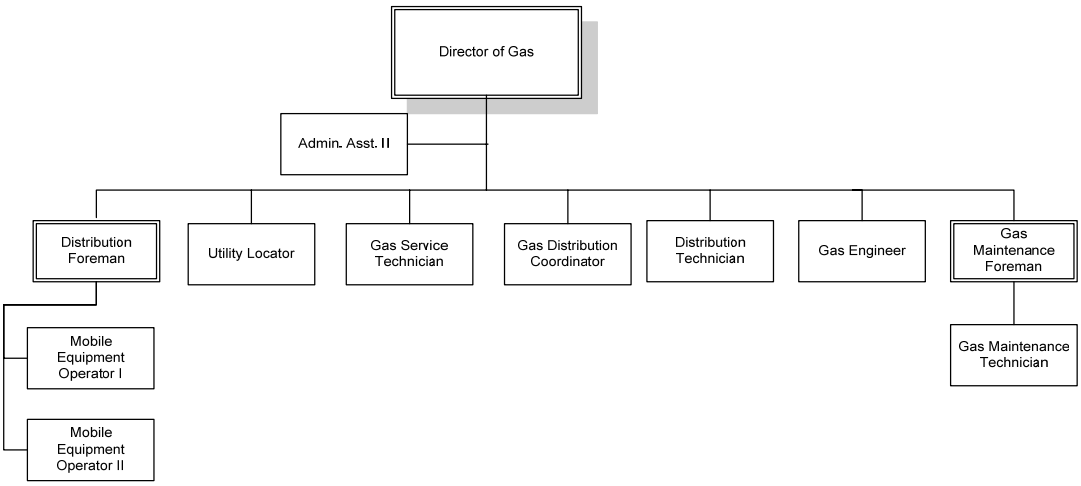
The Gas Department provides a safe, high quality product and professional service at a low cost. Monitoring gas pressure and responding to gas leaks are an important part of the day-to -day routine.

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

$ 8,525,487

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING REVENUE					
Charges For Services	10,071,145	8,254,719	5,703,407	8,021,319	8,302,422
Other Operating Revenue	96,627	73,269	18,604	60,000	52,000
TOTAL OPERATING REVENUE	10,167,772	8,327,988	5,722,011	8,081,319	8,354,422
OPERATING APPROPRIATIONS					
Gas Purchases	5,230,494	3,119,732	2,599,639	3,789,243	3,986,194
Administration	939,808	1,017,825	461,667	1,094,194	1,020,536
Distribution	1,041,652	960,660	433,540	926,441	1,131,387
Other Operating Expenses	1,021,508	1,198,524	551,304	1,196,409	1,248,874
TOTAL APPROPRIATIONS	(8,233,462)	(6,296,741)	(4,046,150)	(7,006,287)	(7,386,991)
NET INCOME FROM OPERATIONS	1,934,310	2,031,247	1,675,861	1,075,032	967,431
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	(6,188)	(1,972)	(277)	(1,500)	(700)
NET OTHER INCOME	(6,188)	(1,972)	(277)	(1,500)	(700)
NET INCOME BEFORE TRANSFERS	1,928,122	2,029,275	1,675,584	1,073,532	966,731
Transfers to other funds	(1,072,210)	(862,842)	(369,475)	(762,044)	(725,558)
NET INCOME AFTER TRANSFERS	855,912	1,166,433	1,306,109	311,488	241,173
Other Sources	194,665	115,474	21,726	439,666	171,065
Capital Projects	0	0	(1,752)	(533,105)	(222,506)
NET OTHER SOURCES	194,665	115,474	19,974	(93,439)	(51,441)
UNAPPROPRIATED BALANCE	1,050,577	1,281,907	1,326,083	218,049	189,732

Gas Department

Revenue Detail

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
CHARGES FOR SERVICES					
34321 Residential	3,613,300	3,406,557	2,845,856	3,229,568	3,574,399
34322 Residential Heat Only	132,029	136,739	125,555	128,437	129,161
34323 Small Commercial	4,689,825	3,433,855	1,832,668	3,842,588	3,671,734
34324 Commercial Heat Only	43,822	23,918	19,650	38,257	22,733
34325 Large Commercial	265,965	259,511	134,838	213,588	350,725
34326 Large Interruptible	1,128,457	827,064	642,216	400,265	388,709
34328 Municipal	49,684	27,165	16,971	43,616	29,961
34905 Penalties	51,377	46,619	30,640	40,000	45,000
34918 Misc Service Revenue	96,686	93,291	55,013	85,000	90,000
TOTAL CHARGES FOR SERVICES	10,071,145	8,254,719	5,703,407	8,021,319	8,302,422
MISCELLANEOUS REVENUE					
36110 Interest Income	78,232	43,104	25,669	35,000	32,000
36130 Gain/Loss Investments	975	12,066	(9,946)	0	0
36162 Bond Funds	0	0	0	0	0
36404 Recovery from Losses	0	332	0	0	0
36609 Contributions/Donations	40	0	0	0	0
36925 Misc Jobbing Revenue	15,137	17,536	2,747	25,000	20,000
36990 Misc Non-Op Revenue	2,243	231	134	0	0
TOTAL MISCELLANEOUS REVENUE	96,627	73,269	18,604	60,000	52,000
OTHER SOURCES					
38144 Transfer from Wastewater	0	0	0	100,000	100,000
38950 Contributions- Cust/Dev	194,665	115,474	21,726	339,666	71,065
TOTAL OTHER SOURCES	194,665	115,474	21,726	439,666	171,065
TOTAL RESOURCES	10,362,437	8,443,462	5,743,737	8,520,985	8,525,487

Division Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
2013 **GAS PURCHASES**					
Operating Expenses	5,230,494	3,119,732	2,599,639	3,789,243	3,986,194
TOTAL GAS PURCHASES	5,230,494	3,119,732	2,599,639	3,789,243	3,986,194
2021 **ADMINISTRATION**					
Personal Services	209,740	198,281	78,856	163,185	189,681
Operating Expenses	730,068	639,157	297,432	931,009	668,413
Grants and Aides	0	180,387	85,379	0	162,442
TOTAL ADMINISTRATION	939,808	1,017,825	461,667	1,094,194	1,020,536
2081 **DISTRIBUTION**					
Personal Services	803,143	731,198	283,804	639,415	786,403
Operating Expenses	238,509	229,462	149,736	287,026	344,984
TOTAL DISTRIBUTION	1,041,652	960,660	433,540	926,441	1,131,387
2088 **OTHER**					
Operating Expenses	874,404	1,027,639	405,958	779,692	832,158
Debt Service	147,104	170,885	145,346	416,717	416,716
Other Uses	1,078,398	864,814	369,752	981,593	915,990
TOTAL OTHER	2,099,906	2,063,338	921,056	2,178,002	2,164,864
2099 **CAPITAL PROJECTS**					
Personal Services	173,465	137,556	55,383	206,531	64,021
Operating Expenses	220,020	147,094	68,627	276,074	150,485
Capital Outlay	10,796	284,597	33,249	50,500	8,000
Debt Service	94,269	97,783	0	0	0
Other Uses	(498,550)	(667,030)	(155,507)	0	0
TOTAL CAPITAL PROJECTS	0	0	1,752	533,105	222,506
GRAND TOTAL					
Personal Services	1,186,348	1,067,035	418,043	1,009,131	1,040,105
Operating Expenses	7,293,495	5,163,084	3,521,392	6,063,044	5,982,234
Capital Outlay	10,796	284,597	33,249	50,500	8,000
Debt Service	241,373	268,668	145,346	416,717	416,716
Grants and Aides	0	180,387	85,379	0	162,442
Other Uses	579,848	197,784	214,245	981,593	915,990
TOTAL APPROPRIATIONS	9,311,860	7,161,555	4,417,654	8,520,985	8,525,487

Gas Department

Gas Purchases Division

Appropriations Detail

Appropriations Detail

Account # 042-2013-532

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
3470 Gas Purchases	5,230,494	3,119,732	2,599,639	3,789,243	3,986,194
TOTAL OPERATING EXPENSES	5,230,494	3,119,732	2,599,639	3,789,243	3,986,194
TOTAL APPROPRIATIONS	5,230,494	3,119,732	2,599,639	3,789,243	3,986,194

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,789,243	3,986,194	196,951	5.20%
TOTALS	3,789,243	3,986,194	196,951	5.20%

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 twenty 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:
- Implemented natural gas training program with Fire and Police
- Updated and improved functionality of SCADA system including in-house monitoring
- Implemented PSC required excess flow valve program
- Full department participation in all city training programs
- Educated customers on the benefits of natural gas through LakeFront TV and mass mailings

Performance Measures:

	2008-09	2009-10	2010-11
Accidents/personal injury	3	3	0
Accidents/vehicles	0	0	0
Employee training man hours	333	350	350
Public awareness notifications (service line, newspaper, utility bills etc.)	5	7	8

Personnel Schedule

Classification	2010	Change	2011	Amount
Director of Gas	1.00	0.00	1.00	81,910
Gas Engineer	1.00	0.00	1.00	76,482
Total	**2.00**	**0.00**	**2.00**	**158,392**

Gas Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 042-2021-532

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	163,030	169,146	71,276	158,392	158,392
15xx	Bonuses/Incentives	1,000	0	0	0	0
2110	FICA	12,356	12,777	5,380	10,041	10,041
221x	Retirement	18,226	15,822	5,275	11,721	14,208
23xx	Insurance	12,883	10,402	4,673	11,179	14,394
2410	Workers' Compensation	434	406	200	444	444
26xx	Other Payroll Benefits	26,358	9,180	0	0	0
2999	Allocated Labor Expense	(24,547)	(19,452)	(7,948)	(28,592)	(7,798)
	TOTAL PERSONAL SERVICES	209,740	198,281	78,856	163,185	189,681
OPERATING EXPENSES						
3110	Professional Services	3,886	14,956	7,306	10,000	13,000
3130	Engineering Services	0	0	0	8,000	8,000
4010	Travel	0	1,332	0	3,000	3,000
4210	Postage	159	109	69	200	200
4510	Insurance	26,439	27,146	11,697	23,590	22,130
4610	Repairs & Maintenance- Vehicles	0	0	0	200	200
46xx	Repairs & Maintenance- Equipment	3,770	4,800	2,425	5,950	6,030
4710	Printing & Binding	0	0	0	100	100
48xx	Promotional Activities	81,789	19,701	808	102,200	2,000
4911	Advertising	0	0	0	170,758	500
4920	Other Current Charges	0	(3)	0	0	0
4934	ZG Warehouse Over/Short	0	4,674	0	0	0
4945	Injury/Damage to Others	2,547	(280)	1,434	0	0
496x	General Administrative	366,829	295,620	126,000	266,089	260,553
4970	Regulatory Assessments	19,307	17,442	5,842	19,500	19,500
4980	Taxes	194,161	220,197	129,544	297,030	316,683
4982	Franchise Fees	24,555	22,462	14,155	20,439	23,097
5180	Minor Furniture & Equip	0	0	0	500	500
5210	Operating Supplies	286	198	0	500	500
5215	Uniforms	0	0	0	100	0
5230	Fuel Purchases	30	0	0	0	0
5299	Allocated Material Exp	(7,091)	(4,398)	(1,848)	(14,797)	(8,080)
5410	Publications & Memberships	13,401	15,201	0	17,150	0
5520	Training	0	0	0	500	500
	TOTAL OPERATING EXPENSES	730,068	639,157	297,432	931,009	668,413
GRANTS AND AIDS						
8210	Local Contributions	0	180,387	85,379	0	162,442
	TOTAL GRANTS AND AIDES	0	180,387	85,379	0	162,442
	TOTAL APPROPRIATIONS	939,808	1,017,825	461,667	1,094,194	1,020,536

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	163,185	189,681	26,496	16.24%
Operating Expenses	931,009	668,413	(262,596)	-28.21%
Grants and Aides	0	162,442	162,442	100.00%
TOTALS	1,094,194	1,020,536	(73,658)	-6.73%

Significant Budget Changes:
Operating Expenses decreased due to local contributions being reclassed to Grants and Aides.

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 240 new services to residential and commercial customers
- Install AMR units in selected areas
- Relocate regulator station at Incinerator
- Perform meter and riser maintenance including replacement of ID stickers

Major Accomplishments:

- Installed 150 new services
- Relocate Gas mains in Perkins to Griffin Corridor
- Relocated main on Overton Dr. and Fountain St
- Upgraded meter size at two Publix stores for power generation
- Continue operator qualification, hands on-evaluations, and record keeping program
- Completed leak survey of 25% of the system
- Provided maps that reflect Geographical Positioning System (GPS) coordinates on all gas meters, valves, and stations

Performance Measures:

	2008-09	2009-10	2010-11
New services installed	209	150	240
Service calls	4,900	5,000	5,100
Feet of 2” mains installed	3,215	3,000	3,000
Feet of other (1”, 4” , 6”, & 8”) mains installed	1,964	800	800
Gas line locations	2,529	2,200	2,300
Service Removals	109	100	100
PSC violations	0	0	0
Distribution Leak Reports	121	100	100

Personnel Schedule

Classification	2010	Change	2011	Amount
Admin. Asst. II	1.00	0.00	1.00	28,787
Distribution Foreman	4.00	0.00	4.00	175,489
Distribution Technician	1.00	0.00	1.00	41,018
Gas Distribution Coordinator (Title Change per Legislation)	1.00	0.00	1.00	33,571
Gas Maintenance Foreman	1.00	0.00	1.00	43,701
Gas Maintenance Technician	1.00	0.00	1.00	36,878
Gas Service Technician	3.00	0.00	3.00	92,061
Mobile Eq. Operator I	1.00	0.00	1.00	22,173
Mobile Eq. Operator II	3.00	0.00	3.00	86,819
Utility Locator	1.00	0.00	1.00	25,189
Standby				0
Time charged directly to Capital Projects				(41,965)
Total	**17.00**	**0.00**	**17.00**	**543,721**

Gas Department

Distribution Division

Appropriations Detail

Appropriations Detail

Account # 042-2081-532

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	496,447	508,934	204,255	472,998	543,721
1410	Overtime	21,438	16,737	12,913	20,000	25,000
15xx	Bonuses/Incentives	5,000	0	0	0	0
2110	FICA	38,634	38,322	15,799	33,426	39,277
221x	Retirement	56,846	49,848	14,586	28,809	48,271
23xx	Insurance	75,915	73,589	31,148	73,759	117,465
2410	Workers' Compensation	10,142	9,578	4,708	9,037	12,129
26xx	Other Payroll Benefits	102,066	34,190	395	1,386	540
2970	1st Installs	(3,345)	0	0	0	0
TOTAL PERSONAL SERVICES		803,143	731,198	283,804	639,415	786,403
OPERATING EXPENSES						
4010	Travel	1,431	1,176	261	1,500	2,000
41xx	Communication	7,151	7,992	3,747	11,000	10,000
4210	Postage	58	27	158	500	500
4310	Utilities	25,530	24,677	12,260	29,000	28,000
44xx	Rentals	1,091	1,156	552	700	1,000
4415	Internal Fleet Lease	77,588	92,859	46,059	92,119	97,276
4499	Allocated Equip. Rental	(52,807)	(45,519)	(25,892)	(23,792)	(12,705)
4510	Insurance	6,412	6,069	4,210	9,259	8,040
461x	Repairs & Maintenance- Vehicles	54,765	52,663	40,556	63,000	67,000
4620	Repairs & Maintenance- Buildings	359	103	35	500	500
4625	Repairs & Maintenance- Non-Build	0	208	0	250	250
46xx	Repairs & Maintenance- Equipment	2,458	2,717	1,238	2,690	2,580
4710	Printing & Binding	4,451	3,000	3,545	3,000	6,000
4xxx	Promotional Activities/Advertising	489	116	644	900	900
4920	Other Current Charges	2,543	457	793	3,000	3,000
5180	Minor Furniture & Equip	8,345	6,354	2,974	7,000	19,443
5210	Operating Supplies	33,364	38,475	19,642	40,000	44,000
5215	Uniforms	3,979	3,743	2,791	6,000	6,000
5230	Fuel Purchases	53,583	31,004	17,150	37,000	37,000
5410	Publications & Memberships	3,681	165	18,263	0	19,000
5520	Training	4,038	2,020	750	3,400	5,200
TOTAL OPERATING EXPENSES		238,509	229,462	149,736	287,026	344,984
TOTAL APPROPRIATIONS		1,041,652	960,660	433,540	926,441	1,131,387

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	639,415	786,403	146,988	22.99%
Operating Expenses	287,026	344,984	57,958	20.19%
TOTALS	926,441	1,131,387	204,946	22.12%

Significant Budget Changes:
Personal Services increased due to the reduction in capital projects.

Gas Department

Other

Appropriations Detail

Appropriations Detail — Account # 042-2088-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
4920	Other Current Charges	0	18,739	0	0	0
4950	Uncollectible Accounts	42,732	22,336	10,000	20,000	20,000
4962	Customer Accounts	432,195	491,077	194,550	302,955	354,373
4963	Meter Reading	72,692	71,017	32,323	78,153	79,201
5910	Depreciation Expense	326,785	424,470	169,085	378,584	378,584
	TOTAL OPERATING EXPENSES	874,404	1,027,639	405,958	779,692	832,158
DEBT SERVICE						
711x	Principal-Long Term Debt	0	0	0	118,975	123,189
721x	Interest-Long Term Debt	128,241	157,506	144,803	289,605	285,340
7311	Fees	4,266	2,369	543	500	550
732x	Amortize Debt Discount/Premium	1,201	1,166	0	1,166	1,166
7330	Amortize Debt Issue Cost	7,707	5,132	0	5,132	5,132
7340	Amortize Deferred Charges	5,689	4,712	0	1,339	1,339
	TOTAL DEBT SERVICE	147,104	170,885	145,346	416,717	416,716
OTHER USES						
9101	Transfers to General Fund	965,735	745,308	283,823	567,645	605,558
9102	Surcharge Transfer	106,475	117,534	85,652	194,399	120,000
9160	Reserve/Future Capital	0	0	0	218,049	189,732
9960	Interest-Customer Deposit	6,188	1,972	277	1,500	700
	TOTAL OTHER USES	1,078,398	864,814	369,752	981,593	915,990
	TOTAL APPROPRIATIONS	2,099,906	2,063,338	921,056	2,178,002	2,164,864

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	779,692	832,158	52,466	6.73%
Debt Service	416,717	416,716	(1)	0.00%
Other Uses	981,593	915,990	(65,603)	-6.68%
TOTALS	2,178,002	2,164,864	(13,138)	-0.60%

Gas Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 042-2099-532

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	106,757	87,965	35,772	128,100	41,965
1410	Overtime	49	0	171	0	0
2110	FICA	8,090	6,439	2,593	9,801	3,210
221x	Retirement	12,605	8,360	2,648	15,162	3,313
23xx	Insurance	14,976	13,069	5,304	20,611	6,752
2410	Workers' Compensation	2,231	1,698	851	4,265	983
26xx	Other Payroll Benefits	865	573	96	0	0
2970	1st Installs	3,345	0	0	0	0
2999	Allocated Labor Expense	24,547	19,452	7,948	28,592	7,798
	TOTAL PERSONAL SERVICES	173,465	137,556	55,383	206,531	64,021
OPERATING EXPENSES						
3410	Contract Services	0	0	472	0	0
4499	Allocated Equip Rental	52,807	45,519	25,892	23,792	12,705
4920	Other Current Charges	0	0	600	0	0
5210	Operating Supplies	160,122	97,177	39,815	237,485	129,700
5299	Allocated Material Exp	7,091	4,398	1,848	14,797	8,080
	TOTAL OPERATING EXPENSES	220,020	147,094	68,627	276,074	150,485
CAPITAL OUTLAY						
6110	Land Costs	0	275,000	0	0	0
6310	Improvements Other than Bldgs	3,174	4,684	15,198	40,000	0
6410	Machinery & Equipment	7,622	4,913	18,051	10,500	8,000
	TOTAL CAPITAL OUTLAY	10,796	284,597	33,249	50,500	8,000
DEBT SERVICE						
7210	Interest-Long Term Debt	94,269	97,783	0	0	0
	TOTAL DEBT SERVICE	94,269	97,783	0	0	0
OTHER USES						
9999	WIP Contra	(498,550)	(667,030)	(155,507)	0	0
	TOTAL OTHER USES	(498,550)	(667,030)	(155,507)	0	0
TOTAL APPROPRIATIONS		0	0	1,752	533,105	222,506

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	206,531	64,021	(142,510)	-69.00%
Operating Expenses	276,074	150,485	(125,589)	-45.49%
Capital Outlay	50,500	8,000	(42,500)	-84.16%
Debt Service	0	0	0	0.00%
Other Uses	0	0	0	0.00%
TOTALS	533,105	222,506	(310,599)	-58.26%

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
420002	Mains (31,448)		
	Shepards Village	Customer Contribution	18,632
	Oakland Estates	Customer Contribution	12,816
420003	Tools & Equipment	Current Revenue	8,193
420008	Regulators (17,191)	Current Revenue	15,883
		Customer Contribution	1,308
420009	Farm Tap/ Industrial Equip (11,369)	Current Revenue	6,369
		Customer Contribution	5,000
420010	Services (44,239)	Current Revenue	17,204
		Customer Contribution	27,035
	TOTAL		222,506
	Source of Funds		
		Current Revenue	151,441
		Customer Contribution	71,065
	TOTAL		222,506

Ray Sharp, Environmental Services/Public Works Director

Water Department

Organization

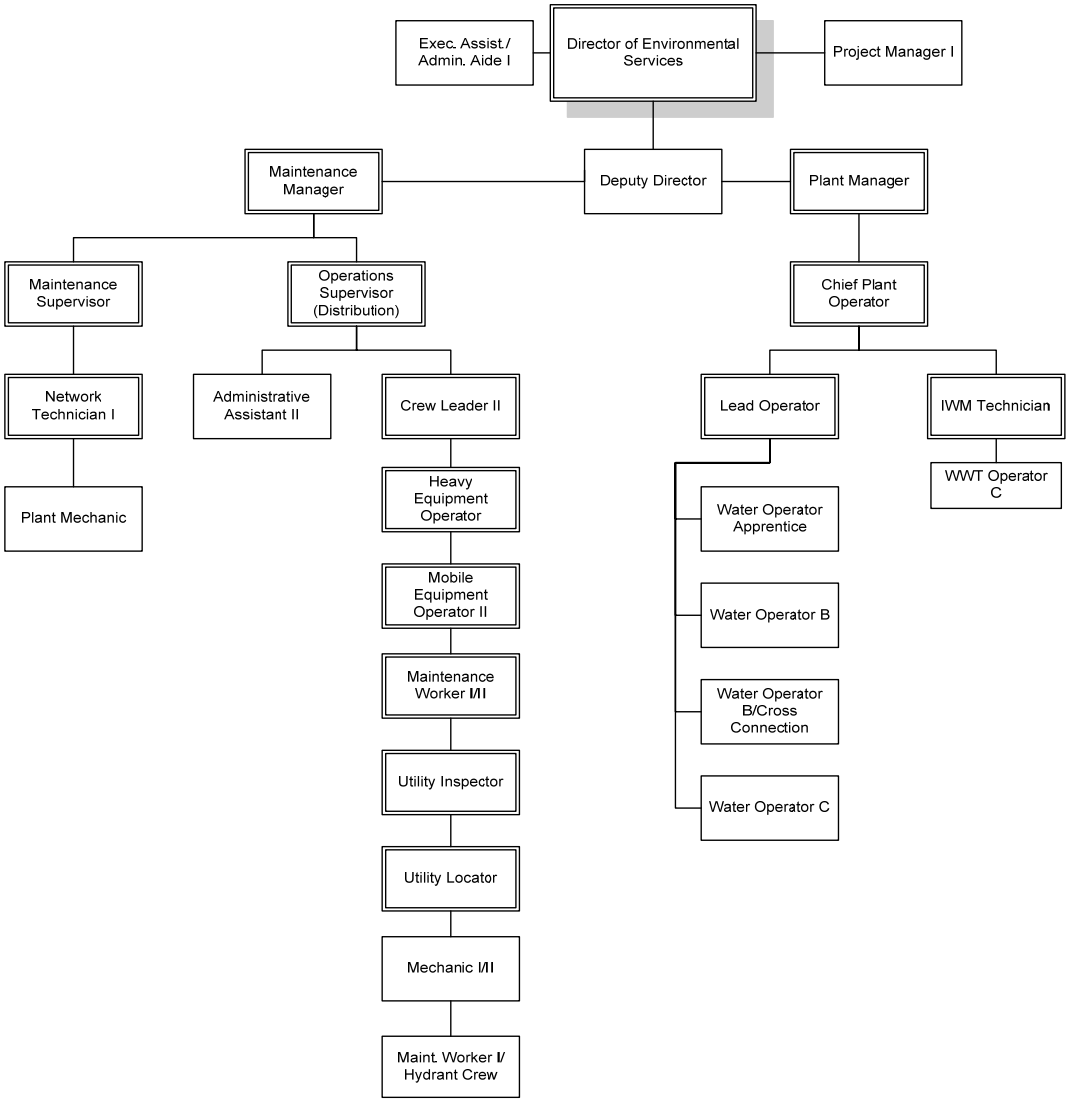
The Water Department provides a safe, high quality product with prompt, professional service at a low cost to the customer. Preventive maintenance is important to continue services.

