City of Leesburg Annual Budget

Fiscal Year 2012-2013

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CITY OF LEESBURG

ANNUAL BUDGET

Fiscal Year 2012-13

SANNA HENDERSON
Mayor
Seat 1, District 1

JOHN CHRISTIAN
Mayor– Pro Tem
Seat 2, District 2

BILL POLK
Seat 4, At-Large

DAVID KNOWLES
Seat 5, At-Large

LEWIS PUCKETT
Seat 3, District 3

JAY M. EVANS
City Manager

BILL SPINELLI
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

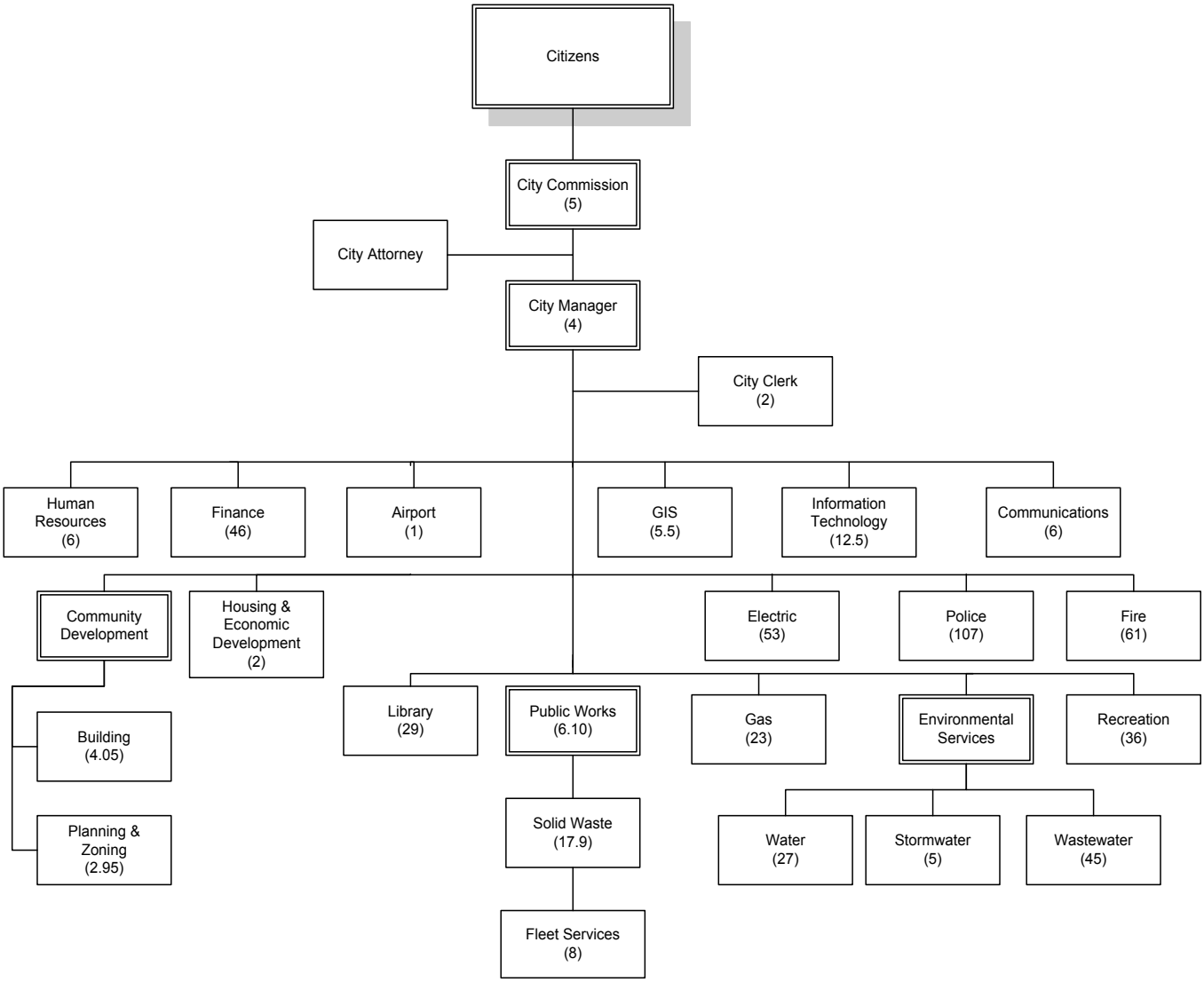
LUCY GANGONE
Library Director

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 2012-13 annual budget for the City of Leesburg in the amount of $152,709,596. Revenues and expenditures for all operations have declined from a 2006-07 high of $175M (-12.7%), and the General Fund has decreased from a high of $29M to $23.9M (-17.6%). The change from 2011-12 for the entire budget is -2%, and for the General Fund it is +6.5%. The 2% decrease in the 2012-13 budget is primarily related to decreases in the cost of purchased power; the 6.5% General Fund increase is predominately due to rising pension costs and elimination of the fleet subsidy.

As with last year's budget, the revenue side of the equation is not the predominate challenge. Expenditures have escalated, the most significant of which is the required increase in funding for the City's self-funded pension plans. The frozen General Employees Pension Plan requires a City-wide increase of $586K, with the General Fund's share being $307K. Additionally, the Police Pension contribution increased $102K and the Fire Pension contribution increased $103K.

The General Fund budget of $23,989,523 was built around the existing property tax rate of 4.3179. To balance the budget without a millage increase, the Commission decided to increase the utility rates for Electric, Gas, Water, Wastewater and Solid Waste were increased by 1.20%. This additional revenue will be transferred to the General Fund. Additionally, the Workers Compensation fund will be transferring $568,000 to the General Fund to balance operating expenses. Another area of concern was the artificial subsidization of the General Fund by fleet lease revenues, an issue that was discussed in greater detail in the budget workshops. The Fleet Internal Service Fund was setup allowing lease funds to be restricted and avoid deficits in fleet funding in future years. Lastly, the Sleepy Hollow Sports Complex will be reopened in a limited capacity.

The City's property tax rate is proposed at last year's 4.3179 rate, even though the State of Florida's TRIM law seems to suggest a "roll-forward' rate of 4.5448 in order to produce the same ad valorem revenues as fiscal year 2011-12.

With the exception of Stormwater, the utilities are balanced without the use of reserves. The percentages used for transfers to the General Fund have been adjusted: Electric, Water, and Wastewater were increased by 1%, Gas, Communications and Solid Waste were raised to the maximum transfer amount of 10%.

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

- Ad Valorem Revenues fell $162,951 (-3.5%); the number reflects the City's current 4.3179 mills, not the "roll-forward" rate of 4.5448

- Police, Fire and Recreation impact fees were "waived" for the 3rd year by ordinance until May 2013

- City contributions for the General Employee's, Police, and Fire pensions include funding of $1,362,439, $399,017, and $879,361 respectively; however, the actual amount needed is subject to final actuarial experience

- Included in the Gas utility budget is civic funding totaling $166,442 which remains unchanged from the prior year

- The City's 401(a) contribution remains unchanged at 5%. The 2% 401(a) contribution for those covered by collective bargaining agreements in the Police Department also remains unchanged

- CRA revenue reductions preclude discretionary spending in the Hwy 441/27 and Carver Heights/Montclair CRA's, the General Fund is covering the operating expenses for the Carver Heights CRA that total $48,370

- Operational expenditures of $182,215 associated with the Sleepy Hollow Complex are included in the budget

- Last year, the Health Insurance Fund had insufficient reserves, which necessitated our reserving $568,000 in excess reserves in the Worker's Compensation Fund as a back-stop to the Health Care Fund. With our reserves in the Health Care Fund now restored, the excess reserves in Worker's Compensation are available and can be transferred to the General Fund to offset recurring operational expenses. This does not compromise the fiscal health of the Worker's Compensation Fund. It is important to note that this was a one-time strategy and these funds will not be available for next year's budget.

- The Gas Fund is providing funding for the following one-time capital improvement projects included in the budget document:

Fire Equipment	$ 60K
City Hall Reroof	$227K
Childs Street Bldg Reroof	$ 29K
Renovation of Fire Station #62 restrooms	$100K
Update Airport Signage (State & Fed pay $925K)	$ 75K
Total	$491K

- Phase 1(of 4) of the Susan Street ball field relighting project is funded in this document with 2004 Capital Improvement Bonds for $ 60K

- The Magnolia Townhomes debt service of $967K is being paid for by the Gas Fund and will require the approval of a special transfer.

- Position eliminations included within this document:

Fund	Department	Position Title	Change
General	Finance	Utility Service Technician	(21,341)
	Public Works	Administrative Assistant II	(20,530)
	Recreation	Office Specialist	(33,800)
		Total General Fund Reduction	(75,671)
Electric	Administration	Administrative Assistant	(36,941)
		Total Electric Reduction	(36,941)

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,

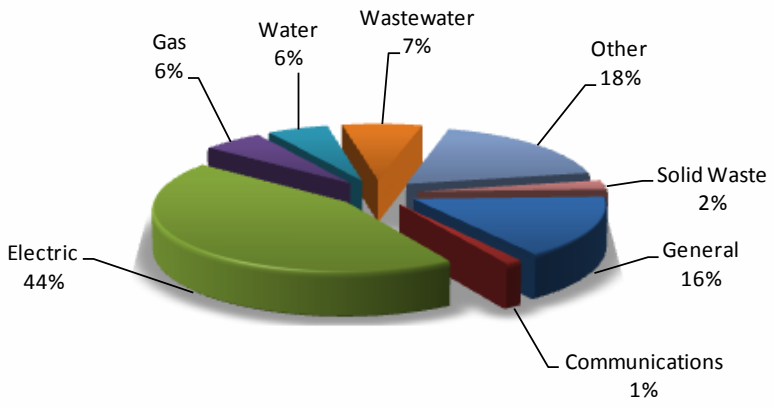
Jay M. Evans
City Manager

Brandy McDaniel
Budget Manager

Executive Summary

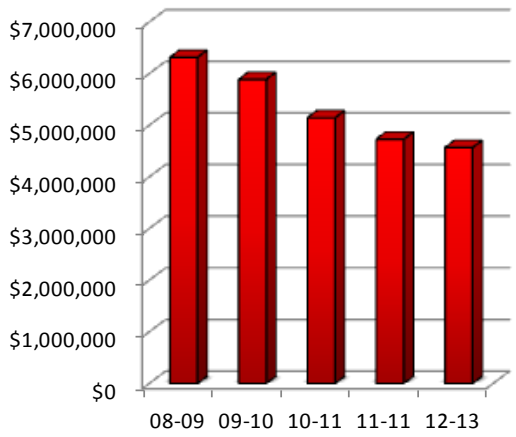
The City of Leesburg's Fiscal Year 2012-13 combined budget includes revenues and expenditures totaling $152,709,596. This represents a decrease of $302,695 over the previous fiscal year budget of $153,012,291.

TOTAL CITY EXPENDITURES
Adopted Fiscal Year 2012-13 Budget



Millage Rate – The millage rate in this year's budget remains unchanged at 4.3179 mills. In order to generate the same revenues as last year the City Commission would need to adopt the roll back rate or in this case the roll forward rate of 4.5448 mills. The roll forward rate is generated by the decreasing property values resulting from current economic conditions. The roll forward rate of 4.5448 mills requires a majority vote of the commission.

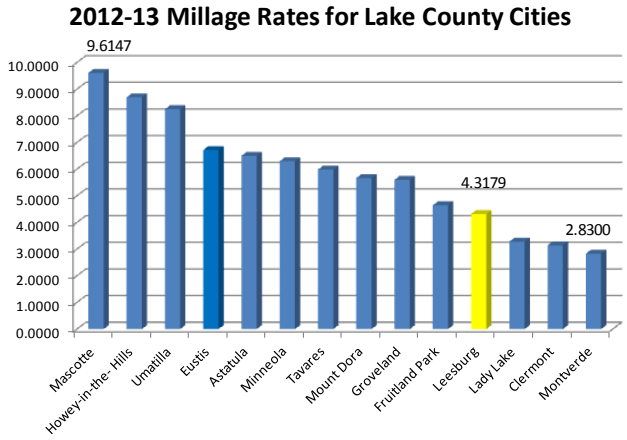
AD VALOREM REVENUES FOR THE
LAST 5 YEARS



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

Millage Rate Comparisons
All Cities in Lake County

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Mascotte	5.9990	5.9990	6.8801	7.9800	9.6147	9.6147
Howey-in-the- Hills	5.4450	5.9900	6.8317	7.0000	8.0000	8.6965
Umatilla	5.7593	6.5000	6.5000	6.8795	7.6419	8.2480
Eustis	4.7083	4.7083	5.1266	5.6849	6.2432	6.7158
Astatula	4.5000	4.5000	4.5000	4.8500	6.5000	6.5000
Minneola	4.1500	4.4990	4.4990	5.4826	6.5716	6.3000
Tavares	5.4200	6.2500	6.2500	6.9500	6.8900	5.9850
Mount Dora	5.0190	5.0190	5.0190	5.0190	5.3891	5.6667
Groveland	3.9680	4.8205	5.1800	5.1800	5.6000	5.6000
Fruitland Park	4.3900	4.3600	4.3600	4.3600	4.3284	4.6442
Leesburg	4.3100	4.3179	4.3179	4.3179	4.3179	4.3179
Lady Lake	2.2000	3.0870	3.2808	3.2808	3.2808	3.2808
Clermont	3.1420	3.1420	3.1420	3.1420	3.1420	3.1420
Montverde	2.9900	2.8300	2.8300	2.8300	2.8300	2.8300



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

Fund	Taxable Value		TIF Revenue		Other Agency Revenue	
	2011-12	2012-13	2011-12	2012-13	2011-12	2012-13
GLCRA	$ 125,058,276	$ 121,707,932	$ 157,109	$ 143,367	$ 194,907	$ 189,106
CHCRA	$ 77,305,302	$ 74,935,962	$ 79,271	$ 69,552	$ 98,342	$ 90,924
441/27CRA	$ 348,934,269	$ 332,028,750	$ -0-	$ -0-	$ -0-	$ -0-

Utility Services Tax — Budgeted revenue for the Utility Service Tax totals $3,162,500. This is a increase from the prior year budget of $3,154,367 by $8,133 or 0.26%.

Communications Service Tax – Based on estimated taxable sales of $20,410,495, the City expects to realize $1,092,447 which is a 5.22% levy on telecommunications services.

Business Tax – Business taxes are projected to increase from $185,000 to $190,000 or by 2.7%.

Permit Revenues – Permit revenues are projected to decrease by $48,500 from the previous fiscal year budget of $355,000 to $306,500 or by 14%.

Intergovernmental Revenues – Airport capital improvements are dependent upon Federal and State grants. The proposed budget includes $925,000 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 $292,072 and funding from the Lake Sumter EMS for costs associated with Advanced Life Support (ALS) service provided by the Fire department $130,000.

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 decrease of $10,014,049 or 19.7% from the previous fiscal year.

Projected revenue for the Gas utility is based on current rates adjusted for the net change in the GDPIPDI. Revenues have also been adjusted to consider the projected change in the costs of Natural gas. This budget reflects a cost decrease in Natural gas of $794,801 or 23.6%.

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

Additionally, Electric, Gas, Water, Wastewater and Solid Waste rates were increased by 1.21% to allow additional funds to be transferred to the General Fund.

The Stormwater rate was reduced by $0.50 per Equivalent Residential Unit (ERU), or approximately 8.3% in fiscal year 2012-13.

Miscellaneous Revenues – Rental and lease revenues, primarily associated with the operation of the Leesburg Regional Airport, are expected to decrease by $15,002 over the previous fiscal year.

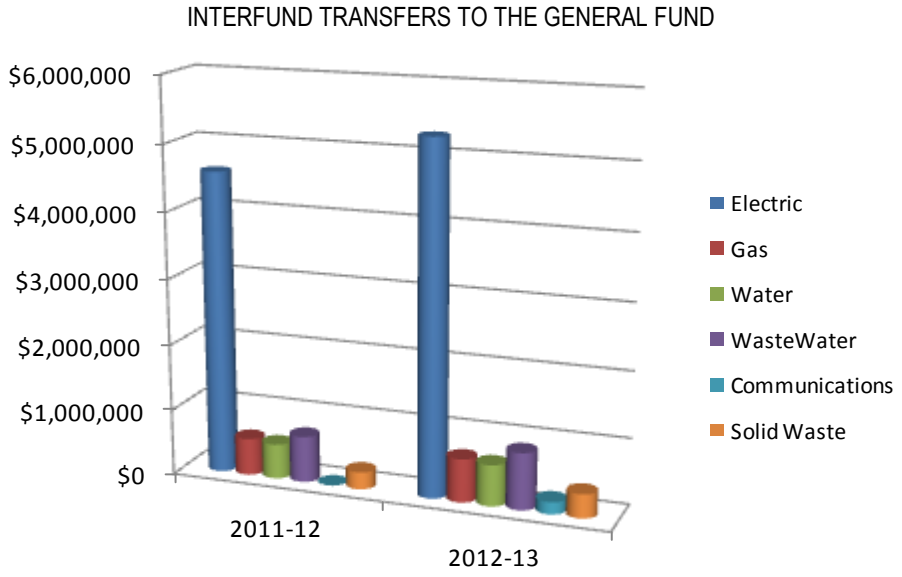
Interest revenues, which are driven by rates and available cash to invest, have decreased. The decrease is primarily attributable to rates. The following table illustrates actual investment income through 2010-11 with budgeted income reflected in 2011-12 and 2012-13.

	Operating Interest	Capital Interest	Total
2009-10	($35,012)	$227,291	$192,279
2010-11	$463,600	$18,793	$482,393
2011-12	$10,251	$5,000	$15,251
2012-13	$93,360	$8,300	$101,660

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:

	2011-12		2012-13	
Fund	Percent	Amount	Percent	Amount
Electric	7.75%	$ 4,578,000	8.96%	$ 5,288,993
Gas	7.75%	561,090	10.00%	656,854
Water	7.75%	527,039	8.96%	624,600
Wastewater	7.25%	700,751	8.46%	861,770
Communications	0.00%	-0-	10.00%	185,351
Solid Waste	7.25%	262,289	10.00%	361,779
TOTAL		$ 6,629,169		$ 7,979,347

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 $1,534,192 to $1,521,442 or less than 1%.



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

	Total Revenues	Cost of Energy	Operating Transfers	Surcharge Transfers	Total	Required Reserves	Projected Reserves
Electric	$ 65,135,895	($40,748,508)	$5,288,993	$1,202,597	$30,878,977	$10,151,993	$16,050,000
Gas	$6,950,745	($2,576,462)	$656,854	$74,606	$5,105,743	$1,258,951	$ 7,800,000

Projected Fund Balance

Fund	Budget	Percent	Requirement	Projected 09/30/12	Increase/ (Decrease)	Projected 09/30/13
General Fund	$23,989,523	20%	$4,797,905	$9,000,000	$(1,000,000)	$8,000,000
Water	7,326,644	25%	1,831,661	4,600,000	750,000	5,350,000
Wastewater	10,340,374	25%	2,585,094	2,730,000	0	2,730,000
Communications	1,855,907	25%	463,977	945,900	0	945,900
Solid Waste	$3,666,759	25%	$916,690	1,700,000	100,000	1,800,000

Positions – Budgeted positions include both full and part time positions. The total position count increased from the previous fiscal year of 505, to 515. 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 2012-13 increased $473,451 from $20,722,334 in fiscal year 2011-12 to $21,195,785. Other salaries increased by $34,175 from $1,339,947 to $1,374,122 or 2.6%. Fringe benefit costs are projected to increase $963,308 from $9,603,826 to $10,567,134 or 10%. 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 8.86% and 5% respectively. The defined contribution plan remained unchanged at 5% in the Fiscal Year 2012-13 budget. City contributions for the municipal police and fireman's plans total 11.09% and 30.1% of eligible payroll respectively. Based on current actuarial projections, the contributions are expected to adequately fund the respective plans.

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

- A self-insured health care program provides for payment of employee health and medical claims is managed by the City and a third party administrator. Key components of the primary program include a prescription pharmaceutical plan, a Preferred Provider Organization (PPO) for medical treatment and a Wellness Center. Two other programs are available at a lower cost to employees. The following rate categories are available to employees for health care coverage: employee only, employee and children, employee and spouse and employee and family. Beginning in fiscal year 2008-09 the City required those with employee only coverage to contribute $15 biweekly or an average of $32.50 per month toward the cost of healthcare coverage. In addition those with dependent coverage saw an increase of $32.50 per month. The plan is expected to be near or at break even; therefore net assets in the health insurance fund are projected to be around $1,500,000 at September 30, 2012. The City has entered into an agreement with Carehere, LLC to provide an on-site Employee Healthcare Clinic. It is expected that this clinic will help mitigate the increasing costs of healthcare.

- A PTO buy back policy allows employees to sell their unused accrued PTO time back to the City. Employees can earn a maximum accrual of 560 PTO hours or risk losing additional accruals. The employee may not sell back more PTO time than they used in the previous year. The proposed budget includes an appropriation of $253,133 for this purpose in the executive budget.

Operating Expenses – Overall, this category decreased by $9,766,170 or 9.8%. The most significant decreases occurred with the cost of purchased power, totaling $10,014,049.

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 internal services fund budget. The internal fleet lease decreased from $2,324,920 to $2,260,398 a decrease of $64,522. Maintenance fees for vehicles, which are also charged to each department, decreased $11,560.

Utilities across all funds are projected to decrease from $3,793,772 to $3,762,735 a decrease of $31,037 or less than 1%. Another item to note, the cost of insurance is projected to increase from $615,705 to $691,644 an increase of $75,939 or 12.3%. Fuel costs were annualized for all departments, accordingly this year's budget includes an increase of $114,989 or 13.9%.

In the 2012-13 the Communications utility will begin making a utility contribution to the General Fund of $185,351 or 10%.

The cost allocation for the General Fund services provided to the utility funds increased by $204,730 or 3.4%.

Other significant items to note: Contract services increased by $187,111. Overall maintenance, which is spread among the various maintenance categories, has increased by $132,240, training expenses have decreased $5,690 and operating supplies have increased by $4,601 respectively.

As a final point, the budget also includes depreciation expense of $7,137,132 which is a increase of $584,672 over the $6,552,460 budgeted for fiscal year 2011-12.

Capital Projects – The 2012-13 budget includes capital projects from the proposed 10-year capital improvement plan. There has been a $596,815 decrease in capital projects from the fiscal year 2011-12 budget of $10,057,841 or 5.9%.

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

Fund	Amount
General	$488,999
Fleet	1,486,485
Stormwater	715,000
Capital Projects	2,057,372
Electric	2,876,368
Gas	204,898
Water	590,550
Wastewater	733,600
Communications	277,754
Solid Waste	30,000
Total	$ 9,461,026

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 $1,654,937 and will be used primarily for debt service payments associated with the 2004 Capital Improvement Bonds.

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

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

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

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

Fund	Type	Final Payment	2011-12	2012-13
GLCRA	Mortgage	2014	$ 24,048	$ 24,047
CHCRA	2008 Revenue Note	2016	200,583	203,659
Hwy 441/27 CRA	2009 TI Revenue Bond	2036	696,006	799,331
Capital Improvement	2004 Bonds	2035	1,106,960	1,108,870
Capital Improvement	2009 Promissory Note	2030	476,574	480,608
Capital Improvement	2008 Capital Lease	2017	45,020	45,020
Electric	2004/ 2007 Bonds	2035/2038	2,721,463	2,718,396
Gas	2004/ 2007 Bonds	2035/2038	419,982	410,999
Water	2004/ 2007 Bonds	2035/2038	1,406,993	1,418,417
Water	2010 Revenue Note	2026	161,510	162,819
Wastewater	2004/ 2007 Bonds	2035/2038	1,745,150	1,743,591
Wastewater	2010 Revenue Note	2026	194,180	195,754
Communications	2009 Revenue Note	2020	119,985	121,285
Magnolia Townhomes	2009 Promissory Note	2017	153,000	966,820
TOTAL			$9,471,454	$10,399,616

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.

Additionally, in fiscal year 2011-12 the City Commission approved a loan from the Stormwater fund to the Communications fund in the amount of $315,000. The loan was to allow the Communications to complete the Lake County School Board infrastructure project. The loan will be paid back over 3 years or $105,000 a year.

Budget Review Calendar – City Commission Budget Workshops were held June 26th, July 30th, August 2nd and 6th in the City Commission Room. The Commission established the maximum millage rate for fiscal year 2012-13 at the July 23rd regular Commission meeting. The first public hearing to consider adoption of the budget was held September 6th . The public hearing to consider final adoption of the budget was held Monday, September 24th 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 April 3, 2012, the GFOA awarded the City of Leesburg the Distinguished Budget Presentation Award

for the fiscal year 2011-12 budget, which is the 14th consecutive year (fiscal years 1999-2012). 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 Brandy McDaniel and Puggy Johnson 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, 2011

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, 2011. 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 fourteen consecutive years (fiscal years 1999-2012). We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine is eligibility for another award.

Community Profile

LOCATION

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

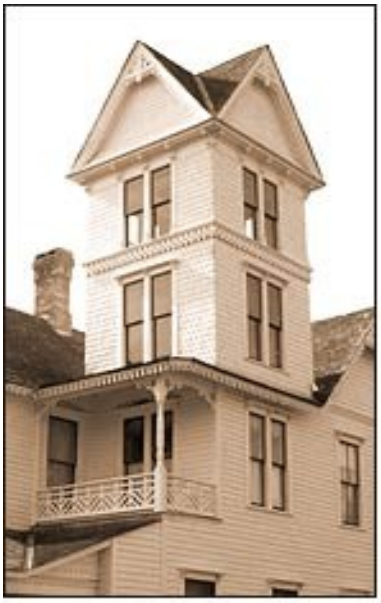
The City occupies a land area of 39.26 square miles and has a population exceeding 20,000. Leesburg is conveniently located about 40 miles northwest of Orlando, Walt Disney World, Universal Studios and other major attractions. The City of Leesburg is approximately 200 miles southeast of the state capital, Tallahassee, 80 miles northeast of Tampa, and 70 miles southwest of Daytona Beach.

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

HISTORY

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

Evander & Susan Lee



Mote Morris House 1892

QUALITY OF LIFE/AMENITIES

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

The Sleepy Hollow Sports Complex includes two soccer/football fields, two youth girl's softball fields, two Babe Ruth Baseball fields, and four adult softball fields. In addition, the complex also offers restroom and locker room facilities, a pavilion, and a concession stand.

The 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 (KLEE) is an 850-acre controlled-access general aviation airport that caters primarily to recreational and corporate aircraft. Approximately 140 fixed wing and 15 helicopters are permanently based at KLEE. The Airport has a contract Air Traffic Control Tower that is staffed 7AM to 7PM each day of the week. Over the past three years KLEE like other similar airports has experienced reduced aircraft operations as a result of the general economic downturn in the US economy; however, in recent months the airport has begun to see a slight uptick in corporate-type aircraft activity as businesses start to loosen travel budgets. KLEE's proximity to Orlando and The Villages make the facility a preferred reliever airport for Orlando International Airport as well as Orlando Sanford International Airport. Businesses located on the airport property employ over 360 people in various capacities, the majority of which are working in aviation-related positions. The airport features two runways, four non-precision instrument approach landings, three precision GPS approaches, tie downs, hangar facilities, several flight schools, and a significant number of maintenance shops. There are a large number of restaurants and two motels located within 1 mile of the airport. The airport currently has one Fixed Base Operator (FBO) who offers among other services aircraft fueling; aircraft line services; aircraft storage (including tie-downs); passenger, crew and aircraft ground services; pilot

supplies; flight briefing; and access to limousine services and rental cars. The City of Leesburg has continued to pursue a major capital improvement program at KLEE, and along with other projects has completed within the last year a 1,300 foot extension on the primary runway and an overlay of the secondary runway. KLEE is somewhat unusual for a general aviation airport in that it houses U.S. Customs and Border Protection Office under the Department of Homeland Security, which designates Leesburg International Airport as a "USER FEE" airport for the purpose of allowing international flights to be inspected and cleared at KLEE. This asset is expected to play a key role in attracting new industries to the region and improving the local economy through access to overseas markets. In 2010 the City of Leesburg entered into a relationship with Embry-Riddle Aeronautical University–Worldwide (ERAU-W) to work toward developing a new vision for Leesburg International Airport that is centered around what is referred to as the Leesburg Enterprise Aerospace Plan or "LEAP". The potential benefits of LEAP are:

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

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

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

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

Amenities in the area surrounding Leesburg include:

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

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

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

LOCAL ECONOMY

The City and Lake County, as a whole, have transitioned from their agricultural roots to a growth driven economy that is heavily centered in real estate, retail, personal services, and healthcare. With the down-turn in the economy, many businesses have had to become extremely creative in order to lure customers into their companies. Leesburg's top private

sector employer remains Central Florida Health Alliance, boasting a labor force of 1,770. 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 October 2012 unemployment rate of 8.4 percent is below the previous year's rate of 10.8 percent (August 2011). This rate is slightly lower than the state average (8.5 percent).

Leesburg presently has 2,643 businesses that employ 25,068 employees. The top four industries that with the most employees are categorized as follows:

	Businesses	Employees
Health Service	261	8,253
Retail Trade	460	4,123
Accommodation & Food Service	150	2,047
Construction	251	1,511

The Leesburg market place is primarily driven by consumer spending totaling over $614,886,978 in retail goods. The average spent per person was $47,511. (source: ESRI Business Analyst).

The Leesburg Commercial Tenant and Investor industrial market tends to follow the Central Florida market. The Central Florida industrial market in the first half of 2012 concluded on an optimistic note. After a stale first quarter, overall activity experienced a notable jolt in absorption and overall occupancy. However, activity remained mixed based on location, product type and transaction type. Warehouse space continued to generate the majority of the activity from tenants, while flex space experienced a marginal decline. Sales activity improved slightly while leasing activity remained the primary transaction type throughout the market due to the excess supply of inventory. As a result, more space was absorbed than vacated and vacancy levels were positively affected. The remainder of 2012 will follow a similar downward trend in vacancy as market fundamentals stabilize. (source: Colliers International Central Florida).

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

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

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

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

Some demographic and economic statistics are presented:

Lake County unemployment rate	8.4%
State unemployment rate	8.5%
Median age (Lake County)	54
Average median household income	$40,095
Median home value	$97,691

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 and starting in January 2013 will offer it's first baccalaureate degree program. Through cooperative agreements, the University of Central Florida and St. Leo University offer bachelor degree programs at the Lake Sumter Community College campus. Beacon College, the nation's only four-year college for learning disabled students, is a private, not-for-profit school, which offers liberal arts degrees to enable development of skills and strategies to become responsible, self-reliant adults.

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

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

Name of Employer	Employees	Type of Business
Central Florida Health Alliance	1,770	Hospital
Lake Sumter Community College	531	Two Year State Community College
Lifestream Behavioral Center	521	Mental Health Service Provider
City of Leesburg	515	City Governmental Services
Lake County School District	505	Education Institution
Lake Port Properties	400	Retirement Community
Publix (3 stores)	390	Grocery Stores
Cutrale Citrus Juices USA Inc.	356	Citrus Processing
Lake Sumter EMS, Inc.	260	Emergency Medical Transport
First Baptist Church of Leesburg	153	Church Ministry Services

IN GENERAL

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

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

FUND TYPES AND DESCRIPTION

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

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

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

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

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

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

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

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

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

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

The City reports the following major proprietary funds:

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

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

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

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

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

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

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

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

Additionally, the City reports the following fund types:

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

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

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

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

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

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

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

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

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

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

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

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

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

Fleet Services Fund– accounts for the costs of leasing and maintaining City vehicles.

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, Wastewater treatment and Stormwater. Detail about each system is found in their respective section of the budget.

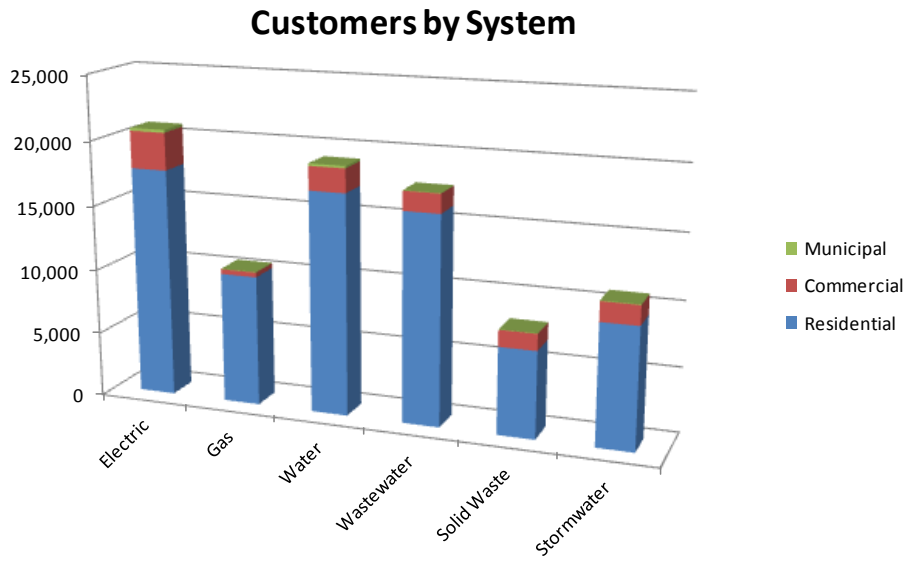
The rates charged for the use of all the utility systems are reasonably comparable to rates charged by similar utilities. The rates of the Electric system are established by ordinance of the City Commission. The current rate structure of the City (as opposed to the actual rates) is subject to the approval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

Government Structure

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

The following table reflects the customer distributions of the various utility systems when compared to the population and area in square miles of Leesburg totaling 20,263 and 39.26 respectively:

System	Established	Residential Customers	Commercial Customers	Municipal Customers	Total Customers	Area Square Miles
Electric	1921	17,685	2,874	223	20,782	48.1
Gas	1959	10,058	377	29	10,464	88.0
Water	1903	17,032	1,836	180	19,048	39.9
Wastewater	1929	16,090	1,477	32	17,599	40.8
Solid Waste	1925	6,707	1,278	31	8,016	39.26
Stormwater	1991	9,330	1,508	47	10,885	39.26



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SHORT TERM

The priorities of the current budget have been discussed in the budget message. A balanced budget has been adopted by the Commission, which includes an appropriation of fund balance in Stormwater, Hwy 441/27 CRA, Police Education Receipts, Recreation Impact Fees, Workers Compensation, Discretionary Sales Tax and Building Permits.

The economy continues to provide a challenging environment for the City. Many of the economically driven revenues such as those tied to sales have stabilized and become easier to predict. However, property values continue to fall which directly impacts Ad Valorem Revenue collections in the General Fund and each of the City's three CRA's. Ad Valorem revenue proceeds are projected to drop $162,951.

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

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

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

The City opened a Wellness Center during the second quarter of fiscal year 2010-11 and has aggressively campaigned to capture employee participation. Employees, retirees and dependents utilizing the City's Wellness facility do not pay for their doctor visits, pharmacy or lab work. In fiscal year 2011-12, the City's healthcare budget increased $1,057,875 to $6,203,016 or by 20.6%. The increase was absorbed into the budget without passing on any of the additional costs to the employees. In fiscal year 2012-13 the City increased retiree premiums to cover the amount of the retiree premium which was over $400. The increase was tied to a resolution which was passed by the City Commission in 2005, the resolution capped the amount that the City can contribute to our retirees' health insurance at $400 per month which applies to all current and future retirees. This cap was necessary in order to minimize the financial impact of a requirement imposed by the Government Accounting Standards Board [GASB 45].

General government capital spending and improvements are limited to that which is necessary, much of which is replacement of existing equipment or refurbishing of existing assets. Replacement of existing equipment is closely monitored and performed at the end of its useful life before failure due to fatigue or obsolescence. Grants and other sources are sought for airport maintenance and upkeep. In fiscal year 2012-13 the City Commission approved removing Fleet from the General Fund and created a Fleet Internal Services Fund. Fleet purchases and maintenance are made through this new Fund. Costs associated with Fleet are funded through service contracts with those utilizing Fleet assets.

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

LONG TERM

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

Planning for growth is an ongoing challenge, as the City expects a population growth of 13,000 to 26,000 over the next 15 years. The City developed an annexation policy to keep growth diversified. In an effort to continue to make growth pay its appropriate cost of additional infrastructure, the City adopted an impact fee for police, fire, and recreation. However, due to the declining economy, impact fees were "waived" for the 3rd year by ordinance until May 2013. The City collects a library county impact fee and applies for additional resources to meet current and ongoing needs.

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

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

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

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

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

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

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

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

The Fleet Internal Service Fund 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 87.2% 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 2012-13 budget adoption process began at the January 9, 2012, 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 26, 2012. On April 12, 2012 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 2012-13, the CIP would be adopted subsequent to the budget. Although departments were challenged to use only the amounts included in the 10-year CIP, certain adjustments were necessary. The 2011-12 capital requests were presented by the departments to the commission during the budget workshops held in July and August. Capital requests for fiscal year 2012-13 were adopted on September 24, 2012. .

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.

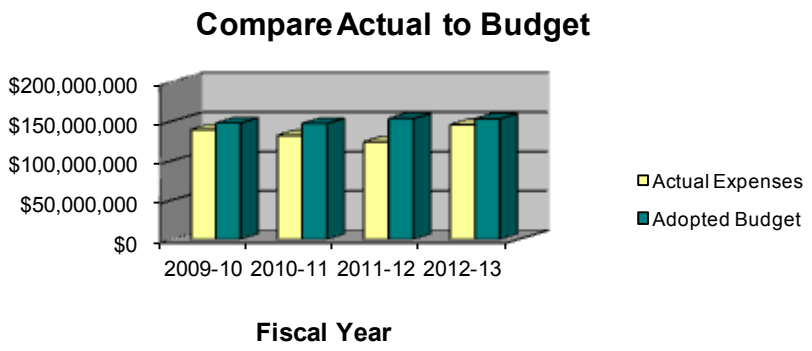
Actual expenses for the utility funds are recorded on the full accrual basis, while other funds are reported on the modified accrual basis. Comparing a budget prepared on the cash basis to actual expenses recorded on the accrual basis can be misleading in a budget document. When comparing fiscal year 2011-12 actual expense to fiscal year 2012-13 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, when compared to the cash budget versus the accrual budget produce the following results:

	Actual Expenses 2011-12	Adopted Budget 2012-13	Average Annual Change
Cash Basis	123,555,219	152,709,596	23.60
Accrual Basis	123,555,219	145,321,291	17.62

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, 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, Interim 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

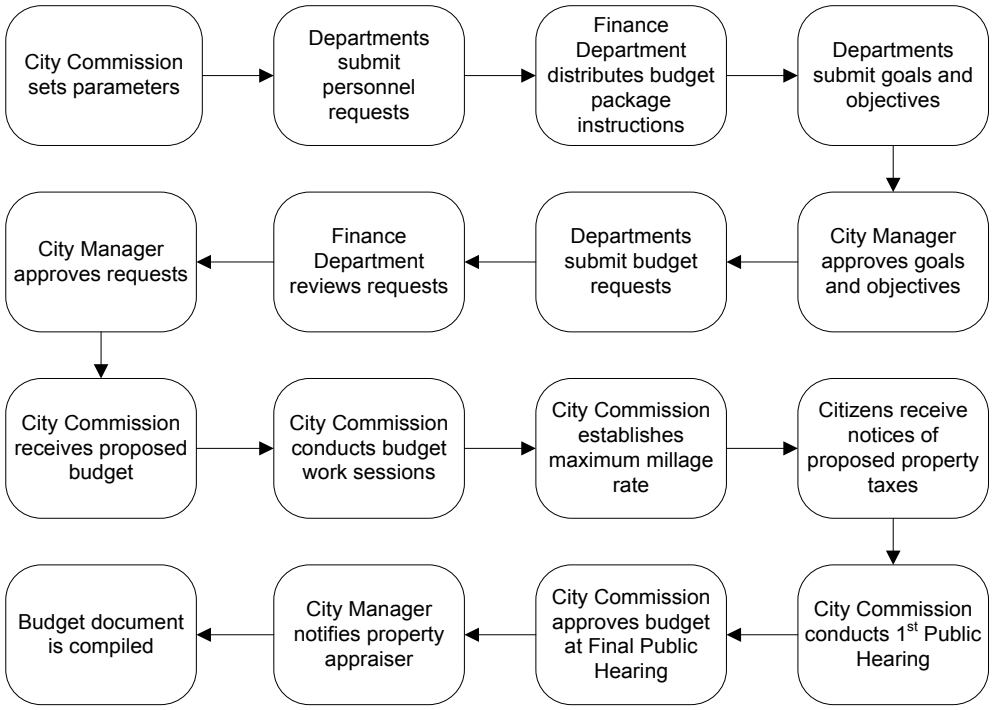
Pursuant to Florida law, two public hearings are required prior to the adoption of a millage rate and budget. At the conclusion of the first public hearing held on Thursday, September 6, 2012, the City Commission adopted a resolution to tentatively adopt the millage rate, and another resolution to tentatively adopt the budget. At the final hearing on September 24, 2012, the City Commission unanimously approved a resolution to adopt the final millage rate and an ordinance to adopt the 2012-13 annual budget. Once approved, the budget becomes the basis for operations and capital expenses during the ensuing fiscal year.

Budget Process

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

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

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



Budget Calendar at a Glance

Phase I – Planning

January – February

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

Phase II – Department Preparation

March - April

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

Phase III – City Manager Budget Review

May - June

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

Phase IV – City Commission Budget Review

July

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

August

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

Phase V – Final Review and Budget Adoption

September

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

Budget Calendar

2012 DATE DAY	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
January 9, Monday	City Commission	Adopt budget calendar and goals for the fiscal year 2012-13 budget	
March 23, Friday	City Manager	Distribute civic funding request forms	
April 6, Friday	Finance Department/ City Manager	Distribute forms and instructions for use in preparation of the fiscal year 2012-13 budget requests to all departments and agencies funded by the City	
April 23, Monday	Department Directors	Deadline for submission to the Budget Manager of departmental goals, objectives, statements and performance measures for fiscal year 2012-13	
May 1, Tuesday	Department Directors	Deadline for submission to the Budget Manager of budget requests for fiscal year 2012-13	
May 8-25 Tuesday-Friday	City Manager	Meet with governmental fund departments to discuss fiscal year 2012-13 budget requests, including goals and objectives	
On or before June 1, Friday	Property Appraiser	Provide an estimate of 2012 total assessed values of nonexempt property for budget planning purposes	Section 200.065(7), Florida Statutes,
June 4-11, Monday-Monday	City Manager	Meet with proprietary fund departments to discuss fiscal year 2012-13 budget requests, including goals and objectives	
June 29, Friday (On or before July 1)	Property Appraiser	Submit 2012 certified taxable values to the City Commission	Section 193.023(1), Florida Statutes, Section 200.065 (1), Florida Statutes
July 6, Friday	Finance Department	Present the draft budget for fiscal year 2012-13 to the City Manager for review and analysis	
July 16, Monday	City Manager	Present the draft budget for fiscal year 2012-13 to the City Commission for review and analysis	Section 200.065(2)(a)2, Florida Statutes, Section 28, Leesburg City Charter
July 23, Monday	City Commission	Establish the maximum millage rate for fiscal year 2012-13	
July 27, Friday (No later than July 29)	City Commission	Notify the Property Appraiser of: 1. The Proposed millage rates for 2012; 2. The rolled back millage rates for 2012; 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,

Budget Calendar (Continued)

2012 DATE DAY	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
July 30, Monday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2012-13	
August 2, Thursday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2012-13	
August 6 & 9, Monday, Thursday	City Commission	Conduct budget/capital improvement work session regarding the proposed budget for fiscal year 2012-13	
August 17, Friday (No later than August 19)	Property Appraiser	Mail notices of proposed property taxes for 2012 to each taxpayer listed on the current year assessment roll	Section 200.065(2)(b), Florida Statutes, Section 200.069, Florida Statutes
September 6, Thursday	City Commission	Conduct public hearings to consider adoption of the tentative budgets and proposed millage rate for fiscal year 2012-13. All hearings must begin after 5:00 P.M	Section 166.241(3), Florida Statutes, Section 200.065(2)(c)-(e), Florida Statutes
September 10, Monday	CRA Board	Establish budget for Community Redevelopment Agencies	
September 20, Thursday	Finance Director/ City Clerk	Advertise public hearings to consider final adoption of the budgets, increases in property taxes and operating expenditures (if applicable), and adoption of millage rate for fiscal year 2012-13	Section 200.065(2)(d), Florida Statutes, Sections 200.065(3),(a),(b), and (h)-(l), Florida Statutes
September 24, Monday	City Commission	Conduct public hearings to consider final adoption of the budget/capital improvement plan, and millage rate for fiscal year 2012-13. All hearings must begin after 5:00 P.M	Section 166.241(3), Florida Statutes, Section 200.065(2)(d), (e),Florida Statutes
January	Finance Director	Begin distribution of final budget documents	

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Significant Policies

Budget

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

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

Budget Adjustment Process

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

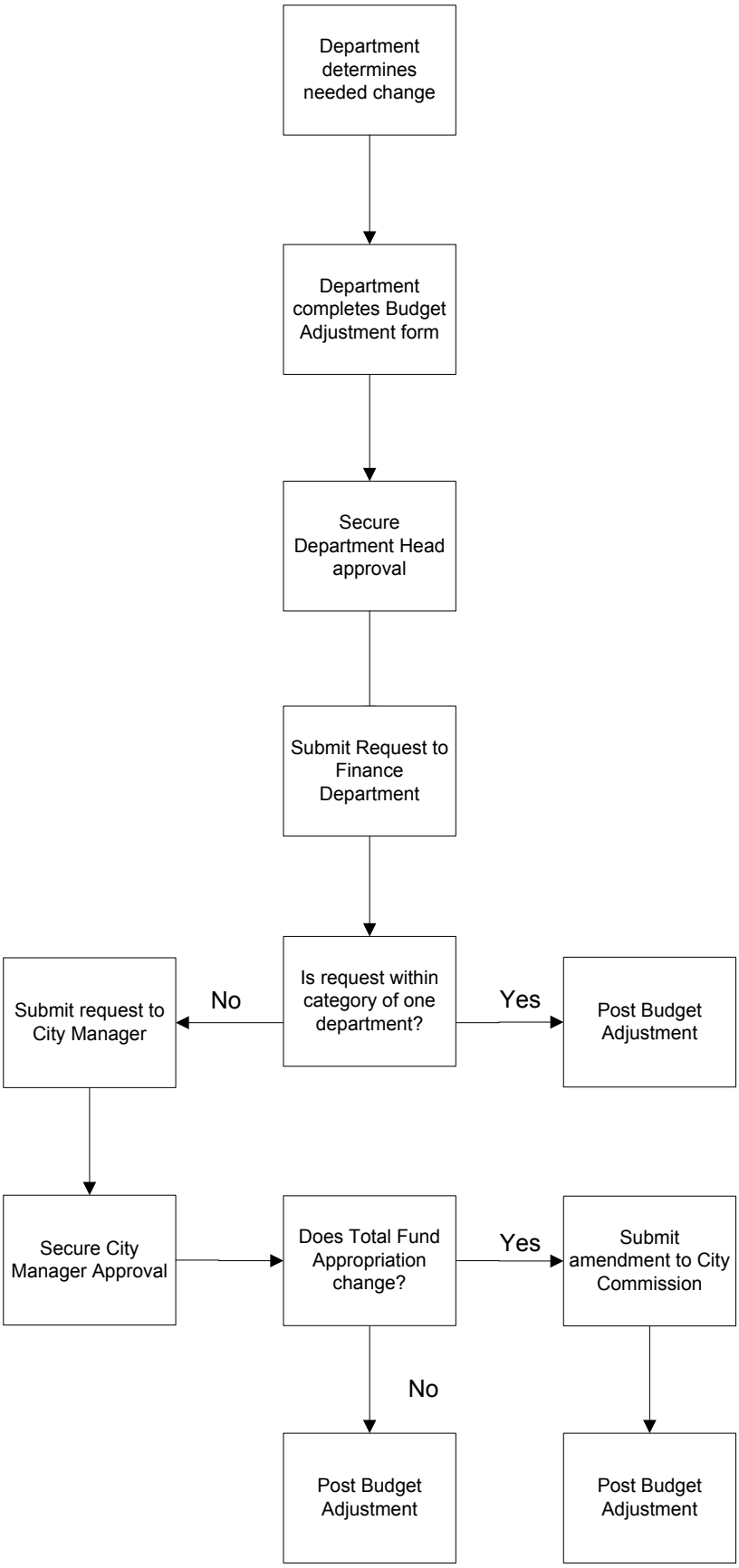
The City Manager may amend appropriations in any fund, provided that the total appropriation of the fund is not changed and does not alter a department's work program. The City Manager can also approve the following:

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

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

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

BUDGET ADJUSTMENT PROCESS



Cash Policy

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

Identity Theft Prevention Policy

The Fair and Accurate Credit Transaction Act (FACTA) of 2003 mandated utility service providers to develop and implement an Identity Theft Program to identify, mitigate and prevent identity theft. The program will identify "RED flags" which include pattern, practice, or specific activity that indicates possible existence of identity theft. On April 13, 2009 the City Commission approved the FACTA program and Implementation which went into effect on May 1, 2009.

Deposit Policy

On April 27, 2009 the City Commission approved ordinance 09-19 amending sections 22-181 of the Code of Ordinances pertaining to utility deposits and section 22-263 pertaining to nonpayment of utility bills. Additionally, on September 24, 2009 the City Commission approved ordinance 09-50 which made some changes to the April 27, 2009 ordinance. The Deposit Policy was adopted in an effort to mitigate extensive losses related to utility bad debt. The policy changed the way deposits are calculated and are tied to credit score, added user fees and eliminated the good credit refund of deposits. Implementation of these changes have had a reduction in receivables and bad debt.

Investment Policy

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

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

Responsibility

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

Risk Avoidance

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

Investment Techniques

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

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

Cash Reserve Policy

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

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

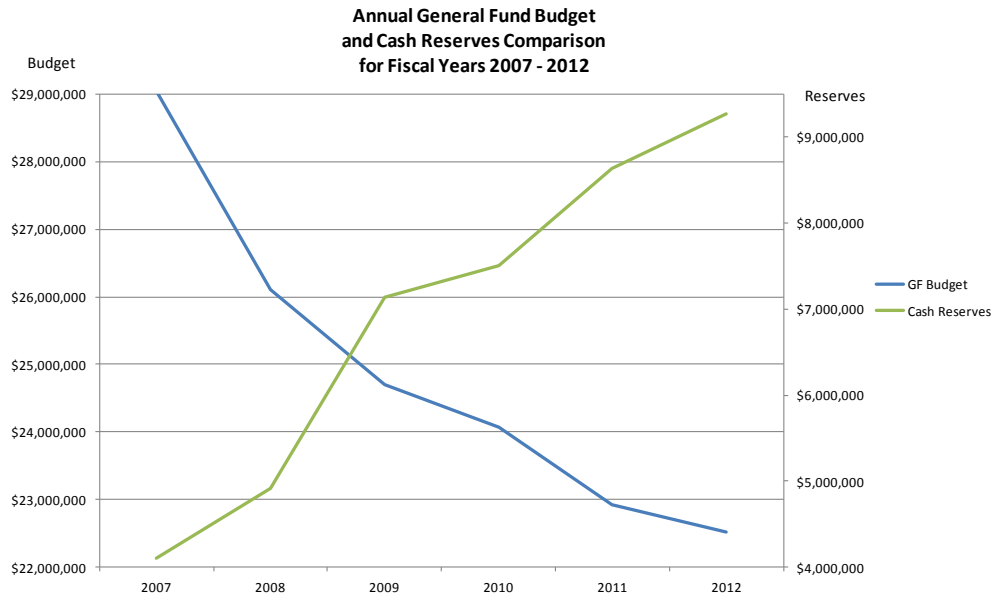
Creation of Reserves– Ordinance 07-80 (see pages 581-588 for actual graphs)

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

- General Fund – 20% of the current fiscal year budget
- Special Revenue Funds – none
- Debt Service Fund – as required by bond covenants
- Capital Projects Fund – none

- Enterprise Funds –
  - -Electric Utility- (Total Revenues– Cost of Purchased Power + Operating Transfers to the General Fund + Revenue Surcharge Transfers)/ 365 days X 120 days
  - -Gas Utility- (Total Revenues– Cost of Purchased Gas + Operating Transfers to the General Fund + Revenue Surcharge Transfers)/ 365 days X 90 days
  - -Water, Wastewater, Communications and Solid Waste– 25% of current fiscal year budget
- Internal Service Funds – greater than or equal to zero (break even)

The following graph shows the relationship between the annual General Fund budget and the growth in Cash Reserves for fiscal years 2007-2012:



Utility Transfers– Ordinance 07-81

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

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

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

Calculation of utility transfer-
Estimated Operating Revenues Less:

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

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

Special Transfer Policy– 07-82
The definition of Special Projects Transfer is the transfer of cash from an enterprise fund to fund the costs of non-enterprise fund expenditures. The purpose of this policy is to provide adequate oversight to special transfers.

Special transfers are subject to the following:

- A five year impact on cash flows taking into consideration the results of all financial activities
- Determination of excess cash and sustainability of cash reserve after transfer is made

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

Annual Review
A review is required as part of the annual budget adoption process. Based on the fiscal year 2012-13 adopted budget, the minimum level of cash required in the general fund is $4,797,905 (20% of $23,989,523). Direct cost allocation from the utilities, as well as payments for IT services and fleet services are recorded as a reduction to expense in the appropriate division. During the budget cycles for the years listed below, it appears that the fund balance in the general fund is healthy and improving. It is important to utilize the money available for the citizens as well as maintain a fund balance sufficient to meet the needs of the organization if an emergency arises. The general fund receives a utility transfer of 8.96%, from the Electric and Water utility funds. The Wastewater utility fund contributes 8.46% and Gas, Communications and Solid Waste utility funds contribute 10%.

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

	2009-10	2010-11	2011-12	2012-13
GENERAL FUND				
Total Adopted Budget	$24,067,056	$22,930,659	$22,514,571	$23,989,523
Beginning Fund Balance	5,727,958	7,370,000	8,790,386	9,271,000
Ending Fund Balance *	7,370,000	8,790,386	9,271,000	8,271,000
Percentage of Ending Fund Balance to Total Budget	30.6%	38.3%	41.1%	34.5%
Fund Balance Appropriated	$0	$100,000	$51,970	$0

* The ending fund balance for fiscal years 2011-12 and 2012-13 are projected based on estimated revenues and will be adjusted during the year after the audit has been completed.

Procurement Policy

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

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

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

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

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

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

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

Capital Asset Policy

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

Purpose

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

Definition

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

Inventory and Internal Control

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

Authority

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

Annual Review

When preparing the 10-year capital improvement plan, revenue projections are analyzed to determine if the plan is financially sound. All capital items are described in this document. A summary of all capital purchases by fund as compared to fiscal year 2011-12 follows:

Fund	Adopted 2011-12	Adopted 2012-13
General	$ 1,751,899	$ 488,999
Fleet Services	0	1,486,485
Stormwater	900,000	715,000
Greater Leesburg CRA	300,000	0
Capital Projects	2,233,000	2,057,372
Electric	2,678,621	2,876,368
Gas	288,521	204,898
Water	227,800	590,550
Wastewater	1,363,000	733,600
Communications	315,000	277,754
Solid Waste	0	30,000
Total	$ 10,057,841	$ 9,461,026

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

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

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

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

Debt Policy

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

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

Authority
The City Commission

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

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

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

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

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

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

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

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

Financing Team
- Bond Counsel – provide advice regarding resolutions, trust indentures, official statements, validation, and litigation
- Disclosure Counsel – render an opinion of validity of facts in bond documents
- Underwriters – purchases securities from issuer for resale in a negotiated sale
- Financial Advisor – consultant to advise issuer on structure, sizing, timing, marketing, pricing, terms and bond ratings

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

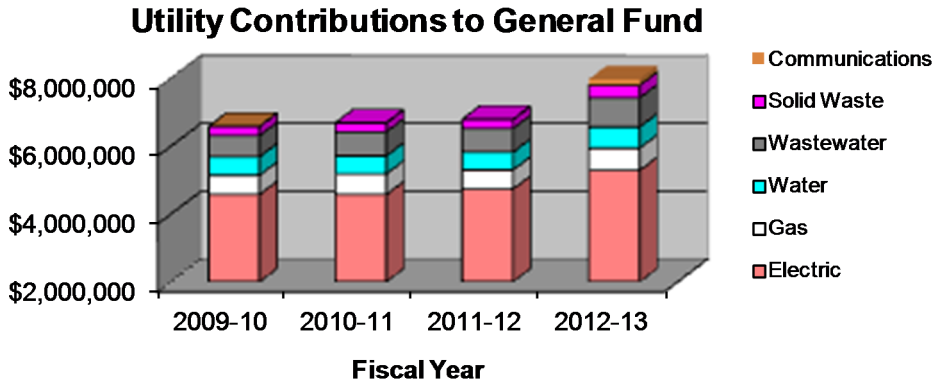
Arbitrage Requirements
The City will minimize the cost of arbitrage rebate and yield restriction to comply with applicable federal tax codes.

Budget Summary

The City adopted a balanced budget. The total estimated revenues are equal to total appropriations, which includes an appropriation from reserves and reserves for future capital. The major issues addressed in the adopted budget for fiscal year 2012-13 by fund are as follows:

General Fund

There is no appropriation of fund balance in the General Fund. The Interfund transfers from the utilities increased by $1,190,178 from the previous fiscal year. The increase is attributable to the City Commission approving a 1.2% utility rate increase for Electric, Gas, Water, Wastewater and Solid Waste which will be transferred to the General Fund. Additionally, the transfers from Gas, Solid Waste and Communications were placed at the maximum transfer amount of 10%.



During the past fiscal year, the City had one annexation totaling 18.88 acres. In the past 10 years, the City's boundaries increased by more than 30% from 18,882 to 25,125 acres.

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

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

Stormwater

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

This year the department will continue with projects to enclose the drainage ditch at Commerce and Industrial, and at the Lake Hollywood Outfall to Lake Harris. The department will continue its efforts to enclose ditch lines and improve transmission of Stormwater through the City. Additionally, the department will update the Stormwater Master Plan.

Community Redevelopment Agency

Pursuant to Section 163.512, Florida Statutes, the City Commission created the Greater Leesburg Community Redevelopment Agency (GLCRA) by Resolution 6994 on May 28, 1996. In compliance with the authorizing statute, tax increment financing is used to provide funding for specific capital improvements within the designated area. The base year was established in 1995 with an assessed value of $86,757,505. The GLCRA is composed of two components, Main Street and Pine Street. All sources of revenue are split equally between the two. On September 25, 2000, the GLCRA executed a promissory note for the Streetscape Project, a major renovation of Main Street between Canal and 9th Streets, and created a Towne Square between 5th and 6th Streets. The note associated with the Streetscape project was paid in full during fiscal year 2009. In addition to the prior note, there are annual payments of $24,048 until May 2014 associated with the purchase of the Christley property. The Main Street component of the GLCRA is expected to carry over funds approximating $285,983 designated for Main Street Improvements from fiscal year 2011-12.

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, 2012 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, 2012 will approximate $47,452. In December 2008, the CHCRA issued $1,431,878 of debt to finance improvements to the community. The CHCRA major projects include: senior housing, infrastructure and pedestrian support (sidewalk) facilities, commercial, industrial improvement and gateways to the community and comprehensive recreation programs and facilities. There is approximately $772,052 in available loan proceeds to be spent on eligible projects.

The City of Leesburg created Highway 441/27 Redevelopment agency on February 13, 2006 (Ordinance 06-45). A Trust Fund was created on May 22, 2006 and is effective for 30 years. The fund generates the majority of its annual income from tax increment revenues. The base year was established in 2005 with an assessed value of $355,255,087. The CRA is part of the City's plan to improve blighted conditions within the U.S. 441/27 corridor areas. The Highway 27/441 CRA issued $14,605,000 in Tax Increment Revenue Bonds, Series 2009 to fund improvements within the corridor. Some of the major improvements include electrical undergrounding, relocation of Communication lines and installation of mastarm upgrades. The agency determined the existence of blighted areas and will make improvements utilizing available funds. Projected fund balance at the end of fiscal year 2010-11 will approximate $730,453. The 2012-13 budget year does not include projected revenue for the CRA due to the assessed value for 2011 dropping below the base which was established in 2005.

Capital Projects Fund

The Capital Projects Fund budget decreased by $175,628 from $2,233,000 to $2,057,372 in fiscal year 2012-13.

Improvements to the Leesburg International Airport, budgeted at an estimated cost of $1,000,000 will be primarily funded from grants. The City of Leesburg budgeted for federal and state grants totaling $925,000, which provides funding to update signage. Additionally, the Gas Fund will be making a Special Transfer of $75,000 for the city match on the Airport signage project, $100,000 to renovate Fire Station #62 restrooms, $226,800 for City Hall reroof, and $29,000 for Childs St building reroof. Gas Tax will be funding road resurfacing $575,000 and $16,572 for new sidewalks at the Community building, Other funding sources include Recreation Impact Fees funding $50,000 for Rails to Trails and $60,000 of the available 2004 Capital Improvement bonds has been reallocated to relight the Susan Street Complex.

Electric

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

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

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

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

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

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

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

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

Gas

Despite the economy, modest new customer service installations continued during fiscal year 2011-12 with the addition of 42 residential and commercial services and reactivation of 42 inactive services. Leesburg's natural gas prices remained among the lowest in the state providing our customers with a clean economical energy alternative. The City has remained a member of Florida Gas Utilities.

In fiscal year 2003-04, the Gas department began a change-out program to convert manual read meters to automatic meter readers (AMR). Retrofits were halted in fiscal year 2010-11 pending smart grid vendor selection. An analysis will be performed to determine the cost effectiveness of purchasing from the new vendor. Future subdivisions will be installed with AMR equipment. Capital maintenance for the Gas utility is relatively low because the City continues to install steel pipe, which has a longer useful life and lower maintenance cost than plastic pipe. In April 2006 Section 25-501 of the City Code of Ordinances was passed, where natural gas is required in all new developments of more than five units within the city limits with the cost of installation to be borne by the developer. No new developments were started in fiscal year 2011-12, 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 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 the Water Division over the next ten years address necessary repair and maintenance and new facilities to serve growth. Plant and pumping rehabilitation, elevated and ground storage inspection and rehabilitation as well as the meter replacement program will be the department priorities. Upcoming projects include the Plantation Water Treatment Plant rebuild which is in the design and construction stage and the Highland Lakes Water Treatment Plant rebuild which has been completed.

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

The Wastewater Division will continue to concentrate on the repair and replacement of the system infrastructure. Lift stations and manhole rehabilitation are being 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 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

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 primary cost to connect new customers is associated with the last mile hookup. The demand for service will determine where specific line extensions are installed, and a thorough analysis of the expected costs and resulting revenue will be completed annually. The utility continues to evaluate technology enhancements that could be used to lower the cost of last mile line extensions.

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

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

Solid Waste

The Florida Legislature enacted legislation during the 1988 session, which requires mandatory resource recovery recycling by operators of solid waste disposal facilities. The legislation requires a continuous reduction of 30% (through recycling) to the waste stream going into landfills. The City continues recycling efforts and encourages customers to participate.

The City maintains and monitors the closed 92.2-acre landfill throughout the year. The Florida Department of Environmental Protection (FDEP) 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 2011-12, there were 22,367 tons of solid waste transported to the Lake County incinerator and landfill. During the same period of time there were 420 tons of material collected and recycled from the residents of Leesburg, and 1,200 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 2011-12 budget to the adopted fiscal year 2012-13 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-eight funds. Appropriations of fund balance were used for the following funds: Stormwater, Highway 441/27 CRA, Police Education Receipts, Workers Compensation, Discretionary Sales Tax, Recreation Impact Fees and Building Permits. Generally accepted accounting principles as applicable to local government units are followed in the preparation of financial statements and reports. The report is separated by fund type with a brief description of each fund listed on the face of the divider.

Revenue Forecast

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

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

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

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

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

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

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

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

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

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

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

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

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

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

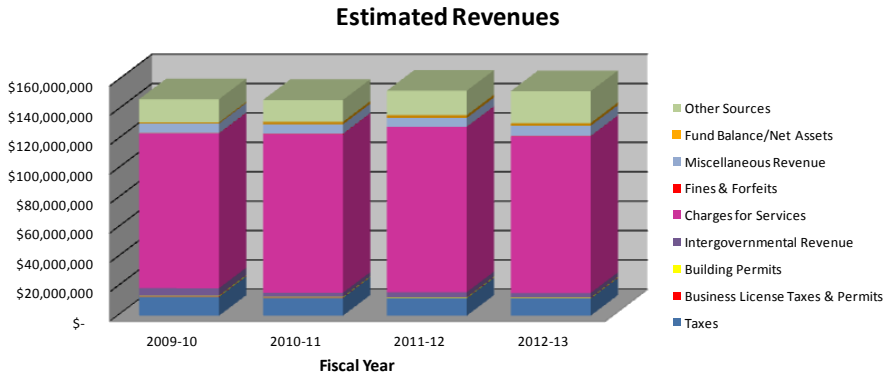
Miscellaneous Revenues - Includes interest on investments, rents, impact fees, sales of surplus property, insurance proceeds from lost or destroyed property, street paving assessments, refunds, contributions, and revenues which cannot be recognized in other classifications. The revenues in this category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

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

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

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

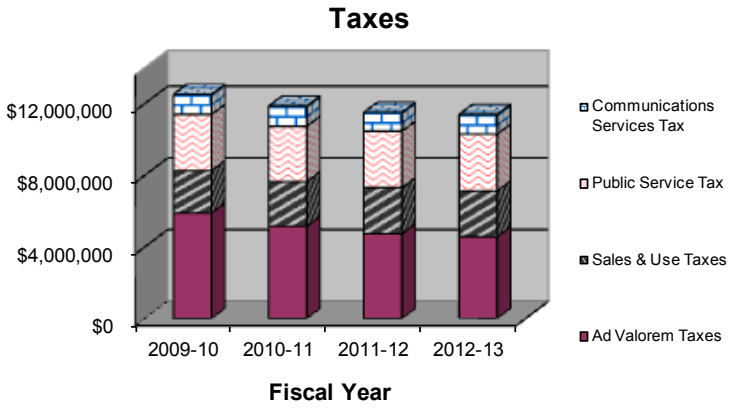
	2009-10	2010-11	2011-12	2012-13
Taxes	$ 12,947,340	$ 12,241,484	$ 11,898,353	$ 11,737,257
Business License Taxes & Permits	125,600	105,600	107,300	107,500
Building Permits	430,000	322,000	355,000	306,500
Intergovernmental Revenue	5,185,204	2,891,934	3,586,326	3,262,726
Charges for Services	105,227,814	107,948,012	112,418,569	106,662,726
Fines & Forfeits	159,500	143,000	87,000	101,500
Miscellaneous Revenue	6,624,767	6,467,372	6,011,641	6,956,358
Fund Balance/Net Assets	732,886	1,691,681	1,858,158	1,838,679
Other Sources	15,829,190	14,888,784	16,689,943	21,736,350
TOTAL SOURCES	$ 147,262,301	$ 146,699,867	$ 153,012,290	$ 152,709,596



Overall the budget decreased by $302,695 or from $153,012,291 to $152,709,596.

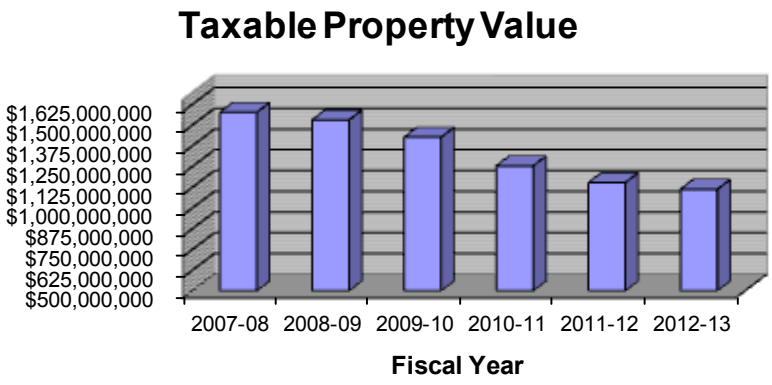
Taxes

Taxes decreased by $161,097. 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.



	2009-10	2010-11	2011-12	2012-13
Millage Rate (per $1,000)	4.3179 Mills	4.3179 Mills	4.3179 Mills	4.3179 Mills
Taxable Property Value	$1,426,812,335	$1,253,804,890	$1,152,928,547	$1,113,203,749
Total Taxes Levied	6,160,833	5,413,804	4,978,230	4,806,702
*Amount Collected	5,958,860	5,317,825	4,846,506	4,566,367
*Percentage Collected	96.7%	98.2%	97.4%	95.0%

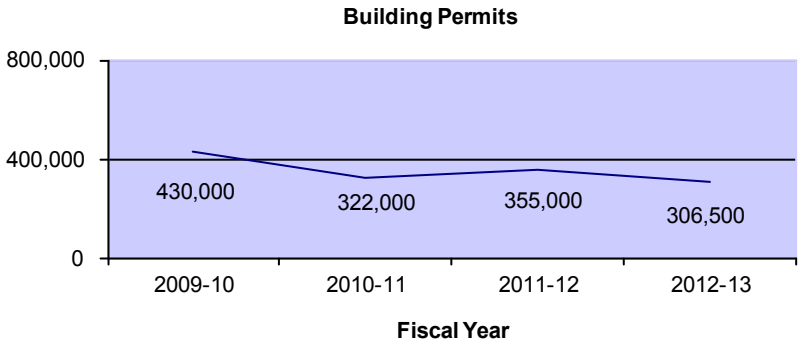
* For fiscal year 2012-13, the amount collected and percentage collected are estimates only, based on a projected collection rate of 95% of the taxable value times the millage rate of 4.3179 mills.

Sales & Use Tax – This tax is generated from sales taxes on the purchase of goods. This category is projected to decrease by $10,594, or less than 1%. The increase is directly attributable to state and county projections for the Local Option Taxes.

Public Service Tax – The revenue collected from this source is deposited directly into the General Fund. This funding source is directly related to charges for services and increased $8,133 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 $20,410,495.

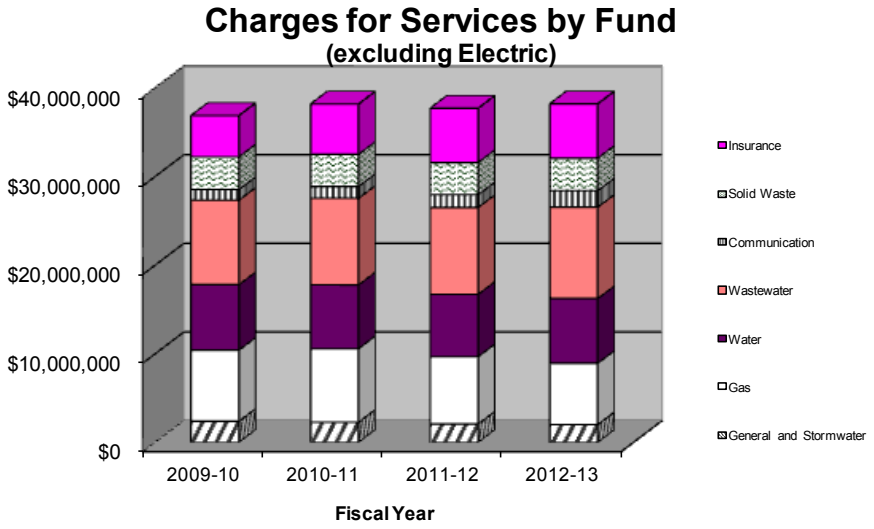
Building Permits– With the slumping construction market, building permit activity has dropped off significantly. In fiscal year 2007-08 the budget was $972,000. The fiscal year 2012-13 budget of $306,500 is a slight decrease over the fiscal year 2011-12 budgeted revenue of $355,000.



Intergovernmental Revenue
Intergovernmental revenue decreased by $323,600 or 9% from $3,586,326 to $3,262,726. The decrease is attributable to the completion of the revenue from the COPS grant for Police and a reduction in the Capital Projects budget which is primarily attributable to Airport grants.

Charges for Services
Charges for Services decreased $5,755,843 or 5.1% which is primarily due to decreases in the Electric utility.

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



Fund Balance/Net Assets Appropriated
Although this is not a revenue source, fund balance/net asset appropriations represent a use of revenues previously accumulated in the fund. The 2012-13 budget includes an appropriations of fund balance in the following; Stormwater $341,182, Hwy 441/27 CRA $123,500, Police Education Receipts $15,000, Workers Compensation $651,827, Discretionary Sales Tax $34,000, Recreation Impact Fees $50,000 and Building Permits $130,870.

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.

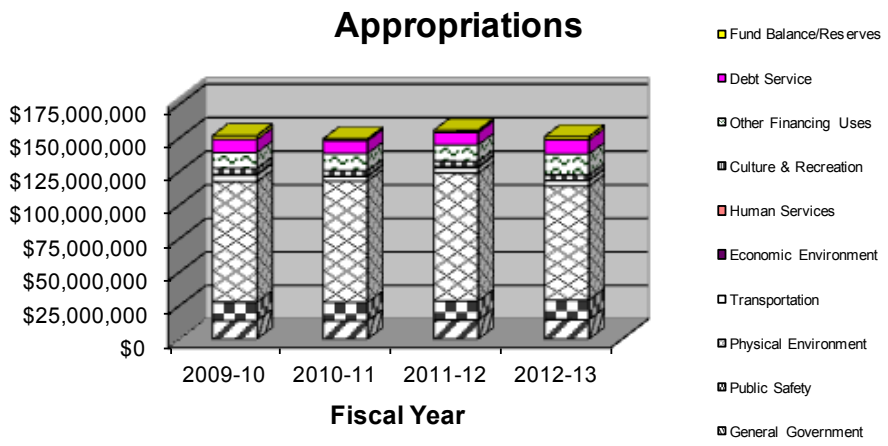
Other Uses - Includes the following activities: debt service, other financing uses, and reserves for future capital.