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



Total Department Budget

$ 8,376,121

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 56,000 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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING REVENUE					
Charges for Services	6,995,658	6,874,013	3,047,874	7,389,123	7,192,761
Other Operating Revenue	644,109	324,257	123,100	165,760	145,760
TOTAL REVENUE SOURCES	7,639,767	7,198,270	3,170,974	7,554,883	7,338,521
OPERATING APPROPRIATIONS					
Administration	1,095,999	1,030,831	332,025	1,091,965	757,093
Treatment	1,533,288	1,595,198	639,464	1,524,808	1,279,035
Reuse	0	0	40,414	160,120	159,432
Distribution	1,662,693	1,540,646	651,915	1,355,641	1,256,341
Other Operating Expenses	1,546,593	3,771,787	1,563,267	3,207,318	3,656,823
TOTAL APPROPRIATIONS	(5,838,573)	(7,938,462)	(3,227,085)	(7,339,852)	(7,108,724)
NET INCOME FROM OPERATIONS	1,801,194	(740,192)	(56,111)	215,031	229,797
Non-Operating Revenue	0	738,642	(43,718)	0	0
Non-Operating Appropriations	(8,679)	(2,889)	(432)	(1,500)	(1,500)
NET OTHER INCOME	(8,679)	735,753	(44,150)	(1,500)	(1,500)
NET INCOME BEFORE TRANSFERS	1,792,515	(4,439)	(100,261)	213,531	228,297
Transfers to other funds	(803,907)	(824,266)	(400,602)	(869,865)	(798,137)
NET INCOME AFTER TRANSFERS	988,608	(828,705)	(500,863)	(656,334)	(569,840)
Other Sources	196,735	82,974	30,772	2,005,200	1,037,600
Capital Projects	0	1	(13,030)	(1,332,000)	(460,600)
NET OTHER SOURCES	196,735	82,975	17,742	673,200	577,000
UNAPPROPRIATED BALANCE	1,185,343	(745,730)	(483,121)	16,866	7,160

Water Department

Revenue Detail

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
LICENSES & PERMITS					
32421 Impact Fees - Residential	413,961	191,438	61,705	0	0
32422 Impact Fees - Commercial	68,812	38,209	1,569	0	0
TOTAL LICENSES & PERMITS	482,773	229,647	63,274	0	0
INTERGOVERNMENTAL REVENUE					
33431 St. Johns Water Mgmt	0	369,321	(21,859)	0	0
33449 Joint Participation Agmt	0	369,321	(21,859)	0	0
TOTAL INTERGOVERNMENTAL REVENUE	0	738,642	(43,718)	0	0
CHARGES FOR SERVICES					
34331 Residential Sales	4,612,698	4,640,477	2,055,522	4,904,510	4,832,010
34332 Commercial Sales	1,664,410	1,524,812	701,960	1,767,876	1,497,795
34336 Municipal Sales	131,872	109,754	43,088	138,732	95,831
34338 Private Fire Protection Sales	23,738	24,907	13,899	25,172	28,078
3433x Reuse Water	388,673	406,447	148,140	411,631	601,410
34905 Penalties	52,138	49,541	26,387	56,103	52,637
34910 Sale of Bottled Water	34	0	0	0	0
34918 Misc Service Revenue	122,095	118,075	58,878	85,099	85,000
TOTAL CHARGES FOR SERVICES	6,995,658	6,874,013	3,047,874	7,389,123	7,192,761
MISCELLANEOUS REVENUE					
36110 Interest on Investments	106,458	54,803	81,248	118,000	98,000
36130 Gain/Loss Investments	4,687	37,590	(23,222)	0	0
36402 Sale of Fixed Assets	0	(1,385)	25	0	0
36404 Recovery From Losses	0	45,370	0	0	0
36925 Misc Jobbing Revenue	3,447	269	1,775	500	500
36990 Misc Non-Operating Revenue	46,744	(42,037)	0	47,260	47,260
TOTAL MISCELLANEOUS	161,336	94,610	59,826	165,760	145,760
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	196,735	82,974	30,772	100,000	25,000
38961 Appropriated Renewal & Replacement	0	0	0	835,200	485,600
38963 Appropriated Impact Fees	0	0	0	570,000	27,000
TOTAL OTHER SOURCES	196,735	82,974	30,772	2,005,200	1,037,600
TOTAL RESOURCES	7,836,502	8,019,886	3,158,028	9,560,083	8,376,121

Division Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
3021 **ADMINISTRATION**					
Personal Services	172,491	212,384	80,257	207,470	196,828
Operating Expenses	923,508	818,447	251,768	884,495	560,265
TOTAL ADMINISTRATION	1,095,999	1,030,831	332,025	1,091,965	757,093
3051 **TREATMENT**					
Personal Services	632,693	585,643	239,409	556,874	574,866
Operating Expenses	900,595	1,009,555	400,055	967,934	704,169
TOTAL TREATMENT	1,533,288	1,595,198	639,464	1,524,808	1,279,035
3072 **REUSE**					
Personal Services	0	0	38,395	117,260	126,432
Operating Expenses	0	0	2,019	42,860	33,000
TOTAL REUSE	0	0	40,414	160,120	159,432
3081 **DISTRIBUTION**					
Personal Services	1,043,821	994,952	409,747	960,658	959,292
Operating Expenses	618,872	545,694	242,168	394,983	297,049
TOTAL DISTRIBUTION	1,662,693	1,540,646	651,915	1,355,641	1,256,341
3088 **OTHER**					
Personal Services	0	0	267	0	0
Operating Expenses	1,500,021	3,393,760	966,957	1,610,481	2,058,768
Debt Service	46,572	378,027	596,310	1,596,837	1,598,055
Other Uses	812,586	831,055	401,534	888,231	806,797
TOTAL OTHER	2,359,179	4,602,842	1,965,068	4,095,549	4,463,620
3099 **CAPITAL PROJECTS**					
Personal Services	55,014	17,064	22,858	0	0
Operating Expenses	237,938	75,430	32,584	0	0
Capital Outlay	1,648,995	4,101,471	1,952,546	1,332,000	460,600
Debt Service	811,363	656,794	0	0	0
Other Uses	(2,753,310)	(4,850,760)	(1,994,958)	0	0
TOTAL CAPITAL PROJECTS	0	(1)	13,030	1,332,000	460,600
GRAND TOTAL					
Personal Services	1,904,019	1,810,043	790,933	1,842,262	1,857,418
Operating Expenses	4,180,934	5,842,886	1,895,551	3,900,753	3,653,251
Capital Outlay	1,648,995	4,101,471	1,952,546	1,332,000	460,600
Debt Service	857,935	1,034,821	596,310	1,596,837	1,598,055
Other Uses	(1,940,724)	(4,019,705)	(1,593,424)	888,231	806,797
TOTAL APPROPRIATIONS	6,651,159	8,769,516	3,641,916	9,560,083	8,376,121

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 need 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
- Continue to negotiate a 20 year CUP permit with St. Johns River Water Management District

Performance Measures:

	2008-09	2009-10	2010-11
Implementation of Strategic Plan	50%	75%	100%
Implementation of Water Treatment Master Plan	50%	75%	100%
Implementation of Water Distribution Master Plan	50%	75%	90%
Dual Certification Cross-training	35%	40%	50%
Defined Training Program	100%	100%	100%

Personnel Schedule

Classification	2010	Change	2011	Amount
Admin. Asst. II[4]	0.50	(0.50)	0.00	0
Exec.Assistant/Admin. Aide I	1.00	0.00	1.00	39,270
Director of Environmental Services[2]	0.50	0.00	0.50	50,295
Deputy Director of Env. Services[1]	0.50	0.00	0.50	39,146
Project Manager I[3]	0.50	0.00	0.50	25,813
Total	**3.00**	**(0.50)**	**2.50**	**154,524**

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[4]
50%-3021, 50%-4021

Water Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 043-3021-533

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	125,220	165,972	67,671	170,206	154,524
1410	Overtime	435	37	0	500	0
1530	Bonuses	250	0	0	0	0
2110	FICA	9,419	12,323	4,963	11,140	9,693
221x	Retirement	8,847	13,212	3,785	9,879	11,865
23xx	Insurance	9,389	11,341	6,042	13,493	19,419
2410	Workers' Compensation	369	889	439	1,138	1,093
26xx	Employee Benefits	25,487	10,652	127	1,114	234
2999	Allocated Labor Expense	(6,925)	(2,042)	(2,770)	0	0
	TOTAL PERSONAL SERVICES	172,491	212,384	80,257	207,470	196,828
OPERATING EXPENSES						
31xx	Professional Services	111,107	306,630	42,685	408,500	21,500
3410	Contract Services	8,103	45,605	1,900	5,000	0
4010	Travel	40	0	0	0	0
41xx	Communication	4,726	4,931	1,569	0	1,000
4210	Postage	495	651	51	400	500
4410	Rentals	3,819	3,934	2,026	3,900	0
4415	Internal Fleet Lease	2,334	1,616	0	0	0
4510	Insurance	42,916	50,395	25,475	51,441	56,333
461x	Repairs & Maintenance- Vehicles	1,320	0	0	0	0
4620	Repairs & Maintenance- Buildings	2,250	60	0	200	320
463x	Repairs & Maintenance- Equipment	8,990	7,269	3,518	6,800	5,750
4710	Printing & Binding	115	0	64	100	100
4810	Promotional Activities	1,499	1,534	758	0	0
4911	Advertising-Other Ads	219,181	5,609	225	400	0
4920	Other Current Charges	0	1,006	0	0	1,000
4945	Injury/Damage to Others	7,831	2,656	105	0	0
496x	General Administrative	501,324	380,439	169,393	400,084	471,062
5180	Minor Furniture & Equip	406	0	0	0	0
521x	Operating Supplies	2,881	3,928	1,573	3,150	2,600
5230	Fuel Purchases	579	0	30	500	100
5299	Allocated Material Expense	(374)	(65)	(216)	0	0
5410	Publications & Memberships	3,471	1,221	2,612	4,020	0
5520	Training	495	1,028	0	0	0
	TOTAL OPERATING EXPENSES	923,508	818,447	251,768	884,495	560,265
	TOTAL APPROPRIATIONS	1,095,999	1,030,831	332,025	1,091,965	757,093

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	207,470	196,828	(10,642)	-5.13%
Operating Expenses	884,495	560,265	(324,230)	-36.66%
TOTALS	1,091,965	757,093	(334,872)	-30.67%

Significant Budget Changes:
The Personal Services category decreased due to the elimination of the Administrative Assistant I position resulting in 50% savings here and the other 50% in WWT Admin (4021). Operating Expenses decreased significantly from the Coquina Coast Project Phase II being paid in Fiscal Year 2009-10 removing $250.000 from the Fiscal Year 2010-11 budget.

Water Department

Treatment Division

Values & Goals

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 3% 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:
- ❑ Unaccounted for water less than 7%
- ❑ Completed Annual Consumer Confidence Reporting
- ❑ Refurbished High Service Pump # 2 at the Plantation Water Treatment Facility to ensure reliability
- ❑ Replaced the Variable Frequency Drive for High Service Pump # 4 at the Main Water Treatment Facility
- ❑ Sponsored conservation workshops that were conducted in conjunction with organizational partnerships
- ❑ Completed the installation of the new high service pumps at Royal Highlands Water Treatment Facility to ensure reliability
- ❑ Two operators received Class "C" certification in water
- ❑ Two operators received Class "C" certification in wastewater
- ❑ One operator received Associated Arts Degree
- ❑ Completed the installation of the new high service pumps and controls at Lake Pointe Booster Station

Performance Measures

	2008-09	2009-10	2010-11
Annual unaccounted for water loss	6%	6%	6%
Reduce electric usage	3%	5%	3%
Unscheduled down time for critical system	0	0	0
Average gross-per-capita water consumption	N/A	198	195

Personnel Schedule

Classification	2010	Change	2011	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	0.00	0.50	11,087
Plant Manager[2]	0.50	0.00	0.50	38,958
Water Operator Apprentice	1.00	0.00	1.00	24,898
Water Operator B	2.00	(1.00)	1.00	30,202
Water Operator B/Cross Conn.	1.00	0.00	1.00	44,346
Water Operator C	4.00	0.00	4.00	114,710
WWT/Wa Dual C Operator	0.00	1.00	1.00	29,349
Standby				3,650
Total	**11.00**	**0.00**	**11.00**	**386,973**

Notes: Allocations
Plant Manager[2]
50%-3051,25%-4051,25%-4052
Maintenance Worker II[1]
50%-3051,50%-4071

Water Department

Treatment Division

Appropriations Detail

Appropriations Detail — Account # 043-3051-533

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	389,556	392,961	166,015	390,790	386,973
1410	Overtime	23,503	26,846	16,465	26,620	26,620
1530	Bonuses/Incentives	2,667	0	0	0	0
2110	FICA	30,836	30,863	13,430	28,263	27,920
221x	Retirement	43,037	37,926	11,661	28,320	32,956
23xx	Insurance	59,410	55,404	22,763	62,624	80,750
2410	Workers' Compensation	12,469	15,115	8,967	20,011	19,401
26xx	Other Payroll Benefits	71,215	26,528	108	246	246
TOTAL PERSONAL SERVICES		632,693	585,643	239,409	556,874	574,866
OPERATING EXPENSES						
31xx	Professional Services	40,968	63,532	18,885	10,000	30,000
3410	Contract Services	65,419	48,795	22,926	106,800	81,800
4010	Travel	1,464	2,447	1,236	7,500	0
41xx	Communication	5,254	5,291	1,799	5,200	3,382
4210	Postage	3,086	1,644	2,098	1,300	1,500
4310	Utilities	561,974	621,108	246,663	598,434	438,326
4410	Rentals	2,500	6,760	0	1,000	0
4415	Internal Fleet Lease	18,031	23,190	8,877	17,755	21,761
4510	Insurance	3,607	13,240	11,518	15,181	12,305
461x	Repairs & Maintenance- Vehicles	90,388	96,391	29,718	59,440	22,980
4620	Repairs & Maintenance- Buildings	9,475	6,371	259	1,000	1,000
4625	Repairs & Maintenance- Non-Build	6,055	12,938	2,550	3,000	500
46xx	Repairs & Maintenance- Equipment	1,800	4,015	1,737	3,460	4,460
4710	Printing & Binding	0	242	0	1,000	200
4810	Promotional Activites	0	3,781	0	0	0
4911	Advertising	222	1,820	398	0	0
4920	Other Current Charges	1,880	5,725	12,400	19,900	13,000
5180	Minor Furniture & Equip	4,671	3,878	1,247	4,500	1,000
5210	Operating Supplies	64,293	67,118	25,976	90,900	12,000
5215	Uniforms	2,338	2,510	2,190	2,700	2,465
5280	Chemicals	0	0	0	0	41,500
5230	Fuel Purchases	8,922	12,945	5,620	11,614	11,240
5410	Publications & Memberships	1,621	2,250	1,024	2,250	2,250
5440	Education	1,633	0	0	0	0
5520	Training	4,994	3,564	2,934	5,000	2,500
TOTAL OPERATING EXPENSES		900,595	1,009,555	400,055	967,934	704,169
TOTAL APPROPRIATIONS		1,533,288	1,595,198	639,464	1,524,808	1,279,035

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	556,874	574,866	17,992	3.23%
Operating Expenses	967,934	704,169	(263,765)	-27.25%
TOTALS	1,524,808	1,279,035	(245,773)	-16.12%

Significant Budget Changes:
Operating Expenses decreased due to proper allocation of utilities to the different divisions. Also chemicals were placed into a new account (5280) and removed from operating supplies; both accounts were also significantly reduced.

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 for potable water irrigation 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:

- Completed construction of Reuse Force Main to connect Turnpike WRF to the Reuse Distribution System
- Completed construction of Reuse filter and pump system at Turnpike WRF

Performance Measures:

	2008-09	2009-10	2010-11
Deficiencies for regulatory compliance	N/A	0	0
Unscheduled down time for critical systems	N/A	0	0
Reduce electric usage	N/A	5%	2%

Personnel Schedule

Classification	2010	Change	2011	Amount
Ind. Waste Monitoring Tech	1.00	0.00	1.00	25,875
Wastewater Operator C	2.00	(2.00)	0.00	0
Wastewater Apprentices	0	2.00	2.00	61,443
Total	**3.00**	**0.00**	**3.00**	**87,318**

Water Department

Reuse Division

Appropriations Detail

Appropriations Detail — Account # 043-3072-533

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
1210 Regular Salaries & Wages	0	0	29,249	81,786	87,318
1410 Overtime	0	0	1,185	1,000	1,000
2110 FICA	0	0	2,290	6,256	6,557
2210 Retirement	0	0	1,441	1,636	5,817
23xx Insurance	0	0	2,820	22,926	21,511
2410 Workers' Compensation	0	0	1,410	3,656	4,079
26xx Other Payroll Benefits	0	0	0	0	150
TOTAL PERSONAL SERVICES	0	0	38,395	117,260	126,432
OPERATING EXPENSES					
3410 Contract Services	0	0	0	12,000	12,000
4010 Travel	0	0	0	3,000	0
4110 Communication	0	0	136	0	0
4210 Postage	0	0	4	500	100
4310 Utilities	0	0	0	0	0
4612 Repairs & Maintenance-Vehicles	0	0	558	5,000	500
4625 Repairs & Maintenance- Non Bldg	0	0	0	5,000	500
4710 Printing & Binding	0	0	0	500	0
5180 Minor Furniture/Equipment	0	0	517	0	200
5210 Operating Supplies	0	0	0	15,000	3,500
5215 Uniforms	0	0	597	1,110	700
5280 Chemicasl	0	0	0	0	15,000
5520 Training	0	0	207	750	500
TOTAL OPERATING EXPENSES	0	0	2,019	42,860	33,000
TOTAL APPROPRIATIONS	0	0	40,414	160,120	159,432

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	117,260	126,432	9,172	7.82%
Operating Expenses	42,860	33,000	(9,860)	-23.01%
TOTALS	160,120	159,432	(688)	-0.43%

Water Department

Distribution Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Train all personnel to develop necessary customer service skills
- Promote efficiency and professionalism for all service calls
- Establish and initiate customer information methods for outages and scheduled work

Value: Professionalism

Goals:
- Implement a global positioning sensory program for identification of hydrants, mains and system valves throughout the distribution system
- Plan and construct upgrades to the distribution system to ensure proper water quality
- Continuance of system-wide hydrant maintenance program

Value: Organizational Development and Self Sufficiency

Goals:
- Continue implementation of training program focused on requirements of Regulatory Agencies for certification 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

Major Accomplishments:
- Continued routine hydrant maintenance and flushing program
- Performed utility relocations and adjustments on adjoining streets for next phase of US 441 widening (Perkins to Griffin) in preparation for the proposed water main

Performance Measures:

	2008-09	2009-10	2010-11
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	2010	Change	2011	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	0.00	3.00	109,033
Maintenance Manager[1]	0.50	0.00	0.50	31,230
Maintenance Worker I	3.00	0.00	3.00	66,062
Mechanic I	2.00	0.00	2.00	63,024
Mechanic II[4]	0.50	0.00	0.50	17,108
Mobile Equipment Operator II	4.00	0.00	4.00	108,140
Network Tech I	1.00	0.00	1.00	32,677
Operations Supervisor	1.00	0.00	1.00	59,946
Plant Mechanic[2]	0.50	0.00	0.50	12,832
Project Manager II[3]	0.50	(0.50)	0.00	0
Utility Inspector	1.00	0.00	1.00	39,478
Utility Locator	1.00	0.00	1.00	33,427
Standby				3,650
Total	**20.00**	**(0.50)**	**19.50**	**656,105**

Notes: Allocations
Maintenance Manager[1]
50%-3081,50%-4081
Plant Mechanic[2]
50%3081,50%-4082
Project Manager II[3]
50%-3081,50%-4081
Mechanic II[4]
50%-3081,50%-4071

Water Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 043-3081-533

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	650,937	681,461	294,463	683,311	656,105
1410	Overtime	34,516	33,253	14,959	30,000	30,000
15xx	Bonuses/Incentives	5,250	0	0	0	0
2110	FICA	51,436	52,086	22,478	49,590	47,238
221x	Retirement	71,556	65,325	21,320	52,778	57,711
23xx	Insurance	89,985	92,441	41,385	110,021	134,652
2410	Workers' Compensation	19,652	23,253	14,284	32,836	31,742
26xx	Employee Benefits	120,489	47,133	858	2,122	1,844
TOTAL PERSONAL SERVICES		1,043,821	994,952	409,747	960,658	959,292
OPERATING EXPENSES						
31xx	Professional Services	2,500	0	0	0	0
3410	Contract Services	2,770	4,756	1,047	4,000	2,550
4010	Travel	3,606	3,161	21	13,500	0
4110	Communication	8,532	10,314	4,128	9,500	2,756
4210	Postage	115	38	54	100	100
4310	Utilities	0	0	0	0	25,867
4410	Rentals	515	994	698	1,100	1,100
4415	Internal Fleet Lease	77,350	102,209	50,495	100,991	80,006
4499	Allocated Equip Rental	(41,561)	(24,841)	(26,704)	0	0
4510	Insurance	5,610	7,282	4,444	9,774	8,709
461x	Repairs & Maintenance- Vehicles	69,195	60,647	27,828	66,840	37,780
4620	Repairs & Maintenance- Buildings	1,640	951	168	500	500
4625	Repairs & Maintenance- Non-Build	13,592	11,142	19,116	8,000	2,000
46xx	Repairs & Maintenance- Equipment	8,180	7,860	2,010	4,020	4,270
4710	Printing & Binding	298	128	58	300	200
4920	Other Current Charges	750	190	1,040	1,000	1,000
4933	Warehouse Material Variance	0	38,745	0	0	0
5180	Minor Furniture & Equip	7,001	3,743	3,807	5,000	5,000
521x	Operating Supplies	349,720	214,635	85,932	123,000	40,000
521x	Meters	55,440	63,588	49,552	0	50,000
5215	Uniforms	7,611	7,520	4,042	7,400	4,510
5230	Fuel Purchases	42,453	28,191	13,112	33,308	26,226
5410	Publications & Memberships	333	974	375	1,250	1,675
5440	Education	0	0	0	0	0
5520	Training	3,222	3,467	945	5,400	2,800
TOTAL OPERATING EXPENSES		618,872	545,694	242,168	394,983	297,049
TOTAL APPROPRIATIONS		1,662,693	1,540,646	651,915	1,355,641	1,256,341

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	960,658	959,292	(1,366)	-0.14%
Operating Expenses	394,983	297,049	(97,934)	-24.79%
TOTALS	1,355,641	1,256,341	(99,300)	-7.32%

Significant Budget Changes:
Operating Expenses decreased due to removing several vehicles from this division and reducing operating supplies.

Water Department

Other

Appropriations Detail

Appropriations Detail — Account # 043-3088-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
2510	Unemployment Compensation	0	0	267	0	0
	TOTAL PERSONAL SERVICES	0	0	267	0	0
OPERATING EXPENSES						
4920	Other Current Charges	0	44,777	0	0	0
4950	Uncollectible Accounts	38,359	36,544	10,000	20,000	20,000
4962	Customer Accounts	516,872	503,924	206,277	497,602	507,475
4963	Meter Reading	111,045	126,967	54,957	132,879	139,847
5910	Depreciation Expense	833,745	2,681,548	695,723	960,000	1,391,446
	TOTAL OPERATING EXPENSES	1,500,021	3,393,760	966,957	1,610,481	2,058,768
DEBT SERVICE						
7110	Principal-Long Term Debt	0	0	0	381,746	396,708
721x	Interest-Long Term Debt	1,356	342,073	594,966	1,189,930	1,175,686
7311	Fees	4,509	3,730	1,344	1,000	1,500
7320	Amortize Debt Discount/Premium	101	2,395	0	2,395	2,395
7330	Amortize Debt Issue Cost	27,012	18,568	0	18,568	18,568
7340	Amortize Deferred Charges	13,594	11,261	0	3,198	3,198
	TOTAL DEBT SERVICE	46,572	378,027	596,310	1,596,837	1,598,055
OTHER USES						
9101	Transfer to General Fund	610,466	520,442	273,844	547,688	533,086
9102	Surcharge Transfer	193,441	303,824	126,758	322,177	265,051
9115	Transfer to Building Fund	0	3,900	500	0	0
9160	Reserve/Future Capital	0	0	0	16,866	7,160
9960	Interest-Customer Deposit	8,679	2,889	432	1,500	1,500
	TOTAL OTHER USES	812,586	831,055	401,534	888,231	806,797
TOTAL APPROPRIATIONS		2,359,179	4,602,842	1,965,068	4,095,549	4,463,620

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	0.00%
Operating Expenses	1,610,481	2,058,768	448,287	27.84%
Debt Service	1,596,837	1,598,055	1,218	0.08%
Other Uses	888,231	806,797	(81,434)	-9.17%
TOTALS	4,095,549	4,463,620	368,071	8.99%

Significant Budget Changes:
Operating Expenses increased due to additional depreciation expense.