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

SUMMARY OF APPROPRIATIONS BY FUNCTION

	2009-10	2010-11	2011-12	2012-13
General Government	$ 9,406,947	$ 11,132,773	$ 11,664,172	$ 16,370,812
Public Safety	13,813,236	13,664,706	14,285,541	14,598,264
Physical Environment	89,806,721	90,597,732	95,235,766	84,957,703
Transportation	4,740,286	3,175,121	4,086,170	3,905,851
Economic Environment	704,053	533,079	701,826	358,533
Human Services	20,000	20,000	5,000	5,000
Culture & Recreation	4,394,865	4,079,340	4,062,455	3,974,828
Other Financing Uses	11,773,058	12,630,915	12,235,058	15,552,361
Debt Service	9,730,523	9,575,554	9,189,816	10,504,616
Fund Balance/Reserves	2,872,612	1,290,648	1,546,487	2,481,628
TOTAL APPROPRIATIONS	$ 147,262,301	$ 146,699,868	$ 153,012,291	$ 152,709,596

The physical environment has the largest decrease of $10,278,063 which primarily due to the decrease in the price of energy associated with the City's Electric utility.



The general government category increased $4,706,640 or 40%, which is due to the creation of the new Fleet Services Fund which resulted in an increase.

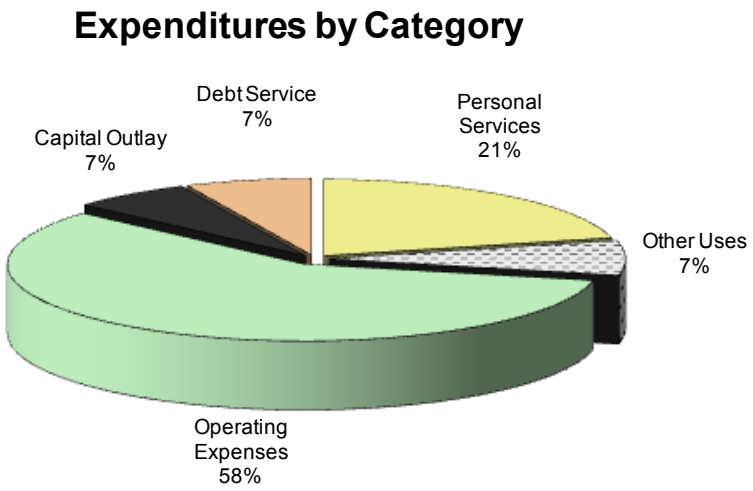
Transportation expenditures decreased $180,319 or 4.4%.

The public safety category increased $312,723 which is mainly attributable to increased retirement costs and an additional Fire position.

Debt Service decreased $1,314,800 which is primarily due to the Magnolia Townhomes principal payment, the note started with three years of interest only payments. The fiscal year 12-13 principal and interest payment will be paid for from the Gas fund.

The decrease in Economic Environment of $343,293 is directly attributable to the reduction in the expenditures in the Greater Leesburg CRA and the Hwy 441/27 CRA.

As presented in the following graph, 58% of the appropriations are related to operating expenses associated with day-to-day services for Leesburg's citizens. Capital outlay and personal services comprise 7% and 21% of the overall budget which can vary from year to year.

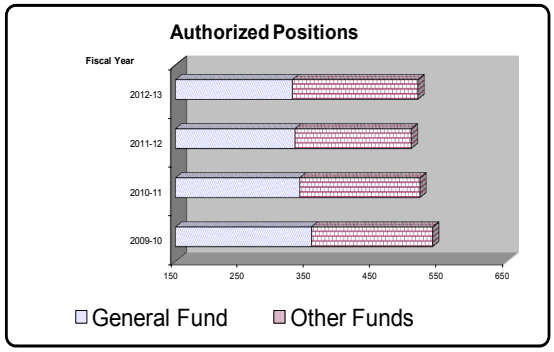


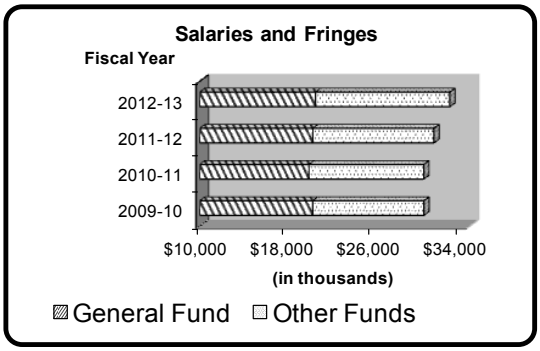
Personal Services

Total personal services costs increased from $31,666,107 to $33,137,041, an increase of $1,470,934 or 4.7%. Components of the increase are reflected below:

	2011-12	2012-13	% Change
Salaries	$22,062,281	$22,569,907	0.2%
Fringes	9,603,826	10,567,134	10%
Total	$31,666,107	$33,137,041	4.7%

Salaries and fringes increased in the general fund from $20,468,966 to $20,717,672 reflecting an increase of $248,706 or 1.2%. All other funds also experienced a increase in appropriations for salaries and fringes totaling $1,222,228 or 10.9%. The increases are shown graphically as follows:





The fiscal year 2012-13 budget reflects a increase in positions, from 505 positions to 515 which include both full and part time personnel. Of the 10 position increase, 4 positions were added to the General Fund and the remaining 6 positions were added to other departments, specifically 5 were added to the Electric Fund for Smartgrid. For details see page 92.

The General Employee Pension Plan was frozen effective September 30, 2008. The required contribution is $1,362,439 for fiscal year 2012-13. The City will be making a 5% contribution to an ICMA 401 (a) plan for each employee which remains the same as fiscal year 2011-12. Police and Fire pension contributions of $399,017 and $879,361 respectively are included in this years budget.

Operating Expenses

Operating expenses decreased by $9,766,170 or 9.8% from $99,467,017 to $89,700,847. The decrease is primarily attributable to the cost of purchased power associated with the Electric utility.

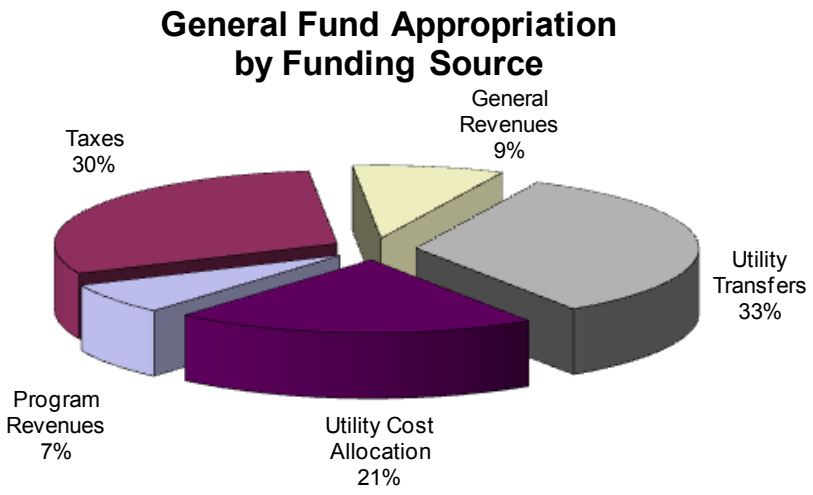
Utility Cost Allocation

The General Fund provides a variety of services that are funded by the seven enterprise funds and one special revenue funds. A prorated share of the total operating budget is allocated directly to the appropriate fund operating expense budget (see page 588 for example). Several factors are used to determine the percentage applicable to the operation of the fund. Expenses related to the costs of services provided are allocated to the various funds and recorded as a contra expense in the General Fund division which provides operational support. The amounts expensed in the General Fund (GF) and allocated (AL) are

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

Department	Percentage
City Commission	50%
Executive:	
Administration	65%
City Clerk	75%
City Attorney	34%
Finance:	
Accounting	60%
Collections	99%
Customer Service	99%
Meter Readers	100%
Purchasing	54%
Warehouse	94%
Human Resources	34%
Information Technology	90%
GIS	90%
Public Works:	
Engineering	90%
Administration	35%
Community Development– Planning	55%
Housing & Economic Development	30%
Recreation– Facility Services	30%

Due to the increase in the General Fund expenses there was also an increase in the utility cost allocation of $204,730. The utility cost allocation and transfers to the general fund account for 54% 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:



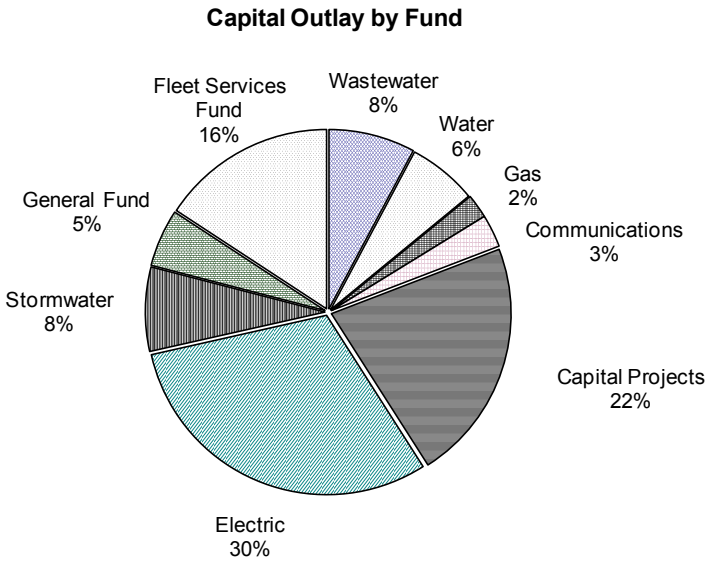
Capital Outlay

Capital projects in all funds decreased from $10,057,841 in fiscal year 2011-12 to $9,461,026, a decrease of $596,815 or 5.9%. See page 46 for fund detail.

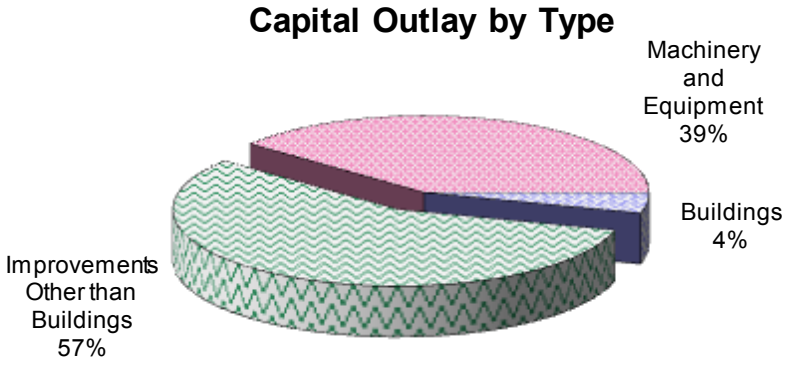
Expansion – Expansion of City limits, population growth and infill drive the need for additional infrastructure and the related purchases necessary to provide the required services. The Electric Department plans to provide additional capacity by reconductoring. The Gas Department plans to extend services to new developments, and the Water and Wastewater Divisions are planning upgrades for new services which will also impact capital expenses. Installation costs are typically recovered within a 7 year period. For the third year, the City has suspended charging impact fees for Police, Fire, Recreation, Water, and Wastewater until May 2013.

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

The following graph represents the total capital improvements by fund:



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



Category	Amount
Buildings	$ 412,800
Improvements other than buildings	5,354,675
Machinery and Equipment	3,693,551
TOTAL	$ 9,461,026

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

Debt Service

The Debt Service category increased by $1,033,162 from $9,471,454 in fiscal year 2011-12 to $10,504,616 in fiscal year 2012-13. The changes are summarized below:

Description	Amount
Carver Heights CRA	$ 3,076
Hwy 441/27 CRA	103,325
Capital Projects	5,944
Electric & Utility bond issues	106,997
Magnolia Townhomes	813,820
TOTAL	$ 1,033,162

Other Uses

This budget includes a transfer from the Discretionary Sales Tax Special Revenue Fund of $1,110,200 to Debt Service for principal and interest associated with the 2004 Capital Improvement Bonds. Additionally, the 2012-13 budget includes a transfer from the Gas Fund to the Magnolia Townhomes for the principal and interest associated with the 2009 Capital Improvement Promissory Note.

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	A1	A-	AA-
Electric	A2	A+	A+
Utility	Aa3	A+	A+
Implied G.O. Rating*	Aa3	A+	AA-
Covenant to Budget and Appropriate	A2	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, 2011, the debt coverage ratio and debt per capita based on the April 1, 2012 population of 20,263 can be stated as follows:

Type	Debt Ratio	Debt per Capita	Collateralized by Pledge
Capital Improvement Promissory Note, Series 2009	2.37	$ 423.85	Local government half-cent sales tax, and a guaranteed portion of state revenue sharing ($309,234)
Capital Improvement Bonds, Series 2004	3.52	$1,217.35	Public Service tax, sales tax and guaranteed entitlement, which are subordinate to the 1999 bonds
Electric Revenue	5.08		Net Electric system revenues
Bonds. Series 2004		$1,197.71	
Bonds, Series 2007A		1,177.33	
Bonds, Series 2007B		854.04	
Combined		$3,229.08	
Utility Revenue	3.51		Net Gas, Water and Wastewater revenues
Bonds, Series 2004		$1,651.14	
Bonds, Series 2007A		1,908.70	
Bonds, Series 2007B		86.94	
Refunding Note, 2010		517.80	
Combined		$4,164.58	
Communications Revenue Refunding Note 2009	2.28	$48.65	Covenant to Budget and Appropriate
Magnolia Townhomes Capital Improvement 2009	2.28	$241.46	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	2013	2014	2015	2016	2017
GLCRA, Promissory Note, 1999	$ 24,047	$ 16,032	$ -0-	$ -0-	$ -0-
CHCRA, Revenue Note, Series 2008	203,659	203,822	203,993	306,399	-0-
Hwy 441/27 CRA TI Revenue Bonds, 2009	798,031	799,356	795,450	899,306	895,694
Capital Improvement Bonds, Series 2004	1,123,370	1,123,370	1,122,808	1,120,607	1,122,808
Capital Improvement Lease, 2008	45,020	45,020	45,020	45,020	45,020
Capital Improvement Bonds, Series 2009	478,778	478,608	477,966	476,850	480,143
Electric Revenue Bonds, Series 2004	1,105,160	1,104,360	1,102,447	1,104,385	1,105,250
Utility Revenue Bonds, Series 2004	1,523,924	1,522,124	1,518,817	1,518,955	1,522,725
Electric Revenue Bonds, Series 2007A	551,906	551,906	551,906	551,906	551,906
Electric Revenue Bonds, Series 2007B	959,469	960,011	964,425	957,429	959,587
Utility Revenue Bonds, Series 2007A	1,350,444	1,350,844	1,350,644	1,354,844	1,353,244
Utility Revenue Bonds, Series 2007B	83,705	82,230	85,755	83,985	82,215
WA/WWT Utility Revenue Note, 2010	359,631	357,514	816,349	815,751	814,385
Communications Revenue Note, 2009	122,834	124,013	124,987	125,753	121,417
Magnolia Townhomes Promissory Note, 2009	978,720	979,650	979,550	978,450	976,320
TOTAL	$8,708,698	$9,698,860	$10,140,117	$10,339,640	$10,030,714

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

Capital Improvement Refunding Promissory Note, Series 2009

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

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

Capital Improvement Lease, Loan 2008

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

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

Electric System Revenue Bonds, Series 2004

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

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

Utility System Revenue Bonds, Series 2004

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

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

Electric System Revenue Bonds, Series 2007 A

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

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

Electric System Revenue Bonds, Series 2007 B

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

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

Utility System Revenue Bonds, Series 2007 A

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

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

Utility System Revenue Bonds, Series 2007 B

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

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

Utility System Revenue Refunding Note, Series 2010

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

Issue	Year	Principal	Interest	Total
Utility System Revenue Refunding	2010	10,000	224,819	234,819
Note, Series 2010	2011	50,000	306,653	356,653
(Refunding of Plantation Seller Note)	2012	55,000	304,631	359,631
Original Issue Amount: $8,000,000	2013	55,000	302,514	357,514
Original Issue Date: July 8, 2010	2014	525,000	291,349	816,349
Final Maturity: October 1, 2025	2015	545,000	270,751	815,751
Interest Rate: 3.85%	2016	565,000	249,384	814,384
	2017	590,000	227,150	817,150
	2018	610,000	204,050	814,050
	2019	635,000	180,084	815,084
	2020	660,000	155,155	815,155
	2021	685,000	129,264	814,264
	2022	710,000	102,410	812,410
	2023	740,000	74,498	814,498
	2024	765,000	45,526	810,526
	2025	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 2012-13 BUDGET

THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF LEESBURG, FLORIDA ARE 0.6% 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	5.1250	4,566,367	0	0	0	0	0	0	4,566,367
Other Taxes		190,000	2,293,316	0	0	0	271,886	0	2,755,202
Sales & Use Taxes		0	160,741	0	0	0	0	0	160,741
Utility Taxes		4,254,947	0	0	0	0	0	0	4,254,947
Licenses & Permits		107,500	306,500	0	0	0	0	0	414,000
Intergovernmental Revenue		1,915,223	422,503	0	925,000	0	0	0	3,262,726
Charges for Services		583,772	0	0	0	96,276,404	0	9,802,550	106,662,726
Fines & Forfeitures		101,500	0	0	0	0	0	0	101,500
Miscellaneous Revenue		1,179,107	2,160	0	0	457,600	5,231,291	86,200	6,956,358
Other Financing Sources		0	0	0	0	856,407	0	0	856,407
TOTAL SOURCES		12,898,416	3,185,220	0	925,000	97,590,411	5,503,177	9,888,750	129,990,974
Transfers In		11,091,107	261,289	1,633,998	1,072,872	966,820	0	247,923	15,274,009
Debt Proceeds		0	0	0	0	0	0	0	0
Fund Balances/Reserves/Net Assets		0	1,091,103	0	60,000	5,641,683	0	651,827	7,444,613
TOTAL REVENUES, TRANSFERS & BALANCES		23,989,523	4,537,612	1,633,998	2,057,872	104,198,914	5,503,177	10,788,500	152,709,596
EXPENDITURES									
General Government		2,305,988	0	0	255,800	0	4,195,000	9,614,024	16,370,812
Public Safety		14,044,394	453,870	0	100,000	0	0	0	14,598,264
Physical Environment		82,485	0	0	0	84,875,218	0	0	84,957,703
Transportation		2,314,279	0	0	1,591,572	0	0	0	3,905,851
Economic Environment		122,782	235,751	0	0	0	0	0	358,533
Human Services		5,000	0	0	0	0	0	0	5,000
Culture / Recreation		3,864,828	0	0	110,000	0	0	0	3,974,828
Other Financing Uses		285,264	0	0	0	0	0	0	285,264
TOTAL EXPENDITURES		23,025,020	689,621	0	2,057,372	84,875,218	4,195,000	9,614,024	124,456,255
Transfers Out		785,587	2,679,030	0	0	11,234,480	0	568,000	15,267,097
Debt Service		0	1,027,037	1,633,998	500	7,843,081	0	0	10,504,616
Fund Balances/Reserves/Net Assets		178,916	141,924	0	0	246,135	1,308,177	606,476	2,481,628
TOTAL APPROPRIATED EXPENDITURES		23,989,523	4,537,612	1,633,998	2,057,872	104,198,914	5,503,177	10,788,500	152,709,596
TRANSFERS, RESERVES & BALANCES									

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 2010-11	Adopted 2011-12	Adopted 2012-13	Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Financial Sources	17,485,382	13,113,701	12,898,416	2,686,769	3,257,119	3,185,220
Financial Uses	(24,295,140)	(21,592,834)	(23,025,020)	(2,030,981)	(1,907,033)	(1,858,582)
Sources over (under) Uses	(6,809,758)	(8,479,133)	(10,126,604)	655,788	1,350,086	1,326,638
Operating Transfers In (Out)	8,229,143	8,427,163	10,126,604	(2,740,867)	(2,476,449)	(2,573,883)
Debt Proceeds	0	0	0	0	0	0
Change in Net Assets Balance	1,419,385	(51,970)	0	(2,085,079)	(1,126,363)	(1,247,245)
Net Assets Balance-October 1	7,371,001	8,790,386	8,738,416	14,409,654	12,324,575	11,198,212
Net Assets Balance-September 30	8,790,386	8,738,416	8,738,416	12,324,575	11,198,212	9,950,967

	Debt Service Fund			Capital Projects Fund		
	Actual 2010-11	Adopted 2011-12	Adopted 2012-13	Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Financial Sources	0	0	0	431,433	1,120,000	925,000
Financial Uses	(1,678,164)	(1,628,054)	(1,633,998)	(1,593,767)	(2,233,500)	(2,057,872)
Sources over (under) Uses	(1,678,164)	(1,628,054)	(1,633,998)	(1,162,334)	(1,113,500)	(1,132,872)
Operating Transfers In (Out)	1,651,251	1,628,054	1,633,998	832,648	1,113,500	1,132,872
Debt Proceeds	0	0	0	0	0	0
Change in Net Assets Balance	(26,913)	0	0	(329,686)	0	0
Net Assets Balance-October 1	600,156	573,243	573,243	1,236,133	906,447	906,447
Net Assets Balance-September 30	573,243	573,243	573,243	906,447	906,447	906,447

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

($ in Thousands)	Electric Utility Fund Actual 2010-11	Adopted 2011-12	Adopted 2012-13	Gas Utility Fund Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Operating Revenues	60,621	74,410	65,136	8,159	7,624	6,951
Operating Expenses	(52,296)	(64,301)	(54,877)	(5,822)	(6,812)	(6,066)
Operating Income (Loss)	8,325	10,109	10,259	2,337	812	885
Nonoperating Revenues (Expenses)	(869)	(4,331)	(3,574)	(94)	(98)	1,452
Income Before Operating Transfers	7,456	5,778	6,685	2,243	714	2,337
Operating Transfers In (Out)	(3,875)	(5,768)	(6,675)	(977)	(668)	(2,190)
Net Income (Loss)	3,581	10	10	1,266	46	147
Net Assets-October 1	61,139	64,720	64,730	14,336	15,602	15,648
Net Assets-September 30	64,720	64,730	64,740	15,602	15,648	15,795

($ in Thousands)	Water Utility Fund Actual 2010-11	Adopted 2011-12	Adopted 2012-13	Wastewater Utility Fund Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Operating Revenues	7,750	7,055	7,327	9,713	9,821	10,340
Operating Expenses	(5,930)	(6,966)	(7,071)	(7,326)	(9,467)	(9,520)
Operating Income (Loss)	1,820	89	256	2,387	354	820
Nonoperating Revenues (Expenses)	(858)	675	635	(591)	347	178
Income Before Operating Transfers	962	764	891	1,796	701	998
Operating Transfers In (Out)	(873)	(763)	(869)	(708)	(701)	(954)
Net Income (Loss)	89	1	22	1,088	0	44
Net Assets-October 1	24,929	25,018	25,019	32,209	33,297	33,297
Net Assets-September 30	25,018	25,019	25,041	33,297	33,297	33,341

($ in Thousands)	Communications Fund Actual 2010-11	Adopted 2011-12	Adopted 2012-13	Solid Waste Fund Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Operating Revenues	1,284	1,449	1,856	3,690	3,618	3,662
Operating Expenses	(1,059)	(1,259)	(1,586)	(3,023)	(3,214)	(3,273)
Operating Income (Loss)	225	190	270	667	404	389
Nonoperating Revenues (Expenses)	(60)	(105)	(85)	10	5	5
Income Before Operating Transfers	165	85	185	677	409	394
Operating Transfers In (Out)	43	0	(185)	(267)	(262)	(362)
Net Income (Loss)	208	85	0	410	147	32
Net Assets-October 1	6,445	6,653	6,738	942	1,352	1,499
Net Assets-September 30	6,653	6,738	6,738	1,352	1,499	1,531

($ in Thousands)	Stormwater Fund Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Operating Revenues	1,559	1,548	1,458
Operating Expenses	(1,392)	(1,263)	(1,234)
Operating Income (Loss)	167	285	224
Nonoperating Revenues (Expenses)	6,642	(900)	(715)
Income Before Operating Transfers	6,809	(615)	(491)
Operating Transfers In (Out)	1,756	0	0
Net Income (Loss)	8,565	(615)	(491)
Net Assets-October 1	0	8,565	7,950
Net Assets-September 30	8,565	7,950	7,459

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

	Health Insurance		
	Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Operating Revenues	4,721,565	6,117,016	6,125,798
Operating Expenses	(5,417,193)	(5,784,822)	(5,605,522)
Operating Income (Loss)	(695,628)	332,194	520,276
Nonoperating Revenues (Expenses)	6,313	(86,000)	(86,200)
Income Before Operating Transfers	(689,315)	246,194	434,076
Operating Transfers In (Out)	(185,724)	0	0
Net Income (Loss)	(875,039)	246,194	434,076
Net Assets-October 1	1,027,332	152,293	398,487
Net Assets-September 30	152,293	398,487	832,563

	Workers' Compensation		
	Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Operating Revenues	580,604	625,321	547,094
Operating Expenses	(426,378)	(625,321)	(630,921)
Operating Income (Loss)	154,226	0	(83,827)
Nonoperating Revenues (Expenses)	10,487	0	0
Income Before Operating Transfers	164,713	0	(83,827)
Operating Transfers In (Out)	(2,572)	0	(568,000)
Net Income (Loss)	162,141	0	(651,827)
Net Assets-October 1	334,712	496,853	496,853
Net Assets-September 30	496,853	496,853	(154,974)

	Fleet Services		
	Actual 2010-11	Adopted 2011-12	Adopted 2012-13
Operating Revenues	0	0	3,129,658
Operating Expenses	0	0	(3,377,581)
Operating Income (Loss)	0	0	(247,923)
Nonoperating Revenues (Expenses)	0	0	0
Income Before Operating Transfers	0	0	(247,923)
Operating Transfers In (Out)	0	0	247,923
Net Income (Loss)	0	0	0
Net Assets-October 1	0	0	0
Net Assets-September 30	0	0	0

Summary of Revenue Sources

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Taxes	13,202,620	12,545,304	7,035,690	11,898,354	11,737,257
Licenses and Permits	800,880	546,249	243,527	462,300	414,000
Intergovernmental Revenue	7,347,647	3,781,913	1,795,881	3,586,326	3,262,726
Charges for Services	105,872,107	98,190,675	44,449,149	112,418,569	106,662,726
Fines and Forfeitures	144,991	178,293	78,912	87,000	101,500
Miscellaneous Revenue	8,597,143	5,302,311	9,500,665	6,011,641	6,956,358
Other Sources	37,033,516	20,806,788	5,687,563	18,548,101	23,575,029
TOTAL REVENUE SOURCES	172,998,904	141,351,533	68,791,387	153,012,291	152,709,596

All Funds

Summary of Appropriations

Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
001 **GENERAL FUND**					
Personal Services	20,213,245	20,408,468	10,370,043	20,468,966	20,717,672
Operating Expenses	8,605,142	8,900,459	4,352,567	8,898,837	8,499,612
Grants & Aids	0	0	8,000	0	0
Capital Outlay	983,951	1,687,561	600,864	1,746,099	488,999
Debt Service	45,020	0	0	0	0
Other Uses	(7,725,512)	(8,383,904)	(4,135,960)	(8,599,331)	(5,716,760)
TOTAL GENERAL FUND	22,121,846	22,612,584	11,195,514	22,514,571	23,989,523
016 **GREATER LEESBURG CRA**					
Operating Expenses	319,717	306,529	47,999	212,929	167,662
Capital Outlay	0	0	120,526	300,000	0
Debt Service	24,047	24,047	12,024	24,048	24,047
Grants & Aids	0	11,846	8,000	0	0
Other Uses	0	0	0	0	141,924
TOTAL GLCRA	343,764	342,422	188,549	536,977	333,633
017 **CARVER HEIGHTS CRA**					
Operating Expenses	37,402	26,350	4,821	14,560	65,589
Capital Outlay	37,315	94,878	17,307	0	0
Debt Service	179,920	203,353	21,382	200,583	203,659
Grants and Aids	0	21,009	35,661	0	0
Other Uses	56,540	59,600	28,789	55,799	0
TOTAL CHCRA	311,177	405,190	107,960	270,942	269,248
018 **US HWY 441/27 CRA**					
Operating Expenses	6,065	4,683	2,842	2,500	2,500
Capital Outlay	688,098	123,106	0	0	0
Debt Service	1,064,890	696,346	341,066	696,006	799,331
Grants and Aids	0	35,927	12,005	0	0
Other Uses	3,661,078	1,382,056	213,284	0	0
TOTAL 441/27CRA	5,420,131	2,242,118	569,197	698,506	801,831
121 **POLICE FORFEITURE**					
Operating Expenses	99,871	54,131	11,405	0	0
TOTAL POLICE FORFEITURE	99,871	54,131	11,405	0	0
122 **POLICE EDUCATION RECEIPTS**					
Operating Expenses	10,505	9,070	10,216	15,000	15,000
TOTAL POLICE EDUCATION RECEIPTS	10,505	9,070	10,216	15,000	15,000
132 **DISCRETIONARY SALES TAX**					
Operating Expenses	60	24	19	0	0
Other Uses	1,462,762	1,720,870	593,176	1,629,325	1,688,937
TOTAL DISCRETIONARY SALES TAX	1,462,822	1,720,894	593,195	1,629,325	1,688,937
133 **GAS TAX**					
Operating Expenses	0	52	64	0	0
Other Uses	0	829,210	0	977,705	940,093
TOTAL GAS TAX	0	829,262	64	977,705	940,093
141 **POLICE IMPACT FEES**					
Operating Expenses	34	36	22	0	0
Capital Outlay	0	0	0	5,800	0
Other Uses	260	0	0	0	0
TOTAL POLICE IMPACT FEES	294	36	22	5,800	0
142 **FIRE IMPACT FEES**					
Operating Expenses	(8)	0	0	0	0
Other Uses	260	20	0	0	0
TOTAL FIRE IMPACT FEES	252	20	0	0	0

Summary of Appropriations (Continued)

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
143 **RECREATION IMPACT FEES**					
Operating Expenses	76	47	26	0	0
Other Uses	261,483	16,125	9,424	50,000	50,000
TOTAL RECREATION IMPACT FEES	261,559	16,172	9,450	50,000	50,000
151 **BUILDING PERMITS FUND**					
Personal Services	288,568	335,327	166,114	345,173	354,205
Operating Expenses	80,404	84,266	41,589	90,434	84,665
TOTAL BUILDING PERMITS FUND	368,972	419,593	207,703	435,607	438,870
510 **FLEET FUND**					
Personal Services	0	0	0	0	461,872
Operating Expenses	0	0	0	0	1,465,269
Capital Outlay	0	0	0	0	1,486,485
Other Uses	0	0	0	0	(36,045)
TOTAL FLEET FUND	0	0	0	0	3,377,581
021 **DEBT SERVICE**					
Debt Service	1,647,378	1,678,163	1,076,745	1,628,054	1,633,998
TOTAL DEBT SERVICE	1,647,378	1,678,163	1,076,745	1,628,054	1,633,998
031 **CAPITAL PROJECTS**					
Personal Services	14,794	9,829	0	0	0
Operating Expenses	772,986	375,580	201,842	0	0
Capital Outlay	3,746,359	1,207,109	74,193	2,233,000	2,057,372
Debt Service	750	1,250	0	500	500
Other Uses	703,504	158,119	2,349	0	0
TOTAL CAPITAL PROJECTS	5,238,393	1,751,887	278,384	2,233,500	2,057,872
041 **ELECTRIC**					
Personal Services	3,362,066	4,143,499	1,913,805	4,060,316	4,455,416
Operating Expenses	57,546,059	49,828,825	20,927,761	61,300,507	51,145,122
Capital Outlay	4,485,248	2,943,324	1,091,116	1,452,793	2,051,079
Debt Service	2,119,846	1,848,128	1,007,533	2,721,463	2,718,396
Other Uses	(1,310,515)	390,486	570,560	6,134,880	6,785,013
TOTAL ELECTRIC	66,202,704	59,154,262	25,510,775	75,669,959	67,155,026
042 **GAS**					
Personal Services	1,044,979	1,193,640	564,598	1,315,388	1,390,867
Operating Expenses	5,597,803	4,871,485	2,079,425	5,277,303	4,516,493
Capital Outlay	52,859	2,082	65,464	112,025	0
Debt Service	262,353	289,289	140,805	419,982	410,999
Grants and Aides	170,758	162,442	82,221	167,442	166,442
Other Uses	633,307	421,894	75,730	522,018	2,122,471
TOTAL GAS	7,762,059	6,940,832	3,008,243	7,814,158	8,607,272
043 **WATER**					
Personal Services	1,870,993	1,654,131	750,189	1,516,768	1,590,303
Operating Expenses	4,306,477	4,308,487	1,633,427	3,812,505	3,984,891
Capital Outlay	2,660,515	283,092	1,337,764	227,800	445,550
Debt Service	1,128,783	1,165,340	569,423	1,568,503	1,581,236
Other Uses	(3,211,003)	(178,394)	(924,915)	832,117	950,714
TOTAL WATER	6,755,765	7,232,656	3,365,888	7,957,693	8,552,694
044 **WASTEWATER**					
Personal Services	2,330,968	2,423,313	1,181,270	2,453,306	2,509,539
Operating Expenses	5,155,348	5,023,396	2,505,793	5,106,294	5,105,145
Capital Outlay	1,984,961	262,734	127,271	1,353,000	696,100
Debt Service	1,032,811	981,982	475,734	1,939,330	1,939,345
Other Uses	(1,652,820)	8,512	249,889	678,613	1,002,345
TOTAL WASTEWATER	8,851,268	8,699,937	4,539,957	11,530,543	11,252,474

All Funds

Summary of Appropriations (Continued)

Summary of Appropriations (Continued)

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
045 **COMMUNICATIONS**					
Personal Services	375,441	380,241	182,162	340,247	447,198
Operating Expenses	728,216	697,416	374,491	853,527	964,171
Capital Outlay	502,357	49,431	127,623	260,005	226,002
Debt Service	69,924	38,469	17,639	119,985	226,285
Other Uses	(602,166)	(67,957)	(135,829)	85,196	185,351
TOTAL COMMUNICATIONS	1,073,772	1,097,600	566,086	1,658,960	2,049,007
046 **SOLID WASTE**					
Personal Services	845,366	929,614	450,332	949,127	971,689
Operating Expenses	2,076,434	2,163,547	1,079,639	2,333,683	2,339,615
Capital Outlay	0	0	0	0	30,000
Other Uses	198,335	196,683	83,885	340,181	325,455
TOTAL SOLID WASTE	3,120,135	3,289,844	1,613,856	3,622,991	3,666,759
014 **STORMWATER**					
Personal Services	189,576	217,879	104,249	216,816	238,280
Operating Expenses	794,433	1,174,150	522,110	1,175,702	913,670
Capital Outlay	392,977	317,484	32,591	770,000	715,000
Other Uses	86,400	(372,703)	(24,806)	0	81,912
TOTAL STORMWATER	1,463,386	1,336,810	634,144	2,162,518	1,948,862
554 **MAGNOLIA TOWNHOMES FUND**					
Personal Services	355	0	0	0	0
Operating Expenses	41,935	9,599	3,979	3,093	0
Capital Outlay	85,987	15,420	0	0	0
Debt Service	196,657	153,000	76,667	153,000	966,820
Other Uses	0	(15,420)	0	0	0
TOTAL MAGNOLIA TOWNHOMES	324,934	162,599	80,646	156,093	966,820
061 **POLICE PENSION**					
Operating Expenses	772,798	764,178	493,321	725,000	920,000
Other Uses	0	0	0	294,184	415,821
TOTAL POLICE PENSION	772,798	764,178	493,321	1,019,184	1,335,821
062 **FIRE PENSION**					
Operating Expenses	849,040	895,446	437,581	860,000	895,000
Other Uses	0	0	0	360,868	534,917
TOTAL FIRE PENSION	849,040	895,446	437,581	1,220,868	1,429,917
063 **GENERAL EMPLOYEES PENSION**					
Operating Expenses	2,357,254	2,408,775	893,227	2,375,000	2,380,000
Other Uses	0	0	0	0	357,439
TOTAL GENERAL EMPLOYEE	2,357,254	2,408,775	893,227	2,375,000	2,737,439
064 **HEALTH INSURANCE**					
Personal Services	324,819	342,999	0	0	0
Operating Expenses	4,940,540	5,417,192	2,374,630	5,784,822	5,605,522
Capital Outlay	0	0	15,643	0	0
Other Uses	9,039	185,724	0	418,194	606,476
TOTAL HEALTH INSURANCE	5,274,398	5,945,915	2,390,273	6,203,016	6,211,998
065 **WORKERS' COMPENSATION**					
Operating Expenses	600,180	426,377	237,829	625,321	630,921
Other Uses	100,731	2,572	0	0	568,000
TOTAL WORKERS' COMP	700,911	428,949	237,829	625,321	1,198,921
ALL FUNDS					
Personal Services	30,861,170	32,038,940	15,682,762	31,666,107	33,137,041
Operating Expenses	95,698,771	87,750,100	38,236,625	99,467,017	89,700,847
Capital Outlay	15,620,627	6,986,221	3,610,362	8,460,522	8,196,587
Debt Service	7,772,379	7,079,367	3,739,018	9,471,454	10,504,616
Grants and Aids	170,758	231,224	145,887	167,442	166,442
Other Uses	(7,328,317)	(3,646,507)	(3,394,424)	3,779,749	11,004,063
TOTAL APPROPRIATIONS	142,795,388	130,439,345	58,020,230	153,012,291	152,709,596

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Personal Services

Change in Authorized Positions by Fund/ Department

Change in Authorized Positions by Fund/Department

DEPARTMENT/DIVISION	2011-12	2012-13	NET	REASON FOR CHANGE
GENERAL FUND				
Legislative	5.00	5.00	0.00	
Executive	6.00	6.00	0.00	
Finance	47.00	46.00	(1.00)	(-1) Utility Service Technician (1338)
Human Resources	6.00	6.00	0.00	
Information Technology	11.50	12.50	1.00	(+1) Computer Technician
Geographic Information Systems	4.50	5.50	1.00	(+1) GIS Technician
Airport	1.00	1.00	0.00	
Police	107.00	107.00	0.00	
Fire	60.00	61.00	1.00	(-1) FF/Paramedic, (+1) Deputy Chief (+1) Fire Captain
Public Works	15.10	6.10	(9.00)	(-1) Administrative Assistant II (5197) (-8) Moved Fleet Division (5110) to new Internal Fleet Services Fund
Planning & Zoning	2.95	2.95	0.00	
Housing & Economic	2.00	2.00	0.00	
Library	29.00	29.00	0.00	
Recreation	33.00	36.00	3.00	(-1) Office Specialist (8126,8127,8128) (+4) Maintenance Worker I (8127,8128,8129,8151)
GENERAL FUND TOTAL	**330.05**	**326.05**	**(4.00)**	
Electric	48.00	53.00	5.00	(-1) Administrative Assistant I (1021) (+4) Customer Service Specialists (1070) (+1) Business Analyst (1070) (+1) System Admin/Security Officer (1070)
Gas	23.00	23.00	0.00	
Water	26.50	27.00	0.50	(+0.50) Senior Deputy Director (3021) (+0.50) Maintenance Worker II (3051) (-0.50) Maintenance Manager (3081)
Wastewater	45.50	45.00	(0.50)	(+0.50) Senior Deputy Director (4021) (-0.50) Maintenance worker II (4051) (-0.50) Maintenance Manager (4081)
Stormwater	5.00	5.00	0.00	
Communications	5.00	6.00	1.00	Communications Technician I (5023)
Solid Waste	17.90	17.90	0.00	
Carver Heights CRA	0.00	0.00	0.00	
Fleet Services	0.00	8.00	8.00	(+8) From Public Works to create new Internal Fleet Services Fund
Building Permits	4.05	4.05	0.00	
OTHER FUNDS TOTAL	**174.95**	**188.95**	**14.00**	
ALL FUNDS TOTAL	**505.00**	**515.00**	**10.00**	

Authorized Positions by Fund/Department

DEPARTMENT/DIVISION	2009-10	2010-11	2011-12	2012-13
GENERAL FUND				
Legislative	5.00	5.00	5.00	5.00
Executive	5.00	6.00	6.00	6.00
Finance	48.00	47.00	47.00	46.00
Human Resources	6.00	6.00	6.00	6.00
Information Technology	11.50	11.50	11.50	12.50
Geographic Information Systems	4.50	3.50	4.50	5.50
Airport	1.00	1.00	1.00	1.00
Police	107.00	107.00	107.00	107.00
Fire	66.00	60.00	60.00	61.00
Public Works	18.10	15.10	15.10	6.10
Planning & Zoning	5.70	4.95	2.95	2.95
Housing & Economic Development	4.00	4.00	2.00	2.00
Library	31.00	29.00	29.00	29.00
Recreation	42.00	37.00	33.00	36.00
GENERAL FUND TOTAL	354.80	337.05	330.05	326.05
Electric	50.00	51.00	48.00	53.00
Gas	19.00	19.00	23.00	23.00
Water	37.00	36.00	26.50	27.00
Wastewater	45.00	44.00	45.50	45.00
Stormwater	4.00	4.00	5.00	5.00
Communications	5.00	5.00	5.00	6.00
Solid Waste	17.90	17.90	17.90	17.90
Carver Heights CRA	0.00	0.00	0.00	0.00
Fleet Services	0.00	0.00	0.00	8.00
Building Permits	4.30	4.05	4.05	4.05
OTHER FUNDS TOTAL	182.20	180.95	174.95	188.95
ALL FUNDS TOTAL	537.00	518.00	505.00	515.00

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	41,486	94,718
1200	Executive	6.00	444,725	257,933	187,737	890,395
1300	Finance	46.00	1,622,398	25,200	761,771	2,409,369
1400	Human Resources	6.00	313,559	1,500	119,431	434,490
1600	Information Technology	12.50	664,145	28,000	249,167	941,312
1700	Geographic Information Systems	5.50	264,285	1,000	119,512	384,797
1800	Airport	1.00	53,227	0	19,642	72,869
2100	Police	107.00	4,176,324	363,143	2,263,224	6,802,691
2200	Fire	61.00	3,169,479	94,225	1,882,954	5,146,658
5100	Public Works	6.10	199,348	1,000	114,651	314,999
6100	Planning & Zoning	2.95	138,476	0	59,415	197,891
6200	Housing & Economic Development	2.00	125,590	0	46,834	172,424
7100	Library	29.00	654,370	21,369	275,364	951,103
8100	Recreation	36.00	1,129,293	130,436	644,227	1,903,956
	GENERAL FUND TOTAL	326.05	13,001,819	930,438	6,785,415	20,717,672
5171	Stormwater Fund	5.00	149,635	2,000	86,645	238,280
1000	Electric Fund	53.00	3,045,707	191,300	1,218,409	4,455,416
2000	Gas Fund	23.00	934,232	25,000	431,635	1,390,867
3000	Water Fund	27.00	1,029,444	55,600	505,259	1,590,303
4000	Wastewater Fund	45.00	1,600,039	88,250	821,250	2,509,539
5000	Communications Fund	6.00	295,596	37,080	114,522	447,198
5140	Solid Waste Fund	17.90	606,995	19,200	345,494	971,689
5110	Fleet Services Fund	8.00	303,472	6,846	151,554	461,872
6100	Building Permits Fund	4.05	228,846	18,408	106,951	354,205
	OTHER FUNDS TOTAL	188.95	8,193,966	443,684	3,781,719	12,419,369
	ALL FUNDS TOTAL	515.00	21,195,785	1,374,122	10,567,134	33,137,041

This schedule does not include temporary employees.

*Salaries include wages and standby pay

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Taxes	10,735,891	9,788,074	6,066,262	9,161,115	9,011,314
Licenses and Permits	128,270	112,255	45,359	107,300	107,500
Intergovernmental	2,326,359	2,258,348	936,087	2,032,198	1,915,223
Charges for Services	655,225	594,690	162,944	529,094	583,772
Fines and Forfeitures	120,715	101,084	57,923	87,000	101,500
Miscellaneous	1,466,176	1,939,821	751,529	1,196,994	1,179,107
Other Sources	8,332,236	9,347,763	4,196,903	9,400,870	11,091,107
TOTAL REVENUE SOURCES	23,764,872	24,142,035	12,217,007	22,514,571	23,989,523
APPROPRIATIONS					
City Commission	71,848	58,119	34,064	64,525	65,134
Executive	1,973,845	1,558,313	1,174,441	1,584,295	1,637,053
Finance	435,733	472,648	246,747	502,217	529,955
Human Resources	346,690	302,495	150,344	345,962	376,686
Information Technology	67,456	69,897	240,624	338,754	335,608
Geographic Information Systems	30,621	32,983	18,606	36,237	36,711
Airport	687,557	799,022	351,754	655,466	665,694
Police	7,432,361	7,801,297	3,850,963	7,875,396	7,975,861
Fire	6,198,452	5,988,570	3,085,587	5,833,738	6,068,533
Public Works	(213,013)	342,674	(162,894)	777,401	1,699,639
Community Development	195,075	194,972	66,403	114,344	111,592
Economic Development	498,911	612,049	98,644	168,744	122,782
Library	1,336,987	1,358,440	695,700	1,469,346	1,465,129
Recreation	3,059,323	3,021,105	1,344,531	2,748,146	2,899,146
TOTAL APPROPRIATIONS	22,121,846	22,612,584	11,195,514	22,514,571	23,989,523

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Revenue Detail

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
TAXES						
31101	Current Property Taxes	5,958,860	5,317,825	3,988,027	4,729,318	4,566,367
31102	Delinquent Property Taxes	90,974	43,746	3,914	49,250	0
31241	One Cent Fuel Tax	196,117	0	0	0	0
31410	Electric - Utility Services Tax	2,666,902	2,603,564	1,177,030	2,604,367	2,615,000
31430	Water - Utility Services Tax	284,222	313,820	149,368	285,000	285,000
31440	Gas - Utility Services Tax	229,945	223,258	114,254	230,000	225,000
31490	Reuse Water - Services Tax	33,751	41,546	18,930	35,000	37,500
31502	Communication Services Tax	1,078,903	1,049,816	421,835	1,043,180	1,092,447
31601	Business Tax Receipts	196,217	194,499	192,904	185,000	190,000
	TOTAL TAXES	10,735,891	9,788,074	6,066,262	9,161,115	9,011,314
LICENSES AND PERMITS						
32203	Site Plan-Zoning	50	0	0	0	0
32310	Electric - Franchise Fees	48,296	48,180	20,259	45,000	45,000
32370	Solid Waste - Franchise Fees	61,561	63,100	24,900	62,000	62,000
32904	Fire Fees	17,863	0	0	0	0
32909	Taxi Cab Permits	500	975	200	300	500
	TOTAL LICENSES & PERMITS	128,270	112,255	45,359	107,300	107,500
INTERGOVERNMENTAL REVENUES						
33121	Public Safety - Police (Federal)	195,347	226,914	30,237	102,000	0
33122	Fire Department	50,258	8,851	2,644	0	0
33171	ERATE	4,406	1,531	1,504	0	1,500
33422	Fire Department	0	20,518	(1,516)	0	0
33442	State- Airport Improvements	0	10,575	0	0	0
33473	Joint Partnership Agreement	7,439	9,919	4,960	0	9,156
33512	Revenue Sharing	348,563	366,690	179,267	370,421	374,655
33512	Revenue Sharing - Gas Tax	142,681	0	0	0	0
33514	Mobile Home Licenses	66,945	66,736	62,896	60,000	65,000
33515	Alcoholic Beverage License	20,497	21,411	3,370	18,000	18,000
33518	Half Cent Sales Tax	899,922	930,949	378,571	937,985	955,840
33522	Fire Supplemental Comp	19,505	19,984	4,994	15,000	19,000
33541	Rebate/Vehicles - Gas	33,782	33,845	18,723	20,000	30,000
33721	Public Safety - Police	10,500	76,261	0	51,000	0
33754	Lake County Grants	2,904	0	0	0	0
33803	ALS-Lake County	143,236	127,918	68,066	140,000	130,000
33807	Library-Lake County	355,779	314,240	179,545	307,792	292,072
33811	County Licenses	24,595	22,006	2,826	10,000	20,000
	TOTAL INTERGOVERNMENTAL	2,326,359	2,258,348	936,087	2,032,198	1,915,223

Revenue Detail (Continued)

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES						
34111	Credit Report Fees	22,605	18,620	9,430	22,000	20,000
34130	General Fund	3,022	0	0	0	0
34191	Zoning Fees	52,698	54,116	19,025	0	59,550
34193	Sale/Maps & Publications	2	0	0	0	0
34194	Qualifying Fees-Elections	3,021	0	0	0	0
34195	Certification & Copying	9,407	9,548	4,163	8,000	9,000
34209	Other Public Safety	37,204	31,874	6,620	56,000	35,000
34221	Life Safety Services	490	0	50	0	0
34410	Airport/ US Custom Fees	151,785	150,954	62,802	150,000	150,000
34493	FDOT St Light/ Traffic Signals	160,500	165,742	0	170,734	170,734
34711	Library Card Fees	1,907	1,898	910	2,000	2,000
34721	Activities Fees	4,822	1,818	131	2,880	3,500
34721	Non Resident Fees	1,500	3,567	1,626	1,500	2,500
34721	Gymnasium	30,650	18,557	6,046	19,015	18,295
34721	Pat Thomas Stadium	0	0	0	0	2,370
34721	Susan Street/ Canal Street	29,100	20,256	5,695	20,465	36,815
34721	Sleepy Hollow Complex	35,820	22,410	10,570	0	0
34723	Swimming Pool - Venetian Gardens	10,616	9,930	176	10,600	9,428
34724	Swimming Pool - Dabney	1,316	552	0	1,200	580
34725	Concession Stand Revenue	6,197	2,399	1,894	3,000	2,300
34729	Other Recreation Fees	34,701	0	0	3,800	0
34755	Marina/Sale - Merchandise	4,144	3,710	1,639	4,100	3,500
34756	Marina Fuel Sales	52,593	77,193	31,942	52,600	57,000
34757	Marina - Services	1,125	1,546	225	1,200	1,200
TOTAL CHARGES FOR SERVICES		655,225	594,690	162,944	529,094	583,772
FINES AND FORFEITURES						
35120	Court Fines (Traffic)	47,006	54,387	23,395	40,000	50,000
35120	Investigative Fees	12,259	13,257	9,969	12,000	12,000
35120	Criminal Fines & Forfeits	5,263	5,687	2,180	5,000	5,000
35170	Auto.Radio Commun.Program	32,036	0	0	0	0
35201	Library Fines	14,770	14,276	8,655	10,000	14,000
35401	Code Enforcement Fines	7,593	10,419	12,406	18,000	18,000
35402	Peddlers/Solicitor Admin	0	25	0	0	0
35403	Other Fine/Parking Ticket	1,788	3,033	1,318	2,000	2,500
TOTAL FINES AND FORFEITURES		120,715	101,084	57,923	87,000	101,500
MISCELLANEOUS REVENUE						
36110	Interest on Investments	78,272	67,231	16,935	35,000	35,000
36110	Fire Grants	1,583	(82)	(16)	0	0
36111	Miscellaneous Interest	2,380	2,161	328	2,000	2,000
36130	Gain/Loss Investments	(3,499)	(356)	0	0	0
36140	Affordable Housing Investment	0	266,612	42,828	0	0
36201	Rents and Royalties	48,033	49,058	24,133	48,000	48,000
36201	Incubator Rentals	15,332	14,513	6,900	14,000	14,000
36201	Rental Property- Airport	310,589	425,155	209,044	419,878	432,955
36202	Airport Hangar Rentals	272,506	308,618	144,557	303,436	279,349
36202	Airport Rent- Fuel Sales	23,148	26,186	10,150	28,000	24,000
36202	Airport Tie Down Rentals	2,213	4,008	2,004	4,000	4,008
36203	Portable Stage	730	1,397	0	0	0
36204	Police Comm.Tower Rental	8,718	8,718	3,353	8,500	8,500
36205	Cultural Arts Bldg. Fees	1,828	390	2,010	1,500	1,500
36206	Mote Morris Fees	3,815	4,509	1,257	4,000	4,000

Revenue Detail (Continued)

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
MISCELLANEOUS REVENUE (CONT)						
36207	Community Building Fees	68,631	43,768	21,649	52,000	43,000
36208	Marina Operating Lease	4,000	6,423	3,850	4,000	4,500
36208	Marina Dry Slip Rental	159,909	169,840	99,017	150,000	150,000
36208	Marina Wet Slip Rental	49,625	55,265	33,504	49,600	50,000
36208	Marina Trailer Storage	8,925	8,964	5,862	8,900	8,900
36208	Marina Late Fees	826	1,275	510	700	800
36208	Marina Utility Revenue	1,444	1,244	815	1,600	1,200
36208	Marina Boat Rentals	30	19	0	20	20
36209	Park Facility Rentals	16,200	3,930	1,805	3,760	3,775
36209	Gymnasium	0	162	0	100	100
36209	Pat Thomas Stadium	0	3,545	0	3,000	3,000
36209	Susan Street/ Canal Street	730	540	690	3,000	500
36209	Sleepy Hollow Complex	4,278	14,227	11,966	10,000	10,000
36211	Library Rentals	3,838	4,253	3,901	1,000	4,000
36403	Sale-Furniture/Equipment	27,537	70,065	14,055	0	0
36404	Recovery from Losses	19,584	0	53,163	0	0
36406	Library Book Sales	0	0	0	0	0
36429	Sale of Real Estate	0	7,695	596	0	0
36607	Community Service Contribution	4,628	8,033	6,018	0	0
36609	Contributions/Donations	14,177	34,296	5,541	15,000	15,000
36611	Friends of the Library	20,000	0	0	0	0
36613	Sponsorships- NSP program	219,197	194,859	0	0	0
36694	Contributions-C.U.R.E.	2,500	1,412	539	0	0
36695	School Bus Lights	1,000	780	433	1,000	1,000
36696	Housing Renaissance	754	382	0	0	0
36697	Fire Dept Dog Fund	0	0	0	0	0
36906	Misc. Reimbursement	51,354	100,076	22,544	25,000	30,000
36908	Cash Over and Short	5	(10)	23	0	0
36909	Other Income	19,326	27,156	685	0	0
36925	Misc.Jobbing Revenue	0	0	0	0	0
36990	Misc Non-Operating Revenue	2,030	3,504	880	0	0
TOTAL MISCELLANEOUS		1,466,176	1,939,821	751,529	1,196,994	1,179,107
OTHER SOURCES						
38113	Transfer from Housing (NSP)	0	29,063	0	0	0
38117	Transfer from CRA (017)	56,540	59,600	28,789	55,799	0
38131	Transfer from Cap'l Projects (031	0	3,012	2,349	0	0
38141	Transfer from Electric (041)	0	0	95,520	0	60,500
38142	Transfer from Gas (042)	0	109,511	3,732	0	0
38143	Transfer from Water (043)	0	0	3,732	0	0
38144	Transfer from Wastewater (044)	0	0	11,197	0	27,648
38165	Transfer from Wks Comp (065)	0	0	0	0	568,000
38191	Transfer from Stormwater (014)	86,400	0	0	0	6,912
38191	From Discretionary Tax (132)	293,352	571,918	0	520,035	578,737
38191	From Gas Tax (133)	0	202,663	0	449,705	348,521
38201	Electric Utility Contribution	4,578,000	4,589,098	2,289,000	4,738,000	5,288,993
38201	Electric - Surcharge	1,198,601	1,160,020	482,301	1,190,438	1,202,597
38202	Gas Utility Contribution	706,604	611,692	280,545	561,090	656,854
38202	Gas - Surcharge	131,528	122,212	60,637	107,860	74,606
38203	Water Utility Contribution	0	569,531	263,520	527,039	624,600
38203	Water - Surcharge	352,051	344,319	142,919	235,894	244,239
38204	Wastewater Utility Contribution	662,070	708,241	401,518	700,751	861,770
38205	Solid Waste Contribution	267,090	266,883	131,144	262,289	361,779
38206	Communication Contribution	0	0	0	0	185,351
38891	Fund Balance Appropriated	0	0	0	51,970	0
TOTAL OTHER SOURCES		8,332,236	9,347,763	4,196,903	9,400,870	11,091,107
TOTAL REVENUES		23,764,872	24,142,035	12,217,007	22,514,571	23,989,523

Departmental Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
1100 **CITY COMMISSION**					
Personal Services	80,714	88,574	46,896	97,140	94,718
Operating Expenses	26,706	27,664	21,232	31,911	35,550
Capital Outlay	6,276	0	0	0	0
Other Uses	(41,848)	(58,119)	(34,064)	(64,526)	(65,134)
TOTAL CITY COMMISSION	71,848	58,119	34,064	64,525	65,134
1200 **EXECUTIVE**					
Personal Services	515,078	696,019	693,972	846,346	890,395
Operating Expenses	367,420	259,050	119,925	337,286	321,130
Other Uses	1,091,347	603,244	360,544	400,663	425,528
TOTAL EXECUTIVE	1,973,845	1,558,313	1,174,441	1,584,295	1,637,053
1300 **FINANCE**					
Personal Services	2,227,425	2,295,485	1,154,478	2,454,126	2,409,369
Operating Expenses	801,838	756,939	377,520	817,726	802,404
Capital Outlay	0	0	0	50,000	84,000
Other Uses	(2,593,530)	(2,579,776)	(1,285,251)	(2,819,635)	(2,765,818)
TOTAL FINANCE	435,733	472,648	246,747	502,217	529,955
1400 **HUMAN RESOURCES**					
Personal Services	401,362	420,184	183,431	421,294	434,490
Operating Expenses	93,910	101,358	51,480	119,272	136,247
Other Uses	(148,582)	(219,047)	(84,567)	(194,604)	(194,051)
TOTAL HUMAN RESOURCES	346,690	302,495	150,344	345,962	376,686
1600 **INFORMATION TECHNOLOGY**					
Personal Services	819,128	816,934	427,809	875,097	941,312
Operating Expenses	855,780	830,965	587,341	869,896	1,129,861
Capital Outlay	176,311	310,608	241,507	326,500	319,500
Other Uses	(1,783,763)	(1,888,610)	(1,016,033)	(1,732,739)	(2,055,065)
TOTAL INFORMATION TECH	67,456	69,897	240,624	338,754	335,608

Departmental Summary of Appropriations (Continued)

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
1700 **GIS**					
Personal Services	252,664	299,523	159,362	331,301	384,797
Operating Expenses	47,126	30,547	9,789	25,066	32,489
Capital Outlay	6,400	0	5,895	6,000	0
Other Uses	(275,569)	(297,087)	(156,440)	(326,130)	(380,575)
TOTAL GIS	30,621	32,983	18,606	36,237	36,711
1800 **AIRPORT**					
Personal Services	63,029	68,320	34,473	64,187	72,869
Operating Expenses	578,907	702,233	306,553	575,279	592,825
Capital Outlay	45,621	28,469	10,728	16,000	0
TOTAL AIRPORT	687,557	799,022	351,754	655,466	665,694
2100 **POLICE**					
Personal Services	6,280,860	6,512,007	3,227,023	6,657,628	6,802,691
Operating Expenses	1,129,844	1,283,395	623,940	1,217,768	1,173,170
Capital Outlay	21,657	5,895	0	0	0
TOTAL POLICE	7,432,361	7,801,297	3,850,963	7,875,396	7,975,861
2200 **FIRE**					
Personal Services	5,367,019	5,151,786	2,605,055	4,873,946	5,146,658
Operating Expenses	786,413	808,068	392,813	865,792	861,375
Capital Outlay	0	28,716	87,719	94,000	60,500
Debt Service	45,020	0	0	0	0
TOTAL FIRE	6,198,452	5,988,570	3,085,587	5,833,738	6,068,533
5100 **PUBLIC WORKS**					
Personal Services	747,996	729,142	350,609	786,998	314,999
Operating Expenses	1,911,893	1,991,295	932,058	2,164,104	1,528,888
Capital Outlay	472,892	1,007,216	233,661	1,229,899	17,000
Other Uses	(3,345,794)	(3,384,979)	(1,679,222)	(3,403,600)	(161,248)
TOTAL PUBLIC WORKS	(213,013)	342,674	(162,894)	777,401	1,699,639

Departmental Summary of Appropriations (Continued)

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
6100 **COMMUNITY DEVELOPMENT**					
Personal Services	326,201	328,732	84,162	174,051	197,891
Operating Expenses	107,296	104,540	55,398	80,046	50,091
Grants & Aids	0	0	8,000	0	0
Other Uses	(238,422)	(238,300)	(81,157)	(139,753)	(136,390)
TOTAL COMMUNITY DEVELOP	195,075	194,972	66,403	114,344	111,592
6200 **ECONOMIC DEVELOPMENT**					
Personal Services	272,734	279,136	81,621	169,799	172,424
Operating Expenses	68,717	83,126	30,076	55,000	62,381
Capital Outlay	239,354	306,657	10,293	0	0
Other Uses	(81,894)	(56,870)	(23,346)	(56,055)	(112,023)
TOTAL ECONOMIC DEVELOP	498,911	612,049	98,644	168,744	122,782
7100 **LIBRARY**					
Personal Services	927,188	875,762	442,377	959,260	951,103
Operating Expenses	414,750	486,666	249,216	511,622	512,762
Capital Outlay	0	0	5,079	5,200	7,999
Other Uses	(4,951)	(3,988)	(972)	(6,736)	(6,735)
TOTAL LIBRARY	1,336,987	1,358,440	695,700	1,469,346	1,465,129
8100 **RECREATION**					
Personal Services	1,931,847	1,846,864	878,775	1,757,793	1,903,956
Operating Expenses	1,414,542	1,434,613	595,226	1,228,069	1,260,439
Capital Outlay	15,440	0	5,982	18,500	0
Other Uses	(302,506)	(260,372)	(135,452)	(256,216)	(265,249)
TOTAL RECREATION	3,059,323	3,021,105	1,344,531	2,748,146	2,899,146
GRAND TOTAL					
Personal Services	20,213,245	20,408,468	10,370,043	20,468,966	20,717,672
Operating Expenses	8,605,142	8,900,459	4,352,567	8,898,837	8,499,612
Grants & Aids	0	0	8,000	0	0
Capital Outlay	983,951	1,687,561	600,864	1,746,099	488,999
Debt Service	45,020	0	0	0	0
Other Uses	(7,725,512)	(8,383,904)	(4,135,960)	(8,599,331)	(5,716,760)
TOTAL APPROPRIATIONS	22,121,846	22,612,584	11,195,514	22,514,571	23,989,523

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	$ 65,134				$ (65,134)
Executive (net - reserves)	1,519,131		9,000		(1,510,131)
Reserve(s) for cash carried forward	117,922				(117,922)
Finance	529,955		20,000		(509,955)
Human Resources	376,686				(376,686)
Information Technology	335,608				(335,608)
GIS/Engineering	36,711				(36,711)
Airport	665,694		150,000	740,312	224,618
Police	7,975,861		35,000	87,500	(7,853,361)
Fire	6,068,533	130,000			(5,938,533)
Public Works	1,699,639		170,734		(1,528,905)
Community Development	111,592				(111,592)
Housing and Economic Development	122,782				(122,782)
Library	1,465,129	293,572	2,000	18,000	(1,151,557)
Recreation	2,669,057		75,788	74,375	(2,518,894)
Marina	230,089		61,700	215,420	47,031
Total general fund activities	**$ 23,989,523**	**$ 423,572**	**$ 524,222**	**$ 1,135,607**	**$ (21,906,122)**

General fund revenues not attributable to specific programs:	
Taxes:	
Property taxes	$ 4,566,367
Utility service taxes	4,254,947
Occupational & county licenses	297,500
State shared revenues	1,339,651
Investment income	37,000
Miscellaneous revenue	319,550
Subtotal, general fund revenues before transfers	10,815,015
Transfers from other funds	11,091,107
Fund balance appropriated	-
Total general fund revenues not attributable to specific programs	$ 21,906,122

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CITY COMMISSION

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

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

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

Responsibilities:

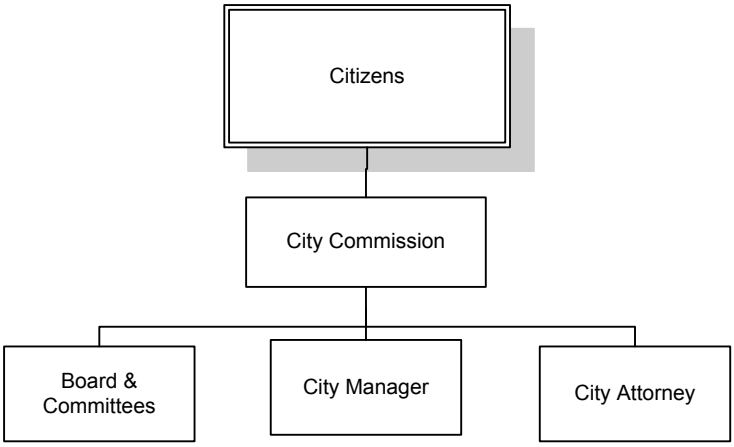
Boards & Committees

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

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
- Metropolitan Planning Organization
- Leesburg Center for the Arts

Organizational Chart



Legislative Department

Organization

Total Department Budget

$ 65,134 GF
65,134 AL
$130,268

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, Lake Tech 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 Days

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:
- Developed the Leesburg High School Energy Academy, a partnership project between the Lake County School Board and the City of Leesburg
- Developed cost-feasible solution for Smart Grid implementation
- Launched the City's largest ever public education/communication campaign for the Smart Grid program
- Refined the vision for the Leesburg Energy and Aerospace Program to focus on Light Space Aircraft (LSA) for the program's first project
- Hosted the Leesburg Lightning baseball team
- Held 4th of July ice cream social
- Authorized major energy conservation initiatives
- Maintenance of City bond ratings despite the slow economy

Personnel Schedule

Classification	2012	Change	2013	Amount
Mayor	1.00	0.00	1.00	12,068
City Commission	4.00	0.00	4.00	34,532
Total	**5.00**	**0.00**	**5.00**	**46,600**

Legislative Department

City Commission Division

Appropriations Detail

Appropriations Detail — Account # 001-1111-511

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1110	Salaries	46,779	46,779	22,404	46,600	46,600
1510	Special Pay	6,632	6,632	3,316	6,632	6,632
2110	FICA	3,188	3,176	1,526	3,163	3,177
23xx	Insurance	22,219	30,259	18,746	39,016	36,406
2410	Workers' Compensation	131	131	63	131	131
26xx	Other Payroll Benefits	1,765	1,597	841	1,598	1,772
	TOTAL PERSONAL SERVICES	80,714	88,574	46,896	97,140	94,718
OPERATING EXPENSES						
4010	Travel	1,595	2,589	326	2,039	3,472
4110	Communication	850	270	150	1,080	1,080
4210	Postage	7	25	1	50	40
4310	Utilities	4,266	4,109	1,672	4,500	4,500
4510	Insurance	1,629	1,419	728	1,425	1,491
46xx	Repairs & Maintenance- Equipment	1,340	1,609	776	1,150	800
4710	Printing & Binding	88	0	0	100	100
4810	Promotional Activities	13,775	14,554	14,981	17,000	16,750
4911	Advertising	250	0	0	100	100
4930	Recognitions	68	2,267	79	100	100
51xx	Office Supplies	0	0	394	400	250
5210	Operating Supplies	1,308	822	415	2,642	2,242
5410	Publications & Memberships	1,140	0	1,510	1,325	4,425
5520	Training	390	0	200	0	200
	TOTAL OPERATING EXPENSES	26,706	27,664	21,232	31,911	35,550
CAPITAL OUTLAY						
6410	Machinery & Equipment	6,276	0	0	0	0
	TOTAL CAPITAL OUTLAY	6,276	0	0	0	0
OTHER USES						
9711	Claims CDC/Carver Heights	30,000	0	0	0	0
9941	Utilities Allocation	(71,848)	(58,119)	(34,064)	(64,526)	(65,134)
	TOTAL OTHER USES	(41,848)	(58,119)	(34,064)	(64,526)	(65,134)
TOTAL GENERAL FUND APPROPRIATIONS		71,848	58,119	34,064	64,525	65,134

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	97,140	94,718	(2,422)	-2.49%
Operating Expenses	31,911	35,550	3,639	11.40%
Other Uses	(64,526)	(65,134)	(608)	0.94%
TOTALS	64,525	65,134	609	0.94%

Significant Budget Changes:

The Operating Expenses increased due to an increase in Publications & Memberships which were previously budgeted in the Administration division (1221).

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Jay Evans, City Manager

Executive Department

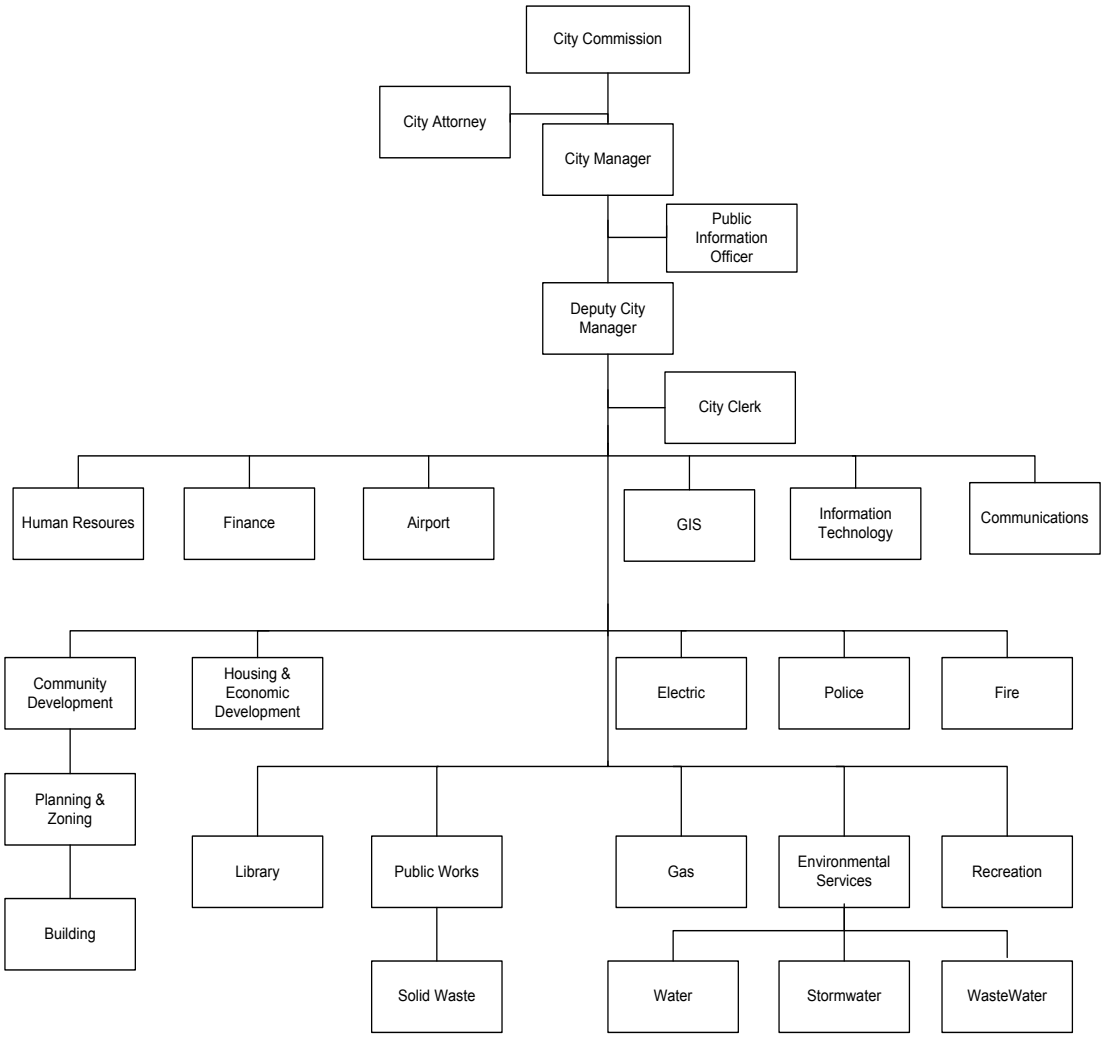
Organization

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

$ 1,637,053 GF
638,975 AL
$ 2,276,028

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

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
- Maintained City bond ratings despite slow economy and declining revenues
- Improved City financial performance in nearly all City operations
- Implemented year two of the Enterprise Performance Incentive Program to provide a more business-minded methodology for determination of annual raises and bonuses
- Provided analysis and alternatives for pension reform initiatives

Performance Measures:

	2010-11	2011-12	2012-13
Department Head Workshops	1	1	1
Department Information Meetings	26	25	26

Personnel Schedule

Classification	2012	Change	2013	Amount
City Manager	1.00	0.00	1.00	135,013
Deputy City Manager	1.00	0.00	1.00	90,002
Executive Assistant/Administrative Aide II	1.00	0.00	1.00	47,070
Public Outreach Coordinator	1.00	(1.00)	0.00	0
Public Information Officer[1]	0.00	1.00	1.00	69,014
Total	**4.00**	**0.00**	**4.00**	**341,099**

Notes: Allocations

Public Information Officer[1] is 100% charged to Electric, Gas, Water and Wastewater

Executive Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 001-1221-512

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1xxx	Regular Salaries & Wages	286,236	324,822	159,547	320,091	341,099
1410	Overtime	291	15	102	300	800
1641	Vacation/ Terms & Buyout	0	0	7,530	0	0
2110	FICA	19,556	22,500	11,461	23,866	25,546
221x	Retirement	8,727	17,929	8,875	17,874	21,225
23xx	Insurance	19,578	32,835	24,373	50,405	49,452
2410	Workers' Compensation	802	910	504	896	955
26xx	Other Employee Benefits	5,275	5,853	2,903	6,960	6,327
	TOTAL PERSONAL SERVICES	340,465	404,864	215,295	420,392	445,404
OPERATING EXPENSES						
3110	Professional Services	3,213	1,500	423	4,500	2,500
341x	Contract Services	0	0	15,287	0	0
4010	Travel	2,017	1,485	552	8,300	8,000
4110	Communication	1,351	635	1,003	660	492
4210	Postage	376	201	155	450	425
4310	Utilities	5,214	5,022	2,044	5,000	5,000
4510	Insurance	2,222	2,222	1,129	2,216	2,343
46xx	Repairs & Maintenance- Equipment	4,069	3,608	1,522	2,860	2,860
4710	Printing & Binding	6,773	7,777	7,384	10,440	10,540
481x	Promotional Activities	9,485	5,110	3,698	8,100	8,200
49xx	Advertising	4,378	1,067	1,018	2,000	1,675
5180	Minor Furniture/Equipment	909	0	0	500	300
5210	Operating Supplies	2,379	2,385	1,765	3,362	3,387
5410	Publications & Memberships	7,577	8,689	6,346	7,785	5,885
5520	Training	184	649	100	450	450
	TOTAL OPERATING EXPENSES	50,147	40,350	42,426	56,623	52,057
OTHER USES						
994x	Utilities Allocation	(268,963)	(311,332)	(170,772)	(396,894)	(419,414)
9990	Contingency Fund	0	0	0	100,000	100,000
	TOTAL OTHER USES	(268,963)	(311,332)	(170,772)	(296,894)	(319,414)
	TOTAL GENERAL FUND APPROPRIATIONS	121,649	133,882	86,949	180,121	178,047

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	420,392	445,404	25,012	5.95%
Operating Expenses	56,623	52,057	(4,566)	-8.06%
Other Uses	(296,894)	(319,414)	(22,520)	7.59%
TOTALS	180,121	178,047	(2,074)	-1.15%

Values & Goals

Value: Excellence in All We Do

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

Value: Open, Accessible Government

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

Value: Fiscal Responsibility

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

Value: Professionalism

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

Value: Employee Empowerment

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

Major Accomplishments:
- Prepared agendas, recorded, and transcribed minutes for fifty-three City Commission meetings, twelve Community Redevelopment Agency meetings, and four Charter Review meetings
- Coordinated destruction of 219 boxes of obsolete records and placed 178 boxes into the records retention system
- Distributed commission agendas as scheduled 95% of the time, revised the contract files, and expanded document imaging
- Maintained/coordinated letters of credit (LOC) and cash deposits for subdivision developers; advised companies having LOC/cash deposits/surety bonds with the City of the two year extension of the deadline to complete projects
- Continue to advise property management companies about how to use the automated system to find information on properties to increase collection of liens and past due utility bills through lien searches
- Devised process to reduce costs by scanning terminated employee's personnel files retrieved and not returned to outside records storage company; began scanning newly terminated employee's files and not sending to outside storage

Performance Measures

	2010-11	2011-12	2012-13
Public information requests	4,400	4,500	4,000
Indexing transactions processed	556	600	650
Agenda preparation (hours)	760	800	800
Process ordinances, resolutions, meeting minutes, and contracts (hours)	400	500	550
Contract management (hours)	26	0	0

Personnel Schedule

Classification	2012	Change	2013	Amount
City Clerk	1.00	0.00	1.00	66,040
Deputy City Clerk II	1.00	(1.00)	0.00	0
Deputy City Clerk I	0.00	1.00	1.00	37,586
Total	**2.00**	**0.00**	**2.00**	**103,626**

Executive Department

City Clerk Division

Appropriations Detail

Appropriations Detail — Account # 001-1222-512

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	98,192	97,874	38,269	97,427	103,626
1310	Temporary Labor	0	7,315	2,933	0	0
1410	Overtime	4,177	3,177	608	4,000	4,000
1641	Vacation/ Terms & Buyout	5,080	5,080	3,651	0	0
2110	FICA	7,803	8,304	3,654	7,083	7,816
221x	Retirement	7,274	8,737	3,432	8,739	14,362
23xx	Insurance	10,817	17,492	10,798	28,636	27,016
2410	Workers' Compensation	297	315	138	273	290
26xx	Other Payroll Benefits	2,840	2,680	1,270	2,796	2,748
	TOTAL PERSONAL SERVICES	136,480	150,974	64,753	148,954	159,858
OPERATING EXPENSES						
3410	Contract Services	2,877	4,716	1,411	5,500	5,000
4010	Travel	1,426	956	811	1,300	1,300
4210	Postage	293	184	83	300	150
4310	Utilities	3,792	3,653	1,486	3,800	3,800
4510	Insurance	686	643	319	631	726
46xx	Repairs & Maintenance- Equipment	5,275	5,554	2,269	4,760	4,920
4911	Advertising	7,823	16,093	1,783	15,000	9,000
4920	Other Current Charges	302	1,253	54	2,000	1,000
5180	Minor Furniture/Equipment	0	0	0	400	400
5210	Operating Supplies	1,834	1,647	671	1,900	1,500
5410	Publications & Memberships	1,225	1,495	811	3,080	2,780
5520	Training	215	250	230	900	1,100
	TOTAL OPERATING EXPENSES	25,748	36,444	9,928	39,571	31,676
OTHER USES						
9941	Utilities Allocation	(121,671)	(140,561)	(56,012)	(141,394)	(143,651)
	TOTAL OTHER USES	(121,671)	(140,561)	(56,012)	(141,394)	(143,651)
TOTAL GENERAL FUND APPROPRIATIONS		40,557	46,857	18,669	47,131	47,883

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	148,954	159,858	10,904	7.32%
Operating Expenses	39,571	31,676	(7,895)	-19.95%
Other Uses	(141,394)	(143,651)	(2,257)	1.60%
TOTALS	47,131	47,883	752	1.60%

Significant Budget Changes:
The Operating Expenses category decreased due to a reduction in the Advertising budget for legal advertisements.

Executive Department

Elections Division

Values & Goals

Values & Goals

Value: Open, Accessible Government

Goals:

- Hold Two referendums: Charter changes and Property Tax exemption for existing and new businesses

Value: Fiscal Responsibility

Goals:

- Receive and publish, via the City's website, the treasurer's reports from candidates from October 1, 2012 through February 4, 2013 for the November 6, 2012 City Commission election
- Refund sign deposits to compliant candidate

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:

- Coordinated redistricting of Commission seats with personnel and Supervisor of Elections
- Proclaimed election and qualifying dates for November 6, 2012 election at the June 11, 2012 Commission meeting, as required by the City of Leesburg Code of Ordinances
- Prepared election calendar beginning June 11, 2012
- Prepared ten candidate packets for distribution as of April 16, 2012
- Received Treasurer's reports through September 30, 2012
- Posted candidates' Treasurer's reports to City of Leesburg website through September 30, 2012
- Coordinated with Supervisor of Elections to secure early voting polling locations for the primary election and the general election
- Coordinated political sign enforcement with Code Enforcement Officer
- Collected sign deposits from all candidates running for office

Performance Measures:

	2010-11	2011-12	2012-13
Seats available	3	0	2
Number of candidates	6	5	N/A
Total votes cast	6,547	N/A	5,358
Candidate packets prepared	0	10	N/A
Political sign deposits received	30	16	N/A
Political sign deposits returned	29	1	15
Treasurer's reports received	16	10	16
Installed Commissioners	3	N/A	2
Referendums	N/A	N/A	2
Charter Changes-Votes Cast			7,812
Tax Exemptions- Votes Cast			7,904

Appropriations Detail

Account # 001-1227-513

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
4911 Advertising-Other Ads	0	0	0	500	4,000
4920 Other Current Charges	0	0	0	500	0
TOTAL OPERATING EXPENSES	0	0	0	1,000	4,000
TOTAL GENERAL FUND APPROPRIATIONS	0	0	0	1,000	4,000

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	1,000	4,000	3,000	300.00%
TOTALS	1,000	4,000	3,000	300.00%

Values & Goals

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

Performance Measures:

	2010-11	2011-12	2012-13
Contracts Prepared or Reviewed	45	55	60
Resolutions Prepared	125	120	80
Ordinances Prepared	30	30	25
Easements Prepared	85	70	80
Meetings Attended:			
City Commission	23	23	23
Special City Commission	3	3	3
Planning Commission	12	12	12
Code Enforcement Special Magistrate	0	0	0
GLCRA	4	6	6
CHCRA	4	8	6
441/27 CRA	4	6	6
Court Hearings	30	35	35

Appropriations Detail

Account # 001-1241-514

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	316,939	149,639	61,169	227,000	222,000
4010 Travel	0	0	0	500	500
5410 Publications & Memberships	1,438	1,510	1,020	2,461	766
TOTAL OPERATING EXPENSES	318,377	151,149	62,189	229,961	223,266
OTHER USES					
9941 Utilities Allocation	0	(63,483)	(22,388)	(82,786)	(75,910)
TOTAL OTHER USES	0	(63,483)	(22,388)	(82,786)	(75,910)
TOTAL GENERAL FUND APPROPRIATIONS	318,377	87,666	39,801	147,175	147,356

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	229,961	223,266	(6,695)	-2.91%
Other Uses	(82,786)	(75,910)	6,876	-8.31%
TOTALS	147,175	147,356	181	0.12%

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 441/27 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:

	2010-11	2011-12	2012-13
CURE donations (including $5,000 from Commission)	7,000	7,000	6,000
CURE vouchers issued	75	80	70

Appropriations Detail

Account # 001-1295-XXX

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1249	Vacation Buy Back	0	0	0	245,000	253,133
1530	Bonus	0	99,444	368,774	0	0
2110	FICA	0	7,650	25,575	0	0
2410	Workers Compensation	0	2,441	5,866	0	0
2510	Unemployment Compensation	38,133	30,646	13,709	32,000	32,000
	TOTAL PERSONAL SERVICES	38,133	140,181	413,924	277,000	285,133
OPERATING EXPENSES						
4510	Insurance	0	262	131	131	131
4950	Uncollectible Accounts	(32,869)	24,186	2,937	5,000	5,000
4990	C.U.R.E. Payments	6,017	6,659	2,314	5,000	5,000
	TOTAL OPERATING EXPENSES	(26,852)	31,107	5,382	10,131	10,131
OTHER USES						
9115	Transfer to Building Fund	6,630	0	0	0	0
9121	Debt Service	459,413	530,936	261,898	518,764	523,798
9131	Transfer to Capital Projects Fund	24,711	572	3,061	10,500	500
9164	Transfer to Health Insurance Fund	0	0	20,175	0	0
9218	Transfer to Hwy 27/441 CRA	418,845	148,248	0	0	0
9220	Transfer to GLCRA Fund	252,126	188,958	156,846	157,109	143,367
9221	Transfer to CHCRA Fund	123,599	96,906	78,486	79,271	117,922
9554	Transfer to Magnolia Townhomes	196,657	153,000	89,250	156,093	0
9990	Contingency Fund	0	0	0	0	178,916
	TOTAL OTHER USES	1,481,981	1,118,620	609,716	921,737	964,503
TOTAL GENERAL FUND APPROPRIATIONS		1,493,262	1,289,908	1,029,022	1,208,868	1,259,767

Executive Department

Miscellaneous Division

Appropriations Summary

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	277,000	285,133	8,133	2.94%
Operating Expenses	10,131	10,131	0	0.00%
Other Uses	921,737	964,503	42,766	4.64%
TOTALS	1,208,868	1,259,767	50,899	4.21%

Finance Department

Organization

Bill Spinelli, 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

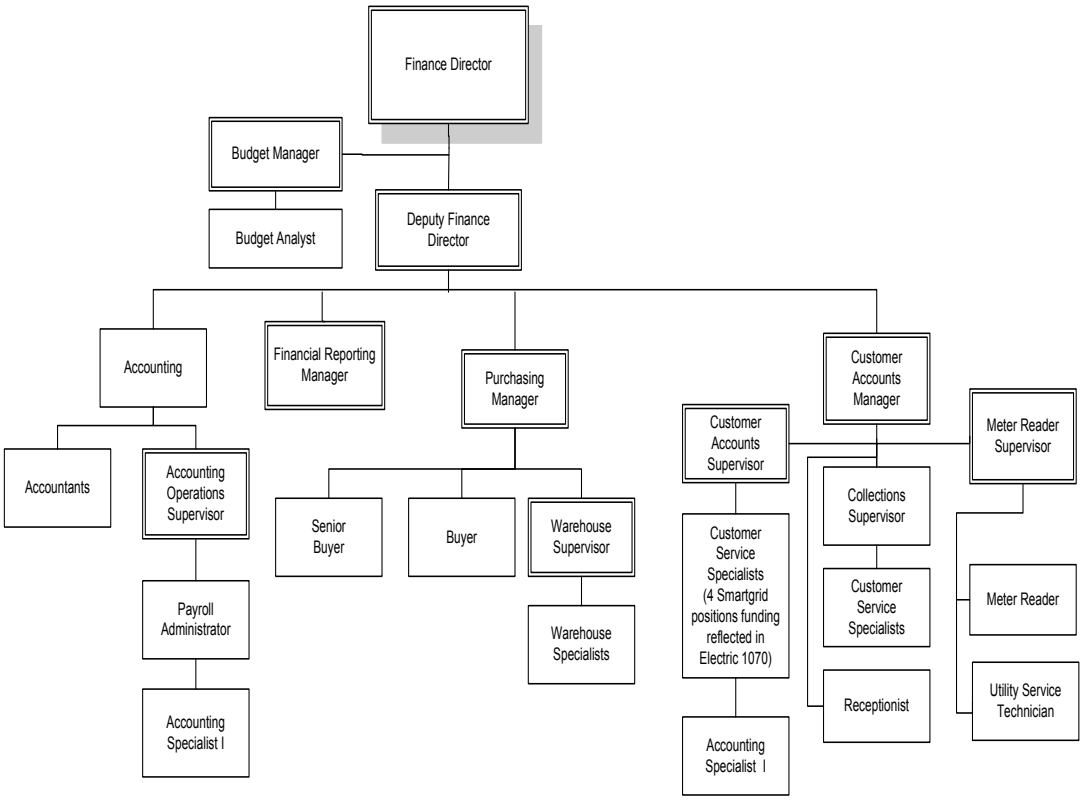
Customer Service
- Generate Bills
- Customer Inquiries
- New Accounts
- Energy Audits
- Terminated Accounts

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

$ 529,955 GF

2,705,818 AL

$ 3,235,773

Finance Department

Accounting Division

Values & Goals

Values & Goals

Values: Excellence in All We Do

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

Value: Fiscal Responsibility

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

Value: Organizational Development and Self Sufficiency

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

Value: Employee Empowerment

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

Major Accomplishments:
- Invoicing and payable information has been made available in the document imaging system
- A comprehensive monthly report has been developed which is presented to the directors monthly and to the commission quarterly
- The City began an excellence in customer service campaign with the overall goal of pursuing the Sterling and Malcolm 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

	2010-11	2011-12	2012-13
Management Letter Comments	0	0	0
Single Audit Comments	0	0	0
Correcting Year End Entries	10	8	0
Auditor Adjusting Entries	2	1	1
Policies reviewed and updated	2	2	2
GFOA award for financial reporting (consecutive years)	22	23	24
GFOA budget award (consecutive years)	13	14	15
Financial meetings held:			
Utilities (monthly)	12	12	12
General Fund (quarterly)	4	4	4
Bond Ratings			
Fitch:			
Capital	A+	AA-	AA-
Electric	A+	A+	A+
Utility	A+	A+	A+
Implied G.O.	AA-	AA-	AA-
Covenant to Budget and Appropriate	A+	A+	A+
Moody's:			
Capital	A3	A1	A1
Electric	A2	A2	A2
Utility	A2	Aa3	Aa3
Implied G.O.	Aa3	Aa3	Aa3
Covenant to Budget and Appropriate	A3	A2	A2
S&P:			
Capital	A-	A-	A-
Electric	A+	A+	A+
Utility	A+	A+	A+
Implied G.O.	A+	A+	A+
Covenant to Budget and Appropriate	A+	A	A

Personnel Schedule

Classification	2012	Change	2013	Amount
Accountant	4.00	(1.00)	3.00	117,854
Accounting Operations Supervisor	1.00	0.00	1.00	47,091
Accounting Specialist	1.00	1.00	2.00	48,464
Budget Manager	1.00	0.00	1.00	63,003
Customer Service Specialist	1.00	(1.00)	0.00	0
Deputy Finance Director[1]	0.40	0.00	0.40	31,799
Finance Director[2]	0.40	0.00	0.40	39,204
Financial Reporting Manager	1.00	0.00	1.00	72,405
Payroll Administrator	1.00	0.00	1.00	40,871
Budget Analyst	0.00	1.00	1.00	33,925
Total	**10.80**	**0.00**	**10.80**	**494,616**

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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	505,314	500,604	228,277	512,204	494,616
1410	Overtime	159	394	2,040	0	0
1641	Vacation/Terms & Buyout	5,944	10,384	17,402	0	0
2110	FICA	37,183	37,175	18,280	37,236	36,242
221x	Retirement	35,706	43,331	19,706	44,382	63,038
23xx	Insurance	56,057	74,558	46,932	110,439	101,877
2410	Workers' Compensation	1,432	1,432	696	1,435	1,385
26xx	Other Payroll Benefits	513	692	681	757	5,821
	TOTAL PERSONAL SERVICES	642,308	668,570	334,014	706,453	702,979
OPERATING EXPENSES						
3110	Professional Services	2,119	2,872	1,454	2,000	3,500
3210	Auditing	100,877	83,250	69,750	87,500	80,000
4010	Travel	3,085	4,043	2,076	4,800	4,800
4110	Communication	558	0	0	0	0
4210	Postage	4,469	4,075	1,816	5,000	5,000
4310	Utilities	15,169	14,611	5,945	15,169	15,169
4415	Fleet Lease	1,504	1,585	793	1,585	0
4510	Insurance	3,669	3,621	1,904	3,523	3,500
46xx	Repairs & Maintenance Equipment	11,855	11,876	5,317	10,695	8,850
4710	Printing & Binding	166	0	0	1,000	1,000
49xx	Other Current Charges	488	425	253	390	390
5180	Minor Furniture/Equipment	1,311	298	526	2,250	1,000
52xx	Operating Supplies	9,026	8,109	4,312	8,020	7,000
5410	Publications & Memberships	2,759	2,013	1,959	3,389	3,500
5520	Training	1,882	1,725	900	3,430	3,500
	TOTAL OPERATING EXPENSES	158,937	138,503	97,005	148,751	137,209
OTHER USES						
9941	Utilities Allocation	(480,748)	(484,244)	(258,611)	(513,123)	(504,113)
	TOTAL OTHER USES	(480,748)	(484,244)	(258,611)	(513,123)	(504,113)
TOTAL GENERAL FUND APPROPRIATIONS		320,497	322,829	172,408	342,081	336,075

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	706,453	702,979	(3,474)	-0.49%
Operating Expenses	148,751	137,209	(11,542)	-7.76%
Other Uses	(513,123)	(504,113)	9,010	-1.76%
TOTALS	342,081	336,075	(6,006)	-1.76%

Significant Budget Changes:
The Operating Expenses category decreased due to a reduction in Auditing fees and the elimination of a vehicle, removing the Fleet Lease and Maintenance fees.

Finance Department

Collections Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Provide informative and courteous service to our customers with well-trained, knowledgeable and professional employees

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:

- Change the culture from being a payment center to a resource center
- Promote CURE which provides funds to pay utility bills to eligible customers
- Refer customers to charitable agencies that provide payment assistance
- Maintain a life support listing in customer database to provide additional notice of an interruption in electrical service

Major Accomplishments:

- Staff continues to recover debt on collection accounts in addition to reducing the overall amount sent to collections each year by their ongoing contribution to improving the process

Performance Measures

	2010-11	2011-12	2012-13
Payments processed	303,000	300,000	300,500
Bank draft customers	7,300	7,500	7,400
Percent of total customers using bank drafting	25%	25%	25%
Mailed reminder notices	65,000	57,000	66,000
Disconnects processed	5,000	4,500	3,515
Telephone calls	69,000	70,000	62,000
Number of accounts to collection agency	1,500	1,500	1,200
Dollar value of accounts to collection	587,000	600,000	400,000
Dollar value collected	82,000	85,000	90,000
E-payment customers	24,000	25,000	24,000
Percent of total customers using e-payments	5%	5%	7%
Credit card payments	23,000	25,000	21,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Customer Service Specialist	4.00	0.00	4.00	101,753
Collections Supervisor	1.00	0.00	1.00	38,189
Receptionist	1.00	0.00	1.00	30,077
Standby				3,350
Total	**6.00**	**0.00**	**6.00**	**173,369**

Finance Department

Collections Division

Appropriations Detail

Appropriations Detail — Account # 001-1332-513

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	179,412	161,646	77,071	163,822	173,369
1410	Overtime	3,770	2,667	964	4,000	5,200
1641	Vacation/Terms & Buyout	4,360	3,684	2,557	0	0
2110	FICA	13,200	11,802	5,791	11,147	12,294
221x	Retirement	12,063	13,375	6,026	13,444	19,623
23xx	Insurance	36,523	44,949	23,637	62,460	60,320
2410	Workers' Compensation	522	468	225	449	476
26xx	Employee Benefits	314	312	486	318	618
TOTAL PERSONAL SERVICES		250,164	238,903	116,757	255,640	271,900
OPERATING EXPENSES						
3110	Professional Services	34,604	21,015	6,892	20,000	20,000
3410	Contract Services	155	4,440	578	0	24,960
4010	Travel	830	816	171	2,750	2,850
41xx	Communication	31,408	17,177	8,115	23,300	18,000
4210	Postage	28,779	21,841	1,354	11,960	12,250
4310	Utilities	3,318	3,196	1,301	3,500	3,500
4410	Rentals	0	366	1,386	500	3,192
4510	Insurance	1,863	2,060	1,043	2,056	2,056
46xx	Repairs & Maintenance- Equipment	7,857	12,491	5,981	11,820	4,310
4710	Printing & Binding	1,536	261	150	2,512	2,080
49xx	Other Current Charges	171,138	173,119	71,989	184,280	193,650
5180	Minor Furniture/Equipment	174	206	748	220	1,230
52xx	Operating Supplies	6,132	5,019	1,131	5,000	5,000
5410	Publications & Memberships	113	0	288	0	0
5520	Training	655	225	0	950	950
TOTAL OPERATING EXPENSES		288,562	262,232	101,127	268,848	294,028
OTHER USES						
9941	Utilities Allocation	(531,616)	(455,230)	(164,393)	(501,494)	(500,441)
9950	Contra Expense (Convenience Fees)	0	(40,535)	(52,420)	(16,680)	(60,000)
TOTAL OTHER USES		(531,616)	(495,765)	(216,813)	(518,174)	(560,441)
TOTAL GENERAL FUND APPROPRIATIONS		7,110	5,370	1,071	6,314	5,487

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	255,640	271,900	16,260	6.36%
Operating Expenses	268,848	294,028	25,180	9.37%
Other Uses	(518,174)	(560,441)	(42,267)	8.16%
TOTALS	6,314	5,487	(827)	-13.10%

Significant Budget Changes:

The change in the Personal Services category is due to reorganizing a position which was eliminated in the recreation department. There was an open Receptionist position in this division that was able to filled alleviating a layoff. The Operating Expenses category increased due to contract labor for temporary staffing for Smartgrid.

Finance Department

Customer Service Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

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

Value: Fiscal Responsibility

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

Value: Organizational Development and Self Sufficiency

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

Value: Employee Empowerment

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

Major Accomplishments:
- Provided the electrical safety program for over 850 kindergarten children within our service district for the 24th consecutive year

Performance Measures:

	2010-11	2011-12	2012-13
Telephone calls	118,000	115,000	122,000
Work orders	115,000	118,000	105,500
New utility service			
Electric	307	300	150
Area lights	14	20	23
*Meter Treater	39	40	(64)
**Gas	102	130	21
Water	104	150	65
Irrigation	15	17	20
Reuse water	34	45	128
Solid Waste	71	60	140

*Changed out 10 years or older meter treater
**Meters removed from field after inactive for 2.5 years per PSC

Personnel Schedule

Classification	2012	Change	2013	Amount
Accounting Specialist I	2.00	0.00	2.00	47,715
Customer Accounts Manager	1.00	0.00	1.00	58,011
Customer Accounts Supervisor	1.00	0.00	1.00	41,933
Customer Service Specialist	9.00	0.00	9.00	235,144
Deputy Finance Director[1]	0.30	0.00	0.30	23,849
Finance Director[2]	0.30	0.00	0.30	29,403
Standby				50
Total	**13.60**	**0.00**	**13.60**	**436,105**

Notes: Allocations

Deputy Finance Director[1]
40%-1331,30%-1334,30%-1366

Finance Director[2]
40%-1331,30%-1334,30%-1366

Capital Outlay Schedule

Description			Amount
Customer Service Renovations (2 of 2)	WF 761800	General Fund Revenue	50,000
		Transfer from LOOP	34,000
Total			**84,000**

Finance Department

Customer Service Division

Appropriations Detail

Appropriations Detail — Account # 001-1334-513

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	447,838	441,376	203,317	437,859	436,105
1310	Temporary Labor	0	0	6,630	0	0
1410	Overtime	8,175	6,006	2,142	8,100	8,000
1641	Vacation/Terms & Buyout	0	0	6,921	0	0
2110	FICA	33,006	32,673	15,930	31,877	31,470
221x	Retirement	27,769	33,494	15,479	33,899	46,323
23xx	Insurance	61,464	83,365	59,139	134,879	124,559
2410	Workers' Compensation	1,269	1,247	613	1,226	1,221
26xx	Other Payroll Benefits	2,679	2,891	1,412	3,261	3,027
	TOTAL PERSONAL SERVICES	582,200	601,052	311,583	651,101	650,705
OPERATING EXPENSES						
3xxx	Professional Services	66,659	66,059	35,706	71,130	71,130
4010	Travel	190	213	171	2,100	1,100
41xx	Communication	1,798	400	800	300	300
4210	Postage	121,270	129,656	60,459	129,600	129,900
4310	Utilities	7,111	6,849	2,787	8,000	7,500
4410	Rentals	366	0	0	0	0
4415	Internal Fleet Lease	2,268	11,079	5,540	11,079	11,079
4510	Insurance	3,761	3,580	1,822	3,587	4,087
461x	Repairs & Maintenance- Vehicles	1,320	3,265	1,321	2,220	2,220
46xx	Repairs & Maintenance- Equipment	15,514	13,129	6,461	11,930	11,840
4710	Printing & Binding	281	594	0	108	180
4810	Promotional Activities	765	1,175	0	1,897	1,287
49xx	Other Current Charges	75	0	340	0	0
5180	Minor Furniture/Equipment	3,300	373	432	220	1,040
521x	Operating Supplies	34,351	27,592	14,267	32,724	30,000
5230	Fuel Purchase	1,261	1,342	570	1,035	1,140
5410	Publications & Memberships	73	0	131	5,000	5,150
5520	Training	417	245	100	450	450
	TOTAL OPERATING EXPENSES	260,780	265,551	130,907	281,380	278,403
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	0	0	0	50,000	84,000
	TOTAL CAPITAL OUTLAY	0	0	0	50,000	84,000
OTHER USES						
9941	Utilities Allocation	(831,774)	(856,127)	(439,418)	(969,888)	(968,429)
	TOTAL OTHER USES	(831,774)	(856,127)	(439,418)	(969,888)	(968,429)
	TOTAL GENERAL FUND APPROPRIATIONS	11,206	10,476	3,072	12,593	44,679

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	651,101	650,705	(396)	-0.06%
Operating Expenses	281,380	278,403	(2,977)	-1.06%
Capital Outlay	50,000	84,000	34,000	68.00%
Other Uses	(969,888)	(968,429)	1,459	-0.15%
TOTALS	12,593	44,679	32,086	254.79%

Significant Budget Changes:
The increase in the Capital Outlay category is due to the Commission approving an additional $34,000 for the Customer Service Renovations project. These funds will be coming from available Discretionary Sales Tax (LOOP) funds which can only be used on capital projects.

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
- Continue to provide customers with high consumption letters and be respectful of their personal property when gaining access to the meters

Value: Organizational Development and Self Sufficiency

Goals:

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

Value: Employee Empowerment

Goals:

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

Major Accomplishments:

- Each March manually read all radio read meters to verify readings and determine any safety issues

Performance Measures:

	2010-11	2011-12	2012-13
Meters Read			
Electric	279,974	285,000	290,000
Gas	134,886	130,000	138,000
Water	210,759	200,000	212,500
Irrigation	13,890	13,000	13,800
Reuse Water	11,862	11,000	13,000
Square Miles of service area:			
Electric	50	50	50
Gas	88	88	88
Water	29	29	29
AMR installed (% of total)	30%	30%	35%
Meter Readers	6	6	6
Meters Read per month per Reader	108,561	106,500	111,217
Rereads	93	80	90
Wrong Reads per month per Reader	35	25	20

Personnel Schedule

Classification	2012	Change	2013	Amount
Meter Reader Supervisor	1.00	0.00	1.00	44,345
Meter Reader	7.00	0.00	7.00	143,499
Utility Service Technician	2.00	(1.00)	1.00	47,924
Standby				6,000
Total	**10.00**	**(1.00)**	**9.00**	**241,768**

Finance Department

Meter Reader Division

Appropriations Detail

Appropriations Detail — Account # 001-1338-513

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	278,924	261,398	113,292	277,979	241,768
1410	Overtime	12,257	13,452	11,128	12,000	12,000
1641	Vacation/Terms & Buyout	3,951	6,638	8,574	0	0
2110	FICA	20,751	19,780	9,544	19,015	16,760
221x	Retirement	18,165	20,812	8,674	21,945	25,114
23xx	Insurance	54,339	72,681	39,833	108,289	86,235
2410	Workers' Compensation	4,686	4,460	2,082	4,394	3,830
26xx	Other Payroll Benefits	621	429	287	444	594
	TOTAL PERSONAL SERVICES	393,694	399,650	193,414	444,066	386,301
OPERATING EXPENSES						
4010	Travel	0	0	0	300	0
41xx	Communication	2,309	2,363	1,221	2,760	2,076
4210	Postage	336	235	82	200	200
4310	Utilities	1,422	1,370	557	1,500	1,500
4415	Internal Fleet Lease	15,950	16,489	8,244	16,489	14,405
4510	Insurance	3,984	3,811	1,993	3,845	4,214
46xx	Repairs & Maintenance- Vehicles	13,087	11,935	6,832	11,880	11,560
463x	Repairs & Maintenance- Equipment	1,290	1,030	460	920	880
4920	Other Current Charges	0	0	0	250	250
4945	Injury/Damage to others	67	0	0	0	0
5180	Minor Furniture/Equipment	161	0	0	20,200	0
5210	Operating Supplies	3,247	3,753	1,562	5,357	4,357
5215	Uniforms	4,029	673	1,026	3,825	3,650
5230	Fuel Purchases	15,637	18,868	9,442	16,370	18,884
5520	Training	0	0	0	600	600
	TOTAL OPERATING EXPENSES	61,519	60,527	31,419	84,496	62,576
OTHER USES						
9941	Utilities Allocation	(452,212)	(460,175)	(224,833)	(528,562)	(448,877)
	TOTAL OTHER USES	(452,212)	(460,175)	(224,833)	(528,562)	(448,877)
TOTAL GENERAL FUND APPROPRIATIONS		3,001	2	0	0	0

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	444,066	386,301	(57,765)	-13.01%
Operating Expenses	84,496	62,576	(21,920)	-25.94%
Other Uses	(528,562)	(448,877)	79,685	-15.08%
TOTALS	0	0	0	0.00%

Significant Budget Changes:

The reduction in the budget reflects the elimination of one Meter Reader position and the cooresponding expenses.

Finance Department

Procurement Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

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

Value: Open, Accessible Government

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

Value: Fiscal Responsibility

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

Value: Professionalism

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

Value: Organizational Development and Self Sufficiency

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

Value: Employee Empowerment

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

Major Accomplishments

- Hosted the 2012 Purchasing Offices of Lake (POOL) Reverse Vendor Trade Show as a vendor outreach program
- Staff attended the 2012 Florida Association Public Procurement Officers for professional development
- Successfully completed the procurement process and contract execution for the City AMI Smart Grid Project
- Met requirements of City Departments for formal solicitations

Performance Measures

	2010-11	2011-12	2012-13
Sealed bids	28	26	27
Annual contracts	4	3	6
Purchase requisitions processed	556	430	418
Purchase orders processed	1,051	987	1,070
Request for proposals	14	4	9
Request for qualifications	2	3	4
Informal request for quotations	874	775	650
Auction proceeds	$72,000	$54,000	$49,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Buyer	2.00	(1.00)	1.00	29,058
Senior Buyer	0.00	1.00	1.00	38,001
Deputy Finance Director[1]	0.30	0.00	0.30	23,850
Finance Director[2]	0.30	0.00	0.30	29,403
Purchasing Manager	1.00	0.00	1.00	76,231
Total	**3.60**	**0.00**	**3.60**	**196,543**

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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	203,627	203,736	93,798	203,235	196,543
1641	Vacation/Terms & Buyout	5,298	10,561	10,076	0	0
2110	FICA	15,574	15,992	7,821	15,147	14,808
221x	Retirement	13,664	17,099	8,022	17,058	24,635
23xx	Insurance	14,318	19,484	17,091	35,662	34,741
2410	Workers' Compensation	585	600	292	569	551
262x	Other Payroll Benefits	1,767	1,949	967	2,088	1,980
	TOTAL PERSONAL SERVICES	254,833	269,421	138,067	273,759	273,258
OPERATING EXPENSES						
4010	Travel	444	280	36	1,600	2,860
41xx	Communication	885	1,145	520	760	1,081
4210	Postage	149	238	95	200	200
4310	Utilities	5,058	4,627	1,912	5,000	5,000
4510	Insurance	1,712	1,573	814	1,545	1,687
463x	Repairs & Maintenance- Equipment	4,553	4,663	2,013	4,120	4,020
4710	Printing & Binding	0	173	16	75	75
4911	Advertising	0	44	0	100	100
5180	Minor Furniture/Equipment	249	403	0	300	150
5210	Operating Supplies	2,185	2,188	789	2,500	2,700
5215	Uniforms	40	0	0	240	210
5410	Publications & Memberships	614	505	461	630	410
5520	Training	5,260	6,000	0	900	900
	TOTAL OPERATING EXPENSES	21,149	21,839	6,656	17,970	19,393
OTHER USES						
9941	Utilities Allocation	(192,037)	(171,843)	(79,597)	(160,451)	(158,032)
	TOTAL OTHER USES	(192,037)	(171,843)	(79,597)	(160,451)	(158,032)
TOTAL GENERAL FUND APPROPRIATIONS		83,945	119,417	65,126	131,278	134,619

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	273,759	273,258	(501)	-0.18%
Operating Expenses	17,970	19,393	1,423	7.92%
Other Uses	(160,451)	(158,032)	2,419	-1.51%
TOTALS	131,278	134,619	3,341	2.54%

Finance Department

Warehouse Division

Values & Goals

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 segregation of utility inventories into separate inventory accounts in the general ledger

Performance Measures:

	2010-11	2011-12	2012-13
Inventory receipts	2,544	3,289	3,246
Inventory dollar value received	$6,415,753	$2,624,835	$2,745,784
Individual issues/returns	11,430	28,552	28,000
Inventory dollar value issued	$2,203,712	$2,552,829	$3,016,140
Revenue- sales of scrap	$89,182	$72,000	$75,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Warehouse Supervisor	1.00	0.00	1.00	32,032
Warehouse Specialist	2.00	0.00	2.00	47,965
Total	**3.00**	**0.00**	**3.00**	**79,997**

Finance Department

Warehouse Division

Appropriations Detail

Appropriations Detail — Account # 001-1369-513

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	75,731	80,070	38,460	79,997	79,997
1410	Overtime	147	351	0	0	0
1641	Vacation/Terms & Buyout	311	443	1,252	0	0
211x	FICA	5,450	5,817	2,863	5,744	5,759
221x	Retirement	5,400	6,265	3,010	6,261	9,046
23xx	Insurance	14,020	21,534	13,326	27,729	25,874
2410	Workers' Compensation	3,167	3,359	1,652	3,328	3,328
26xx	Other Employee Benefits	0	50	80	48	222
TOTAL PERSONAL SERVICES		104,226	117,889	60,643	123,107	124,226
OPERATING EXPENSES						
3410	Contract Services	427	495	276	0	0
4010	Travel	0	50	0	0	0
41xx	Communication	474	276	286	300	540
4415	Internal Fleet Lease	3,853	2,957	1,478	2,957	2,957
4510	Insurance	922	860	435	834	908
461x	Repairs & Maintenance- Vehicles	946	923	330	960	960
4620	Repairs & Maintenance- Building	399	0	4,695	5,100	300
46xx	Repairs & Maintenance- Equipment	2,259	980	340	830	1,430
5180	Minor Furniture/Equipment	310	750	2,100	3,300	1,700
5210	Operating Supplies	927	654	274	1,000	1,000
5215	Uniforms	374	342	192	1,000	1,000
TOTAL OPERATING EXPENSES		10,891	8,287	10,406	16,281	10,795
OTHER USES						
9941	Utilities Allocation	(105,143)	(111,622)	(65,979)	(129,437)	(125,926)
TOTAL OTHER USES		(105,143)	(111,622)	(65,979)	(129,437)	(125,926)
TOTAL GENERAL FUND APPROPRIATIONS		9,974	14,554	5,070	9,951	9,095

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	123,107	124,226	1,119	0.91%
Operating Expenses	16,281	10,795	(5,486)	-33.70%
Other Uses	(129,437)	(125,926)	3,511	-2.71%
TOTALS	9,951	9,095	(856)	-8.60%

Significant Budget Changes:

The Operating Expenses category decreased due to a reduction in the budget for Repairs & Maintenance of the Building.

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Human Resources Department

Organization

Jakki Cunningham Perry, Human Resources/Safety Director

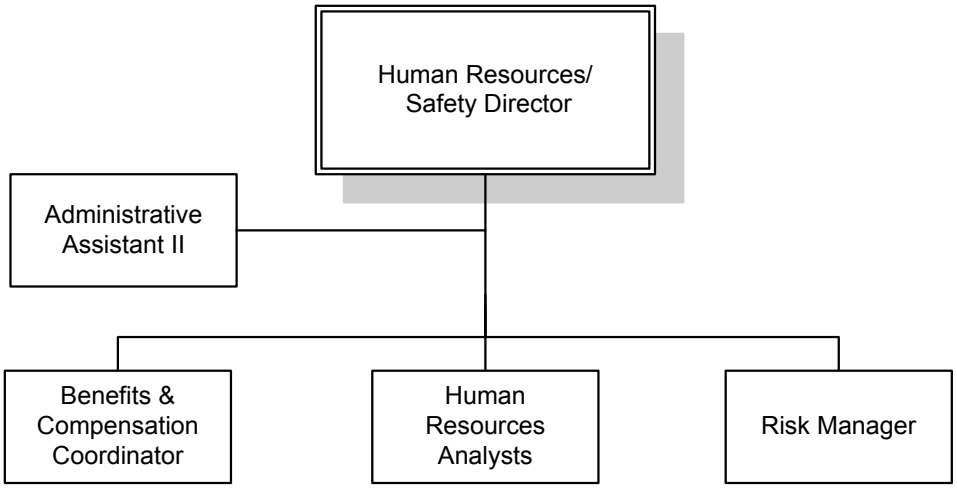
The Human Resources Department is responsible for recruitment, employment, workers' and unemployment compensation, training, firefighter union negotiations, personnel policies and procedures, risk management and safety/training. Other services include: monitor/coordinate with contracted agencies for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

$ 376,686 GF

194,051 AL

$ 570,737

Human Resources Department

Human Resources/ Safety Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Assist in coordinated effort to establish a City-wide benchmarking program
- Revise current performance evaluation program/system
- Revise current safety policies and procedures
- Convert all HR/Safety/Risk Management training programs to e-learning format to improve efficiency and maintain consistent delivery of required annual training

Value: A Caring Organization

Goals:
- Continue to identify changes needed to minimize impact of escalating claims
- Continue wellness promotions, including weight loss, smoking cessation, women's/men's health months
- Transition all occupational health services from Florida Muscular Institute (FMI) to Employee Wellness Center

Value: Organizational Development and Self Sufficiency

Goals:
- Review/revise/re-format all current job descriptions
- Coordinate with CareHere & local radiological group to reduce costs
- Revise safety policies & procedures
- Increase network of Employee Wellness Centers available to our employees

Value: Employee Empowerment

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

Major Accomplishments:

- Employee wellness center – 80% utilization by City staff
- Reduced administrative fees to BCBS for fourth year
- Provided internal training programs for employees to reduce travel costs & liability

Performance Measures:

	2010-11	2011-12	2012-13
Days to process applications	1	1	1
Days positions advertised	10	7	7
Days from department receipt to start date	10	10	5
Percentage positions vacant	5	3	3

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Asst. II	1.00	0.00	1.00	27,955
Benefits & Compensation Coordinator	1.00	0.00	1.00	47,923
Human Resources Analyst	2.00	0.00	2.00	80,890
Human Resources/Safety Director	1.00	0.00	1.00	93,018
Risk Manager	1.00	0.00	1.00	63,773
Total	**6.00**	**0.00**	**6.00**	**313,559**

Human Resources Department

Human Resources/ Safety Division

Appropriations Detail

Appropriations Detail — Account # 001-1437-513

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	315,969	314,592	137,212	313,019	313,559
1410	Overtime	96	286	25	300	1,500
1641	Vacation/Terms & Buyout	6,243	8,637	1,322	0	0
2110	FICA	23,250	23,376	9,965	22,596	22,719
221x	Retirement	23,630	28,028	12,174	28,078	40,983
23xx	Insurance	27,286	39,571	19,874	51,026	49,435
2410	Workers' Compensation	902	906	388	876	878
26xx	Other Payroll Benefits	3,986	4,788	2,471	5,399	5,416
TOTAL PERSONAL SERVICES		401,362	420,184	183,431	421,294	434,490
OPERATING EXPENSES						
31xx	Professional Services	54,229	50,739	29,855	61,940	60,000
3410	Contract Services	0	0	0	1,000	1,000
4010	Travel	2,628	303	(4)	1,000	1,000
41xx	Communication	999	1,546	240	510	500
4210	Postage	1,021	857	571	1,500	1,500
4310	Utilities	5,214	5,022	2,044	6,300	6,000
4510	Insurance	2,266	2,037	1,036	2,047	2,077
461x	Repairs & Maintenance- Vehicles	0	0	2,150	0	0
46xx	Repairs & Maintenance- Equipment	6,907	6,733	722	6,300	4,120
4710	Printing & Binding	303	5,736	0	2,000	2,000
4810	Promotional Activities	3,133	3,467	1,814	3,600	4,000
49xx	Advertising	514	1,509	3,139	4,200	6,200
4920	Other Current Charges	1,126	449	0	2,000	2,000
4930	Recognitions & Awards	7,892	7,689	6,628	10,000	10,000
5180	Minor Furniture/Equipment	314	195	0	200	5,000
5210	Operating Supplies	4,894	9,223	2,540	13,000	25,000
5215	Uniforms	280	0	0	0	750
5230	Fuel Purchases	65	0	0	100	100
5410	Publications & Memberships	340	850	521	1,075	1,000
552x	Training	1,785	5,003	224	2,500	4,000
TOTAL OPERATING EXPENSES		93,910	101,358	51,480	119,272	136,247
OTHER USES						
9941	Utilities Allocation	(148,582)	(219,047)	(84,567)	(194,604)	(194,051)
TOTAL OTHER USES		(148,582)	(219,047)	(84,567)	(194,604)	(194,051)
TOTAL GENERAL FUND APPROPRIATIONS		346,690	302,495	150,344	345,962	376,686

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	421,294	434,490	13,196	3.13%
Operating Expenses	119,272	136,247	16,975	14.23%
Other Uses	(194,604)	(194,051)	553	-0.28%
TOTALS	345,962	376,686	30,724	8.88%

Significant Budget Changes:
The Operating Expenses category increased due to an increase in the Operating Supplies budget.

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Information Technology Department

Organization

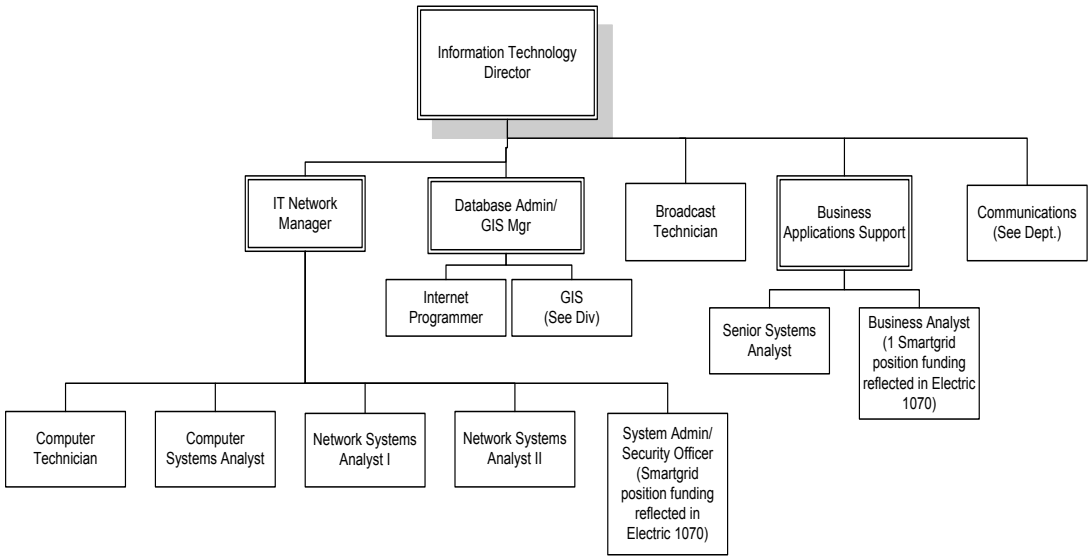
Stan Carter, Information Technology Director

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

$ 335,608 GF

2,055,065 AL

$2,390,673

Information Technology Department

Information Systems Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Provide the best possible service, quality, and innovations in information technology at the lowest possible cost ensuring that the City will continue providing the highest quality of service to our community
- Ensure all mission-critical hardware and software systems continue to function at least 97% of the time
- Ensure the integrity of the City's relational database management system by providing technical management of data input through software control
- Complete implementation of new voice over internet protocol (VOIP) phone system by June 1, 2013
- Implement Smart Grid technology by June 1, 2013
- Complete implementing security amongst all departments and within Smart Grid.
- Implement high availability of virtualized servers across two locations
- Implement a high secure environment for local and remote usage of police resources

Value: Open, Accessible Government

Goals:

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

Value: Organizational Development and Self Sufficiency

Goals:

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

Value: Employee Empowerment

Goals:

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

Major Accomplishments:

- Implemented interactive voice response (IVR) system for Customer Service
- Implemented Image Cash Lettering for Customer Service/Collections for electronic submittal of utility check payments to the bank
- Implemented new ONESolution Building Permits, Planning and Engineering, Business Tax, and Code Enforcement systems
- Upgraded iSeries computer hardware and new backup software
- Implemented utilities' locators' field access to GIS systems via wireless laptops
- Implemented two IPS solutions for security on the internal and external networks
- Upgraded firewall security of internal and external network
- Implemented a high availability and redundant SAN environment across two locations
- Upgraded internal network to 10Gb/s
- 85% of all servers have been migrated to a virtualized environment
- Implemented a robust content filter for internet traffic

Performance Measures

	2010-11	2011-12	2012-13
PC network systems availability	99.0%	99.0%	99.0%
AS/400 system availability	99.0%	99.0%	99.0%
Host computer applications supported	41	41	41
PC applications supported	95	101	107
System users supported	445	454	508
PC workstations supported	460	470	484
Printers supported	155	151	154
In-house training sessions	75	150	40
Equipment installations/relocations	175	160	173

Personnel Schedule

Classification	2012	Change	2013	Amount
Business Analyst	1.00	0.00	1.00	32,635
Business Applications Support	1.00	0.00	1.00	79,539
Broadcast Technician	1.00	0.00	1.00	27,872
Computer Systems Analyst	1.00	0.00	1.00	40,040
Computer Technician	1.00	1.00	2.00	71,469
Database Administrator/GIS Mgr.[1]	0.50	0.00	0.50	35,632
Information Technology Director	1.00	0.00	1.00	89,461
Internet Programmer	1.00	0.00	1.00	47,757
IT Network Manager	1.00	0.00	1.00	71,032
Network System Analyst I	1.00	0.00	1.00	47,278
Network System Analyst II	1.00	0.00	1.00	49,795
Senior Systems Analyst	1.00	0.00	1.00	67,995
Standby				3,640
Total	**11.50**	**1.00**	**12.50**	**664,145**

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

Capital Outlay Schedule

Description		Amount
Information Technology Equipment	WF 810499	
Servers		30,000
Communication Electronics/Switches		35,000
Plotter		20,000
Copier (3)		19,500
Tape Drive		15,000
Data Center		100,000
UPS		30,000
PBX Replacement Phase 3		70,000
Total		**319,500**

Information Technology Department

Information Systems Division

Appropriations Detail

Appropriations Detail — Account #001-1633-513

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	630,048	586,763	295,077	608,668	664,145
1310	Temporary Labor	0	0	12,128	32,323	0
1410	Overtime	11,610	27,274	14,169	15,000	28,000
1641	Vacation/Terms & Buyout	18,360	25,264	5,065	0	0
2110	FICA	48,503	47,538	24,602	47,997	49,490
221x	Retirement	45,507	49,221	23,821	49,248	76,720
23xx	Insurance	58,635	72,830	47,928	112,879	109,144
2410	Workers' Compensation	1,837	1,774	904	1,694	1,849
26xx	Other Payroll Benefits	4,628	6,270	4,115	7,288	11,964
	TOTAL PERSONAL SERVICES	819,128	816,934	427,809	875,097	941,312
OPERATING EXPENSES						
3xxx	Professional Services	45,117	42,617	18,834	36,000	35,800
4010	Travel	6,574	1,818	1,825	7,500	5,500
41xx	Communication	31,074	18,701	5,777	23,000	14,000
4210	Postage	209	175	131	200	200
4310	Utilities	78,033	81,730	40,558	93,154	93,154
4410	Rentals	0	33,000	15,000	30,000	30,000
4415	Internal Fleet Lease	2,471	17,605	8,803	17,605	17,605
4510	Insurance	11,493	10,848	5,290	10,187	11,125
461x	Repairs & Maintenance- Vehicles	1,320	2,330	1,110	2,220	12,220
4620	Repairs & Maintenance- Building	0	6,046	0	1,000	0
46xx	Repairs & Maintenance- Equipment	482,644	444,822	419,087	517,825	536,670
49xx	Advertising-Other Ads	21,873	28	0	0	0
51xx	Minor Furniture/Equipment	3,770	3,817	30,739	0	171,800
52xx	Operating Supplies	144,885	146,088	20,290	105,055	153,917
5230	Fuel Purchases	59	120	135	100	270
5410	Publications & Memberships	2,131	1,128	370	1,050	1,050
5520	Training	24,127	20,092	19,392	25,000	46,550
	TOTAL OPERATING EXPENSES	855,780	830,965	587,341	869,896	1,129,861
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	58,369	0	69,030	0	0
6410	Machinery & Equipment	117,942	310,608	172,477	326,500	319,500
	TOTAL CAPITAL OUTLAY	176,311	310,608	241,507	326,500	319,500
OTHER USES						
9916	Computer Maintenance Charges	(224,200)	(233,820)	(90,260)	(180,520)	(180,540)
9941	Utilities Allocation	(1,559,563)	(1,654,790)	(925,773)	(1,552,219)	(1,874,525)
	TOTAL OTHER USES	(1,783,763)	(1,888,610)	(1,016,033)	(1,732,739)	(2,055,065)
TOTAL GENERAL FUND APPROPRIATIONS		67,456	69,897	240,624	338,754	335,608

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	875,097	941,312	66,215	7.57%
Operating Expenses	869,896	1,129,861	259,965	29.88%
Capital Outlay	326,500	319,500	(7,000)	-2.14%
Other Uses	(1,732,739)	(2,055,065)	(322,326)	18.60%
TOTALS	338,754	335,608	(3,146)	-0.93%

Significant Budget Changes:
The Personal Services category increased due the addition of a Computer Technician position. The Operating Expenses category increased due to increased budgets for replacement laptops, desktops, monitors and printers. Additonally, the Operating Supplies account increased due the Microsoft Enterprise Licensing program.

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Geographic Information Systems Department

Organization

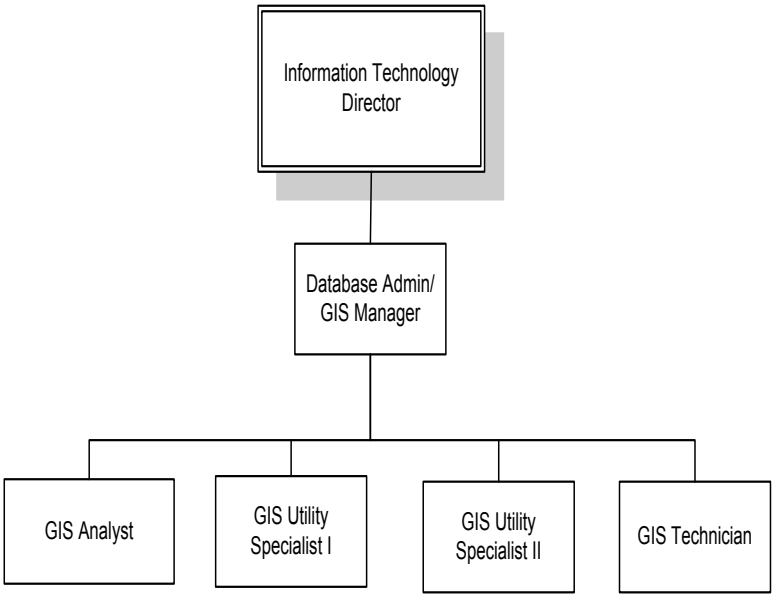
Stan Carter, Information Technology Director

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

$ 36,711 GF

380,575 AL

$417,286

Geographic Information Systems Department

GIS Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Cross training for all GIS employees
- Standard data review and quality assurance/quality control procedures in place

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 2013

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 major upgrade to the GIS software
- Greatly increased accuracy of utility data using GPS technology
- Brought new Fiber database and Fiber managers online and in production
- Electric GIS data is fully connected on the secondary and primary

Performance Measures:

	2010-11	2011-12	2012-13
Days to Complete Work orders	7	5	5
Work Requests	300	200	200

Personnel Schedule

Classification	2012	Change	2013	Amount
Database Admin/GIS Mgr[1]	0.50	0.00	0.50	35,630
GIS Analyst	1.00	0.00	1.00	61,131
GIS Utility Specialist I	1.00	0.00	1.00	40,331
GIS Utility Specialist II	1.00	0.00	1.00	54,392
GIS Spec Planning	1.00	0.00	1.00	40,165
GIS Techician [2]	0.00	1.00	1.00	32,636
Total	**4.50**	**1.00**	**5.50**	**264,285**

Notes: Allocations

Database Admin/GIS Mgr[1]
50%-1633, 50%-1731

GIS Techician[2]
100%-5171

Geographic Information Systems Department

GIS Division

Appropriations Detail

Appropriations Detail — Account # 001-1731-539

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
12xx Regular Salaries & Wages	195,700	221,851	110,693	235,581	264,285
1310 Temporary Labor	0	7,155	1,216	6,904	0
1410 Overtime	0	452	937	1,000	1,000
1641 Vacation/Terms & Buyout	5,891	653	3,527	0	0
2110 FICA	14,874	17,093	8,644	18,105	19,595
221x Retirement	14,289	19,901	9,634	21,131	30,165
23xx Insurance	21,161	30,683	23,595	46,429	66,907
2410 Workers' Compensation	565	644	325	679	740
262x Other Payroll Benefits	184	1,091	791	1,472	2,105
TOTAL PERSONAL SERVICES	252,664	299,523	159,362	331,301	384,797
OPERATING EXPENSES					
31xx Professional Services	22,946	948	0	0	0
4010 Travel	71	0	23	1,500	3,000
41xx Communication	0	117	490	0	1,000
4210 Postage	69	1	6	100	0
4510 Insurance	1,599	1,288	657	1,266	1,689
46xx Repairs & Maintenance- Equipment	16,055	15,995	7,410	15,200	10,000
4710 Printing & Binding	291	0	0	0	0
5180 Minor Furniture/Equipment	26	5,124	0	0	10,000
5210 Operating Supplies	3,153	2,524	677	3,000	3,000
5215 Uniforms	0	0	0	0	300
5410 Publications & Memberships	123	0	131	1,000	500
5520 Training	2,793	4,550	395	3,000	3,000
TOTAL OPERATING EXPENSES	47,126	30,547	9,789	25,066	32,489
CAPITAL OUTLAY					
6410 Machinery & Equipment	6,400	0	5,895	6,000	0
TOTAL CAPITAL OUTLAY	6,400	0	5,895	6,000	0
OTHER USES					
9941 Utilities Allocation	(275,569)	(226,984)	(155,064)	(326,130)	(330,399)
9950 Contra Expense	0	(70,103)	(1,376)	0	(50,176)
TOTAL OTHER USES	(275,569)	(297,087)	(156,440)	(326,130)	(380,575)
TOTAL GENERAL FUND APPROPRIATIONS	30,621	32,983	18,606	36,237	36,711

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	331,301	384,797	53,496	16.15%
Operating Expenses	25,066	32,489	7,423	29.61%
Capital Outlay	6,000	0	(6,000)	-100.00%
Other Uses	(326,130)	(380,575)	(54,445)	16.69%
TOTALS	36,237	36,711	474	1.31%

Significant Budget Changes:
The Personal Services category increased due to the addition of a GIS Technician position which is 100% funded from the Stormwater Department; the refund is reflected in the Other Uses category. Additionally, there is no Capital Outlay budget for this division.

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Airport Department

Organization

Charlie Weller, Airport Manager

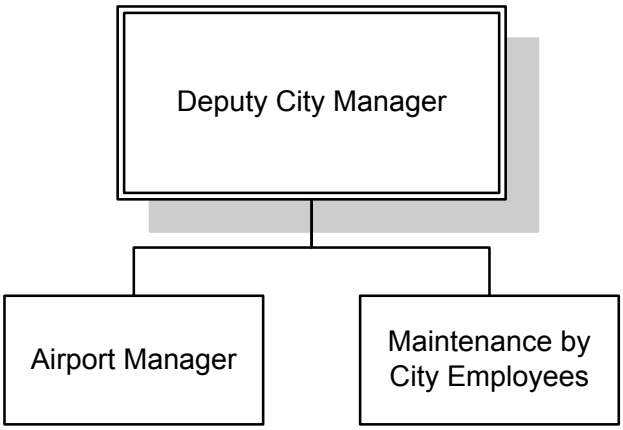
The Airport Department is responsible for management of the Leesburg International Airport as well as long and short-range planning.

Responsibilities:

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

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

Organizational Chart



Total Department Budget

$ 665,694 GF

Airport Department

Operations Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

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

Value: Open, Accessible Government

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

Value: Fiscal Responsibility

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

Major Accomplishments:
- Completed Phase IV of runway 13/31 extension project
- Completed Overlay of R-03/21, Taxiway “K”, “B”, and “J”
- Added new Taxiway (Taxiway “E”) between R-03 and Taxiway “K”
- Installed nine new airside direction signs and three new four- bar Precision Approach Path Indicators (PAPI’s) on R-03, R-2 & R-31
- Installed new windsock at the end of R-31
- Assisted with development of vision for Leesburg Enterprise Aerospace Plan (LEAP). and Flo Energy and Aerospace & Technology Park (FEAT)
- Held two day airport visioning session in conjunction with Embry Riddle Aeronautical University

Performance Measures

	2010-11	2011-12	2012-13
Airport activity (flights) operations			
General aviation local	31,500	32,500	36,000
General aviation transit	22,000	23,000	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-gallons)	600,000	500,000	600,000
Airport employment	360	350	350
Construction projects completed	1	6	1

Personnel Schedule

Classification	2012	Change	2013	Amount
Airport Manager	1.00	0.00	1.00	53,227
Total	**1.00**	**0.00**	**1.00**	**53,227**

Airport Department

Operations Division

Appropriations Detail

Appropriations Detail — Account #001-1821-542

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	53,218	53,482	25,590	53,227	53,227
1641	Vacation/Terms & Buyout	0	3,480	0	0	0
2110	FICA	4,064	4,357	1,888	4,072	4,000
221x	Retirement	3,965	4,797	2,296	4,774	7,377
23xx	Insurance	261	588	3,972	602	6,753
2410	Workers' Compensation	1,516	1,616	727	1,512	1,512
26xx	Other Payroll Benefits	5	0	0	0	0
	TOTAL PERSONAL SERVICES	63,029	68,320	34,473	64,187	72,869
OPERATING EXPENSES						
31xx	Professional Services	270	1,600	0	6,000	5,000
3410	Contract Services	144,658	261,022	95,691	145,000	148,238
4010	Travel	261	1,394	0	0	300
41xx	Communication	8,090	9,250	4,578	11,288	9,528
4210	Postage	581	343	86	550	450
4310	Utilities	85,513	84,084	41,164	88,784	88,498
4410	Rentals	50	435	785	300	1,250
4415	Internal Fleet Lease	11,449	11,278	5,639	11,278	11,277
4510	Insurance	18,840	23,250	11,524	16,800	18,464
461x	Repairs & Maintenance- Vehicles	5,280	6,018	2,698	5,600	5,600
4620	Repairs & Maintenance- Building	49,766	33,999	17,762	46,869	55,444
4625	Repairs & Maintenance- Non- Build	144,623	155,653	53,726	158,900	158,000
46xx	Repairs & Maintenance- Equipment	11,455	52,893	9,126	16,060	16,260
4710	Printing & Binding	266	873	0	150	150
4810	Promotional Activities	1,729	70	0	2,900	2,500
4911	Advertising	252	401	112	350	350
492x	Other Current Charges & Skybolt	50	547	0	500	500
4945	Injury/ Damage to Others	1,555	0	0	0	0
4980	Taxes	74,784	45,038	52,446	46,450	53,500
5180	Minor Furniture/Equipment	0	845	170	1,000	1,000
5210	Operating Supplies	11,027	8,357	9,443	12,600	12,600
5230	Fuel Purchases	7,579	2,798	1,258	2,500	2,516
5410	Publications & Memberships	829	845	345	1,400	1,400
5520	Training	0	1,240	0	0	0
	TOTAL OPERATING EXPENSES	578,907	702,233	306,553	575,279	592,825
CAPITAL OUTLAY						
6210	Buildings	37,771	0	0	0	0
6310	Improvements other than Bldgs	7,850	15,250	0	16,000	0
6410	Machinery & Equipment	0	13,219	10,728	0	0
	TOTAL CAPITAL OUTLAY	45,621	28,469	10,728	16,000	0
	TOTAL GENERAL FUND APPROPRIATIONS	687,557	799,022	351,754	655,466	665,694

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	64,187	72,869	8,682	13.53%
Operating Expenses	575,279	592,825	17,546	3.05%
Capital Outlay	16,000	0	(16,000)	-100.00%
TOTALS	655,466	665,694	10,228	1.56%

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Police Department

Organization

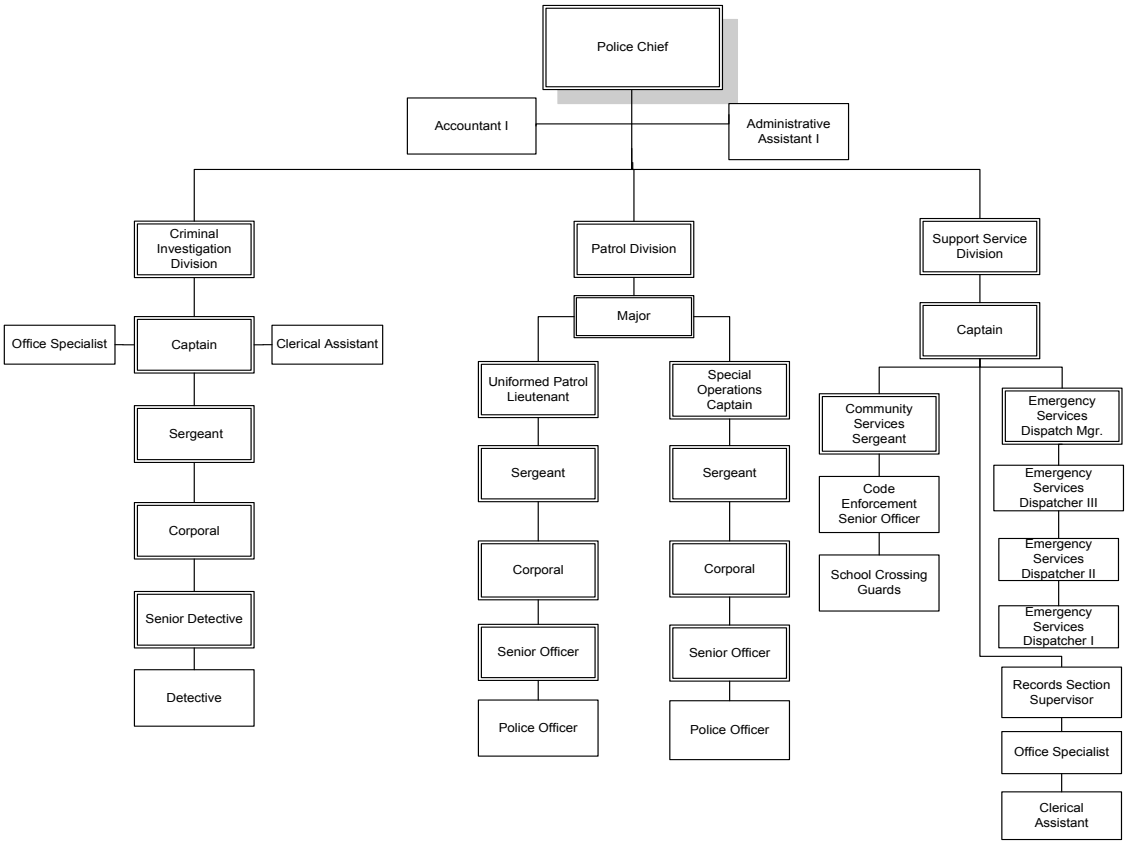
William Chrisman, Police Chief

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

$ 7,975,861 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 88 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 2011 by 3%
- Overall reduction of Part I Crimes for third year in a row
- Overall reduction of burglary for fourth year in a row
- Overall increase of issued traffic citations by 5% from 2010

Performance Measures:

	2010-11	2011-12	2012-13
Police response calls for service	49,048	50,555	50,000
Part I Crimes	1,280	1,237	1,230
Traffic crashes	1,251	1,329	1,250
DUI Arrests	136	117	125
Code enforcement calls for service	1,377	1,339	1,375
Code enforcement actions	1,180	1,144	1,182
Aggravated Assault	101	97	95
Community relations presentations	80	88	90

Personnel Schedule

Classification	2012	Change	2013	Amount
Non-Sworn				
Accountant I	1.00	0.00	1.00	32,677
Administrative Assistant I	1.00	0.00	1.00	25,875
Clerical Assistant	3.00	0.00	3.00	81,786
Office Specialist	2.00	0.00	2.00	59,134
Emer. Service Dispatcher I	6.00	2.00	8.00	215,779
Emer. Service Dispatcher II	6.00	(1.00)	5.00	160,160
Emer. Service Dispatcher III	4.00	(1.00)	3.00	115,606
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**	**766,645**
Sworn				
Police Captain	4.00	(1.00)	3.00	207,272
Police Chief	1.00	0.00	1.00	94,952
Police Corp/Detective Corp	9.00	(3.00)	6.00	325,246
Police Lieutenant	0.00	2.00	2.00	129,904
Police Major	1.00	0.00	1.00	76,482
Police Officer/Det	31.00	(1.00)	30.00	1,116,558
Police Serg/Det Serg	9.00	0.00	9.00	544,699
Police Senior/Senior Det	17.00	3.00	20.00	910,366
Sworn Total	**72.00**	**0.00**	**72.00**	**3,405,479**
Standby				4,200
Total Full Time	**97.00**	**0.00**	**97.00**	**4,176,324**
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**	**4,222,444**

Police Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 001-2111-521

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	4,195,836	4,305,570	1,935,524	4,256,503	4,176,324
1310	Temporary Labor	47,767	46,161	25,883	46,120	46,120
1410	Overtime	267,313	329,925	152,419	240,417	240,417
15xx	Special Pay	72,004	75,824	34,575	76,606	76,606
1641	Vacation/Terms & Buyout	95,408	0	64,803	0	0
2110	FICA	342,557	347,293	162,021	313,502	307,856
221x	Retirement	608,629	540,694	320,879	553,574	787,181
23xx	Insurance	490,935	705,737	455,319	1,021,910	1,016,352
2410	Workers' Compensation	138,917	142,240	66,072	131,188	128,388
26xx	Other Payroll Benefits	21,494	18,563	9,528	17,808	23,447
	TOTAL PERSONAL SERVICES	6,280,860	6,512,007	3,227,023	6,657,628	6,802,691
OPERATING EXPENSES						
3xxx	Professional Services	3,156	2,837	2,849	3,000	3,000
3410	Contract Services	1,048	1,502	365	1,300	1,300
4010	Travel	5,457	9,961	3,449	12,200	12,200
41xx	Communication	74,770	66,856	34,314	85,262	71,000
4210	Postage	2,469	2,308	1,150	5,500	5,500
4310	Utilities	124,460	130,502	59,629	132,044	132,044
4410	Rentals	4,513	4,472	2,236	4,472	4,472
44xx	Fleet Lease	303,113	316,245	161,120	347,951	305,388
4510	Insurance	60,943	58,431	31,969	58,257	63,772
461x	Repairs & Maintenance- Vehicles	164,958	145,341	75,697	159,440	153,460
4620	Repairs & Maintenance- Building	1,436	1,897	108	6,400	6,400
4625	Repairs & Maintenance- Non-Build	97	5,564	5,603	1,500	1,500
46xx	Repairs & Maintenance- Equipment	63,883	62,144	29,090	57,467	58,703
4710	Printing & Binding	2,997	3,411	377	2,500	2,500
4810	Promotional Activities	98	0	0	0	0
4911	Advertising	61	94	62	1,100	1,100
4920	Other Current Charges	1,368	42,799	341	2,220	2,220
4930	Community Services (other than forfeit)	7,868	7,230	2,334	1,560	1,560
4945	Injury/Damage to Others	2,500	0	0	0	0
4964	Drug Money	15,000	13,000	4,000	15,000	15,000
51xx	Minor Furniture/Equipment	1,778	77,704	38,120	6,150	6,150
5188	Automation Expense Only	791	706	1,023	4,000	4,000
521x	Operating Supplies	65,890	52,688	20,273	54,618	54,618
5215	Uniforms	34,275	31,125	22,077	35,430	35,430
5230	Fuel Purchases	182,582	241,903	123,422	210,000	221,456
5410	Publications & Memberships	4,143	4,675	4,332	8,597	8,597
5520	Training	190	0	0	1,800	1,800
	TOTAL OPERATING EXPENSES	1,129,844	1,283,395	623,940	1,217,768	1,173,170
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	5,195	0	0	0	0
6410	Machinery & Equipment	16,462	5,895	0	0	0
	TOTAL CAPITAL OUTLAY	21,657	5,895	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	7,432,361	7,801,297	3,850,963	7,875,396	7,975,861

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	6,657,628	6,802,691	145,063	2.18%
Operating Expenses	1,217,768	1,173,170	(44,598)	-3.66%
TOTALS	7,875,396	7,975,861	100,465	1.28%

Significant Budget Changes:
The Personal Services category increased due to increased retirement costs. Operating Expenses decreased due to a reduction in Fleet Lease expenses.