Water Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 043-3099-533

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	34,543	11,000	14,921	0	0
2110	FICA	2,532	788	1,084	0	0
2210	Retirement	4,053	1,003	1,077	0	0
23xx	Insurance	5,381	1,712	2,153	0	0
2410	Workers' Compensation	1,103	437	746	0	0
26xx	Other Payroll Benefits	477	82	106	0	0
2970	1st Installs	0	0	1	0	0
2999	Allocated Labor Expense	6,925	2,042	2,770	0	0
	TOTAL PERSONAL SERVICES	55,014	17,064	22,858	0	0
OPERATING EXPENSES						
31xx	Professional Services	178,577	48,022	0	0	0
3410	Contract Services	4,625	130	210	0	0
44xx	Rentals	41,561	24,841	26,704	0	0
4625	R&M/ Non-Buildings	2,898	352	144	0	0
4920	Other Current Charges	711	412	0	0	0
5210	Operating Supplies	9,192	1,608	5,310	0	0
5299	Allocated Material Expense	374	65	216	0	0
	TOTAL OPERATING EXPENSES	237,938	75,430	32,584	0	0
CAPITAL OUTLAY						
6210	Buildings	(181)	0	0	0	0
6310	Improvements Other Than Bldgs	1,562,194	4,078,011	1,920,484	1,332,000	400,600
6410	Machinery & Equipment	86,982	23,460	32,062	0	60,000
	TOTAL CAPITAL OUTLAY	1,648,995	4,101,471	1,952,546	1,332,000	460,600
DEBT SERVICE						
7210	Interest-Long Term Debt	811,363	656,794	0	0	0
	TOTAL DEBT SERVICE	811,363	656,794	0	0	0
OTHER USES						
9999	WIP- Contra	(2,753,310)	(4,850,760)	(1,994,958)	0	0
	TOTAL OTHER USES	(2,753,310)	(4,850,760)	(1,994,958)	0	0
TOTAL APPROPRIATIONS		0	(1)	13,030	1,332,000	460,600

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	0.00%
Operating Expenses	0	0	0	0.00%
Capital Outlay	1,332,000	460,600	(871,400)	-65.42%
Debt Service	0	0	0	0.00%
Other Uses	0	0	0	0.00%
TOTALS	1,332,000	460,600	(871,400)	-65.42%

Water Department

Project Schedule

Project Schedule

Number	Title	Funding Source	Amount
430002	Mains & Hydrants		
	Hydrant Replacement	Renewal & Replacement	75,000
430003	Tools & Equipment	Renewal & Replacement	60,000
430006	Plant & Storage (325,600)		
	System Wide Improvements	Renewal & Replacement	100,000
	Royal Highlands Treatment Plant	Renewal & Replacement	17,350
	Roof Repairs	Renewal & Replacement	30,400
	Well Rehabilitation	Renewal & Replacement	60,000
	Plant Pumping Rehabilitation	Renewal & Replacement	60,000
	Ground Storage Tank Painting	Renewal & Replacement	47,500
	Main Water Treatment Plant Window Repairs	Renewal & Replacement	10,350
	TOTAL		460,600
	Source of Funds		
		Renewal & Replacement	460,600
	TOTAL		460,600

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.

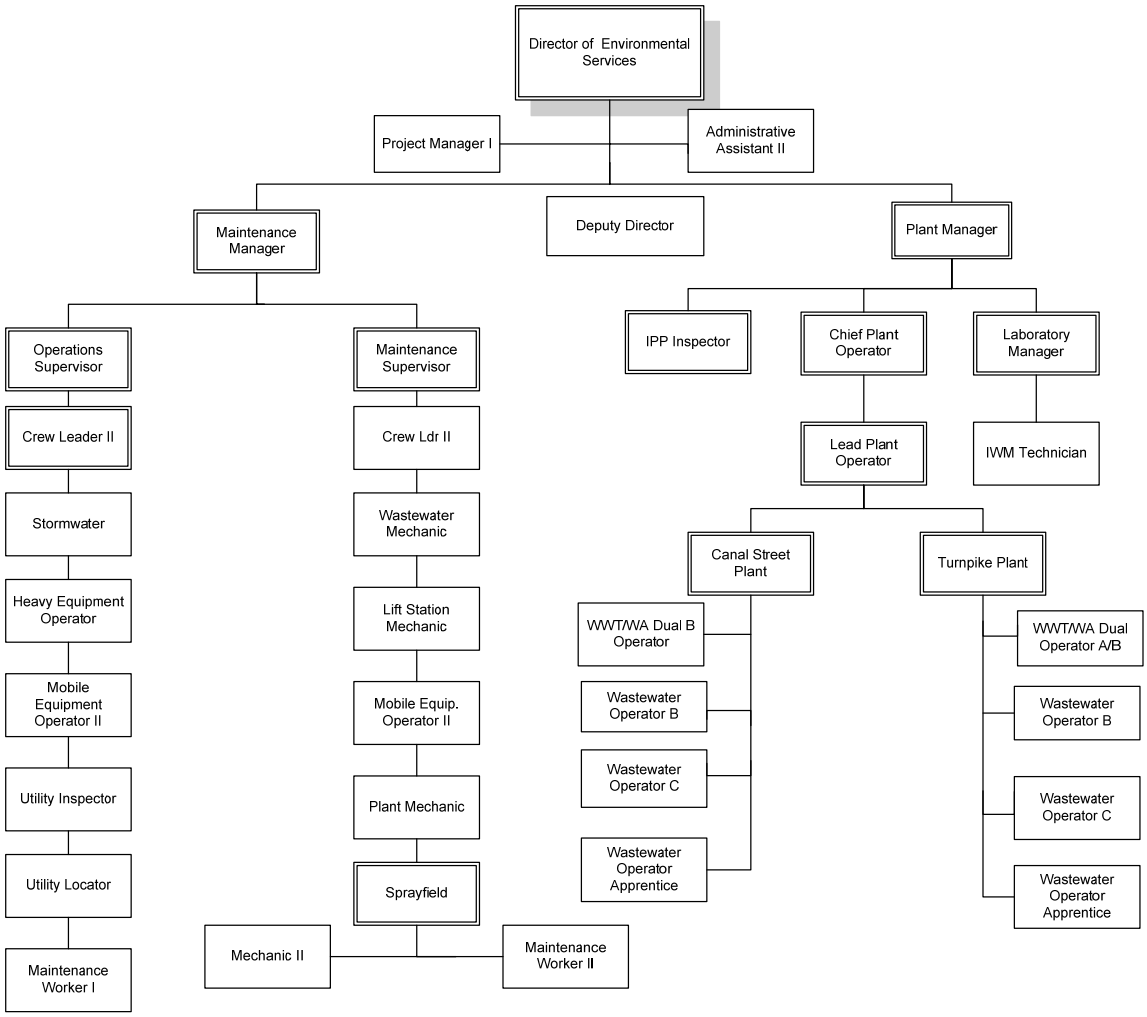
Responsibilities:

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

$ 10,212,336

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING REVENUE					
Charges for Services	9,630,106	9,426,277	4,430,368	9,527,400	9,768,836
Other Operating Revenue	1,193,735	591,404	364,752	35,000	36,000
TOTAL REVENUE SOURCES	10,823,841	10,017,681	4,795,120	9,562,400	9,804,836
OPERATING APPROPRIATIONS					
Administration	806,551	691,841	340,000	760,668	771,114
Canal Street Treatment Plant	1,372,372	1,222,085	577,806	1,163,609	1,063,881
Turnpike Treatment	659,065	732,475	334,524	694,271	731,213
Laboratory	209,786	202,833	83,802	196,842	198,534
Sprayfield	238,212	228,731	102,852	236,171	215,330
Collections	995,452	894,627	442,642	986,087	873,755
Lift Stations	1,128,847	1,056,527	495,045	1,104,852	1,065,959
Other Operating Expenses	2,228,597	3,511,293	1,579,256	4,048,380	4,235,750
TOTAL APPROPRIATIONS	(7,638,882)	(8,540,412)	(3,955,927)	(9,190,880)	(9,155,536)
NET INCOME FROM OPERATIONS	3,184,959	1,477,269	839,193	371,520	649,300
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	0	3,900	500	0	0
NET OTHER INCOME	0	3,900	500	0	0
NET INCOME BEFORE TRANSFERS	3,184,959	1,481,169	839,693	371,520	649,300
Transfers to other funds	(732,516)	(715,742)	(330,535)	(662,070)	(708,241)
NET INCOME AFTER TRANSFERS	2,452,443	765,427	509,158	(290,550)	(58,941)
Other Sources	30,625	0	0	406,473	407,500
Capital Projects	0	0	0	(31,000)	(327,500)
NET OTHER SOURCES	30,625	0	0	375,473	80,000
UNAPPROPRIATED BALANCE	2,483,068	765,427	509,158	84,923	21,059

Wastewater Department

Revenue Detail

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
LICENSES & PERMITS					
32421 Impact Fees - Residential	949,782	443,889	266,360	0	0
32422 Impact Fees - Commercial	161,499	90,656	(128)	0	0
TOTAL LICENSES & PERMITS	1,111,281	534,545	266,232	0	0
CHARGES FOR SERVICES					
34351 Residential	6,216,643	6,249,849	3,020,759	6,228,787	6,439,075
34352 Commercial Class 1	545,274	541,600	271,742	549,331	554,824
34352 Commercial Class 2	134,272	144,553	64,313	132,431	133,755
34352 Commercial Class 3	925,642	922,650	462,993	915,584	924,739
34352 Commercial Class 4	68,813	60,020	29,551	68,593	69,279
34352 Commercial Class 6	676	(1,594)	0	730	737
34352 Commercial Class 7	41	(78)	0	40	40
34352 Commercial Class 8	1,227	(3,408)	0	1,148	1,159
34352 Industrial	16,464	16,800	8,400	15,525	15,680
34352 Commercial Reuse	1,012	(11,541)	0	915	924
34353 Misc Bill - Combined Rate	1,326,044	1,136,471	411,351	1,257,476	1,270,051
34354 Multi-Family	149,911	166,621	78,804	148,628	150,114
34356 Municipal	24,406	23,333	11,901	24,772	25,019
34905 Penalties	70,409	79,296	39,472	74,740	74,740
34911 Oil & Grease Management	36,527	33,004	17,749	33,000	33,000
34918 Misc Service Revenue	60,636	34,390	10,683	50,000	50,000
34921 Front Footage Fees	709	1,011	0	700	700
34922 Tap In Fees	51,400	33,300	2,650	25,000	25,000
TOTAL CHARGES FOR SERVICES	9,630,106	9,426,277	4,430,368	9,527,400	9,768,836
MISCELLANEOUS REVENUE					
36110 Interest on Investments	75,502	46,821	101,288	35,000	36,000
36130 Gain/Loss Investments	3,030	3,624	(7,041)	0	0
36404 Recovery From Losses	0	6,024	1,151	0	0
36990 Misc Non-Operating Revenue	3,922	390	3,122	0	0
TOTAL MISCELLANEOUS	82,454	56,859	98,520	35,000	36,000
OTHER SOURCES					
38950 Contributions - Cust/Dev	30,625	0	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	171,400	327,500
38963 Appropriated Impact Fees	0	0	0	235,073	80,000
TOTAL OTHER SOURCES	30,625	0	0	406,473	407,500
TOTAL RESOURCES	10,854,466	10,017,681	4,795,120	9,968,873	10,212,336

Division Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
4021 **ADMINISTRATION**					
Personal Services	174,871	182,356	77,491	192,723	182,902
Operating Expenses	631,680	509,485	262,509	567,945	588,212
TOTAL ADMINISTRATION	806,551	691,841	340,000	760,668	771,114
4051 **CANAL ST. TREATMENT**					
Personal Services	467,261	531,569	207,832	448,687	455,547
Operating Expenses	905,111	690,516	369,974	714,922	608,334
TOTAL CANAL ST. PLANT	1,372,372	1,222,085	577,806	1,163,609	1,063,881
4052 **TURNPIKE TREATMENT**					
Personal Services	233,566	296,728	122,508	248,042	279,696
Operating Expenses	425,499	435,747	212,016	446,229	451,517
TOTAL TURNPIKE PLANT	659,065	732,475	334,524	694,271	731,213
4061 **LABORATORY**					
Personal Services	121,113	138,235	51,553	116,337	121,898
Operating Expenses	88,673	64,598	32,249	80,505	76,636
TOTAL LABORATORY	209,786	202,833	83,802	196,842	198,534
4071 **SPRAYFIELD**					
Personal Services	46,155	40,066	13,466	39,652	41,783
Operating Expenses	192,057	188,665	89,386	196,519	173,547
TOTAL SPRAYFIELD	238,212	228,731	102,852	236,171	215,330
4081 **COLLECTIONS**					
Personal Services	571,751	524,827	263,365	620,268	604,525
Operating Expenses	423,701	369,800	179,277	365,819	269,230
TOTAL COLLECTIONS	995,452	894,627	442,642	986,087	873,755
4082 **LIFT STATIONS**					
Personal Services	715,782	558,118	255,560	554,633	576,408
Operating Expenses	413,065	498,409	239,485	550,219	489,551
TOTAL LIFT STATIONS	1,128,847	1,056,527	495,045	1,104,852	1,065,959
4088 **OTHER**					
Personal Services	0	0	1,287	0	0
Operating Expenses	1,977,282	2,900,518	1,075,889	2,084,675	2,272,702
Debt Service	251,315	610,775	503,367	1,963,705	1,963,048
Other Uses	732,824	723,620	331,546	746,993	729,300
TOTAL OTHER	2,961,421	4,234,913	1,912,089	4,795,373	4,965,050
4099 **CAPITAL PROJECTS**					
Personal Services	220	0	0	0	0
Operating Expenses	61,844	67	0	0	0
Capital Outlay	1,026,484	1,088,236	204,686	31,000	327,500
Debt Service	686,278	345,890	0	0	0
Other Uses	(1,774,826)	(1,434,193)	(204,686)	0	0
TOTAL CAPITAL PROJECTS	0	0	0	31,000	327,500
GRAND TOTAL					
Personal Services	2,330,719	2,271,899	993,062	2,220,342	2,262,759
Operating Expenses	5,118,912	5,657,805	2,460,785	5,006,833	4,929,729
Capital Outlay	1,026,484	1,088,236	204,686	31,000	327,500
Debt Service	937,593	956,665	503,367	1,963,705	1,963,048
Other Uses	(1,042,002)	(710,573)	126,860	746,993	729,300
TOTAL APPROPRIATIONS	8,371,706	9,264,032	4,288,760	9,968,873	10,212,336

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 40 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 Plantation lift stations
- Continued cross-training program for dual certification

Performance Measures:

	2008-09	2009-10	2010-11
Implementation of Strategic Plan	50%	75%	90%
Implementation of Wastewater Treatment Master Plan	50%	75%	90%
Implementation of Wastewater Collection Master Plan	50%	75%	90%
Dual Certification Cross-Training	35%	40%	50%
Defined Training Program	100%	100%	100%

Personnel Schedule

Classification	2010	Change	2011	Amount
Administrative Assistant II[4]	1.50	(0.50)	1.00	27,955
Director of Environmental Services[1]	0.50	0.00	0.50	50,294
Deputy Director[2]	0.50	0.00	0.50	39,146
Project Manager I[3]	0.50	0.00	0.50	25,813
Total	**3.00**	**(0.50)**	**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
Administrative Assistant II[4]
50%-3021,50%-4021

Appropriations Detail

Account # 044-4021-535

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
121x	Regular Salaries & Wages	121,829	140,940	63,359	158,891	143,208
1410	Overtime	933	35	151	500	400
1530	Bonuses/Incentives	250	0	0	0	0
2110	FICA	9,295	10,427	4,619	10,159	8,769
221x	Retirement	8,349	10,600	2,730	7,532	9,739
23xx	Insurance	8,288	10,268	6,042	13,493	19,418
2410	Workers' Compensation	361	849	427	1,106	1,062
26xx	Other Payroll Benefits	6,333	9,237	163	1,042	306
2999	Allocated Labor Expense	19,233	0	0	0	0
TOTAL PERSONAL SERVICES		174,871	182,356	77,491	192,723	182,902
OPERATING EXPENSES						
31xx	Professional Services	6,546	32,294	28,493	52,500	21,500
3410	Contract Services	0	0	0	240	0
4010	Travel	20	0	0	0	0
41xx	Communication	1,112	1,002	944	0	1,300
4210	Postage	157	120	61	120	120
4415	Internal Fleet Lease	2,122	2,792	1,396	2,792	2,688
4510	Insurance	76,688	73,270	35,624	72,300	69,738
461x	Repairs & Maintenance- Vehicles	1,332	1,320	660	1,320	1,320
4620	Repairs & Maintenance- Buildings	240	120	0	0	240
463x	Repairs & Maintenance- Equipment	2,580	1,393	1,146	1,870	2,870
4911	Advertising	2,260	142	17,727	25,300	100
4920	Other Current Charges	3,875	0	0	0	0
4945	Injury/Damage to Others	2,959	7,511	0	0	0
496x	General Administrative	530,021	387,199	175,101	410,303	485,940
4980	Taxes	73	0	0	0	0
5180	Minor Furniture & Equip	0	40	0	100	0
5210	Operating Supplies	691	965	520	800	800
5215	Uniforms	138	47	234	0	496
5230	Fuel Purchases	723	692	418	0	900
5410	Publications & Memberships	143	327	180	0	200
5520	Training	0	251	5	300	0
TOTAL OPERATING EXPENSES		631,680	509,485	262,509	567,945	588,212
TOTAL APPROPRIATIONS		806,551	691,841	340,000	760,668	771,114

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	192,723	182,902	(9,821)	-5.10%
Operating Expenses	567,945	588,212	20,267	3.57%
TOTALS	760,668	771,114	10,446	1.37%

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:
- Selected as winner of the Department of Environmental Protection (DEP) 2009 Wastewater Treatment Plant (WWTP) Operations Excellence Award
- 50% of Main WWTP operations staff taking the State certification exam received a passing score
- Zero deficiencies noted on the Florida Department of Protection (FDEP) compliance inspection
- A zero discharge to surface water was maintained
- One operator received Class “C” certification, one operator acquiring time towards dual certification
- Increased efficiency of the bio solids handling facilities due to the addition of the sludge gravity thickener and improved aeration

Performance Measures:

	2008-09	2009-10	2010-11
Deficiencies for regulatory compliance	1	0	0
Unscheduled down time for critical systems	0	0	0
Reduce electric usage	12.3%	0.9%	5%
Reduction of operating expenses	4%	5%	5%

Personnel Schedule

Classification	2010	Change	2011	Amount
Chief Plant Operator[1]	0.50	0.00	0.50	23,182
Heavy Equipment Operator	1.00	(0.50)	0.50	12,938
Lead Plant Operator	1.00	0.00	1.00	38,896
Plant Manager[4]	0.25	0.00	0.25	19,478
IPP Inspector	1.00	0.00	1.00	43,181
Wastewater Operator Apprentice	2.00	(1.00)	1.00	25,397
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	0.00	1.00	1.00	30,534
Standby				
Total	**8.75**	**(0.50)**	**8.25**	**298,230**

Notes: Allocations
Chief Plant Operator[1]
50%-4051,50%-4052
Plant Manager[4]
50%-3051,25%-4051,25%-4052

Wastewater Department

Canal Street Treatment Plant Division

Appropriations Detail

Appropriations Detail — Account # 044-4051-535

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	309,641	314,850	140,202	310,482	298,230
1410	Overtime	34,011	33,431	20,051	36,000	36,000
15xx	Bonuses/Incentives	1,719	0	0	0	0
2110	FICA	25,089	25,370	11,611	22,265	21,175
221x	Retirement	34,591	29,579	9,236	21,631	25,642
23xx	Insurance	49,123	41,802	19,702	43,841	60,701
2410	Workers' Compensation	7,604	10,046	6,865	13,787	13,331
26xx	Other Payroll Benefits	5,483	76,491	165	681	468
TOTAL PERSONAL SERVICES		467,261	531,569	207,832	448,687	455,547
OPERATING EXPENSES						
31xx	Professional Services	382	6,585	46,563	86,000	4,000
3410	Contract Services	210,049	38,982	14,065	12,200	12,000
4010	Travel	1,185	1,635	555	6,000	3,000
41xx	Communication	3,028	3,746	1,486	2,660	1,201
4210	Postage	327	792	381	700	700
4310	Utilities	364,231	395,202	181,095	380,000	363,000
4410	Rentals	11,900	2,513	898	2,000	2,000
4415	Internal Fleet Lease	58,509	28,030	13,247	26,493	29,320
4510	Insurance	38,478	10,168	7,543	10,557	8,575
461x	Repairs & Maintenance- Vehicles	49,930	52,435	29,337	40,380	41,880
4620	Repairs & Maintenance- Buildings	5,670	3,237	313	1,000	700
4625	Repairs & Maintenance- Non-Build	5,906	2,353	1,152	1,300	1,300
46xx	Repairs & Maintenance- Equipment	2,133	2,953	1,009	2,440	3,500
4710	Printing & Binding	173	0	0	500	100
4810	Promotion Activities	81	175	0	0	0
4920	Other Current Charges	1,378	4,260	9,105	4,000	4,100
5180	Minor Furniture & Equip	6,823	4,418	919	5,000	1,000
5210	Operating Supplies	98,388	107,945	46,820	104,800	11,200
5215	Uniforms	4,265	3,694	3,280	4,000	4,480
5230	Fuel Purchases	37,471	17,175	10,589	22,892	21,178
5280	Chemicals	0	0	0	0	93,600
5410	Publications & Memberships	948	742	363	500	500
5520	Training	3,856	3,476	1,254	1,500	1,000
TOTAL OPERATING EXPENSES		905,111	690,516	369,974	714,922	608,334
TOTAL APPROPRIATIONS		1,372,372	1,222,085	577,806	1,163,609	1,063,881

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	448,687	455,547	6,860	1.53%
Operating Expenses	714,922	608,334	(106,588)	-14.91%
TOTALS	1,163,609	1,063,881	(99,728)	-8.57%

Significant Budget Changes:
The change in Operating Expenses is due to reduced professional services.

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 construction of the Turnpike Master Lift Station to ensure the build is as designed

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
- Prepare for additional flow as a result of the decommissioning of the Plantation Wastewater Treatment Plant (WWTP)
- 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

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 construction began on Master Lift Station
- City of Leesburg personnel continue to staff Plantation Wastewater Treatment Plant
- Maintained 100% pass rate on State Certification Exam
- One operator attained "A" certification

Performance Measures:

	2008-09	2009-10	2010-11
Unscheduled down time of critical systems	0	0	0
Electric usage	5%	3.6%	5%
Deficiencies for regulatory compliance	0	0	0

Personnel Schedule

Classification	2010	Change	2011	Amount
Chief Plant Operator[1]	0.50	0.00	0.50	23,182
Heavy Equipment Operator	0.00	0.50	0.50	12,938
Plant Manager[2]	0.25	0.00	0.25	19,479
Wastewater Apprentice	0.00	1.00	1.00	24,897
Wastewater Operator C	3.00	(2.00)	1.00	28,517
Wasterwater Operator B	0.00	1.00	1.00	30,534
WWT/WA Dual Operator A/B	1.00	0.00	1.00	44,387
Standby				3,650
Total	**4.75**	**0.50**	**5.25**	**187,584**

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	159,744	175,858	84,066	172,598	187,584
1410	Overtime	15,847	20,318	10,266	17,000	17,000
15xx	Bonuses/Incentives	1,014	0	0	0	0
2110	FICA	13,214	14,547	6,953	12,578	13,266
221x	Retirement	17,106	16,853	5,489	12,772	15,511
23xx	Insurance	20,229	22,943	11,486	25,125	37,811
2410	Workers' Compensation	4,270	6,037	4,221	7,882	8,524
26xx	Other Payroll Benefits	2,142	40,172	27	87	0
TOTAL PERSONAL SERVICES		233,566	296,728	122,508	248,042	279,696
OPERATING EXPENSES						
31xx	Professional Services	3,930	0	0	0	0
3410	Contract Services	22,198	18,521	15,269	37,000	37,000
4010	Travel	575	590	264	3,750	1,800
41xx	Communication	3,337	3,666	1,434	1,440	2,740
4210	Postage	250	338	29	500	250
4310	Utilities	265,416	290,983	140,922	289,148	281,846
4410	Rentals	0	7,683	0	500	0
4415	Internal Fleet Lease	21,517	10,400	7,115	14,230	14,323
4510	Insurance	1,202	405	702	1,741	1,116
461x	Repairs & Maintenance- Vehicles	24,095	47,767	16,800	24,320	27,320
4620	Repairs & Maintenance- Buildings	322	896	680	300	750
4625	Repairs & Maintenance- Non-Build	2,801	3,215	223	1,500	1,000
46xx	Repairs & Maintenance- Equipment	3,037	2,691	1,869	3,650	3,030
4710	Printing & Binding	0	0	0	250	200
4810	Promotional Activities	0	35	0	0	0
4920	Other Current Charges	7,038	222	1,234	5,000	4,000
5180	Minor Furniture & Equip	1,427	836	461	1,500	1,200
5210	Operating Supplies	44,255	38,315	15,972	50,300	14,600
5215	Uniforms	3,261	1,926	903	2,400	2,612
5230	Fuel Purchases	18,040	5,593	7,314	6,000	14,630
5280	Chemicals	0	0	0	0	41,700
5410	Publications & Memberships	834	361	223	800	900
5520	Training	1,964	1,304	602	1,900	500
TOTAL OPERATING EXPENSES		425,499	435,747	212,016	446,229	451,517
TOTAL APPROPRIATIONS		659,065	732,475	334,524	694,271	731,213

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	248,042	279,696	31,654	12.76%
Operating Expenses	446,229	451,517	5,288	1.19%
TOTALS	694,271	731,213	36,942	5.32%

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 methodology changes that includes Best Management Practices – 4
- ☐ Increased laboratory certifications by one
- ☐ Laboratory staff certifications – 1
- ☐ Completed laboratory analysis and additional sampling requirements for Plantation facility
- ☐ Completed compliance reporting for Plantation
- ☐ 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:

	2008-09	2009-10	2010-11
Annual lab cost savings at Plantation	65%	65%	65%
Reduction in audit deficiencies	N/A	30%	10%
Reduction in QC outliers	N/A	50%	10%
IPP NOV's issued within 3 days of discovery of non-compliance	8%	75%	10%

Personnel Schedule

Classification	2010	Change	2011	Amount
Laboratory Manager	1.00	0.00	1.00	56,576
Industrial Waste Monitoring Tech	1.00	0.00	1.00	31,096
Standby				3,650
Total	**2.00**	**0.00**	**2.00**	**91,322**