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Fire Department

Organization

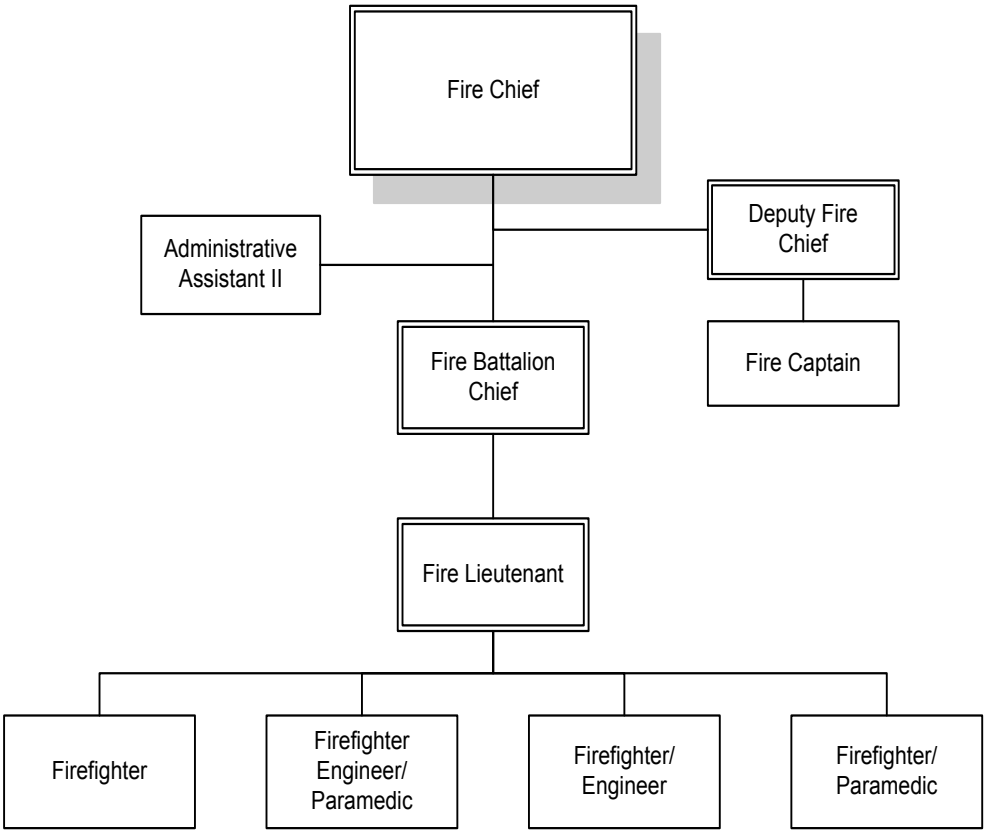
Kevin Bowman, Fire Chief

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

$ 6,068,533 GF

Fire Department

Fire Rescue Division

Values & Goals

Values & Goals

Value: Fiscal Responsibility

Goals:
- Deliver quality services in an affordable, efficient and cost-effective manner providing full value for each tax dollar
- Maintain an adequate financial base to sustain the current level of fire and emergency medical response

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:
- Develop a customer service survey program
- Investigate and respond to all non-emergency complaints within 72 hours

Value: Organizational Development and Self Sufficiency

Goals:
- Development of a training facility to enhance Officer/Firefighter development
- 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.
- Enhanced budget through Federal and State grants for capital expenditures
- Began first stage of development of a joint training facility between Fire and Police
- Continued to keep our aging fire stations operational by making many repairs in house and keeping expenditures low
- Continued 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:

	2010-11	2011-12	2012-13
Calls for service	7,000	7,500	7,500
Training hours	16,000	16,000	16,000
School fire safety program contacts	8,000	4,000	4,000
Inspections/reviews/meetings	3,500	100	1,500
Pre-fire plans	600	600	600
Average response time (min:sec)	5:00	5:00	5:00

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II	1.00	0.00	1.00	27,955
Deputy Fire Chief	0.00	1.00	1.00	82,659
Fire Battalion Chief	3.00	0.00	3.00	212,022
Fire Captain	0.00	1.00	1.00	60,528
Fire Chief	1.00	0.00	1.00	91,000
Firefighter/ EMT	15.00	0.00	15.00	593,553
Firefighter Eng/Paramedic	9.00	1.00	10.00	470,259
Firefighter/Engineer	9.00	(1.00)	8.00	429,928
Firefighter/Paramedic	7.00	(1.00)	6.00	232,552
Lieutenant/EMT	10.00	0.00	10.00	586,185
Lieutenant/Paramedic	5.00	0.00	5.00	328,038
Incentive Pay				19,800
School Pay				25,000
Working out of Class				10,000
Total Full Time	**60.00**	**1.00**	**61.00**	**3,169,479**

Capital Outlay Schedule

Description		Amount
	WF 810510	
ALS Equipment		12,500
Thermal Imaging Camera (2)		20,000
Extraction Tools (Engine #4)		28,000
Total		**60,500**

Fire Department

Fire Rescue Division

Appropriations Detail

Appropriations Detail — Account # 001-2220-522

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	3,471,641	3,321,908	1,548,256	3,088,458	3,169,479
1220	Permanent/ Part Time Salaries & Wage	8,435	0	0	0	0
1310	Temporary Labor	200	299	0	0	0
1410	Overtime	146,193	12,929	10,267	28,500	94,225
15xx	Special Pay	14,424	30,280	32,125	36,279	0
1641	Vacation/Terms & Buyout	67,214	0	50,526	0	0
2110	FICA	271,032	244,201	119,300	223,484	226,821
221x	Retirement	912,758	961,980	479,587	744,678	885,375
23xx	Insurance	338,489	453,546	303,242	634,815	652,929
2410	Workers' Compensation	129,112	118,564	58,023	108,733	110,645
26xx	Other Payroll Benefits	7,521	8,079	3,729	8,999	7,184
	TOTAL PERSONAL SERVICES	5,367,019	5,151,786	2,605,055	4,873,946	5,146,658
OPERATING EXPENSES						
31xx	Professional Services	1,522	0	0	0	0
3410	Contract Services	22,896	22,139	10,787	28,032	28,032
4010	Travel	3,542	4,327	1,465	5,000	5,000
4110	Communication	8,035	7,558	4,697	10,200	12,700
4210	Postage	296	487	147	400	400
4310	Utilities	85,256	83,846	36,634	90,000	90,000
4410	Rentals	1,451	1,529	647	1,500	1,500
4415	Internal Fleet Lease	354,659	362,351	180,710	358,395	314,681
4510	Insurance	33,649	30,246	18,954	29,902	31,557
461x	Repairs & Maintenance- Vehicles	61,971	65,311	32,759	62,135	66,295
4620	Repairs & Maintenance- Building	4,636	13,141	1,340	15,000	15,000
4625	Repairs & Maintenance- Non-Build	0	225	0	500	500
46xx	Repairs & Maintenance- Equipment	12,993	21,503	14,476	27,988	30,448
4710	Printing & Binding	284	321	518	750	750
4810	Promotional Activities	4,034	4,042	0	3,200	3,200
4911	Advertising-Other Ads	0	101	0	0	0
4920	Other Current Charges	7	99	0	0	0
4945	Injury/ Damage to Others	0	979	0	0	0
4980	Taxes	177	177	177	400	400
5180	Minor Furniture/Equipment	30,159	20,151	7,374	18,200	38,500
5210	Operating Supplies	32,896	30,200	18,451	42,500	44,500
5215	Uniforms	58,868	58,606	19,973	71,850	79,850
5230	Fuel Purchases	40,763	50,875	26,371	44,720	52,742
5410	Publications & Memberships	3,368	3,018	3,294	2,850	2,850
5520	Training	24,951	26,836	14,039	52,270	42,470
	TOTAL OPERATING EXPENSES	786,413	808,068	392,813	865,792	861,375
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	28,716	87,719	94,000	60,500
	TOTAL CAPITAL OUTLAY	0	28,716	87,719	94,000	60,500
DEBT SERVICE						
7115	Principal- Capital Lease	32,394	0	0	0	0
7215	Interest- Capital Lease	12,626	0	0	0	0
	TOTAL DEBT SERVICE	45,020	0	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	6,198,452	5,988,570	3,085,587	5,833,738	6,068,533

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	4,873,946	5,146,658	272,712	5.60%
Operating Expenses	865,792	861,375	(4,417)	-0.51%
Capital Outlay	94,000	60,500	(33,500)	-35.64%
TOTALS	5,833,738	6,068,533	234,795	4.02%

Significant Budget Changes:
Personal Services increased due to the additon of a fire position and increasing pension costs.

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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 (Enterprise Fund)
- ·Residential
- ·Commercial
- ·Land-fill

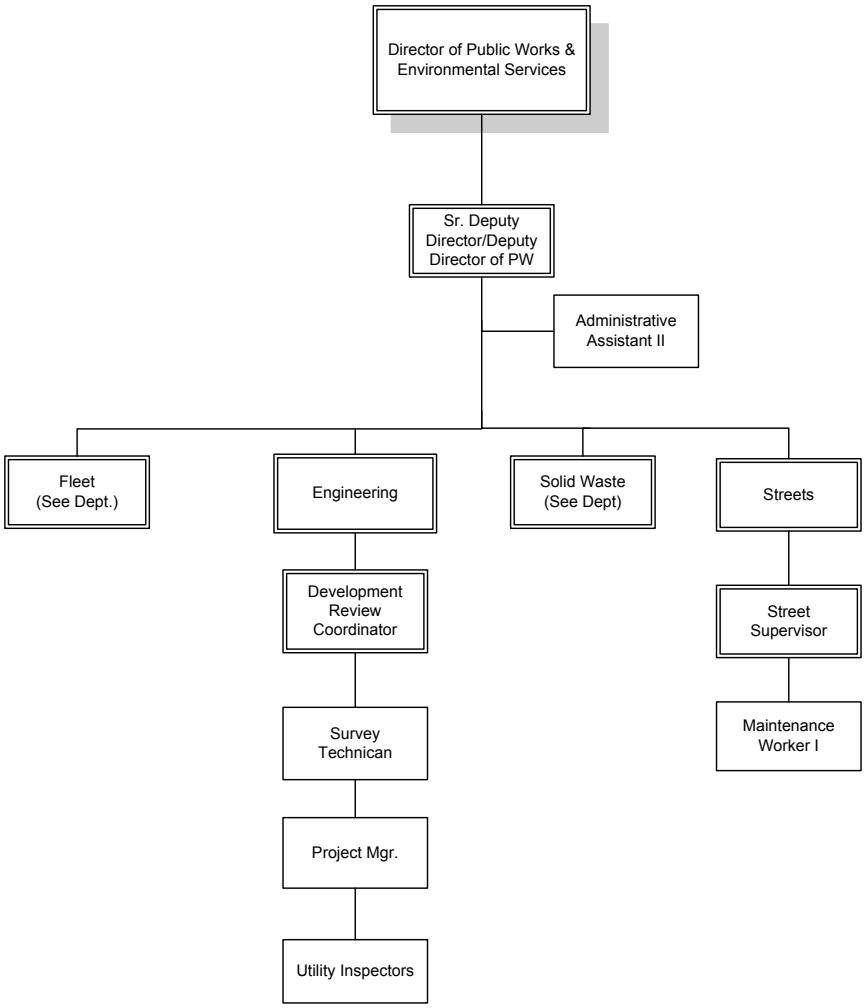
Engineering
- ·Mapping
- ·Surveying
- ·Easements
- ·Addressing

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

Fleet Services (Internal Svc Fund)
- ·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

$ 1,699,639 GF

161,248 AL

$ 1,860,887

Public Works Department

Fleet Services Division

Appropriations Detail

Appropriations Detail — Account # 001-5110-519

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	329,227	304,971	140,563	303,472	0
1410	Overtime	8,070	8,766	1,923	6,846	0
1641	Vacation/Terms & Buyout	1,579	7,684	5,423	0	0
2110	FICA	24,662	23,305	10,730	22,007	0
221x	Retirement	24,593	26,350	12,369	26,195	0
23xx	Insurance	46,965	54,941	37,993	73,749	0
2410	Workers' Compensation	8,764	8,915	4,081	8,468	0
262x	Other Payroll Benefits	396	268	78	294	0
TOTAL PERSONAL SERVICES		444,256	435,200	213,160	441,031	0
OPERATING EXPENSES						
31xx	Professional Services	3,048	0	0	0	0
3410	Contract Services	397	4,102	2,045	4,500	0
4010	Travel	162	213	202	500	0
41xx	Communication	2,001	1,952	1,020	2,100	0
4210	Postage	248	219	120	300	0
4310	Utilities	35,368	29,891	13,895	34,000	0
4410	Rental	57,464	77,140	3,927	20,000	0
4510	Insurance	15,460	17,782	9,766	17,387	0
461x	Repairs & Maintenance- Vehicles	561,731	590,132	318,453	498,012	0
4620	Repairs & Maintenance- Building	777	565	0	700	0
4625	Repairs & Maintenance- Non-Build	1,452	223	0	1,000	0
46xx	Repairs & Maintenance- Equipment	4,487	4,691	2,629	3,450	0
4710	Printing & Binding	235	225	181	100	0
4920	Other Current Charges	684	150	0	0	0
4932	FM Inventory Over/Short	7,762	8,197	31	0	0
5180	Minor Furniture/Equipment	3,856	9,402	2,833	4,100	0
5210	Operating Supplies	16,565	14,018	7,361	21,000	0
5215	Uniforms	6,201	6,991	3,807	6,800	0
5230	Fuel Purchases	11,615	24,568	9,973	16,875	0
5410	Publications & Memberships	113	178	119	250	0
5520	Training	981	1,625	633	2,000	0
TOTAL OPERATING EXPENSES		730,607	792,264	376,995	633,074	0
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	0	0	0	0
6412	Fleet New	119,387	16	51,142	160,000	0
6413	Fleet Replace	293,352	874,820	160,913	999,899	0
6414	Fleet Refurbish	19,307	14,536	21,606	45,000	0
TOTAL CAPITAL OUTLAY		432,046	889,372	233,661	1,204,899	0
OTHER USES						
9950	Contra Expense	(528)	0	0	0	0
9951	Fleet - Contracts	(907,055)	(850,596)	(423,436)	(855,820)	0
9952	Fleet - Non Contracts	(16,312)	(23,224)	(25,817)	(15,000)	0
9953	Lease Revenue	(2,268,836)	(2,279,287)	(1,147,268)	(2,324,920)	0
9954	DSM Electric Contra	0	(58,062)	(11,467)	(33,083)	0
TOTAL OTHER USES		(3,192,731)	(3,211,169)	(1,607,988)	(3,228,823)	0
TOTAL GENERAL FUND APPROPRIATIONS		(1,585,822)	(1,094,333)	(784,172)	(949,819)	0

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	441,031	0	(441,031)	-100.00%
Operating Expenses	633,074	0	(633,074)	-100.00%
Capital Outlay	1,204,899	0	(1,204,899)	-100.00%
Other Uses	(3,228,823)	0	3,228,823	-100.00%
TOTALS	(949,819)	0	949,819	100.00%

Significant Budget Changes:
The Fleet division has been moved to an Internal Service Fund.

Values & Goals

Value: Excellence in All We Do

Goals:
- Maintain unpaved city streets after severe rain events in an effort to reduce vehicle damages
- Repair damaged roadways within two days of notification
- Combine efforts with departments on identification of roadway hazards requiring repairs or restriping

Value: Fiscal Responsibility

Goals:
- Identify, demo and replace damaged sidewalks in a timely manner
- Identify roads having a history of maintenance issues
- Identify and repaint curbing, parking and handicap space lines

Value: Organizational Development and Self Sufficiency

Goals:
- Cross train division staff on sign cutting and striping machines
- Consistently make training available for staff through local and state agencies (Lake County and FDOT)

Major Accomplishments:
- Prepared for resurface of Faulkner and Fairfax Streets for CIP
- Completed total rebuild of 200' of Crosby Street, including the intersection of Crosby and East Streets
- Repaired of roadway cuts for utility installation and repairs
- Resurfaced in excess of 25,000 linear feet

Performance Measures:

	2010-11	2011-12	2012-13
Number of potholes repaired	164	175	170
Emergency signs replaced within 24 hrs.	72	60	50
Signage repaired	201	39	40
Signage replaced	29	21	25
Roadway repairs / Potholes	154	97	100
Utility damage / Cut repairs	4	20	5

Personnel Schedule

Classification	2012	Change	2013	Amount
Maintenance Worker I	3.00	0.00	3.00	62,628
Street Supervisor	1.00	0.00	1.00	33,946
Standby				3,650
Total	**4.00**	**0.00**	**4.00**	**100,224**

Public Works Department

Street Maintenance Division

Appropriations Detail

Appropriations Detail — Account # 001-5112-541

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	93,953	79,712	38,914	100,224	100,224
1410	Overtime	831	1,354	110	2,000	1,000
2110	FICA	6,763	5,929	2,872	7,163	7,176
221x	Retirement	6,747	6,074	2,969	7,033	9,748
23xx	Insurance	19,606	17,265	10,195	34,163	31,876
2410	Workers' Compensation	7,659	6,543	3,008	7,764	7,764
26xx	Other Payroll Benefits	80	1,071	763	1,574	1,724
	TOTAL PERSONAL SERVICES	135,639	117,948	58,831	159,921	159,512
OPERATING EXPENSES						
31xx	Professional Services	19,293	5,227	0	5,000	5,000
3410	Contract Services	291	56	0	0	0
4010	Travel	0	40	0	200	200
41xx	Communication	720	404	238	420	420
4310	Utilities	820,313	789,126	384,885	957,450	957,450
4410	Rentals	52	132	0	500	500
4415	Internal Fleet Lease	21,782	23,283	11,642	23,283	23,283
4510	Insurance	11,363	10,301	5,382	10,361	11,009
461x	Repairs & Maitenance- Vehicles	98,657	116,970	97,234	105,600	110,100
4625	Repairs & Maitenance- Non-Build	119,060	188,675	25,004	337,129	337,129
463x	Repairs & Maitenance- Equipment	318	770	285	570	570
4710	Printing & Binding	56	0	0	0	0
4911	Advertising-Other Ads	19	0	18	0	0
4945	Injury/Damage to Others	0	250	0	0	0
5180	Minor Furniture/Equipment	0	62	311	500	500
5210	Operating Supplies	22,666	11,508	5,419	30,000	25,000
5215	Uniforms	676	498	370	800	1,160
5230	Fuel Purchases	4,894	6,214	3,001	5,220	6,002
5310	Materials & Supplies	13,083	10,038	1,870	15,000	10,000
5311	Materials - Street Signs	0	0	122	0	0
5410	Publications & Memberships	119	247	119	150	150
5520	Training	157	370	0	600	600
	TOTAL OPERATING EXPENSES	1,133,519	1,164,171	535,900	1,492,783	1,489,073
CAPITAL OUTLAY						
6310	Improvements other than Bldgs	0	10,128	0	0	0
	TOTAL CAPITAL OUTLAY	0	10,128	0	0	0
OTHER USES						
9950	Contra- Expenses	(71)	(2,396)	(820)	0	0
	TOTAL OTHER USES	(71)	(2,396)	(820)	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	1,269,087	1,289,851	593,911	1,652,704	1,648,585

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	159,921	159,512	(409)	-0.26%
Operating Expenses	1,492,783	1,489,073	(3,710)	-0.25%
TOTALS	1,652,704	1,648,585	(4,119)	-0.25%

Values & Goals

Value: Open, Accessible Government

Goals:

- Allow outside surveying and engineering companies to access information electronically eliminating the need for office visits, reducing staff time, facilitating documentation requests, and giving real-time research capabilities to outside custumers
- Limit the amount of phone transfers between multiple utility project coordinators, inspection personnel and their respective managers, effectively streamlining the process for required written requests to a single point of contact
- Allow owners and engineers to submit projects, review comments, and make payments digitally via a web-based payment and review system

Value: Fiscal Responsibility

Goals:

- Guarantee that transportation funds are allocated appropriately between repairing and re-building roadways to achieve the maximum life span of the City of Leesburg infrastructure
- Produce all applicable engineering, design and planning within the engineering division limiting consulting and outside engineering costs

Value: Professionalism

Goals:

- Ensure that all staff is properly trained to manage time, performance, and work load as efficiently as possible and to aid in growth and potential for advancement within the organization
- To provide prompt, courteous, and accurate inspections in a timely manner facilitating both internal and external customers

Major Accomplishments:

- Took over Developmental Review Committee responsibilities
- Engineered the rebuilding of Boyle St, Crosby St, Spartan Ave and Palmetto St.
- Completed all easement requests
- Redesigned Fountain Lake sidewalk redesign
- Designed driveway for Canal Street Water Treatment Facility

Performance Measures:

	2010-11	2011-12	2012-13
Survey information converted to PDF	N/A	25%	100%
Survey information transferred to FTP site	N/A	0%	100%
Survey requests facilitated through the FTP site	N/A	0%	50%
Creation of online inspection form	N/A	0%	100%
Amount of inspection requests via email	N/A	25%	100%
Web-based application submittal, review and payments for DRC review	N/A	0%	75%
Road failures Within 5 years of repairs/resurface	4	0	0
Designs produced by the Engineering Division in lieu of consulting services	4	7	15
Employees' Management/Growth Training	2	3	5
Inspections Completed within 48 hours of notification	100%	100%	100%

Personnel Schedule

Classification	2012	Change	2013	Amount
Development Review Coordinator	1.00	0.00	1.00	48,193
Survey Technician	1.00	0.00	1.00	43,514
Total	**2.00**	**0.00**	**2.00**	**91,707**

Public Works Department

Engineering

Appropriations Detail

Appropriations Detail — Account # 001-5131-539

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	92,348	94,761	44,091	91,707	91,707
2110	FICA	6,691	7,021	3,326	6,740	6,919
221x	Retirement	6,788	8,214	3,954	8,226	12,710
23xx	Insurance	10,597	13,652	8,397	21,554	18,305
2410	Workers' Compensation	1,420	1,465	659	1,371	1,371
262x	Other Payroll Benefits	66	0	0	0	0
TOTAL PERSONAL SERVICES		117,910	125,113	60,427	129,598	131,012
OPERATING EXPENSES						
31xx	Professional Services	0	0	0	5,000	0
4010	Travel	0	23	0	0	0
41xx	Communication	873	884	483	1,020	1,000
4415	Fleet Lease	3,557	3,494	1,747	3,494	3,494
4510	Insurance	275	268	144	273	791
461x	Repairs & Maintenance- Vehicles	1,320	1,320	660	1,320	1,320
46xx	Repairs & Maintenance- Equipment	3,032	2,561	1,102	620	7,700
4920	Other Current Charges	100	0	0	0	0
5180	Minor Furniture/Equipment	0	0	115	0	0
5210	Operating Supplies	509	970	337	1,000	1,000
5215	Uniforms	192	184	152	450	0
5230	Fuel Purchases	563	854	635	600	1,270
5410	Publications & Memberships	50	0	0	0	0
5520	Training	162	0	0	0	0
TOTAL OPERATING EXPENSES		10,633	10,558	5,375	13,777	16,575
OTHER USES						
9941	Utilities Allocation	(108,241)	(122,104)	(59,221)	(129,038)	(132,828)
TOTAL OTHER USES		(108,241)	(122,104)	(59,221)	(129,038)	(132,828)
TOTAL GENERAL FUND APPROPRIATIONS		20,302	13,567	6,581	14,337	14,759

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	129,598	131,012	1,414	1.09%
Operating Expenses	13,777	16,575	2,798	20.31%
Other Uses	(129,038)	(132,828)	(3,790)	2.94%
TOTALS	14,337	14,759	422	2.94%

Values & Goals

Value: Fiscal Responsibility

Goals:

- Have accurate planning and review of projects to ensure all cost are captured
- Make sure the owners of the project are included at the beginning to reduce changes in specifications and design
- Compare costs against industry standards to ensure costs are accurate

Major Accomplishments:

- Completed Warehouse office build out
- Completed IT office build out
- Completed Station 61 bath remodel
- Completed City Hall A/C replacement
- Completed Community Center reroof

Capital Outlay Schedule

Description		Amount
City Hall A/C upgrades	WF 810520	17,000
Total		**17,000**

Public Works Department

Facilities Maintenance Division

Appropriations Detail

Appropriations Detail — Account # 001-5193-519

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CAPITAL OUTLAY					
6210 Buildings	20,090	61,909	0	0	0
6310 Improvements other than Bldgs	20,756	45,807	0	25,000	17,000
TOTAL CAPITAL OUTLAY	40,846	107,716	0	25,000	17,000
OTHER USES					
9941 Utilities Allocation	(14,187)	(22,996)	0	(17,418)	(11,720)
TOTAL OTHER USES	(14,187)	(22,996)	0	(17,418)	(11,720)
TOTAL GENERAL FUND APPROPRIATIONS	26,659	84,720	0	7,582	5,280

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Capital Outlay	25,000	17,000	(8,000)	-32.00%
Other Uses	(17,418)	(11,720)	5,698	-32.71%
TOTALS	7,582	5,280	(2,302)	-30.36%

Values & Goals

Value: Excellence In All We Do

Goals:

- Ensure that administrative staff meets with all departments of the City
- Ensure that staff communicates to all departments when public works projects are commencing
- Ensure that we are responsive to all requests for information
- Recognize our strengths and weaknesses of working with various departments
- Ensure public works provides support as requested by various departments

Value: Professionalism

Goals:

- Ensure employees have the necessary training, knowledge, skills, and abilities
- Ensure employees have the necessary equipment to do their jobs
- Ensure that we are a safety conscious workforce
- Recognize high performing employees
- Ensure adequate staffing to meet the operational needs of the department

Major Accomplishments:

- Completed department reorganization
- Finalized transfer of Developmental Review Committee (DRC) to public works
- Completed rebuild of Highland Lakes Water Treatment Plant
- Completed US Hwy 441/27 Perkins to Griffin DOT project
- Oversight of installation of City Hall A/C, IT training room upgrade, and reroof of Community Building
- Oversight of generator installations at the fire department and two liftstations
- Resurfaced 25,063 linear feet of city streets; partial rebuilds at Spartan Ave, Boyle Street, and Palmetto Street, and a complete rebuild of Crosby Street

Performance Measures:

	2010-11	2011-12	2012-13
Cost per mile of overlay	$87,814	$92,205	$92,000
Number of lane miles managed	157.92	157.92	157.92
Track Accident/Injury reports	N/A	N/A	100%
Track inter-departmental coordination sessions	N/A	N/A	100%
Track percentage of exceeds expectations on evaluations	N/A	N/A	100%

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II	1.00	(1.00)	0.00	0
Deputy Director of Public Works[1]	0.10	0.00	0.10	7,417
Total	**1.10**	**(1.00)**	**0.10**	**7,417**

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

Appropriations Detail

Account # 001-5197-539

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	41,182	40,895	11,484	41,063	7,417
1410	Overtime	147	0	0	0	0
15xx	Bonuses/Incentives	0	258	0	0	0
1641	Vacation/Terms & Buyout	413	398	914	0	0
2110	FICA	3,214	3,189	945	3,151	543
221x	Retirement	3,082	3,669	1,013	3,683	1,028
23xx	Insurance	1,581	1,908	3,689	7,990	15,466
2410	Workers' Compensation	117	116	35	115	21
262x	Other Payroll Benefits	455	448	111	446	0
TOTAL PERSONAL SERVICES		50,191	50,881	18,191	56,448	24,475
OPERATING EXPENSES						
3130	Engineering Services	604	0	4,000	2,000	2,000
4010	Travel	41	37	0	0	100
4110	Communication	1,318	1,422	529	1,236	1,200
4210	Postage	22	5	34	35	50
4310	Utilities	22,057	10,740	4,722	11,835	11,000
4415	Internal Fleet Lease	2,460	2,352	1,176	2,352	2,352
4510	Insurance	2,538	2,336	1,270	2,277	2,545
461x	Repairs & Maintenance- Vehicles	1,478	1,439	660	1,320	1,320
4620	Repairs & Maintenance- Building	79	0	0	50	0
463x	Repairs & Maintenance- Equipment	4,832	3,950	585	1,170	920
4710	Printing & Binding	0	0	0	100	100
5210	Operating Supplies	574	581	359	1,000	750
5215	Uniforms	51	72	75	150	150
5230	Fuel Purchases	685	784	259	710	518
5410	Publications & Memberships	261	140	119	135	135
5520	Training	134	444	0	100	100
TOTAL OPERATING EXPENSES		37,134	24,302	13,788	24,470	23,240
OTHER USES						
9941	Utilities Allocation	(30,564)	(26,314)	(11,193)	(28,321)	(16,700)
TOTAL OTHER USES		(30,564)	(26,314)	(11,193)	(28,321)	(16,700)
TOTAL GENERAL FUND APPROPRIATIONS		56,761	48,869	20,786	52,597	31,015

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	56,448	24,475	(31,973)	-56.64%
Operating Expenses	24,470	23,240	(1,230)	-5.03%
Other Uses	(28,321)	(16,700)	11,621	-41.03%
TOTALS	52,597	31,015	(21,582)	-41.03%

Significant Budget Changes:
The decrease in Personal Services is attributable to the elimination of the Administrative Assistant II position. The change in the Other Uses category is directly related the elimination of the position and the cooresponding reduction in the cost allocation to the utilities.

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Community Development Department

Organization

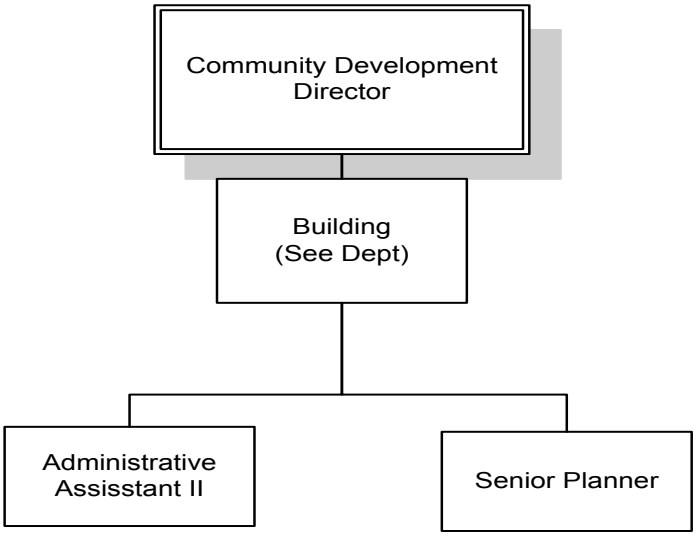
Bill Wiley, Community Development Director

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

$ 111,592 GF
136,390 AL
$ 247,982

Values & Goals

Value: Excellence in All We Do

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

Value: Open, Accessible Government

Goals:
- Complete reconstruction of the Community Development City web site and enhance ease of use to provide more information to the public
- Complete transition of Community Development application and permit processing to new SunGuard ONESolution which will 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 by answering phone calls by the end of two rings and addressing minor requests within 24 hours

Major Accomplishments:
- Completed processing backlog of Large Scale Comprehensive Plan Amendments
- Completed state mandated Comprehensive Plan Amendments for EAR (Evaluation and Appraisal Report)
- Transmitted Comprehensive Plan Amendments to state
- Completed another section of East Hwy 441 Annexation project
- Completed transition of DRC of application procedures and processing to public works department.
- Completed coordination and implementation of new procedures for special events
- Completed needed amendments to Land Development Code
- Completed transition to new FEMA Flood Zone maps
- Continued review of schedule for sign code compliance regarding nonconforming signs

Performance Measures:

	2010-11	2011-12	2012-13
Variance cases	5	6	7
Rezoning cases	14	17	10
Planned unit development cases	12	14	7
Comprehensive plan amendments:			
Small scale	8	10	5
Large scale	5	2	3
Annexation cases	10	12	8
Plat approval cases	0	2	1
Ordinance amendments	3	3	5
Conditional use permits	12	14	12

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II[2]	1.25	0.00	1.25	34,943
Community Development Director[1]	0.70	0.00	0.70	55,533
Planner	1.00	(1.00)	0.00	0
Senior Planner	0.00	1.00	1.00	48,000
Total	**2.95**	**0.00**	**2.95**	**138,476**

Notes: Allocations

Community Development Director[1]
70%-6151, 30%-6131

Administrative Assistant II[2]
75%-6131, 25%-6151

Community Development Department

Planning & Zoning Division

Appropriations Detail

Appropriations Detail — Account # 001-6151-515

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	256,423	234,318	63,138	131,326	138,476
1410	Overtime	175	0	0	0	0
1641	Vacation/Terms & Buyout	1,954	22,082	786	0	0
2110	FICA	19,121	19,126	4,848	10,061	10,506
221x	Retirement	19,089	21,019	5,664	11,781	18,559
23xx	Insurance	25,052	28,775	8,739	18,189	29,397
2410	Workers' Compensation	724	718	181	368	388
26xx	Other Payroll Benefits	3,663	2,694	806	2,326	565
	TOTAL PERSONAL SERVICES	326,201	328,732	84,162	174,051	197,891
OPERATING EXPENSES						
31xx	Professional Services	6,896	1,425	500	0	0
3410	Contract Services	58,145	62,111	39,465	34,630	15,000
4010	Travel	359	10	0	1,000	1,000
4110	Communication	309	22	0	0	0
4210	Postage	3,506	3,384	84	1,600	1,600
4310	Utilities	7,151	6,852	2,865	8,000	7,500
4415	Internal Fleet Lease	2,326	2,326	1,163	2,326	2,326
4510	Insurance	2,001	1,813	927	1,820	1,232
461x	Repairs & Maintenance- Vehicles	1,320	1,320	700	1,320	1,320
4620	Repairs & Maintenance- Building	0	0	0	0	0
463x	Repairs & Maintenance- Equipment	10,469	11,759	4,127	10,200	8,790
4710	Printing & Binding	0	0	517	3,000	1,000
4810	Promotional Activities	0	50	0	0	0
4911	Advertising	5,300	4,716	1,151	7,500	3,000
4920	Other Current Charges	297	778	384	0	0
4930	Recognitions & Awards	223	45	0	50	50
5180	Minor Furniture/Equipment	730	136	0	0	0
5210	Operating Supplies	4,315	5,163	1,122	5,000	4,000
5230	Fuel Purchases	440	690	554	1,600	1,108
5410	Publications & Memberships	2,144	1,165	1,839	0	1,165
5520	Training	1,365	775	0	2,000	1,000
	TOTAL OPERATING EXPENSES	107,296	104,540	55,398	80,046	50,091
GRANTS AND AIDS						
8211	Matching Sign Grant	0	0	8,000	0	0
	TOTAL GRANTS AND AIDS	0	0	8,000	0	0
OTHER USES						
9941	Utilities Allocation	(238,422)	(238,300)	(81,157)	(139,753)	(136,390)
	TOTAL OTHER USES	(238,422)	(238,300)	(81,157)	(139,753)	(136,390)
TOTAL GENERAL FUND APPROPRIATIONS		195,075	194,972	66,403	114,344	111,592

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	174,051	197,891	23,840	13.70%
Operating Expenses	80,046	50,091	(29,955)	-37.42%
Other Uses	(139,753)	(136,390)	3,363	-2.41%
TOTALS	114,344	111,592	(2,752)	-2.41%

Significant Budget Changes:
The Operating Expenses category decreased due reduced Contract Expenses for EAR based amendments.

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Housing & Economic Development Department

Organization

Kenneth L. Thomas, Housing & Economic Development Director

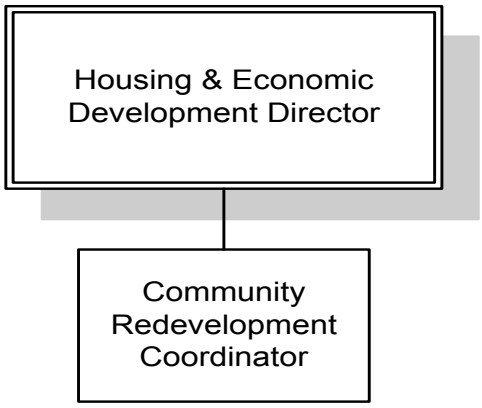
The Housing & Economic Development Department serves to assist, stimulate and facilitate public and private development resulting in creation of new value-added jobs, increase in per-capita income, improvements in the tax base, preservation of the economic value of property, the quality of life, increase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

$ 122,782 GF
52,621 AL
$ 175,403

Values & Goals

Value: Excellence in All We Do

Goals:
- Facilitate the 1st Time Homebuyer's Program
- Purchase and renovate two single family homes and a 12 unit multi-family housing complex
- Coordinate with community based organizations and service providers to address the housing needs and issues of the community

Value: Open, Accessible Government

Goals:
- Collaborate with other local housing providers to assist with housing rehabilitation
- 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
- Pursued the sale of foreclosed properties to 1st Time Homebuyers
- Educate, equip and assist families to be financially responsible

Major Accomplishments:
- Conducted over 50 company visits
- Provided home buying counseling to over 25 residents
- Secured funding for Berry Park Improvements
- Sold NSP single family property and CRA Single Family home
- Coordinated the Small Business Administration (SBA) workshop that provided local start-ups and existing business owners with the tools and resources to start and operate a business

Performance Measures:

	2010-11	2011-12	2012-13
New jobs created	97	74	75
Jobs retained	45	40	35
New businesses created	15	26	27
Businesses retained	10	5	4
Number of businesses assisted	200	199	184
Community & neighborhood associations assisted	5	3	3
Clients approved for down payment assistance	15	1	4
Housing education seminars & workshops	10	0	2
Home buyers counseled	35	10	30
City-wide clean-ups	1	1	1
Neighborhood community meetings	12	12	12
Neighborhood activities & events	3	7	7

Personnel Schedule

Classification	2012	Change	2013	Amount
Housing & Economic Development	1.00	0.00	1.00	82,721
Community Redevelopment Coordinator*	1.00	0.00	1.00	42,869
Total	**2.00**	**0.00**	**2.00**	**125,590**

Notes:

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

Housing & Economic Development Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 001-6254-554

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	218,786	215,114	60,380	125,590	125,590
2110	FICA	16,001	15,811	4,523	9,415	9,415
221x	Retirement	11,955	15,635	3,837	7,981	10,078
23xx	Insurance	22,124	28,810	11,369	23,539	24,067
2410	Workers' Compensation	613	603	169	352	352
26xx	Other Payroll Benefits	3,255	3,163	1,343	2,922	2,922
	TOTAL PERSONAL SERVICES	272,734	279,136	81,621	169,799	172,424
OPERATING EXPENSES						
31xx	Professional Services	9,972	4,767	1,334	0	0
3410	Contract Services	2,904	15,935	4,608	20,000	20,000
4010	Travel	471	118	27	0	963
4110	Communication	3,234	3,993	1,589	3,610	3,610
4210	Postage	357	721	74	0	200
4310	Utilities	23,567	28,971	10,293	21,000	21,000
4510	Insurance	2,419	2,970	1,032	1,960	1,581
462x	Repairs & Maintenance- Buildings	924	251	148	0	100
463x	Repairs & Maintenance- Equipment	4,469	4,575	1,812	3,150	3,400
4710	Printing & Binding	0	0	118	0	118
48xx	Promotional Activities	10,337	0	250	0	250
49xx	Advertising	362	6,713	0	0	0
492x	Other Current Charges	124	0	0	0	0
5180	Minor Furniture/Equipment	0	(295)	0	0	0
52xx	Operating Supplies	1,994	4,890	2,926	3,500	3,500
5230	Fuel Purchases	517	0	0	0	0
5410	Publications & Memberships	6,416	8,712	3,370	1,780	5,164
5540	Education	0	500	0	0	0
5520	Training	650	305	2,495	0	2,495
	TOTAL OPERATING EXPENSES	68,717	83,126	30,076	55,000	62,381
CAPITAL OUTLAY						
6810	NSP Properties	239,354	306,657	10,293	0	0
	TOTAL CAPITAL OUTLAY	239,354	306,657	10,293	0	0
OTHER USES						
9101	Transfer to General Fund	0	29,063	0	0	0
9941	Utilities Allocation	(81,894)	(85,933)	(23,346)	(56,055)	(52,621)
9950	Contra Expense	0	0	0	0	(59,402)
	TOTAL OTHER USES	(81,894)	(56,870)	(23,346)	(56,055)	(112,023)
	TOTAL GENERAL FUND APPROPRIATIONS	498,911	612,049	98,644	168,744	122,782

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	169,799	172,424	2,625	1.55%
Operating Expenses	55,000	62,381	7,381	13.42%
Other Uses	(56,055)	(112,023)	(55,968)	99.84%
TOTALS	168,744	122,782	(45,962)	-27.24%

Significant Budget Changes:
The Other Uses category increased due a change in the accounting for the reimbursement of the Community Redevelopment Coordinator from the Carver Heights CRA which is now reflected in the Contra Expense account instead as a revenue to the General Fund.

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Library Department

Organization

Lucy B. Gangone, MLS, Library Director

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

Responsibilities:

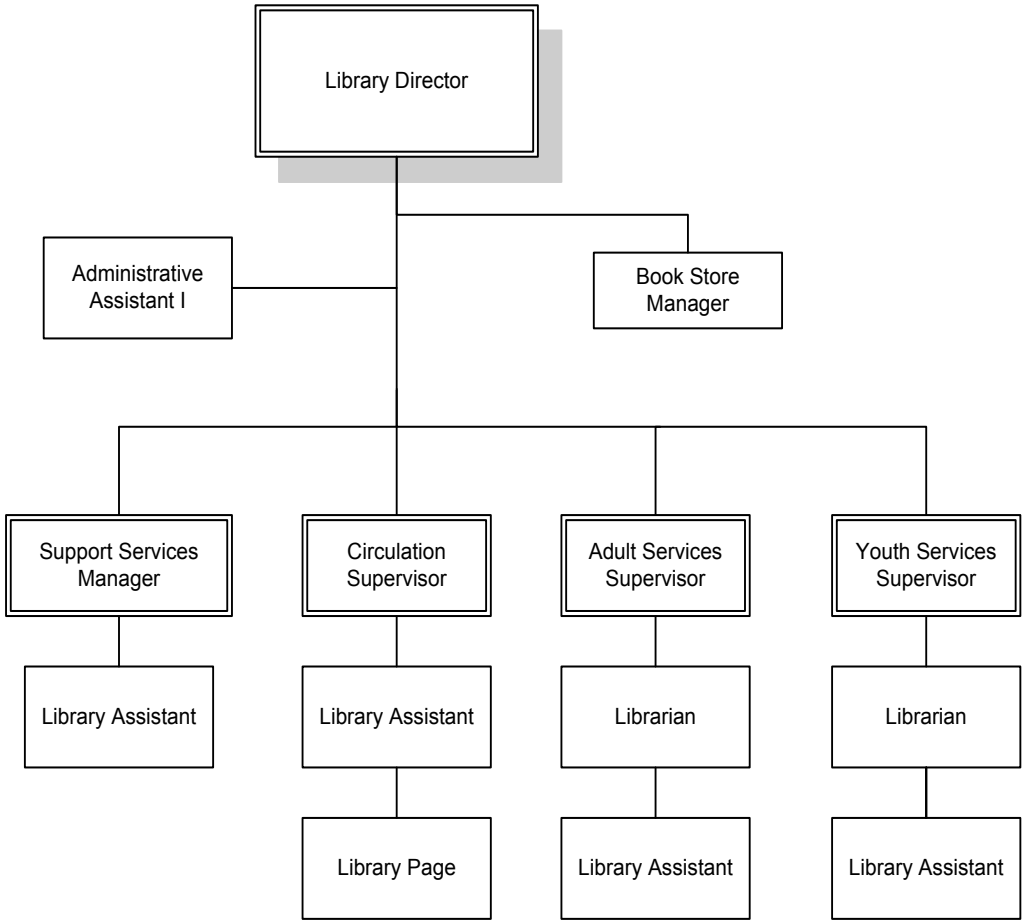
Adult Services
- Collection Development
- Reference
- Genealogy & Local History
- Reader's advisory
- Programs
- Public Computers
- Adult Literacy
- Community Outreach

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

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

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

Organizational Chart



Total Department Budget

$ 1,465,129 GF

Library Department

Library Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Maintain access to the library a minimum of 52 hours per week including four evenings and one weekend day
- Maintain online access to the library online catalog and databases 24/7 through the library website with patron access to their individual account for renewals and reserves
- Incorporate quantitative measures into the Performance & Growth Planning and Evaluation process for all Library staff

Value: Open, Accessible Government

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

Value: Fiscal Responsibility

Goals:
- Pursue the establishment of a public foundation for the library to apply for, and accept, funds from a variety of sources, including individuals, foundations, and government agencies
- Expand the ability to collect overdue fines and lost item replacement costs through implementation of credit/debit card processes
- Work to increase FY 12 - 13 circulation of library materials for higher allocation of available funding through the Lake County Library System
- Assist the Friends of the Leesburg Library, Inc. in its fundraising efforts

Value: A Caring Organization

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

Major Accomplishments:
- Started e-book lending service with 8,263 e-book checkouts to date and support to e-Reader beginners through individual help (2,272 questions answered) and three e-Reader clinics
- With funding provided by the Friends of the Library, purchased additional shelving for and reconfigured the computer workstations in the Teen Room to accommodate an expanded book collection for teens
- Launched a "Text Blasting Service" for patron cell phones with text announcements of upcoming events and programs
- Held the 1st Annual Local Authors Showcase with thirty authors participating
- Installed an Early Literacy Station for children ages 2 – 10, with fifty educational software packages for pre-school developmental skills and computer literacy

Performance Measures

	2010-11	2011-12	2012-13
Public service hours	2,594	2,608	2,608
Total number of registered borrowers	16,961	19,166	21,600
Total holdings (volumes)	132,946	150,343	155,000
Circulation			
Adult	275,662	258,960	265,200
Juvenile	60,163	73,040	74,800
Total circulation	335,825	332,000	340,000
Circulation per hour	129.5	127.30	130.4
Circulation per borrower	19.8	17.3	15.8
Public computer use	150,535	148,000	150,000
Use per hour	58.04	56.8	57.5
Reference transactions	81,952	75,000	80,000
Queries per hour	31.6	28.8	30.7
System loans (County transactions)			
Received from other libraries	35,000	32,000	35,000
Sent to other libraries	75,000	72,000	75,000
Programming			
Adult programs	135	195	200
Adult program attendance	3,485	4,200	4,300
Young adult programs	54	60	65
Young adult program attendance	868	1,200	1,300
Juvenile programs	290	200	220
Juvenile program attendance	6,000	3,000	3,300
Total programs	479	455	485
Total program attendance	10,353	8,400	8,900
Library visits	267,000	275,000	290,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant I	1.00	0.00	1.00	37,981
Support Services Manager	1.00	0.00	1.00	49,899
Techical Services Coordinator	0.00	0.00	0.00	0
Adult Services Supervisor	1.00	0.00	1.00	38,480
Youth Services Supervisor	1.00	0.00	1.00	31,387
Circulation Supervisor	1.00	0.00	1.00	31,387
Library Director	1.00	0.00	1.00	74,006
Librarian	3.00	0.00	3.00	90,772
Library Assistant	8.00	0.00	8.00	172,515
Library Assistant/Adult Services	2.00	0.00	2.00	49,379
Total Full Time	**19.00**	**0.00**	**19.00**	**575,806**
Librarian	1.00	0.00	1.00	14,529
Library Assistant	3.00	0.00	3.00	31,627
Library Page	3.00	0.00	3.00	32,408
Total Part Time	**7.00**	**0.00**	**7.00**	**78,564**
Librarian	1.00	0.00	1.00	12,746
Library Assistant Temp	1.00	0.00	1.00	2,383
Book Store Manager (Paid Thru Friends)	1.00	0.00	1.00	6,240
Total Temporary Labor	**3.00**	**0.00**	**3.00**	**21,369**
Total Number of Positions	**29.00**	**0.00**	**29.00**	**675,739**

Library Department

Library Division

Appropriations Detail

Appropriations Detail — Account # 001-7111-571

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	623,041	560,769	278,565	580,278	575,806
1220	Permanent/ Part time Salaries & Wages	68,826	71,333	31,661	78,751	78,564
1310	Temporary Labor	16,023	19,569	5,939	21,369	21,369
1410	Overtime	85	15	0	0	0
1641	Vacation/Terms & Buyout	27,659	5,992	2,032	0	0
2110	FICA	53,106	46,925	23,159	46,614	47,304
221x	Retirement	35,729	41,378	19,668	42,605	54,795
23xx	Insurance	98,082	127,136	79,952	186,892	169,927
2410	Workers' Compensation	2,060	1,842	898	1,845	1,850
26xx	Other Employee Benefits	2,577	803	503	906	1,488
	TOTAL PERSONAL SERVICES	927,188	875,762	442,377	959,260	951,103
OPERATING EXPENSES						
31xx	Professional Services	0	281	192	200	400
3410	Contract Services	3,792	9,121	1,436	4,000	3,000
4010	Travel	0	218	14	420	420
4110	Communication	595	2,633	1,372	2,494	2,466
4210	Postage	2,144	1,782	832	2,300	1,580
4310	Utilities	148,141	125,379	60,074	151,000	150,000
4410	Rentals	9,714	9,637	9,894	12,500	15,000
4510	Insurance	17,820	16,209	8,635	15,733	17,658
4620	Repairs & Maintenance- Building	12,248	8,058	1,727	11,318	14,928
46xx	Repairs & Maintenance- Equipment	29,380	28,380	21,820	37,980	33,430
4710	Printing & Binding	2,110	328	1,698	2,500	2,500
4810	Promotional Activities	1,980	3,511	402	2,500	1,000
4911	Advertising	59	220	0	120	120
4920	Other Current Charges	544	846	884	1,000	1,210
4980	Taxes	1,826	1,635	1,616	2,000	2,000
5180	Minor Furniture/Equipment	267	7,781	3,533	2,500	4,650
5210	Operating Supplies	35,954	47,306	22,622	45,000	45,000
5410	Publications & Memberships	41,043	46,395	22,845	52,307	56,650
541x	Library Materials	107,073	176,575	88,926	165,000	160,000
5520	Training	60	371	694	750	750
	TOTAL OPERATING EXPENSES	414,750	486,666	249,216	511,622	512,762
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	0	5,079	5,200	7,999
	TOTAL CAPITAL OUTLAY	0	0	5,079	5,200	7,999
OTHER USES						
9950	Contra Expense	(4,951)	(3,988)	(972)	(6,736)	(6,735)
	TOTAL OTHER USES	(4,951)	(3,988)	(972)	(6,736)	(6,735)
	TOTAL GENERAL FUND APPROPRIATIONS	1,336,987	1,358,440	695,700	1,469,346	1,465,129

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	959,260	951,103	(8,157)	-0.85%
Operating Expenses	511,622	512,762	1,140	0.22%
Capital Outlay	5,200	7,999	2,799	53.83%
Other Uses	(6,736)	(6,735)	1	-0.01%
TOTALS	1,469,346	1,465,129	(4,217)	-0.29%

Capital Outlay Schedule

Description		Amount
Book Scan Center	WF 810513	7,999
Total		**7,999**

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Bruce Ericson, CPRP, Director of Recreation and Parks

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

Recreation Department

Organization

Total Department Budget

$ 2,899,146 GF

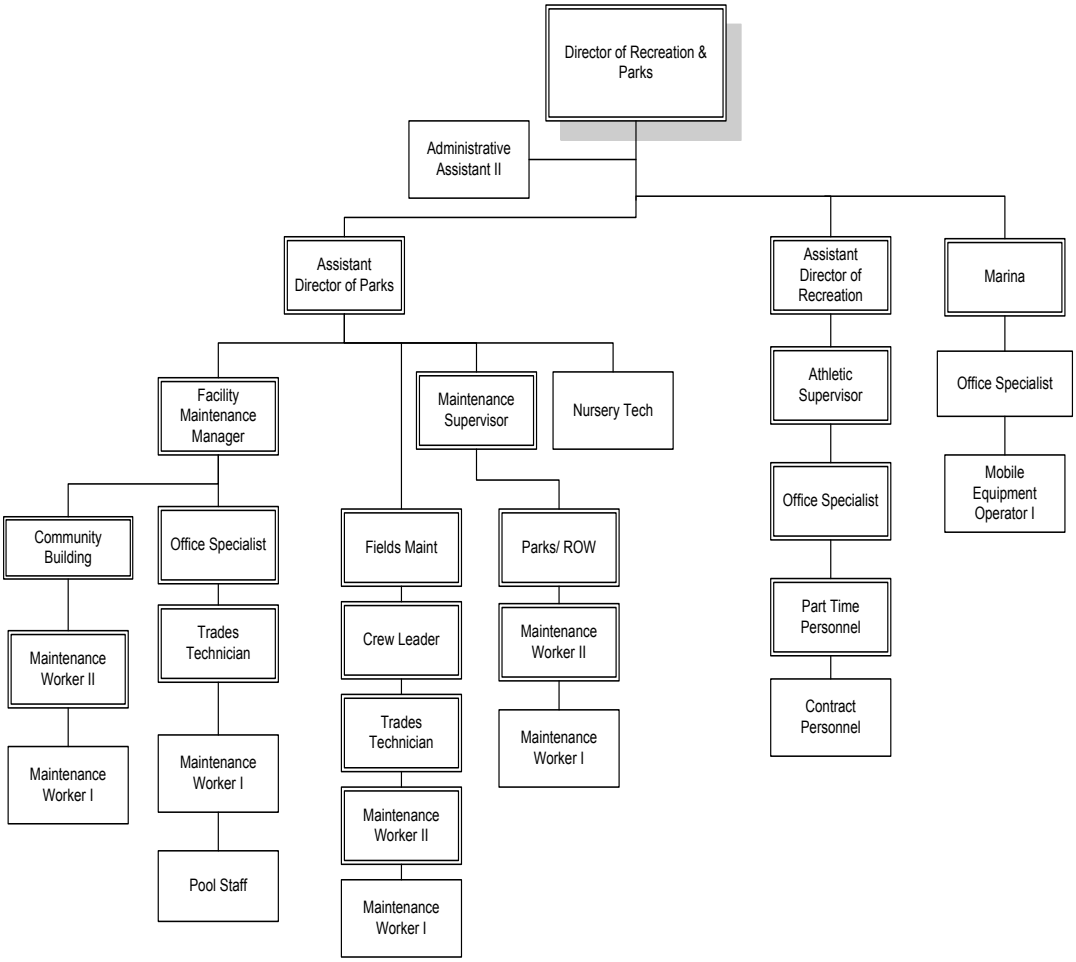
214,049 AL

$ 3,113,195

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*

*Closed 10/1/11

Susan Street/Canal

-Football

-Youth Baseball

-Pop Warner Football

-Pop Warner Cheer

-Smart Smart Football

-Youth Football

-Adult Football

-Soccer

-Softball

-Babe Ruth

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:

- Prepare and maintain detailed program budgets in order to provide accurate information and cost effective programming
- Continue to investigate and collaborate on the feasibility of a public/private partnership for the operation of Sleepy Hollow
- Improve access to all parks and recreation facilities
- Address and adjust the fee structure to promote self sufficiency in programming and facilities
- Continue to be cost efficient and fiscally responsible in all areas of duties throughout the department

Value: A Caring Organization

Goals:

- Publish and report accurate and useful information for the public
- Provide courteous and efficient customer service in a timely manner
- Motivate employees by providing open communication and a positive attitude between employees and management
- Continue to provide recreation facilities and programming that addresses the needs of the community
- Explore the feasibility of an agreement between the City of Leesburg and the school district that will promote the use of all recreation facilities by the residents and students

Major Accomplishments:

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

Performance Measures:

	2010-11	2011-12	2012-13
Participants:			
Fitness Classes	20	240	360
Tennis	0	20	50
Baton Classes	20	0	0
Golf (Teams)	36	0	0
Walk 4 Animals	500	800	1,000

Personnel Schedule

Classification	2012	Change	2013	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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	121,446	121,390	58,100	120,848	120,848
1310	Temporary Labor	(7)	9	0	1,596	4,200
1410	Overtime	11	0	0	0	0
1641	Vacation/Terms & Buyout	1,578	6,720	3,070	0	0
2110	FICA	9,546	10,096	4,831	9,571	9,571
221x	Retirement	9,079	10,888	5,212	10,840	16,749
23xx	Insurance	5,075	5,867	14,582	29,454	30,848
2410	Workers' Compensation	350	359	173	338	588
26xx	Other Payroll Benefits	3,661	4,637	2,357	4,757	4,757
	TOTAL PERSONAL SERVICES	150,739	159,966	88,325	177,404	187,561
OPERATING EXPENSES						
3410	Contract Services	30,252	23,550	2,503	20,500	20,650
4010	Travel	32	0	0	500	500
4110	Communication	2,798	1,859	367	2,186	994
4210	Postage	266	846	75	630	630
4310	Utilities	35,195	31,593	15,160	38,659	31,273
4410	Rentals	5,482	6,466	3,989	7,380	8,980
4415	Internal Fleet Lease	15,662	15,917	7,959	15,917	15,917
4510	Insurance	14,566	13,337	9,638	12,753	14,930
461x	Repairs & Maintenance- Vehicles	4,000	2,995	2,847	2,940	2,940
46xx	Repairs & Maintenance- Equipment	5,653	1,995	603	1,683	1,583
4710	Printing & Binding	4,173	4,250	1,517	4,172	4,250
4810	Promotional Activities	1,306	185	0	1,222	1,122
4911	Advertising	21	32	0	50	31
4920	Other Current Charges	2,117	1,335	508	1,910	1,300
4930	Recognitions & Awards	792	431	0	468	0
5180	Minor Furniture/Equipment	42	0	206	0	0
5210	Operating Supplies	2,073	3,686	811	2,500	2,964
5230	Fuel Purchases	2,764	596	344	662	688
5410	Publications & Memberships	590	655	839	600	837
5520	Training	220	200	0	625	200
	TOTAL OPERATING EXPENSES	128,004	109,928	47,366	115,357	109,789
CAPITAL OUTLAY						
6410	Machinery & Equipment	(3,000)	0	0	0	0
	TOTAL CAPITAL OUTLAY	(3,000)	0	0	0	0
	TOTAL GENERAL FUND APPROPRIATIONS	275,743	269,894	135,691	292,761	297,350

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	177,404	187,561	10,157	5.73%
Operating Expenses	115,357	109,789	(5,568)	-4.83%
TOTALS	292,761	297,350	4,589	1.57%

Recreation Department

Pools Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

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

Value: A Caring Organization

Goals:
- Provide a safe and clean aquatic environment
- Provide a secure environment in which the public and staff are free from any form of abuse and treated with professionalism and respect
- Install a control system for the new variable speed motor to save on energy costs

Major Accomplishments:
- Continued to offer morning and evening swim lessons
- Rented pool out to various day camps, daycares, birthday parties, and family reunions
- Provided facilities for Leesburg High School swim team and gym classes
- Successfully provided concessions at both pools
- Trained a lifeguard instructor so we can offer lifeguard classes
- Replaced one of the pool motors at Venetian Gardens with a new variable speed motor

Performance Measures:

	2010-11	2011-12	2012-13
Attendance:			
Lap swim – Venetian Gardens	325	355	380
Open Swim-Venetian Gardens	1,482	1,600	1,600
Open Swim- HO Dabney (no day camp)	277	325	350
Swimming Lessons Registrations			
Venetian Gardens	333	437	425
Water Aerobics Attendance	435	440	450
Group Visits/Rentals			
H. O. Dabney	10	12	12
Training classes			
Lifeguard (registered)	5	8	6

Personnel Schedule

Classification	2012	Change	2013	Amount
Assistant Director of Recreation[1]	0.10	0.00	0.10	5,418
Facilities Maintenance Manager[2]	0.15	0.00	0.15	6,889
Temporary Labor				52,022
Total	**0.25**	**0.00**	**0.25**	**64,329**

Notes: Allocations

Assistant Director of Recreation[1]

10%-8122, 40%-8126, 30%-8128, 20%-8127

Facilities Maintenance Manager[2]

85%-8193, 15%-8122

Recreation Department

Pools Division

Appropriations Detail

Appropriations Detail — Account # 001-8122-572

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	9,126	13,037	5,917	12,307	12,307
1310	Temporary Labor	37,981	52,533	166	50,032	52,022
1410	Overtime	56	34	0	0	0
2110	FICA	3,586	4,981	448	911	905
2210	Retirement	659	1,108	531	1,104	1,705
23xx	Insurance	1,121	2,327	1,469	3,057	2,852
2410	Workers' Compensation	1,613	2,223	24	5,076	5,232
26xx	Other Payroll Benefits	0	68	52	158	271
TOTAL PERSONAL SERVICES		54,142	76,311	8,607	72,645	75,294
OPERATING EXPENSES						
4110	Communication	1,054	1,592	828	1,576	1,576
4310	Utilities	30,518	29,910	10,556	33,625	30,805
4410	Rentals	290	223	0	350	350
4510	Insurance	929	795	390	748	735
461x	Repairs & Maintenance- Vehicles	2,475	25	13	1,000	440
4620	Repairs & Maintenance- Building	382	2,389	2,767	1,000	1,580
4625	Repairs & Maintenance- Non-Build	1,006	32,967	0	1,000	500
46xx	Repairs & Maintenance- Equipment	70	35	0	70	70
4710	Printing & Binding	96	0	0	0	0
4920	Other Current Charges	500	500	0	500	500
5180	Minor Furniture/Equipment	933	0	0	3,800	1,000
5210	Operating Supplies	2,032	3,962	1,696	4,480	2,980
5215	Uniforms	2,060	0	0	0	0
5280	Chemicals	10,322	12,410	4,627	15,000	12,800
5520	Training	0	200	0	505	505
TOTAL OPERATING EXPENSES		52,667	85,008	20,877	63,654	53,841
OTHER USES						
9950	Contra Expense	(113)	(23)	0	0	0
TOTAL OTHER USES		(113)	(23)	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS		106,696	161,296	29,484	136,299	129,135

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	72,645	75,294	2,649	3.65%
Operating Expenses	63,654	53,841	(9,813)	-15.42%
TOTALS	136,299	129,135	(7,164)	-5.26%

Values & Goals

Value: Excellence in All We Do

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

Value: Fiscal Responsibility

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

Value: Professionalism

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

Major Accomplishments:

- Replaced ice machine in kitchen
- Resealed windows to prevent them from leaking
- Replaced one A/C unit with a newer more efficient unit

Performance Measures:

Community Building (number of reservations)	2010-11	2011-12	2012-13
Main room	256	276	280
East room	307	315	320
West room	236	236	240
Total service hours (facility used & maintenance)	5,296	5,300	5,300
Total Fees Paid	$43,768	$44,000	$44,300
Cultural Arts Facility (number of reservations)			
West room	159	160	165
Total service hours (facility used & maintenance)	769	770	775
Total Fees Paid	$390	$2,020	$2,030

Personnel Schedule

Classification	2012	Change	2013	Amount
Maintenance Worker I	1.00	0.00	1.00	26,250
Maintenance Worker II	1.00	0.00	1.00	32,510
Total	**2.00**	**0.00**	**2.00**	**58,760**

Recreation Department

Community Facilities Division

Appropriations Detail

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

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	90,128	59,024	28,250	58,760	58,760
1410	Overtime	6,088	4,811	4,307	4,000	7,800
1641	Vacation/Terms & Buyout	3,567	3,582	1,032	0	0
2110	FICA	7,022	4,819	2,403	4,156	4,147
221x	Retirement	6,713	5,294	2,535	5,271	8,144
23xx	Insurance	16,179	14,522	8,970	18,667	17,226
2410	Workers' Compensation	4,075	2,752	1,345	2,458	2,648
26xx	Other Payroll Benefits	106	0	0	0	0
	TOTAL PERSONAL SERVICES	133,878	94,804	48,842	93,312	98,725
OPERATING EXPENSES						
3410	Contract Services	743	496	610	742	0
41xx	Communication	1,143	942	498	1,160	972
4310	Utilities	42,562	41,681	19,238	42,478	41,968
4415	Internal Fleet Lease	2,111	2,104	1,052	2,104	2,104
4510	Insurance	1,422	1,106	562	1,065	1,214
461x	Repairs & Maintenance- Vehicles	2,257	1,361	882	2,300	1,780
4620	Repairs & Maintenance- Building	5,285	6,194	1,797	3,950	3,900
4625	Repairs & Maintenance- Non-Build	253	1,043	646	7,725	10,460
46xx	Repairs & Maintenance- Equipment	465	492	130	365	220
4710	Printing & Binding	48	0	0	0	0
4945	Injury/Damage to Others	2,500	0	0	0	0
5180	Minor Furniture/Equipment	249	4,162	0	6,000	0
5210	Operating Supplies	2,361	1,868	3,484	2,860	2,860
5215	Uniforms	0	586	344	626	584
5230	Fuel Purchases	956	1,356	717	1,170	1,434
	TOTAL OPERATING EXPENSES	62,355	63,391	29,960	72,545	67,496
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	0	0	5,500	0
	TOTAL CAPITAL OUTLAY	0	0	0	5,500	0
	TOTAL GENERAL FUND APPROPRIATIONS	196,233	158,195	78,802	171,357	166,221

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	93,312	98,725	5,413	5.80%
Operating Expenses	72,545	67,496	(5,049)	-6.96%
Capital Outlay	5,500	0	(5,500)	-100.00%
TOTALS	171,357	166,221	(5,136)	-3.00%

Significant Budget Changes:
The Operating Expenses category decreased due the removal of the Minor furniture/equipment budget. Additionally, there is no Capital Outlay included in the budget for this division.

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 of our citizens
- Ensure maintenance of rights-of-way and code enforcement properties in a timely manner
- Provide timely and quality maintenance of all park and recreation facilities and structures

Value: Fiscal Responsibility

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

Value: Professionalism

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

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

Performance Measures:

	2010-11	2011-12	2012-13
Areas maintained (acres per employee)	25	25	25
Linear feet of right-of-way maintained	84,184	84,184	84,184
Trees planted	40	25	25
Trees removed	45	20	20
Weddings in parks	27	30	35
Rogers Park/Berry Park – bookings	168	172	173
Areas maintained per sq ft	6,231,512	6,231,512	6,231,521
Feet of City right-of-way mowed	77,308	77,308	77,308

Personnel Schedule

Classification	2012	Change	2013	Amount
Assistant Director of Parks	1.00	0.00	1.00	54,912
Maintenance Supervisor	1.00	0.00	1.00	48,360
Maintenance Worker I	6.00	0.00	6.00	129,917
Maintenance Worker II	1.00	0.00	1.00	25,418
Nursery Tech	1.00	0.00	1.00	25,875
Standby				1,140
Total	**10.00**	**0.00**	**10.00**	**285,622**

Recreation Department

Parks Division

Appropriations Detail

Appropriations Detail — Account # 001-8124-572

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	274,226	274,459	123,584	285,906	285,622
1310	Temporary Labor	8,331	7,045	61	7,800	7,800
1410	Overtime	1,199	447	478	800	500
1641	Vacation/Terms & Buyout	0	3,560	2,112	0	0
211x	FICA	20,215	20,243	8,974	20,286	20,294
2210	Retirement	18,498	22,291	10,299	22,862	33,499
23xx	Insurance	53,743	76,425	45,721	102,908	109,679
2410	Workers' Compensation	9,739	9,727	4,196	9,795	9,795
262x	Other Payroll Benefits	203	586	290	2,357	633
	TOTAL PERSONAL SERVICES	386,154	414,783	195,715	452,714	467,822
OPERATING EXPENSES						
31xx	Professional Services	35,064	29,014	4,931	35,063	0
3410	Contract Services	7,324	3,307	2,597	1,950	3,300
4010	Travel	145	0	0	0	0
41xx	Communication	1,091	1,478	351	552	708
4210	Postage	34	43	0	48	48
4310	Utilities	73,343	68,736	51,737	73,526	74,502
4410	Rentals	150	150	0	150	150
4415	Internal Fleet Lease	52,536	41,399	18,876	37,752	39,219
4425	Land Leases	450	450	450	450	450
4510	Insurance	13,544	12,132	5,840	10,774	11,400
461x	Repairs & Maintenance- Vehicles	34,830	26,506	13,773	24,440	26,960
4620	Repairs & Maintenance- Building	2,985	1,553	28	2,985	7,100
4625	Repairs & Maintenance- Non-Build	98,106	105,735	33,314	93,840	98,890
46xx	Repairs & Maintenance- Equipment	180	320	130	440	160
4810	Promotional Acitivities	140	0	297	0	296
4911	Advertising-Other Ads	90	21	0	48	0
4920	Other Current Charges	100	0	0	0	0
4945	Injury/ Damage to Others	250	300	0	0	0
4980	Taxes	906	906	906	906	906
5180	Minor Furniture/Equipment	1,198	1,264	632	5,000	11,500
5210	Operating Supplies	20,366	12,113	5,967	17,500	12,850
5215	Uniforms	2,327	2,204	987	2,191	1,460
52xx	Fuel Purchases	16,029	19,980	9,865	15,710	19,730
5410	Publications & Memberships	0	100	0	100	200
5520	Training	0	50	0	0	0
	TOTAL OPERATING EXPENSES	361,188	327,761	150,681	323,425	309,829
OTHER USES						
9950	Contra- Expense	(47,946)	(47,117)	(23,378)	(46,200)	(46,200)
	TOTAL OTHER USES	(47,946)	(47,117)	(23,378)	(46,200)	(46,200)
	TOTAL GENERAL FUND APPROPRIATIONS	699,396	695,427	323,018	729,939	731,451

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	452,714	467,822	15,108	3.34%
Operating Expenses	323,425	309,829	(13,596)	-4.20%
Other Uses	(46,200)	(46,200)	0	0.00%
TOTALS	729,939	731,451	1,512	0.21%

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
- 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 enhance our new education activities for home school children

Major Accomplishments:
- Continued to be a five star Start Smart Sports Organization
- Hosted WXW wrestling events at the gym as fundraisers
- Hosted State travel basketball tournament
- Continued to be a safe haven for kids to play basketball after school
- Increased our adult gym usage in the mornings

Performance Measures:

	2010-11	2011-12	2012-13
Youth programs (participants):			
Basketball	158	173	200
Start Smart Classes	120	116	116
Travel youth Programs (participants):			
Basketball	120	120	120
Adult programs (teams):			
Basketball	8	0	6
Volleyball	8	0	4
Sports Camps (participants)	50	50	50
Open Gymnasium Basketball attendance	4,332	5,220	5,000
Open Gymnasium Volleyball attendance	332	300	300

Personnel Schedule

Classification	2012	Change	2013	Amount
Assistant Director of Recreation[1]	0.40	0.00	0.40	21,674
Athletic Supervisor[2]	0.50	0.00	0.50	18,845
Office Specialist[3]	1.00	(1.00)	0.00	0
Administrative Assistant I [4]	0.00	0.50	0.50	12,937
Temporary Labor				8,109
Total	**1.90**	**(0.50)**	**1.40**	**61,565**

Notes: Allocations

Assistant Director of Recreation[1]

10%-8122, 40%-8126, 20%-8127, 30%-8128

Athletic Supervisor[2]

50%-8126. 25%-8128, 25%-8127

Office Specialist[3]

50%-8126, 20%-8127, 30%-8128

Administrative Assistant I[4]

50%-8126, 20%-8127, 30%-8128

Recreation Department

Gymnasium

Appropriations Detail

Appropriations Detail — Account # 001-8126-572

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
12xx Regular Salaries & Wages	58,364	60,489	33,145	68,941	53,456
1310 Temporary Labor	2,066	4,289	2,169	8,780	8,109
1641 Vacation/Terms & Buyout	0	0	532	0	0
2110 FICA	4,398	4,523	2,462	4,781	3,670
221x Retirement	4,264	5,065	2,973	6,180	7,408
23xx Insurance	8,926	15,656	12,251	25,752	17,069
2410 Workers' Compensation	1,159	1,162	542	1,691	1,700
262x Other Payroll Benefits	16	271	227	628	470
TOTAL PERSONAL SERVICES	79,193	91,455	54,301	116,753	91,882
OPERATING EXPENSES					
3410 Contract Services	0	75	40	150	75
4010 Travel	11,462	1,694	0	0	0
41xx Communication	816	2,454	464	2,577	2,117
4310 Utilities	36,725	35,386	14,986	39,952	35,395
4410 Rentals	431	0	0	0	0
4415 Internal Fleet Lease	6,408	3,720	1,860	3,720	3,720
4510 Insurance	1,853	1,464	649	1,262	1,202
461x Repairs & Maintenance- Vehicles	5,135	2,640	1,331	3,440	2,740
4620 Repairs & Maintenance- Building	929	3,589	1,341	1,100	1,220
4625 Repairs & Maintenance- Non-Build	1,008	174	172	980	880
46xx Repairs & Maintenance- Equipment	83	2,695	1,165	2,413	2,395
4710 Printing & Binding	64	0	0	0	0
4810 Promotional Activities	0	0	0	57	0
4911 Advertising- Other Ads	18	56	0	0	0
4930 Recognitions & Awards	867	1,203	734	2,775	2,580
4945 Injury/ Damage to Others	2,500	0	0	0	0
5180 Minor Furniture/Equipment	98	0	39	0	0
5210 Operating Supplies	17,317	14,590	887	6,483	5,264
5215 Uniforms	165	0	0	20	365
5216 Team Uniforms	4,166	4,307	2,633	4,228	3,968
5230 Fuel Purchases	867	1,735	857	1,220	1,714
5410 Publications & Memberships	78	78	0	0	0
TOTAL OPERATING EXPENSES	90,990	75,860	27,158	70,377	63,635
TOTAL GENERAL FUND APPROPRIATIONS	170,183	167,315	81,459	187,130	155,517

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	116,753	91,882	(24,871)	-21.30%
Operating Expenses	70,377	63,635	(6,742)	-9.58%
TOTALS	187,130	155,517	(31,613)	-16.89%

Significant Budget Changes:
The Personal Services category decreased due to the elimination of the Receptionist position, 50% is reflected in this division.

Recreation Department

Pat Thomas Stadium/ Canal Street

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Improve turf quality at athletic fields through utilization of fertilization, weed suppression, and compaction remediation
- Install stadium seating in the "box seat" section of Pat Thomas Stadium to initiate a "buy a seat campaign"
- Increase the exposure and attendance of the Futures League
- Continue to develop the financial stability of the Lightning looking at the feasibility of providing financial assistance to the youth leagues

Value: Professionalism

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

Major Accomplishments:
- Overseeded Pat Thomas Field with annual rye which allowed college league play in late winter
- Installed fans for the grandstand seating area and additional seating along first base side
- Developed the Futures League for High School and first year college players
- Relamped Pat Thomas Stadium
- Implementation of renter billing of labor for tournaments
- Continued to set the Florida Collegiate Summer League (FCSL) attendance record with an average of 975 fans per game
- Constructed deck by concession building

Performance Measures:

	2010-11	2011-12	2012-13
Attendance Record:			
Leesburg Lightning	20,000	27,000	30,000
Russ Matt League	5,100	9,600	10,000
Leesburg High School	4,000	4,200	4,200
Youth Baseball opening day	1,000	1,200	1,200
Lake Sumter Community College	400	450	450
Babe Ruth All Star game	300	300	300
Futures League	N/A	1,900	2,500
Facility bookings at Pat Thomas	370	700	750

Personnel Schedule

Classification	2012	Change	2013	Amount
Trades Technician	1.00	0.00	1.00	34,965
Crew Leader[1]	0.50	0.00	0.50	22,641
Athletic Supervisor[2]	0.25	0.00	0.25	9,422
Assistant Director of Recreation[3]	0.20	0.00	0.20	10,837
Office Specialist[4]	0.40	(0.40)	0.00	0
Administrative Assistant I	0.00	0.20	0.20	3,485
Maint Worker I[6]	0.00	0.16	0.16	3,285
Standby				158
Temporary Labor				1,620
Total	**2.35**	**(0.04)**	**2.31**	**86,413**

Notes: Allocations

Crew Leader[1]

50%-8127, 50%-8128

Athletic Supervisor[2]

50%-8126, 25%-8128, 25%-8127

Assistant Director of Recreation[3]

10%-8122, 40%-8126, 20%-8127, 30%-8128

Office Specialist[4]

50%-8126, 20%-8127, 30%-8128

Administrative Assistant I[5]

50%-8126, 20%-8127, 30%-8128

Maint Worker I[6]

16%-8127, 17%-8128, 17%-8129, 50%-8151

Recreation Department

Pat Thomas Stadium/ Canal Street

Appropriations Detail

Appropriations Detail — Account # 001-8127-572

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
12xx Regular Salaries & Wages	54,121	52,285	46,521	89,391	84,793
1310 Temporary Labor	1,877	767	222	2,000	1,620
1410 Overtime	2,585	1,814	1,489	2,180	1,800
1641 Vacation/Terms & Buyout	1,632	1,345	1,020	0	0
2110 FICA	4,183	3,844	3,492	6,271	5,808
221x Retirement	4,023	4,659	4,034	7,980	11,464
23xx Insurance	10,823	14,309	16,383	31,493	28,057
2410 Workers' Compensation	2,495	2,311	1,665	2,865	3,146
262x Other Payroll Benefits	4	128	290	400	579
TOTAL PERSONAL SERVICES	81,743	81,462	75,116	142,580	137,267
OPERATING EXPENSES					
4310 Utilities	8,438	9,421	3,460	12,913	10,134
4415 Internal Fleet Lease	5,060	6,683	7,480	14,959	14,959
4510 Insurance	1,034	1,045	1,019	1,061	2,430
461x Repairs & Maintenance- Vehicles	3,300	3,932	2,959	5,820	6,320
4620 Repairs & Maintenance- Building	2,293	1,234	218	1,500	1,500
4625 Repairs & Maintenance- Non-Build	1,246	3,906	287	1,200	1,500
46xx Repairs & Maintenance- Equipment	65	320	264	225	225
4920 Other Current Charges	50	0	0	0	0
4930 Recognitions & Awards	0	0	0	0	343
5180 Minor Furniture/Equipment	291	220	370	400	400
5210 Operating Supplies	7,922	6,727	2,988	6,580	9,125
5215 Uniforms	0	156	195	313	312
5216 Team Uniforms	0	0	0	0	441
52xx Fuel Purchases	878	1,904	908	1,460	1,816
5410 Publications & Memberships	0	0	0	0	80
TOTAL OPERATING EXPENSES	30,577	35,548	20,148	46,431	49,585
TOTAL GENERAL FUND APPROPRIATIONS	112,320	117,010	95,264	189,011	186,852

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	142,580	137,267	(5,313)	-3.73%
Operating Expenses	46,431	49,585	3,154	6.79%
TOTALS	189,011	186,852	(2,159)	-1.14%

Significant Budget Changes:
The Personal Services category decreased due to the elimination of the Receptionist position, 20% is reflected in this division.