Appropriations Detail

Account # 044-4061-535

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
1210 Regular Salaries & Wages	84,419	88,581	39,723	87,672	91,322
1410 Overtime	3,421	999	494	1,000	1,000
1540 Bonuses/Incentives	3,250	0	0	0	0
2110 FICA	6,550	6,164	2,846	6,016	6,190
221x Retirement	9,980	8,759	2,887	6,487	7,864
23xx Insurance	11,025	10,106	3,724	10,979	11,459
2410 Workers' Compensation	2,091	2,650	1,790	3,919	3,919
26xx Other Payroll Benefits	377	20,976	89	264	144
TOTAL PERSONAL SERVICES	121,113	138,235	51,553	116,337	121,898
OPERATING EXPENSES					
3410 Contract Services	52,354	21,888	10,089	36,000	35,800
4010 Travel	1,281	2,258	449	3,000	1,500
41xx Communication	934	1,032	311	1,900	1,050
4210 Postage	332	346	33	200	350
4410 Rentals	0	0	958	0	0
4415 Internal Fleet Lease	2,169	5,316	2,658	5,316	4,458
4510 Insurance	0	405	234	514	446
46xx Repairs & Maintenance- Vehicles	1,760	7,143	2,611	4,640	4,290
4620 Repairs & Maintenance- Buildings	830	1,812	0	0	0
4631 Repairs & Maintenance- Equipment	620	620	0	0	0
4920 Other Current Charges	6,596	1,905	368	1,800	1,100
5180 Minor Furniture & Equip	0	1,720	2,108	1,000	1,250
5205 Oil & Grease Manangement	0	1,713	3,768	0	7,000
5210 Operating Supplies	13,134	12,448	4,668	17,500	12,500
5215 Uniforms	723	993	762	1,110	1,488
5230 Fuel Purchases	5,439	3,639	2,202	5,000	4,404
5410 Publications & Memberships	1,010	540	345	575	0
5520 Training	1,491	820	685	1,950	1,000
TOTAL OPERATING EXPENSES	88,673	64,598	32,249	80,505	76,636
TOTAL APPROPRIATIONS	209,786	202,833	83,802	196,842	198,534

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	116,337	121,898	5,561	4.78%
Operating Expenses	80,505	76,636	(3,869)	-4.81%
TOTALS	196,842	198,534	1,692	0.86%

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 fuel consumption in maintaining sprayfields

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
- Reduced fuel consumption in maintaining sprayfields

Performance Measures:

	2008-09	2009-10	2010-11
Deficiencies for regulatory compliance	0	0	0
Unscheduled down time for critical systems	0	0	0
Electric usage	5%	5%	5%

Personnel Schedule

Classification	2010	Change	2011	Amount
Maintenance Worker II[1]	0.50	0.00	0.50	11,086
Mechanic II[2]	0.50	0.00	0.50	17,108
Total	**1.00**	**0.00**	**1.00**	**28,194**

Notes: Allocations
Maintenance Worker II[1]
50%-3051,50%-4071
Mechanic II[2]
50%-3081,50%-4071

Appropriations Detail

Account # 044-4071-535

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	32,567	24,728	10,470	28,194	28,194
1410	Overtime	258	161	52	500	250
1530	Bonuses/Incentives	125	0	0	0	0
2110	FICA	2,354	1,831	785	2,121	2,099
221x	Retirement	3,580	2,291	625	1,488	2,089
23xx	Insurance	6,367	3,120	1,064	6,089	7,891
2410	Workers' Compensation	735	775	470	1,260	1,260
26xx	Employee Benefits	169	7,160	0	0	0
TOTAL PERSONAL SERVICES		46,155	40,066	13,466	39,652	41,783
OPERATING EXPENSES						
3130	Professional Services	1,466	0	0	10,000	0
3410	Contract Services	2,415	859	327	1,250	750
4010	Travel	127	11	0	1,500	750
41xx	Communication	3,585	2,240	964	1,300	2,000
4210	Postage		0	11	0	50
4310	Utilities	126,831	130,661	65,590	126,730	131,182
4410	Rentals	0	0	149	1,000	150
4415	Internal Fleet Lease	19,803	16,226	8,113	16,226	12,531
4510	Insurance	1,202	809	936	3,623	1,786
461x	Repairs & Maintenance- Vehicles	17,276	24,559	6,622	11,400	7,600
4620	Repairs & Maintenance- Buildings	64	675	0	1,000	250
4625	Repairs & Maintenance- Non-Build	154	1,644	504	1,500	1,000
46xx	Repairs & Maintenance- Equipment	557	1,610	1,120	2,240	2,140
4920	Other Current Charges	79	0	0	0	0
5180	Minor Furniture/Equipment	1,330	499	334	2,000	500
5210	Operating Supplies	3,785	2,497	1,804	5,000	5,000
5215	Uniforms	869	1,026	356	900	1,308
5230	Fuel Purchases	12,256	5,289	2,521	10,000	6,000
5410	Publications & Memberships	0	0	25	250	300
5520	Training	258	60	10	600	250
TOTAL OPERATING EXPENSES		192,057	188,665	89,386	196,519	173,547
TOTAL APPROPRIATIONS		238,212	228,731	102,852	236,171	215,330

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	39,652	41,783	2,131	5.37%
Operating Expenses	196,519	173,547	(22,972)	-11.69%
TOTALS	236,171	215,330	(20,841)	-8.82%

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:

	2008-09	2009-10	2010-11
Response time in minutes	17	30	30
Call-backs	9	0	0
Overflows	14	15	0
Clean-outs Installed	N/A	70	70
Vitrified Clay Pipe replaced / ft.	N/A	700	1,000

Personnel Schedule

Classification	2010	Change	2011	Amount
Crew Leader	1.00	0.00	1.00	38,126
Heavy Equipment Operator	2.00	0.00	2.00	63,064
Maintenance Manager[1]	0.50	0.00	0.50	31,230
Maintenance Worker I	2.00	1.00	3.00	62,588
Maintenance Worker II	2.00	(1.00)	1.00	22,173
Mobile Equipment Operator II	3.00	0.00	3.00	84,948
Operations Supervisor	1.00	0.00	1.00	46,322
Project Manager II[2]	0.50	(0.50)	0.00	0
Utility Inspector	1.00	0.00	1.00	30,826
Utility Locator	1.00	0.00	1.00	25,918
Standby				7,300
Total	**14.00**	**(0.50)**	**13.50**	**412,495**

Notes: Allocations
Maintenance Manager[1]
50%-3081,50%-4081
Project Manager II[2]
50%-3081,50%-4081

Appropriations Detail

Account # 044-4081-535

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	286,034	407,177	192,247	438,235	412,495
1410	Overtime	15,452	18,187	8,030	18,000	18,000
15xx	Bonuses/Incentives	1,375	0	0	0	0
2110	FICA	21,783	30,858	14,462	31,836	28,938
221x	Retirement	42,139	37,958	12,327	29,926	33,701
23xx	Insurance	63,826	60,857	27,649	82,574	92,478
2410	Workers' Compensation	8,660	11,757	8,367	18,479	18,325
26xx	Other Payroll Benefits	132,482	(41,967)	283	1,218	588
	TOTAL PERSONAL SERVICES	571,751	524,827	263,365	620,268	604,525
OPERATING EXPENSES						
31xx	Professional Services	8,125	24,375	1,650	5,000	0
3410	Contract Services	9,393	14,162	307	8,000	4,500
4010	Travel	3,876	3,581	43	9,750	5,250
41xx	Communication	12,761	13,030	6,221	0	5,896
4210	Postage	17	7	51	50	100
4410	Rentals	0	0	0	3,000	0
4415	Internal Fleet Lease	198,160	159,589	79,794	159,589	110,842
4510	Insurance	10,419	7,282	3,742	8,230	7,146
461x	Repairs & Maintenance- Vehicles	96,483	79,386	39,402	77,380	51,900
4620	Repairs & Maintenance- Buildings	109	145	0	500	500
4625	Repairs & Maintenance- Non-Build	7,423	11,249	8,246	26,000	15,000
46xx	Repairs & Maintenance- Equipment	4,147	3,683	1,760	3,520	3,980
4710	Printing & Binding	0	64	58	500	100
4920	Other Current Charges	885	437	792	1,000	1,000
5180	Minor Furniture & Equip	1,711	2,192	1,544	5,000	5,000
5210	Operating Supplies	20,865	21,647	13,969	21,000	16,000
5215	Uniforms	6,097	6,321	4,457	6,000	7,758
5230	Fuel Purchases	41,433	20,802	13,829	26,000	27,658
5280	Chemicals	0	0	0	0	4,000
5410	Publications & Memberships	70	255	108	500	500
5520	Training	1,727	1,593	3,304	4,800	2,100
	TOTAL OPERATING EXPENSES	423,701	369,800	179,277	365,819	269,230
	TOTAL APPROPRIATIONS	995,452	894,627	442,642	986,087	873,755

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	620,268	604,525	(15,743)	-2.54%
Operating Expenses	365,819	269,230	(96,589)	-26.40%
TOTALS	986,087	873,755	(112,332)	-11.39%

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 160 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 Data Stream 7i
- 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 8 lift stations in Royal Highlands
- Installed upgraded control panel in Lift Station #2

Performance Measures:

	2008-09	2009-10	2010-11
Lift Station Rehabs	1	1	1
SCADA in Lift Stations	20	11	10

Personnel Schedule

Classification	2010	Change	2011	Amount
Crew Leader	1.00	0.00	1.00	52,811
Lift Station Mechanic	6.00	0.00	6.00	183,914
Maintenance Supervisor	1.00	0.00	1.00	55,744
Mobile Equip. Operator II	1.00	0.00	1.00	27,768
Plant Mechanic[1]	1.50	0.00	1.50	36,108
Wastewater Mechanic	1.00	0.00	1.00	30,493
Total	**11.50**	**0.00**	**11.50**	**386,838**

Notes:
Allocations:
Plant Mechanic[1]-50%3081,50%4082

Wastewater Department

Lift Station Division

Appropriations Detail

Appropriations Detail

Account # 044-4082-535

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
1210 Regular Salaries & Wages	437,753	393,253	180,433	387,296	386,838
1410 Overtime	28,549	25,751	12,125	27,000	25,000
1530 Bonuses/Incentives	1,347	0	0	0	0
2110 FICA	34,708	30,425	13,930	27,920	27,830
221x Retirement	41,664	38,092	12,346	28,662	33,775
23xx Insurance	59,785	58,102	27,681	65,140	84,397
2410 Workers' Compensation	9,298	12,359	8,484	17,312	17,379
26xx Other Payroll Benefits	102,678	136	561	1,303	1,189
TOTAL PERSONAL SERVICES	715,782	558,118	255,560	554,633	576,408
OPERATING EXPENSES					
3410 Contract Services	7,368	17,946	17,976	53,000	41,000
4010 Travel	1,670	8,444	242	9,000	4,500
41xx Communication	4,404	4,564	1,817	7,200	4,000
4210 Postage	16	293	120	400	300
4310 Utilities	172,557	199,334	95,923	190,876	191,846
4410 Rentals	0	889	97	1,500	500
4415 Internal Fleet Lease	30,903	51,576	28,486	56,973	58,711
4510 Insurance	0	4,450	3,742	8,230	5,360
461x Repairs & Maintenance- Vehicles	85,746	102,308	57,466	98,040	108,970
4620 Repairs & Maintenance- Buildings	19	606	720	1,200	1,200
4625 Repairs & Maintenance- Non-Build	67	10,139	1,552	6,400	6,400
4631 Repairs & Maintenance- Equipment	1,010	900	25	0	0
4710 Printing & Binding	0	64	0	1,000	100
4920 Other Current Charges	0	75	0	0	0
5180 Minor Furniture & Equip	5,834	8,953	4,128	11,000	6,000
5210 Operating Supplies	59,319	56,493	10,699	66,200	17,800
5215 Uniforms	4,594	4,853	3,022	5,800	8,211
5230 Fuel Purchases	35,735	22,591	11,888	28,000	23,778
5280 Chemicals	0	0	0	0	7,200
5410 Publications & Memberships	284	247	337	500	1,575
5520 Training	3,539	3,684	1,245	4,900	2,100
TOTAL OPERATING EXPENSES	413,065	498,409	239,485	550,219	489,551
TOTAL APPROPRIATIONS	1,128,847	1,056,527	495,045	1,104,852	1,065,959

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	554,633	576,408	21,775	3.93%
Operating Expenses	550,219	489,551	(60,668)	-11.03%
TOTALS	1,104,852	1,065,959	(38,893)	-3.52%

Appropriations Detail

Account # 044-4088-5xx

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
2510 Unemployment Compensation	0	0	1,287	0	0
TOTAL PERSONAL SERVICES	0	0	1,287	0	0
OPERATING EXPENSES					
4920 Other Current Charges	0	139,203	0	0	0
4950 Uncollectible Accounts	63,564	154,294	10,000	20,000	20,000
4962 Customer Accounts	718,118	618,862	297,307	641,912	693,968
4963 Meter Reading	112,918	112,643	52,427	126,763	126,411
5910 Depreciation Expense	1,082,682	1,875,516	716,155	1,296,000	1,432,323
TOTAL OPERATING EXPENSES	1,977,282	2,900,518	1,075,889	2,084,675	2,272,702
DEBT SERVICE					
7110 Principal-Long Term Debt	0	0	0	934,279	945,103
721x Interest-Long Term Debt	203,225	575,136	501,534	1,003,067	990,736
7311 Fees	5,591	4,560	1,833	1,000	1,850
7320 Amortize Debt Discount/Premium	3,973	3,366	0	3,366	3,366
7330 Amortize Debt Issue Cost	21,586	14,069	0	14,069	14,069
7340 Amortize Deferred Charges	16,940	13,644	0	7,924	7,924
TOTAL DEBT SERVICE	251,315	610,775	503,367	1,963,705	1,963,048
OTHER USES					
9101 Transfer to General Fund	732,516	719,642	331,035	662,070	708,241
9115 Transfer to Building Fund	0	3,900	500	0	0
9160 Reserve/Future Capital	0	0	0	84,923	21,059
9960 Interest-Customer Deposit	308	78	11	0	0
TOTAL OTHER USES	732,824	723,620	331,546	746,993	729,300
TOTAL APPROPRIATIONS	2,961,421	4,234,913	1,912,089	4,795,373	4,965,050

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,084,675	2,272,702	188,027	9.02%
Debt Services	1,963,705	1,963,048	(657)	-0.03%
Other Uses	746,993	729,300	(17,693)	0.00%
TOTALS	4,795,373	4,965,050	169,677	3.54%

Appropriations Detail

Account # 044-4099-535

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
1210 Regular Salaries & Wages	151	0	0	0	0
2110 FICA	11	0	0	0	0
221x Retirement	18	0	0	0	0
231X Insurance	12	0	0	0	0
2410 Workers' Compensation	3	0	0	0	0
26xx Other Payroll Benefits	0	0	0	0	0
2970 1st Installs	0	0	0	0	0
2999 Allocated Labor Expense	25	0	0	0	0
TOTAL PERSONAL SERVICES	220	0	0	0	0
OPERATING EXPENSES					
31xx Professional Services	61,844	0	0	0	0
4911 Advertising	0	67	0	0	0
TOTAL OPERATING EXPENSES	61,844	67	0	0	0
CAPITAL OUTLAY					
6310 Improvements Other than Bldgs	817,694	986,972	204,686	31,000	234,000
6410 Machinery & Equipment	208,790	101,264	0	0	93,500
TOTAL CAPITAL OUTLAY	1,026,484	1,088,236	204,686	31,000	327,500
DEBT SERVICE					
7210 Interest-Long Term Debt	686,278	345,890	0	0	0
TOTAL DEBT SERVICE	686,278	345,890	0	0	0
OTHER USES					
9999 WIP Contra	(1,774,826)	(1,434,193)	(204,686)	0	0
TOTAL OTHER USES	(1,774,826)	(1,434,193)	(204,686)	0	0
TOTAL APPROPRIATIONS	0	0	0	31,000	327,500

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	0.00%
Operating Expenses	0	0	0	0.00%
Capital Outlay	31,000	327,500	296,500	956.45%
Debt Service	0	0	0	0.00%
Other Uses	0	0	0	0.00%
TOTALS	31,000	327,500	296,500	956.45%

Project Schedule

Number	Title	Funding Source	Amount
440002	Collecting Sewers (200,000)		
	Lift Station Control Panels	Renewal & Replacement	100,000
	Manhole rehabilitation- Perkins to Griffin	Renewal & Replacement	100,000
440003	Other Equipment (93,500)		
	Backup Trailer Mounted Pump	Renewal & Replacement	35,000
	Emergency Generator- LS #84	Renewal & Replacement	50,000
	Sampling Equipment	Renewal & Replacement	8,500
440006	Treatment Plant (34,000)		
	Tile Floor Turnpike Laboratory	Renewal & Replacement	6,000
	Scrubber Rehabilitation- Turnpike Facility	Renewal & Replacement	28,000
	TOTAL		327,500
	Source of Funds		
		Renewal & Replacement	327,500
	TOTAL		327,500

Stan Carter, Information Technology Director

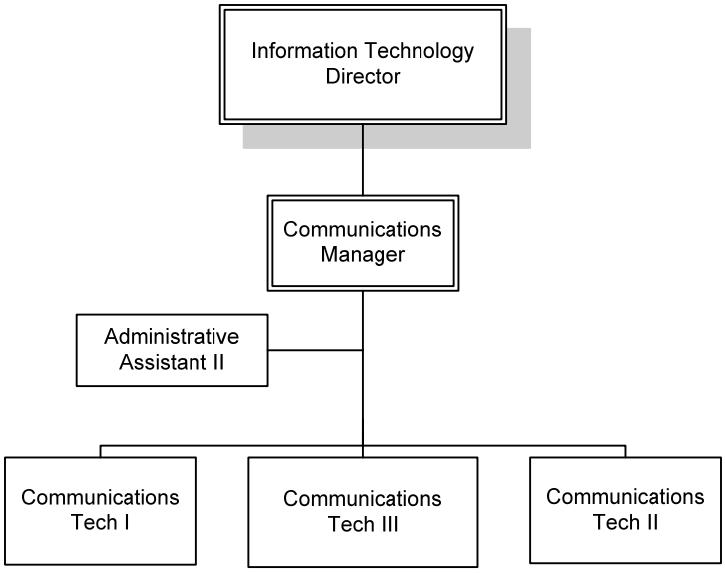
The Communications Department is responsible for providing fiber optic connections between City departments and to other customers. Broadband Internet service is also available to anyone. Tower rental to cellular phone providers is another function of this department.

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

$ 1,427,581

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING REVENUE					
Charges for Services	1,167,517	1,215,951	575,282	1,200,870	1,333,981
Other Operating Revenue	20,581	13,554	750	12,000	3,600
TOTAL OPERATING REVENUE	1,188,098	1,229,505	576,032	1,212,870	1,337,581
OPERATING APPROPRIATIONS					
Communications	1,036,872	859,999	450,935	931,583	924,388
Internet Service Provider	91,734	62,878	32,573	71,300	67,112
Other Operating Expenses	32,895	21,072	20,724	135,655	124,169
TOTAL APPROPRIATIONS	(1,161,501)	(943,949)	(504,232)	(1,138,538)	(1,115,669)
NET INCOME FROM OPERATIONS	26,597	285,556	71,800	74,332	221,912
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	(264)	(54)	(6)	(100)	0
NET OTHER INCOME	(264)	(54)	(6)	(100)	0
NET INCOME BEFORE TRANSFERS	26,333	285,502	71,794	74,232	221,912
Transfers to other funds	0	55,058	0	0	10,000
NET INCOME AFTER TRANSFERS	26,333	230,444	71,794	74,232	211,912
Other Sources	0	0	112,201	95,000	90,000
Capital Projects	1	1	(112,200)	(157,068)	(197,301)
NET OTHER SOURCES	1	1	1	(62,068)	(107,301)
UNAPPROPRIATED BALANCE	26,334	230,445	71,795	12,164	104,611

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
CHARGES FOR SERVICES					
34390 Internet	131,439	115,363	48,251	116,400	158,588
34392 Commercial - Fiber	602,383	684,629	325,466	661,684	704,484
34396 Municipal - Fiber	258,408	236,075	118,599	250,584	283,980
34397 Antenna Tower Fees	172,674	177,325	81,954	172,202	186,929
34905 Penalties	2,613	2,559	1,012	0	0
TOTAL CHARGES FOR SERVICES	1,167,517	1,215,951	575,282	1,200,870	1,333,981
MISCELLANEOUS REVENUE					
36110 Interest on Investments	8,195	6,564	1,108	0	0
36130 Gain/Loss Investment	42	(587)	(794)	0	0
36909 Other Income	(4,145)	173	80	0	0
36925 Misc Jobbing Revenue	16,489	7,404	356	12,000	3,600
TOTAL MISCELLANEOUS REVENUE	20,581	13,554	750	12,000	3,600
OTHER SOURCES					
38118 Transfer from Hwy 441/27 CRA (018)	0	59,825	112,201	0	0
38950 CRA Contribution	0	(59,825)	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	95,000	90,000
TOTAL OTHER SOURCES	0	0	112,201	95,000	90,000
TOTAL RESOURCES	1,188,098	1,229,505	688,233	1,307,870	1,427,581

Division Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
5023 **COMMUNICATIONS**					
Personal Services	313,729	291,138	126,678	274,267	260,121
Operating Expenses	723,143	568,861	324,257	657,316	664,267
Debt Service	32,895	21,072	20,724	135,655	124,169
Other Uses	0	55,058	0	0	10,000
TOTAL COMMUNICATIONS	1,069,767	936,129	471,659	1,067,238	1,058,557
5026 **INTERNET SERVICE PROVIDER**					
Operating Expenses	91,734	62,878	32,573	71,300	67,112
Other Uses	264	54	6	12,264	104,611
TOTAL INTERNET SERVICE	91,998	62,932	32,579	83,564	171,723
5099 **CAPITAL PROJECTS**					
Personal Services	34,184	37,337	38,892	40,909	66,873
Operating Expenses	10,501	21,626	23,285	991	1,657
Capital Outlay	73,325	124,543	131,543	115,168	128,771
Other Uses	(118,011)	(183,507)	(81,520)	0	0
TOTAL CAPITAL PROJECTS	(1)	(1)	112,200	157,068	197,301
GRAND TOTAL					
Personal Services	347,913	328,475	165,570	315,176	326,994
Operating Expenses	825,378	653,365	380,115	729,607	733,036
Capital Outlay	73,325	124,543	131,543	115,168	128,771
Debt Service	32,895	21,072	20,724	135,655	124,169
Other Uses	(117,747)	(128,395)	(81,514)	12,264	114,611
TOTAL APPROPRIATIONS	1,161,764	999,060	616,438	1,307,870	1,427,581

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

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
- Use personnel from other City departments on an ad hoc basis to avoid permanent communications headcount increases
- Use internships to avoid permanent communications headcount increases

Value: Organizational Development and Self Sufficiency

Goals:
- Institute cross-training to provide back-up support for key roles in the department
- Implement training programs that enhance organizational and employee development, such as weekly DVD video training in fiber optic installations and maintenance
- 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

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 for the fourth year in a row
- Added several miles of fiber cable in Leesburg and surrounding Lake County
- Completed phases 1 & 2 of fiber optic cable reroute to accommodate 441/27 roadwork
- Continued reroute of fiber optic cable connecting customers east of the Dead River in Tavares to other areas of Lake County
- Recruited & hired new manager to backfill retiring manager's position
- Identified partners to position utility for strategic development

Performance Measures

	2008-09	2009-10	2010-11
Total route miles	173	176	184
Revenue	$1,224,835	$1,196,666	$1,257,000
Fiber optic sites	185	203	223
Broadband service [annual billing]	$116,333	$96,252	$121,252

Personnel Schedule

Classification	**2010**	**Change**	**2011**	**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	0.00	1.00	57,075
Communications Manager	1.00	0.00	1.00	75,005
Time charged directly to Capital Projects				(42,627)
Total	**5.00**	**0.00**	**5.00**	**203,416**

Communications Department

Communications Division

Appropriations Detail

Appropriations Detail

Account # 045-5023-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	211,018	219,506	103,504	218,630	203,416
1310	Temporary Labor	0	0	0	0	0
1410	Overtime	3,761	4,271	4,455	6,000	6,000
15xx	Bonuses/Incentives	3,625	0	0	0	0
2110	FICA	16,033	16,207	8,209	15,466	14,254
221x	Retirement	24,578	21,674	6,471	15,015	15,681
23xx	Insurance	24,918	22,625	9,048	22,471	28,571
2410	Workers' Compensation	1,125	1,249	973	2,272	1,886
262x	Other Payroll Benefits	868	11,271	127	294	144
2999	Allocated Labor Expense	27,803	(5,665)	(6,109)	(5,881)	(9,831)
	TOTAL PERSONAL SERVICES	313,729	291,138	126,678	274,267	260,121
OPERATING EXPENSES						
31xx	Professional Services	8,841	38,387	13,787	42,400	41,450
4010	Travel	1,462	25	1,270	300	300
41XX	Communication	3,643	3,534	797	3,200	1,800
4210	Postage	134	92	28	120	120
4310	Utilities	8,626	3,372	3,699	8,350	7,679
4410	Rentals	59,347	65,970	43,843	72,571	78,887
4415	Fleet Lease	19,551	13,656	8,172	16,344	23,725
4499	Allocated Equip. Rental	(9,813)	(27,319)	(21,677)	0	0
4510	Insurance	16,672	14,157	6,880	14,018	13,067
461x	Repairs & Maintenance- Vehicles	11,646	12,095	4,454	10,900	13,220
4620	Repairs & Maintenance- Buildings	120	114	45	150	150
462x	Repairs & Maintenance- Non-Build	11,040	0	620	1,500	2,500
46xx	Repairs & Maintenance- Equipment	33,291	72,851	52,527	65,960	66,160
4710	Printing & Binding	77	0	176	175	100
4810	Promotional Activities	39	0	0	0	200
49xx	Other Current Charges	298	802	1,197	800	1,017
4945	Injury/ Damage to Others	2,089	0	0	0	0
4950	Uncollectible Accounts	3	986	5,000	10,000	10,000
4961	General Administrative	0	6,522	5,622	15,149	23,237
4962	Customer Accounts	0	43,478	39,580	60,387	51,762
4970	Regulatory Asessment Fees	633	600	600	633	650
5180	Minor Furniture/Equipment	7,055	1,662	441	1,000	2,800
521x	Operating Supplies	11,289	6,565	2,217	2,000	5,750
5215	Uniforms	523	435	169	1,000	1,000
5230	Fuel Purchases	8,533	4,108	2,737	5,000	6,000
5299	Allocated Material Expense	(948)	(2,363)	(1,608)	(991)	(1,657)
5410	Publications & Memberships	0	250	350	350	350
5440	Education	(40)	0	0	0	0
5520	Training	3,373	600	0	1,000	4,000
5910	Depreciation Expense	525,659	308,282	153,331	325,000	310,000
	TOTAL OPERATING EXPENSES	723,143	568,861	324,257	657,316	664,267
DEBT SERVICE						
71xx	Principal Payment	0	0	0	67,095	80,000
7291	Interest Payments	32,895	14,826	20,724	62,460	38,469
7311	Fees	0	6,246	0	6,100	5,700
	TOTAL DEBT SERVICE	32,895	21,072	20,724	135,655	124,169
OTHER USES						
9101	Transfer to General Fund	0	55,058	0	0	10,000
	TOTAL OTHER USES	0	55,058	0	0	10,000
	TOTAL APPROPRIATIONS	1,069,767	936,129	471,659	1,067,238	1,058,557

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	274,267	260,121	(14,146)	-5.16%
Operating Expenses	657,316	664,267	6,951	1.06%
Debt Service	135,655	124,169	(11,486)	-8.47%
Other Uses	0	10,000	10,000	100.00%
TOTALS	1,067,238	1,058,557	(8,681)	-0.81%

Communications Department

Internet Service Provider Division

Appropriations Detail

Appropriations Detail

Account # 045-5026-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
3110	Professional Services	91,584	62,368	31,604	70,000	67,112
4110	Communication	0	0	0	100	0
4210	Postage	0	0	0	100	0
4810	Promotional Activities	0	0	0	250	0
4911	Advertising	0	510	969	500	0
5210	Operating Supplies	150	0	0	250	0
5410	Publications & Membership	0	0	0	100	0
	TOTAL OPERATING EXPENSES	91,734	62,878	32,573	71,300	67,112
OTHER USES						
9960	Interest - Customer Deposit	264	54	6	100	0
9160	Reserve/Future Capital	0	0	0	12,164	104,611
	TOTAL OTHER USES	264	54	6	12,264	104,611
	TOTAL APPROPRIATIONS	91,998	62,932	32,579	83,564	171,723

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	71,300	67,112	(4,188)	-5.87%
Other Uses	12,264	104,611	92,347	752.99%
TOTALS	83,564	171,723	88,159	105.50%

Significant Budget Changes:
The change in Other Uses is attributable to an increase in the Reserve/Future Capital account.