Recreation Department

Susan Street

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Improve turf quality at athletic fields through utilization of fertilization, weed suppression, and compaction remediation
- Install concrete pads under bleachers at Susan Street
- Renovate roofs on dugouts at Susan Street Complex
- Provide affordable youth programs to meet the needs of the community

Value: Professionalism

Goals:

- Rotate field closures to allow each field adequate time for rest and prolonged maintenance
- Winter application of annual rye
- Negotiate a concession agreement to benefit the leagues of the Susan Street programs
- Develop an access/control plan around park perimeters
- Develop plan for light pole replacement of entire complex

Major Accomplishments:

- Filled in ditch along northern boundary of complex
- Completed re-lamp of entire complex
- Changed out two light poles
- Relocated a successful youth soccer program to Susan Street
- Redesigned baseball fields to accommodate youth softball

Performance Measures:

	2010-11	2011-12	2012-13
Youth programs (participants):			
Flag Football	40	40	40
Baseball	200	224	230
Soccer	N/A	187	200
Softball	N/A	60	75
Travel youth Programs (participants):			
Pop Warner Football	180	180	180
Pop Warner Cheerleading	60	60	75
Baseball	36	36	36

Personnel Schedule

Classification	2012	Change	2013	Amount
Assistant Director of Recreation[1]	0.30	0.00	0.30	16,255
Athletic Supervisor[2]	0.25	0.00	0.25	9,422
Crew Leader[3]	0.50	0.00	0.50	22,641
Maintenance Worker I	1.00	0.17	1.17	24,020
Maintenance Worker II	1.00	0.00	1.00	27,185
Office Specialist[4]	0.60	(0.60)	0.00	0
Administrative Assistant I[5]	0.00	0.30	0.30	9,454
Standby				390
Temporary Labor				16,653
Total	**3.65**	**(0.13)**	**3.52**	**126,020**

Notes: Allocations

Assistant Director of Recreation[1]

10%-8122, 40%-8126, 30%-8128, 20%-8127

Athletic Supervisor[2]

50%-8126, 25%-8127, 25%-8128

Crew Leader[3]

50%-8127, 50%-8128

Office Specialist[4]

50%-8126, 20%-8127, 30%-8128

Administrative Assistant I[5]

50%-8126, 20%-8127, 30%-8128

Recreation Department

Susan Street

Appropriations Detail

Appropriations Detail — Account # 001-8128-572

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
12xx Regular Salaries & Wages	102,483	113,622	65,140	114,392	109,367
1310 Temporary Labor	10,255	7,344	3,717	11,346	16,653
1410 Overtime	2,003	1,536	1,557	1,000	1,500
1641 Vacation/Terms & Buyout	1,116	4,167	1,365	0	0
2110 FICA	8,509	9,154	5,286	8,190	7,862
221x Retirement	7,203	9,514	5,654	9,372	12,951
23xx Insurance	15,937	28,453	19,082	36,609	32,927
2410 Workers' Compensation	3,346	3,848	2,382	4,171	4,820
262x Other Payroll Benefits	14	280	677	525	458
TOTAL PERSONAL SERVICES	150,866	177,918	104,860	185,605	186,538
OPERATING EXPENSES					
3410 Contract Services	155	0	0	0	150
4010 Travel	763	99	0	0	0
4110 Communication	1,232	0	0	0	0
4210 Postage	0	4	0	0	0
4310 Utilities	33,346	32,356	19,517	37,356	36,916
4410 Rentals	0	57	0	0	0
4415 Internal Fleet Lease	6,952	10,949	9,135	18,269	18,269
4510 Insurance	4,014	4,209	3,342	4,011	4,291
461x Repairs & Maintenance- Vehicles	6,205	6,316	4,680	9,360	9,360
4620 Repairs & Maintenance- Building	737	602	738	500	700
4625 Repairs & Maintenance- Non-Build	12,766	866	2,162	1,800	2,500
46xx Repairs & Maintenance- Equipment	0	260	80	160	160
4710 Printing & Binding	0	0	0	0	105
4930 Recognitions & Awards	3,329	3,162	0	3,481	5,644
5180 Minor Furniture/Equipment	175	676	362	500	650
5210 Operating Supplies	19,651	8,624	7,689	7,983	14,075
5215 Uniforms	417	153	196	710	751
5216 Team Uniforms	4,531	28,106	1,240	5,579	8,968
52xx Fuel Purchases	943	2,285	1,940	1,615	3,880
5410 Publications & Memberships	227	239	50	320	320
5450 Training	0	11	125	0	0
TOTAL OPERATING EXPENSES	95,443	98,974	51,256	91,644	106,739
CAPITAL OUTLAY					
6310 Impovements Other Than Bldgs	0	0	0	13,000	0
6410 Machinery & Equipment	11,275	0	0	0	0
TOTAL CAPITAL OUTLAY	11,275	0	0	13,000	0
TOTAL GENERAL FUND APPROPRIATIONS	257,584	276,892	156,116	290,249	293,277

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	185,605	186,538	933	0.50%
Operating Expenses	91,644	106,739	15,095	16.47%
Capital Outlay	13,000	0	(13,000)	-100.00%
TOTALS	290,249	293,277	3,028	1.04%

Values & Goals

Value: Fiscal Responsibility

Goals:

- Successfully make the transition of Sleepy Hollow into a public/private partnership for the benefit of all recreation and competitive programs, while having a significant (positive) economic impact to the City of Leesburg

Performance Measures:

	2010-11	2011-12	2012-13
Participants:			
Soccer	220	0	0
Baseball	32	0	0
Softball	60	0	0
Start Smart Classes	40	0	0
Soccer Camp	50	0	0
Adult programs (teams):			
Softball	30	0	0
Soccer	0	0	0
Facility bookings at Sleepy Hollow (programs included)	255	0	0

Personnel Schedule

Classification	2012	Change	2013	Amount
Maintenance Worker I[1]	0.00	3.17	3.17	75,666
Total	**0.00**	**3.17**	**3.17**	**75,666**

Notes: Allocations
Maintenance Worker I[1]
16%-8127, 17%-8128, 50%-8151, 17%-8129

Recreation Department

Sleepy Hollow Complex

Appropriations Detail

Appropriations Detail — Account # 001-8129-572

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
12xx Regular Salaries & Wages	136,605	136,380	21,095	0	75,666
1310 Temporary Labor	44,772	30,755	3,027	0	0
1410 Overtime	9,738	8,441	2,886	0	0
1641 Vacation/Terms & Buyout	2,281	9,451	1,157	0	0
2110 FICA	14,214	13,390	2,109	0	5,495
221x Retirement	9,964	11,774	1,716	0	8,359
23xx Insurance	24,188	36,564	6,437	0	31,687
2410 Workers' Compensation	6,808	6,279	1,159	0	3,178
262x Other Payroll Benefits	14	379	329	0	150
TOTAL PERSONAL SERVICES	248,584	253,413	39,915	0	124,535
OPERATING EXPENSES					
31xx Professional Services	0	6,400	0	0	0
3410 Contract Services	4,994	3,119	1,879	0	3,758
4110 Communication	390	796	229	0	456
4310 Utilities	95,584	82,541	24,438	0	50,000
4410 Rentals	365	96	96	0	96
4415 Internal Fleet Lease	18,103	17,261	0	0	0
4510 Insurance	5,261	4,159	0	0	0
461x Repairs & Maintenance- Vehicles	8,455	7,839	33	0	70
4620 Repairs & Maintenance- Building	1,832	8,171	1,131	0	2,300
46xx Repairs & Maintenance- Non-Build	4,500	670	71	0	100
4930 Recognitions & Awards	3,661	3,314	1,565	0	0
5180 Minor Furniture/Equipment	3,043	496	479	0	1,000
5210 Operating Supplies	20,802	11,240	1,941	0	4,000
5215 Uniforms	874	854	806	0	900
5216 Team Uniforms	5,469	6,487	1,910	0	0
52xx Fuel Purchases	2,598	5,663	0	0	0
5410 Publications & Memberships	143	174	0	0	0
5520 Training	0	45	0	0	0
TOTAL OPERATING EXPENSES	176,074	159,325	34,578	0	62,680
OTHER USES					
9950 Contra-Expense	(8,787)	(4,809)	(4,794)	0	(5,000)
TOTAL OTHER USES	(8,787)	(4,809)	(4,794)	0	(5,000)
TOTAL GENERAL FUND APPROPRIATIONS	415,871	407,929	69,699	0	182,215

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	124,535	124,535	100.00%
Operating Expenses	0	62,680	62,680	100.00%
Other Uses	0	(5,000)	(5,000)	100.00%
TOTALS	0	182,215	182,215	100.00%

Significant Budget Changes:
The Fiscal Year 2011-12 budget reflected outsourcing the Sleepy Hollow Complex and the expenses were completely removed. The complex has not been outsourced, but programs have been moved to the Susan Street Complex. The 2012-13 budget reflects minimal maintenace funding and does not restore athletic programming to the site.

Values & Goals

Value: Excellence in All We Do

Goals:

- Increase attendance at the Mote-Morris House and the Leesburg Historical Museum by advertising
- Create an official document that addresses the operation as well as the contents of the Museum and the Mote Morris House

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 grounds maintained

Major Accomplishments:

- Restored heritage rose garden in front of house
- Repaired the roof over the second floor balcony

Performance Measures:

	2010-11	2011-12	2012-13
Mote Morris House & Gazebo: Reservations	29	32	35
Total Fees Paid	$4,508	$4,500	$4,510
Mote-Morris/Museum visitors	3,667	3,700	3,725
Speaking engagements	0	0	0
Printed publications – Museum	1	1	1
Printed publications – Mote Morris	1	1	1
Research requests (monthly)	300	300	300
Volunteer hours (monthly)	1,400	1,400	1,400

Personnel Schedule

Classification	2012	Change	2013	Amount
Total	**0.00**	**0.00**	**0.00**	**0**

Recreation Department

Mote-Morris/ Museum Division

Appropriations Detail

Appropriations Detail — Account # 001-8132-573

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES						
3130	Engineering Services	800	0	0	0	0
3410	Contract Services	359	425	359	670	539
41xx	Communication	2,698	2,747	1,406	3,100	2,786
4310	Utilities	22,506	22,502	9,439	22,215	22,063
4510	Insurance	198	196	103	192	204
4620	Repairs & Maintenance- Building	2,649	3,637	717	1,800	1,400
4625	Repairs & Maintenance- Non-Build	520	357	0	500	350
4670	Repairs & Maintenance- Equipment	159	60	0	159	150
4710	Printing & Binding	0	260	0	0	0
5210	Operating Supplies	12	120	48	50	100
TOTAL OPERATING EXPENSES		29,901	30,304	12,072	28,686	27,592
TOTAL GENERAL FUND APPROPRIATIONS		29,901	30,304	12,072	28,686	27,592

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	28,686	27,592	(1,094)	-3.81%
TOTALS	28,686	27,592	(1,094)	-3.81%

Recreation Department

Marina Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Become a leading resource in the area for boating information and activities on the Harris Chain
- Assist customers with obtaining Sea Tow and/or Tow Boat U.S. memberships
- Increase revenue through additional wet slips and dockage

Value: A Caring Organization

Goals:

- Assist the general public as well as all marina customers
- Work closely with members of the Boat Club, Sea Tow and U.S. Coast Guard Auxiliary and Tow Boat U.S.
- Provide excellent customer service at all times when handling customer requests

Major Accomplishments:

- A mechanic remained on site to serve the customers after hours
- Maintained waiting list for wet slips
- Obtained a Clean Marina Certification and completed initial checklist
- Developed a brochure for visitors with price list for wet and dry slips

Performance Measures:

	2010-11	2011-12	2012-13
Wet slips available	44	44	44
Occupancy	100%	100%	100%
Dry slips available	152	152	152
Occupancy	80%	85%	89%
Gallons sold-unleaded	18,250	19,000	20,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Mobile Equipment Operator I	1.00	0.00	1.00	19,687
Office Specialist	1.00	0.00	1.00	33,800
Maintenance Worker I[1]	0.00	0.50	0.50	10,265
Temporary Labor				9,632
Total	**2.00**	**0.50**	**2.50**	**73,384**

Notes: Allocations
Maintenance Worker I[1]
16%-8127, 17%-8128, 17%-8129, 50%-8151

Recreation Department

Marina Division

Appropriations Detail

Appropriations Detail — Account # 001-8151-575

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	58,819	59,735	28,908	53,487	63,752
1310	Temporary Labor	22,676	16,105	10,243	22,675	9,632
1410	Overtime	3,979	1,795	519	1,500	1,500
2110	FICA	6,591	6,009	3,071	4,156	4,956
221x	Retirement	4,365	5,381	2,593	4,797	7,926
23xx	Insurance	4,341	5,986	3,562	7,331	13,105
2410	Workers' Compensation	1,776	1,503	829	921	1,352
26xx	Other Payroll Benefits	1,430	1,517	685	1,424	1,424
	TOTAL PERSONAL SERVICES	103,977	98,031	50,410	96,291	103,647
OPERATING EXPENSES						
3130	Engineering Services	555	0	0	0	0
3410	Contract Services	775	1,713	382	1,000	784
4210	Postage	352	1,115	383	380	966
4310	Utilities	22,215	19,765	8,829	22,144	19,616
4415	Internal Fleet Lease	14,565	20,357	10,179	20,357	20,357
4510	Insurance	7,414	7,906	6,340	7,809	7,465
461x	Repairs & Maintenance- Vehicles	3,387	4,255	2,014	3,140	3,940
4620	Repairs & Maintenance- Building	1,783	5,915	381	1,800	2,312
4625	Repairs & Maintenance- Non-Build	93	6,538	100	5,500	850
46xx	Repairs & Maintenance- Equipment	884	575	210	744	1,240
4710	Printing & Binding	288	470	0	470	380
4810	Promotional Activities	485	212	0	0	0
4911	Advertising	0	1,098	325	0	325
4920	Other Current Charges	2,789	2,824	1,342	4,940	2,924
4945	Injury/ Damage to Others	751	1,869	240	0	0
4980	Taxes	733	654	37	750	720
5180	Minor Furniture/Equipment	191	3,048	49	200	100
5210	Operating Supplies	5,178	4,422	1,410	5,300	4,450
5215	Uniforms	0	0	66	0	367
52xx	Fuel Purchases	48,223	69,756	29,907	61,852	59,646
5410	Publications & Membership	78	0	0	0	0
	TOTAL OPERATING EXPENSES	110,739	152,492	62,194	136,386	126,442
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	7,165	0	0	0	0
	TOTAL CAPITAL OUTLAY	7,165	0	0	0	0
TOTAL GENERAL FUND APPROPRIATIONS		221,881	250,523	112,604	232,677	230,089

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	96,291	103,647	7,356	7.64%
Operating Expenses	136,386	126,442	(9,944)	-7.29%
TOTALS	232,677	230,089	(2,588)	-1.11%

Recreation Department

Facility Services Division

Values & Goals

Values & Goals

Value: Fiscal Responsibility

Goals:
- Manually track recurring failures, maintenance issues, and replacement schedules for all facilities
- Train staff to be fiscally aware of budgetary concerns with facility maintenance projects
- Focus on energy saving techniques in lighting and equipment

Value: Professionalism

Goals:
- Continue weekly monitoring and inspection of City playgrounds for both safety and aesthetics
- Continue to catalog standard parts in facilities for faster replacement time
- Continue with the development of work orders to provide a good comprehensive preventative maintenance program to City-owned and maintained building systems
- Continue standardization of equipment at facilities

Value: Organizational Development and Self Sufficiency

Goals:
- Provide a safe environment for citizens and employees
- Train employees to provide quality customer service to citizens and employees
- Train employees to be efficient and have a good work ethic in all duties assigned to them

Major Accomplishments:
- Participated with community through construction and participation of floats in Mardi Gras Parade
- Constructed and installed Christmas decorations in Venetian Gardens and Downtown
- Worked with downtown businesses to extend holiday lighting animation to their properties
- Installed hand dryers at the majority of the public restrooms in an effort to save money and reduce waste
- Worked with Downtown Partnership, business association, schools, and non-profit organizations to ensure successful community events
- Began installing energy efficient lighting in the Gymnasium and Fleet Maintenance Building
- Installed new LED lighting on the ramp and stairs leading to City Hall

Performance Measures:

	2010-11	2011-12	2012-13
Square footage of building space maintained	384,864	384,864	384,864
Square footage of building space cleaned	119,355	119,355	119,355

Personnel Schedule

Classification	2012	Change	2013	Amount
Facilities Maintenance Manager[1]	0.85	0.00	0.85	39,037
Maintenance Worker I	3.00	0.00	3.00	65,042
Office Specialist	1.00	0.00	1.00	26,187
Trades Technician	4.00	0.00	4.00	133,370
Standby				1,086
Temporary Labor				7,800
Total	**8.85**	**0.00**	**8.85**	**272,522**

Notes: Allocations

Facilities Maintenance Manager[1]

15%-8122, 85%-8193

Recreation Department

Facility Services Division

Appropriations Detail

Appropriations Detail — Account # 001-8193-519

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	372,057	261,064	129,706	264,900	264,722
1310	Temporary Labor	5,830	7,894	8,165	5,000	7,800
1410	Overtime	18,439	11,458	3,132	9,500	9,500
1641	Vacation/Terms & Buyout	14,484	7,357	2,046	0	0
2110	FICA	30,188	21,054	10,327	19,188	18,625
221x	Retirement	26,720	22,847	11,162	22,833	34,721
23xx	Insurance	60,199	57,478	43,088	89,932	86,266
2410	Workers' Compensation	14,167	9,272	4,790	8,502	8,502
262x	Other Payroll Benefits	487	297	268	634	549
	TOTAL PERSONAL SERVICES	542,571	398,721	212,684	420,489	430,685
OPERATING EXPENSES						
3410	Contract Services	230	13,797	0	5,000	7,500
4010	Travel	(55)	0	0	0	0
41xx	Communication	1,265	2,140	1,195	2,127	2,185
4210	Postage	27	61	0	0	0
4310	Utilities	40,530	36,186	13,572	42,887	36,321
4410	Rental	510	300	0	500	0
4415	Internal Fleet Lease	43,994	31,489	14,569	31,489	31,488
4425	Land Lease	0	0	225	300	300
4510	Insurance	12,307	10,587	6,484	11,950	13,497
461x	Repairs & Maintenance- Vehicles	17,501	19,617	9,554	19,110	19,460
4620	Repairs & Maintenance- Building	78,977	90,591	38,837	78,206	82,678
4625	Repairs & Maintenance- Non-Build	16,731	16,502	10,705	20,099	16,440
46xx	Repairs & Maintenance- Equipment	1,358	1,852	569	1,380	1,380
4710	Printing & Binding	0	70	0	0	0
4911	Advertising	45	62	0	0	0
4945	Injury/ Damage to Others	933	0	0	0	0
5180	Minor Furniture/Equipment	3,541	3,884	1,761	1,000	1,200
5210	Operating Supplies	50,421	57,892	35,534	54,770	57,476
5215	Uniforms	2,357	1,342	566	2,504	2,336
5230	Fuel Purchases	5,932	9,650	5,275	8,242	10,550
5520	Training	0	0	90	0	0
	TOTAL OPERATING EXPENSES	276,604	296,022	138,936	279,564	282,811
CAPITAL OUTLAY						
6310	Improvements Other than Bldgs	0	0	5,982	0	0
	TOTAL CAPITAL OUTLAY	0	0	5,982	0	0
OTHER USES						
9941	Utilities Allocation	(245,660)	(208,423)	(107,280)	(210,016)	(214,049)
	TOTAL OTHER USES	(245,660)	(208,423)	(107,280)	(210,016)	(214,049)
	TOTAL GENERAL FUND APPROPRIATIONS	573,515	486,320	250,322	490,037	499,447

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	420,489	430,685	10,196	2.42%
Operating Expenses	279,564	282,811	3,247	1.16%
Other Uses	(210,016)	(214,049)	(4,033)	1.92%
TOTALS	490,037	499,447	9,410	1.92%

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Jay Evans, City Manager

Greater Leesburg Community Redevelopment Agency

Description

The City of Leesburg created the Greater Leesburg Community Redevelopment Agency (GLCRA) on May 28, 1996 (Resolution 4994) pursuant to Section 163.512 Florida Statutes, and generates a majority of its annual income from tax increment revenues. The Trust Fund was created by Ordinance 96-30 on August 26, 1996 effective for 30 years expiring in 2026. The base year was established in 1995 with an assessed taxable value of $86,757,505. The agency is part of the City's Comprehensive Plan to enhance the downtown district and surrounding areas. The agency determined the existence of blighted areas, noted the general decline of the downtown area, and will attempt to revitalize this special district with available funds.

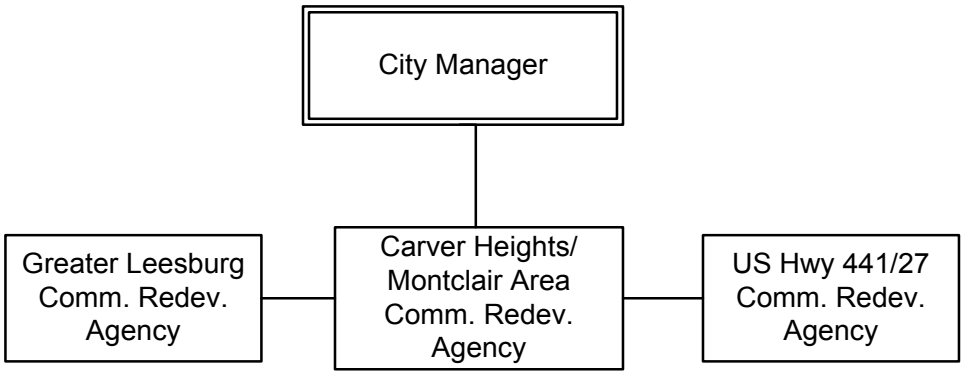
The Leesburg Redevelopment Plan identified four major objectives:

- Establish the boundary of the redevelopment area and the creation of the redevelopment agency
- Assess the current status of the redevelopment area
- Establish goals and time frames for making necessary improvements within the redevelopment area
- Identify funding sources to fund necessary improvements

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

The Redevelopment Area is divided between downtown and the Pine Street Community. By action of the governing body, the funds were also evenly divided between the two areas. The two (2) agencies work under the umbrella of the CRA, with assistance from the Leesburg Partnership and the Community Development Corporation. All projects and fund disbursements must be in accordance with the Leesburg Redevelopment Plan and approved by the CRA.

Organization Chart:



Total Department Budget

$ 333,633

Greater Leesburg CRA Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Intergovernmental Revenue	310,184	233,628	193,839	194,907	189,106
Miscellaneous Revenue	1,954	2,776	578	0	1,160
Other Sources	252,126	188,958	156,846	342,070	143,367
TOTAL REVENUE SOURCES	564,264	425,362	351,263	536,977	333,633
APPROPRIATIONS					
CRA	343,764	342,422	188,549	536,977	333,633
TOTAL APPROPRIATIONS	343,764	342,422	188,549	536,977	333,633

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	310,184	233,628	193,839	194,907	189,106
TOTAL INTERGOVERNMENTAL	310,184	233,628	193,839	194,907	189,106
MISCELLANEOUS REVENUE					
36110 Interest on Investments	2,107	2,930	578	0	1,160
36130 Gain/Loss Investments	(153)	(154)	0	0	0
TOTAL MISCELLANEOUS REVENUE	1,954	2,776	578	0	1,160
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	252,126	188,958	156,846	157,109	143,367
38891 Fund Balance Appropriated	0	0	0	184,961	0
TOTAL OTHER SOURCES	252,126	188,958	156,846	342,070	143,367
TOTAL RESOURCES	564,264	425,362	351,263	536,977	333,633

Appropriations Detail

Account # 016-6189-5xx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	26,998	14,413	141	0	0
3130 Engineering Services	0	76,471	45,183	0	0
4510 Insurance	2,500	2,500	2,500	2,500	2,500
4625 Repairs & Maintenance- Non Buil	9,254	2,711	0	0	0
4911 Advertising	38	65	0	0	0
4920 Other Current Charges-CDC	280,927	210,369	175	210,429	165,162
TOTAL OPERATING EXPENSES	319,717	306,529	47,999	212,929	167,662
CAPITAL OUTLAY					
6110 Land Costs	0	0	120,526	100,000	0
6310 Improvements Other Than Bldgs	0	0	0	200,000	0
TOTAL CAPITAL OUTLAY	0	0	120,526	300,000	0
DEBT SERVICE					
7113 Principal	19,292	20,329	10,571	21,423	22,575
7213 Interest	4,755	3,718	1,453	2,625	1,472
TOTAL DEBT SERVICE	24,047	24,047	12,024	24,048	24,047
GRANTS & AIDS					
8211 Matching Sign Grant	0	11,846	8,000	0	0
TOTAL GRANTS & AIDS	0	11,846	8,000	0	0
OTHER USES					
9910 Reserve for Future	0	0	0	0	141,924
TOTAL OTHER USES	0	0	0	0	141,924
TOTAL APPROPRIATIONS	343,764	342,422	188,549	536,977	333,633

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	212,929	167,662	(45,267)	-21.26%
Capital Outaly	300,000	0	(300,000)	-100.00%
Debt Service	24,048	24,047	(1)	0.00%
Other Uses	0	141,924	141,924	100.00%
TOTALS	536,977	333,633	(203,344)	-37.87%

Significant Budget Changes:
The decrease in Operating Expenses is attributable to a reduction in the Other Current Charges- CDC payment. There is no Capital Outlay budget included. Additionally, the increase in the Other Uses category reflects the budget for the Reserve for Future, or revenues exceed expenditures in this CRA.

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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:

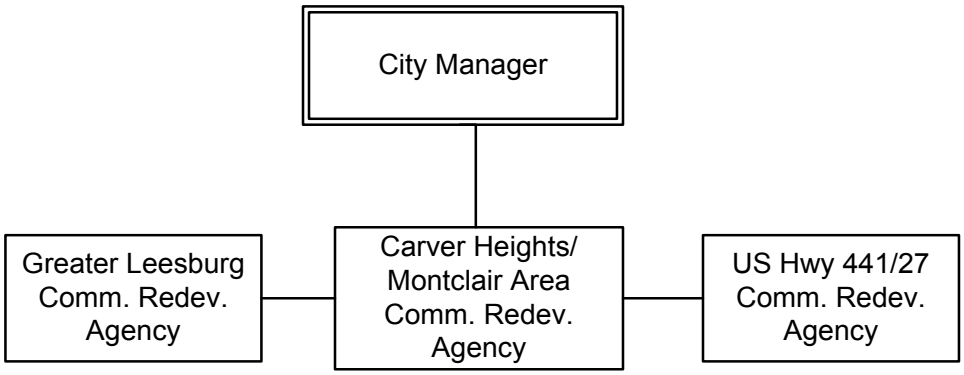
- Develop Senior Housing
- Develop infrastructure and pedestrian support (sidewalk) facilities
- Develop a comprehensive recreation program and facilities
- Commercial and single home development
- Develop gateways into the community

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.

Total Department Budget

$ 269,248

Organization Chart:



Values & Goals

Value: Excellence in All We Do

Goals:
- Develop single family residential units on vacant CRA properties
- Coordinate with Lake Community Action Agency on Weatherization Program
- Continue to partner with UCF Business Incubation Program and incorporate as an Enterprise Zone technical resource for CRA
- Work toward the completion of underground electric utilities project

Value: Open, Accessible Government

Goals:
- Coordinate with CRA advisory boards for redevelopment projects
- Implement master plan for Berry Park improvement and enhanced recreational programs throughout the community
- Provide information to CRA community on redevelopment project/programs

Value: Fiscal Responsibility

Goals:
- Develop partnerships for redevelopment of residential and commercial properties
- Implement Housing Rehabilitation Program
- Implement Business Development Program
- Market Carver CRA for public and private investment
- Collaborate with community/City on underground utility development
- Implement amended redevelopment plan
- Obtain additional funding to reduce total project cost to CRA

Major Accomplishments:

- Submitted proposal to Lake County Government for a Department of Economic Opportunity (DEO) funded Community Development Block Grant (CDBG) and received award recommendation in the total amount of $75,000 to improve amenities at Berry Park; the CRA will provide a match of $75,000 for the total project cost of $150,000, priority projects include a new fully equipped pavilion and additional playground equipment
- Obtained State of Florida Enterprise Zone designation, which will help develop businesses and aid in CRA business retention and attraction
- Conducted successful project REFRESH neighborhood cleanup in collaboration with community organizations
- Demolished two homes on Mispah Avenue in an effort to eliminate unsafe and dilapidated structures from within the community
- Assisted West Leesburg Community Development Corporation with organized neighborhood meetings
- Rehabilitation of over ten single family homes in partnership with Lake Community Action Agency's Weatherization Program staff

Performance Measures:

	2010-11	2011-12	2012-13
Land Acquired (lots)	2	5	1
Community Meetings	12	12	12
West Leesburg CDC Board Meetings	12	12	12
Community Cleanup projects	1	1	1
Charets (Visionary planning sessions)	1	1	3
Workshops/ Conferences	5	2	5

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Intergovernmental Revenue	151,573	119,069	96,106	98,342	90,924
Miscellaneous Revenues	2,017	32,202	1,507	340	1,000
Other Sources	123,599	96,906	78,486	172,260	177,324
TOTAL REVENUE SOURCES	277,189	248,177	176,099	270,942	269,248
APPROPRIATIONS					
CRA	311,177	405,190	107,960	270,942	269,248
TOTAL APPROPRIATIONS	311,177	405,190	107,960	270,942	269,248

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	151,573	119,069	96,106	98,342	90,924
TOTAL INTERGOVERNMENTAL	151,573	119,069	96,106	98,342	90,924
MISCELLANEOUS REVENUES					
36110 Interest on Investments	1,866	2,453	1,246	0	1,000
36130 Gain/Loss Investments	(91)	(184)	0	0	0
36140 Sale of Property	0	29,608	0	0	0
36210 706 Beecher St Misc Rev.	10	0	20	0	0
36906 Miscellaneous Reibursement	232	325	241	340	0
TOTAL MISCELLANEOUS REVENUES	2,017	32,202	1,507	340	1,000
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	123,599	96,906	78,486	79,271	69,552
38111 From Gen. Fund/ Operating Exp	0	0	0	0	48,370
38891 Fund Balance Appropriated	0	0	0	37,190	0
38891 Fund Balance Appr 2008 Rev Note	0	0	0	55,799	59,402
TOTAL OTHER SOURCES	123,599	96,906	78,486	172,260	177,324
TOTAL RESOURCES	277,189	248,177	176,099	270,942	269,248

Carver Heights/ Montclair Area CRA Fund

Appropriations Detail

Appropriations Detail — Account # 017-6190-559

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES						
31xx	Professional Services	21,147	13,379	705	2,500	120
3410	Contract Services	3,215	2,913	(37)	2,500	0
3499	Inter Dept Contract Oblig	0	0	0	0	59,402
4010	Travel	506	212	0	350	350
4110	Communication	1,534	1,288	185	0	370
4210	Postage	41	14	6	25	25
4310	Utilities	4,039	3,169	367	3,800	100
4510	Insurance	3,334	3,334	2,717	3,400	2,717
4620	Repairs & Maintenance/Building	317	179	0	700	500
4631	Repairs & Maint/Internal IS Maint	260	260	80	160	160
4710	Printing & Binding	44	132	7	200	75
4810	Promotional Activities	0	70	0	0	0
4911	Advertising-Other Ads	56	391	125	0	200
4920	Other Current Charges	175	175	175	175	175
5180	Minor Furniture/ Equipment	171	0	0	0	0
5210	Operating Supplies	1,132	489	196	200	200
5230	Fuel Purchases	10	0	0	0	0
5410	Publications & Memberships	956	0	0	350	195
5520	Training	465	345	295	200	1,000
	TOTAL OPERATING EXPENSES	37,402	26,350	4,821	14,560	65,589
CAPITAL OUTLAY						
6110	Land Costs	15,247	32,451	1,387	0	0
6210	Buildings	495	3,531	180	0	0
6310	Improvements other than Bldgs	21,573	58,896	15,740	0	0
	TOTAL CAPITAL OUTLAY	37,315	94,878	17,307	0	0
DEBT SERVICE						
7117	2008 Rev Note Principle	147,314	153,880	0	160,739	167,903
7217	2008 Rev Note Interest	32,606	49,473	21,382	39,844	35,756
	TOTAL DEBT SERVICE	179,920	203,353	21,382	200,583	203,659
GRANTS AND AIDS						
8212	BRAGG- Business Redevelop	0	0	530	0	0
8213	Housing Rehab Program	0	21,009	35,131	0	0
	TOTAL GRANTS & AIDS	0	21,009	35,661	0	0
OTHER USES						
9101	Transfer to General Fund	56,540	59,600	28,789	55,799	0
9910	Reserve for Future	0	0	0	0	0
	TOTAL OTHER USES	56,540	59,600	28,789	55,799	0
TOTAL APPROPRIATIONS		311,177	405,190	107,960	270,942	269,248

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	14,560	65,589	51,029	350.47%
Debt Service	200,583	203,659	3,076	1.53%
Other Uses	55,799	0	(55,799)	-100.00%
TOTALS	270,942	269,248	(1,694)	-0.63%

Significant Budget Changes:
The increase in the Operating Expenses category is attributable to an accounting change in the way the payment to the General Fund for the Community Redevelopment Coordinator position is recorded. The expense is now recorded in the Inter Dept Contract Oblig (3499) and has been removed from the Transfer to General Fund account (9101) which is reflected in the decrease in the Other Uses category.

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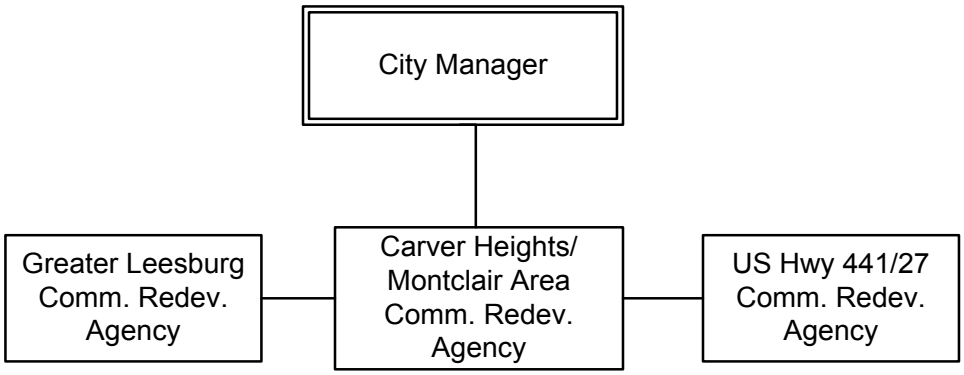
US Highway 441/27 Community Redevelopment Agency

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

$ 801,831

US Highway 441/27 CRA Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Intergovernmental Revenue	511,857	178,512	0	0	0
Miscellaneous Revenue	100,867	80,429	32,781	0	0
Other Sources	15,023,845	148,248	0	698,506	801,831
TOTAL REVENUE SOURCES	15,636,569	407,189	32,781	698,506	801,831
APPROPRIATIONS					
Economic Development	5,420,131	2,242,118	569,197	698,506	801,831
TOTAL APPROPRIATIONS	5,420,131	2,242,118	569,197	698,506	801,831

Revenue Detail

US Highway 441/27 CRA Fund

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
INTERGOVERNMENTAL REVENUES					
33731 Lake County/Redevelopment	511,857	178,512	0	0	0
TOTAL INTERGOVERNMENTAL	511,857	178,512	0	0	0
MISCELLANEOUS REVENUES					
36110 Interest on Investments	78,292	81,333	32,781	0	0
36130 Gain/Loss Investment	(2,741)	(904)	0	0	0
36906 Misc Reimbursement	25,316	0	0	0	0
TOTAL MISCELLANEOUS	100,867	80,429	32,781	0	0
OTHER SOURCES					
38110 From Gen. Fund/Ad Valorem	418,845	148,248	0	0	0
38401 Debt Proceeds	14,605,000	0	0	0	0
38891 Fund Balance Appropriated	0	0	0	18,500	123,500
38891 Fund Balance Appropriated Debt	0	0	0	680,006	678,331
TOTAL OTHER SOURCES	15,023,845	148,248	0	698,506	801,831
TOTAL RESOURCES	15,636,569	407,189	32,781	698,506	801,831

US Highway 441/27 CRA Fund

Appropriations Detail

Appropriations Detail — Account # 018-6191-559

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
31xx Professional Services	3,262	1,976	167	0	0
4510 Insurance	2,500	2,500	2,500	2,500	2,500
4911 Advertising	128	32	0	0	0
4920 Other Current Charges	175	175	175	0	0
TOTAL OPERATING EXPENSES	6,065	4,683	2,842	2,500	2,500
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	688,098	123,106	0	0	0
TOTAL CAPITAL OUTLAY	688,098	123,106	0	0	0
DEBT SERVICE					
71xx Principal	35,000	15,000	0	15,000	120,000
72xx Interest	326,319	680,431	340,066	680,006	678,331
73xx Issue Costs	703,571	915	1,000	1,000	1,000
TOTAL DEBT SERVICE	1,064,890	696,346	341,066	696,006	799,331
GRANTS AND AIDS					
8211 Matching Sign Grant	0	35,927	12,005	0	0
TOTAL GRANTS AND AIDS	0	35,927	12,005	0	0
OTHER USES					
9141 Transfer to Electric (041)	3,514,241	1,338,757	177,248	0	0
9145 Transfer to Communications(045)	146,837	43,299	36,036	0	0
9910 Reserve for Future	0	0	0	0	0
TOTAL OTHER USES	3,661,078	1,382,056	213,284	0	0
TOTAL APPROPRIATIONS	5,420,131	2,242,118	569,197	698,506	801,831

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,500	2,500	0	0.00%
Debt Service	696,006	799,331	103,325	14.85%
TOTALS	698,506	801,831	103,325	14.79%

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William Chrisman, Police Chief

Police Forfeiture Fund

Description

Police Forfeiture Fund

The Police Forfeiture Fund has been established to record funds associated with Municipal and Federal seizures. Federal seizures are separated between Justice and Treasury.

Municipal Seizures

Sections 932.701-932.707, Florida Statutes state that any contraband article, vessel, motor vehicle, aircraft, personal property, or real property used in violation of its terms may be seized and shall be forfeited. The act provides that when a seizing agency is a municipality, after payment of certain liens and costs, the remaining proceeds shall be deposited in a special law enforcement trust fund established by the governing body of the municipality. Section 932.7055 (5) (a), Florida Statutes, requires that the proceeds used from a forfeiture and the interest earned be used only for school resource officers, crime prevention, safe neighborhood, drug abuse education and prevention programs, or other law enforcement purposes, which include defraying the cost of protracted or complex investigations, providing additional equipment or expertise and providing matching funds to obtain federal grants. Funds may be expended upon the request of the police chief of the governing body of the municipality and must be accompanied by a written certification that the request is in compliance with the provisions of section 932.7055 (5). Funds cannot be the source of revenue to meet normal operating needs of the law enforcement agency. Any local law enforcement agency that acquires at least $15,000 pursuant to the Florida Contraband Forfeiture Act within a fiscal year must expend or donate no less than 15 percent of such proceeds.

Federal Seizures

We are required to separate federal seizures between Justice and Treasury. Justice funds include shared cash or proceeds received from the Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI), U.S. Attorney's Office, U.S. Postal Inspection Service, Food and Drug Administration and the U.S. Department of Agriculture. Treasury funds include shared cash or proceeds received from the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Internal Revenue Service (IRS), U.S. Immigration and Customs Enforcement (ICE), U.S. Customs and Border Protection, U.S. Secret Service and U.S. Coast Guard.

Shared monies can be spent on salaries for new, temporary (employees not to exceed one year), overtime, informant or buy money, travel and training, communications and computers, firearms and weapons, body armor and protective gear, electronic surveillance equipment, building and improvements, education and awareness programs, other law enforcement programs, transfers to other state and local law enforcement agencies, matching grants, and drug abuse treatment and prevention programs.

The Department of Justice permits state and local law enforcement agencies to use up to 15 percent of shared funds received during the last two years to support drug abuse treatment, drug and crime prevention education, housing and job skills programs, or other nonprofit community-based programs or activities, which are formally approved by the chief law enforcement officer as being supportive of and consistent with a law enforcement effort, policy or initiative.

Total Department Budget

$ 0

Police Forfeiture Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Fines & Forfeitures	15,621	68,661	17,051	0	0
Miscellaneous Revenues	(824)	97	31	0	0
Other Sources	0	0	0	0	0
TOTAL REVENUE SOURCES	14,797	68,758	17,082	0	0
APPROPRIATIONS					
Fines & Forfeitures	99,871	54,131	11,405	0	0
TOTAL APPROPRIATIONS	99,871	54,131	11,405	0	0

Police Forfeiture Fund

Revenue Detail

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
FINES AND FORFEITURES					
35520 Federal Forfeitures	0	15,096	1,546	0	0
35820 Sale Forfeited Property	15,621	53,565	15,505	0	0
TOTAL FINES AND FORFEITURES	15,621	68,661	17,051	0	0
MISCELLANEOUS REVENUES					
36103 Interest- Police Forfeiture	(55)	103	31	0	0
36105 Interest- Federal Forfeiture	(153)	0	0	0	0
36130 Change in Fair Value	(616)	(6)	0	0	0
TOTAL MISCELLANEOUS REVENUES	(824)	97	31	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	14,797	68,758	17,082	0	0

Police Forfeiture Fund

Appropriations Detail

Appropriations Detail — Account # 121-xxxx-xxx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES						
3xxx	Professional Services	13	3	4	0	0
4420	Capital Car Lease	17,168	13,968	0	0	0
4810	Promotional Activities	0	0	0	0	0
4981	Forfeiture Costs	26,501	40,160	11,401	0	0
5184	Minor Equip/Forfeiture	56,189	0	0	0	0
	TOTAL OPERATING EXPENSES	99,871	54,131	11,405	0	0
CAPITAL OUTLAY						
6480	Forfeiture Proceeds	0	0	0	0	0
6481	Federal Forfeiture Funds	0	0	0	0	0
	TOTAL CAPITAL OUTLAY	0	0	0	0	0
	TOTAL APPROPRIATIONS	99,871	54,131	11,405	0	0

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	0	0	0.00%
TOTALS	0	0	0	0.00%

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William Chrisman, Police Chief

Police Education Receipts Fund

Description

Police Education Fund

A Special Revenue Fund is used to account for fund balances created by Criminal Justice Education Funding. The Florida Statute listed below describes the authority and usage for the funding.

938.15 Criminal justice education for local government- In addition to the costs provided for in s. 938.01, municipalities and counties may assess an additional $2 for expenditures for criminal justice education degree programs and training courses, including basic recruit training, for their respective officers and employing agency support personnel, provided such education degree programs and training courses are approved by the employing agency administrator, on a form provided by the commission, for local funding.

(1) Workshops, meetings, conferences, and conventions shall, on a form approved by the commission for use by the employing agency, be individually approved by the employing agency administrator prior to attendance. The form shall include, but not be limited to, a demonstration by the employing agency of the purpose of the workshop, meeting, conference, or convention; the direct relationship of the training to the officer's job; the direct benefits the officer and agency will receive; and all anticipated costs.

(2) The Commission may inspect and copy the documentation of independent audits conducted of the municipalities and counties which make such assessments to ensure that such assessments have been made and that expenditures are in conformance with the requirements of this subsection and with other applicable procedures.

Total Department Budget

$ 15,000

Police Education Receipts Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Fines & Forfeitures	8,655	8,548	3,938	0	0
Miscellaneous Revenues	(161)	148	27	0	0
Other Sources	0	0	0	15,000	15,000
TOTAL REVENUE SOURCES	8,494	8,696	3,965	15,000	15,000
APPROPRIATIONS					
Police Education Receipts	10,505	9,070	10,216	15,000	15,000
TOTAL APPROPRIATIONS	10,505	9,070	10,216	15,000	15,000

Police Education Receipts Fund

Revenue Detail

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
FINES AND FORFEITURES					
35120 Police Education - 2nd $	8,655	8,548	3,938	0	0
TOTAL FINES & FORFEITURES	8,655	8,548	3,938	0	0
MISCELLANEOUS REVENUES					
36110 Interest on Investments	(134)	158	27	0	0
36130 Change in Fair Value	(27)	(10)	0	0	0
TOTAL MISCELLANEOUS REVENUES	(161)	148	27	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	15,000	15,000
TOTAL OTHER SOURCES	0	0	0	15,000	15,000
TOTAL RESOURCES	8,494	8,696	3,965	15,000	15,000

Police Education Receipts Fund

Appropriations Detail

Appropriations Detail — Account # 122-xxxx-xxx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	6	6	3	0	0
5470 2nd $ Training	10,499	9,064	10,213	15,000	15,000
TOTAL OPERATING EXPENSES	10,505	9,070	10,216	15,000	15,000
TOTAL APPROPRIATIONS	10,505	9,070	10,216	15,000	15,000

Police Education Receipts Fund

Appropriations Summary

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	15,000	15,000	0	0.00%
TOTALS	15,000	15,000	0	0.00%

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Bill Spinelli, 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

$ 1,688,937

Discretionary Sales Tax Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Taxes	1,526,403	1,611,777	654,958	1,629,325	1,654,937
Miscellaneous Revenue	(4,048)	497	194	0	0
Other Sources	0	0	0	0	34,000
TOTAL REVENUE SOURCES	1,522,355	1,612,274	655,152	1,629,325	1,688,937
APPROPRIATIONS					
Discretionary Sales Tax	1,462,822	1,720,894	593,195	1,629,325	1,688,937
TOTAL APPROPRIATIONS	1,462,822	1,720,894	593,195	1,629,325	1,688,937

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
TAXES					
31261 Local Option Sales Tax	1,526,403	1,611,777	654,958	1,629,325	1,654,937
TOTAL TAXES	1,526,403	1,611,777	654,958	1,629,325	1,654,937
MISCELLANEOUS REVENUE					
36110 Interest on Investments	(3,552)	521	194	0	0
36130 Gain/Loss Investment	(496)	(24)	0	0	0
TOTAL MISCELLANEOUS REVENUE	(4,048)	497	194	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	34,000
TOTAL OTHER SOURCES	0	0	0	0	34,000
TOTAL RESOURCES	1,522,355	1,612,274	655,152	1,629,325	1,688,937

Discretionary Sales Tax Fund

Appropriations Detail

Appropriations Detail — Account # 132-xxxx-xxx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	60	24	19	0	0
TOTAL OPERATING EXPENSES	60	24	19	0	0
OTHER USES					
9101 Transfer to General Fund	293,352	571,918	0	520,035	578,737
9121 Debt Service	1,121,068	1,120,315	592,813	1,109,290	1,110,200
9131 Transfer to Capital Project	48,342	28,637	363	0	0
9160 Reserve/ Future Capital	0	0	0	0	0
TOTAL OTHER USES	1,462,762	1,720,870	593,176	1,629,325	1,688,937
TOTAL APPROPRIATIONS	1,462,822	1,720,894	593,195	1,629,325	1,688,937

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Other Uses	1,629,325	1,688,937	59,612	3.66%
TOTALS	1,629,325	1,688,937	59,612	3.66%

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Bill Spinelli, 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

$ 940,093

Gas Tax Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Taxes	0	835,650	314,470	838,326	799,120
Intergovernmental	0	147,875	70,200	139,379	140,973
Miscellaneous Revenues	0	1,294	593	0	0
Other Sources/Installments	0	155,107	0	0	0
TOTAL REVENUE SOURCES	0	1,139,926	385,263	977,705	940,093
APPROPRIATIONS					
Gas Tax Expenses	0	829,262	64	977,705	940,093
TOTAL APPROPRIATIONS	0	829,262	64	977,705	940,093

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
TAXES					
31230 Ninth-Cent Fuel Tax (County)	0	195,915	61,794	160,741	160,741
31241 Local Option Fuel Tax	0	639,735	252,676	677,585	638,379
TOTAL TAXES	0	835,650	314,470	838,326	799,120
INTERGOVERNMENTAL REVENUE					
33512 Revenue Sharing- Gas Tax	0	147,875	70,200	139,379	140,973
TOTAL INTERGOVERNMENTAL REVEN	0	147,875	70,200	139,379	140,973
MISCELLANEOUS REVENUES					
36110 Interest on Investments	0	1,294	593	0	0
TOTAL MISCELLANEOUS REVENUES	0	1,294	593	0	0
OTHER SOURCES/INSTALLMENT					
38131 Transfer from Cap'l Proj	0	155,107	0	0	0
TOTAL OTHER SOURCES/INSTALLMEI	0	155,107	0	0	0
TOTAL RESOURCES	0	1,139,926	385,263	977,705	940,093

Gas Tax Fund

Appropriations Detail

Appropriations Detail — Account # 133-xxxx-xxx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	0	52	64	0	0
TOTAL OPERATING EXPENSES	0	52	64	0	0
OTHER USES					
9101 Transfer to General Fund	0	202,663	0	449,705	348,521
9131 Transfer to Capital Projects	0	626,547	0	528,000	591,572
9160 Reserve/ Future Capital	0	0	0	0	0
TOTAL OTHER USES	0	829,210	0	977,705	940,093
TOTAL APPROPRIATIONS	0	829,262	64	977,705	940,093

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Other Uses	977,705	940,093	(37,612)	-3.85%
TOTALS	977,705	940,093	(37,612)	-3.85%

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William Chrisman, Police Chief

Police Impact Fees Fund

Description

Police Impact Fee

On August 9, 2004 the City Commission approved Ordinance 04-52 authorizing the City to collect Municipal Impact Fees on land developed within the City of Leesburg for the provision of Municipal Services Capital Facilities related to Police services necessitated by new development.

In Fiscal Year 2005 the City began tracking these Impact Fees as if they were their own individual entities within the General Fund. This process required that revenues, expenditures and any resulting excess or deficiency be tracked manually. In Fiscal Year 2007 a Special Revenue Fund was created to account for fund balances created by Impact Fees.

On June 1st of each year, impact fees are adjusted upward, if appropriate, by the same percentage that the construction price index-20 cities average, as published in the magazine "Engineering News Record," has increased between May 1st of the year in which the adjustment is being made and May 1st of the prior year. At no time shall the Schedule of Impact Fees be adjusted downward.

Historically, the City has budgeted and appropriated current year projected revenues. This year's budget employs a conservative approach where appropriations will not exceed available fund balance.

In addition, in order to promote economic activity, the City Commission effective May 10, 2011 suspended the collection of impact fees, for the second year, until May 2012 by approving Ordinance 11-48.

Total Department Budget

$ 0

Police Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Licenses & Permits	3,398	0	0	0	0
Miscellaneous Revenue	(816)	872	176	0	0
Other Sources	0	0	0	5,800	0
TOTAL REVENUE SOURCES	2,582	872	176	5,800	0
APPROPRIATIONS					
Operating Expenses	34	36	22	0	0
Capital Outlay	0	0	0	5,800	0
Other Uses	260	0	0	0	0
TOTAL APPROPRIATIONS	294	36	22	5,800	0

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
LICENSES & PERMITS					
32411 Impact Fees	3,398	0	0	0	0
TOTAL LICENSES & PERMITS	3,398	0	0	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	(678)	933	176	0	0
36130 Gain/Loss Investment	(138)	(61)	0	0	0
36322 Police Impact Fees	0	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	(816)	872	176	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	5,800	0
TOTAL OTHER SOURCES	0	0	0	5,800	0
TOTAL RESOURCES	2,582	872	176	5,800	0

Police Impact Fees Fund

Appropriations Detail

Appropriations Detail — Account # 141-xxxx-xxx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	34	36	22	0	0
5210 Operating Supplies	0	0	0	0	0
TOTAL OPERATING EXPENSES	34	36	22	0	0
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	0	0	5,800	0
TOTAL CAPITAL OUTLAY	0	0	0	5,800	0
OTHER USES					
9115 Transfer to Building Fund	260	0	0	0	0
TOTAL OTHER USES	260	0	0	0	0
TOTAL APPROPRIATIONS	294	36	22	5,800	0

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Capital Outlay	5,800	0	(5,800)	-100.00%
TOTALS	5,800	0	(5,800)	-100.00%

Significant Budget Changes:
There is no Captial Outlay budget included.

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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, 2011 suspended the collection of impact fees, for the second year, until May 2012 by approving Ordinance 11-48.

Total Department Budget

$ 0

Fire Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Licenses & Permits	5,308	150	0	0	0
Miscellaneous Revenue	473	(439)	(89)	0	0
Other Sources	0	0	0	0	0
TOTAL REVENUE SOURCES	5,781	(289)	(89)	0	0
APPROPRIATIONS					
Other Uses	252	20	0	0	0
TOTAL APPROPRIATIONS	252	20	0	0	0

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
LICENSES & PERMITS					
32411 Impact Fees	5,308	150	0	0	0
TOTAL LICENSES & PERMITS	5,308	150	0	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	397	(470)	(89)	0	0
36130 Gain/Loss Investment	76	31	0	0	0
36322 Fire Impact Fees	0	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	473	(439)	(89)	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	5,781	(289)	(89)	0	0

Fire Impact Fees Fund

Appropriations Detail

Appropriations Detail — Account # 142-xxxx-xxx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	(8)	0	0	0	0
TOTAL OPERATING EXPENSES	(8)	0	0	0	0
OTHER USES					
9115 Transfer to Building Fund	260	20	0	0	0
TOTAL OTHER USES	260	20	0	0	0
TOTAL APPROPRIATIONS	252	20	0	0	0

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	0	0	0.00%
Other Uses	0	0	0	0.00%
TOTALS	0	0	0	0.00%

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Bruce Ericson, CPRP, Director of Recreation & Parks

Recreation Impact Fees Fund

Description

Recreation Impact Fee

On August 9, 2004 the City Commission approved Ordinance 04-52 authorizing the City to collect Municipal Impact Fees on land developed within the City of Leesburg for the provision of Municipal Services Capital Facilities related to recreational services necessitated by new development.

In Fiscal Year 2005 the City began tracking these Impact Fees as if they were their own individual entities within the General Fund. This process required that revenues, expenditures and any resulting excess or deficiency be tracked manually. In Fiscal Year 2007 a Special Revenue Fund was created to account for fund balances created by Impact Fees.

On June 1st of each year, impact fees are adjusted upward, if appropriate, by the same percentage that the construction price index-20 cities average, as published in the magazine "Engineering News Record," has increased between May 1st of the year in which the adjustment is being made and May 1st of the prior year. At no time shall the Schedule of Impact Fees be adjusted downward.

Historically, the City has budgeted and appropriated current year projected revenues. This year's budget employs a conservative approach where appropriations will not exceed available fund balance.

In addition, in order to promote economic activity, the City Commission effective May 10, 2011 suspended the collection of impact fees, for the second year, until May 2012 by approving Ordinance 11-48.

Total Department Budget

$ 50,000

Recreation Impact Fees Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Licenses & Permits	3,589	0	0	0	0
Miscellaneous Revenue	(3,693)	1,110	213	0	0
Other Sources	0	0	0	50,000	50,000
TOTAL REVENUE SOURCES	(104)	1,110	213	50,000	50,000
APPROPRIATIONS					
Operating Expenses	76	47	26	0	0
Other Uses	261,483	16,125	9,424	50,000	50,000
TOTAL APPROPRIATIONS	261,559	16,172	9,450	50,000	50,000

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
LICENSES & PERMITS					
32461 Impact Fees	3,589	0	0	0	0
TOTAL LICENSES & PERMITS	3,589	0	0	0	0
MISCELLANEOUS REVENUE					
36101 Interest on Investments	(3,231)	1,186	213	0	0
36130 Gain/Loss Investment	(462)	(76)	0	0	0
36327 Recreation Impact Fees	0	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	(3,693)	1,110	213	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	50,000	50,000
TOTAL OTHER SOURCES	0	0	0	50,000	50,000
TOTAL RESOURCES	(104)	1,110	213	50,000	50,000

Recreation Impact Fees Fund

Appropriations Detail

Appropriations Detail

Account # 143-xxxx-xxx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	76	47	26	0	0
TOTAL OPERATING EXPENSES	76	47	26	0	0
OTHER USES					
9115 Transfer to Building Fund	200	0	0	0	0
9131 Transfer to Capital Projects	261,283	16,125	9,424	50,000	50,000
TOTAL OTHER USES	261,483	16,125	9,424	50,000	50,000
TOTAL APPROPRIATIONS	261,559	16,172	9,450	50,000	50,000

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Other Uses	50,000	50,000	0	0.00%
TOTALS	50,000	50,000	0	0.00%

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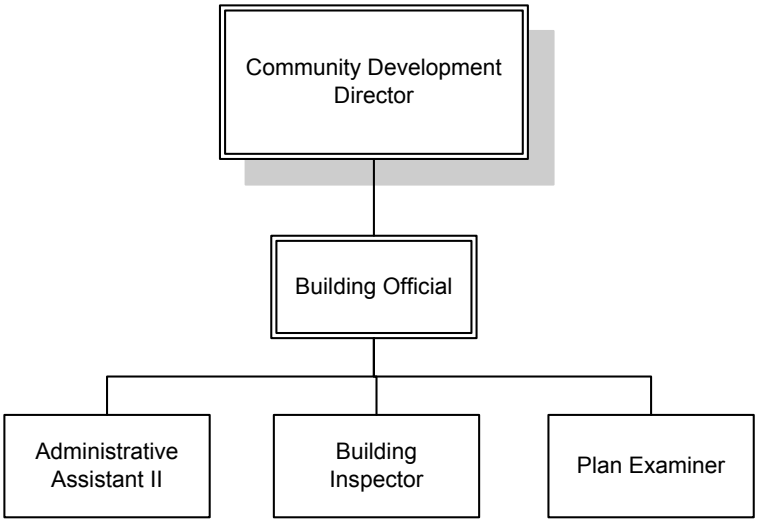
Bill Wiley, Community Development Director

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

$ 438,870

Building Permits Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Licenses & Permits	293,104	344,887	170,082	355,000	306,500
Intergovernmental Reveune	1,550	3,600	2,271	1,500	1,500
Charges for Services	0	777	455	0	0
Miscellaneous Revenue	5,036	(537)	(167)	0	0
Other Sources	67,999	3,692	340	79,107	130,870
TOTAL REVENUE SOURCES	367,689	352,419	172,981	435,607	438,870
APPROPRIATIONS					
Building Permits	368,972	419,593	207,703	435,607	438,870
TOTAL APPROPRIATIONS	368,972	419,593	207,703	435,607	438,870

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
LICENSES & PERMITS					
32201 Building Permits	210,841	189,527	89,256	230,000	160,000
32901 Plumbing Permits	13,820	18,661	8,033	20,000	16,000
32902 Electric Permits	29,825	63,256	42,821	45,000	70,000
32903 Gas Permits	2,249	3,591	2,657	3,000	5,000
32904 Fire Fees	4,776	31,117	10,952	25,000	20,000
32905 Mechanical Permits	20,764	28,961	10,813	25,000	22,000
32907 Mobile Home Permits	2,700	1,890	1,890	1,000	5,000
32908 Sign Permits	8,129	7,884	3,660	6,000	8,500
TOTAL LICENSES & PERMITS	293,104	344,887	170,082	355,000	306,500
INTERGOVERNMENTAL REVENUE					
33844 Impact Collect Fee/ County	1,550	3,600	2,271	1,500	1,500
TOTAL INTERGOVERNMENTAL REVENUE	1,550	3,600	2,271	1,500	1,500
CHARGES FOR SERVICES					
34920 Administrative Fee	0	777	455	0	0
TOTAL CHARGES FOR SERVICES	0	777	455	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	412	(619)	(167)	0	0
36130 Gain/ Loss Investments	51	41	0	0	0
36403 Sale of Furniture/Equipment	0	0	0	0	0
36906 Miscellaneous Reimbursement	4,574	41	0	0	0
36908 Cash Over and Short	(1)	0	0	0	0
TOTAL MISCELLANEOUS REVENUE	5,036	(537)	(167)	0	0
OTHER SOURCES					
38111 From General Fund	6,630	0	0	0	0
38165 From Workers Comp Fund	59,169	2,572	0	0	0
382xx Impact Administration Fee	2,200	1,120	340	0	0
38891 Fund Balance Appropriated	0	0	0	79,107	130,870
TOTAL OTHER SOURCES	67,999	3,692	340	79,107	130,870
TOTAL RESOURCES	367,689	352,419	172,981	435,607	438,870

Building Permits Fund

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Increase inspection personnel training to improve the insurance service organization rating and reduce insurance premiums for residents
- Perform and monitor building and fire permit reviews to ensure expeditious processing of permits and initial reviews by all departments within five days

Value: Open, Accessible Government

Goals:

- Continue to assist customers with the online permit-tracking system

Value: Professionalism

Goals:

- Answer phone calls by the end of two rings and address minor requests within 24 hours in order to continue to emphasize customer service
- Assist public with information regarding the building code, building permits, and permit process
- Provide reviews for Development Review Committee (DRC) and Planning and Zoning Commission items within prescribed timeframe: DRC (8-12 days), Planning & Zoning Commission (7-10 days)
- Continue to participate with Building Officials Association of Florida, Electrical Inspectors Association of Florida, Mechanical Inspectors Association, Home Builders Association, and Lake County Building Officials

Major Accomplishments:

- Educated and trained staff to enhance customer service and improve the building permit process
- Continued to improve distribution and tracking system for building permit applications
- Refined the utilization of the online permit tracking system in HTE NaviLine
- Assisted with the development of the Building Module for ONESolution

Performance Measures:

	2010-11	2011-12	2012-13
Permits issued:	588	1,172	1,070
Commercial	8	14	10
Residential	11	22	25
Mobile home	2	4	10
Miscellaneous	551	1,100	1,000
Demolition: Residential	6	12	10
Commercial	10	20	15
Value of construction:			
Commercial	20,179,500	10,000,000	9,000,000
Residential	2,322,931	4,000,000	4,500,000
Total construction value	22,502,431	14,000,000	13,500,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II[2]	0.75	0.00	0.75	20,966
Building Inspector II	1.00	0.00	1.00	49,171
Building Official	1.00	0.00	1.00	76,482
Community Development Director[1]	0.30	0.00	0.30	23,799
Plans Examiner II	1.00	0.00	1.00	58,428
Total	**4.05**	**0.00**	**4.05**	**228,846**

Notes: Allocations

Community Development Director[1]
70%-6151, 30%-6131

Administrative Assistant II[2]
75%-6131, 25%-6151

Building Permits Fund

Appropriations Detail

Appropriations Detail — Account # 151-xxxx-xxx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	208,556	229,714	108,330	228,846	228,846
1310	Temporary Labor	13,740	0	0	0	0
1410	Overtime	560	110	0	0	0
15xx	Bonuses/Incentives	2,802	18,187	8,511	18,408	18,408
2110	FICA	16,811	18,264	8,646	18,227	18,146
221x	Retirement	15,802	22,237	10,324	22,179	33,349
23xx	Insurance	22,028	37,951	25,410	52,755	51,318
2410	Workers' Compensation	3,720	3,730	1,760	3,722	3,722
26xx	Other Payroll Benefits	4,549	5,134	3,133	1,036	416
	TOTAL PERSONAL SERVICES	288,568	335,327	166,114	345,173	354,205
OPERATING EXPENSES						
3110	Professional Services	105	0	345	0	0
4010	Travel	228	76	8	500	250
4110	Communication	1,580	968	478	4,000	1,000
4210	Postage	34	62	25	100	100
4310	Utilities	5,600	4,482	1,624	5,500	4,000
4410	Rentals	20,000	20,000	10,000	20,000	20,000
4415	Internal Fleet Lease	7,636	7,651	3,826	7,651	7,650
4510	Insurance	2,618	2,338	1,218	2,357	2,563
461x	Repairs & Maintenance- Vehicles	3,960	3,960	1,980	3,960	3,960
463x	Repairs & Maintenance- Equipment	4,385	3,125	1,208	2,080	1,880
4710	Printing & Binding	127	389	0	300	300
4920	Other Current Charges	1,655	1,884	1,446	1,500	3,000
496x	General Administrative	22,409	27,770	13,145	29,466	27,332
5210	Operating Supplies	1,389	1,399	192	2,000	1,000
5215	Uniforms	414	686	75	750	750
5230	Fuel Purchases	6,496	8,033	4,190	7,270	8,380
5410	Publications & Memberships	266	631	668	1,500	1,000
5520	Training	1,502	812	1,161	1,500	1,500
	TOTAL OPERATING EXPENSES	80,404	84,266	41,589	90,434	84,665
OTHER USES						
9160	Reserve/ Future Capital	0	0	0	0	0
	TOTAL OTHER USES	0	0	0	0	0
TOTAL APPROPRIATIONS		368,972	419,593	207,703	435,607	438,870

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	345,173	354,205	9,032	2.62%
Operating Expenses	90,434	84,665	(5,769)	-6.38%
TOTALS	435,607	438,870	3,263	0.75%

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Bill Spinelli, 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

$ 1,633,998

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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Other Sources	7,807,881	1,651,251	854,711	1,628,054	1,633,998
TOTAL REVENUE SOURCES	7,807,881	1,651,251	854,711	1,628,054	1,633,998
APPROPRIATIONS					
Debt Service	1,647,378	1,678,163	1,076,745	1,628,054	1,633,998
TOTAL APPROPRIATIONS	1,647,378	1,678,163	1,076,745	1,628,054	1,633,998

Revenue Detail

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OTHER SOURCES						
38111	From General Fund	459,413	530,936	261,898	518,764	523,798
38191	From Discretionary Tax	1,121,068	1,120,315	592,813	1,109,290	1,110,200
38401	Note Proceeds	6,227,400	0	0	0	0
38891	Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES		7,807,881	1,651,251	854,711	1,628,054	1,633,998
TOTAL RESOURCES		7,807,881	1,651,251	854,711	1,628,054	1,633,998

Appropriations Detail

Account # 021-1326-517

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
DEBT SERVICE						
71xx	Principal Payments	515,000	633,754	570,000	605,172	631,649
72xx	Interest Payments	1,059,857	1,042,954	505,102	1,020,052	1,000,519
73xx	Fees	72,521	1,455	1,643	2,830	1,830
TOTAL DEBT SERVICE		1,647,378	1,678,163	1,076,745	1,628,054	1,633,998
TOTAL APPROPRIATIONS		1,647,378	1,678,163	1,076,745	1,628,054	1,633,998

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Debt Service	1,628,054	1,633,998	5,944	0.37%
TOTALS	1,628,054	1,633,998	5,944	0.37%

CAPITAL PROJECTS FUND

The Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital facilities. The primary sources of revenue in this fund are federal and state grants and Gas Tax revenue. Capital Projects must be reviewed and approved by the City Commission prior to the expenditure of any funds.

Included in this budget are projects for the Airport totaling $1,000,000, to update the signage. The Fire Department has $100,000 to renovate Fire Station #62 restrooms. There is $591,572 proposed for Public Works projects including Road Resurfacing and new sidewalks for the Community Building, and $255,800 to reroof two buildings. Additionally, Recreation included $50,000 for the Rails to Trails project, and $60,000 for Phase I to Relight the Susan Street Complex. Of the $2,057,872 budget, $60,000 is coming from available 2004 Capital Improvement Bonds, $430,800 is being transferred from the Gas Fund, $50,000 is from available Recreation Impact Fees, $591,572 is from Gas Tax and the remainder is funded with airport state and federal grants.

Capital Projects Fund

Description

Total Department Budget

$ 2,057,872

Capital Projects Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Taxes	630,727	0	0	0	0
Intergovernmental Revenue	3,066,788	382,622	457,182	1,120,000	925,000
Charges for Services	38,038	47,831	23,379	0	0
Miscellaneous Revenue	23,899	979	412	0	0
Other Sources	619,253	990,767	12,848	1,113,500	1,132,872
TOTAL REVENUE SOURCES	4,378,705	1,422,199	493,821	2,233,500	2,057,872
APPROPRIATIONS					
Finance	750	1,250	0	500	500
Health Clinic	9,038	185,725	0	0	0
Airport	3,202,764	662,219	262,048	1,250,000	1,000,000
Fire	0	0	3,200	120,000	100,000
Public Works	822,279	865,882	2,679	528,000	847,372
Recreation	1,203,562	36,811	10,477	335,000	110,000
TOTAL APPROPRIATIONS	5,238,393	1,751,887	278,404	2,233,500	2,057,872

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
TAXES					
31240 Local Option Gas Tax	630,727	0	0	0	0
TOTAL TAXES	630,727	0	0	0	0
INTERGOVERNMENTAL REVENUE					
33142 Federal Grant - Airport	1,666,561	92,716	322,132	0	900,000
33172 Federal Grant- Recreation	54,324	0	0	0	0
33442 State Grant - Airport	1,121,141	289,906	135,050	1,120,000	25,000
33449 Joint Participation Agmt	63,000	0	0	0	0
33472 Fountain Park	161,762	0	0	0	0
TOTAL INTERGOVERNMENTAL	3,066,788	382,622	457,182	1,120,000	925,000
CHARGES FOR SERVICES					
34120 Fuel Surcharge	38,038	47,831	23,379	0	0
TOTAL CHARGES FOR SERVICES	38,038	47,831	23,379	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	4,808	(609)	49	0	0
36110 Bond Funds	22,393	1,670	363	0	0
36130 Gain/Loss Investments	(5,406)	(82)	0	0	0
36609 Contributions/Donations	2,104	0	0	0	0
TOTAL MISCELLANEOUS	23,899	979	412	0	0
OTHER SOURCES					
38111 From General Fund	24,711	572	3,061	10,500	500
38114 Recreation Impact Fees	261,283	16,125	9,424	50,000	50,000
38412 Reallocated Bond Proceeds	0	0	0	525,000	60,000
38142 Transfer from Gas (042)	234,316	133,162	0	0	430,800
38164 Transfer from Health Ins (064)	9,039	185,724	0	0	0
38165 From Workers Comp Fund	41,562	0	0	0	0
38191 From Discretionary Tax	48,342	655,184	363	0	0
38191 From Gas Tax	0	0	0	528,000	591,572
TOTAL OTHER SOURCES	619,253	990,767	12,848	1,113,500	1,132,872
TOTAL RESOURCES	4,378,705	1,422,199	493,821	2,233,500	2,057,872

Appropriations Detail — Account # 031-xxxx-xxx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
FINANCE (1326)						
DEBT SERVICE						
7311	Fees	750	1,250	0	500	500
	TOTAL DEBT SERVICE	750	1,250	0	500	500
TOTAL FINANCE		750	1,250	0	500	500
HEALTH CLINIC (1341)						
PERSONAL SERVICES						
1210	Regular Salaries & Wages	1,871	6,093	0	0	0
2110	FICA	125	424	0	0	0
2210	Retirement	143	547	0	0	0
23xx	Insurance	278	1,241	0	0	0
2410	Workers' Compensation	53	197	0	0	0
26xx	Other Payroll Benefits	4	38	0	0	0
	TOTAL PERSONAL SERVICES	2,474	8,540	0	0	0
CAPITAL OUTLAY						
6210	Buildings	6,564	129,305	0	0	0
6310	Improvements Other Than Bldgs	0	18,614	0	0	0
6410	Machinery & Equipment	0	29,266	0	0	0
	TOTAL CAPITAL OUTLAY	6,564	177,185	0	0	0
TOTAL HEALTH CLINIC		9,038	185,725	0	0	0
AIRPORT (1821)						
PERSONAL SERVICES						
1210	Regular Salaries & Wages	2,740	482	0	0	0
2110	FICA	189	34	0	0	0
2210	Retirement	206	43	0	0	0
23xx	Insurance	296	93	0	0	0
2410	Workers' Compensation	78	14	0	0	0
26xx	Other Payroll Benefits	5	3	0	0	0
	TOTAL PERSONAL SERVICES	3,514	669	0	0	0
OPERATING EXPENSES						
3110	Professional Services	161,675	200,275	150	0	0
3130	Engineering Services	501,952	154,880	191,805	0	0
4911	Advertising- Other Ads	83	71	0	0	0
4920	Other Current Charges	0	4,230	0	0	0
	TOTAL OPERATING EXPENSES	663,710	359,456	191,955	0	0
CAPITAL OUTLAY						
6210	Buildings	231,644	55,915	0	0	0
6310	Improvements Other Than Bldgs	2,303,896	246,179	70,093	1,250,000	1,000,000
	TOTAL CAPITAL OUTLAY	2,535,540	302,094	70,093	1,250,000	1,000,000
TOTAL AIRPORT		3,202,764	662,219	262,048	1,250,000	1,000,000

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

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
FIRE (2220)					
CAPITAL OUTLAY					
6210 Buildings	0	0	3,200	90,000	100,000
6410 Machinery & Equipment	0	0	0	30,000	0
TOTAL CAPITAL OUTLAY	0	0	3,200	120,000	100,000
TOTAL FIRE	0	0	3,200	120,000	100,000
PUBLIC WORKS					
FLEET (5110)					
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	61,127	5,339	0	0	0
TOTAL CAPITAL OUTLAY	61,127	5,339	0	0	0
OTHER USES					
9101 Transfer to General Fund	0	3,012	2,349	0	0
TOTAL OTHER USES	0	3,012	2,349	0	0
TOTAL FLEET	61,127	8,351	2,349	0	0
STREET MAINTENANCE (5112)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	298	447	0	0	0
2110 FICA	21	31	0	0	0
2210 Retirement	27	40	0	0	0
23xx Insurance	57	86	0	0	0
2410 Workers' Compensation	8	13	0	0	0
26xx Other Payroll Benefits	2	3	0	0	0
TOTAL PERSONAL SERVICES	413	620	0	0	0
OPERATING EXPENSES					
3110 Professional Services	662	0	330	0	0
3130 Engineering Services	9,750	0	0	0	0
TOTAL OPERATING EXPENSES	10,412	0	330	0	0
CAPITAL OUTLAY					
6310 Improvements Other Than Bldgs	708,767	625,226	0	528,000	591,572
TOTAL CAPITAL OUTLAY	708,767	625,226	0	528,000	591,572
OTHER USES					
9533 Gas Tax Fund	0	155,107	0	0	0
TOTAL OTHER USES	0	155,107	0	0	0
TOTAL STREET MAINTENANCE	719,592	780,953	330	528,000	591,572

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

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
FACILITY MAINTENANCE (5193)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	630	0	0	0	0
2110 FICA	42	0	0	0	0
221x Retirement	47	0	0	0	0
23xx Insurance	87	0	0	0	0
2410 Workers' Compensation	18	0	0	0	0
26xx Other Payroll Benefits	0	0	0	0	0
TOTAL PERSONAL SERVICES	824	0	0	0	0
OPERATING EXPENSES					
3110 Professional Services	0	0	0	0	0
TOTAL OPERATING EXPENSES	0	0	0	0	0
CAPITAL OUTLAY					
6210 Buildings	0	76,578	0	0	255,800
6310 Improve Other Than Bldgs	40,736	0	0	0	0
TOTAL CAPITAL OUTLAY	40,736	76,578	0	0	255,800
TOTAL FACILITY MAINTENANCE	41,560	76,578	0	0	255,800

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

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
RECREATION					
COMMUNITY FACILITIES (8123)					
OPERATING EXPENSES					
4911 Advertising- Other Ads	0	0	20	0	0
TOTAL OPERATING EXPENSES	0	0	20	0	0
CAPITAL OUTLAY					
6210 Buildings	0	0	0	126,000	0
6310 Improve Other Than Bldgs	0	0	0	74,000	0
TOTAL CAPITAL OUTLAY	0	0	0	200,000	0
TOTAL COMMUNITY FACILITIES	0	0	20	200,000	0
PUBLIC PARKS (8124)					
PERSONAL SERVICES					
1210 Regular Salaries & Wages	5,778	0	0	0	0
2110 FICA	382	0	0	0	0
2210 Retirement	428	0	0	0	0
23xx Insurance	810	0	0	0	0
2410 Workers' Compensation	164	0	0	0	0
26xx Other Payroll Benefits	7	0	0	0	0
TOTAL PERSONAL SERVICES	7,569	0	0	0	0
OPERATING EXPENSES					
3110 Professional Services	0	0	45	0	0
3130 Engineering Services	97,664	16,120	9,512	0	0
4911 Advertising- Other Ads	1,200	4	0	0	0
TOTAL OPERATING EXPENSES	98,864	16,124	9,557	0	0
CAPITAL OUTLAY					
6310 Improve Other Than Bldgs	386,567	20,687	900	135,000	50,000
6410 Machinery & Equipment	7,058	0	0	0	0
TOTAL CAPITAL OUTLAY	393,625	20,687	900	135,000	50,000
TOTAL PUBLIC PARKS	500,058	36,811	10,457	135,000	50,000
ATHLETIC FIELDS (8125)					
CAPITAL OUTLAY					
6310 Improve Other Than Bldgs	0	0	0	0	60,000
TOTAL CAPITAL OUTLAY	0	0	0	0	60,000
OTHER USES					
9141 Transfer to Electric	703,504	0	0	0	0
TOTAL OTHER USES	703,504	0	0	0	0
TOTAL ATHLETIC FIELDS	703,504	0	0	0	60,000
TOTAL CAPITAL PROJECTS	5,238,393	1,751,887	278,404	2,233,500	2,057,872

Project Schedule

Project WF/ Job	Title	Funding Source	Amount
310018	Airport		
683454/2	Update Signage	Federal Grant	900,000
		State Grant	25,000
		Transfer from Gas	75,000
	Subtotal Airport		1,000,000
310022	Fire		
813830	Renovation of Fire Station #62 Restrooms	Transfer from Gas	100,000
	Subtotal Fire		100,000
310051	Public Works		
813831	Road Resurfacing	Gas Tax	575,000
813833	New Sidewalks at Community Building	Gas Tax	16,572
813834	City Hall Reroof	Transfer from Gas	226,800
813837	Childs St Building Reroof	Transfer from Gas	29,000
	Subtotal Public Works		847,372
310081	Recreation		
	Rails to Trails	Recreation Impact Fees	50,000
813838	Relight Susan Street Complex Phase I	Reallocated Bond Funds	60,000
	Subtotal Recreation		110,000
	TOTAL		2,057,372
	Source of Funds		
		Transfer from Gas	430,800
		State Grant	25,000
		Federal Grant	900,000
		Gas Tax	591,572
		Reallocated Bond Funds	60,000
		Recreation Impact Fees	50,000
	TOTAL		2,057,372

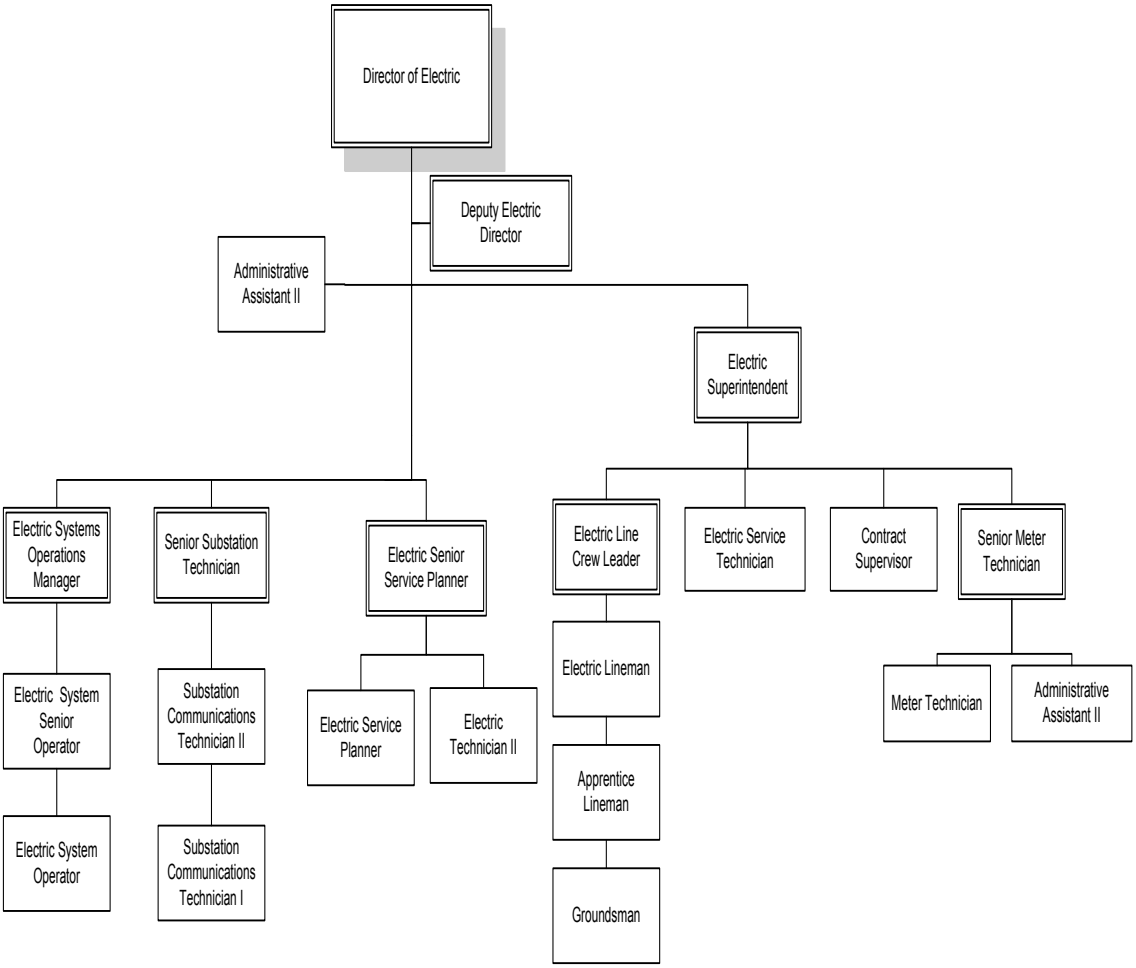
Paul Kalv, Director of Electric

The Electric Department maintains, operates and constructs electric distribution facilities within the service area. The department also performs activities related to transformer and meter maintenance, engineering and construction of all additions and expansions of the electric system.

Responsibilities:

- Load management
- Monitor flow
- Provide service
- Maintenance
- Safety

Organizational Chart



Electric Department

Organization

Total Department Budget

$ 67,155,026

Electric System Description

The City of Leesburg electric system consists of 5 distribution substations, and 444 miles of 12,470 Volt distribution lines, of which 240 miles (54%) are underground circuits, serving approximately 22,000 active customers (24,000 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 2012. 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. Leesburg continues to serve customers in Fruitland Park on a month-to-month continuation of the expired agreement.

Budget Summary – Operating Statement

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING REVENUE					
Charges For Services	68,654,386	60,154,144	25,693,217	74,106,716	64,772,195
Other Operating Revenue	408,174	704,823	158,336	303,243	363,700
TOTAL OPERATING REVENUE	69,062,560	60,858,967	25,851,553	74,409,959	65,135,895
OPERATING APPROPRIATIONS					
Generation	2,762,202	2,773,084	1,158,434	3,145,407	2,618,294
St. Lucie	932,288	862,281	534,389	1,014,205	1,062,611
Purchase Power	43,852,937	36,170,110	14,164,581	46,602,945	37,067,603
Administration	3,136,325	2,920,058	1,358,868	3,400,378	3,317,735
Distribution	3,225,563	4,268,392	1,853,187	5,222,742	5,638,810
Smart Grid	0	0	40,550	0	302,792
Other Operating Expenses	4,757,841	4,553,122	2,247,845	4,915,519	4,869,142
TOTAL APPROPRIATIONS	(58,667,156)	(51,547,047)	(21,357,854)	(64,301,196)	(54,876,987)
NET INCOME FROM OPERATIONS	10,395,404	9,311,920	4,493,699	10,108,763	10,258,908
Non-Operating Revenue	912,295	459,183	40,196	0	0
Non-Operating Appropriations	(1,423,726)	(1,451,600)	(1,094,190)	(2,911,704)	(2,716,658)
NET OTHER INCOME	(511,431)	(992,417)	(1,053,994)	(2,911,704)	(2,716,658)
NET INCOME BEFORE TRANSFERS	9,883,973	8,319,503	3,439,705	7,197,059	7,542,250
Transfers to other funds	(5,776,601)	(5,749,118)	(2,867,778)	(5,768,438)	(6,675,013)
NET INCOME AFTER TRANSFERS	4,107,372	2,570,385	571,927	1,428,621	867,237
Other Sources	4,248,719	1,415,808	225,145	1,260,000	2,019,131
Capital Projects	(4)	1	11,911	(2,678,621)	(2,876,368)
NET OTHER SOURCES	4,248,715	1,415,809	237,056	(1,418,621)	(857,237)
UNAPPROPRIATED BALANCE	8,356,087	3,986,194	808,983	10,000	10,000

Electric Department

Revenue Detail

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
INTERGOVERNMENTAL REVENUE					
33100 Federal Grant	912,295	459,183	40,196	0	0
TOTAL INTERGOVERNMENTAL REVENUE	912,295	459,183	40,196	0	0
CHARGES FOR SERVICES					
34311 Residential	31,864,169	28,024,702	11,309,170	32,867,504	29,587,910
34312 Commercial Non Demand	8,098,421	7,016,786	3,070,434	8,664,380	7,607,807
34313 Commercial Demand	23,207,959	19,656,162	9,168,370	26,624,030	21,843,799
34314 Public Lighting	740,653	711,627	346,033	735,345	759,021
34315 Public Authority (Fruitland Park)	177,631	168,454	84,836	198,956	191,260
34316 Municipal Non Demand	472,588	408,398	184,310	480,913	428,386
34317 Municipal Demand	1,486,855	1,343,500	635,478	1,637,811	1,478,521
34905 Penalties	728,449	699,282	273,541	727,209	708,470
34910 Misc Operating Revenue	17,905	13,932	6,100	15,854	12,307
34910 Demand Side Management Savings	1,508,683	1,776,258	407,524	1,799,714	1,799,714
34915 Pole Rentals	113,185	113,185	75,120	120,000	120,000
34918 Misc Service Revenue	238,937	218,004	137,163	235,000	235,000
34919 Area Lights - Initial Fee	0	0	0	0	0
34990 Cash Over & Short	(1,049)	3,854	(4,862)	0	0
TOTAL CHARGES FOR SERVICES	68,654,386	60,154,144	25,693,217	74,106,716	64,772,195
MISCELLANEOUS REVENUES					
36110 Interest on Investments	142,247	410,462	58,022	214,541	220,000
36111 Misc Interest Income	524	373	126	0	0
36130 Gain/Loss Investments	(34,571)	(14,596)	(14,171)	0	0
36402 Gain From Sale of Fixed Assets	(1,817)	(247,222)	0	0	0
36404 Recovery From Losses	79,269	89,175	28,756	30,000	50,000
36501 Sale of Surplus Materials	103,834	79,297	36,141	40,000	50,000
36906 Misc. Reimbursement	79,829	1,868	0	0	0
36925 Misc Jobbing Revenue	35,037	381,499	19,301	15,000	40,000
36990 Misc Non-Operating Revenue	3,822	3,967	30,161	3,702	3,700
TOTAL MISCELLANEOUS REVENUES	408,174	704,823	158,336	303,243	363,700
OTHER SOURCES					
38118 From Hwy 441/27 CRA (018)	3,514,241	1,338,757	177,248	0	0
38131 From Capital Projects (031)	703,504	0	0	0	0
38950 Contributions - Cust/Dev	30,974	72,249	47,897	100,000	133,000
38962 Appropriated Renewal & Replacement	0	0	0	1,160,000	1,886,131
38980 Private Sources	0	4,802	0	0	0
TOTAL OTHER SOURCES	4,248,719	1,415,808	225,145	1,260,000	2,019,131
TOTAL RESOURCES	74,223,574	62,733,958	26,116,894	75,669,959	67,155,026

Division Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
1011 **GENERATION**					
Operating Expenses	2,762,202	2,773,084	1,158,434	3,145,407	2,618,294
TOTAL GENERATION	2,762,202	2,773,084	1,158,434	3,145,407	2,618,294
1012 **ST. LUCIE**					
Operating Expenses	932,288	862,281	534,389	1,014,205	1,062,611
TOTAL ST. LUCIE	932,288	862,281	534,389	1,014,205	1,062,611
1013 **PURCHASE POWER**					
Operating Expenses	43,852,937	36,170,110	14,164,581	46,602,945	37,067,603
TOTAL PURCHASE POWER	43,852,937	36,170,110	14,164,581	46,602,945	37,067,603
1021 **ADMINISTRATION**					
Personal Services	129,346	163,751	90,652	377,725	358,426
Operating Expenses	3,006,979	2,756,307	1,268,216	3,022,653	2,959,309
TOTAL ADMINISTRATION	3,136,325	2,920,058	1,358,868	3,400,378	3,317,735
1045 **JOBBING**					
Personal Services	21,962	199,246	23,000	12,414	33,123
Operating Expenses	8,231	158,890	62,663	54,700	2,000
TOTAL JOBBING	30,193	358,136	85,663	67,114	35,123
1062 **DISTRIBUTION**					
Personal Services	2,170,502	2,763,075	1,279,587	3,032,480	3,400,274
Operating Expenses	1,055,061	1,503,769	565,624	2,190,262	2,238,536
Other Uses	0	1,548	7,976	0	0
TOTAL DISTRIBUTION	3,225,563	4,268,392	1,853,187	5,222,742	5,638,810
1070 **SMARTGRID**					
Personal Services	0	0	8,605	0	302,792
Operating Expenses	0	0	31,945	0	0
TOTALSMART GRID	0	0	40,550	0	302,792
1088 **OTHER**					
Personal Services	433	(4,005)	0	0	0
Operating Expenses	4,654,501	4,519,519	2,245,107	4,682,204	4,732,281
Debt Service	1,496,440	1,131,072	1,007,533	2,721,463	2,718,396
Other Uses	6,111,818	6,155,616	3,074,374	6,134,880	6,785,013
TOTAL OTHER	12,263,192	11,802,202	6,327,014	13,538,547	14,235,690
1099 **CAPITAL PROJECTS**					
Personal Services	1,039,823	1,021,432	511,961	637,697	360,801
Operating Expenses	1,273,860	1,084,865	896,802	588,131	464,488
Capital Outlay	4,485,248	2,943,324	1,091,116	1,452,793	2,051,079
Debt Service	623,406	717,056	0	0	0
Other Uses	(7,422,333)	(5,766,678)	(2,511,790)	0	0
TOTAL CAPITAL PROJECTS	4	(1)	(11,911)	2,678,621	2,876,368
GRAND TOTAL					
Personal Services	3,362,066	4,143,499	1,913,805	4,060,316	4,455,416
Operating Expenses	57,546,059	49,828,825	20,927,761	61,300,507	51,145,122
Capital Outlay	4,485,248	2,943,324	1,091,116	1,452,793	2,051,079
Debt Service	2,119,846	1,848,128	1,007,533	2,721,463	2,718,396
Other Uses	(1,310,515)	390,486	570,560	6,134,880	6,785,013
TOTAL APPROPRIATIONS	66,202,704	59,154,262	25,510,775	75,669,959	67,155,026

Electric Department

Generation Division

Appropriations Detail

Appropriations Detail — Account # 041-1011-531

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3452 CR #3 Operations	1,035,204	1,059,529	444,131	1,148,388	955,939
3453 CR #3 Maintenance	1,431,660	1,439,654	574,144	1,561,694	1,299,983
3454 CR #3 Power Generation	295,338	273,901	140,159	435,325	362,372
TOTAL OPERATING EXPENSES	2,762,202	2,773,084	1,158,434	3,145,407	2,618,294
TOTAL APPROPRIATIONS	2,762,202	2,773,084	1,158,434	3,145,407	2,618,294

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,145,407	2,618,294	(527,113)	-16.76%
TOTALS	3,145,407	2,618,294	(527,113)	-16.76%

Electric Department

St. Lucie Division

Appropriations Detail

Appropriations Detail — Account # 041-1012-531

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3451 St. Lucie	932,288	862,281	534,389	1,014,205	1,062,611
TOTAL OPERATING EXPENSES	932,288	862,281	534,389	1,014,205	1,062,611
TOTAL APPROPRIATIONS	932,288	862,281	534,389	1,014,205	1,062,611

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	1,014,205	1,062,611	48,406	4.77%
TOTALS	1,014,205	1,062,611	48,406	4.77%

Electric Department

Power Supply Division

Appropriations Detail

Appropriations Detail — Account # 041-1013-531

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES						
3441	Purchase Power- Customer	44,400	44,400	22,200	44,400	44,400
3442	Power Purchase- Demand	17,526,681	17,010,857	8,395,728	21,645,985	20,757,202
3443	Purchase Power- Energy	24,935,184	16,874,156	4,809,987	22,340,361	13,686,776
3444	Purchase Power- Transmission	1,754,425	2,368,622	988,721	2,572,199	2,579,225
3447	Load Retention Funding	(407,753)	(127,925)	(52,055)	0	0
TOTAL OPERATING EXPENSES		43,852,937	36,170,110	14,164,581	46,602,945	37,067,603
TOTAL APPROPRIATIONS		43,852,937	36,170,110	14,164,581	46,602,945	37,067,603

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	46,602,945	37,067,603	(9,535,342)	-20.46%
TOTALS	46,602,945	37,067,603	(9,535,342)	-20.46%

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 Florida Public Service Commission (FPSC) and Florida Energy Regulatory Commission (FERC)/North American Electric Reliability Corporation (NERC) regulations that affect Leesburg's distribution system operations and reporting requirements

Value: Fiscal Responsibility

Goal:
- Expand existing demand response strategies and partnerships to reduce wholesale power supply costs
- Expand existing energy efficiency and conservation strategies to reduce energy use in municipal facilities
- Empower retail customers and reward conservation and energy efficiency
- Develop optional time differentiated retail rate structures to reward consumer energy efficiency and conservation
- Expand participation in the Load Reduction Credit Rider Program available to large commercial customers

Value: Professionalism

Goals:
- Provide accurate and timely employee performance feedback
- Promote employee education and skill training
- Implement Skill-Based Performance for all departmental staff
- Maintain APPA Reliable Public Power Provider (RP_3) Certification for the seventh and eighth consecutive years

Value: A Caring Organization

Goals:
- Educate and inform customers on ways to manage energy use more effectively
- Maintain an Energy Efficiency Rebate Program rewarding customers for installation of energy efficient equipment
- Provide price signals and energy monitoring tools to enable customers to make cost effective energy purchases

Value: Organizational Development and Self Sufficiency

Goals:
- Provide employee education and skill training

Major Accomplishments:
- Continued to educate customers regarding Leesburg's Smart Project
- Continued to expand Smart Grid and energy saving opportunities for the customers of the Leesburg electric utility

Performance Measures:

	2010-11	2011-12	2012-13
Occupational Safety & Health Administration Reporting (OSHA):			
Incident rate	0	0	0
Total workers' hours of exposure	93,600	93,600	99,840

Personnel Schedule

Classification	2012	Change	2013	Amount
Director of Electric	1.00	0.00	1.00	120,016
Deputy Director of Electric	1.00	0.00	1.00	95,014
Administrative Assistant II	1.00	0.00	1.00	36,941
Administrative Assistant I	1.00	(1.00)	0.00	0
Total	**4.00**	**(1.00)**	**3.00**	**251,971**

Electric Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 041-1021-531

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	137,369	168,089	75,451	277,846	251,971
1410	Overtime	452	271	136	500	500
2110	FICA	9,965	12,319	4,543	20,669	18,719
221x	Retirement	4,544	9,312	4,473	15,359	15,871
23xx	Insurance	11,588	15,855	30,218	88,115	86,775
2410	Workers' Compensation	396	463	211	778	705
26xx	Other Payroll Benefits	9,071	8,937	210	96	444
2999	Allocated Labor Expense	(44,039)	(51,495)	(24,590)	(25,638)	(16,559)
TOTAL PERSONAL SERVICES		129,346	163,751	90,652	377,725	358,426
OPERATING EXPENSES						
3xxx	Professional Services	133,347	52,838	14,344	71,625	72,190
4010	Travel	2,632	2,340	798	5,800	4,100
41xx	Communication	16,835	14,985	8,282	17,700	17,700
421x	Postage	1,069	474	141	2,000	1,500
4310	Utilities	149,540	157,600	73,925	160,000	160,000
4510	Insurance	113,876	107,276	60,699	110,710	127,907
46xx	Repairs & Maintenance- Equipment	3,420	6,341	2,304	4,950	5,040
4710	Printing & Binding	160	2,188	85	2,550	2,000
4810	Promotional Activities	3,145	3,146	1,073	4,700	3,700
4911	Advertising	0	163	0	500	500
4920	Other Current Charges	2,144	2,219	4,526	2,875	7,175
4934	Over/Short-Warehouse	0	0	(7,050)	0	0
4945	Injury/Damage to Others	2,631	1,203	7,172	0	0
496x	General Administrative	658,594	608,714	294,074	662,760	644,284
4970	Regulatory Assessment	10,472	9,778	4,551	12,000	12,000
4980	Taxes	1,564,476	1,446,536	641,656	1,597,208	1,538,106
4982	Franchise Fees	342,910	320,751	138,688	335,821	325,568
5180	Minor Furniture/Equipment	67	0	149	500	500
5210	Operating Supplies	9,737	11,982	3,279	14,000	12,000
5230	Fuel Purchases	72	26	10	50	20
5299	Allocated Material Expense	(41,060)	(28,368)	(14,721)	(22,696)	(12,481)
5410	Publications & Memberships	32,306	33,722	34,206	35,000	34,600
5520	Training	606	2,393	25	4,600	2,900
TOTAL OPERATING EXPENSES		3,006,979	2,756,307	1,268,216	3,022,653	2,959,309
TOTAL APPROPRIATIONS		3,136,325	2,920,058	1,358,868	3,400,378	3,317,735

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	377,725	358,426	(19,299)	-5.11%
Operating Expenses	3,022,653	2,959,309	(63,344)	-2.10%
TOTALS	3,400,378	3,317,735	(82,643)	-2.43%

Values & Goals

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
- Continue to revamp the appearance of City's Christmas decorations; install and maintain decorations in a timely and efficient manner
- Maintain Lights of Lake project

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

Major Accomplishments:

- Completed tree removal and trimming for other departments

Performance Measures:

	2010-11	2011-12	2012-13
Recreation light jobs	2	2	2
Tree trimming jobs	400	400	200
Christmas decorations (man hours)	300	500	400
Lights of Lake (man hours)	60	60	50

Appropriations Detail

Account # 041-1045-531

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	13,601	102,644	15,728	5,500	23,000
1410	Overtime	1,359	37,568	0	1,500	1,000
2110	FICA	1,096	10,479	1,147	421	1,759
221x	Retirement	818	8,194	1,217	493	3,188
23xx	Insurance	1,510	9,350	2,551	3,800	3,806
2410	Workers' Compensation	233	1,839	247	550	370
26xx	Other Payroll Benefits	1,489	10,676	33	150	0
2999	Allocated Labor Expense	1,856	18,496	2,077	0	0
TOTAL PERSONAL SERVICES		21,962	199,246	23,000	12,414	33,123
OPERATING EXPENSES						
4010	Travel	0	5,124	0	0	0
4410	Rentals	0	520	0	0	0
4499	Allocated Equip Rental	748	114,835	12,793	0	0
462x	Repairs & Maintenance-Non Bldg	3,275	2,520	0	4,000	0
4920	Other Current Charges	0	0	0	200	0
5210	Operating Supplies	4,056	21,121	49,842	50,000	2,000
5215	Uniforms	0	384	0	0	0
5230	Fuel Purchases	0	13,532	0	0	0
5299	Allocated Material Expense	152	854	28	500	0
TOTAL OPERATING EXPENSES		8,231	158,890	62,663	54,700	2,000
TOTAL APPROPRIATIONS		30,193	358,136	85,663	67,114	35,123

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	12,414	33,123	20,709	166.82%
Operating Expenses	54,700	2,000	(52,700)	-96.34%
TOTALS	67,114	35,123	(31,991)	-47.67%

Electric Department

Distribution Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue to maintain and improve the electric distribution system to be the most efficient system
- Continue replacement of deteriorating underground primary conductor to improve service reliability
- Continue replacement of wood pole identified during pole inspections to improve reliability and resiliency
- Continue aggressive right-of-way maintenance to improve system reliability
- Continue replacement of substation equipment nearing the end of useful life to prevent extended outages

Value: Fiscal Responsibility

Goals:
- Monitor real-time FMPA All Requirements Project load and weather forecasts to identify peak load hours each month and initiate actions to reduce load during potential coincident peak hours
- Identify work methods to improve operational effectiveness
- Review existing fees and determine the appropriate rates

Vision: A Caring Organization

Goal:
- Continue working on bonded projects, Radio Road reconductor and relocation, Feeders 100, 200, Hwy 441, 500, 300 and mall area projects

Major Accomplishments:
- Pole to pole inspections completed in the Fruitland Park area to determine the source of momentary outages; replaced insulators, removed ground wires, etc. to improve the reliability in the area
- System planning for a Smart Loop system for four feeders in the Mall/ Hwy 441 area
- Continued tree trimming that reduces tree related outages

Performance Measures:

	2010-11	2011-12	2012-13
Rental lights installed	137	35	25
Surge suppressors installed	100	100	50
Outage rate per customer in minutes	50	50	50
Meters changed out	100	23,000*	30
CT/VT installations tested	400	400	100
Transformers changed out	97	162	125
Overhead conductor replaced (feet)	50,000	50,000	65,000
Underground primary conductor replaced	50,000	22,000	20,000
Decayed and overloaded poles replaced	250	200	300
Residential meters tested	542	542	50

*Implemented Smart Grid Project

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant I	1.00	(1.00)	0.00	0
Administrative Assistant II	0.00	1.00	1.00	36,566
Apprentice Lineman	7.00	0.00	7.00	306,635
Contract Supervisor	1.00	0.00	1.00	77,293
Electric Line Crew Leader	5.00	0.00	5.00	376,626
Electric Lineman	9.00	0.00	9.00	525,678
Electric Service Technician	1.00	0.00	1.00	71,198
Electric Superintendent	1.00	0.00	1.00	84,157
Electric System Operations Supervisor	1.00	(1.00)	0.00	0
Electric System Operations Manager	0.00	1.00	1.00	82,722
Electric System Sr. Operator	7.00	0.00	7.00	458,452
Electric Technician II	1.00	0.00	1.00	41,475
Electric Service Planner	2.00	0.00	2.00	117,770
Electric Senior Service Planner	1.00	0.00	1.00	68,702
Groundsman	1.00	0.00	1.00	36,546
Meter Technician	2.00	0.00	2.00	88,545
Senior Meter Technician	1.00	0.00	1.00	52,936
Substation Comm. Tech I	1.00	0.00	1.00	38,126
Substation Comm. Tech II	1.00	0.00	1.00	60,382
Senior Substation Comm. Tech	1.00	0.00	1.00	76,482
Standby				7,500
Time charged directly to Jobbing Division				(23,000)
Time charged directly to Capital Projects				(245,890)
Total	**44.00**	**0.00**	**44.00**	**2,338,901**

Electric Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 041-1062-531

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
12xx Regular Salaries & Wages	1,502,280	1,861,654	877,452	2,181,873	2,338,901
1410 Overtime	241,779	298,400	91,718	170,500	190,000
15xx Bonuses/Incentives	0	2,072	0	0	0
1641 Vacation/Terms & Buyout	36,463	36,022	16,138	0	0
2110 FICA	130,115	161,615	72,116	164,641	169,207
221x Retirement	105,381	152,922	74,073	198,186	296,266
23xx Insurance	183,071	253,018	157,998	435,576	386,253
2410 Workers' Compensation	20,410	26,049	12,349	31,732	31,238
26xx Other Payroll Benefits	148,243	149,377	1,408	2,604	4,319
2970 1st Installs	(154,928)	(128,579)	0	(128,000)	0
2999 Allocated Labor Expense	(42,312)	(49,475)	(23,665)	(24,632)	(15,910)
TOTAL PERSONAL SERVICES	2,170,502	2,763,075	1,279,587	3,032,480	3,400,274
OPERATING EXPENSES					
31xx Professional Services	65,355	44,066	50,173	91,000	105,200
3410 Contract Services	360	64,359	30,680	59,000	26,000
3499 Inter Dept Contract Oblig	9,510	170,667	48,211	103,329	117,339
4010 Travel	3,057	10,170	811	18,200	16,100
41xx Communication	9,851	10,923	5,287	11,631	11,631
4210 Postage	281	9	9	50	50
4310 Utilities	93	408	49	64,300	65,810
4410 Rentals	801	2,429	853	8,100	7,950
4415 Internal Fleet Lease	397,994	369,639	191,052	382,103	392,578
4499 Allocated Equip Rental	(906,890)	(885,695)	(381,696)	(361,525)	(230,066)
4510 Insurance	15,610	15,731	9,051	16,698	17,981
461x Repairs & Maintenance- Vehicles	208,497	216,141	129,296	203,860	204,440
4620 Repairs & Maintenance- Buildings	7,267	8,682	1,508	15,000	16,000
4625 Repairs & Maintenance-Non Bldg	648,064	672,802	276,224	697,500	712,050
46xx Repairs & Maintenance- Equipment	16,340	19,283	7,817	87,070	30,530
4633 Computer Contracts	29,090	26,393	0	31,600	26,500
4710 Printing & Binding	1,327	2,330	1,378	4,300	4,800
4810 Promotional Activities	1,270	0	0	500	250
49xx Other Current Charges	17,170	6,019	109	6,000	5,600
5180 Minor Furniture/Equipment	75,471	69,825	18,221	67,050	74,600
521x Operating Supplies	359,605	288,316	84,678	364,450	286,500
5215 Uniforms	53,398	51,167	5,828	69,500	70,500
5230 Fuel Purchases	74,685	87,477	48,388	72,120	96,776
5231 Generator DSM Fuel	0	7,599	0	10,132	0
5232 Generator DSM Other Exp	0	222,905	42,610	137,037	123,708
5299 Allocated Material Expense	(42,736)	(29,525)	(15,322)	(23,623)	(12,991)
5410 Publications & Membership	246	853	1,391	1,480	2,400
5520 Training	33,260	64,754	9,018	76,400	66,300
5999 Material - 1st Installs	(23,915)	(13,958)	0	(23,000)	0
TOTAL OPERATING EXPENSES	1,055,061	1,503,769	565,624	2,190,262	2,238,536
OTHER USES					
9501 Energy Efficiency Rebates	0	1,548	7,976	0	0
TOTAL OTHER USES	0	1,548	7,976	0	0
TOTAL APPROPRIATIONS	3,225,563	4,268,392	1,853,187	5,222,742	5,638,810

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	3,032,480	3,400,274	367,794	12.13%
Operating Expenses	2,190,262	2,238,536	48,274	2.20%
TOTALS	5,222,742	5,638,810	416,068	7.97%

Significant Budget Changes:

The Personal Services category increased due to the Skill Based Pay program and a reduction in the personnel being used on capital projects.

Electric Department

Smart Grid Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:

- Provide excellent customer service in the form of education for the customers on the benefit and opportunities of Smart Grid
- Empower the customers to make choices and save money through the Smart Grid Program

Value: Fiscal Responsibility

Goals:

- Install Home Area Networks, In-Home Displays, Load Control devices and related technologies in residential and small commercial customer locations that are part of Leesburg's Smart Grid Project
- Install reclosers, capacitors, voltage regulators and related technologies to improve operational efficiency as part of Leesburg's Smart Grid Project

Major Accomplishments:

- Continue to educate customers regarding Leesburg's Smart Grid Project
- Continue to expand Smart Grid and energy saving opportunities for the citizens of Leesburg

Personnel Schedule

Classification	2012	Change	2013	Amount
Customer Service Specialists[1]	0.00	4.00	4.00	95,848
Business Analyst[2]	0.00	1.00	1.00	32,635
System Admin/Security Officer[3]	0.00	1.00	1.00	57,262
Total	**0.00**	**6.00**	**6.00**	**185,745**

Notes:

Customer Service Specialists[1]- positions are reflected on the General Fund Finance Organizational chart

Business Analyst[2]- Reflected on the General Fund Information Technology Organizational Chart

System Admin/Security Officer[3]- Reflected on the General Fund Information Technology Organizational Chart

Electric Department

Smart Grid Division

Appropriations Detail

Appropriations Detail — Account # 041-1070-531

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	0	0	5,699	0	185,745
1310	Temporary Labor	0	0	12	0	0
1410	Overtime	0	0	2,121	0	0
2110	FICA	0	0	436	0	13,886
221x	Retirement	0	0	208	0	9,287
23xx	Insurance	0	0	110	0	93,354
2410	Workers' Compensation	0	0	18	0	520
26xx	Other Payroll Benefits	0	0	1	0	0
2999	Allocated Labor Expense	0	0	0	0	0
TOTAL PERSONAL SERVICES		0	0	8,605	0	302,792
OPERATING EXPENSES						
3110	Professional Services	0	0	9,953	0	0
3410	Contract Services	0	0	7,109	0	0
4010	Travel	0	0	1,901	0	0
4210	Postage	0	0	5	0	0
4612	Repairs & Maintenance-Equipment	0	0	7,000	0	0
4710	Printing & Binding	0	0	280	0	0
4920	Other Current Charges	0	0	418	0	0
5180	Minor Furniture/ Equipment	0	0	897	0	0
5210	Operating Supplies	0	0	4,078	0	0
5410	Publications & Membership	0	0	129	0	0
5520	Training	0	0	175	0	0
TOTAL OPERATING EXPENSES		0	0	31,945	0	0
TOTAL APPROPRIATIONS		0	0	40,550	0	302,792

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	302,792	302,792	100.00%
TOTALS	0	302,792	302,792	100.00%

Electric Department

Other

Appropriations Detail

Appropriations Detail — Account # 041-1088-5xx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
2510	Unemployment Compensation	433	(4,005)	0	0	0
TOTAL PERSONAL SERVICES		433	(4,005)	0	0	0
OPERATING EXPENSES						
4950	Uncollectible Accounts	206,368	233,976	76,238	200,000	200,000
4962	Customer Accounts	1,481,848	1,445,208	759,031	1,618,706	1,767,373
4963	Meter Reading	139,592	142,449	69,448	163,498	64,908
5910	Depreciation Expense	2,826,693	2,697,886	1,340,390	2,700,000	2,700,000
TOTAL OPERATING EXPENSES		4,654,501	4,519,519	2,245,107	4,682,204	4,732,281
DEBT SERVICE						
71xx	Principal-Long Term Debt	0	0	0	675,000	705,000
721x	Interest-Long Term Debt	1,393,533	1,093,464	1,004,795	2,009,590	1,976,535
7311	Fees	68,877	3,578	2,738	2,842	2,830
732x	Amortize Debt Discount/Premium	837	837	0	837	837
7330	Amortize Debt Issue Cost	33,193	33,193	0	33,194	33,194
TOTAL DEBT SERVICE		1,496,440	1,131,072	1,007,533	2,721,463	2,718,396
OTHER USES						
9101	Transfer to General Fund	4,578,000	4,589,098	2,380,788	4,578,000	5,288,993
9102	Surcharge Transfer	1,198,601	1,160,020	482,301	1,190,438	1,202,597
9143	Transfer to Water	0	691	0	0	0
9144	Transfer to Wastewater	0	691	0	0	0
9145	Transfer to Communications	0	0	4,689	0	0
9150	R & R Reserve	0	0	0	0	100,000
9151	Transfer to Gen Fix Asset	0	0	3,732	160,000	0
9152	Transfer to Fleet Fund	0	0	0	0	183,423
9160	Reserve/Future Capital	0	0	0	196,442	0
9960	Interest-Customer Deposit	8,838	10,275	5,443	10,000	10,000
9980	CR #3 Decommission Trust	326,379	394,841	197,421	0	0
9990	Contingency Fund	0	0	0	0	0
TOTAL OTHER USES		6,111,818	6,155,616	3,074,374	6,134,880	6,785,013
TOTAL APPROPRIATIONS		12,263,192	11,802,202	6,327,014	13,538,547	14,235,690

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	4,682,204	4,732,281	50,077	1.07%
Debt Services	2,721,463	2,718,396	(3,067)	-0.11%
Other Uses	6,134,880	6,785,013	650,133	10.60%
TOTALS	13,538,547	14,235,690	697,143	5.15%

Electric Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 041-1099-531

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
*** PERSONAL SERVICES**						
1210	Regular Salaries & Wages	630,850	619,180	340,996	395,437	245,890
1410	Overtime	9,519	5,388	8,756	0	0
2110	FICA	46,914	45,698	25,566	23,203	18,813
221x	Retirement	40,544	50,159	27,588	18,271	18,971
23xx	Insurance	62,385	79,701	56,810	20,448	40,698
2410	Workers' Compensation	9,772	9,736	5,469	2,068	3,958
26xx	Other Payroll Benefits	416	517	598	0	0
2970	1st Installs	154,928	128,579	0	128,000	0
2999	Allocated Labor Expense	84,495	82,474	46,178	50,270	32,471
	TOTAL PERSONAL SERVICES	1,039,823	1,021,432	511,961	637,697	360,801
OPERATING EXPENSES						
31xx	Professional Services	99,636	21,607	218	37,798	70,500
3410	Contract Services	49,160	117,101	419,736	34,700	71,600
4110	Communication	0	0	65	0	0
4210	Postage	0	101	0	0	0
4410	Rentals	146	0	0	2,500	0
4499	Allocated Equip Rental	906,142	770,860	368,903	361,525	230,066
4625	Repairs & Maint/Non-Buildings	0	1,292	0	0	1,000
49xx	Advertising	720	832	4	0	350
5210	Operating Supplies	110,498	102,075	77,861	82,289	65,500
5299	Allocated Material Expense	83,643	57,039	30,015	46,319	25,472
5999	Material - 1st Installs	23,915	13,958	0	23,000	0
	TOTAL OPERATING EXPENSES	1,273,860	1,084,865	896,802	588,131	464,488
CAPITAL OUTLAY						
6110	Land	200	100	600	0	500
6210	Buildings	0	27,648	0	0	0
6310	Improvements Other Than Bldgs	949,254	1,379,036	400,286	214,840	239,272
6410	Machinery & Equipment	1,542,765	203,988	14,657	238,600	1,039,267
6460	Taxable Material & Supply	1,866,044	1,245,721	631,376	924,039	721,533
647x	Use Tax	126,985	86,831	44,197	75,314	50,507
	TOTAL CAPITAL OUTLAY	4,485,248	2,943,324	1,091,116	1,452,793	2,051,079
DEBT SERVICE						
7210	Interest-Long Term Debt	623,406	717,056	0	0	0
	TOTAL DEBT SERVICE	623,406	717,056	0	0	0
OTHER USES						
9999	WIP Contra	(7,422,333)	(5,766,678)	(2,511,790)	0	0
	TOTAL OTHER USES	(7,422,333)	(5,766,678)	(2,511,790)	0	0
TOTAL APPROPRIATIONS		4	(1)	(11,911)	2,678,621	2,876,368

* The increase in Personal Services expense is directly attributable to the Hwy 441/27 Perkins to Griffin project.

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	637,697	360,801	(276,896)	-43.42%
Operating Expenses	588,131	464,488	(123,643)	-21.02%
Capital Outlay	1,452,793	2,051,079	598,286	41.18%
TOTALS	2,678,621	2,876,368	197,747	7.38%

Electric Department

Capital Projects

Project Schedule

Project Schedule

Project WF/Job	Title	Funding Source	Amount
410001	Meters	Current Revenue	23,860
410002	Transformers (402,009)	Renewal & Replacement	377,009
		Customer Contribution	25,000
410003	Capacitors	Demand Side Mgmt Funds	118,503
410004	Distribution lines (684,956)	Customer Contribution	100,000
		Renewal & Replacement	584,956
410005	Sectionalizing Equipment	Renewal & Replacement	67,901
410006	Lights (153,093)	Current Revenue	53,237
		Customer Contribution	8,000
		Renewal & Replacement	91,856
410008	Other equipment	Demand Side Mgmt Funds	322,862
410011	Reconductoring	Renewal & Replacement	157,017
410012	Substations (946,167)	Renewal & Replacement	496,394
		Demand Side Mgmt Funds	449,773
	TOTAL		2,876,368
	Source of Funds		
		Demand Side Mgmt Funds	891,138
		Renewal & Replacement	1,775,133
		Customer Contribution	133,000
		Current Revenue	77,097
	TOTAL		2,876,368

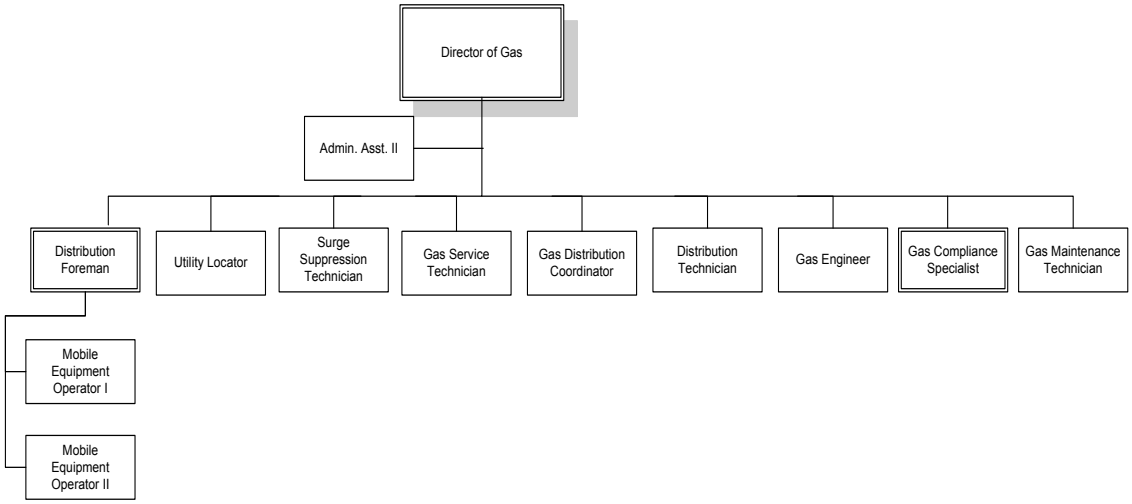
Jack Rogers, Director of Gas

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

$ 8,607,272

Gas System Description

The natural gas system is composed of 240 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 natural gas franchise agreement with the City of Fruitland Park has expired. While Fruitland Park had not expressed a desire to purchase the natural gas system, they have opted to include the gas agreement as part of their negotiations with the City of Leesburg Electric Department. Leesburg and Fruitland Park continue to operate on a month to month basis under the provisions of the expired Fruitland Park natural gas franchise agreement.

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.

The City of Leesburg is a member of the Florida Gas Utility (FGU) consortium. FGU purchases natural gas for its members from various suppliers and coordinates day-to-day nominations to Florida Gas Transmission Company (FGT, an interstate pipeline company) for delivery of natural gas to the City's 2 gate stations. The scheduled volumes are based on the weather forecast, daily consumption needs not related to weather, and FGT system constraints.

Budget Summary – Operating Statement

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING REVENUE					
Charges For Services	9,402,636	8,152,114	4,037,086	7,597,041	6,923,245
Other Operating Revenue	(17,230)	54,141	15,027	27,500	27,500
TOTAL OPERATING REVENUE	9,385,406	8,206,255	4,052,113	7,624,541	6,950,745
OPERATING APPROPRIATIONS					
Gas Purchases	3,716,333	3,016,010	1,188,166	3,371,263	2,576,462
Administration	1,021,861	970,145	468,119	1,051,485	1,016,921
Distribution	957,651	972,003	462,455	1,186,503	1,224,728
Other Operating Expenses	993,209	1,005,496	554,301	1,202,510	1,247,974
TOTAL APPROPRIATIONS	(6,689,054)	(5,963,654)	(2,673,041)	(6,811,761)	(6,066,085)
NET INCOME FROM OPERATIONS	2,696,352	2,242,601	1,379,072	812,780	884,660
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	(557)	(602)	(319)	0	0
NET OTHER INCOME	(557)	(602)	(319)	0	0
NET INCOME BEFORE TRANSFERS	2,695,795	2,241,999	1,378,753	812,780	884,660
Transfers to other funds	(1,072,448)	(976,577)	(344,914)	(668,950)	(2,189,580)
NET INCOME AFTER TRANSFERS	1,623,347	1,265,422	1,033,839	143,830	(1,304,920)
Other Sources	21,726	0	0	189,617	1,656,527
Capital Projects	0	1	10,031	(288,521)	(204,898)
NET OTHER SOURCES	21,726	1	10,031	(98,904)	1,451,629
UNAPPROPRIATED BALANCE	1,645,073	1,265,423	1,043,870	44,926	146,709

Gas Department

Revenue Detail

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES					
34321 Residential	4,217,529	3,559,894	1,606,069	3,264,551	3,037,114
34322 Residential Heat Only	168,647	137,981	86,391	119,116	111,326
34323 Small Commercial	3,431,778	3,296,617	1,637,283	3,357,410	3,017,200
34324 Commercial Heat Only	31,260	25,682	15,888	20,950	19,218
34325 Large Commercial	217,886	146,647	71,565	322,016	279,630
34326 Large Interruptible	1,147,642	796,365	531,940	350,257	297,714
34328 Municipal	27,563	48,087	13,758	27,741	25,499
34905 Penalties	66,113	51,717	21,866	45,000	45,544
34918 Misc Service Revenue	94,218	89,124	52,326	90,000	90,000
TOTAL CHARGES FOR SERVICES	9,402,636	8,152,114	4,037,086	7,597,041	6,923,245
MISCELLANEOUS REVENUE					
36110 Interest Income	(12,693)	50,721	11,809	20,000	20,000
36130 Gain/Loss Investments	(10,297)	(2,956)	0	0	0
36925 Misc Jobbing Revenue	5,492	6,173	3,120	7,500	7,500
36990 Misc Non-Op Revenue	268	203	98	0	0
TOTAL MISCELLANEOUS REVENUE	(17,230)	54,141	15,027	27,500	27,500
OTHER SOURCES					
38144 Transfer from Wastewater	0	0	0	100,000	100,000
38893 Appropriated Retained Earnings	0	0	0	0	491,300
38950 Contributions- Cust/Dev	21,726	0	0	39,617	58,407
38955 Transfer to Magnolia Townhomes	0	0	0	0	966,820
38969 Appropriated ECA Incentives	0	0	0	50,000	40,000
TOTAL OTHER SOURCES	21,726	0	0	189,617	1,656,527
TOTAL RESOURCES	9,407,132	8,206,255	4,052,113	7,814,158	8,607,272

Division Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
2013 **GAS PURCHASES**					
Operating Expenses	3,716,333	3,016,010	1,188,166	3,371,263	2,576,462
TOTAL GAS PURCHASES	3,716,333	3,016,010	1,188,166	3,371,263	2,576,462
2021 **ADMINISTRATION**					
Personal Services	206,015	227,363	114,574	215,349	230,741
Operating Expenses	645,088	580,340	271,324	668,694	619,738
Grants and Aides	170,758	162,442	82,221	167,442	166,442
TOTAL ADMINISTRATION	1,021,861	970,145	468,119	1,051,485	1,016,921
2081 **DISTRIBUTION**					
Personal Services	727,321	877,779	413,077	1,061,024	1,104,957
Operating Expenses	248,168	295,503	139,888	317,337	333,589
Other Uses	(17,838)	(201,279)	(90,510)	(191,858)	(213,818)
TOTAL DISTRIBUTION	957,651	972,003	462,455	1,186,503	1,224,728
2088 **OTHER**					
Personal Services	275	9,272	0	0	0
Operating Expenses	860,090	848,686	413,496	782,528	836,975
Debt Service	132,844	147,538	140,805	419,982	410,999
Other Uses	1,073,005	977,179	345,233	713,876	2,336,289
TOTAL OTHER	2,066,214	1,982,675	899,534	1,916,386	3,584,263
2099 **CAPITAL PROJECTS**					
Personal Services	111,368	79,226	36,947	39,015	55,169
Operating Expenses	128,124	130,946	66,551	137,481	149,729
Capital Outlay	52,859	2,082	65,464	112,025	0
Debt Service	129,509	141,751	0	0	0
Other Uses	(421,860)	(354,006)	(178,993)	0	0
TOTAL CAPITAL PROJECTS	0	(1)	(10,031)	288,521	204,898
GRAND TOTAL					
Personal Services	1,044,979	1,193,640	564,598	1,315,388	1,390,867
Operating Expenses	5,597,803	4,871,485	2,079,425	5,277,303	4,516,493
Capital Outlay	52,859	2,082	65,464	112,025	0
Debt Service	262,353	289,289	140,805	419,982	410,999
Grants and Aides	170,758	162,442	82,221	167,442	166,442
Other Uses	633,307	421,894	75,730	522,018	2,122,471
TOTAL APPROPRIATIONS	7,762,059	6,940,832	3,008,243	7,814,158	8,607,272

Gas Department

Gas Purchases Division

Appropriations Detail

Appropriations Detail

Account # 042-2013-532

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3470 Gas Purchases	3,716,333	3,016,010	1,188,166	3,371,263	2,576,462
TOTAL OPERATING EXPENSES	3,716,333	3,016,010	1,188,166	3,371,263	2,576,462
TOTAL APPROPRIATIONS	3,716,333	3,016,010	1,188,166	3,371,263	2,576,462

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,371,263	2,576,462	(794,801)	-23.58%
TOTALS	3,371,263	2,576,462	(794,801)	-23.58%

Gas Department

Administration Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue to seek the most economical wholesale gas purchases through Florida Gas Utility (FGU), our gas purchasing agent
- Update gas consumption forecasts for a ten year load growth as new information becomes available, and perform load growth planning, financial planning, and workload planning
- Design the gas system to avoid single contingency failure
- Promote effective communication within our department and with the rest of the organization
- Respond as rapidly as possible to customer problems and complaints
- Be courteous, helpful, and polite to customers at all times
- Return all customer phone calls the day they are received
- Review and update the gas department emergency and operations manual

Value: Professionalism

Goals:
- Provide information for the Leesburg Service Line
- Advertise "Call Before Digging" in local newspapers
- Remind customers, via their utility bill, the phone number to call if gas odor is detected
- Maintain an effective public awareness program which exceeds the Public Service Commission requirements
- Meet with customers and contractors to discuss availability and advantages of natural gas
- Advertise safety in Yellow Pages and City web site

Value: A Caring Organization

Goals:
- Maintain open communication between employees and all levels of management
- Promote building a positive relationship between employees

Value: Organizational Development and Self Sufficiency

Goals:
- Provide continuing employee training through participation of all employees in all City provided classes
- Continue Operator Qualification Program
- Continue monthly safety meetings and daily tailgate meetings

Major Accomplishments:
- Continued natural gas training program with Fire and Police departments within the City as well as neighboring agencies where our gas lines are present
- Achieved full department participation in new citywide Employee Learning Center
- Educated customers on the benefits of natural gas through Lake Front TV and mass mailings
- Facilitated natural gas water heaters now qualifying for rebates through FMPA efficiency program
- Implemented Distribution Integrity Management Program (DIMP) program to comply with new Federal rule
- Coordinated with GIS to get emergency valve shut-down sections on the City mapping system

Performance Measures:

	2010-11	2011-12	2012-13
Accidents/personal injury	0	1	0
Accidents/vehicles	0	0	0
Employee training man hours	480	500	500
Public awareness notifications (service line, newspaper, utility bills, etc.)	8	10	10

Personnel Schedule

Classification	2012	Change	2013	Amount
Director of Gas	1.00	0.00	1.00	89,460
Gas Engineer	1.00	0.00	1.00	76,482
Total	**2.00**	**0.00**	**2.00**	**165,942**

Gas Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 042-2021-532

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	161,336	167,133	80,238	161,678	165,942
15xx	Bonuses/Incentives	0	3,059	4,742	0	0
1641	Vacation/Terms & Buyouts	9,034	10,435	3,256	0	0
2110	FICA	12,871	13,653	6,595	12,207	12,372
221x	Retirement	11,900	14,558	7,197	14,503	22,999
23xx	Insurance	10,653	14,603	17,231	31,154	35,727
2410	Workers' Compensation	471	492	247	453	465
26xx	Other Payroll Benefits	15,743	14,464	0	0	0
2999	Allocated Labor Expense	(15,993)	(11,034)	(4,932)	(4,646)	(6,764)
	TOTAL PERSONAL SERVICES	206,015	227,363	114,574	215,349	230,741
OPERATING EXPENSES						
3110	Professional Services	13,497	16,240	7,524	15,000	17,000
3130	Engineering Services	0	0	0	4,000	0
3410	Contract Services	0	0	0	0	0
3499	Inter Dept Contract Oblig	0	0	0	0	22,188
4010	Travel	1,341	1,569	0	3,000	3,000
41xx	Communication	0	0	100	0	0
4210	Postage	168	212	151	200	1,600
4510	Insurance	22,620	20,539	10,665	19,613	24,358
4610	Repairs & Maintenance- Vehicles	0	0	0	200	200
46xx	Repairs & Maintenance- Equipment	4,850	4,930	2,435	5,970	5,810
4710	Printing & Binding	0	200	0	100	100
48xx	Promotional Activities	4,789	2,625	1,073	52,500	45,500
4911	Advertising	0	0	192	700	700
4945	Injury/Damage to Others	1,434	0	0	0	0
496x	General Administrative	275,856	260,404	135,694	267,028	253,498
4970	Regulatory Assessments	17,866	15,460	6,187	19,500	17,500
4980	Taxes	242,586	222,801	83,275	228,065	181,970
4982	Franchise Fees	28,209	25,105	10,490	21,894	20,358
5180	Minor Furniture & Equip	0	119	0	500	400
5210	Operating Supplies	0	486	51	500	500
5299	Allocated Material Exp	(3,529)	(4,482)	(1,401)	(7,576)	(7,944)
5410	Publications & Memberships	35,126	13,632	14,888	37,000	32,000
5520	Training	275	500	0	500	1,000
	TOTAL OPERATING EXPENSES	645,088	580,340	271,324	668,694	619,738
GRANTS AND AIDS						
8210	Local Contributions	170,758	162,442	82,221	167,442	166,442
	TOTAL GRANTS AND AIDES	170,758	162,442	82,221	167,442	166,442
	TOTAL APPROPRIATIONS	1,021,861	970,145	468,119	1,051,485	1,016,921

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	215,349	230,741	15,392	7.15%
Operating Expenses	668,694	619,738	(48,956)	-7.32%
Grants and Aides	167,442	166,442	(1,000)	-0.60%
TOTALS	1,051,485	1,016,921	(34,564)	-3.29%

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
- Stay current on zero consumption reports to find stopped meters

Value: Professionalism

Goals:

- Install miscellaneous mains according to code of ordinances requirements
- Install 200 new services to residential and commercial customers
- Install AMR units in selected areas
- Perform meter and riser maintenance including replacement of ID stickers

Major Accomplishments:

- Installed 70 new services
- Relocated gas mains in Perkins to Griffin corridor
- Relocated services in Timber Ridge
- Continued operator qualification, hands-on evaluations, and record keeping program
- Completed leak survey of 25% of the system
- Relocate 6” main at airport
- Locators now redline many services for inclusion on maps
- Trained gas employee to assist in installation of meter treaters

Performance Measures:

	2010-11	2011-12	2012-13
New services installed	34	70	200
Feet of 2” mains installed	252	500	1,000
Feet of other (1”, 4” , 6”, & 8”) mains installed	59	500	500
Gas line locations	2,300	2,500	2,500
Service Removals	35	100	100
PSC violations	0	1	0
Distribution Leak Reports	290	300	300

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II	1.00	0.00	1.00	41,038
Distribution Foreman	4.00	0.00	4.00	183,895
Distribution Technician	1.00	0.00	1.00	41,018
Gas Compliance Specialist	0.00	1.00	1.00	33,176
Gas Distribution Coordinator	1.00	0.00	1.00	37,440
Gas Maintenance Foreman	1.00	(1.00)	0.00	0
Gas Maintenance Technician	1.00	0.00	1.00	39,478
Gas Service Technician	3.00	0.00	3.00	112,902
Mobile Eq. Operator I	1.00	0.00	1.00	22,173
Mobile Eq. Operator II	3.00	0.00	3.00	90,293
Surge Suppress Technician	1.00	0.00	1.00	37,981
Utility Locator	4.00	0.00	4.00	121,596
Standby				7,300
Time charged directly to Capital Projects				(34,365)
Total	**21.00**	**0.00**	**21.00**	**733,925**

Gas Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 042-2081-532

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	481,377	560,934	265,525	699,963	733,925
1410	Overtime	23,514	25,663	11,593	25,000	25,000
15xx	Bonuses/Incentives	0	3,749	10,042	0	0
1641	Vacation/Terms & Buyouts	9,923	10,972	8,645	0	0
2110	FICA	37,568	43,585	21,349	50,493	52,798
221x	Retirement	34,755	48,859	22,899	56,498	92,405
23xx	Insurance	72,661	114,183	65,480	213,091	181,113
2410	Workers' Compensation	11,040	13,066	6,269	15,313	15,880
26xx	Other Payroll Benefits	56,483	56,768	1,275	666	3,836
	TOTAL PERSONAL SERVICES	727,321	877,779	413,077	1,061,024	1,104,957
OPERATING EXPENSES						
3410	Contract Services	0	4,316	0	0	0
4010	Travel	1,033	520	590	2,000	2,000
41xx	Communication	8,230	12,350	5,841	12,423	12,000
4210	Postage	185	70	66	500	500
4310	Utilities	25,160	24,236	11,745	28,000	28,000
44xx	Rentals	864	523	0	1,000	2,000
4415	Internal Fleet Lease	90,711	97,279	47,147	94,950	96,089
4499	Allocated Equip. Rental	(47,581)	(30,078)	(15,763)	(8,305)	(14,285)
4510	Insurance	7,824	7,761	3,967	7,481	8,543
461x	Repairs & Maintenance- Vehicles	70,011	47,466	22,839	57,680	57,180
4620	Repairs & Maintenance- Buildings	230	85	527	500	500
4625	Repairs & Maintenance- Non-Build	336	0	6	250	200
46xx	Repairs & Maintenance- Equipment	2,849	2,835	676	1,670	2,140
4710	Printing & Binding	3,941	3,401	2,512	6,000	6,500
4xxx	Promotional Activities/Advertising	644	355	0	300	0
4920	Other Current Charges	2,785	6,572	4,452	5,600	5,600
4945	Injury/ Damage to Others	0	216	0	0	0
5180	Minor Furniture & Equip	11,162	16,888	5,269	14,900	23,000
5210	Operating Supplies	42,788	37,596	21,857	40,000	42,000
5215	Uniforms	3,846	3,760	2,744	6,000	6,000
5230	Fuel Purchases	34,891	44,747	23,811	37,688	47,622
5280	Chemicals	2,155	1,831	0	3,500	4,000
5410	Publications & Memberships	(16,613)	10,184	1,602	0	0
5520	Training	2,717	2,590	0	5,200	4,000
	TOTAL OPERATING EXPENSES	248,168	295,503	139,888	317,337	333,589
OTHER USES						
9950	Contra- Expense	(17,838)	(201,279)	(90,510)	(191,858)	(213,818)
	TOTAL OTHER USES	(17,838)	(201,279)	(90,510)	(191,858)	(213,818)
TOTAL APPROPRIATIONS		957,651	972,003	462,455	1,186,503	1,224,728

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	1,061,024	1,104,957	43,933	4.14%
Operating Expenses	317,337	333,589	16,252	5.12%
Other Uses	(191,858)	(213,818)	(21,960)	11.45%
TOTALS	1,186,503	1,224,728	38,225	3.22%

Gas Department

Other

Appropriations Detail

Appropriations Detail — Account # 042-2088-5xx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
2510	Unemployment Compensation	275	9,272	0	0	0
	TOTAL PERSONAL SERVICES	275	9,272	0	0	0
OPERATING EXPENSES						
4920	Other Current Charges	0	0	0	0	0
4950	Uncollectible Accounts	18,043	10,951	10,000	20,000	20,000
4962	Customer Accounts	404,714	373,700	205,420	353,660	403,612
4963	Meter Reading	72,473	73,070	35,624	83,868	88,363
5910	Depreciation Expense	364,860	390,965	162,452	325,000	325,000
	TOTAL OPERATING EXPENSES	860,090	848,686	413,496	782,528	836,975
DEBT SERVICE						
711x	Principal-Long Term Debt	0	0	0	123,189	127,968
721x	Interest-Long Term Debt	125,443	140,259	140,375	280,751	275,741
7311	Fees	1,103	981	430	624	992
732x	Amortize Debt Discount/Premium	1,166	1,166	0	(3,149)	6,298
7330	Amortize Debt Issue Cost	5,132	5,132	0	18,567	0
	TOTAL DEBT SERVICE	132,844	147,538	140,805	419,982	410,999
OTHER USES						
9101	Transfers to General Fund	706,604	721,203	280,545	561,090	656,854
9102	Surcharge Transfer	131,528	122,212	60,637	107,860	74,606
9131	Transfer to Capital Project	234,316	133,162	0	0	430,800
9151	Transfer to Gen Fix Asset	0	0	3,732	0	60,500
9160	Reserve/Future Capital	0	0	0	44,926	146,709
9554	Magnolia Townhomes	0	0	0	0	966,820
9960	Interest-Customer Deposit	557	602	319	0	0
	TOTAL OTHER USES	1,073,005	977,179	345,233	713,876	2,336,289
TOTAL APPROPRIATIONS		2,066,214	1,982,675	899,534	1,916,386	3,584,263

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	782,528	836,975	54,447	6.96%
Debt Service	419,982	410,999	(8,983)	-2.14%
Other Uses	713,876	2,336,289	1,622,413	227.27%
TOTALS	1,916,386	3,584,263	1,667,877	87.03%

Significant Budget Changes:
The Operating Expenses category increase is directly attributable to the expenses associated with the cost allocation. The Other Uses increase is related to the Gas Department funding the Debt Service for Magnolia Townhomes and an increase in the amount for the Reserve/Future Capital.

Gas Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 042-2099-532

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	72,154	49,781	22,304	25,665	34,365
1410	Overtime	171	115	0	0	0
2110	FICA	5,231	3,663	1,716	1,963	2,629
221x	Retirement	5,356	4,460	1,998	2,009	2,971
23xx	Insurance	10,556	8,968	5,365	4,130	7,635
2410	Workers' Compensation	1,721	1,156	558	602	805
26xx	Other Payroll Benefits	186	49	74	0	0
2999	Allocated Labor Expense	15,993	11,034	4,932	4,646	6,764
	TOTAL PERSONAL SERVICES	111,368	79,226	36,947	39,015	55,169
OPERATING EXPENSES						
3410	Contract Services	472	0	17,298	0	0
4499	Allocated Equip Rental	47,581	30,078	15,763	8,305	14,285
4920	Other Current Charges	900	0	26	0	0
5180	Minor Furniture/Equipment	0	2,193	0	0	0
5210	Operating Supplies	75,642	94,193	32,063	121,600	127,500
5299	Allocated Material Exp	3,529	4,482	1,401	7,576	7,944
	TOTAL OPERATING EXPENSES	128,124	130,946	66,551	137,481	149,729
CAPITAL OUTLAY						
6110	Land Costs	0	0	0	0	0
6310	Improvements Other than Bldgs	36,090	2,082	0	0	0
6410	Machinery & Equipment	16,769	0	65,464	112,025	0
	TOTAL CAPITAL OUTLAY	52,859	2,082	65,464	112,025	0
DEBT SERVICE						
7210	Interest-Long Term Debt	129,509	141,751	0	0	0
	TOTAL DEBT SERVICE	129,509	141,751	0	0	0
OTHER USES						
9999	WIP Contra	(421,860)	(354,006)	(178,993)	0	0
	TOTAL OTHER USES	(421,860)	(354,006)	(178,993)	0	0
TOTAL APPROPRIATIONS		0	(1)	(10,031)	288,521	204,898

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	39,015	55,169	16,154	41.40%
Operating Expenses	137,481	149,729	12,248	8.91%
Capital Outlay	112,025	0	(112,025)	-100.00%
TOTALS	288,521	204,898	(83,623)	-28.98%

Gas Department

Capital Projects

Project Schedule

Project Schedule

Project WF/Job	Title	Funding Source	Amount
420001	Meters (114,190)		
	Regular meters	Current Revenue	46,022
		Customer Contribution	3,218
	ERT meters	Current Revenue	61,732
		Customer Contribution	3,218
420002	Mains		
	Shepards Village	Customer Contribution	22,726
420008	Regulators (17,562)	Current Revenue	15,965
		Customer Contribution	1,597
420009	Farm Tap/ Industrial Equip	Current Revenue	5,071
420010	Services (45,349)	Current Revenue	17,701
		Customer Contribution	27,648
	TOTAL		204,898
	Source of Funds		
		Current Revenue	146,491
		Customer Contribution	58,407
	TOTAL		204,898

Ray Sharp, Environmental Services/Public Works Director

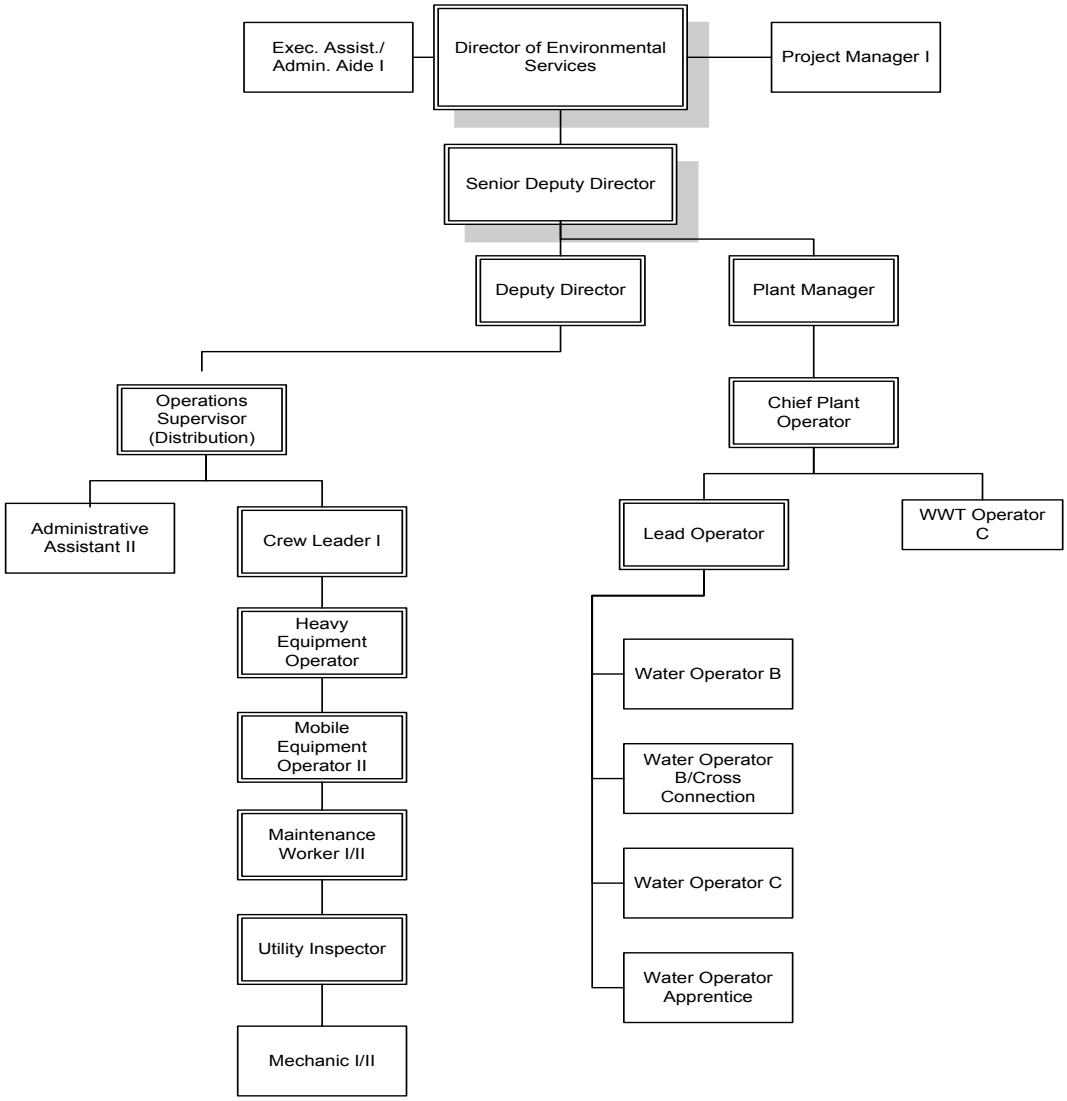
The Water Department provides a safe, high quality product with prompt, professional service at a low cost to the customer. Preventive maintenance is important to continue services.

Responsibilities:

Water Distribution
- Install service
- Install and maintain water mains
- Install and maintain water meters

Water Treatment
- Monitor plants
- Water quality
- Preventive maintenance
- Monitor wells
- Oversee planning/design/construction of new water facilities

Organizational Chart



Water Department

Organization

Total Department Budget

$ 8,552,694

Water Department

Water System Description

Water System Description

The water distribution system is primarily composed of 375 miles of water mains. The system includes three elevated storage tanks, having a capacity of 500,000 gallons at College Street, 200,000 gallons at Newell Hill and 150,000 gallons at Lake Square Mall.

There are five ground storage tanks within the system. Two of the ground storage tanks are within the City limits and are rated at 1.5 million gallons; one is at the Plantation and is a 54,000 gallon tank; one is at Highland Lakes and is rated at 800,000 gallons, 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 280.69 million gallons in 2013 which is an average daily flow of 7.69 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 2031; the City has a 20 year 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.

The City began distribution of reuse in fiscal year 2009-10. The City continues to add new customers to the reuse system. All new commodities where reuse is available will be required to install dual distribution systems.