Appropriations Detail

Account # 045-5099-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	22,119	24,561	26,489	25,500	42,627
2110	FICA	1,642	1,825	1,838	1,951	3,261
221x	Retirement	2,639	2,425	1,749	3,060	3,411
23xx	Insurance	2,480	2,573	2,288	4,221	7,056
2410	Workers' Compensation	172	254	394	296	687
262x	Other Payroll Benefits	31	34	25	0	0
2999	Allocated Personal Expense	5,101	5,665	6,109	5,881	9,831
	TOTAL PERSONAL SERVICES	34,184	37,337	38,892	40,909	66,873
OPERATING EXPENSES						
4499	Allocated Equip Rental	9,553	19,263	21,677	0	0
5299	Allocated Material Expense	948	2,363	1,608	991	1,657
	TOTAL OPERATING EXPENSES	10,501	21,626	23,285	991	1,657
CAPITAL OUTLAY						
6110	Land Costs	0	0	3,800	0	0
6310	Improvements Other Than Bldgs	18,508	50,471	77,396	59,100	67,500
6410	Machinery & Equipment	28,532	8,992	6,050	0	0
6460	Taxable Materials	24,578	60,823	41,399	52,400	57,262
64xx	Use Tax	1,707	4,257	2,898	3,668	4,009
	TOTAL CAPITAL OUTLAY	73,325	124,543	131,543	115,168	128,771
OTHER USES						
9999	WIP Contra	(118,011)	(183,507)	(81,520)	0	0
	TOTAL OTHER USES	(118,011)	(183,507)	(81,520)	0	0
TOTAL APPROPRIATIONS		(1)	(1)	112,200	157,068	197,301

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	40,909	66,873	25,964	63.47%
Operating Expenses	991	1,657	666	67.20%
Capital Outlay	115,168	128,771	13,603	11.81%
TOTALS	157,068	197,301	40,233	25.62%

Project Schedule

Number	Title	Funding Source	Amount
450001	Line Installation	Current Revenue	157,301
450002	Line Extension (40,000)		
	Redundant Fiber Routes	Renewal & Replacement	30,000
	FDOT Lake County Relocations	Current Revenue	10,000
	TOTAL		197,301
	Source of Funds		
		Current Revenue	167,301
		Renewal & Replacement	30,000
	TOTAL		197,301

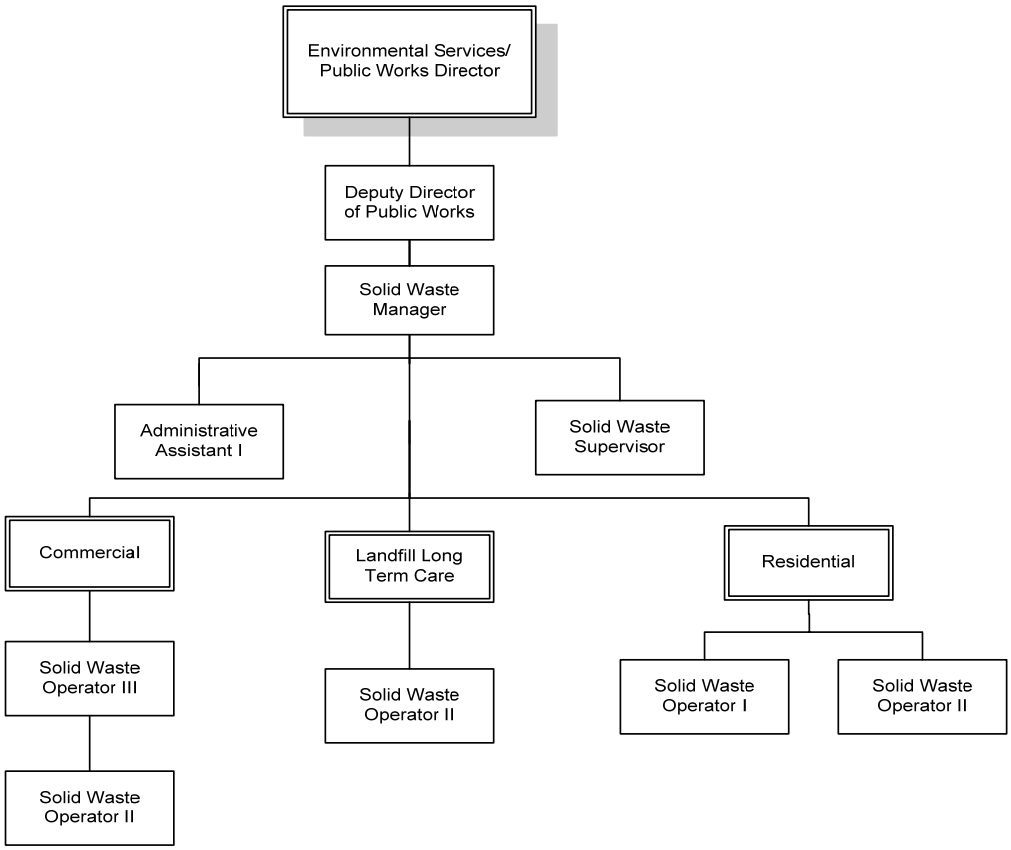
Ray Sharp, Environmental Services/Public Works Director

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

$ 3,627,791

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING REVENUE					
Charges for Services	3,584,406	3,706,843	1,828,391	3,654,000	3,588,091
Other Operating Revenues	36,262	40,859	19,921	30,000	29,700
TOTAL OPERATING REVENUE	3,620,668	3,747,702	1,848,312	3,684,000	3,617,791
OPERATING APPROPRIATIONS					
Long-Term Care	272,225	119,451	53,711	118,048	126,114
Residential	1,770,628	1,590,747	681,644	1,620,257	1,575,694
Commercial	1,539,616	1,440,940	667,518	1,573,433	1,557,195
Other Operating Expenses	(53,635)	(77,792)	(53,709)	0	(60,105)
TOTAL APPROPRIATIONS	(3,528,834)	(3,073,346)	(1,349,164)	(3,311,738)	(3,198,898)
NET INCOME FROM OPERATIONS	91,834	674,356	499,148	372,262	418,893
Non-Operating Revenue	38,151	16,781	2,625	15,000	10,000
Non-Operating Appropriations	(131)	(49)	(13)	0	0
NET OTHER INCOME	38,020	16,732	2,612	15,000	10,000
NET INCOME BEFORE TRANSFERS	129,854	691,088	501,760	387,262	428,893
Transfers to other funds	295,562	250,000	133,545	267,090	262,289
NET INCOME AFTER TRANSFERS	(165,708)	441,088	368,215	120,172	166,604
Other Sources	0	0	0	0	0
Capital Projects	97,468	(12,191)	0	0	0
NET OTHER SOURCES	97,468	(12,191)	0	0	0
UNAPPROPRIATED BALANCE	(68,240)	428,897	368,215	120,172	166,604

Solid Waste Department

Revenue Detail

Revenue Detail

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
CHARGES FOR SERVICES						
34341	Residential Refuse	1,529,201	1,511,340	750,005	1,500,000	1,485,000
34342	Commercial Dumpster	1,660,976	1,669,793	828,224	1,645,000	1,628,550
34343	Commercial Manual Refuse	253,735	229,183	115,389	226,000	223,740
34344	Roll-Off/ Compactors	85,865	90,945	30,315	88,000	58,000
34345	Commercial Compactor Pickup Fees	0	150,482	79,264	150,000	142,801
34346	Interdept/Refuse	54,629	55,100	25,194	45,000	50,000
34905	Penalties	35,879	36,118	19,654	30,000	29,700
34910	Misc Operating Revenue	383	4,741	267	0	0
TOTAL CHARGES FOR SERVICES		3,620,668	3,747,702	1,848,312	3,684,000	3,617,791
MISCELLANEOUS REVENUE						
36110	Interest on Investments	8,817	5,248	1,331	0	0
36102	Interest - Long Term Care	2,066	212	0	0	0
36130	Gain/Loss Investments	688	(148)	(808)	0	0
36505	Sale of Surplus Materials	12,522	2,014	1,417	0	0
36945	Recyclables - County	14,058	9,455	685	15,000	10,000
TOTAL MISCELLANEOUS		38,151	16,781	2,625	15,000	10,000
TOTAL RESOURCES		3,658,819	3,764,483	1,850,937	3,699,000	3,627,791

Division Summary of Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
5142 **LONG-TERM CARE**					
Personal Services	64,029	32,077	10,591	21,831	23,072
Operating Expenses	208,196	87,374	43,120	96,217	103,042
Capital Outlay	0	17,686	0	0	0
Other Uses	(53,635)	(77,792)	(53,709)	0	(60,105)
TOTAL LONG-TERM CARE	218,590	59,345	2	118,048	66,009
5143 **RESIDENTIAL**					
Personal Services	551,568	509,143	186,791	471,603	488,589
Operating Expenses	1,219,060	1,081,604	494,853	1,148,654	1,087,105
Capital Outlay	0	0	0	0	0
Other Uses	134,612	97,500	54,375	108,750	107,662
TOTAL RESIDENTIAL	1,905,240	1,688,247	736,019	1,729,007	1,683,356
5144 **COMMERCIAL**					
Personal Services	340,378	340,404	160,840	350,808	361,898
Operating Expenses	1,101,770	1,095,041	506,678	1,222,625	1,195,297
Capital Outlay	97,468	5,495	0	0	0
Other Uses	63,613	147,054	79,183	278,512	321,231
TOTAL COMMERCIAL	1,603,229	1,587,994	746,701	1,851,945	1,878,426
GRAND TOTAL					
Personal Services	955,975	881,624	358,222	844,242	873,559
Operating Expenses	2,529,026	2,264,019	1,044,651	2,467,496	2,385,444
Capital Outlay	97,468	23,181	0	0	0
Other Uses	144,590	166,762	79,849	387,262	368,788
TOTAL APPROPRIATIONS	3,727,059	3,335,586	1,482,722	3,699,000	3,627,791

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 integrity of the landfill fencing and ground cover
- Provide routine and general maintenance to all areas of this facility to minimize or eliminate complaints from citizens in the adjacent neighborhoods
- Prepare a staging and burn or shredding site for residential yard debris at Leesburg Landfill with the approval of the Department of Environmental Protection (DEP)

Major Accomplishments:

- Brought the additional 40 acre site into compliance with the Florida Department of Environmental Protection (DEP)
- Removed fallen tree branches and repaired damage to fence surrounding landfill
- Cost reduction in personnel services by utilizing outside contractor for mowing/ hay services at no cost

Performance Measures:

	2008-09	2009-10	2010-11
Mow landfill (# of times)	11	6	10
Clean under-drain of all debris	2	2	2
Inspect fence line for necessary repairs	48	48	48
Report leachate readings to the State	12	12	12

Personnel Schedule

Classification	2010	Change	2011	Amount
Solid Waste Operator II[1]	0.50	0.00	0.50	14,716
Total	**0.50**	**0.00**	**0.50**	**14,716**

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	42,868	15,343	7,189	14,716	14,716
1410	Overtime	766	256	180	0	0
1530	Bonuses/Incentives	63	0	0	0	0
2110	FICA	3,097	1,099	522	1,030	1,030
221x	Retirement	4,947	1,474	490	1,089	1,320
23xx	Insurance	9,193	3,260	1,378	3,321	4,331
2410	Workers' Compensation	3,010	1,466	832	1,675	1,675
26xx	Other Payroll Benefits	85	9,179	0	0	0
	TOTAL PERSONAL SERVICES	64,029	32,077	10,591	21,831	23,072
OPERATING EXPENSES						
31xx	Professional Services	101,655	60,807	34,395	68,470	80,000
3410	Contract Services	0	773	0	0	0
4310	Utilities	9,496	9,638	4,752	10,500	10,500
4415	Fleet Lease	2,844	2,547	921	0	5,227
4510	Insurance	0	0	573	1,209	1,378
461x	Fleet Maintenance	3,510	6,060	1,260	4,361	2,160
4625	R&M/Non-Building (OTB)	85,390	4,690	90	10,000	1,000
4920	Other Current Charges	1,197	887	452	877	877
5180	Minor Furniture/Equipment	320	0	0	0	0
52xx	Operating Supplies	3,784	879	707	400	400
5230	Fuel Purchases	0	1,093	(30)	400	1,500
	TOTAL OPERATING EXPENSES	208,196	87,374	43,120	96,217	103,042
CAPITAL OUTLAY						
6310	Improvements other than Buildings	0	17,686	0	0	0
	TOTAL CAPITAL OUTLAY	0	17,686	0	0	0
OTHER USES						
9920	Contra-Curr Cost Long Term Care	(53,635)	(60,106)	(53,709)	0	(60,105)
9999	WIP Contra	0	(17,686)	0	0	0
	TOTAL OTHER USES	(53,635)	(77,792)	(53,709)	0	(60,105)
TOTAL APPROPRIATIONS		218,590	59,345	2	118,048	66,009

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	21,831	23,072	1,241	5.68%
Operating Expenses	96,217	103,042	6,825	7.09%
Capital Outlay	0	0	0	0.00%
Other Uses	0	(60,105)	(60,105)	100.00%
TOTALS	118,048	66,009	(52,039)	-44.08%

Significant Budget Changes:
The Other Uses category changed due this being the first year that the Long Term Care account has been budgeted.

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue cross-training program to ensure staff can safely operate all residential vehicle equipment
- Continue to accommodate "special needs" pick up within 48 hours
- Continue to campaign to increase recycling by 2%
- Continue to 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
- Continue to educate customers with existing residential recycling program to effectively decrease the amount of disposal into the landfill
- Prepare a disposal site at the Leesburg Landfill for yard debris to be stored then burned or shredded to reduce disposal cost

Major Accomplishments:
- Helped institute and participated in neighborhood clean-up with the City Neighborhood Coordinator
- Supported City events, which included Leesburg's Bikefest, Mardi Gras, and the Fine Arts Festival
- Rate study of residential services were conducted to evaluate fees

Performance Measures:

	2008-09	2009-10	2010-11
Number of residential accounts	6,421	6,700	7,035
Tons of solid waste taken to incinerator	7,456.52	8,000	8,400
Tons of scrap metal recycled	15.98	10	15
Tons of tires collected	21.79	30	32
Tons of household items recycled	389.93	415	436
Number of special needs pickups	5	4	5
Number of employees being cross- trained in-house	5	4	4
Number of code compliance calls	7	5	7
Tons of E-Waste	15.363	24	25

Personnel Schedule

Classification	2010	Change	2011	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	16,172
Solid Waste Manager[3]	0.50	0.00	0.50	25,241
Solid Waste Operator I	7.00	0.00	7.00	168,022
Solid Waste Operator II[4]	1.50	0.00	1.50	49,681
Solid Waste Supervisor[5]	0.50	0.00	0.50	20,499
Total	**10.45**	**0.00**	**10.45**	**311,832**

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

Solid Waste Department

Residential Division

Appropriations Detail

Appropriations Detail — Account # 046-5143-5xx

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
1210	Regular Salaries & Wages	317,500	339,979	129,307	317,572	311,832
1310	Temporary Labor	4,945	0	0	0	0
1410	Overtime	10,462	7,001	3,410	12,531	12,531
1530	Bonuses/Incentives	1,354	0	0	0	0
2110	FICA	24,128	24,746	9,408	22,219	22,129
221x	Retirement	35,686	31,991	8,534	21,107	25,331
23xx	Insurance	56,969	58,350	23,504	67,225	86,543
2410	Workers' Compensation	26,512	28,427	12,571	30,769	30,115
262x	Other Payroll Benefits	74,012	18,649	57	180	108
	TOTAL PERSONAL SERVICES	551,568	509,143	186,791	471,603	488,589
OPERATING EXPENSES						
3410	Contract Services	424,309	393,195	179,004	420,120	400,320
4010	Travel	0	80	604	150	500
41xx	Communication	1,616	805	198	570	450
4415	Internal Fleet Lease	282,630	259,781	129,891	259,781	243,446
4510	Insurance	13,018	12,330	5,250	10,749	10,247
461x	Repairs & Maintenance- Vehicles	133,261	111,190	54,668	108,100	97,660
463x	Repairs & Maintenance- Equipment	368	375	180	410	410
4710	Printing & Binding	0	198	0	200	200
4810	Promotional Activities	3,460	3,523	1,749	3,460	3,460
49xx	Advertising/Other Current Charge	2,642	594	157	200	200
4950	Uncollectible Accounts	13,568	27,016	5,000	10,000	10,000
4961	General Administrative	58,705	49,506	20,366	49,137	45,903
4962	Customer Accounts	61,105	110,087	50,899	102,992	109,321
5180	Minor Furniture/Equipment	286	40	0	0	0
5210	Operating Supplies	65,245	22,237	1,749	60,200	60,200
5215	Uniforms	1,914	2,568	925	4,410	4,410
5230	Fuel Purchases	137,237	76,487	37,524	110,000	90,000
5410	Publications & Memberships	379	450	384	375	378
5520	Training	0	943	835	1,000	1,000
5910	Depreciation Expense	19,317	10,199	5,470	6,800	9,000
	TOTAL OPERATING EXPENSES	1,219,060	1,081,604	494,853	1,148,654	1,087,105
OTHER USES						
9101	Transfer to General Fund	134,612	97,500	54,375	108,750	107,662
	TOTAL OTHER USES	134,612	97,500	54,375	108,750	107,662
TOTAL APPROPRIATIONS		1,905,240	1,688,247	736,019	1,729,007	1,683,356

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	471,603	488,589	16,986	3.60%
Operating Expenses	1,148,654	1,087,105	(61,549)	-5.36%
Capital Outlay	0	0	0	0.00%
Other Uses	108,750	107,662	(1,088)	-1.00%
TOTALS	1,729,007	1,683,356	(45,651)	-2.64%

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue cross-training program to ensure staff can safely operate and set up all commercial equipment (vehicles and containers)
- Review standard operation procedures for compactors and roll-offs to ensure customer service is provided in the most efficient and cost effective way
- Continue to educate customers with informational literature in the proper protection of the environment and the methods for bulk item disposal

Value: Fiscal Responsibility

Goals:
- Continuing annual 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
- Continuing evaluation of existing commercial recycling program to effectively decrease the amount of landfill waste, creating a reduction in disposal fees
- Conduct semiannual rate study of commercial services in order to evaluate fees

Major Accomplishments
- Conducted rate study to confirm that are rates are accurate

Performance Measures:

	2008-09	2009-10	2010-11
Hand commercial accounts	603	630	662
Dumpster accounts	724	760	798
Hand commercial solid waste collected (tons)	864.14	907	952
Commercial dumpster solid waste collected (tons)	12,597.74	12,213	13,889
Commercial construction and demo	7,706	36,228	5,938
Commercial recycling accounts	8	10	12
Rolloff/Compactor accounts	16	20	24

Personnel Schedule

Classification	2010	Change	2011	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	16,172
Solid Waste Manager[3]	0.50	0.00	0.50	25,241
Solid Waste Operator II	3.00	0.00	3.00	85,093
Solid Waste Operator III	2.00	0.00	2.00	62,670
Solid Waste Supervisor[4]	0.50	0.00	0.50	20,499
Total	**6.95**	**0.00**	**6.95**	**241,892**

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	198,750	227,129	110,721	241,892	241,892
1410	Overtime	12,134	6,413	6,797	10,000	10,000
1530	Bonuses/Incentives	688	0	0	0	0
2110	FICA	15,585	16,871	8,524	17,274	17,302
221x	Retirement	22,989	21,826	8,034	17,923	21,698
23xx	Insurance	33,201	31,648	15,848	41,456	48,394
2410	Workers' Compensation	17,054	16,911	10,715	22,155	22,156
26xx	Other Payroll Benefits	39,977	19,606	201	108	456
	TOTAL PERSONAL SERVICES	340,378	340,404	160,840	350,808	361,898
OPERATING EXPENSES						
3410	Contract Services	562,488	591,734	251,877	670,350	600,350
4010	Travel	23	80	533	150	500
41xx	Communication	77	460	252	570	750
4210	Postage	205	74	9	100	100
4310	Utilities	0	0	1,237	2,496	2,550
4415	Internal Fleet Lease	142,489	103,850	57,155	114,310	153,597
4510	Insurance	7,688	8,455	4,619	9,299	9,337
461x	Repairs & Maintenance- Vehicles	54,277	47,916	21,540	41,020	50,140
4625	Repairs & Maintenance- Non-Build	8,929	17,265	9,259	27,000	27,000
463x	Repairs & Maintenance- Equipment	1,278	520	260	520	520
4710	Printing & Binding	104	354	0	0	0
4911	Advertising - Other Ads	0	0	38	100	100
4920	Other Current Charges	75	5,440	485	0	0
4950	Uncollectible Accounts	20,000	6,065	5,000	10,000	10,000
4961	General Administrative	88,058	74,258	30,549	73,706	68,855
4962	Customer Accounts	91,657	165,131	76,349	154,489	163,980
5180	Minor Furniture & Equipment	26	40	0	0	0
5210	Operating Supplies	33,210	7,591	16,201	35,000	35,000
5215	Uniforms	1,240	549	1,038	2,940	2,940
5230	Fuel Purchases	88,058	44,711	22,080	66,000	55,000
5410	Publications & Memberships	379	340	271	375	378
5520	Training	200	943	835	1,000	1,000
5910	Depreciation Expense	1,309	19,265	7,091	13,200	13,200
	TOTAL OPERATING EXPENSES	1,101,770	1,095,041	506,678	1,222,625	1,195,297
CAPITAL OUTLAY						
6410	Machinery & Equipment	97,468	5,495	0	0	0
	TOTAL CAPITAL OUTLAY	97,468	5,495	0	0	0
OTHER USES						
9101	Transfer to General Fund	160,950	152,500	79,170	158,340	154,627
9160	Reserve/Future Capital	0	0	0	120,172	166,604
9960	Interest- Customer Deposits	131	49	13	0	0
9999	WIP - Contra	(97,468)	(5,495)	0	0	0
	TOTAL OTHER USES	63,613	147,054	79,183	278,512	321,231
	TOTAL APPROPRIATIONS	1,603,229	1,587,994	746,701	1,851,945	1,878,426

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	350,808	361,898	11,090	3.16%
Operating Expenses	1,222,625	1,195,297	(27,328)	-2.24%
Capital Outlay	0	0	0	0.00%
Other Uses	278,512	321,231	42,719	15.34%
TOTALS	1,851,945	1,878,426	26,481	1.43%

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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 November of 2006 the City began the purchase of the Kristen Court Apartments from their individual owners and has completed its purchase.