Budget Summary – Operating Statement

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING REVENUE					
Charges for Services	6,811,308	7,693,111	3,471,612	7,036,393	7,303,844
Other Operating Revenue	(139,295)	(413,258)	30,311	18,500	22,800
TOTAL REVENUE SOURCES	6,672,013	7,279,853	3,501,923	7,054,893	7,326,644
OPERATING APPROPRIATIONS					
Administration	780,775	794,096	356,800	790,320	861,697
Treatment	1,444,818	1,557,333	618,115	1,278,418	1,312,459
Reuse	151,832	190,906	80,026	204,856	359,227
Distribution	1,436,344	1,138,506	468,461	1,029,928	983,680
Other Operating Expenses	2,588,097	2,633,928	1,407,026	3,662,438	3,553,464
TOTAL APPROPRIATIONS	(6,401,866)	(6,314,769)	(2,930,428)	(6,965,960)	(7,070,527)
NET INCOME FROM OPERATIONS	270,147	965,084	571,495	88,933	256,117
Non-Operating Revenue	(43,718)	0	0	0	0
Non-Operating Appropriations	(861)	(973)	(535)	(1,000)	(1,000)
NET OTHER INCOME	(44,579)	(973)	(535)	(1,000)	(1,000)
NET INCOME BEFORE TRANSFERS	225,568	964,111	570,960	87,933	255,117
Transfers to other funds	(352,051)	(913,850)	(406,439)	(762,933)	(868,839)
NET INCOME AFTER TRANSFERS	(126,483)	50,261	164,521	(675,000)	(613,722)
Other Sources	45,663	41,337	11,923	902,800	1,226,050
Capital Projects	0	0	(28,286)	(227,800)	(590,550)
NET OTHER SOURCES	45,663	41,337	(16,363)	675,000	635,500
UNAPPROPRIATED BALANCE	(80,820)	91,598	148,158	0	21,778

Water Department

Revenue Detail

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
LICENSES & PERMITS					
32421 Impact Fees - Residential	72,215	26,156	9,054	0	0
32422 Impact Fees - Commercial	2,589	996	2,379	0	0
TOTAL LICENSES & PERMITS	74,804	27,152	11,433	0	0
INTERGOVERNMENTAL REVENUE					
33431 St. Johns Water Mgmt	(21,859)	0	0	0	0
33449 Joint Participation Agmt	(21,859)	0	0	0	0
TOTAL INTERGOVERNMENTAL REVENUE	(43,718)	0	0	0	0
CHARGES FOR SERVICES					
34331 Residential Sales	4,638,990	5,257,694	2,314,478	4,730,602	4,916,486
34332 Commercial Sales	1,496,127	1,690,739	797,277	1,469,741	1,521,737
34336 Municipal Sales	100,263	99,848	70,273	94,254	97,588
34338 Private Fire Protection Sales	28,647	30,078	15,391	27,623	28,600
3433x Reuse Water	376,864	445,571	190,495	591,676	612,603
34905 Penalties	53,847	57,288	26,569	46,847	48,504
34918 Misc Service Revenue	116,570	111,893	57,129	75,650	78,326
TOTAL CHARGES FOR SERVICES	6,811,308	7,693,111	3,471,612	7,036,393	7,303,844
MISCELLANEOUS REVENUE					
36110 Interest on Investments	(9,739)	41,676	13,334	18,000	22,300
36130 Gain/Loss Investments	(23,660)	(1,957)	0	0	0
36402 Sale of Fixed Assets	(191,129)	(11,927)	0	0	0
36404 Recovery From Losses	0	(498,480)	0	0	0
36501 Sale of Surplus Materials	1,147	157	5,118	0	0
36925 Misc Jobbing Revenue	0	6,978	426	500	500
36990 Misc Non-Operating Revenue	9,282	23,143	0	0	0
TOTAL MISCELLANEOUS	(214,099)	(440,410)	18,878	18,500	22,800
OTHER SOURCES					
38141 Transfer from Electric	0	691	0	0	0
38144 Transfer from Wastewater	0	0	0	500,000	500,000
38950 Contributions - Cust/Dev	45,663	40,646	11,923	30,000	25,000
38962 Appropriated Renewal & Replacement	0	0	0	372,800	701,050
38963 Appropriated Impact Fees	0	0	0	0	0
TOTAL OTHER SOURCES	45,663	41,337	11,923	902,800	1,226,050
TOTAL RESOURCES	6,673,958	7,321,190	3,513,846	7,957,693	8,552,694

Division Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
3021 **ADMINISTRATION**					
Personal Services	188,286	210,096	110,094	228,780	298,786
Operating Expenses	592,489	584,000	246,706	561,540	562,911
TOTAL ADMINISTRATION	780,775	794,096	356,800	790,320	861,697
3051 **TREATMENT**					
Personal Services	571,370	561,428	282,113	516,682	589,621
Operating Expenses	873,448	1,011,970	341,796	768,552	738,741
Other Uses	0	(16,065)	(5,794)	(6,816)	(15,903)
TOTAL TREATMENT	1,444,818	1,557,333	618,115	1,278,418	1,312,459
3072 **REUSE**					
Personal Services	123,379	110,341	54,740	124,418	106,381
Operating Expenses	28,453	80,565	25,286	80,438	252,846
TOTAL REUSE	151,832	190,906	80,026	204,856	359,227
3081 **DISTRIBUTION**					
Personal Services	937,702	750,249	292,879	646,888	595,515
Operating Expenses	498,642	388,257	175,582	383,040	388,165
TOTAL DISTRIBUTION	1,436,344	1,138,506	468,461	1,029,928	983,680
3088 **OTHER**					
Personal Services	267	2,504	0	0	0
Operating Expenses	2,249,066	2,226,194	833,871	2,018,935	1,897,228
Debt Service	339,031	407,734	569,423	1,568,503	1,581,236
Other Uses	353,632	915,383	410,906	838,933	966,617
TOTAL OTHER	2,941,996	3,551,815	1,814,200	4,426,371	4,445,081
3099 **CAPITAL PROJECTS**					
Personal Services	49,989	19,513	10,363	0	0
Operating Expenses	64,379	17,501	10,186	0	145,000
Capital Outlay	2,660,515	283,092	1,337,764	227,800	445,550
Debt Service	789,752	757,606	0	0	0
Other Uses	(3,564,635)	(1,077,712)	(1,330,027)	0	0
TOTAL CAPITAL PROJECTS	0	0	28,286	227,800	590,550
GRAND TOTAL					
Personal Services	1,870,993	1,654,131	750,189	1,516,768	1,590,303
Operating Expenses	4,306,477	4,308,487	1,633,427	3,812,505	3,984,891
Capital Outlay	2,660,515	283,092	1,337,764	227,800	445,550
Debt Service	1,128,783	1,165,340	569,423	1,568,503	1,581,236
Other Uses	(3,211,003)	(178,394)	(924,915)	832,117	950,714
TOTAL APPROPRIATIONS	6,755,765	7,232,656	3,365,888	7,957,693	8,552,694

Water Department

Administration Division

Values & Goals

Values & Goals

Value: Excellence In All We Do

Goals:
- Ensure that administrative staff meets with all departments
- Ensure that staff communicates to all departments when public works projects are commencing
- Ensure that we are responsive to all requests for information
- Recognize our strengths and weaknesses of working with various departments
- Ensure public works provides support as requested by various departments

Value: Professionalism

Goals:
- Ensure employees have the necessary training, knowledge, skills, and abilities
- Ensure employees have the necessary equipment to do their jobs
- Ensure that we are a safety conscious workforce
- Recognize high performing employees
- Ensure adequate staffing to meet the operational needs of the department

Major Accomplishments:
- Completed department reorganization
- Completed Perkins to Griffin DOT project
- Installed CUP monitoring wells
- Rebuilt Highland Lakes Water Treatment Plant

Performance Measures:

	2010-11	2011-12	2012-13
Implementation of Strategic Plan	N/A	N/A	100%
Develop written procedures for all significant activities	N/A	N/A	12
Track Accident/Injury reports	N/A	N/A	100%
Track inter-departmental coordination sessions	N/A	N/A	100%
Track percentage of exceeds expectations on evaluations	N/A	N/A	100%

Personnel Schedule

Classification	2012	Change	2013	Amount
Exec.Assistant/Admin. Aide I	1.00	0.00	1.00	39,270
Director of Environmental Services[2]	0.50	0.00	0.50	50,294
Deputy Director of Env. Services[1]	0.50	0.00	0.50	39,146
Project Manager I[3]	0.50	0.00	0.50	25,814
Senior Deputy Director[4]	0.00	0.50	0.50	45,250
Total	**2.50**	**0.50**	**3.00**	**199,774**

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

Senior Deputy Director[4]
50%-3021. 50%-4021

Water Department

Administration Division

Appropriations Detail

Appropriations Detail — Account # 043-3021-533

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	147,946	153,657	72,219	154,523	199,774
1530	Bonuses	0	0	4,643	0	0
2110	FICA	10,854	11,261	5,688	11,309	14,932
221x	Retirement	8,510	11,606	5,518	11,864	19,224
23xx	Insurance	13,656	20,423	22,435	49,595	61,573
2410	Workers' Compensation	967	1,004	506	1,093	1,220
26xx	Employee Benefits	12,353	14,359	225	396	2,063
2999	Allocated Labor Expense	(6,000)	(2,214)	(1,140)	0	0
TOTAL PERSONAL SERVICES		188,286	210,096	110,094	228,780	298,786
OPERATING EXPENSES						
31xx	Professional Services	140,677	55,588	17,645	79,625	54,650
3410	Contract Services	3,968	2,897	0	0	0
3499	Inter Dept Contract Oblig	0	0	0	0	22,188
41xx	Communication	2,868	2,427	962	1,649	2,963
4210	Postage	198	114	9	200	50
4310	Utilities	0	7,265	2,818	10,000	8,000
4410	Rentals	4,052	0	0	0	0
4510	Insurance	49,154	48,646	28,154	50,979	59,991
4620	Repairs & Maintenance- Buildings	1,164	370	0	1,000	500
463x	Repairs & Maintenance- Equipment	7,513	6,626	1,977	4,800	4,050
4710	Printing & Binding	64	64	0	0	300
4810	Promotional Activities	1,514	1,515	107	1,550	1,550
4911	Advertising-Other Ads	225	0	0	0	0
4945	Injury/Damage to Others	881	1,268	171	0	0
496x	General Administrative	374,704	453,164	192,280	408,326	404,969
5180	Minor Furniture & Equip	136	20	463	0	0
521x	Operating Supplies	2,015	1,621	1,771	2,811	2,700
5230	Fuel Purchases	30	0	0	0	0
5299	Allocated Material Expense	(551)	(102)	(158)	0	0
5410	Publications & Memberships	3,720	2,432	507	300	500
5520	Training	157	85	0	300	500
TOTAL OPERATING EXPENSES		592,489	584,000	246,706	561,540	562,911
TOTAL APPROPRIATIONS		780,775	794,096	356,800	790,320	861,697

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	228,780	298,786	70,006	30.60%
Operating Expenses	561,540	562,911	1,371	0.24%
TOTALS	790,320	861,697	71,377	9.03%

Significant Budget Changes:
The increase in the Personal Services category is related to the funding for the Senior Deputy Director position.

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
- Establish a zero deficiencies policy for regulatory inspections and operations

Value: Fiscal Responsibility

Goals:
- Maintain a responsible budget by evaluating expenditures throughout the year
- Track production volumes, unaccounted for water loss, and water production costs monthly
- Encourage team members to identify cost savings in all aspects of the business

Value: Professionalism

Goals:
- Respond and resolve all complaints within a 24 hour window
- Emphasize quality and customer service by “doing it right” the first time
- Continue training programs through the training and mentoring of future leaders
- Encourage employees to be proactive in finding ways to conserve valuable resources
- Continue cross training program focused on achieving dual certification for all staff

Value: Employee Empowerment

Goals:
- Encourage team members for growth, and promote ownership and independent decision making
- Keep lines of communication open between management and staff to continue to improve operations
- Allow staff the time and flexibility to express their opinions

Major Accomplishments:
- Less than 4% unaccounted water
- Completed Annual Consumer Confidence reporting
- Main Water Treatment Facility venturim meter removed and capped
- Main Water Treatment Facility chlorine gas manifold and regulators replaced
- New high service pump Installed at the Plantation Water Treatment Facility
- Rehabbed Well #2 at the Royal Highlands Treatment Facility
- Two employees received their Wastewater Class “C” Certification
- Completed Well #6 Abandonment per Water Management protocols
- Main Water Treatment Facility generator repaired for generator paralleling
- New impeller and mechanical seals installed at Royal Highlands Treatment Facility fire pump
- New chlorine gas equipment installed at the Plantation Water Treatment Facility
- Two new variable frequency drives installed at the Main Water Treatment Facility
- Highland Lakes Water Treatment Facility upgrade started

Performance Measures

	2010-11	2011-12	2012-13
Annual unaccounted for water loss	5%	5%	0%
Reduce electric usage	1%	0%	1%
Unscheduled down time for critical systems	0%	0%	0%
Average gross per capita water consumption	175	165	150
Number of Service Calls/Resolved Issue	N/A	N/A	100%
System Wide Pressure Monitoring	N/A	N/A	100%
Reduction in Operational Costs	N/A	N/A	3%

Personnel Schedule

Classification	**2012**	**Change**	**2013**	**Amount**
Chief Plant Operator	1.00	0.00	1.00	51,584
Lead Plant Operator	1.00	0.00	1.00	38,189
Plant Manager[1]	0.50	0.00	0.50	38,958
Water Operator Apprentice	5.00	(2.00)	3.00	74,694
Water Operator B/Cross Conn.	1.00	0.00	1.00	44,346
Water Operator C	0.00	2.00	2.00	55,910
WWT/WA Dual C Operator	1.00	0.00	1.00	29,349
WWT/WA Dual B/ C Operator	1.00	0.00	1.00	32,635
Maintenance Worker II[2]	0.00	0.50	0.50	11,085
Standby				3,650
Total	**10.50**	**0.50**	**11.00**	**380,400**

Notes: Allocations

Plant Manager[1]
50%-3051,25%-4051,25%-4052

Maintenance Worker II[2]
50%-3051, 50%-4071

Water Department

Treatment Division

Appropriations Detail

Appropriations Detail — Account # 043-3051-533

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	380,107	370,337	172,744	338,302	380,400
1410	Overtime	26,138	24,897	12,806	26,620	25,600
1530	Bonuses/Incentives	0	0	13,933	0	0
1641	Vacation/Terms & Buyout	0	0	918	0	0
2110	FICA	30,053	29,583	14,778	26,978	27,817
221x	Retirement	26,421	27,962	13,006	24,190	39,665
23xx	Insurance	50,921	58,920	43,106	80,859	95,155
2410	Workers' Compensation	20,439	19,720	9,914	17,961	19,062
26xx	Other Payroll Benefits	37,291	30,009	908	1,772	1,922
	TOTAL PERSONAL SERVICES	571,370	561,428	282,113	516,682	589,621
OPERATING EXPENSES						
31xx	Professional Services	51,287	170,894	1,075	63,400	22,000
3410	Contract Services	38,572	43,712	23,821	72,500	51,480
4010	Travel	3,110	78	101	500	500
41xx	Communication	3,579	3,953	2,392	4,591	4,393
4210	Postage	2,666	2,138	176	2,000	2,000
4310	Utilities	538,555	505,866	220,899	460,000	460,000
4410	Rentals	0	85	0	200	2,000
4415	Internal Fleet Lease	17,466	21,760	10,880	21,760	18,329
4510	Insurance	13,526	12,407	11,027	13,129	13,437
461x	Repairs & Maintenance- Vehicles	81,958	102,590	13,121	22,480	26,180
4620	Repairs & Maintenance- Buildings	7,333	4,998	227	1,500	7,000
4625	Repairs & Maintenance- Non-Build	5,567	39,285	295	500	17,500
46xx	Repairs & Maintenance- Equipment	3,467	3,952	1,050	2,100	1,800
4710	Printing & Binding	0	0	111	0	100
4911	Advertising	704	0	27	200	200
4920	Other Current Charges	15,900	11,643	15,000	15,030	15,000
5180	Minor Furniture & Equip	8,161	9,273	4,386	1,000	13,500
5210	Operating Supplies	56,100	10,329	7,619	11,000	11,000
5215	Uniforms	3,079	890	352	2,250	2,900
5230	Fuel Purchases	15,572	15,562	8,036	22,000	16,072
5231	Diesel Fuel	0	10,699	1,099	2,405	7,000
5280	Chemicals	0	37,033	14,706	42,704	38,940
5410	Publications & Memberships	1,913	2,640	2,983	3,703	3,910
5520	Training	4,933	2,183	2,413	3,600	3,500
	TOTAL OPERATING EXPENSES	873,448	1,011,970	341,796	768,552	738,741
OTHER USES						
9954	DSM Electric Contra	0	(16,065)	(5,794)	(6,816)	(15,903)
	TOTAL OTHER USES	0	(16,065)	(5,794)	(6,816)	(15,903)
TOTAL APPROPRIATIONS		1,444,818	1,557,333	618,115	1,278,418	1,312,459

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	516,682	589,621	72,939	14.12%
Operating Expenses	768,552	738,741	(29,811)	-3.88%
Other Uses	(6,816)	(15,903)	(9,087)	133.32%
TOTALS	1,278,418	1,312,459	34,041	2.66%

Significant Budget Changes:
The Personal Services category increase is related to changes in Operator positions and the addition of funding for the Maintenance Worker II position. Additionally, the Other Uses category change is directly attributable to the Electric Demand Side Mangagement (DSM) generator program.

Water Department

Reuse Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate and maintain a reuse water distribution system per FDEP regulation
- Continue to make improvements to the reuse infrastructure per FDEP standards
- Continue providing high quality customer service through certified professional personnel

Value: Fiscal Responsibility

Goals:
- Continue the promotion of reclaimed water for irrigation in place of potable water for the large scale users
- Continue the installation of reclaimed water meters for a new and increasing customer base
- Encourage team members to identify cost savings and increase productivity

Value: Professionalism

Goals:
- Respond to and resolve all complaints within a 24 hour window
- Maintain a quality distribution system through timely response to service calls
- Emphasize quality and customer service by “doing it right” the first time

Value: Organizational Development and Self Sufficiency

Goals:
- Provide cross-training to instill confidence and challenge team members to continually strive to streamline procedures and improve performance
- Create a team that empowers and encourages all members to make independent decisions in maintaining regulatory compliance
- Optimize staff to learn better ways to accomplish a goal

Major Accomplishments:

- Installed a new pressure reducing valve to stabilize the distribution pressures
- Continued to Improve the reuse water quality by flushing distribution system
- Continued to install distribution system blow-offs
- Reduced ground water withdrawals by 44.26 MG annually

Performance Measures:

	2010-11	2011-12	2012-13
Deficiencies for regulatory compliance	0	0	0
Unscheduled down time for critical systems	0%	0%	0%
Reduce electric usage	N/A	N/A	1%

Personnel Schedule

Classification	2012	Change	2013	Amount
Wastewater Operator C	2.00	0.00	2.00	66,331
Total	**2.00**	**0.00**	**2.00**	**66,331**

Water Department

Reuse Division

Appropriations Detail

Appropriations Detail — Account # 043-3072-533

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
1210 Regular Salaries & Wages	89,643	75,175	32,308	66,331	66,331
1310 Temporary Labor	0	0	0	17,500	0
1410 Overtime	8,464	3,276	4,136	10,000	8,000
1530 Bonuses	0	0	2,653	0	0
1641 Vacation/ Terms & Buyout	2,723	3,597	0	0	0
2110 FICA	7,607	6,663	2,872	6,321	4,802
2210 Retirement	3,519	5,289	2,352	3,316	6,717
23xx Insurance	7,704	12,453	8,668	17,834	17,416
2410 Workers' Compensation	3,571	3,849	1,681	3,116	2,965
26xx Other Payroll Benefits	148	39	70	0	150
TOTAL PERSONAL SERVICES	123,379	110,341	54,740	124,418	106,381
OPERATING EXPENSES					
3410 Contract Services	20,285	29,500	8,000	12,000	12,000
4010 Travel	0	23	0	125	125
4110 Communication	361	151	0	31	31
4210 Postage	66	25	6	100	50
4310 Utilities	0	0	0	0	202,000
4612 Repairs & Maintenance-Vehicles	2,741	3,431	4,076	5,000	9,000
4625 Repairs & Maintenance- Non Bldg	1,102	479	15	10,500	1,000
4710 Printing & Binding	479	0	0	0	0
5180 Minor Furniture/Equipment	1,664	1,027	56	200	4,500
5210 Operating Supplies	441	2,560	313	5,000	1,500
5215 Uniforms	908	909	338	827	580
5230 Fuel Purchases	0	0	0	1,000	0
5280 Chemicals	0	42,355	12,382	45,000	21,000
5410 Publications & Memberships	0	0	50	75	60
5520 Training	406	105	50	580	1,000
TOTAL OPERATING EXPENSES	28,453	80,565	25,286	80,438	252,846
TOTAL APPROPRIATIONS	151,832	190,906	80,026	204,856	359,227

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	124,418	106,381	(18,037)	-14.50%
Operating Expenses	80,438	252,846	172,408	214.34%
TOTALS	204,856	359,227	154,371	75.36%

Significant Budget Changes:
The Personal Services category decrease is due to the removal of the temporary labor budget. The increase in Operating Expenses is directly related to the reclass of utilties from the Wastewater Department to the correct division.

Water Department

Distribution Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Maintain a high standard of customer service to promote efficiency and dedication
- Promotion of excellent departmental team building through available cross training opportunities with other divisions
- Complete projects correctly the first time, minimizing return trips and expenses

Value: Professionalism

Goals:
- Maintain the current GPS integration per regulatory compliance for mapping of the existing and proposed water distribution system
- Continue scheduling of CEU training for active licensed distribution staff
- Continue total compliance with regulatory agencies on planned and emergency outages

Value: Organizational Development and Self Sufficiency

Goals:
- Provide a monthly progress report to administration
- Target improving water quality by looping existing dead-end lines within the current infrastructure
- Maintain or replace existing fire hydrants to provide quality operation and function

Major Accomplishments:
- Completed Perkins to Griffin DOT utility relocation project
- Main line relocation and material upgrades made on Crosby, Faulkner and Tally Roads

Performance Measures:

	2010-11	2011-12	2012-13
Feet of water main upgrades	1,000	1,000	1,000
Feet of water main replacement	1,000	7,900	7,600
Completed customer service work orders	4,856	4,500	4,500

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II	1.00	0.00	1.00	27,955
Crew Leader	1.00	0.00	1.00	43,701
Heavy Equip. Operator	1.00	0.00	1.00	37,981
Maintenance Manager	0.50	(0.50)	0.00	0
Maintenance Worker I	1.00	0.00	1.00	25,001
Mechanic I	2.00	0.00	2.00	63,024
Mobile Equipment Operator II	3.00	0.00	3.00	80,996
Operations Supervisor	1.00	0.00	1.00	61,152
Utility Inspector	1.00	0.00	1.00	39,479
Standby				3,650
Total	**11.50**	**(0.50)**	**11.00**	**382,939**

Water Department

Distribution Division

Appropriations Detail

Appropriations Detail — Account # 043-3081-533

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	615,279	463,533	181,020	412,838	382,939
1410	Overtime	29,379	21,784	9,214	28,000	22,000
15xx	Bonuses/Incentives	0	0	15,804	0	0
1641	Vacation/ Terms & Buyout	13,501	8,371	0	0	0
2110	FICA	47,830	35,344	15,122	29,702	27,634
221x	Retirement	46,675	43,878	16,064	35,701	52,571
23xx	Insurance	91,384	101,046	45,901	121,046	91,977
2410	Workers' Compensation	31,824	25,214	9,605	19,331	18,172
26xx	Employee Benefits	61,830	51,079	149	270	222
	TOTAL PERSONAL SERVICES	937,702	750,249	292,879	646,888	595,515
OPERATING EXPENSES						
3410	Contract Services	1,978	1,512	272	4,950	2,500
3499	Inter Dept Contract Oblig	4,541	50,840	23,072	39,948	44,468
4010	Travel	3,062	1,507	0	150	150
4110	Communication	9,482	6,326	1,880	4,351	2,603
4210	Postage	109	56	16	100	50
4310	Utilities	0	19,282	8,890	19,000	19,000
4410	Rentals	1,277	315	41	480	500
4415	Internal Fleet Lease	101,335	80,006	34,567	69,134	69,135
4499	Allocated Equip Rental	(48,775)	(14,166)	(1,651)	0	0
4510	Insurance	8,259	8,408	3,150	5,941	5,614
461x	Repairs & Maintenance- Vehicles	58,938	38,946	16,893	31,900	32,900
462x	Repairs & Maintenance- Buildings	268	0	0	300	7,000
4625	Repairs & Maintenance- Non-Build	31,143	7,117	1,958	3,000	4,000
46xx	Repairs & Maintenance- Equipment	4,020	13,710	18,185	5,100	5,600
4710	Printing & Binding	58	44	0	200	200
4920	Other Current Charges	1,469	0	0	0	0
5180	Minor Furniture & Equip	8,993	4,578	160	2,100	1,500
521x	Operating Supplies	198,607	79,222	26,967	35,000	70,000
521x	Meters	72,490	36,944	20,491	55,000	55,000
5215	Uniforms	6,371	4,550	2,089	3,100	2,600
5220	Hydrants	0	15,036	3,917	75,000	35,000
5230	Fuel Purchases	28,269	30,953	14,410	26,581	28,820
5410	Publications & Memberships	425	845	275	725	725
5520	Training	6,323	2,226	0	980	800
	TOTAL OPERATING EXPENSES	498,642	388,257	175,582	383,040	388,165
	TOTAL APPROPRIATIONS	1,436,344	1,138,506	468,461	1,029,928	983,680

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	646,888	595,515	(51,373)	-7.94%
Operating Expenses	383,040	388,165	5,125	1.34%
TOTALS	1,029,928	983,680	(46,248)	-4.49%

Water Department

Other

Appropriations Detail

Appropriations Detail — Account # 043-3088-5xx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
2510	Unemployment Compensation	267	2,504	0	0	0
	TOTAL PERSONAL SERVICES	267	2,504	0	0	0
OPERATING EXPENSES						
4950	Uncollectible Accounts	24,102	20,678	10,000	20,000	20,000
4962	Customer Accounts	456,095	534,248	251,387	494,387	521,190
4963	Meter Reading	123,221	129,023	62,902	148,088	156,038
5910	Depreciation Expense	1,645,648	1,542,245	509,582	1,356,460	1,200,000
	TOTAL OPERATING EXPENSES	2,249,066	2,226,194	833,871	2,018,935	1,897,228
DEBT SERVICE						
7110	Principal-Long Term Debt	0	0	0	419,412	439,888
721x	Interest-Long Term Debt	293,652	385,049	567,930	1,135,862	1,118,531
7311	Fees	24,416	1,722	1,493	1,387	1,855
7320	Amortize Debt Discount/Premium	2,395	2,395	0	6,710	2,395
7330	Amortize Debt Issue Cost	18,568	18,568	0	5,132	18,567
	TOTAL DEBT SERVICE	339,031	407,734	569,423	1,568,503	1,581,236
OTHER USES						
9101	Transfer to General Fund	0	569,531	263,520	527,039	624,600
9102	Surcharge Transfer	352,051	344,319	142,919	235,894	244,239
9115	Transfer to Building Fund	720	560	200	0	0
9150	R&R Reserve	0	0	0	75,000	75,000
9151	Transfer to Gen Fix Asset	0	0	3,732	0	0
9160	Reserve/Future Capital	0	0	0	0	21,778
9960	Interest-Customer Deposit	861	973	535	1,000	1,000
	TOTAL OTHER USES	353,632	915,383	410,906	838,933	966,617
TOTAL APPROPRIATIONS		2,941,996	3,551,815	1,814,200	4,426,371	4,445,081

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,018,935	1,897,228	(121,707)	-6.03%
Debt Service	1,568,503	1,581,236	12,733	0.81%
Other Uses	838,933	966,617	127,684	15.22%
TOTALS	4,426,371	4,445,081	18,710	0.42%

Water Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 043-3099-533

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	32,318	11,925	6,143	0	0
2110	FICA	2,288	842	439	0	0
2210	Retirement	2,343	1,057	546	0	0
23xx	Insurance	5,226	2,850	1,772	0	0
2410	Workers' Compensation	1,645	613	310	0	0
26xx	Other Payroll Benefits	169	12	13	0	0
2999	Allocated Labor Expense	6,000	2,214	1,140	0	0
	TOTAL PERSONAL SERVICES	49,989	19,513	10,363	0	0
OPERATING EXPENSES						
31xx	Professional Services	0	0	0	0	145,000
3410	Contract Services	660	414	160	0	0
4210	Postage	0	6	0	0	0
44xx	Rentals	48,775	14,166	1,651	0	0
4625	R&M/ Non-Buildings	840	314	4,330	0	0
4920	Other Current Charges	0	0	0	0	0
5210	Operating Supplies	13,553	2,499	3,887	0	0
5299	Allocated Material Expense	551	102	158	0	0
	TOTAL OPERATING EXPENSES	64,379	17,501	10,186	0	145,000
CAPITAL OUTLAY						
6110	Land Costs	0	17,000	0	0	0
6210	Buildings	0	0	0	0	0
6310	Improvements Other Than Bldgs	2,603,082	250,628	1,297,998	120,000	278,050
6410	Machinery & Equipment	57,433	15,464	39,766	107,800	167,500
	TOTAL CAPITAL OUTLAY	2,660,515	283,092	1,337,764	227,800	445,550
DEBT SERVICE						
7210	Interest-Long Term Debt	789,752	757,606	0	0	0
	TOTAL DEBT SERVICE	789,752	757,606	0	0	0
OTHER USES						
9999	WIP- Contra	(3,564,635)	(1,077,712)	(1,330,027)	0	0
	TOTAL OTHER USES	(3,564,635)	(1,077,712)	(1,330,027)	0	0
TOTAL APPROPRIATIONS		0	0	28,286	227,800	590,550

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	145,000	145,000	100.00%
Capital Outlay	227,800	445,550	217,750	95.59%
TOTALS	227,800	590,550	362,750	159.24%

Water Department

Project Schedule

Project Schedule

Project WF/Job	Title	Funding Source	Amount
430002	Mains (179,800)		
811137	Radio Road Relocation Upgrade	Renewal & Replacement	65,000
811140	CR 473 Treadway Road Loop Closure	Renewal & Replacement	30,000
	Mains Replacement	Renewal & Replacement	84,800
430003	Tools & Equipment (167,500)		
811119	Royal Highlands Continuous Mixer	Renewal & Replacement	25,000
811122	SCADA PSI Monitoring	Renewal & Replacement	17,500
811126	Controller Upgrade	Renewal & Replacement	125,000
430006	Plant & Storage (193,250)		
810728	Highland Lakes Driveway Construction	Renewal & Replacement	8,000
811108	Newell Hill Elevated Tower Full Rehab	Renewal & Replacement	110,250
811113/3	Royal Highlands VFD #1 Rehab	Renewal & Replacement	75,000
430012	Reuse Mains		
	Plantation Feasibility Study	Renewal & Replacement	50,000
	TOTAL		590,550
	Source of Funds		
		Renewal & Replacement	590,550
	TOTAL		590,550

Ray Sharp, Director of Environmental Services

The Wastewater Division is responsible for providing the proper conveyance, treatment, and reclamation of wastewater within the City's service area, and meeting all regulatory agency requirements and protecting the environment from all pathogenic bacterial infections.

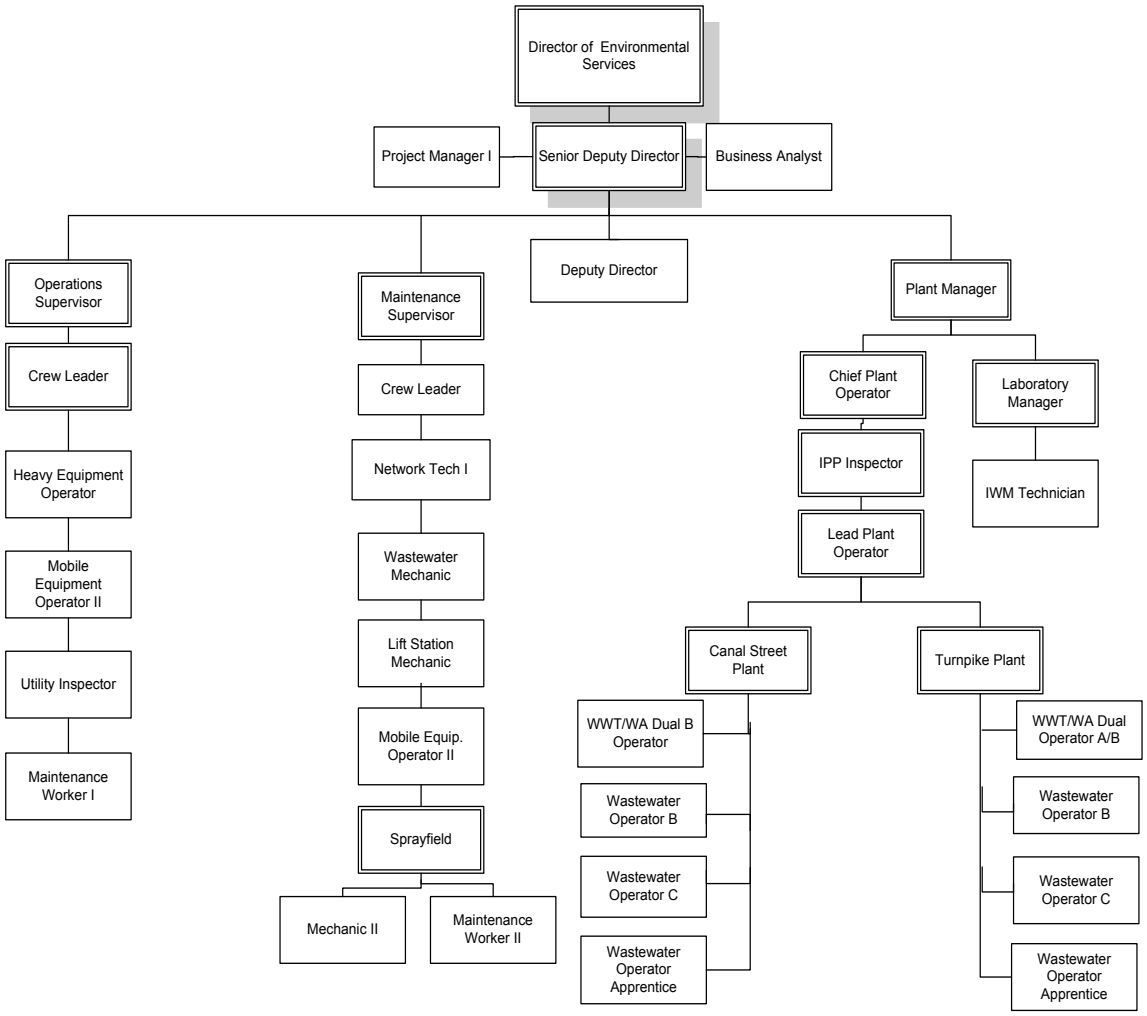
Responsibilities:

Treatment Plant
- Maintain proper treatment
- Preventive maintenance
- Monitor/operate/maintain reclamation sites

Collection
- Maintain lift stations
- Repair system infrastructure
- Maintain collection system

Construction
- Install new wastewater conveyance lines
- Repair/replace lift stations
- Repair/replace collection system infrastructure
- Repair/replace/maintain gravity collection system

Organizational Chart



Wastewater Department

Organization

Total Department Budget

$ 11,252,474

Wastewater System Description

The wastewater collection system consists of 174 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.

Budget Summary – Operating Statement

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING REVENUE					
Charges for Services	9,438,967	9,649,535	4,625,162	9,799,637	10,309,374
Other Operating Revenue	261,955	137,754	34,972	21,000	31,000
TOTAL REVENUE SOURCES	9,700,922	9,787,289	4,660,134	9,820,637	10,340,374
OPERATING APPROPRIATIONS					
Administration	722,176	767,709	379,460	813,120	871,675
Canal Street Treatment Plant	1,231,390	1,053,570	558,588	1,044,439	1,083,021
Turnpike Treatment	721,626	777,309	323,866	779,920	708,819
Laboratory	200,530	208,943	107,580	197,599	194,892
Sprayfield	210,442	197,993	109,303	245,206	97,287
Collections	964,536	884,293	414,716	971,941	908,494
Lift Stations	1,127,777	1,146,646	571,181	1,167,276	1,174,791
Other Operating Expenses	3,008,653	2,950,550	1,724,746	4,247,291	4,480,790
TOTAL APPROPRIATIONS	(8,187,130)	(7,987,013)	(4,189,440)	(9,466,792)	(9,519,769)
NET INCOME FROM OPERATIONS	1,513,792	1,800,276	470,694	353,845	820,605
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	760	540	140	0	0
NET OTHER INCOME	760	540	140	0	0
NET INCOME BEFORE TRANSFERS	1,514,552	1,800,816	470,834	353,845	820,605
Transfers to other funds	(661,310)	(707,701)	(350,236)	(700,751)	(953,918)
NET INCOME AFTER TRANSFERS	853,242	1,093,115	120,598	(346,906)	(133,313)
Other Sources	0	691	0	1,709,906	912,100
Capital Projects	1	1	(1)	(1,363,000)	(733,600)
NET OTHER SOURCES	1	692	(1)	346,906	178,500
UNAPPROPRIATED BALANCE	853,243	1,093,807	120,597	0	45,187

Wastewater Department

Revenue Detail

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
LICENSES & PERMITS					
32421 Impact Fees - Residential	290,150	59,475	16,653	0	0
32422 Impact Fees - Commercial	2,257	2,330	0	0	0
TOTAL LICENSES & PERMITS	292,407	61,805	16,653	0	0
INTERGOVERNMENTAL REVENUE					
33737 Lake County Water Autority	500	0	0	0	0
TOTAL INTERGOVERNMENTAL	500	0	0	0	0
CHARGES FOR SERVICES					
34351 Residential	6,267,003	6,451,703	3,192,540	6,493,890	6,865,479
34352 Commercial Class 1	562,772	580,716	281,966	580,699	613,472
34352 Commercial Class 2	131,925	136,640	67,424	132,584	140,130
34352 Commercial Class 3	925,444	931,849	476,599	913,603	965,582
34352 Commercial Class 4	60,354	64,157	32,999	68,570	72,459
34352 Commercial Class 6	0	0	0	725	0
34352 Commercial Class 7	0	0	0	42	0
34352 Commercial Class 8	0	0	0	1,203	0
34352 Industrial	16,898	16,772	8,400	16,260	16,869
34352 Commercial Reuse	0	0	0	0	0
34353 Misc Bill - Combined Rate	1,155,130	1,146,674	413,615	1,258,377	1,305,443
34354 Multi-Family	148,485	146,564	71,712	148,734	154,297
34356 Municipal	23,003	23,076	10,266	25,944	26,913
34905 Penalties	81,588	80,115	39,472	67,740	77,536
34911 Oil & Grease Management	35,738	40,839	20,359	40,000	35,335
34918 Misc Service Revenue	27,177	30,430	9,810	34,566	35,859
34921 Front Footage Fees	0	0	0	700	0
34922 Tap In Fees	3,450	0	0	16,000	0
TOTAL CHARGES FOR SERVICES	9,438,967	9,649,535	4,625,162	9,799,637	10,309,374
MISCELLANEOUS REVENUE					
36110 Interest on Investments	78,345	59,355	17,782	21,000	31,000
36130 Gain/Loss Investments	(7,731)	(1,101)	0	0	0
36402 Gain From Sale of Fixed Assets	(110,374)	15,984	0	0	0
36404 Recovery From Losses	5,686	0	0	0	0
36501 Sale of Surplus Materials	0	177	420	0	0
36925 Misc Jobbing Revenue	0	1,319	0	0	0
36990 Misc Non-Operating Revenue	3,122	215	117	0	0
TOTAL MISCELLANEOUS	(30,952)	75,949	18,319	21,000	31,000
OTHER SOURCES					
38141 Transfer to Electric	0	691	0	0	0
38893 Appropriated Retained Earnings	0	0	0	126,906	0
38962 Appropriated Renewal & Replacement	0	0	0	1,583,000	847,600
38963 Appropriated Impact Fees	0	0	0	0	64,500
TOTAL OTHER SOURCES	0	691	0	1,709,906	912,100
TOTAL RESOURCES	9,700,922	9,787,980	4,660,134	11,530,543	11,252,474

Division Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
4021 **ADMINISTRATION**					
Personal Services	183,151	197,863	108,323	219,233	296,354
Operating Expenses	539,025	569,846	271,137	593,887	575,321
TOTAL ADMINISTRATION	722,176	767,709	379,460	813,120	871,675
4051 **CANAL ST. TREATMENT**					
Personal Services	492,398	489,796	248,676	469,101	469,982
Operating Expenses	738,992	661,161	328,361	641,117	659,712
Other Uses	0	(97,387)	(18,449)	(65,779)	(46,673)
TOTAL CANAL ST. PLANT	1,231,390	1,053,570	558,588	1,044,439	1,083,021
4052 **TURNPIKE TREATMENT**					
Personal Services	292,223	321,254	148,788	302,591	305,884
Operating Expenses	429,403	507,446	181,977	508,688	428,022
Other Uses	0	(51,391)	(6,899)	(31,359)	(25,087)
TOTAL TURNPIKE PLANT	721,626	777,309	323,866	779,920	708,819
4061 **LABORATORY**					
Personal Services	127,558	136,973	65,739	123,385	132,799
Operating Expenses	72,972	71,970	41,841	74,214	62,093
TOTAL LABORATORY	200,530	208,943	107,580	197,599	194,892
4071 **SPRAYFIELD**					
Personal Services	29,645	39,383	36,723	79,856	61,951
Operating Expenses	180,797	158,610	72,580	165,350	35,336
TOTAL SPRAYFIELD	210,442	197,993	109,303	245,206	97,287
4081 **COLLECTIONS**					
Personal Services	593,670	576,050	260,494	580,146	552,156
Operating Expenses	370,866	308,243	154,222	391,795	356,338
TOTAL COLLECTIONS	964,536	884,293	414,716	971,941	908,494
4082 **LIFT STATIONS**					
Personal Services	611,036	657,869	312,527	678,994	690,413
Operating Expenses	516,741	488,777	258,654	488,282	484,378
TOTAL LIFT STATIONS	1,127,777	1,146,646	571,181	1,167,276	1,174,791
4088 **OTHER**					
Personal Services	1,287	4,125	0	0	0
Operating Expenses	2,306,552	2,267,781	1,186,673	2,232,961	2,466,445
Debt Service	702,101	682,769	475,734	1,939,330	1,939,345
Other Uses	662,852	708,800	412,855	775,751	1,074,105
TOTAL OTHER	3,672,792	3,663,475	2,075,262	4,948,042	5,479,895
4099 **CAPITAL PROJECTS**					
Operating Expenses	0	(10,438)	10,348	10,000	37,500
Capital Outlay	1,984,961	262,734	127,271	1,353,000	696,100
Debt Service	330,710	299,213	0	0	0
Other Uses	(2,315,672)	(551,510)	(137,618)	0	0
TOTAL CAPITAL PROJECTS	(1)	(1)	1	1,363,000	733,600
GRAND TOTAL					
Personal Services	2,330,968	2,423,313	1,181,270	2,453,306	2,509,539
Operating Expenses	5,155,348	5,023,396	2,505,793	5,106,294	5,105,145
Capital Outlay	1,984,961	262,734	127,271	1,353,000	696,100
Debt Service	1,032,811	981,982	475,734	1,939,330	1,939,345
Other Uses	(1,652,820)	8,512	249,889	678,613	1,002,345
TOTAL APPROPRIATIONS	8,851,268	8,699,937	4,539,957	11,530,543	11,252,474

Values & Goals

Value: Excellence In All We Do

Goals:

- Ensure that administrative staff meets with all departments
- Ensure that staff communicates to all departments when public works projects are commencing
- Ensure that we are responsive to all requests for information
- Recognize our strengths and weaknesses of working with various departments
- Ensure public works provides support as requested by various departments

Value: Professionalism

Goals:

- Ensure employees have the necessary training, knowledge, skills, and abilities
- Ensure employees have the necessary equipment to do their jobs
- Ensure that we are a safety conscious workforce
- Recognize high performing employees
- Ensure adequate staffing to meet the operational needs of the department

Major Accomplishments:

- Completed department reorganization
- Completed Perkins to Griffin DOT project
- Continued growth of the Oil and Grease program
- Continued growth of the Industrial Pretreatment Program

Performance Measures:

	2010-11	2011-12	2012-13
Implementation of Strategic Plan	N/A	N/A	100%
Develop written procedures for all significant activities	N/A	N/A	12
Track Accident/Injury reports	N/A	N/A	100%
Track inter-departmental coordination sessions	N/A	N/A	100%
Track percentage of exceeds Expectations on evaluations	N/A	N/A	100%

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II	1.00	(1.00)	0.00	0
Business Analyst	0.00	1.00	1.00	32,635
Director of Environmental Services[1]	0.50	0.00	0.50	50,295
Deputy Director[2]	0.50	0.00	0.50	39,146
Project Manager I[3]	0.50	0.00	0.50	25,812
Senior Deputy Director[4]	0.00	0.50	0.50	45,250
Total	**2.50**	**0.50**	**3.00**	**193,138**

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

Senior Deputy Director[4]
50%-3021, 50%-4021

Appropriations Detail

Account # 044-4021-535

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
121x	Regular Salaries & Wages	137,856	140,187	67,858	143,208	193,138
1410	Overtime	268	201	0	0	0
1530	Bonuses/Incentives	0	1,330	3,228	0	0
1641	Vacation/Terms & Buyout	2,455	1,250	605	0	0
2110	FICA	10,233	10,368	5,216	10,385	14,206
221x	Retirement	6,166	9,464	4,551	9,739	15,412
23xx	Insurance	13,645	20,406	26,126	54,395	70,285
2410	Workers' Compensation	940	980	492	1,062	1,202
26xx	Other Payroll Benefits	11,588	13,677	247	444	2,111
TOTAL PERSONAL SERVICES		183,151	197,863	108,323	219,233	296,354
OPERATING EXPENSES						
31xx	Professional Services	46,462	23,682	9,711	54,625	24,625
3499	Inter Dept Contract Oblig	0	0	0	0	22,188
41xx	Communication	1,718	1,265	648	1,151	816
4210	Postage	218	66	22	120	80
4415	Internal Fleet Lease	2,792	2,688	1,344	2,688	2,688
4510	Insurance	68,121	68,281	37,022	67,091	86,858
461x	Repairs & Maintenance- Vehicles	1,320	1,320	660	1,320	1,320
4620	Repairs & Maintenance- Buildings	1,164	0	0	0	0
463x	Repairs & Maintenance- Equipment	2,360	3,383	2,517	4,110	2,910
4911	Advertising	23,247	24	0	100	0
4945	Injury/Damage to Others	2,806	15,614	5,207	0	0
496x	General Administrative	386,285	452,141	212,793	460,461	432,056
5180	Minor Furniture & Equip	166	0	319	0	0
5210	Operating Supplies	999	803	168	900	500
5215	Uniforms	244	0	89	390	290
5230	Fuel Purchases	541	504	245	446	490
5410	Publications & Memberships	398	75	392	300	500
5520	Training	184	0	0	185	0
TOTAL OPERATING EXPENSES		539,025	569,846	271,137	593,887	575,321
TOTAL APPROPRIATIONS		722,176	767,709	379,460	813,120	871,675

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	219,233	296,354	77,121	35.18%
Operating Expenses	593,887	575,321	(18,566)	-3.13%
TOTALS	813,120	871,675	58,555	7.20%

Significant Budget Changes:
The increase in the Personal Services category is related to the funding for the Senior Deputy Director position.

Values & Goals

Value: Excellence in All We Do

Goals:
- 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 to reuse quality effluent

Value: Fiscal Responsibility

Goals:
- Reduce operational costs by 5% annually while maintaining the same level of service and effluent quality
- Provide reuse water as a source of income to the division

Value: Open, Accessible Government

Goals:
- Provide plant tours to local schools to increase environmental awareness
- Provide educational opportunities for all City employees and citizens
- Increase knowledge of other City divisions by participation in the job shadowing program

Value: Organizational Development and Self Sufficiency

Goals:
- Continue in-house training supplemented by outsourced opportunities in preparation for certification by the State of Florida
- Maintain successful pass rate for individuals taking the State of Florida exam for certification

Major Accomplishments:
- Two Operators received certification in water operations
- Zero deficiencies noted on the Florida Department of Environmental Protection (FDEP) compliance inspection
- Zero discharge to surface water was maintained
- Two operators received college degrees
- Continued to produce reuse quality water to customers
- Received Aqua Aerobics Award for effluent quality excellence

Performance Measures:

	2010-11	2011-12	2012-13
Deficiencies for regulatory compliance	0	0	0
Provide tours of the Treatment Facility	3	2	4
Reduction of operating expenses	0%	10%	10%
Reduction of sodium hypochlorite solution use	12%	+24%	10%

Personnel Schedule

Classification	2012	Change	2013	Amount
Chief Plant Operator[1]	0.50	0.00	0.50	23,181
Heavy Equipment Operator[3]	0.50	0.00	0.50	12,937
Lead Plant Operator	1.00	0.00	1.00	38,896
Plant Manager[2]	0.25	0.00	0.25	19,479
IP Inspector	1.00	0.00	1.00	30,202
Wastewater Operator Apprentice	1.00	0.00	1.00	24,898
Wastewater Operator C	2.00	(1.00)	1.00	27,955
WWT/WA Dual B Operator	1.00	0.00	1.00	47,840
Wastewater Operator B	1.00	(1.00)	0.00	0
WWT/WA Dual Oper B/C	0.00	1.00	1.00	32,635
WWT/WA Dual Oper C	0.00	1.00	1.00	30,265
Total	**8.25**	**0.00**	**8.25**	**288,288**

Notes: Allocations

Chief Plant Operator[1]
50%-4051,50%-4052

Plant Manager[2]
50%-3051, 25%-4051, 25%-4052

Heavy Equipment Operator[3]
50%-4051, 50%-4052

Wastewater Department

Canal Street Treatment Plant Division

Appropriations Detail

Appropriations Detail — Account # 044-4051-535

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	304,971	289,406	147,109	297,731	288,288
1410	Overtime	43,956	26,504	13,524	32,000	30,000
15xx	Bonuses/Incentives	0	4,828	2,415	0	0
1641	Vacation/Terms & Buyout	6,229	13,054	12,743	0	0
2110	FICA	25,721	23,655	12,531	21,149	20,425
221x	Retirement	20,969	25,567	12,357	25,718	35,074
23xx	Insurance	44,807	58,723	40,143	78,900	82,913
2410	Workers' Compensation	15,172	14,791	7,644	13,309	12,886
26xx	Other Payroll Benefits	30,573	33,268	210	294	396
	TOTAL PERSONAL SERVICES	492,398	489,796	248,676	469,101	469,982
OPERATING EXPENSES						
31xx	Professional Services	78,836	37,360	14,997	6,000	10,000
3410	Contract Services	17,680	12,253	188	12,000	12,000
4010	Travel	576	168	108	500	700
41xx	Communication	3,141	3,175	1,258	2,801	2,160
4210	Postage	610	356	329	500	500
4310	Utilities	366,052	318,161	167,536	355,000	340,000
4410	Rentals	1,892	1,336	0	1,200	2,000
4415	Internal Fleet Lease	26,663	29,319	14,659	29,319	29,320
4510	Insurance	9,349	8,882	4,561	8,940	6,462
461x	Repairs & Maintenance- Vehicles	68,153	68,572	31,132	42,280	74,380
4620	Repairs & Maintenance- Buildings	4,476	2,218	333	1,108	1,620
4625	Repairs & Maintenance- Non-Build	1,650	2,283	385	2,000	2,000
46xx	Repairs & Maintenance- Equipment	1,979	2,922	895	1,740	3,260
4710	Printing & Binding	0	0	0	0	500
4810	Promotion Activities	0	0	21	0	300
4911	Advertising	31	147	0	0	200
4920	Other Current Charges	8,925	3,925	4,475	4,000	8,000
5180	Minor Furniture & Equip	6,284	538	920	1,000	12,000
5210	Operating Supplies	97,716	12,532	8,961	12,000	15,000
5215	Uniforms	4,762	4,326	1,981	4,294	2,320
5230	Fuel Purchases	38,384	11,841	5,750	26,900	11,500
5231	Diesel Fuel	0	63,380	22,365	43,300	38,000
5280	Chemicals	0	75,500	47,152	83,200	84,300
5410	Publications & Memberships	363	701	255	445	490
5520	Training	1,470	1,266	100	2,590	2,700
	TOTAL OPERATING EXPENSES	738,992	661,161	328,361	641,117	659,712
OTHER USES						
9954	DSM Electric Contra	0	(97,387)	(18,449)	(65,779)	(46,673)
	TOTAL OTHER USES	0	(97,387)	(18,449)	(65,779)	(46,673)
TOTAL APPROPRIATIONS		1,231,390	1,053,570	558,588	1,044,439	1,083,021

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	469,101	469,982	881	0.19%
Operating Expenses	641,117	659,712	18,595	2.90%
Other Uses	(65,779)	(46,673)	19,106	-29.05%
TOTALS	1,044,439	1,083,021	38,582	3.69%

Values & Goals

Value: Excellence in All We Do

Goals
- 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

Value: Fiscal Responsibility

Goals:
- Continue training program to ensure that all operators obtain necessary CEU's for recertification by electronic and correspondence methods to reduce costs
- Reduction of operating expenses by 6%
- Reduce operator staffing cost while maintaining regulatory compliance

Value: Caring Organization

Goals:
- Require all operators work toward the division goal of Dual Licensed Certification
- Provide quality reuse water to the public
- Develop an interdepartmental emergency/security plan

Major Accomplishments
- Successfully recovered from two plant upsets while maintaining regulatory compliance
- One operator has obtained a passing score on the wastewater "A" level State Certification Exam
- No accidents requiring missed time from work occurred
- Participation in the lower aquifer testing by the Southwest Florida Water Management District (SWFWMD)

Performance Measures:

	2010-11	2011-12	2012-13
Unscheduled down time of critical systems	0	1	0
Electric usage (% increase/decrease)	+15%	+5%	-3%
Deficiencies for regulatory compliance	0	0	0

Personnel Schedule

Classification	2012	Change	2013	Amount
Chief Plant Operator[1]	0.50	0.00	0.50	23,182
Heavy Equipment Operator[3]	0.50	0.00	0.50	12,938
Plant Manager[2]	0.25	0.00	0.25	19,479
Wastewater Operator C	1.00	0.00	1.00	28,517
WWT/WA Dual Operator A/B	1.00	0.00	1.00	44,387
WWT/WA Dual Operator C	1.00	0.00	1.00	29,058
WWT/WA Dual Operator B/C	1.00	0.00	1.00	32,634
Standby				3,650
Total	**5.25**	**0.00**	**5.25**	**193,845**

Notes: Allocations

Chief Plant Operator[1]
50%-4051, 50%-4052

Plant Manager[2]
50%-3051, 25%-4051, 25%-4052

Heavy Equipment Operator[3]
50%-4051, 50%-4052

Wastewater Department

Turnpike Treatment Plant Division

Appropriations Detail

Appropriations Detail — Account # 044-4052-535

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	190,459	196,676	93,397	193,845	193,845
1410	Overtime	18,782	17,605	5,436	17,000	16,000
15xx	Bonuses/Incentives	0	2,509	956	0	0
1641	Vacation/Terms & Buyouts	0	0	3,263	0	0
2110	FICA	15,394	15,580	7,543	13,798	13,778
221x	Retirement	12,455	15,904	7,662	15,907	23,787
23xx	Insurance	27,801	41,623	25,814	53,237	49,670
2410	Workers' Compensation	9,407	9,729	4,716	8,804	8,804
26xx	Other Payroll Benefits	17,925	21,628	1	0	0
	TOTAL PERSONAL SERVICES	292,223	321,254	148,788	302,591	305,884
OPERATING EXPENSES						
31xx	Professional Services	0	0	4,420	7,500	7,500
3410	Contract Services	17,848	20,775	1,106	24,000	24,000
4010	Travel	285	56	22	300	300
41xx	Communication	2,980	2,348	744	1,076	935
4210	Postage	217	233	7	275	200
4310	Utilities	280,151	299,383	115,501	330,000	240,000
4410	Rentals	0	0	0	500	500
4415	Internal Fleet Lease	14,230	14,324	7,162	14,324	14,323
4510	Insurance	1,438	1,355	2,614	1,310	3,496
461x	Repairs & Maintenance- Vehicles	31,763	59,517	14,040	27,320	31,820
4620	Repairs & Maintenance- Buildings	888	1,222	247	572	572
4625	Repairs & Maintenance- Non-Build	1,539	20,790	283	1,000	4,500
46xx	Repairs & Maintenance- Equipment	3,569	3,297	1,210	2,920	3,000
4710	Printing & Binding	0	0	0	200	100
4810	Promotional Activities	0	0	21	0	0
4911	Advertising-Other Ads	0	0	27	0	0
4920	Other Current Charges	1,125	1,025	1,000	4,000	2,500
5180	Minor Furniture & Equip	888	4,505	5,889	5,750	11,500
5210	Operating Supplies	36,478	9,314	4,980	12,200	13,000
5215	Uniforms	1,247	970	514	1,830	2,030
5230	Fuel Purchases	32,879	13,944	9,278	14,650	18,556
5231	Diesel Fuel	0	36,972	7,923	30,646	20,000
5280	Chemicals	0	14,408	3,699	25,700	26,100
5410	Publications & Memberships	371	2,053	1,040	1,065	1,090
5520	Training	1,507	955	250	1,550	2,000
	TOTAL OPERATING EXPENSES	429,403	507,446	181,977	508,688	428,022
OTHER USES						
9954	DSM Electric Contra	0	(51,391)	(6,899)	(31,359)	(25,087)
	TOTAL OTHER USES	0	(51,391)	(6,899)	(31,359)	(25,087)
TOTAL APPROPRIATIONS		721,626	777,309	323,866	779,920	708,819

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	302,591	305,884	3,293	1.09%
Operating Expenses	508,688	428,022	(80,666)	-15.86%
Other Uses	(31,359)	(25,087)	6,272	-20.00%
TOTALS	779,920	708,819	(71,101)	-9.12%

Significant Budget Changes:
The decrease in Operating Expenses is attributable to reclassing utilties associated with Reuse to the Water Department.

Values & Goals

Value: Excellence in All We Do

Goals:
- Sample a minimum of fifty grease traps per month
- Reduce the number of deficiencies found during outside audits by 10%

Value: Fiscal Responsibility

Goals:
- Continue to explore cost saving measures by optimizing allocation process
- Continue establishing a baseline budget to aid with constructing realistic future budgets
- Zero time lost to work related accidents and/or injuries
- Meet the budgetary requirements for the laboratory

Value: Employee Empowerment

Goals:
- Train additional staff to perform Total Suspended Solid (TSS) analysis, fecal sampling and grease trap sampling so weekend overtime is eliminated
- Successfully manage the addition of the Oil and Grease Program

Major Accomplishments

- Successfully passed bi-annual Florida Department of Health (FDOH) laboratory certification audit
- Permitted two new industrial users to the Industrial Pretreatment Program (IPP)
- All permitted Significant Industrial Users (SIU's) have had their annual industrial pretreatment sampling completed

Performance Measures:

	2010-11	2011-12	2012-13
Reduction in audit deficiencies	N/A	N/A	100%
Monthly grease traps sampled	N/A	N/A	10%
Budget Performance (%over/under budget)	N/A	N/A	-3%
Time lost to injury/accidents	N/A	N/A	0
Number of employees trained on TSS	N/A	N/A	2
Average number of Oil and Grease participants	N/A	N/A	153

Personnel Schedule

Classification	2012	Change	2013	Amount
Laboratory Manager	1.00	0.00	1.00	61,152
Industrial Waste Monitoring Tech	1.00	0.00	1.00	31,096
Total	**2.00**	**0.00**	**2.00**	**92,248**

Wastewater Department

Laboratory Division

Appropriations Detail

Appropriations Detail

Account # 044-4061-535

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
1210 Regular Salaries & Wages	90,417	89,198	42,755	87,672	92,248
1410 Overtime	3,375	6,733	5,431	3,000	3,000
1530 Bonuses/Incentives	0	1,403	491	0	0
1641 Vacation/Terms & Buyouts	0	0	449	0	0
2110 FICA	6,659	6,983	3,528	6,211	6,591
221x Retirement	6,555	7,883	3,835	7,865	12,786
23xx Insurance	8,503	11,104	6,953	14,472	13,505
2410 Workers' Compensation	4,070	4,290	2,115	3,919	4,123
26xx Other Payroll Benefits	7,979	9,379	182	246	546
TOTAL PERSONAL SERVICES	127,558	136,973	65,739	123,385	132,799
OPERATING EXPENSES					
3410 Contract Services	27,102	32,161	25,204	36,500	27,800
4010 Travel	2,721	686	73	630	1,200
41xx Communication	768	686	267	931	1,651
4210 Postage	196	176	103	350	200
4410 Rentals	958	0	0	0	0
4415 Internal Fleet Lease	5,146	4,458	2,229	4,458	4,458
4510 Insurance	435	(1,078)	233	440	488
46xx Repairs & Maintenance- Vehicles	4,539	4,561	4,573	4,640	4,440
4620 Repairs & Maintenance- Buildings	198	433	37	400	300
4631 Repairs & Maintenance- Equipment	32	0	0	0	0
4710 Printing & Binding	0	0	0	0	100
4810 Promotion Activities	0	0	30	0	0
4911 Advertising	0	0	47	0	0
4920 Other Current Charges	1,526	1,222	390	1,500	1,400
5180 Minor Furniture & Equip	2,602	9,238	1,081	1,250	1,100
5205 Oil & Grease Manangement	6,689	2,124	915	3,000	1,100
5210 Operating Supplies	12,416	9,507	2,774	12,500	10,000
5215 Uniforms	1,026	434	70	750	580
5230 Fuel Purchases	4,555	6,517	3,208	5,520	6,416
5410 Publications & Memberships	490	491	150	325	60
5520 Training	1,573	354	457	1,020	800
TOTAL OPERATING EXPENSES	72,972	71,970	41,841	74,214	62,093
TOTAL APPROPRIATIONS	200,530	208,943	107,580	197,599	194,892

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	123,385	132,799	9,414	7.63%
Operating Expenses	74,214	62,093	(12,121)	-16.33%
TOTALS	197,599	194,892	(2,707)	-1.37%

Values & Goals

Value: Excellence in All We Do

Goals:
- Operate and maintain the plant in compliance with all permitting and regulatory requirements
- Perform grounds maintenance to establish and maintain a good aesthetic appearance and to comply with regulations

Value: Fiscal Responsibility

Goals:
- Reduce utilities by upgrading of equipment through replacement program
- Evaluate overall energy usage against best management practices
- Maintained zero discharge of effluent to wet lands
- Reduce amount of reuse water applied to Sprayfield by increasing involvement with the reuse program

Value: Professionalism

Goals:
- Maintain established preventive maintenance schedules for spray site
- Monitor malfunction reports, and implement preventive maintenance schedule

Value: Organizational Development and Self Sufficiency

Goals:
- Research and obtain additional in-house training to better serve personnel in the division

Major Accomplishments:
- Reconditioned irrigation guns and gun sets
- Relocated guns to optimize use of gun set areas
- Maintained site in accordance with permit

Performance Measures:

	2010-11	2011-12	2012-13
Deficiencies for regulatory compliance	N/A	N/A	0
Unscheduled down time for critical systems	N/A	N/A	0
Electric usage reduction	5%	2%	2%

Personnel Schedule

Classification	2012	Change	2013	Amount
Maintenance Worker II[1]	1.00	(0.50)	0.50	11,087
Mechanic II	1.00	0.00	1.00	27,955
Total	**2.00**	**(0.50)**	**1.50**	**39,042**

Notes: Allocations

Maintenance Worker II[1]
50%-3051, 50%-4071

Appropriations Detail

Account # 044-4071-535

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	20,185	25,975	22,462	50,127	39,042
1410	Overtime	81	668	161	250	250
1530	Bonuses/Incentives	0	133	613	0	0
1641	Vacation/Terms & Buyouts	0	0	1,594	0	0
2110	FICA	1,500	1,947	1,775	3,658	2,778
221x	Retirement	1,457	1,224	1,120	2,505	1,952
23xx	Insurance	3,318	5,862	8,086	21,442	16,550
2410	Workers' Compensation	1,289	924	912	1,874	1,379
26xx	Employee Benefits	1,815	2,650	0	0	0
	TOTAL PERSONAL SERVICES	29,645	39,383	36,723	79,856	61,951
OPERATING EXPENSES						
3410	Contract Services	855	680	580	700	740
4010	Travel	0	0	0	100	100
41xx	Communication	1,713	978	515	1,000	1,000
4210	Postage	20	0	0	0	0
4310	Utilities	127,057	116,490	57,617	130,000	3,050
4410	Rentals	149	0	0	0	0
4415	Internal Fleet Lease	16,226	12,530	6,265	12,530	12,531
4510	Insurance	1,739	3,234	817	1,540	1,709
461x	Repairs & Maintenance- Vehicles	18,383	14,616	3,228	9,100	9,000
4620	Repairs & Maintenance- Buildings	471	32	36	0	50
4625	Repairs & Maintenance- Non-Build	639	2,565	333	1,000	1,000
46xx	Repairs & Maintenance- Equipment	2,240	2,140	370	740	680
4920	Other Current Charges	0	0	0	0	0
5180	Minor Furniture/Equipment	1,375	381	405	3,900	400
5210	Operating Supplies	3,263	1,448	419	1,000	1,000
5215	Uniforms	732	299	467	750	580
5230	Fuel Purchases	5,823	3,042	1,468	2,420	2,936
5410	Publications & Memberships	25	25	50	50	60
5520	Training	87	150	10	520	500
	TOTAL OPERATING EXPENSES	180,797	158,610	72,580	165,350	35,336
	TOTAL APPROPRIATIONS	210,442	197,993	109,303	245,206	97,287

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	79,856	61,951	(17,905)	-22.42%
Operating Expenses	165,350	35,336	(130,014)	-78.63%
TOTALS	245,206	97,287	(147,919)	-60.32%

Significant Budget Changes:
The decrease in the Personal Services category is related to the funding for the Maintenance Worker II position. The change in the Operating Expenses category is attributable to reclassing utilties associated with Reuse to the Water Department.

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue root control program in gravity mainlines to eliminate overflows due to blockages
- Initiate clean-out installation program for better efficiency in troubleshooting lateral blockages
- Continue air release valve maintenance program
- Initiate lateral rehab program

Value: Caring Organization

Goals:
- Initiate lateral rehab program
- Initiate clean out installation program
- Continue mainline cleaning and televising program

Major Accomplishments:
- Completion of manhole rehab along Highway 441 corridor
- Completion of relining of mains associated with Highway 441 corridor

Performance Measures:

	2010-11	2011-12	2012-13
Number of service calls	N/A	N/A	0
Response time in minutes	30	30	30
Call-backs	N/A	N/A	100
Overflows	N/A	N/A	4
Clean-outs Installed	70	70	80
Vitrified Clay Pipe replaced (ft.)	1,000	700	1,000
Number of laterals rehabbed	N/A	N/A	12
Total footage of lines cleaned / televised	N/A	N/A	5,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Crew Leader	1.00	0.00	1.00	38,126
Heavy Equipment Operator	2.00	0.00	2.00	68,349
Maintenance Manager	0.50	(0.50)	0.00	0
Maintenance Worker I	3.00	1.00	4.00	87,026
Maintenance Worker II	1.00	(1.00)	0.00	0
Mobile Equipment Operator II	3.00	0.00	3.00	84,948
Operations Supervisor	1.00	0.00	1.00	47,258
Utility Inspector	1.00	0.00	1.00	30,826
Standby				3,650
Total	**12.50**	**(0.50)**	**12.00**	**360,183**

Wastewater Department

Collection Division

Appropriations Detail

Appropriations Detail

Account # 044-4081-535

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	406,631	368,910	168,736	378,684	360,183
1410	Overtime	13,922	9,920	3,413	14,000	8,000
15xx	Bonuses/Incentives	0	6,068	3,295	0	0
1641	Vacation/Terms & Buyouts	0	0	1,971	0	0
2110	FICA	30,251	26,835	12,668	26,629	25,349
221x	Retirement	26,151	28,415	14,130	29,960	45,474
23xx	Insurance	61,959	79,569	48,035	113,541	96,383
2410	Workers' Compensation	17,804	17,179	8,047	16,942	16,329
26xx	Other Payroll Benefits	36,952	39,154	199	390	438
TOTAL PERSONAL SERVICES		593,670	576,050	260,494	580,146	552,156
OPERATING EXPENSES						
31xx	Professional Services	1,650	0	0	0	0
3410	Contract Services	7,807	4,086	3,739	6,500	6,500
3499	Inter Dept Contract Oblig	3,787	42,115	19,227	48,581	52,011
4010	Travel	3,534	47	38	700	600
41xx	Communication	12,155	8,472	2,029	3,826	3,940
4210	Postage	53	24	1	100	50
4415	Internal Fleet Lease	159,589	110,841	64,233	128,467	128,467
4510	Insurance	6,955	6,899	3,500	6,601	7,078
461x	Repairs & Maintenance- Vehicles	86,372	46,895	26,037	54,540	53,440
4620	Repairs & Maintenance- Buildings	400	255	0	1,000	1,000
462x	Repairs & Maintenance- Non-Build	15,431	26,722	8,434	85,000	40,000
46xx	Repairs & Maintenance- Equipment	3,520	3,980	670	1,340	1,340
4710	Printing & Binding	58	44	0	100	100
4920	Other Current Charges	1,220	41	0	0	0
5180	Minor Furniture & Equip	2,892	8,990	1,637	5,000	5,000
5210	Operating Supplies	23,049	15,684	7,795	15,000	15,000
5215	Uniforms	6,452	3,189	900	5,250	3,190
5230	Fuel Purchases	29,913	25,323	15,646	21,800	31,292
5280	Chemicals	0	3,687	11	4,000	4,000
5410	Publications & Memberships	138	350	325	350	330
5520	Training	5,891	599	0	3,640	3,000
TOTAL OPERATING EXPENSES		370,866	308,243	154,222	391,795	356,338
TOTAL APPROPRIATIONS		964,536	884,293	414,716	971,941	908,494

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	580,146	552,156	(27,990)	-4.82%
Operating Expenses	391,795	356,338	(35,457)	-9.05%
TOTALS	971,941	908,494	(63,447)	-6.53%

Significant Budget Changes:
The decrease in Personal Services is related to the reduction of the Maintenance Manager position. The change in the Operating Expenses category is related to reduced expenses for Smoke Testing reflected in the 4620x Repairs & Mantenance- Non Buidling account.

Values & Goals

Value: Fiscal Responsibility

Goals:
- Track electrical cost of operating lift stations

Value: Professionalism

Goals:
- Operate lift stations in a manner that will maximize pumping efficiency
- Have lift station mechanics check wear items on pumps and report condition
- Replace all worn items reported

Value: Organizational Development and Self Sufficiency

Goals:
- Train all personnel to develop necessary customer service skills
- Place great emphasis on cross training of employees
- Support professional development programs to prepare employees for advancement

Major Accomplishments:
- Completed SCADA installations at Lift Station 22 and Lift Station 31, Oakridge Mobile Home Park Station and Highland Lakes
- Rehabed Lift Stations 21 and 6A

Performance Measures:

	2010-11	2011-12	2012-13
Lift Station Rehabs	1	1	2
SCADA in Lift Stations	10	3	5

Personnel Schedule

Classification	2012	Change	2013	Amount
Crew Leader	1.00	0.00	1.00	52,811
Lift Station Mechanic	7.00	0.00	7.00	209,789
Maintenance Supervisor	1.00	0.00	1.00	56,867
Mobile Equip. Operator II	1.00	0.00	1.00	23,962
Plant Mechanic	1.00	0.00	1.00	23,046
Wastewater Mechanic	1.00	0.00	1.00	30,493
Network Tech I	1.00	0.00	1.00	32,677
Standby				3,650
Total	**13.00**	**0.00**	**13.00**	**433,295**

Wastewater Department

Lift Station Division

Appropriations Detail

Appropriations Detail — Account # 044-4082-535

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
1210 Regular Salaries & Wages	398,148	397,796	190,585	437,330	433,295
1410 Overtime	33,979	37,700	17,866	25,000	31,000
1530 Bonuses/Incentives	0	5,984	3,273	0	0
1641 Vacation/Terms & Buyouts	0	0	4,569	0	0
2110 FICA	31,290	31,922	15,690	31,058	30,946
221x Retirement	27,485	33,545	16,329	36,950	53,091
23xx Insurance	62,630	85,903	53,922	127,547	121,033
2410 Workers' Compensation	18,783	19,453	9,633	19,608	19,427
26xx Other Payroll Benefits	38,721	45,566	660	1,501	1,621
TOTAL PERSONAL SERVICES	611,036	657,869	312,527	678,994	690,413
OPERATING EXPENSES					
3410 Contract Services	48,725	45,793	18,557	48,680	49,200
4010 Travel	5,797	573	157	600	600
41xx Communication	3,518	4,901	1,806	2,909	3,955
4210 Postage	158	308	19	300	100
4310 Utilities	193,847	177,187	88,577	190,000	180,000
4410 Rentals	97	0	0	200	200
4415 Internal Fleet Lease	56,972	58,711	30,895	61,789	63,422
4510 Insurance	6,955	5,174	3,733	7,041	8,543
461x Repairs & Maintenance- Vehicles	126,052	127,348	79,389	108,340	110,400
4620 Repairs & Maintenance- Buildings	947	2,490	32	800	500
4625 Repairs & Maintenance- Non-Build	4,697	7,963	1,589	2,000	2,000
46xx Repairs & Maintenance- Equipment	25	90	1,105	1,120	1,120
4710 Printing & Binding	204	0	0	0	0
4920 Other Current Charges	0	0	0	0	0
4945 Injury/ Damage to Others	2,564	0	0	0	0
5180 Minor Furniture & Equip	10,977	5,380	3,788	7,800	6,800
5210 Operating Supplies	20,138	12,356	6,392	15,000	15,000
5215 Uniforms	6,106	4,618	1,952	5,528	3,480
5230 Fuel Purchases	25,376	31,948	17,779	27,700	35,558
5280 Chemicals	0	937	594	5,000	2,500
5410 Publications & Memberships	337	610	300	300	390
5520 Training	3,249	2,390	1,990	3,175	610
TOTAL OPERATING EXPENSES	516,741	488,777	258,654	488,282	484,378
TOTAL APPROPRIATIONS	1,127,777	1,146,646	571,181	1,167,276	1,174,791

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	678,994	690,413	11,419	1.68%
Operating Expenses	488,282	484,378	(3,904)	-0.80%
TOTALS	1,167,276	1,174,791	7,515	0.64%

Appropriations Detail

Account # 044-4088-5xx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
2510 Unemployment Compensation	1,287	4,125	0	0	0
TOTAL PERSONAL SERVICES	1,287	4,125	0	0	0
OPERATING EXPENSES					
4920 Other Current Charges	0	0	0	0	0
4950 Uncollectible Accounts	41,329	29,610	10,000	20,000	20,000
4962 Customer Accounts	638,405	671,827	334,461	679,101	735,660
4963 Meter Reading	117,549	116,626	56,859	133,860	140,079
5910 Depreciation Expense	1,509,269	1,449,718	785,353	1,400,000	1,570,706
TOTAL OPERATING EXPENSES	2,306,552	2,267,781	1,186,673	2,232,961	2,466,445
DEBT SERVICE					
7110 Principal-Long Term Debt	0	0	0	972,399	987,144
721x Interest-Long Term Debt	655,129	662,920	473,940	947,880	932,374
7311 Fees	29,537	2,414	1,794	1,616	2,390
7320 Amortize Debt Discount/Premium	3,366	3,366	0	3,366	3,368
7330 Amortize Debt Issue Cost	14,069	14,069	0	14,069	14,069
7340 Amortize Deferred Charges	0	0	0	0	0
TOTAL DEBT SERVICE	702,101	682,769	475,734	1,939,330	1,939,345
OTHER USES					
9101 Transfer to General Fund	662,070	708,241	350,376	700,751	889,418
9115 Transfer to Building Fund	760	540	140	0	0
9150 R&R Reserve	0	0	0	75,000	75,000
9151 Transfer to Gen Fix Asset	0	0	62,339	0	0
9152 Transfer to Fleet Fund	0	0	0	0	64,500
9160 Reserve/Future Capital	0	0	0	0	45,187
9960 Interest-Customer Deposit	22	19	0	0	0
TOTAL OTHER USES	662,852	708,800	412,855	775,751	1,074,105
TOTAL APPROPRIATIONS	3,672,792	3,663,475	2,075,262	4,948,042	5,479,895

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	2,232,961	2,466,445	233,484	10.46%
Debt Services	1,939,330	1,939,345	15	0.00%
Other Uses	775,751	1,074,105	298,354	38.46%
TOTALS	4,948,042	5,479,895	531,853	10.75%

Significant Budget Changes:
The increase in Operating Expenses is related to depreciation expense. The change in Other Uses is attributable to the transfer to the General Fund related to increasing revenues, and funds for two new generators to be purchased by the Fleet Fund.