Magnolia Townhomes Fund

Description

Total Department Budget

$ 171,273

Magnolia Townhomes Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Intergovernmental Revenue	0	0	0	0	0
Charges for Services	0	1,022	(1,022)	0	0
Miscellaneous Revenue	15,193	4,102	652	0	0
Other Sources	0	338,086	0	240,400	171,273
TOTAL REVENUE SOURCES	15,193	343,210	(370)	240,400	171,273
APPROPRIATIONS					
Magnolia Townhomes	516,424	286,308	201,023	240,400	171,273
TOTAL APPROPRIATIONS	516,424	286,308	201,023	240,400	171,273

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
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					
34510 Rental Income	0	1,022	(1,022)	0	0
TOTAL CHARGES FOR SERVICES	0	1,022	(1,022)	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	13,589	2,853	857	0	0
36130 Gain/ Loss Investments	26	499	(405)	0	0
36906 Misc. Reimbursement	1,578	750	200	0	0
TOTAL MISCELLANEOUS REVENUE	15,193	4,102	652	0	0
OTHER SOURCES					
38111 Transfer from General Fund	0	0	0	240,400	171,273
38117 Transfer from Carver Heights CRA	0	238,086	0	0	0
38165 Transfer from Workers Comp	0	100,000	0	0	0
TOTAL OTHER SOURCES	0	338,086	0	240,400	171,273
TOTAL RESOURCES	15,193	343,210	(370)	240,400	171,273

Appropriations Detail

Account # 554-5554-517

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	155	47	215	0	0
2110	FICA	11	3	16	0	0
2210	Retirement	19	5	16	0	0
23xx	Insurance	16	9	29	0	0
2410	Workers' Compensation	5	2	11	0	0
26xx	Other Payroll Benefits	0	0	3	0	0
	TOTAL PERSONAL SERVICES	206	66	290	0	0
OPERATING EXPENSES						
3110	Professional Services	65,551	23,187	18,305	15,305	0
3410	Contract Services	520	10,300	7,940	0	0
4310	Utilities	2,500	306	187	10,000	0
4510	Insurance	14,695	0	3,093	14,695	12,259
4625	Repairs & Maintenance - Non-Buildings	728	0	0	0	0
4710	Printing & Binding	0	0	0	7,000	0
49xx	Other Current Charges	476	166	22	5,000	0
5210	Operating Supplies	263	152	0	0	0
	TOTAL OPERATING EXPENSES	84,733	34,111	29,547	52,000	12,259
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	0	85,946	0	0
6210	Buildings	96,317	0	41	0	0
6310	Improvements Other Than Buildings	0	0	0	0	0
	TOTAL CAPITAL OUTLAY	96,317	0	85,987	0	0
DEBT SERVICE						
721x	Interest	420,028	238,574	84,244	187,400	153,000
7311	Fees	0	2,100	0	1,000	6,014
7330	Amort Debt Issue Costs	11,457	11,457	955	0	0
	TOTAL DEBT SERVICE	431,485	252,131	85,199	188,400	159,014
OTHER USES						
9999	WIP Contra	(96,317)	0	0	0	0
	TOTAL OTHER USES	(96,317)	0	0	0	0
TOTAL APPROPRIATIONS		516,424	286,308	201,023	240,400	171,273

Appropriations Summary

	ADOPTED 2009-10	ADOPTED 2010-11	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	0	0	0.00%
Operating Expenses	52,000	12,259	(39,741)	-76.43%
Capital Outlay	0	0	0	0.00%
Debt Service	188,400	159,014	(29,386)	-15.60%
Other Uses	0	0	0	0.00%
TOTALS	240,400	171,273	(69,127)	-28.75%

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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 19.4% for the fiscal year 2010-11 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 2010-11 actuarial shortfall is projected to be 6.8% of pensionable wages or $231,702.

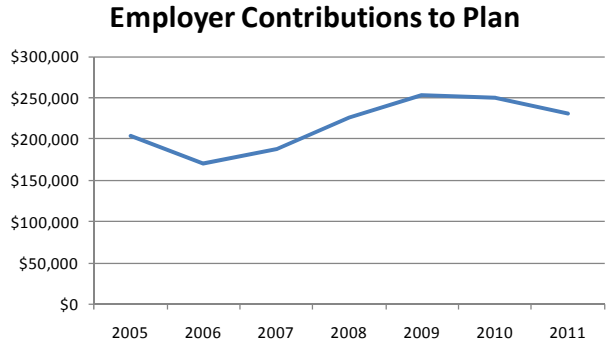
Participants who have completed ten years of credited service are 100% vested in plan benefits at age 45 or later, reduced by 3% per year for each year they retire before their normal retirement date. Participants whose service is terminated prior to completing ten years of credited service are entitled 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.

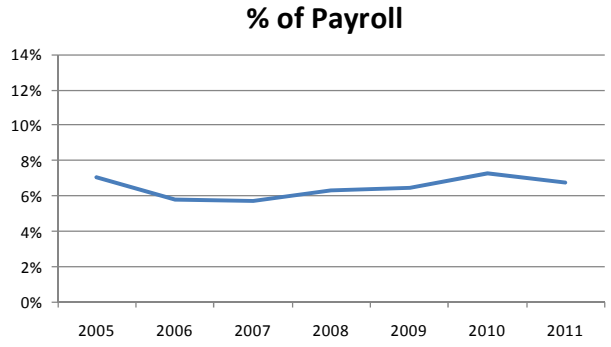
Plan members are also members of the General Employee ICMA 401a Plan, which is fully funded through City contributions at the approved rate.

The plan had an unfavorable investment return for fiscal year 2008-09 of 1.4% compared to the 8% actuarial assumption which is a difference of 6.6%. 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 $231,702, $891,813 and $885,829 respectively.

Total Department Budget

$ 863,445





Police Pension Trust

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Intergovernmental Revenue	184,093	170,127	0	184,093	170,127
Miscellaneous Revenue	(1,192,065)	783,290	1,217,798	624,621	693,318
TOTAL REVENUE SOURCES	(1,007,972)	953,417	1,217,798	808,714	863,445
APPROPRIATIONS					
Police Pension Trust	774,951	886,717	369,875	808,714	863,445
TOTAL APPROPRIATIONS	774,951	886,717	369,875	808,714	863,445

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
TAXES					
31252 Insurance Premium Tax (State)	184,093	170,127	0	184,093	170,127
TOTAL TAXES	184,093	170,127	0	184,093	170,127
MISCELLANEOUS REVENUE					
36111 Miscellaneous Interest	361,435	309,817	106,184	100,000	200,000
361xx Gain/Loss Investments	(1,410,262)	(69,907)	825,918	0	0
36710 Gain/Loss Sale Investment	(247,446)	0	0	0	0
36711 Unrealized Gain-Security	(433,483)	0	0	0	0
36801 Employee Contributions	284,939	278,695	140,751	273,821	261,616
36802 Employer Contributions	226,701	253,448	138,806	250,800	231,702
36909 Other Income	26,051	11,237	6,139	0	0
TOTAL MISCELLANEOUS REVENUE	(1,192,065)	783,290	1,217,798	624,621	693,318
TOTAL RESOURCES	(1,007,972)	953,417	1,217,798	808,714	863,445

Police Pension Trust

Appropriations Detail

Appropriations Detail — Account # 061-1310-51x

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
311x Professional Services	107,023	117,006	69,874	107,000	130,000
3610 Retirement Benefit Payment	641,830	769,711	300,001	600,000	670,000
3611 Refund of Contributions	26,098	0	0	0	0
TOTAL OPERATING EXPENSES	774,951	886,717	369,875	707,000	800,000
OTHER USES					
9940 Reserve For Employee Benefits	0	0	0	101,714	63,445
TOTAL OTHER USES	0	0	0	101,714	63,445
TOTAL APPROPRIATIONS	774,951	886,717	369,875	808,714	863,445

FIREFIGHTER'S PENSION TRUST

Firefighter's Pension Trust

Description

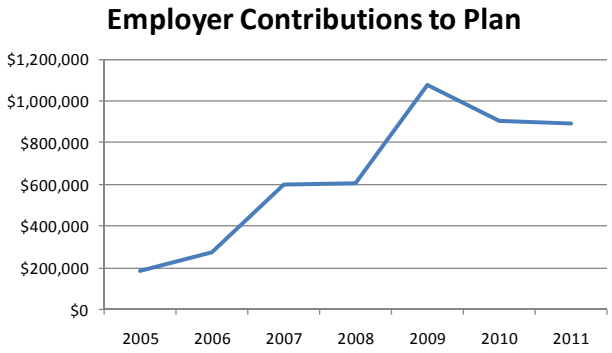
The Municipal Firefighter's Retirement Trust Fund covers firefighters. The actuarial funding rate as a percentage of pensionable wages is 40.3% for the fiscal year 2010-11 budget. Firefighters contribute 6.5% of their annual compensation to the plan. The State of Florida remits a 1% excise tax on fire 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 2010-11 actuarial shortfall is projected to be 30.3% of pensionable wages or $891,813.

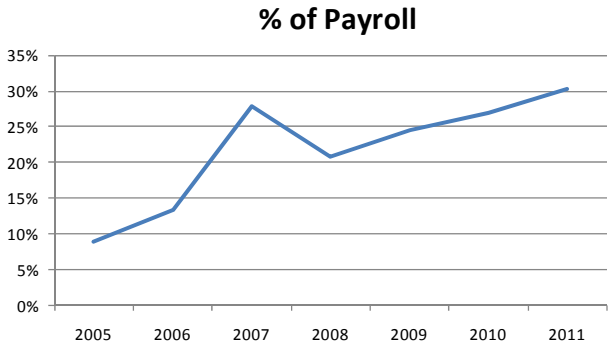
Participants who have completed ten years of credited service are 100% vested in their accrued retirement benefits. Participants whose service is terminated prior to completing ten years of credited service are entitled to the return of their contributions plus interest at the rate of 5% compounded annually. 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 plan had an unfavorable investment return for fiscal year 2008-09 of –.28% compared to the 7.75% actuarial assumption which is a difference of 8.03%. In addition, 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 $231,702, $891,813 and $885,829 respectively.

Total Department Budget

$ 1,394,669





Firefighter's Pension Trust

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Taxes	177,357	151,617	0	110,449	110,449
Miscellaneous Revenue	(134,870)	1,332,389	1,309,690	1,232,634	1,284,220
TOTAL REVENUE SOURCES	42,487	1,484,006	1,309,690	1,343,083	1,394,669
APPROPRIATIONS					
Fire Pension Trust	724,128	815,695	444,825	1,343,083	1,394,669
TOTAL APPROPRIATIONS	724,128	815,695	444,825	1,343,083	1,394,669

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
TAXES					
31251 Insurance Premium Tax (State)	177,357	151,617	0	110,449	110,449
TOTAL TAXES	177,357	151,617	0	110,449	110,449
MISCELLANEOUS REVENUE					
36111 Miscellaneous Interest	0	0	0	100,000	175,000
361xx Salem Trust/ ICC	383,738	17,153	654,384	0	0
36710 Gain/Loss Sale Investment	115,196	0	0	0	0
36711 Unrealized Gain-Security	34,652	0	0	0	0
36790 Unrealized Gain/Loss	(1,486,475)	0	0	0	0
36801 Employee Contributions	205,002	232,526	112,267	218,379	217,407
36820 Salem Trust	603,464	1,067,264	540,245	914,255	891,813
36909 Other Income	9,553	15,446	2,794	0	0
TOTAL MISCELLANEOUS REVENUE	(134,870)	1,332,389	1,309,690	1,232,634	1,284,220
TOTAL RESOURCES	42,487	1,484,006	1,309,690	1,343,083	1,394,669

Firefighter's Pension Trust

Appropriations Detail

Appropriations Detail — Account # 062-1320-51x

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES					
311x Professional Services	88,898	121,014	90,685	98,000	140,000
3610 Retirement Benefit Payment	500,518	686,952	354,140	700,000	708,000
3611 Refund of Contributions	134,712	7,729	0	0	0
TOTAL OPERATING EXPENSES	724,128	815,695	444,825	798,000	848,000
OTHER USES					
9940 Reserve For Employee Benefits	0	0	0	545,083	546,669
TOTAL OTHER USES	0	0	0	545,083	546,669
TOTAL APPROPRIATIONS	724,128	815,695	444,825	1,343,083	1,394,669

GENERAL EMPLOYEES' PENSION TRUST FUND

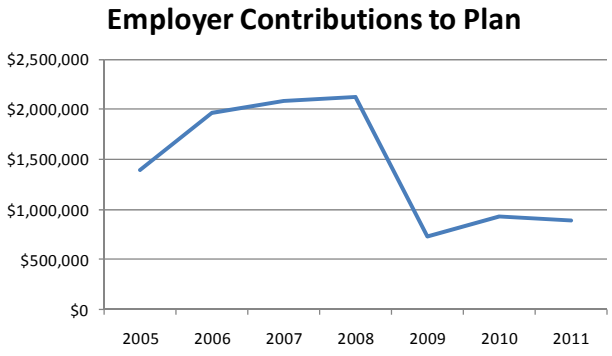
The General Employees Pension Plan was frozen as of September 30, 2008. Members of the plan will continue to accrue vesting rights in the plan however; benefits were frozen as of September 30, 2008. New members are no longer added to the plan. The City is required to fund any actuarial shortfalls associated with the plan. The fiscal year 2010-11 actuarial shortfall is projected to be 6.4% or $885,829.

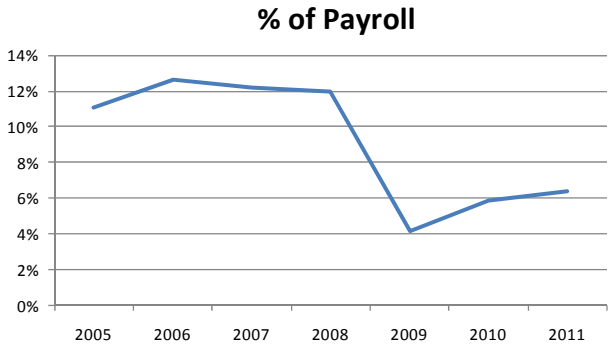
The City of Leesburg Retirement plan for General Employees is a 100% employer contributory defined benefit plan. It covers all full time permanent employees as a condition of employment except firefighters. Participants in the plan who have completed five years of credited service are 100% vested in 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 plan had an unfavorable investment return for fiscal year 2008-09 of 4.95% compared to the 7.5% actuarial assumption which is a difference of 2.55%. 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 $231,702, $891,813 and $885,829 respectively.





General Employees' Pension Trust Fund

Description

Total Department Budget

$ 2,415,000

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Miscellaneous Revenue	(2,649,476)	2,247,442	2,201,677	2,500,000	2,385,829
Other Sources	0	0	0	0	29,171
TOTAL REVENUE SOURCES	(2,649,476)	2,247,442	2,201,677	2,500,000	2,415,000
APPROPRIATIONS					
General Employees Pension Trust	2,422,955	2,321,475	1,171,047	2,500,000	2,415,000
TOTAL APPROPRIATIONS	2,422,955	2,321,475	1,171,047	2,500,000	2,415,000

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
MISCELLANEOUS REVENUE					
361xx Miscellaneous Interest	1,116,100	902,479	391,437	1,570,460	1,500,000
36130 Gain/Loss Sale Investment	(5,493,803)	2,773,859	767,966	0	0
36140 Gain/Loss Sale of Security	(394,867)	(2,087,427)	626,491	0	0
36802 Employer Contributions	2,113,487	649,758	415,693	929,540	885,829
36909 Other Income	9,607	8,773	90	0	0
TOTAL MISCELLANEOUS REVENUE	(2,649,476)	2,247,442	2,201,677	2,500,000	2,385,829
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	29,171
TOTAL OTHER SOURCES	0	0	0	0	29,171
TOTAL RESOURCES	(2,649,476)	2,247,442	2,201,677	2,500,000	2,415,000

Appropriations Detail

Account # 063-1330-51x

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
311x	Professional Services	53,072	41,563	27,119	60,000	50,000
3114	Financial Investment	237,927	183,571	101,980	240,000	265,000
3610	Retirement Benefit Payment	2,131,956	2,096,341	1,041,948	2,200,000	2,100,000
TOTAL OPERATING EXPENSES		2,422,955	2,321,475	1,171,047	2,500,000	2,415,000
TOTAL APPROPRIATIONS		2,422,955	2,321,475	1,171,047	2,500,000	2,415,000

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 2010-11 is approximately $4,563,824, which is 113% of annual expected claims of $4,030,141.

New 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

2009-10 fiscal year rates:

Type of Coverage	City Contribution	Employee Deduction	Total Monthly Cost
Employee Only	$337.50	$ 32.50	$370.00
Employee and Children	$496.60	$191.60	$688.20
Employee and Spouse	$513.25	$208.25	$721.50
Employee and Family	$596.45	$291.45	$887.90

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, effective October 1, 2006, which has remained unchanged for 5 fiscal years. However, the city is currently reviewing this rate to determine if any changes need to be made on October 1, 2010.

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

$ 5,145,141

Health Insurance Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Charges for Services	3,972,614	3,827,161	1,886,089	4,033,000	5,045,141
Miscellaneous Revenue	137,152	126,976	70,944	100,000	100,000
TOTAL REVENUE SOURCES	4,109,766	3,954,137	1,957,033	4,133,000	5,145,141
APPROPRIATIONS					
Health Insurance Administration	4,360,727	4,098,809	2,532,469	4,133,000	5,145,141
TOTAL APPROPRIATIONS	4,360,727	4,098,809	2,532,469	4,133,000	5,145,141

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
CHARGES FOR SERVICES (343)					
34120 Employee Contributions	616,136	779,166	387,572	780,000	780,000
34120 Employer Contributions	2,811,781	2,455,710	1,224,434	2,640,000	3,657,141
34120 Retiree's Contribution	207,928	207,123	98,403	213,000	213,000
34120 Retiree's Employer Contribution	300,464	334,862	161,438	340,000	340,000
34120 Continuation Coverage	36,305	50,300	14,242	60,000	55,000
TOTAL CHARGES FOR SERVICES	3,972,614	3,827,161	1,886,089	4,033,000	5,045,141
MISCELLANEOUS REVENUE					
36101 Interest on Investments	79,417	31,646	3,754	15,000	15,000
36130 Gain/Loss Investments	4,308	(4,716)	(2,458)	0	0
36909 Other Income	53,427	62,299	30,222	47,000	47,000
36991 Medicare Part D Subsidy	0	37,747	39,426	38,000	38,000
TOTAL MISCELLANEOUS REVENUE	137,152	126,976	70,944	100,000	100,000
TOTAL RESOURCES	4,109,766	3,954,137	1,957,033	4,133,000	5,145,141

Health Insurance Fund

Appropriations Detail

Appropriations Detail — Account # 064-1340-519

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
PERSONAL SERVICES					
2310 Health Insurance	300,464	334,862	161,438	340,000	345,000
TOTAL PERSONAL SERVICES	300,464	334,862	161,438	340,000	345,000
OPERATING EXPENSES					
3110 Professional Services	467,057	444,680	208,803	447,000	450,000
4540 Insurance Premiums	305,688	317,830	157,674	319,000	320,000
4570 Insurance Claims	2,703,143	2,249,848	1,547,909	2,020,000	3,330,141
4572 Prescription Claims	683,642	681,033	456,645	696,000	700,000
4575 IBNR	(99,267)	70,556	0	0	0
TOTAL OPERATING EXPENSES	4,060,263	3,763,947	2,371,031	3,482,000	4,800,141
OTHER USES					
9940 Reserve for Employee Benefits	0	0	0	311,000	0
TOTAL OTHER USES	0	0	0	311,000	0
TOTAL APPROPRIATIONS	4,360,727	4,098,809	2,532,469	4,133,000	5,145,141

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 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
REVENUE SOURCES					
Charges for Services	474,378	477,392	294,783	615,321	625,321
Miscellaneous Revenue	63,307	27,407	11,044	10,000	0
Other Sources	0	0	0	0	0
TOTAL REVENUE SOURCES	537,685	504,799	305,827	625,321	625,321
APPROPRIATIONS					
Workers' Compensation Administration	1,142,469	1,168,948	414,882	625,321	625,321
TOTAL APPROPRIATIONS	1,142,469	1,168,948	414,882	625,321	625,321

Revenue Detail

	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
CHARGES FOR SERVICES					
2020 Employer Contributions	474,378	477,392	294,783	615,321	625,321
TOTAL CHARGES FOR SERVICES	474,378	477,392	294,783	615,321	625,321
MISCELLANEOUS REVENUE					
36101 Interest on Investments	59,918	22,071	2,217	10,000	0
36130 Gain/Loss Investments	3,389	(4,246)	(1,400)	0	0
36909 Other Income	0	9,582	10,227	0	0
TOTAL MISCELLANEOUS REVENUE	63,307	27,407	11,044	10,000	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	537,685	504,799	305,827	625,321	625,321

Appropriations Detail

Account # 065-1350-519

		ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 10/09-03/10	ADOPTED 2009-10	ADOPTED 2010-11
OPERATING EXPENSES						
3110	Professional Services	38,720	45,968	16,111	43,375	29,400
4540	Insurance Premiums	81,399	69,927	67,648	88,000	74,665
4570	Insurance Claims	449,983	720,514	247,794	443,946	500,161
4575	IBNR	542,472	(145,098)	0	10,000	0
4580	Self Insurance Assessment	29,895	18,463	11,239	40,000	21,095
TOTAL OPERATING EXPENSES		1,142,469	709,774	342,792	625,321	625,321
OTHER USES						
9115	Transfer to Building Fund	0	0	31,588	0	0
9531	Transfer to Capital Projects Fund	0	359,174	40,502	0	0
9954	Transfer to Magnolia Townhomes	0	100,000	0	0	0
TOTAL OTHER USES		0	459,174	72,090	0	0
TOTAL APPROPRIATIONS		1,142,469	1,168,948	414,882	625,321	625,321

ORDINANCE NO. 10-62

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF LEESBURG, FLORIDA, ADOPTING THE FISCAL YEAR 2010-11 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 2010-11 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 2010-11; 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 2010-11;

NOW THEREFORE, BE IT ENACTED BY THE PEOPLE OF THE CITY OF LEESBURG, FLORIDA:

SECTION I.

Pursuant to Section 200.065, Florida Statutes, and all other applicable laws, the following amounts for use by the various funds during Fiscal Year 2010-11 as reflected below, including all modifications or amendments made during meetings, are hereby adopted as the budget for Fiscal Year 2010-11 for the City of Leesburg, Florida:

GENERAL FUND

ESTIMATED REVENUES AND OTHER RECEIPTS

Current Ad Valorem Taxes (Based on an assessed value of $1,253,804,890*4.3179 Mills * 95%)	5,143,114
Other Taxes	4,412,586
Licenses and Permits	105,600
Intergovernmental Revenue	2,034,450
Charges for Services	740,820
Fines and Forfeits	143,000
Miscellaneous Revenues	1,127,110
Total Estimated Revenues	13,706,680
Other Financing Sources:	
Transfers from other Funds	9,123,979
Fund Balance Appropriated	100,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	22,930,659

GENERAL FUND
(Continued)

PROPOSED APPROPRIATIONS	
General Government	1,299,311
Public Safety	13,225,883
Physical Environment	99,103
Transportation	2,387,916
Economic Environment	266,674
Human Services	20,000
Culture/Recreation	4,079,340
Other Uses	329,796
Non Expenditures:	
Transfers to other Funds	1,222,636
TOTAL PROPOSED APPROPRIATIONS	22,930,659

STORMWATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	1,535,000
Miscellaneous Revenues	6,000
Total Estimated Revenues	1,541,000
Other Financing Sources:	
Fund Balance Appropriated	810,812
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,351,812

PROPOSED APPROPRIATIONS	
Physical Environment	2,351,812
TOTAL PROPOSED APPROPRIATIONS	2,351,812

GREATER LEESBURG COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	233,356
Total Estimated Revenues	233,356
Other Financing Sources:	
Transfers from other Funds	189,073
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	422,429
PROPOSED APPROPRIATIONS	
Economic Environment	219,552
Non Expenditures:	
Debt Service	24,047
Reserves- Contributions to Fund Balance	178,830
TOTAL PROPOSED APPROPRIATIONS	422,429

CARVER HEIGHTS COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	116,914
Miscellaneous Revenue	340
Total Estimated Revenues	117,254
Other Financing Sources:	
Transfers from other Funds	128,409
Fund Balance Appropriated	45,429
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	291,092
PROPOSED APPROPRIATIONS	
Economic Environment	32,094
Non Expenditures:	
Debt Service	203,353
Transfers to other Funds	55,645
TOTAL PROPOSED APPROPRIATIONS	291,092

US HWY 441/27 COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	187,547
Total Estimated Revenues	187,547
Other Financing Sources:	
Transfers from other Funds	153,027
Fund Balance Appropriated	597,296
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	937,870
PROPOSED APPROPRIATIONS	
Economic Environment	2,500
Non Expenditures:	
Debt Service	695,306
Transfers to other funds	240,064
TOTAL PROPOSED APPROPRIATIONS	937,870

DEBT SERVICE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Transfers from other Funds	1,689,539
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,689,539
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Debt Service	1,689,539
TOTAL PROPOSED APPROPRIATIONS	1,689,539

CAPITAL PROJECTS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	181,450
Other Financing Sources:	
Transfers from other Funds	605,755
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	787,205
PROPOSED APPROPRIATIONS	
Transportation	787,205
TOTAL PROPOSED APPROPRIATIONS	787,205

ELECTRIC FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	69,785,939
Miscellaneous Revenues	623,195
Other Sources	1,115,064
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	71,524,198

PROPOSED APPROPRIATIONS	
Physical Environment	63,070,880
Non Expenditures:	
Transfers to other Funds	5,736,473
Debt Service	2,702,307
Reserves- Contributions to Retained Earnings	14,538
TOTAL PROPOSED APPROPRIATIONS	71,524,198

GAS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	8,302,422
Miscellaneous Revenues	52,000
Other Sources	171,065
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	8,525,487

PROPOSED APPROPRIATIONS	
Physical Environment	7,195,481
Non Expenditures:	
Transfers to other Funds	725,558
Debt Service	416,716
Reserves- Contributions to Retained Earnings	187,732
TOTAL PROPOSED APPROPRIATIONS	8,525,487

WATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	7,192,761
Miscellaneous Revenues	145,760
Other Sources	1,037,600
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	8,376,121
PROPOSED APPROPRIATIONS	
Physical Environment	5,972,769
Non Expenditures:	
Transfers to other Funds	798,137
Debt Service	1,598,055
Reserves- Contributions to Retained Earnings	7,160
TOTAL PROPOSED APPROPRIATIONS	8,376,121

WASTEWATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	9,768,836
Miscellaneous Revenues	36,000
Other Sources	407,500
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	10,212,336
PROPOSED APPROPRIATIONS	
Physical Environment	7,519,988
Non Expenditures:	
Transfers to other Funds	708,241
Debt Service	1,963,048
Reserves- Contributions to Retained Earnings	21,059
TOTAL PROPOSED APPROPRIATIONS	10,212,336

COMMUNICATIONS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	1,333,981
Miscellaneous Revenue	3,600
Other Sources	90,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,427,581
PROPOSED APPROPRIATIONS	
Physical Environment	1,188,801
Non Expenditures:	
Debt Service	124,169
Transfers to other funds	10,000
Reserves- Contributions to Retained Earnings	104,611
TOTAL PROPOSED APPROPRIATIONS	1,427,581

SOLID WASTE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	3,617,791
Miscellaneous Revenues	10,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	3,627,791
PROPOSED APPROPRIATIONS	
Physical Environment	3,198,898
Non Expenditures:	
Reserves- Contributions to Retained Earnings	166,604
Transfers to other Funds	262,289
TOTAL PROPOSED APPROPRIATIONS	3,627,791

POLICE PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	170,127
Miscellaneous Revenues	693,318
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	863,445
PROPOSED APPROPRIATIONS	
General Government	800,000
Non Expenditures:	
Reserves- Contributions to Fund Balance	63,445
TOTAL PROPOSED APPROPRIATIONS	863,445

FIRE PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	110,449
Miscellaneous Revenues	1,284,220
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,394,669
PROPOSED APPROPRIATIONS	
General Government	848,000
Non Expenditures:	
Reserves- Contributions to Fund Balance	546,669
TOTAL PROPOSED APPROPRIATIONS	1,394,669

GENERAL EMPLOYEE'S PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Miscellaneous Revenues	2,385,829
Total Estimated Revenues	2,385,829
Other Financing Sources:	
Fund Balance Appropriated	29,171
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,415,000
PROPOSED APPROPRIATIONS	
General Government	2,415,000
TOTAL PROPOSED APPROPRIATIONS	2,415,000

HEALTH INSURANCE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	5,045,141
Miscellaneous Revenues	100,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	5,145,141
PROPOSED APPROPRIATIONS	
General Government	5,145,141
TOTAL PROPOSED APPROPRIATIONS	5,145,141

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	1,606,150
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,606,150
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other Funds	1,606,150
TOTAL PROPOSED APPROPRIATIONS	1,606,150

GAS TAX FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	799,059
Intergovernmental Revenue	136,867
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	935,926
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other funds	935,926
TOTAL PROPOSED APPROPRIATIONS	935,926

BUILDING PERMITS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Licenses & Permits	322,000
Intergovernmental Revenue	1,350
Other Sources	6,500
Total Estimated Revenues	329,850
Other Financing Sources:	
Fund Balance Appropriated	84,623
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	414,473
PROPOSED APPROPRIATIONS	
Public Safety	414,473
TOTAL PROPOSED APPROPRIATIONS	414,473

POLICE FORFEITURE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Fund Balance Appropriated	14,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	14,000
PROPOSED APPROPRIATIONS	
Public Safety	14,000
TOTAL PROPOSED APPROPRIATIONS	14,000

POLICE EDUCATION RECEIPTS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Fund Balance Appropriated	10,350
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	10,350
PROPOSED APPROPRIATIONS	
Public Safety	10,350
TOTAL PROPOSED APPROPRIATIONS	10,350

KRISTEN STREET FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Transfers from other Funds	171,273
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	171,273
PROPOSED APPROPRIATIONS	
Economic Environment	12,259
Non Expenditures:	
Debt Service	159,014
	171,273

ALL FUNDS

ESTIMATED REVENUES AND OTHER RECEIPTS	
Ad Valorem Taxes	5,143,114
Other Taxes	7,098,371
Licenses and Permits	427,600
Intergovernmental Revenue	2,891,934
Charges for Services	107,948,012
Fines and Forfeits	143,000
Miscellaneous Revenues	6,467,372
Other Sources	2,827,729
Total Estimated Revenues	132,947,132
Other Financing Sources:	
Fund Balance Appropriated	1,691,681
Transfers from other Funds	12,061,055
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	146,699,868

PROPOSED APPROPRIATIONS

General Government	11,132,773
Public Safety	13,664,706
Physical Environment	90,597,732
Transportation	3,175,121
Economic Environment	533,079
Human Services	20,000
Culture/Recreation	4,079,340
Other Uses	329,796
Non Expenditures:	
Transfers to other Funds	12,301,119
Debt Service	9,575,554
Reserves- Contributions to Fund Balance	788,944
Reserves- Contributions to Retained Earnings	501,704
TOTAL PROPOSED APPROPRIATIONS	146,699,868

SECTION II.

This ordinance shall become effective October 1, 2010.

PASSED AND ADOPTED at a regular meeting of the City Commission of the City of Leesburg, Florida held the 27th day of September 2010.

Mayor

ATTTEST:

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 2010-11. 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.

INFORMATION TECHNOLOGY

Project #	W F #	Project Description	Funding Source	Amount
		I Series server	Governmental Revenue	90,000
		Servers (10)	Governmental Revenue	120,000
		PBX Replacement Phase I	Governmental Revenue	125,000
		Total Information Technology Department		335,000

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
		Insulate hangar - 8806 Airport Blvd	Governmental Revenue	25,000
310018	683454	Update Airport Signage	Federal Grant	142,500
			State Grant	3,750
			Governmental Revenue	3,750
310018	683456	Wildlife Hazard Assessment	State Grant	35,200
			Governmental Revenue	8,800
		Total Airport Department		219,000

Capital Improvement Program (Continued)

PUBLIC WORKS

Project #	W F #	Project Description	Funding Source	Amount
		Fleet		
	690036	New Vehicles - Communications Fiber Trailer	Governmental Revenue	10,000
	690036	Replacement Vehicles (1,118,041)		
		Electric	Governmental Revenue	594,804
		Gas	Governmental Revenue	103,250
		Solid Waste	Governmental Revenue	170,300
		Wastewater	Governmental Revenue	138,027
		Water	Governmental Revenue	19,500
		Police	Governmental Revenue	92,160
	690036	Refurbish Vehicles/ Equipment	Governmental Revenue	25,000
		Total Fleet		1,153,041
		Streets		
		Parking lot repairs	Governmental Revenue	33,275
310051		Road Resurfacing	Gas Tax	520,000
310051		Curb Rebuilds	Gas Tax	73,205
		Total Streets		626,480
		Facilities		
		City Hall Air Conditioning	Governmental Revenue	25,000
		Re-roof Fire Department #61	Governmental Revenue	55,000
		Total Facilities		80,000
		Total Public Works Department		**1,859,521**

RECREATION

Project #	W F #	Project Description	Funding Source	Amount
		Pools		
		Recoat Venetian Gardens Pool	Governmental Revenue	15,000
		Total Pools		15,000
		Total Recreation Department		15,000

Funding Source

Governmental Revenue	1,659,866
Gas Tax	593,205
Federal Grant	142,500
State Grant	38,950
Total General Government Funding Sources	2,434,521

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	150,000
140002		Birchwood Ditch	Stormwater Fees	540,000
140002		Curbs, gutters & inlets	Stormwater Fees	25,000
140002		Enclose Ditch Lines	Stormwater Fees	610,000
140002		Conveyance Systems	Stormwater Fees	150,000
		Total Stormwater Department		1,625,000

Funding Source	
Stormwater Fees	1,625,000
Total Stormwater Funding Sources	1,625,000

Capital Improvement Program (Continued)

ELECTRIC

Project #	W F #	Project Description	Funding Source	Amount
410001	Various	Meters (45,000)	Current Revenue	10,000
			Renewal & Replacement	35,000
410002	Various	Transformers (265,000)	Current Revenue	120,000
			Renewal & Replacement	145,000
410003	Various	Capacitors	Current Revenue	2,000
410004	Various	Distribution Lines (778,500)	Current Revenue	453,500
			Customer Contribution	200,000
		Underground Carver Heights	Current Revenue	125,000
410005	Various	Sectionalizing Equipment	Current Revenue	100,000
410006	Various	Lights (60,000)	Current Revenue	35,000
			Renewal & Replacement	25,000
410008	Various	Other equipment	Current Revenue	50,000
410010	Various	Subdivisions (100,000)	Current Revenue	25,000
			Customer Contribution	75,000
410011	Various	Reconductoring	Renewal & Replacement	25,000
410012	Various	Substations (496,500)	Current Revenue	126,500
			Renewal & Replacement	370,000
		Total Electric Department		1,922,000

Funding Source	
Current Revenue	1,047,000
Customer Contribution	275,000
Renewal & Replacement	600,000
Total Electric Funding Sources	1,922,000

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
420002		Mains (31,448)		
	Various	Shepards Village	Customer Contribution	18,632
		Oakland Estates	Customer Contribution	12,816
420003	Various	Tools & Equipment	Current Revenue	8,193
420008	Various	Regulators (17,191)	Current Revenue	15,883
			Customer Contribution	1,308
420009	Various	Farm Tap/ Industrial Equip (11,369)	Current Revenue	6,369
			Customer Contribution	5,000
420010	Various	Services (44,239)	Current Revenue	17,204
			Customer Contribution	27,035
		Total Gas Department		222,506
		Funding Source		
		Current Revenue		151,441
		Customer Contribution		71,065
		Total Gas Funding Sources		222,506

WATER

Project #	W F #	Project Description	Funding Source	Amount
430002		Mains & Hydrants		
		Hydrant Replacement	Renewal & Replacement	75,000
430003		Tools & Equipment	Renewal & Replacement	60,000
430006		Plant & Storage (325,600)		
		System Wide Improvements	Renewal & Replacement	100,000
		Royal Highlands Treatment Plant	Renewal & Replacement	17,350
		Roof Repairs	Renewal & Replacement	30,400
		Well Rehabilitation	Renewal & Replacement	60,000
		Plant Pumping Rehabilitation	Renewal & Replacement	60,000
		Ground Storage Tank Painting	Renewal & Replacement	47,500
		Main Water Treatment Plant Window Repairs	Renewal & Replacement	10,350
		Total Water Department		460,600
		Funding Source		
		Renewal & Replacement		460,600
		Total Water Funding Sources		460,600

Capital Improvement Program (Continued)

WASTEWATER

Project #	W F #	Project Description	Funding Source	Amount
440002	Various	Collecting Sewers (200,000)		
		Lift Station Control Panels	Renewal & Replacement	100,000
		Manhole rehabilitation/ line repairs	Renewal & Replacement	100,000
440003	Various	Other Equipment (93,500)		
		Backup Trailer Mounted Pump	Renewal & Replacement	35,000
		Emergency Generator- Lift Station #84	Renewal & Replacement	50,000
		Sampling Equipment	Renewal & Replacement	8,500
440006	Various	Treatment Plant (34,000)		
		Tile Floor Turnpike Laboratory	Renewal & Replacement	6,000
		Scrubber Rehabilitation- Turnpike Facility	Renewal & Replacement	28,000
		Total Wastewater Department		327,500
		Funding Source		
		Renewal & Replacement		327,500
		Total Wastewater Funding Sources		327,500

COMMUNICATIONS

Project #	W F #	Project Description	Funding Source	Amount
450001	Various	Line Installation	Current Revenue	157,301
450002	Various	Line extensions (40,000)		
		Redundant Fiber Routes	Renewal & Replacement	30,000
		FDOT Lake County Relocations	Current Revenue	10,000
		Total Communications Department		197,301
		Funding Source		
		Current Revenue		167,301
		Renewal & Replacement		30,000
		Total Communications Funding Sources		197,301

2010-11 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
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
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 Tech III	129		19.82	29.10	41,225.60	60,528.00
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
Contract Supervisor	133		23.17	34.01	48,193.60	70,740.80
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	135		25.05	36.77	52,104.00	76,481.60
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 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	142		32.93	48.36	68,494.40	100,588.80
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 Analyst	125		16.96	24.90	35,276.80	51,792.00
Electric Line Crew Leader	133		23.17	34.01	48,193.60	70,740.80
Electric Lineman	131		21.43	31.46	44,574.40	65,436.80
Electric Operations Manager	137		27.09	39.77	56,347.20	82,721.60
Electric Service Planner	129		19.82	29.10	41,225.60	60,528.00
Electric Service Technician	132		22.28	32.70	46,342.40	68,016.00
Electric Systems Senior Operator	129		19.82	29.10	41,225.60	60,528.00
Electric Superintendent	137		27.09	39.77	56,347.20	82,721.60
Electric System Operations Supervisor	131		21.43	31.46	44,574.40	65,436.80

2010-11 PAYGRADES (CONT.)

Electric System Operator	127	18.33	26.93	38,126.40	56,014.40
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
Electric Technician I	118	12.93	18.98	26,894.40	39,478.40
ElectricTechnician II	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 Engineer	135	25.05	36.77	52,104.00	76,481.60
Gas Distribution Coordinator	120	13.97	20.51	29,057.60	42,660.80
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 Coordinator	128	19.06	27.99	39,644.80	58,219.20
GIS Specialist I	118	12.93	18.98	26,894.40	39,478.40
GIS Specialist II	120	13.97	20.51	29,057.60	42,660.80
GIS Specialist III	123	15.69	23.04	32,635.20	47,923.20
Groundsman	114	11.08	16.25	23,046.40	33,800.00
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 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
Industrial Pretreatment Inspector	121	14.52	21.32	30,201.60	44,345.60
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 Assistant	109	9.14	13.38	19,011.20	27,830.40
Library Adult Services Supervisor	122	15.09	22.16	31,387.20	46,092.80
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 Supervisor	133	23.17	34.01	48,193.60	70,740.80
Meter Technician	122	15.09	22.16	31,387.20	46,092.80

2010-11 PAYGRADES (CONT.)

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 LAN/WAN Administrator	135	25.05	36.77	52,104.00	76,481.60
Network Technician I	123	15.69	23.04	32,635.20	47,923.20
Network Technician II	127	18.33	26.93	38,126.40	56,014.40
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 II	130	20.61	30.26	42,868.80	62,940.80
Project Manager I	127	18.33	26.93	38,126.40	56,014.40
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
Records Supervisor	120	13.97	20.51	29,057.60	42,660.80
Receptionist	111	9.87	14.46	20,529.60	30,076.80
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 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
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	122	15.09	22.16	31,387.20	46,092.80
Substation Communications Technician II	129	19.82	29.10	41,225.60	60,528.00
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
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

2010-11 PAYGRADES (CONT.)

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 two 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.

2010-11 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			

2010-11 PAYGRADES (CONT.)

2010-11 Part Time Staff Rates (cont.)

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.

2010-11 PAYGRADES (CONT.)

Pay Grade	Hourly Min	Hourly Max	Annual Min	Annual Max
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

2010-11 PAYGRADES (CONT.)

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)
5110 Office supplies - paper, forms, charts, maps, etc.
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
5410 Publications and membership
5440 Education - expenses exclusively related to education funding agreement, must be approved by Human Resources
5450 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

ALS	Advanced Life Support
AMR	Automated T-Meter Reader
AutoCAD	Computer Aided Drafting
AWWA	American Water Works Association
CDBG	Community Development Block Grant
CDC	Community Development Corporation
CHCRA	Carver Heights Community Redevelopment Agency
CRA	Community Redevelopment Agency
C.U.R.E.	Citizens Utility Relief Effort
D.A.R.E.	Drug Abuse Resistance Education
DCA	Department of Community Affairs
DRC	Department Review Committee
ESL	English as a Second Language
EPA	Environmental Protection Agency
ERP	Enforcement Response Plan
FAA	Federal Aviation Administration
FCCMA	Florida City/County Managers Association
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FGT	Florida Gas Transmission
FGU	Florida Gas Utility
FMPA	Florida Municipal Power Agency
FSAWWA	Florida Section American Water Works Association
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GLCRA	Greater Leesburg Community Redevelopment Agency
GPS	Global Positioning Satellite
ICMA	International City Management Association
ILS	Instrument Landing System
ISO	Insurance Services Office
IU	Industrial User
IPP	Industrial Pretreatment Program
JAD	Joint Application Development
MADDADS	Men Against Destruction-Defending Against Drugs and Social-disorder
MGD	Million Gallons per Day
NFPA	National Fire Protection Association
NPDES	National Pollution Discharge Elimination System
NYSCA	National Youth Sports Coaches Association
PAYS	Parents Association for Youth Sports
PSC	Public Service Commission
SCADA	Supervisory Control and Data Acquisition
SERT	Special Emergency Operations Team
SRO	School Resource Officer
SSES	Sewer System Evaluation Study
T.A.C.C.	Targeting Areas of Citizens' Concerns

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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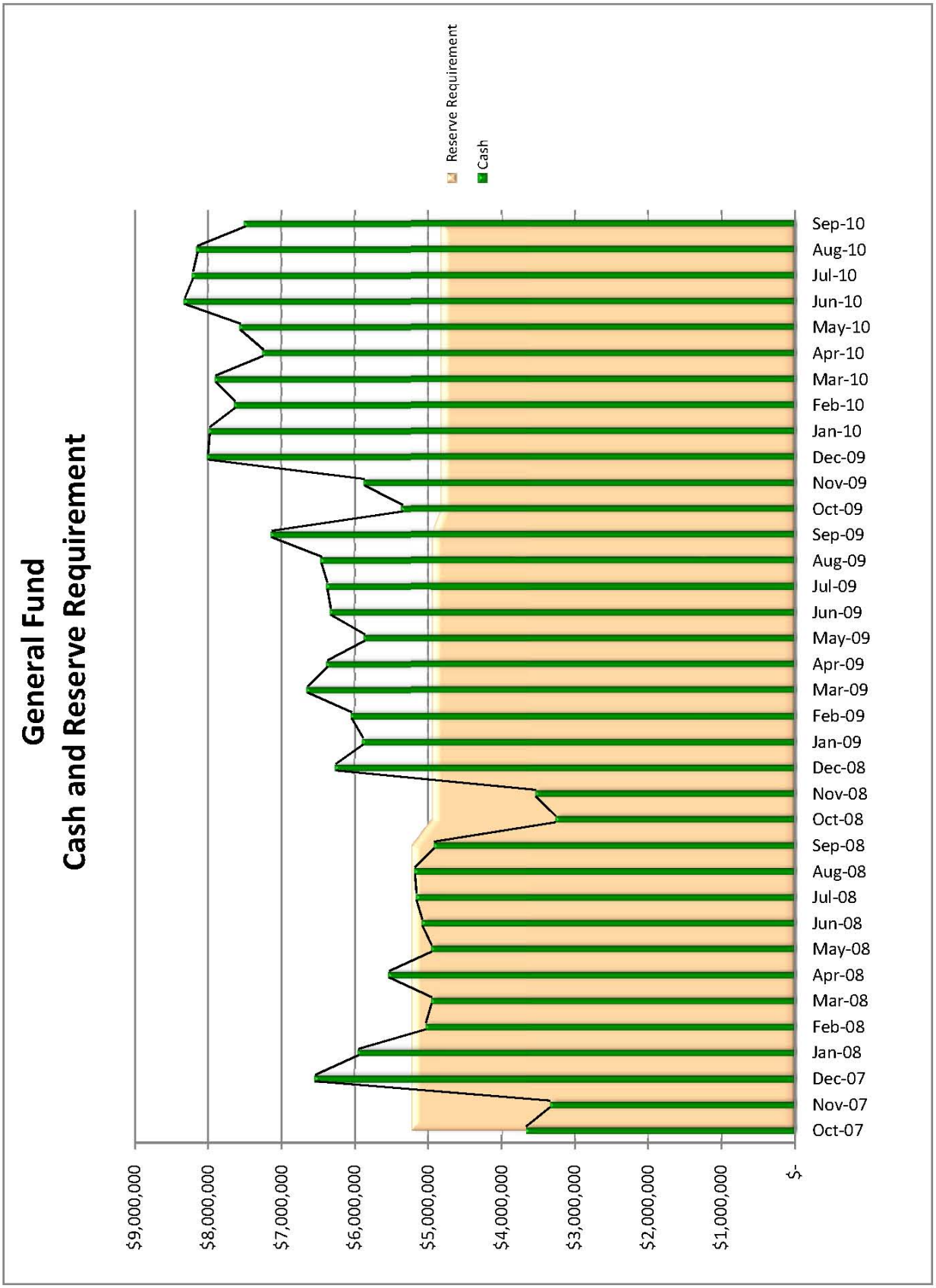
Cost Allocation for Fiscal Year 2010-11

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	**118,508**	21.7%	25,745	4.4%	5,230	7.2%	8,530	9.8%	11,665	1.3%	1,545	3.6%	4,320	1.5%	1,833	0.3%	385	50.0%	59,254
City Manager	**500,485**	28.2%	141,347	5.7%	28,712	9.4%	46,834	12.8%	64,045	1.7%	8,485	4.7%	23,718	2.0%	10,063	0.4%	2,111	35.0%	175,170
City Clerk	**167,183**	32.6%	54,480	6.6%	11,067	10.8%	18,051	14.8%	24,685	2.0%	3,270	5.5%	9,142	2.3%	3,879	0.5%	814	25.0%	41,796
City Attorney	**234,826**	9.0%	21,134	3.0%	7,045	10.0%	23,483	14.0%	32,876	1.0%	2,348	3.0%	7,045	1.0%	2,348	1.0%	2,348	58.0%	136,199
Finance - Accounting	**820,823**	26.1%	213,985	5.3%	43,467	8.6%	70,901	11.8%	96,957	1.6%	12,845	4.4%	35,907	1.9%	15,235	0.4%	3,196	40.0%	328,329
Finance - Collections	**537,623**	42.8%	230,158	8.7%	46,752	14.2%	76,260	19.4%	104,285	2.6%	13,816	7.2%	38,621	3.0%	16,387	0.6%	3,437	1.5%	7,908
Finance - Customer Service	**891,667**	44.2%	393,725	9.0%	79,978	14.6%	130,455	20.0%	178,397	2.7%	23,634	7.4%	66,068	0.7%	5,880		-	1.5%	13,529
Finance - Meter Readers	**499,107**	30.9%	154,168	15.8%	79,082	28.0%	139,637	25.3%	126,221								-	0.0%	-
Procurement	**280,404**	29.0%	81,317	0.0%	-	20.0%	56,081	5.0%	14,020			1.0%	2,804	4.0%	11,216		-	41.0%	114,966
Warehouse	**133,772**	66.1%	88,427	5.9%	7,882	8.3%	11,063	3.0%	3,973	4.0%	5,416	1.2%	1,580		-		-	11.5%	15,431
Human Resources	**544,269**	9.0%	48,984	3.0%	16,328	10.0%	54,427	14.0%	76,198	1.0%	5,443	3.0%	16,328	1.0%	5,443	1.0%	5,443	58.0%	315,676
Information Technology	**1,761,591**	39.1%	688,860	7.9%	139,929	13.0%	228,244	17.7%	312,123	2.3%	41,351	6.6%	115,592	2.8%	49,045	0.6%	10,288	10.0%	176,159
GIS	**269,232**	0.0%	-	20.0%	53,846	30.0%	80,770	30.0%	80,770				-	10.0%	26,923		-	10.0%	26,923
Engineering	**142,419**	0.0%	-	20.0%	28,484	30.0%	42,726	30.0%	42,726				-	10.0%	14,242		-	10.0%	14,242
Recreation - Public Bldg	**690,281**	10.0%	69,028	5.0%	34,514	5.0%	34,514	5.0%	34,514			5.0%	34,514		-		-	70.0%	483,197
Public Works - Office	**89,136**		-		-		-		-			35.0%	31,198		-		-	65.0%	57,938
Planning & Zoning	**423,993**	15.0%	63,599	10.0%	42,399	15.0%	63,599	15.0%	63,599						-		-	45.0%	190,797
Economic Development	**301,470**	15.1%	45,503	3.1%	9,243	5.0%	15,077	6.8%	20,618								-	70.0%	211,029
TOTAL	8,406,789		2,320,461		633,957		1,100,651		1,287,671		118,154		386,837		162,494		28,022		2,368,543
Adjust for Comminications Cap of $75,000					43,154						(43,154)								
					677,111						75,000								


General Fund
Cash and Reserve Requirement
Reserve Requirement
Cash
$9,000,000
$8,000,000
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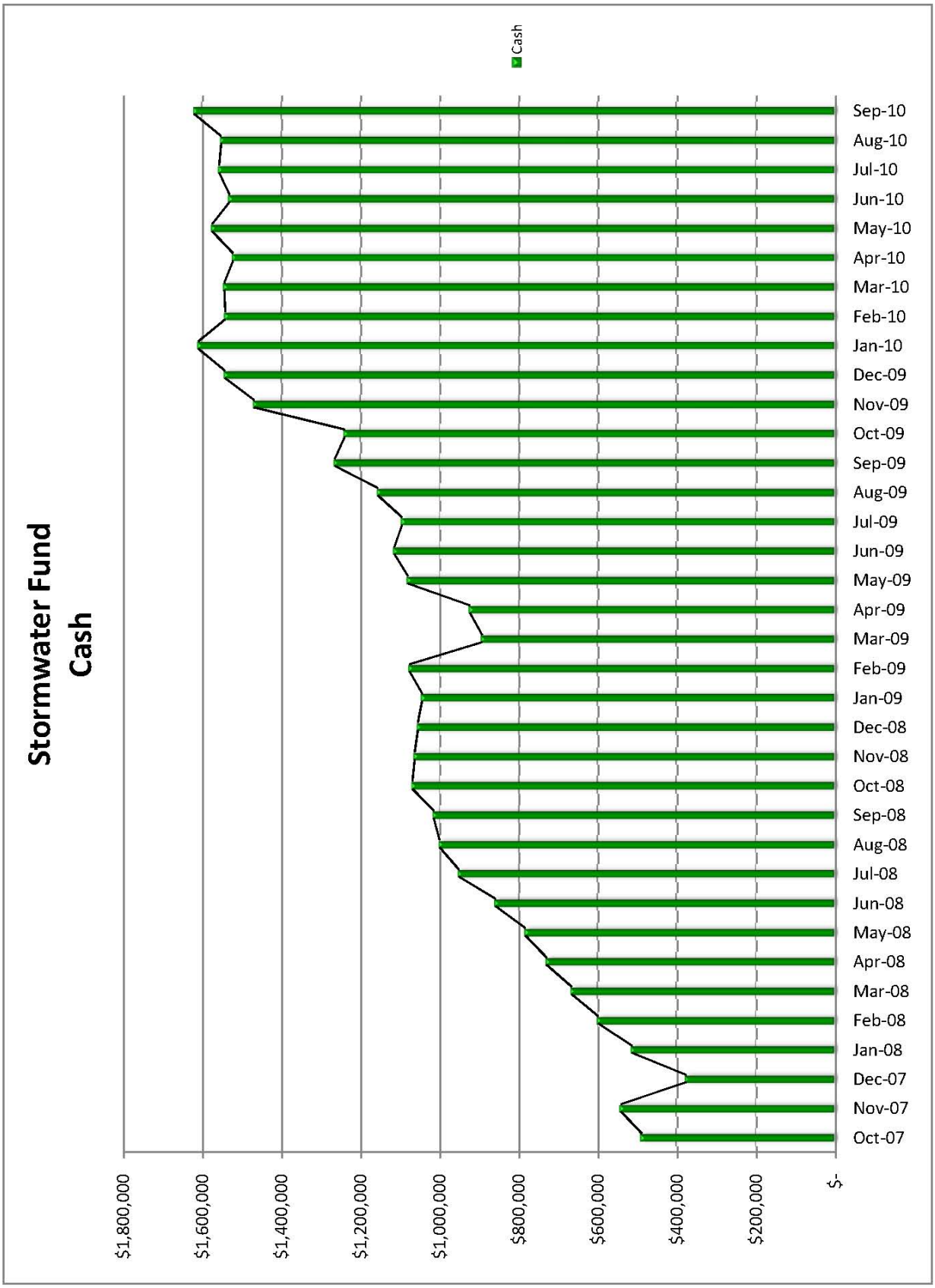
Stormwater Fund
Cash
Cash
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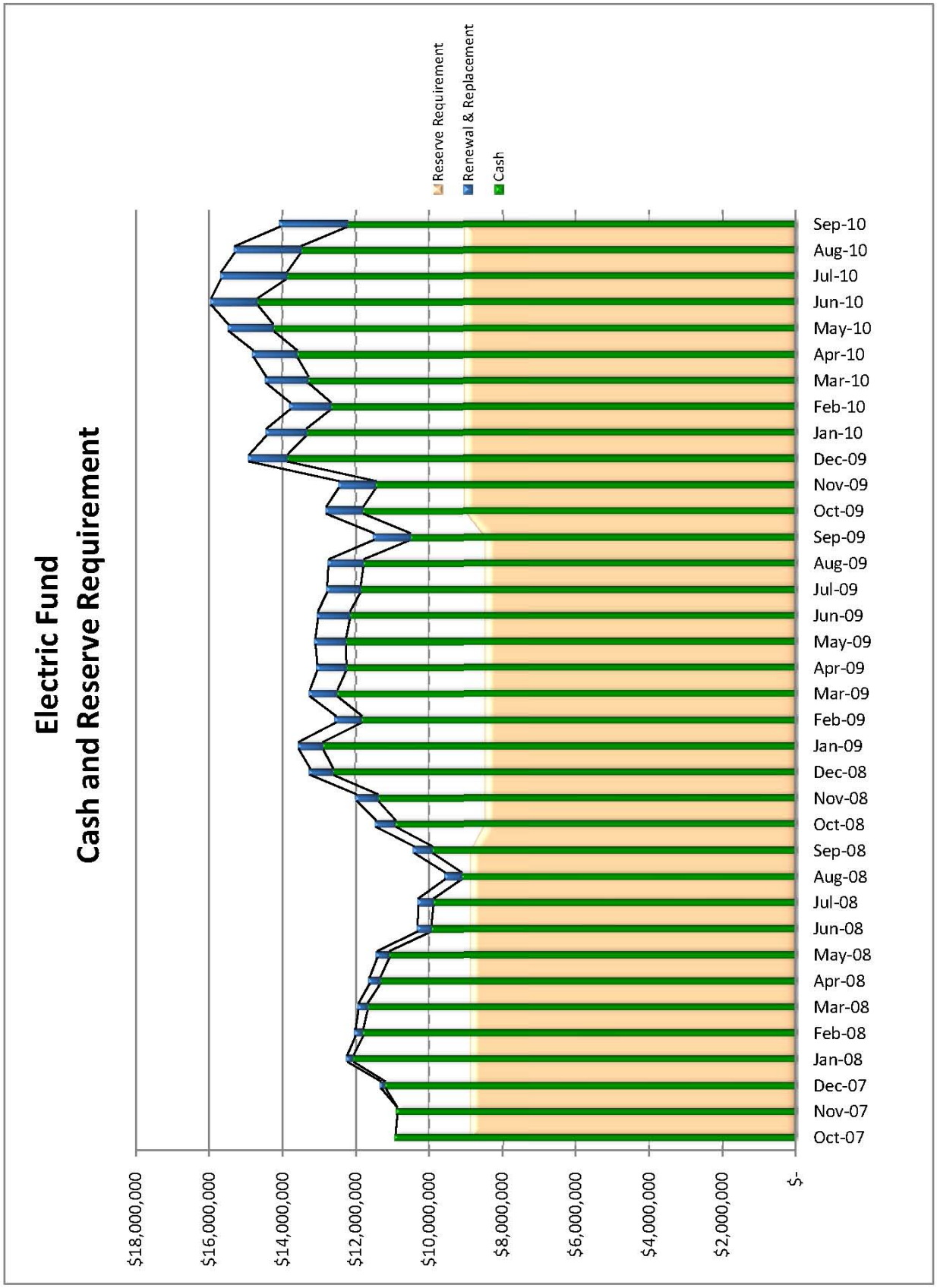
Electric Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
$18,000,000
$16,000,000
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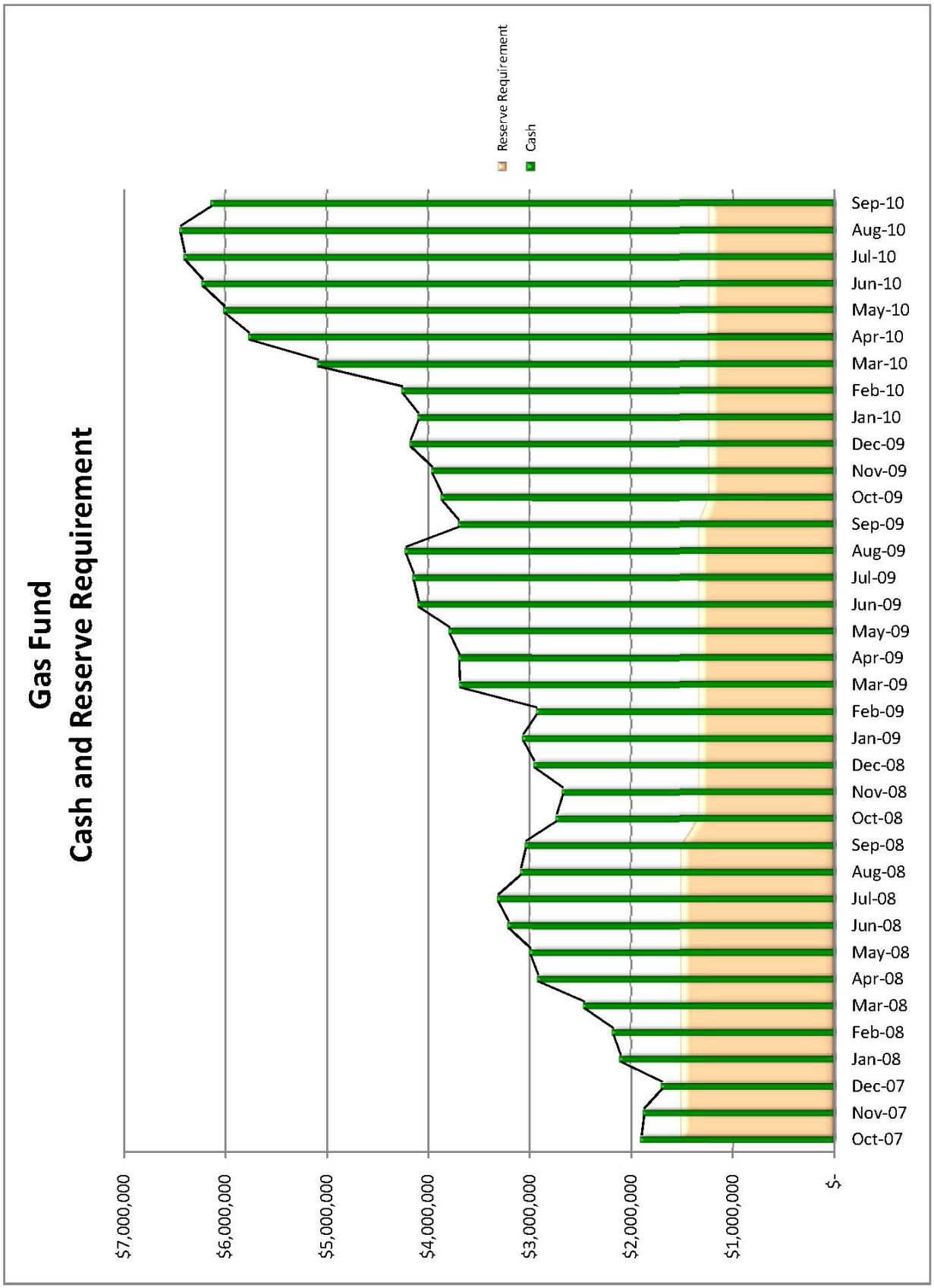
Gas Fund
Cash and Reserve Requirement
Reserve Requirement
Cash
$7,000,000
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$2,000,000
$1,000,000
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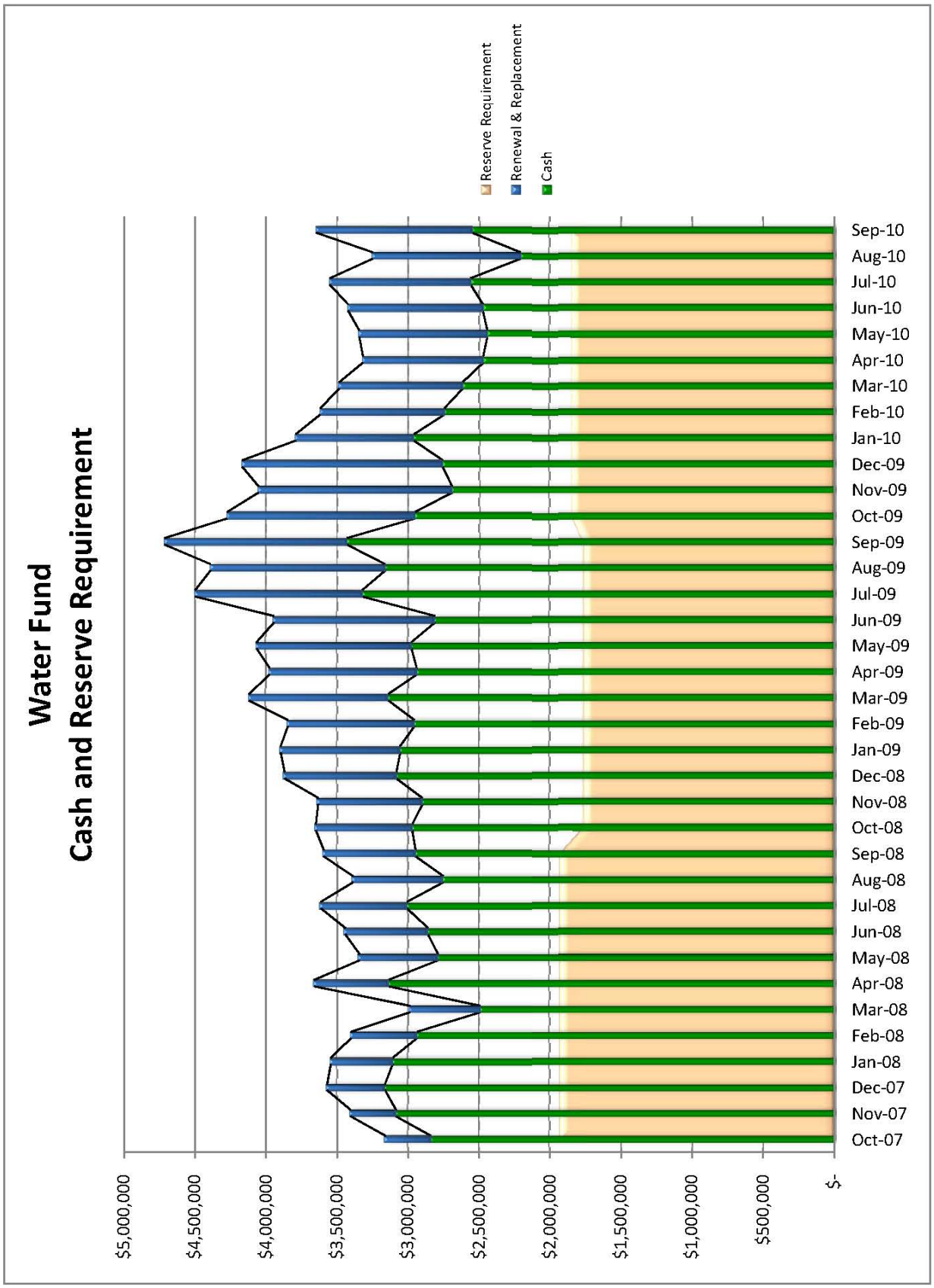
Water Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
$5,000,000
$4,500,000
$4,000,000
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$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
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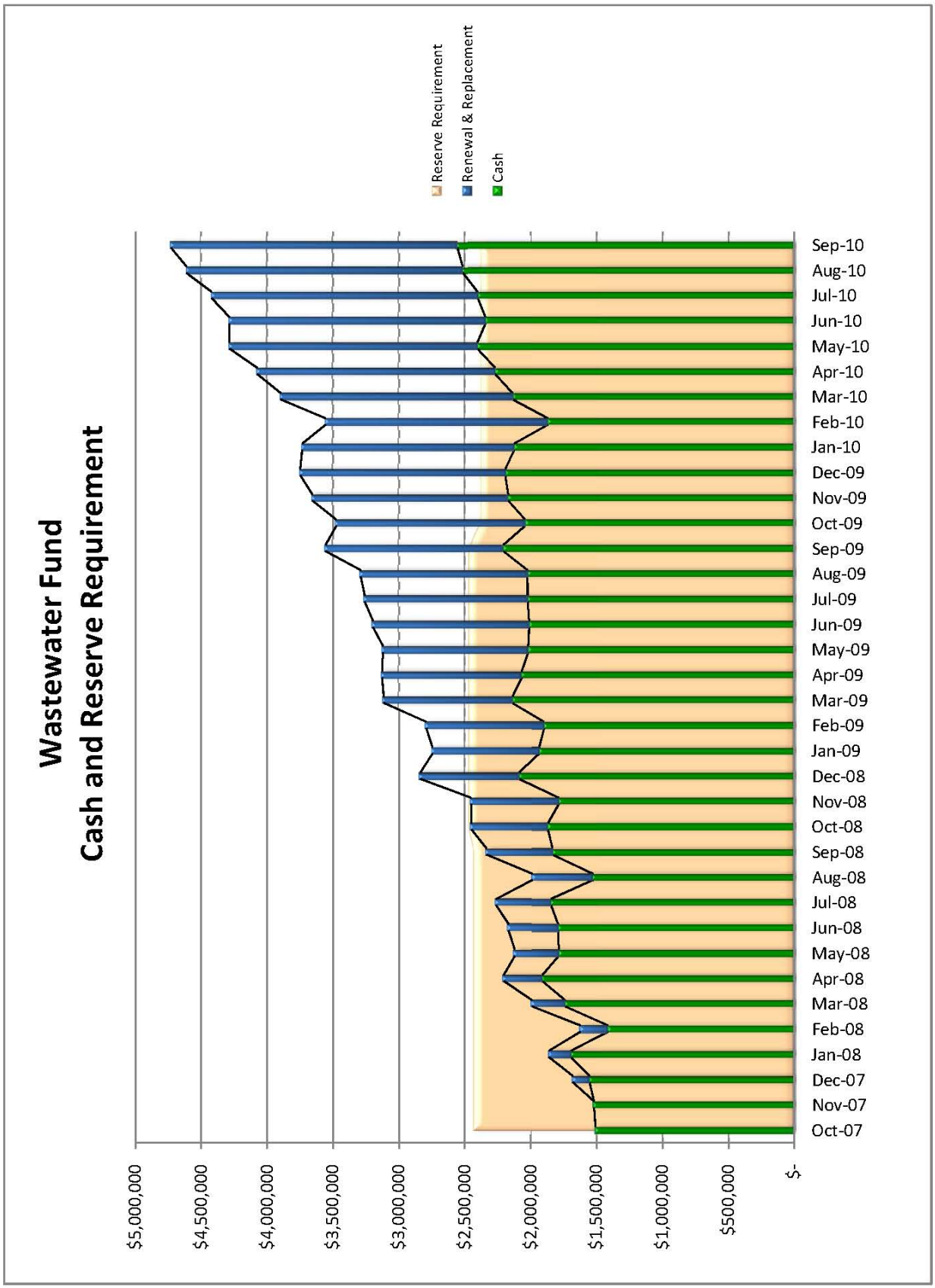
Wastewater Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
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$4,500,000
$4,000,000
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$3,000,000
$2,500,000
$2,000,000
$1,500,000
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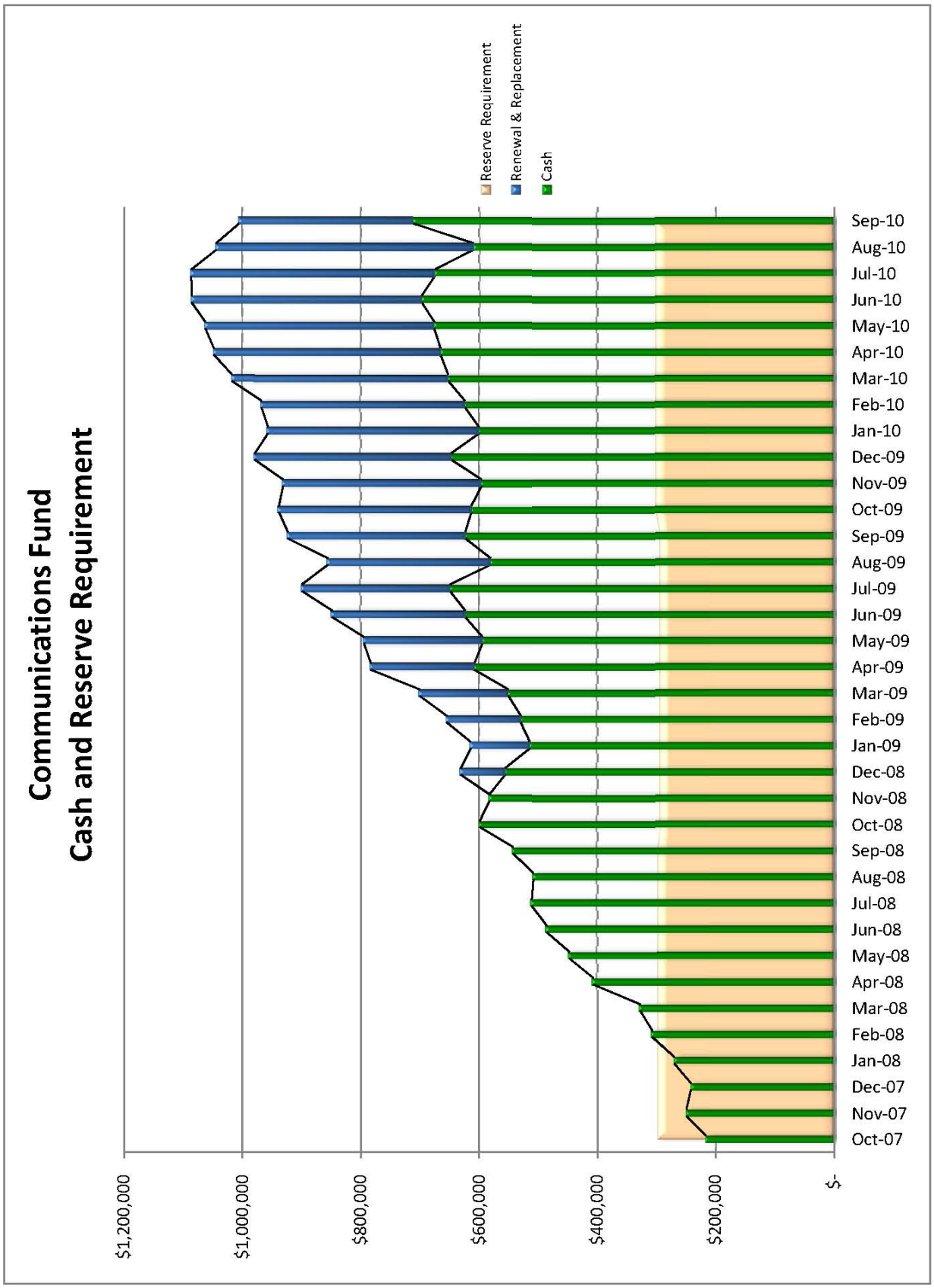
Communications Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
$1,200,000
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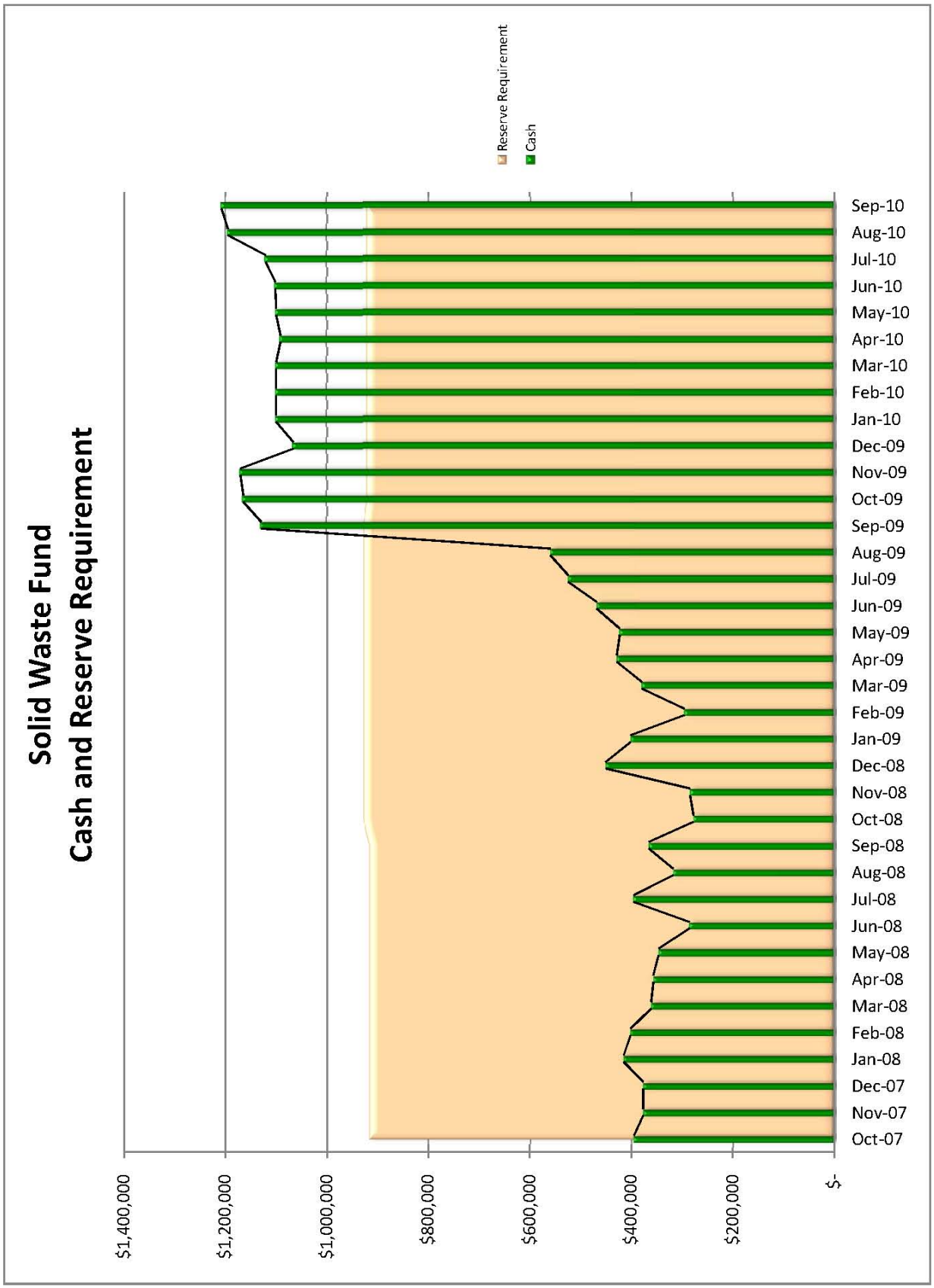
Solid Waste Fund
Cash and Reserve Requirement
Reserve Requirement
Cash
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