Appropriations Detail

Account # 044-4099-535

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
31xx Professional Services	0	0	10,348	10,000	37,500
4210 Postage	0	(150)	0	0	0
4410 Rentals	0	(10,201)	0	0	0
4911 Advertising	0	(87)	0	0	0
TOTAL OPERATING EXPENSES	0	(10,438)	10,348	10,000	37,500
CAPITAL OUTLAY					
6210 Buildings	0	6,000	0	0	57,000
6310 Improvements Other than Bldgs	1,984,961	222,607	(8,380)	1,015,000	315,000
6410 Machinery & Equipment	0	34,127	135,651	338,000	324,100
TOTAL CAPITAL OUTLAY	1,984,961	262,734	127,271	1,353,000	696,100
DEBT SERVICE					
7210 Interest-Long Term Debt	330,710	299,213	0	0	0
TOTAL DEBT SERVICE	330,710	299,213	0	0	0
OTHER USES					
9999 WIP Contra	(2,315,672)	(551,510)	(137,618)	0	0
TOTAL OTHER USES	(2,315,672)	(551,510)	(137,618)	0	0
TOTAL APPROPRIATIONS	(1)	(1)	1	1,363,000	733,600

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	10,000	37,500	27,500	275.00%
Capital Outlay	1,353,000	696,100	(656,900)	-48.55%
TOTALS	1,363,000	733,600	(629,400)	-46.18%

Project Schedule

Project WF/Job	Title	Funding Source	Amount
440002	Collecting Sewers (331,000)		
	Lift Station Control Panels	Renewal & Replacement	50,000
	Manhole Rehabilitation/line repairs	Renewal & Replacement	70,000
811327	Lift Station #6 Rehab	Renewal & Replacement	67,000
811329	Lift Station #21 Rehab	Renewal & Replacement	64,000
811350	Master Antenna	Renewal & Replacement	10,000
811342	Sewer Slip Lining	Renewal & Replacement	70,000
440003	Other Equipment (62,100)		
811290	Effluent TSS Filter/ Rehab/ Sand	Renewal & Replacement	45,000
811297	Influent Sampler	Renewal & Replacement	5,100
811298	Autocave	Renewal & Replacement	12,000
440004	Vehicles & Equipment		
810783	Video Truck Equipment	Renewal & Replacement	75,000
440006	Treatment Plant (265,500)		
811316	Turnpike Maintenance Bldg Reroof	Renewal & Replacement	57,000
811302	Digester Decant Upgrade	Renewal & Replacement	37,500
811303	Thickner Pumps	Renewal & Replacement	20,000
811307	Turbidity In-line Meter	Renewal & Replacement	16,000
811204	Influent Mag Meter	Renewal & Replacement	30,000
811309	Canal St Radio Upgrade	Renewal & Replacement	85,000
811202	Sodium Hypochlorite Tank	Renewal & Replacement	20,000
	TOTAL		733,600
	Source of Funds		
		Renewal & Replacement	733,600
	TOTAL		733,600

Stan Carter, Information Technology Director

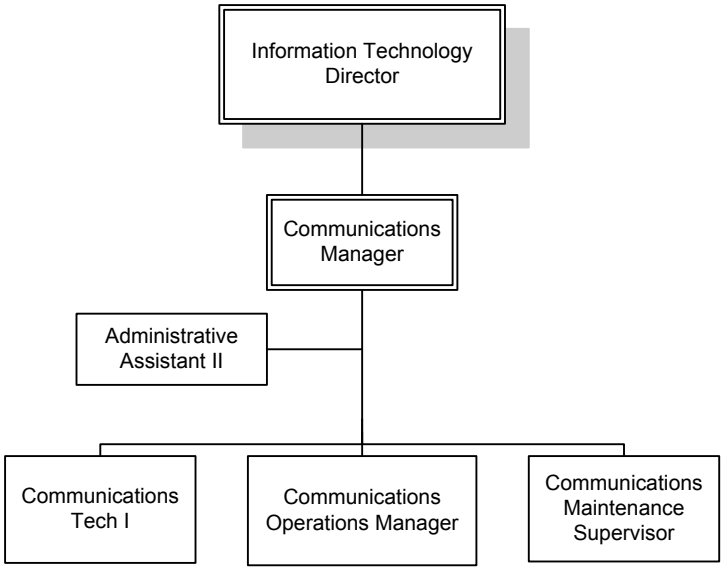
The Communications Department is responsible for providing fiber optic connections between City departments and to other customers. Broadband Internet service is also available to anyone. Tower rental to cellular phone providers is another function of this department.

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

$ 2,049,007

Communications System Description

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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING REVENUE					
Charges for Services	1,194,529	1,251,896	689,364	1,446,560	1,853,507
Other Operating Revenue	1,874	10,790	2,719	2,400	2,400
TOTAL OPERATING REVENUE	1,196,403	1,262,686	692,083	1,448,960	1,855,907
OPERATING APPROPRIATIONS					
Communications	933,090	969,951	502,706	1,005,343	1,160,087
Internet Service Provider	70,742	89,166	45,735	133,436	199,530
Other Operating Expenses	69,924	38,469	17,639	119,985	226,285
TOTAL APPROPRIATIONS	(1,073,756)	(1,097,586)	(566,080)	(1,258,764)	(1,585,902)
NET INCOME FROM OPERATIONS	122,647	165,100	126,003	190,196	270,005
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	(12)	(12)	(6)	0	0
NET OTHER INCOME	(12)	(12)	(6)	0	0
NET INCOME BEFORE TRANSFERS	122,635	165,088	125,997	190,196	270,005
Transfers to other funds	0	0	0	0	185,351
NET INCOME AFTER TRANSFERS	122,635	165,088	125,997	190,196	84,654
Other Sources	293,812	43,299	40,936	210,000	193,100
Capital Projects	(4)	(2)	0	(315,000)	(277,754)
NET OTHER SOURCES	293,808	43,297	40,936	(105,000)	(84,654)
UNAPPROPRIATED BALANCE	416,443	208,385	166,933	85,196	0

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES					
34390 Internet	96,721	126,273	84,537	202,770	375,340
34392 Commercial - Fiber	664,839	679,658	373,973	796,553	1,012,538
34396 Municipal - Fiber	246,046	253,121	128,845	255,369	268,005
34397 Antenna Tower Fees	184,786	189,899	97,174	191,868	197,624
34905 Penalties	2,137	2,945	4,835	0	0
TOTAL CHARGES FOR SERVICES	1,194,529	1,251,896	689,364	1,446,560	1,853,507
MISCELLANEOUS REVENUE					
36110 Interest on Investments	(3,772)	7,463	1,564	0	0
36130 Gain/Loss Investment	(920)	(502)	0	0	0
36402 Gain/Sale of Fixed Assets	0	(28,562)	0	0	0
36909 Other Income	1,591	145	59	0	0
36925 Misc Jobbing Revenue	4,975	32,246	1,096	2,400	2,400
TOTAL MISCELLANEOUS REVENUE	1,874	10,790	2,719	2,400	2,400
OTHER SOURCES					
38118 Transfer from Hwy 441/27 CRA (018)	146,837	43,299	36,036	0	0
38141 Transfer from Electric	0	0	4,689	0	0
38191 Transfer from Stormwater	0	0	211	0	0
38950 CRA Contribution	146,975	0	0	0	0
38962 Appropriated Renewal & Replacement	0	0	0	210,000	193,100
TOTAL OTHER SOURCES	293,812	43,299	40,936	210,000	193,100
TOTAL RESOURCES	1,490,215	1,305,985	733,019	1,658,960	2,049,007

Division Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
5023 **COMMUNICATIONS**					
Personal Services	305,256	367,446	178,335	286,580	396,697
Operating Expenses	627,834	602,505	324,371	718,763	763,390
Debt Service	69,924	38,469	17,639	119,985	226,285
Other Uses	0	0	0	0	185,351
TOTAL COMMUNICATIONS	1,003,014	1,008,420	520,345	1,125,328	1,571,723
5026 **INTERNET SERVICE PROVIDER**					
Operating Expenses	70,742	89,166	45,735	133,436	199,530
Other Uses	12	12	6	85,196	0
TOTAL INTERNET SERVICE	70,754	89,178	45,741	218,632	199,530
5099 **CAPITAL PROJECTS**					
Personal Services	70,185	12,795	3,827	53,667	50,501
Operating Expenses	29,640	5,745	4,385	1,328	1,251
Capital Outlay	502,357	49,431	127,623	260,005	226,002
Other Uses	(602,178)	(67,969)	(135,835)	0	0
TOTAL CAPITAL PROJECTS	4	2	0	315,000	277,754
GRAND TOTAL					
Personal Services	375,441	380,241	182,162	340,247	447,198
Operating Expenses	728,216	697,416	374,491	853,527	964,171
Capital Outlay	502,357	49,431	127,623	260,005	226,002
Debt Service	69,924	38,469	17,639	119,985	226,285
Other Uses	(602,166)	(67,957)	(135,829)	85,196	185,351
TOTAL APPROPRIATIONS	1,073,772	1,097,600	566,086	1,658,960	2,049,007

Values & Goals

Value: Excellence in All We Do

Goals:
- Emphasize quality and customer service by "doing it right" the first time
- Enhance employee skills in all fiber optic troubleshooting processes through on-site and online training
- Utilize "train-the-trainer" programs, monthly meetings, and cross-training within the department to emphasize providing customers with value-added service in all aspects of the communications enterprise
- Develop periodic communication channel(s) to customer accounts
- Assess rebranding of communications utility

Value: Fiscal Responsibility

Goals:
- Ensure all team members understand the financial implications of all types of expenditures
- Identify strategic large customers on or near existing fiber
- Identify strategic geographic footprint for future fiber deployment
- Encourage team members to identify cost savings in all aspects of the business
- Ensure fiber optic network expansions leverage existing backbone network to save costs
- Increase productivity and reduce cost by stressing quality and time sensitive installations when adding customers to the network
- Stress customer service as a way to enhance financial goals of the organization
- Review customer records to ensure billing accuracy
- Evaluate potential deployment of additional capital

Value: Organizational Development and Self Sufficiency

Goals:
- Continuous assessment of operations and implications for personnel requirements
- Continue cross-training to provide back-up support for key roles in the department
- Implement Fiber Manager as a tool to manage the fiber network
- Develop and refine electronic and hardcopy filing systems to maintain accessible records of communications activities
- Develop documented procedures for communications activities
- Implement use of City's online training courses for each employee

Value: Employee Empowerment

Goals:
- Encourage team members to take ownership of all aspects of the business and support independent decision making
- Create a team that empowers and encourages all members to make independent decisions
- Challenge staff to learn better ways to accomplish a goal
- Empower each staff member to identify areas of professional growth and to set goals that are appropriate and measurable

Major Accomplishments:
- Exceeded the adopted cash reserve policy goal
- Placed Fiber Manager software into production
- Added ten circuits with major customer
- Won very large Internet contract
- Established redundant Internet connection
- Completed assigned portion of Smart Grid project ahead of schedule and under budget
- Deployed initial core / remote switch architecture

Performance Measures

	2010-11	2011-12	2012-13
Total route miles	184	244	247
Revenue	$1,262,686	$1,482,237	$1,814,164
Customer sites served	223	225	235
Internet service revenue [annual billing]	$123,923	$202,770	$339,610
Circuits terminated for other providers	0	3	8

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II	1.00	0.00	1.00	31,138
Communications Technician I	1.00	1.00	2.00	67,954
Communications Technician II	1.00	(1.00)	0.00	0
Communiations Maintenance Supervisor	0.00	1.00	1.00	58,656
Communications Operations Manager	1.00	0.00	1.00	62,337
Communications Manager	1.00	0.00	1.00	79,540
Time charged directly to Capital Projects				(39,871)
Standby				3,650
Total	**5.00**	**1.00**	**6.00**	**263,404**

Appropriations Detail

Account # 045-5023-5xx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	224,466	259,019	120,454	214,684	263,404
1310	Temporary Labor	0	628	6,496	0	24,960
1410	Overtime	18,966	12,832	8,883	6,000	12,120
15xx	Bonuses/Incentives	0	0	1,523	0	0
1641	Vacation/Terms & Buyouts	0	0	2,206	0	0
2110	FICA	18,265	19,975	10,316	15,581	21,024
221x	Retirement	13,608	19,403	8,910	16,612	27,945
23xx	Insurance	21,394	35,811	18,549	38,680	52,891
2410	Workers' Compensation	2,395	2,959	1,467	2,619	3,152
262x	Other Payroll Benefits	17,199	18,744	97	294	396
2999	Allocated Labor Expense	(11,037)	(1,925)	(566)	(7,890)	(9,195)
TOTAL PERSONAL SERVICES		305,256	367,446	178,335	286,580	396,697
OPERATING EXPENSES						
31xx	Professional Services	36,294	36,472	19,859	42,430	13,530
3499	Inter Dept Contract Oblig	0	7,760	1,376	0	25,000
4010	Travel	1,270	0	256	300	2,000
41XX	Communication	1,622	2,015	768	2,006	2,006
4210	Postage	166	106	148	120	200
4310	Utilities	7,003	6,540	3,134	7,707	7,507
4410	Rentals	69,518	83,676	42,549	137,300	151,067
4415	Fleet Lease	17,104	23,724	11,862	23,725	25,709
4499	Allocated Equip. Rental	(24,983)	(4,501)	(1,726)	0	0
4510	Insurance	13,196	13,093	6,798	12,513	15,029
461x	Repairs & Maintenance- Vehicles	12,672	12,260	5,610	13,220	14,540
4620	Repairs & Maintenance- Buildings	324	140	54	150	150
462x	Repairs & Maintenance- Non-Build	620	634	0	7,500	1,500
46xx	Repairs & Maintenance- Equipment	105,597	43,821	15,372	55,200	80,230
4710	Printing & Binding	220	0	88	100	100
4810	Promotional Activities	0	0	0	1,200	340
49xx	Other Current Charges	4,721	838	323	600	400
4945	Injury/ Damage to Others	0	13	0	0	0
4950	Uncollectible Accounts	2,463	(429)	5,000	10,000	10,000
4961	General Administrative	9,290	13,276	11,335	26,306	31,352
4962	Customer Accounts	66,049	61,724	52,913	48,694	51,898
4970	Regulatory Asessment Fees	600	705	600	650	705
5180	Minor Furniture/Equipment	792	22,767	648	2,500	2,500
521x	Operating Supplies	6,060	4,057	9,566	7,000	13,900
5215	Uniforms	768	647	768	1,000	1,500
5230	Fuel Purchases	6,634	7,521	2,213	6,770	4,426
5299	Allocated Material Expense	(4,657)	(1,244)	(1,859)	(1,328)	(1,549)
5410	Publications & Memberships	350	0	0	350	850
5440	Education	0	0	0	0	0
5520	Training	0	0	39	12,750	8,500
5910	Depreciation Expense	294,141	266,890	136,677	300,000	300,000
TOTAL OPERATING EXPENSES		627,834	602,505	324,371	718,763	763,390
DEBT SERVICE						
71xx	Principal Payment	0	0	0	85,000	195,000
72xx	Interest Payments	41,424	38,469	17,639	34,985	31,285
7311	Fees	28,500	0	0	0	0
TOTAL DEBT SERVICE		69,924	38,469	17,639	119,985	226,285
OTHER USES						
9101	Transfer to General Fund	0	0	0	0	185,351
TOTAL OTHER USES		0	0	0	0	185,351
TOTAL APPROPRIATIONS		1,003,014	1,008,420	520,345	1,125,328	1,571,723

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	286,580	396,697	110,117	38.42%
Operating Expenses	718,763	763,390	44,627	6.21%
Debt Service	119,985	226,285	106,300	88.59%
Other Uses	0	185,351	185,351	100.00%
TOTALS	1,125,328	1,571,723	446,395	39.67%

Significant Budget Changes:
The increase in Personal Services is related to the addition of a Communication Technician I position and funding for a Communication Intern or temporary labor. The change in the Debt Service category is attributable to the Stormwater loan payment. Other Uses increased due to the Communications fund contributing the maximum to the General Fund or 10% of revenues.

Communications Department

Internet Service Provider Division

Appropriations Detail

Appropriations Detail

Account # 045-5026-5xx

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	69,773	105	285	500	500
3410 Contract Services	0	89,061	39,624	132,936	193,200
4911 Advertising	969	0	5,826	0	5,830
TOTAL OPERATING EXPENSES	70,742	89,166	45,735	133,436	199,530
OTHER USES					
9960 Interest - Customer Deposit	12	12	6	0	0
9160 Reserve/Future Capital	0	0	0	85,196	0
TOTAL OTHER USES	12	12	6	85,196	0
TOTAL APPROPRIATIONS	70,754	89,178	45,741	218,632	199,530

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	133,436	199,530	66,094	49.53%
Other Uses	85,196	0	(85,196)	-100.00%
TOTALS	218,632	199,530	(19,102)	-8.74%

Appropriations Detail

Account # 045-5099-5xx

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	47,856	8,346	2,452	34,209	32,192
2110	FICA	3,348	611	180	2,617	2,463
221x	Retirement	3,257	725	160	2,737	2,576
23xx	Insurance	3,945	1,053	426	5,663	5,328
2410	Workers' Compensation	711	131	39	551	518
262x	Other Payroll Benefits	31	4	4	0	0
2999	Allocated Personal Expense	11,037	1,925	566	7,890	7,424
	TOTAL PERSONAL SERVICES	70,185	12,795	3,827	53,667	50,501
OPERATING EXPENSES						
31xx	Professional Services	0	0	211	0	0
4499	Allocated Equip Rental	24,983	4,501	1,726	0	0
5210	Operating Supplies	0	0	589	0	0
5299	Allocated Material Expense	4,657	1,244	1,859	1,328	1,251
	TOTAL OPERATING EXPENSES	29,640	5,745	4,385	1,328	1,251
CAPITAL OUTLAY						
6110	Land Costs	3,836	0	0	0	0
6210	Buildings	0	0	24,000	0	0
6310	Improvements Other Than Bldgs	253,660	55,505	38,088	225,005	160,002
6410	Machinery & Equipment	116,600	(40,332)	14,957	35,000	66,000
6460	Taxable Materials	119,870	32,017	47,269	0	0
64xx	Use Tax	8,391	2,241	3,309	0	0
	TOTAL CAPITAL OUTLAY	502,357	49,431	127,623	260,005	226,002
OTHER USES						
9999	WIP Contra	(602,178)	(67,969)	(135,835)	0	0
	TOTAL OTHER USES	(602,178)	(67,969)	(135,835)	0	0
TOTAL APPROPRIATIONS		4	2	0	315,000	277,754

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	53,667	50,501	(3,166)	-5.90%
Operating Expenses	1,328	1,251	(77)	-5.80%
Capital Outlay	260,005	226,002	(34,003)	-13.08%
TOTALS	315,000	277,754	(37,246)	-11.82%

Project Schedule

Project WF/Job	Title	Funding Source	Amount
450001	New Customer Additions	Current Revenue	38,654
450002	Fiber Relocations	Renewal & Replacement	173,100
450008	Other Equipment (66,000)		
	Fusion Splicer	Current Revenue	16,000
	Remote Switch	Current Revenue	20,000
	Test Bench	Current Revenue	10,000
	Optical Time Domain Reflectometer	Renewal & Replacement	20,000
	TOTAL		277,754
	Source of Funds		
		Current Revenue	84,654
		Renewal & Replacement	193,100
	TOTAL		277,754

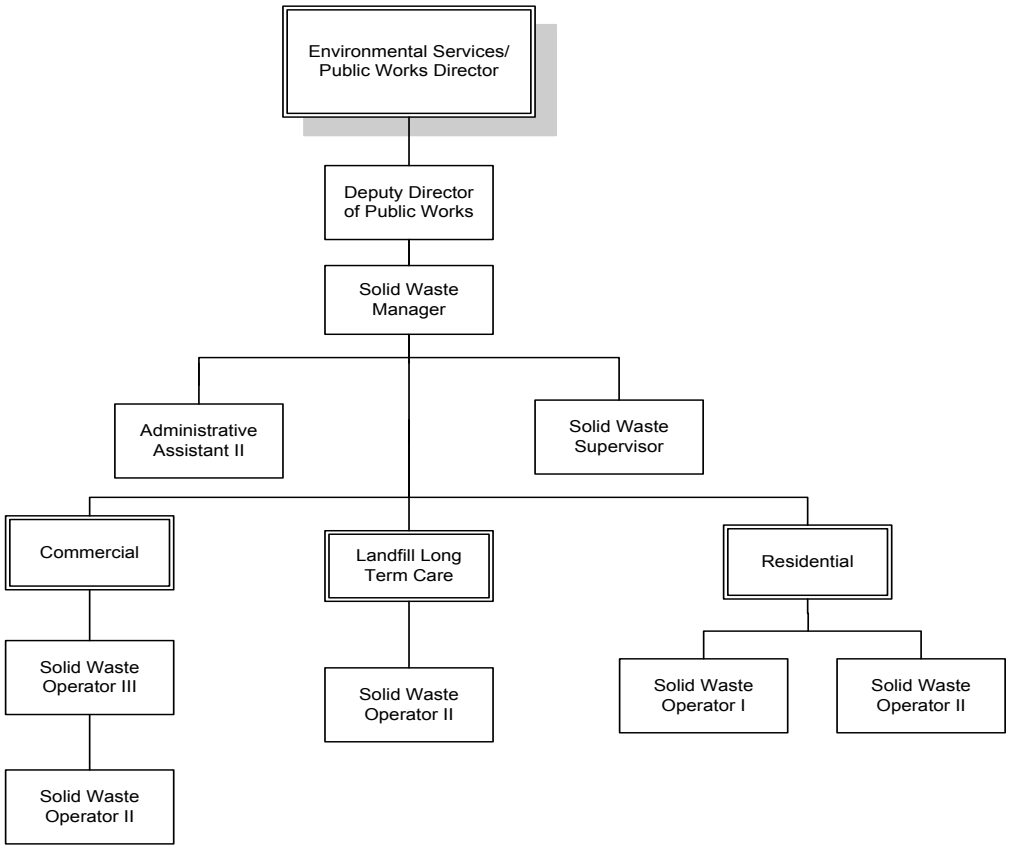
Ray Sharp, Environmental Services/Public Works Director

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

$ 3,666,759

Solid Waste Department

Solid Waste System Description

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. This year the City will be entering into a new program expanding our recycling program, possibly offering a single stream operation that will reduce the cost of handling recyclables. 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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING REVENUE					
Charges for Services	3,664,532	3,643,048	1,836,384	3,588,091	3,631,500
Other Operating Revenues	39,656	38,102	18,332	29,700	30,059
TOTAL OPERATING REVENUE	3,704,188	3,681,150	1,854,716	3,617,791	3,661,559
OPERATING APPROPRIATIONS					
Long-Term Care	94,895	102,980	47,268	123,016	125,871
Residential	1,445,793	1,492,297	743,026	1,582,289	1,629,467
Commercial	1,381,112	1,497,884	739,677	1,577,505	1,585,966
Other Operating Expenses	(68,785)	(70,228)	(47,268)	(68,785)	(68,785)
TOTAL APPROPRIATIONS	(2,853,015)	(3,022,933)	(1,482,703)	(3,214,025)	(3,272,519)
NET INCOME FROM OPERATIONS	851,173	658,217	372,013	403,766	389,040
Non-Operating Revenue	(2,487)	19,105	5,828	5,200	5,200
Non-Operating Appropriations	0	0	0	0	0
NET OTHER INCOME	(2,487)	19,105	5,828	5,200	5,200
NET INCOME BEFORE TRANSFERS	848,686	677,322	377,841	408,966	394,240
Transfers to other funds	267,090	266,883	131,144	262,289	361,779
NET INCOME AFTER TRANSFERS	581,596	410,439	246,697	146,677	32,461
Other Sources	0	0	0	0	0
Capital Projects	(30)	(28)	(9)	0	0
NET OTHER SOURCES	(30)	(28)	(9)	0	0
UNAPPROPRIATED BALANCE	581,566	410,411	246,688	146,677	32,461

Solid Waste Department

Revenue Detail

Revenue Detail

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES						
34341	Residential Refuse	1,492,728	1,497,222	761,020	1,485,000	1,502,968
34342	Commercial Dumpster	1,615,537	1,603,208	805,538	1,628,550	1,648,255
34343	Commercial Manual Refuse	234,251	238,221	119,249	223,740	226,447
34344	Roll-Off/ Compactors	78,809	82,135	35,249	58,000	58,702
34345	Commercial Compactor Pickup Fees	193,266	175,556	92,007	142,801	144,528
34346	Interdept/Refuse	49,941	46,706	23,321	50,000	50,600
34905	Penalties	39,046	37,562	18,332	29,700	30,059
34910	Misc Operating Revenue	610	540	0	0	0
TOTAL CHARGES FOR SERVICES		3,704,188	3,681,150	1,854,716	3,617,791	3,661,559
MISCELLANEOUS REVENUE						
36110	Interest on Investments	(1,035)	10,652	2,230	0	0
36130	Gain/Loss Investments	(872)	(679)	0	0	0
36402	Gain - Sale of Fixed Assets	(9,131)	0	0	0	0
36501	Sale of Surplus Materials	3,313	2,989	2,233	0	0
36925	Misc Jobbing Revenue	0	75	0	0	0
36945	Recyclables - County	5,238	6,068	1,349	5,200	5,200
36990	Misc Non-Operating Rev	0	0	16	0	0
TOTAL MISCELLANEOUS		(2,487)	19,105	5,828	5,200	5,200
TOTAL RESOURCES		3,701,701	3,700,255	1,860,544	3,622,991	3,666,759

Division Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
5142 **LONG-TERM CARE**					
Personal Services	22,685	24,896	12,841	25,415	26,802
Operating Expenses	72,210	78,084	34,427	97,601	99,069
Other Uses	(68,785)	(70,228)	(47,268)	(68,785)	(68,785)
TOTAL LONG-TERM CARE	26,110	32,752	0	54,231	57,086
5143 **RESIDENTIAL**					
Personal Services	446,931	494,392	246,589	529,619	530,245
Operating Expenses	998,862	997,905	496,437	1,052,670	1,078,222
Capital Outlay	0	0	0	0	21,000
Other Uses	108,750	112,256	53,831	107,662	148,329
TOTAL RESIDENTIAL	1,554,543	1,604,553	796,857	1,689,951	1,777,796
5144 **COMMERCIAL**					
Personal Services	375,750	410,326	190,902	394,093	414,642
Operating Expenses	1,005,362	1,087,558	548,775	1,183,412	1,162,324
Capital Outlay	0	0	0	0	9,000
Other Uses	158,370	154,655	77,322	301,304	245,911
TOTAL COMMERCIAL	1,539,482	1,652,539	816,999	1,878,809	1,831,877
GRAND TOTAL					
Personal Services	845,366	929,614	450,332	949,127	971,689
Operating Expenses	2,076,434	2,163,547	1,079,639	2,333,683	2,339,615
Capital Outlay	0	0	0	0	30,000
Other Uses	198,335	196,683	83,885	340,181	325,455
TOTAL APPROPRIATIONS	3,120,135	3,289,844	1,613,856	3,622,991	3,666,759

Solid Waste Department

Landfill Long-Term Care Division

Values & Goals

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
- Utilize the Florida DEP Landfill Inspection Checklist to accurately monitor the landfill site according to the inspectors' guidelines
- Modify existing recycling building to provide a storage transfer area for the single stream recycle material that will be taken to a vendor for sorting and sales
- Maintain staging and mulching site for yard debris at Leesburg Landfill and remain in compliance with the DEP standards
- Research and implement a secondary resource for the reuse of the mulch at the landfill

Major Accomplishments:

- Passed annual inspection of the City's 120 acre site and additional 40 acre site in compliance with the Florida DEP
- Cost reduction in personnel services by utilizing outside contractor for mowing and baling of hay creating a reuse product of the landfill at no cost
- Utilized the 40 acre landfill that was brought into compliance by the solid waste department, creating a reuse area for the Annual City Employee Picnics

Performance Measures:

	2010-11	2011-12	2012-13
Occurrences:			
Mow landfill	14	4	6
Clean under-drain of all debris	1	0	0
Inspect fence line for necessary repairs	48	48	48
Report leachate readings to the State	12	12	12
FDEP Landfill Inspection	0	0	12

Personnel Schedule

Classification	2012	Change	2013	Amount
Solid Waste Operator II[1]	0.50	0.00	0.50	16,078
Total	**0.50**	**0.00**	**0.50**	**16,078**

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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	15,356	16,095	7,730	15,465	16,078
1410	Overtime	190	59	46	0	200
1530	Bonuses/Incentives	0	0	161	0	0
2110	FICA	1,094	1,140	561	1,088	1,134
221x	Retirement	1,107	1,393	694	1,387	2,229
23xx	Insurance	3,176	4,373	2,747	5,715	5,331
2410	Workers' Compensation	1,762	1,836	902	1,760	1,830
26xx	Other Payroll Benefits	0	0	0	0	0
	TOTAL PERSONAL SERVICES	22,685	24,896	12,841	25,415	26,802
OPERATING EXPENSES						
31xx	Professional Services	55,923	56,880	23,297	74,980	75,655
3410	Contract Services	0	0	0	0	0
4310	Utilities	9,585	9,599	4,777	10,500	10,500
4410	Rentals	325	817	390	877	800
4415	Fleet Lease	1,841	5,227	2,613	5,227	5,227
4510	Insurance	1,100	1,331	591	1,127	1,183
461x	Fleet Maintenance	2,520	2,160	1,080	2,160	2,160
4625	R&M/Non-Building (OTB)	180	7	199	1,000	1,000
4920	Other Current Charges	552	35	0	0	0
52xx	Operating Supplies	214	282	0	400	690
5230	Fuel Purchases	(30)	1,746	1,480	1,330	1,854
	TOTAL OPERATING EXPENSES	72,210	78,084	34,427	97,601	99,069
OTHER USES						
9920	Contra-Curr Cost Long Term Care	(68,785)	(70,228)	(47,268)	(68,785)	(68,785)
9999	WIP Contra	0	0	0	0	0
	TOTAL OTHER USES	(68,785)	(70,228)	(47,268)	(68,785)	(68,785)
TOTAL APPROPRIATIONS		26,110	32,752	0	54,231	57,086

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	25,415	26,802	1,387	5.46%
Operating Expenses	97,601	99,069	1,468	1.50%
Other Uses	(68,785)	(68,785)	0	0.00%
TOTALS	54,231	57,086	2,855	5.26%

Values & Goals

Value: Excellence in All We Do

Goals:
- Continue cross-training staff to ensure safe operation of all residential equipment
- Accommodate our "special needs" customers to provide service within 48 hours
- Increase recycling by updating the curbside collection and processing system by implementing the single stream method
- Educate and work with Code Enforcement and Neighborhood Coordinator to increase code compliance

Value: Fiscal Responsibility

Goals:
- Continue conducting a monthly efficiency route audit for solid waste service areas to ensure residential accounts are being billed correctly for locations and number of containers to ensure records are current
- Educate customers about existing residential recycling program to effectively decrease the amount of disposal into the landfill
- Increase awareness of solid waste services provided by utilizing available media and advertisement sites
- Look at the geographical area and determine convenient areas to consider for recycle drop-off program to increase recycling throughout the City

Major Accomplishments:
- Supported City events, which included Leesburg's Keep the City Beautiful program, Mardi Gras, and the Fine Arts Festival
- Reduction in disposal by diverting 18,000 cubic yards of residential yard debris
- Completed disposal site at the Leesburg Landfill for yard debris storage and shredding/burning for reduction in disposal costs

Performance Measures:

	2010-11	2011-12	2012-13
Number of residential accounts	6,391	6,547	6,874
Tons of solid waste taken to incinerator	8,046	8,552	8,979
Tons of scrap metal recycled	3	16	16
Tons of tires collected	10	10	10
Tons of household items recycled	408	393	413
Number of special needs pickups	4	8	8
Number of employees being cross-trained in-house	7	12	3
Number of code compliance calls	14	16	17
Tons of E-Waste	8	0	3

Personnel Schedule

Classification	2012	Change	2013	Amount
Deputy Director of Public Works[1]	0.45	0.00	0.45	33,378
Administrative Assistant I	0.50	(0.50)	0.00	0
Administrative Assistant II[2]	0.00	0.50	0.50	18,731
Solid Waste Manager[3]	0.50	0.00	0.50	28,403
Solid Waste Operator I	7.00	0.00	7.00	176,634
Solid Waste Operator II[4]	1.50	0.00	1.50	51,209
Solid Waste Supervisor[5]	0.50	0.00	0.50	23,078
Total	**10.45**	**0.00**	**10.45**	**331,433**

Notes: Allocations

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

Administrative Assistant II[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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
1210	Regular Salaries & Wages	294,484	304,814	148,285	319,621	331,433
1310	Temporary Labor	0	0	0	0	0
1410	Overtime	4,943	3,415	4,080	10,764	9,000
1530	Bonuses/Incentives	0	4,018	2,995	0	0
1641	Vacation/Terms & Buyout	0	0	5,068	0	0
2110	FICA	21,394	22,029	11,415	22,573	23,681
221x	Retirement	18,836	23,887	11,946	25,096	39,644
23xx	Insurance	49,309	73,138	47,680	120,245	92,785
2410	Workers' Compensation	27,794	29,710	15,029	30,930	31,933
262x	Other Payroll Benefits	30,171	33,381	91	390	1,769
	TOTAL PERSONAL SERVICES	446,931	494,392	246,589	529,619	530,245
OPERATING EXPENSES						
3410	Contract Services	341,126	345,957	176,146	400,320	400,385
4010	Travel	604	76	0	500	500
41xx	Communication	402	533	270	450	450
4415	Internal Fleet Lease	259,781	243,447	121,724	243,447	243,446
4510	Insurance	10,301	9,294	4,707	9,168	9,641
461x	Repairs & Maintenance- Vehicles	109,181	97,893	52,350	97,660	101,560
463x	Repairs & Maintenance- Equipment	549	755	1,130	2,360	3,210
4710	Printing & Binding	27	0	214	200	200
4810	Promotional Activities	3,495	3,532	107	3,460	3,500
49xx	Advertising/Other Current Charge	217	3,144	45	200	200
4950	Uncollectible Accounts	30,574	10,353	5,000	10,000	10,000
4961	General Administrative	43,322	41,649	19,852	44,005	40,532
4962	Customer Accounts	103,258	108,259	55,775	108,492	111,172
5180	Minor Furniture/Equipment	165	235	170	0	300
5210	Operating Supplies	4,291	26,512	1,068	36,000	36,000
5215	Uniforms	1,164	1,421	1,425	2,800	2,900
5230	Fuel Purchases	78,138	93,841	50,923	80,330	101,846
5410	Publications & Memberships	584	358	151	378	380
5520	Training	835	25	508	1,900	1,000
5910	Depreciation Expense	10,848	10,621	4,872	11,000	11,000
	TOTAL OPERATING EXPENSES	998,862	997,905	496,437	1,052,670	1,078,222
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	0	0	0	0	2,800
6410	Machinery & Equipment	0	0	0	0	18,200
	TOTAL CAPITAL OUTLAY	0	0	0	0	21,000
OTHER USES						
9101	Transfer to General Fund	108,750	112,256	53,831	107,662	148,329
	TOTAL OTHER USES	108,750	112,256	53,831	107,662	148,329
TOTAL APPROPRIATIONS		1,554,543	1,604,553	796,857	1,689,951	1,777,796

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	529,619	530,245	626	0.12%
Operating Expenses	1,052,670	1,078,222	25,552	2.43%
Capital Outlay	0	21,000	21,000	100.00%
Other Uses	107,662	148,329	40,667	37.77%
TOTALS	1,689,951	1,777,796	87,845	5.20%

Values & Goals

Value: Fiscal Responsibility

Goals:

- Continue conducting monthly efficiency route audit for solid waste service areas to ensure dumpster, roll-off and compactor accounts are being billed correctly for container size to ensure records are current and accurate
- Promote advertising for the green box collection method to the existing commercial recycling program to effectively decrease the amount of landfill waste, creating a reduction in disposal fees
- Conduct rate study of commercial recycling services in order to evaluate fees and to be more competitive in this area of business
- Continue the conversion of hand commercial accounts to dumpster accounts

Major Accomplishments

- Commercial budget reduction of 70%
- Achieved cross-training of eligible employees

Performance Measures:

	2010-11	2011-12	2012-13
Hand commercial accounts	628	622	653
Dumpster accounts	735	739	775
Hand commercial solid waste collected (tons)	695	624	655
Commercial dumpster solid waste collected (tons)	13,302	12,902	13,547
Commercial construction and demo	1,112	1,710	1,795
Commercial recycling accounts	10	13	15
Compactor accounts	19	18	20

Personnel Schedule

Classification	2012	Change	2013	Amount
Deputy Director of Public Works[1]	0.45	0.00	0.45	33,377
Administrative Assistant I	0.50	(0.50)	0.00	0
Administrative Assistant II[2]	0.00	0.50	0.50	18,731
Solid Waste Manager[3]	0.50	0.00	0.50	28,403
Solid Waste Operator II	3.00	(1.00)	2.00	63,398
Solid Waste Operator III	2.00	1.00	3.00	92,497
Solid Waste Supervisor[4]	0.50	0.00	0.50	23,078
Total	**6.95**	**0.00**	**6.95**	**259,484**

Notes: Allocations

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

Administrative Assistant II[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 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	244,463	256,765	118,417	251,241	259,484
1410	Overtime	10,487	10,135	5,972	10,000	10,000
1530	Bonuses/Incentives	0	1,160	1,302	0	0
1641	Vacation/Terms & Buyout	0	0	3,627	0	
2110	FICA	18,498	19,420	9,466	18,132	19,103
221x	Retirement	18,143	22,549	10,622	22,536	33,673
23xx	Insurance	35,577	48,674	30,007	68,790	68,490
2410	Workers' Compensation	23,321	24,565	11,420	23,148	23,745
26xx	Other Payroll Benefits	25,261	27,058	69	246	147
	TOTAL PERSONAL SERVICES	375,750	410,326	190,902	394,093	414,642
OPERATING EXPENSES						
3410	Contract Services	524,094	506,584	251,473	600,350	550,350
4010	Travel	533	0	0	500	500
41xx	Communication	491	588	297	750	750
4210	Postage	36	53	15	100	100
4310	Utilities	2,484	9,771	4,097	10,670	10,000
4415	Internal Fleet Lease	114,310	153,596	76,798	153,596	165,755
4510	Insurance	9,161	8,659	4,530	8,863	9,218
461x	Repairs & Maintenance- Vehicles	42,180	51,542	25,390	50,140	50,240
462x	Repairs & Maintenance- Non-Build	15,648	24,088	10,868	20,000	20,000
463x	Repairs & Maintenance- Equipment	520	520	160	320	820
4710	Printing & Binding	425	0	354	0	300
4810	Promotional Activities	0	37	0	500	500
4911	Advertising - Other Ads	38	0	0	0	0
4920	Other Current Charges	0	0	70	0	70
4945	Injury/ Damage to Others	1,479	2,250	8,094	0	0
4950	Uncollectible Accounts	(13,858)	4,229	5,000	10,000	10,000
4961	General Administrative	64,982	62,474	29,778	66,007	60,798
4962	Customer Accounts	154,887	162,389	83,662	162,738	166,758
5180	Minor Furniture & Equipment	210	1,854	170	0	500
5210	Operating Supplies	25,977	20,712	2,743	25,000	25,000
5215	Uniforms	1,158	1,180	998	1,700	1,500
5230	Fuel Purchases	46,542	66,832	38,882	59,900	77,765
5410	Publications & Memberships	271	358	151	378	400
5520	Training	835	25	508	1,900	1,000
5910	Depreciation Expense	12,959	9,817	4,737	10,000	10,000
	TOTAL OPERATING EXPENSES	1,005,362	1,087,558	548,775	1,183,412	1,162,324
CAPITAL OUTLAY						
6410	Machinery & Equipment	0	0	0	0	9,000
	TOTAL CAPITAL OUTLAY	0	0	0	0	9,000
OTHER USES						
9101	Transfer to General Fund	158,340	154,627	77,313	154,627	213,450
9160	Reserve/Future Capital	0	0	0	146,677	32,461
9960	Interest- Customer Deposits	30	28	9	0	0
9999	WIP - Contra	0	0	0	0	0
	TOTAL OTHER USES	158,370	154,655	77,322	301,304	245,911
TOTAL APPROPRIATIONS		1,539,482	1,652,539	816,999	1,878,809	1,831,877

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	394,093	414,642	20,549	5.21%
Operating Expenses	1,183,412	1,162,324	(21,088)	-1.78%
Capital Outlay	0	9,000	9,000	100.00%
Other Uses	301,304	245,911	(55,393)	-18.38%
TOTALS	1,878,809	1,831,877	(46,932)	-2.50%

Project Schedule

Title	Funding Source	Amount
Single Stream Relocation Center	Current Revenue	30,000
TOTAL		30,000
Source of Funds		
	Current Revenue	30,000
TOTAL		30,000

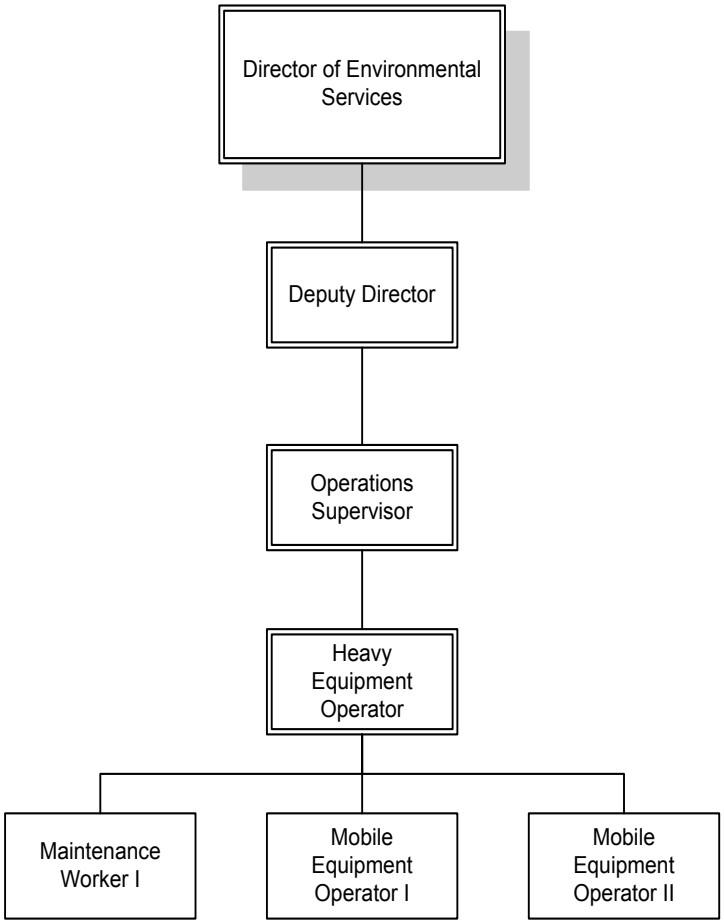
Ray Sharp, Environmental Services/Public Works Director

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

$ 1,948,862

Stormwater Department

Stormwater System Description

Stormwater System Description

The stormwater system is a combination of manmade structures/open ditch lines and natural terrain that have historically been used as stormwater facilities. All of the city's stormwater naturally flows to Lakes Griffin, Harris, Denham and the Palatlakha River but is detained in several areas to enhance water quality. The City identified 17 sub-basins with a total area of 82 square miles for improvements. This year the department will conduct projects in the Carver Heights, Tally and Hollywood basins. The Stormwater Department will also fund and oversee several ditch line enclosure projects. Funding for the continuation of the National Pollutant Discharge Elimination Program (NPDES) phase II requirements was included in the Fiscal Year 2011-12 budget. Additionally, the Stormwater Department operates the street sweeping program.

The City's system is located in and regulated by the St. Johns River Water Management district. The City of Leesburg stormwater management fee is based on the square footage of impervious area at a rate of $5.50 per month per calculated equivalent residential unit (ERU). In Fiscal Year 2012-13 the rates were reduced by 8.3%.

Budget Summary- Operating Statement

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING REVENUE					
Charges For Services	1,556,173	1,559,124	776,038	1,543,000	1,452,680
Other Operating Revenue	104,921	17,551	2,638	5,000	5,000
TOTAL OPERATING REVENUE	1,661,094	1,576,675	778,676	1,548,000	1,457,680
OPERATING APPROPRIATIONS					
Stormwater	1,463,386	1,336,807	622,885	1,262,518	1,233,862
TOTAL APPROPRIATIONS	(1,463,386)	(1,336,807)	(622,885)	(1,262,518)	(1,233,862)
NET INCOME FROM OPERATIONS	197,708	239,868	155,791	285,482	223,818
Non-Operating Revenue	0	0	0	0	0
Non-Operating Appropriations	0	0	0	0	0
NET OTHER INCOME	0	0	0	0	0
NET INCOME BEFORE TRANSFERS	197,708	239,868	155,791	285,482	223,818
Transfers to other funds	0	0	0	0	0
NET INCOME AFTER TRANSFERS	197,708	239,868	155,791	285,482	223,818
Other Sources	0	0	0	0	0
Capital Projects	0	(3)	(11,259)	(900,000)	(715,000)
NET OTHER SOURCES	0	(3)	(11,259)	(900,000)	(715,000)
UNAPPROPRIATED BALANCE	197,708	239,865	144,532	(614,518)	(491,182)

Stormwater Department

Revenue Detail

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
INTERGOVERNMENTAL REVENUE					
33436 State Grant	0	0	0	0	0
33449 Joint Participation Agreement	50,204	0	0	0	0
33737 Lake County Water Authority	60,055	(924)	0	0	0
TOTAL INTERGOVERNMENTAL REVEI	110,259	(924)	0	0	0
CHARGES FOR SERVICES					
34306 Stormwater Utility Fees	1,540,693	1,544,176	768,661	1,533,000	1,438,880
34905 Penalties	15,480	14,948	7,377	10,000	13,800
TOTAL CHARGES FOR SERVICES	1,556,173	1,559,124	776,038	1,543,000	1,452,680
MISCELLANEOUS REVENUE					
36110 Interest on Investments	(5,424)	12,211	2,638	5,000	5,000
36130 Gain/Loss Investments	(1,193)	(797)	0	0	0
36402 Gain/ Sale of Fixed Assets	0	6,675	0	0	0
36906 Misc. Reimbursement	1,279	386	0	0	0
TOTAL MISCELLANEOUS REVENUE	(5,338)	18,475	2,638	5,000	5,000
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	614,518	341,182
38962 Appropriated Renewal & Replacei	0	0	0	0	150,000
38990 Misc Non-Operating Rev	0	6,569,961	0	0	0
TOTAL OTHER SOURCES	0	6,569,961	0	614,518	491,182
TOTAL RESOURCES	1,661,094	8,146,636	778,676	2,162,518	1,948,862

Division Summary of Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
5171 **STORMWATER**					
Personal Services	189,576	212,083	104,249	216,816	238,280
Operating Expenses	794,433	1,124,724	518,425	1,045,702	913,670
Capital Outlay	392,977	0	0	0	0
Other Uses	86,400	0	211	0	81,912
TOTAL STORMWATER	1,463,386	1,336,807	622,885	1,262,518	1,233,862
7099 **CAPITAL PROJECTS**					
Personal Services	0	5,796	0	0	0
Operating Expenses	0	49,426	3,685	130,000	0
Capital Outlay	0	317,484	32,591	770,000	715,000
Other Uses	0	(372,703)	(25,017)	0	0
TOTAL CAPITAL PROJECTS	0	3	11,259	900,000	715,000
GRAND TOTAL					
Personal Services	189,576	217,879	104,249	216,816	238,280
Operating Expenses	794,433	1,174,150	522,110	1,175,702	913,670
Capital Outlay	392,977	317,484	32,591	770,000	715,000
Other Uses	86,400	(372,703)	(24,806)	0	81,912
TOTAL APPROPRIATIONS	1,463,386	1,336,810	634,144	2,162,518	1,948,862

Stormwater Department

Stormwater Division

Values & Goals

Values & Goals

Value: Excellence in All We Do

Goals:
- Remove 1,000 yards of debris with street sweeping program
- Continue inlet cleaning program
- Clean and mow ponds and ditches
- Restore washouts
- Replace deteriorated inlet pipes as required

Value: A Caring Organization

Goals:
- Implement line cleaning program
- Rehab and replace failing pipe
- Continue inlet cleaning program

Major Accomplishments:
- Cleaned and videoed 5,000 linear feet of main stormwater lines
- Completed annual street sweeping program for at least 2,000 miles of City streets
- Completed the Whispering Pines pond projects
- Completed the Canal Street Plant ditch line enclosure design build project scope
- Completed the Commercial and Industrial ditch line design build project scope
- Completed the Thomas Ave drainage improvements
- Completed Susan Street ditch enclosure and Tally Road stormwater project

Performance Measures:

	2010-11	2011-12	2012-13
Streets swept (miles)	2,000	2,000	2,000
Yardage of sweeping debris collected	600	600	600
Man-hours mowing	800	800	800
Main lines cleaned (feet)	3,300	3,300	3,300
Main lines televised (feet)	2,000	2,000	2,000
Feet of ditch/swale restored/cleaned	40,000	40,000	40,000
Number of inlets cleaned	1,247	1,995	2,000
Footage of ditches and pond banks mowed	225,079	225,000	225,000

Personnel Schedule

Classification	2012	Change	2013	Amount
Heavy Equipment Operator	2.00	0.00	2.00	73,486
Maintenance Worker I	1.00	0.00	1.00	20,530
Mobile Equipment Operator I	1.00	0.00	1.00	24,461
Mobile Equipment Operator II	1.00	0.00	1.00	31,158
Total	**5.00**	**0.00**	**5.00**	**149,635**

Stormwater Department

Stormwater Division

Appropriations Detail

Appropriations Detail — Account # 014-5171-537

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	137,875	135,453	68,900	133,702	149,635
1410	Overtime	1,879	1,324	834	2,000	2,000
1530	Bonuses/Incentives	0	0	1,525	0	0
2110	FICA	9,922	9,472	4,807	9,244	10,017
221x	Retirement	7,425	9,757	5,547	9,203	16,754
23xx	Insurance	25,990	35,131	19,520	56,372	52,831
2410	Workers' Compensation	6,128	5,955	3,078	5,977	6,947
262x	Other Payroll Benefits	357	14,991	38	318	96
	TOTAL PERSONAL SERVICES	189,576	212,083	104,249	216,816	238,280
OPERATING EXPENSES						
31xx	Professional Services	207,140	92,295	2,190	58,700	45,700
3410	Contract Services	188,950	63,275	35,352	77,000	70,000
3499	Inter Dept Contract Oblig	0	0	0	0	50,176
4010	Travel	2,019	0	0	400	400
4110	Communication	1,640	446	259	450	900
4210	Postage	139	0	0	100	50
4410	Rentals	6,455	3,750	5,795	7,000	10,000
4415	Internal Fleet Lease	87,871	126,166	70,196	140,391	140,391
4510	Insurance	14,051	13,060	6,668	12,982	13,148
461x	Repairs & Maintenance- Vehicles	64,145	67,678	34,318	69,060	69,060
462x	Repairs & Maintenance- Non-Build	11,569	11,740	1,469	10,000	70,000
463x	Repairs & Maintenance- Equip	520	754	210	420	160
4710	Printing & Binding	198	0	0	0	0
4810	Promotional Activities	1,000	450	0	0	500
49xx	Other Current Charges	485	7	0	0	0
4945	Injury/ Damage to Others	0	1,841	0	0	0
4950	Uncollectible Accounts	8,224	5,846	2,500	5,000	5,000
496x	Direct Transfer	165,161	179,509	87,235	177,304	182,587
5180	Minor Furniture/Equipment	3,502	7,644	375	2,800	10,000
5210	Operating Supplies	9,462	7,916	3,864	10,000	10,000
5215	Uniforms	2,034	1,272	445	1,875	1,500
5230	Fuel Purchases	17,544	24,316	16,154	20,480	32,308
5410	Publications & Memberships	501	655	651	700	750
5520	Training	1,823	988	0	1,040	1,040
5910	Depreciation Expense	0	515,116	250,744	450,000	200,000
	TOTAL OPERATING EXPENSES	794,433	1,124,724	518,425	1,045,702	913,670
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	391,081	0	0	0	0
6410	Machinery & Equipment	1,896	0	0	0	0
	TOTAL CAPITAL OUTLAY	392,977	0	0	0	0
OTHER USES						
9101	Transfer to General Fund	86,400	0	0	0	6,912
9145	Transfer to Communications	0	0	211	0	0
9150	Renewal & Replacement Reserve	0	0	0	0	75,000
9160	Reserve/Future Captial	0	0	0	0	0
9990	Contingency Fund	0	0	0	0	0
	TOTAL OTHER USES	86,400	0	211	0	81,912
TOTAL APPROPRIATIONS		1,463,386	1,336,807	622,885	1,262,518	1,233,862

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	216,816	238,280	21,464	9.90%
Operating Expenses	1,045,702	913,670	(132,032)	-12.63%
Other Uses	0	81,912	81,912	100.00%
TOTALS	1,262,518	1,233,862	(28,656)	-2.27%

Significant Budget Changes:
The Operating Expenses change is due to the Inter Dept Contract Oblig (3499) to fund the new GIS Technician position reflected in the GIS division of the General Fund. Additionally, depreciation expenses have been reduced.

Stormwater Department

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 014-7099-537

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	0	1,132	0	0	0
1410	Overtime	0	3,563	0	0	0
2110	FICA	0	348	0	0	0
221x	Retirement	0	102	0	0	0
23xx	Insurance	0	443	0	0	0
2410	Workers' Compensation	0	204	0	0	0
262x	Other Payroll Benefits	0	4	0	0	0
	TOTAL PERSONAL SERVICES	0	5,796	0	0	0
OPERATING EXPENSES						
31xx	Professional Services	0	47,027	3,685	130,000	0
3410	Contract Services	0	2,371	0	0	0
4210	Postage	0	28	0	0	0
	TOTAL OPERATING EXPENSES	0	49,426	3,685	130,000	0
CAPITAL OUTLAY						
6310	Improvements Other Than Bldgs	0	313,990	32,591	770,000	520,000
6410	Machinery & Equipment	0	3,494	0	0	195,000
	TOTAL CAPITAL OUTLAY	0	317,484	32,591	770,000	715,000
OTHER USES						
9999	WIP Contra	0	(372,703)	(25,017)	0	0
	TOTAL OTHER USES	0	(372,703)	(25,017)	0	0
TOTAL APPROPRIATIONS		0	3	11,259	900,000	715,000

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	130,000	0	(130,000)	-100.00%
Capital Outlay	770,000	715,000	(55,000)	-7.14%
TOTALS	900,000	715,000	(185,000)	-20.56%

Stormwater Department

Capital Projects

Project Schedule

Project Schedule

Number	Title	Funding Source	Amount
140002	Drainage Improvements		
	Miscellaneous Drainage Improvements	Stormwater Fees	50,000
	Stormwater Rehabs		
140002	Ponds	Stormwater Fees	20,000
140002	Curbs, gutters & inlets	Stormwater Fees	50,000
140002	Enclose Ditch Lines	Stormwater Fees	300,000
140002	Conveyance Systems	Stormwater Fees	100,000
140004	Camera Truck Equipment	Stormwater Fees	75,000
140004	Truxor/ Land Water Vehicle	Stormwater Fees	120,000
	TOTAL		715,000
		Stormwater Fees	715,000
	TOTAL		715,000

Kenneth L. Thomas, Housing & Economic Development Director

Magnolia Townhomes

Resolution 7784 passed and approved by the Commission on October 9, 2006 authorized the issuance of a Bond Anticipation Note (BAN) in the amount of $4,000,000 to facilitate the purchase of Kristen Court Apartments, a high crime and blighted area. The City pledged revenues from the General Fund derived from the Public Service Tax, Half Cent Sales Tax and the Guaranteed Entitlement.

In December of 2009, the BAN was refinanced in the amount of $4,500,000 which a Capital Improvement Promissory Note. The note is backed by a Covenant to Budget and Appropriate with the General Fund.

Magnolia Townhomes Fund

Description

Total Department Budget

$ 966,820

Magnolia Townhomes Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Charges for Services	(1,022)	0	0	0	0
Miscellaneous Revenue	(4,424)	1,817	416	0	0
Other Sources	191,211	154,817	89,666	156,093	966,820
TOTAL REVENUE SOURCES	185,765	156,634	90,082	156,093	966,820
APPROPRIATIONS					
Magnolia Townhomes	324,934	162,599	80,646	156,093	966,820
TOTAL APPROPRIATIONS	324,934	162,599	80,646	156,093	966,820

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES					
34130 Magnolia Townhomes	(1,022)	0	0	0	0
TOTAL CHARGES FOR SERVICES	(1,022)	0	0	0	0
MISCELLANEOUS REVENUE					
36110 Interest on Investments	(2,233)	1,915	416	0	0
36130 Gain/ Loss Investments	(2,491)	(148)	0	0	0
36906 Misc. Reimbursement	300	50	0	0	0
TOTAL MISCELLANEOUS REVENUE	(4,424)	1,817	416	0	0
OTHER SOURCES					
38111 Transfer from General Fund	196,657	153,000	89,250	156,093	0
38142 Transfer from Gas	0	0	0	0	966,820
TOTAL OTHER SOURCES	196,657	153,000	89,250	156,093	966,820
TOTAL RESOURCES	191,211	154,817	89,666	156,093	966,820

Magnolia Townhomes Fund

Appropriations Detail

Appropriations Detail — Account # 554-5554-517

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	265	0	0	0	0
2110	FICA	19	0	0	0	0
2210	Retirement	19	0	0	0	0
23xx	Insurance	37	0	0	0	0
2410	Workers' Compensation	12	0	0	0	0
26xx	Other Payroll Benefits	3	0	0	0	0
	TOTAL PERSONAL SERVICES	355	0	0	0	0
OPERATING EXPENSES						
3110	Professional Services	18,638	991	79	0	0
3410	Contract Services	19,940	8,608	3,900	0	0
4310	Utilities	187	0	0	0	0
4510	Insurance	3,093	0	0	3,093	0
49xx	Other Current Charges	77	0	0	0	0
5210	Operating Supplies	0	0	0	0	0
	TOTAL OPERATING EXPENSES	41,935	9,599	3,979	3,093	0
CAPITAL OUTLAY						
6110	Land Costs	85,987	15,420	0	0	0
	TOTAL CAPITAL OUTLAY	85,987	15,420	0	0	0
DEBT SERVICE						
7120	2009 Note Payable	0	0	0	0	840,000
721x	Interest	160,602	153,000	76,500	153,000	126,820
7311	Fees	35,100	0	167	0	0
7330	Amort Debt Issue Costs	955	0	0	0	0
	TOTAL DEBT SERVICE	196,657	153,000	76,667	153,000	966,820
OTHER USES						
9999	WIP Contra	0	(15,420)	0	0	0
	TOTAL OTHER USES	0	(15,420)	0	0	0
TOTAL APPROPRIATIONS		324,934	162,599	80,646	156,093	966,820

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	3,093	0	(3,093)	-100.00%
Debt Service	153,000	966,820	813,820	531.91%
TOTALS	156,093	966,820	810,727	519.39%

Significant Budget Changes:
The Debt Service category increased due to principal payments on the 2009 Note being due. The Debt Service for Fiscal Year 2012-13 will be funded by the Gas Department in prior years this had been funded by the General Fund.

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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 23.22% for the fiscal year 2012-13 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 2012-13 actuarial shortfall is projected to be 11.09% of pensionable wages or $399,017.

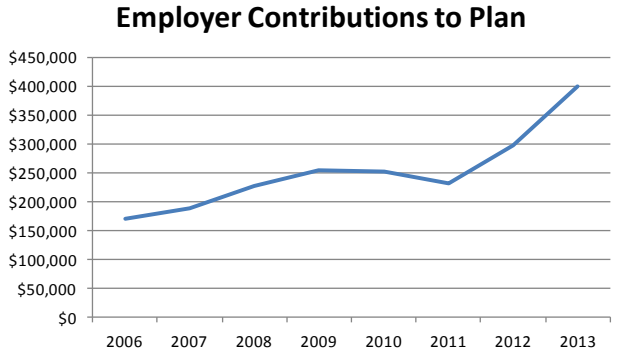
Participants who have completed ten years of credited service are 100% vested in plan benefits at age 45 or later, reduced by 3% per year for each year they retire before their normal retirement date. Participants whose service is terminated prior to completing ten years of credited service are entitled to the return of their employee contributions without interest. Normal retirement benefits are payable to participants who have reached the earlier of age 50 with 25 years of credited service, or age 55 with 10 years of credited service. Such benefits are payable at a rate of 2% of average final compensation times the number of years of credited service. The plan also provides for early retirement, disability retirement and death benefits at rates defined in the plan document.

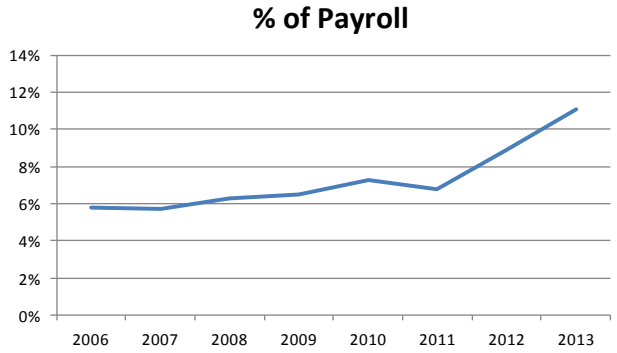
Plan members are also members of the General Employee ICMA 401a Plan, which is fully funded through City contributions at the approved rate.

The investment return for Fiscal Year 2010-11 of –1.57% was worse than the actuarial assumption of 7.75% or a difference of 9.32%. The City's Police, Fire and General Employee pension plans will require contributions of $399,017, $879,361 and $1,362,439 respectively.

Total Department Budget

$ 1,335,821





Police Pension Trust

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Intergovernmental Revenue	159,139	161,437	0	159,139	161,437
Miscellaneous Revenue	1,791,637	517,703	2,108,341	860,045	1,174,384
TOTAL REVENUE SOURCES	1,950,776	679,140	2,108,341	1,019,184	1,335,821
APPROPRIATIONS					
Police Pension Trust	772,798	764,178	493,321	1,019,184	1,335,821
TOTAL APPROPRIATIONS	772,798	764,178	493,321	1,019,184	1,335,821

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
TAXES					
31252 Insurance Premium Tax (State)	159,139	161,437	0	159,139	161,437
TOTAL TAXES	159,139	161,437	0	159,139	161,437
MISCELLANEOUS REVENUE					
36111 Miscellaneous Interest	304,399	317,103	180,805	300,000	500,000
361xx Gain/Loss Investments	896,301	(379,438)	1,636,763	0	0
36710 Gain/Loss Sale Investment	0	0	0	0	0
36711 Unrealized Gain-Security	0	0	0	0	0
36801 Employee Contributions	281,385	285,740	140,031	262,614	275,367
36802 Employer Contributions	299,333	291,398	148,716	297,431	399,017
36909 Other Income	10,219	2,900	2,026	0	0
TOTAL MISCELLANEOUS REVENUE	1,791,637	517,703	2,108,341	860,045	1,174,384
TOTAL RESOURCES	1,950,776	679,140	2,108,341	1,019,184	1,335,821

Police Pension Trust

Appropriations Detail

Appropriations Detail — Account # 061-1310-51x

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
311x Professional Services	119,875	134,503	57,968	125,000	120,000
3610 Retirement Benefit Payment	584,657	610,255	334,087	600,000	700,000
3611 Refund of Contributions	68,266	19,420	101,266	0	100,000
TOTAL OPERATING EXPENSES	772,798	764,178	493,321	725,000	920,000
OTHER USES					
9940 Reserve For Employee Benefits	0	0	0	294,184	415,821
TOTAL OTHER USES	0	0	0	294,184	415,821
TOTAL APPROPRIATIONS	772,798	764,178	493,321	1,019,184	1,335,821

FIREFIGHTER'S PENSION TRUST

Firefighter's Pension Trust

Description

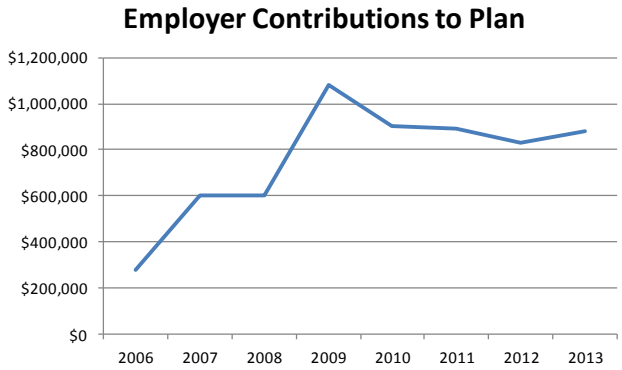
The Municipal Firefighter's Retirement Trust Fund covers firefighters. The actuarial funding rate as a percentage of pensionable wages is 39.0% for the fiscal year 2012-13 budget. Firefighters contribute 6.5% of their annual compensation to the plan. The State of Florida remits a 1% excise tax on fire 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 2012-13 actuarial shortfall is projected to be 30.1% of pensionable wages or $879,361.

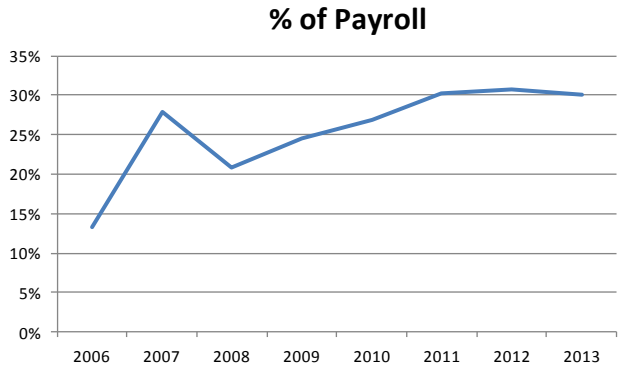
Participants who have completed ten years of credited service are 100% vested in their accrued retirement benefits. Participants whose service is terminated prior to completing ten years of credited service are entitled to the return of their contributions plus interest at the rate of 5% compounded annually. Normal retirement benefits are payable to participants who have reached the earlier of age 52 with 25 years of credited service, or age 55 with ten years of credited service. Such benefits are payable at a rate of 3% of average final monthly compensation times the number of years of credited service. The plan also provides for early retirement, disability retirement, and death benefits at rates defined in the plan document.

The investment return for Fiscal Year 2010-11 was unfavorable at -3.80% compared to the actuarial assumption of 7.75% or a difference of 11.55%. The City's Police, Fire and General Employee pension plans will require contributions of $399,017, $879,361 and $1,362,439 respectively.

Total Department Budget

$ 1,429,917





Firefighter's Pension Trust

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Taxes	150,460	148,366	0	110,449	110,449
Miscellaneous Revenue	1,862,606	807,787	2,145,873	1,110,419	1,319,468
TOTAL REVENUE SOURCES	2,013,066	956,153	2,145,873	1,220,868	1,429,917
APPROPRIATIONS					
Fire Pension Trust	849,040	895,446	437,581	1,220,868	1,429,917
TOTAL APPROPRIATIONS	849,040	895,446	437,581	1,220,868	1,429,917

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
TAXES					
31251 Insurance Premium Tax (State)	150,460	148,366	0	110,449	110,449
TOTAL TAXES	150,460	148,366	0	110,449	110,449
MISCELLANEOUS REVENUE					
36111 Miscellaneous Interest	0	0	0	175,000	250,000
361xx Salem Trust/ ICC	712,582	(356,494)	1,631,694	0	0
36801 Employee Contributions	217,164	202,817	100,188	198,484	190,107
36820 Salem Trust	929,178	954,733	413,763	736,935	879,361
36909 Other Income	3,682	6,731	228	0	0
TOTAL MISCELLANEOUS REVENUE	1,862,606	807,787	2,145,873	1,110,419	1,319,468
TOTAL RESOURCES	2,013,066	956,153	2,145,873	1,220,868	1,429,917

Firefighter's Pension Trust

Appropriations Detail

Appropriations Detail — Account # 062-1320-51x

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
311x Professional Services	143,741	111,742	57,289	150,000	150,000
3610 Retirement Benefit Payment	611,984	667,062	375,144	710,000	710,000
3611 Refund of Contributions	93,315	116,642	5,148	0	35,000
TOTAL OPERATING EXPENSES	849,040	895,446	437,581	860,000	895,000
OTHER USES					
9940 Reserve For Employee Benefits	0	0	0	360,868	534,917
TOTAL OTHER USES	0	0	0	360,868	534,917
TOTAL APPROPRIATIONS	849,040	895,446	437,581	1,220,868	1,429,917

GENERAL EMPLOYEES' PENSION TRUST FUND

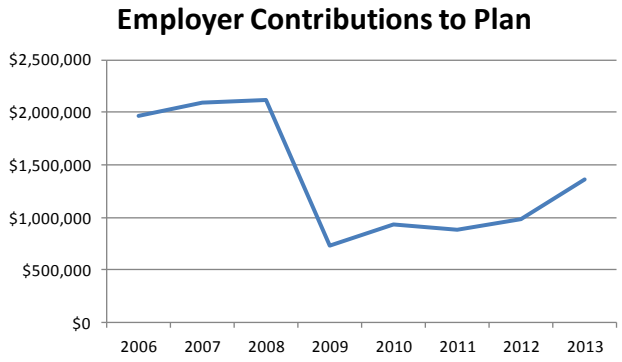
The General Employees Pension Plan was frozen as of September 30, 2008. Members of the plan will continue to accrue vesting rights in the plan however; benefits were frozen as of September 30, 2008. New members are no longer added to the plan. The City is required to fund any actuarial shortfalls associated with the plan. The fiscal year 2012-13 actuarial shortfall is projected to be 11.1% or $1,362,439.

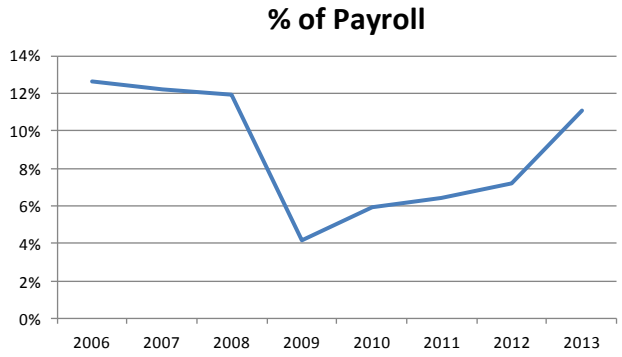
The City of Leesburg Retirement plan for General Employees is a 100% employer contributory defined benefit plan. It covers all full time permanent employees as a condition of employment except firefighters. Participants in the plan who have completed five years of credited service are 100% vested in the plan.

Normal retirement benefits are paid to participants who have reached age 65 and who have completed five years of credited service. Benefits are payable at the rate of 2% of average compensation times the number of years of credited service prior to October 1, 2008 up to a maximum of 45 years. The plan provides for early retirement, late retirement, disability retirement, and death benefits at rates defined in the plan document. In addition, the plan also provides for an annual 2% COLA beginning three years after normal retirement age.

The City accrues and contributes an amount, as determined by the plan actuary, to fund the annual, normal cost and prior service cost using the entry age normal method amortized over thirty years.

The investment return for Fiscal Year 2010-11 of 1.38% was worse than the actuarial assumption of 7.5% or a difference of –6.12%. The City's Police, Fire and General Employee pension plans will require contributions of $399,017, $879,361 and $1,362,439 respectively.





General Employees' Pension Trust Fund

Description

Total Department Budget

$ 2,737,439

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Miscellaneous Revenue	3,124,634	1,217,216	4,078,718	2,375,000	2,737,439
TOTAL REVENUE SOURCES	3,124,634	1,217,216	4,078,718	2,375,000	2,737,439
APPROPRIATIONS					
General Employees Pension Trust	2,357,254	2,408,775	893,227	2,375,000	2,737,439
TOTAL APPROPRIATIONS	2,357,254	2,408,775	893,227	2,375,000	2,737,439

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
MISCELLANEOUS REVENUE					
361xx Miscellaneous Interest	781,116	657,285	321,475	750,000	675,000
36130 Gain/Loss Sale Investment	475,706	(2,350,146)	2,607,388	0	0
36140 Gain/Loss Sale of Security	1,056,564	2,344,081	882,967	628,578	700,000
36802 Employer Contributions	800,997	564,298	266,749	986,422	1,362,439
36909 Other Income	10,251	1,698	139	10,000	0
TOTAL MISCELLANEOUS REVENUE	3,124,634	1,217,216	4,078,718	2,375,000	2,737,439
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	0
TOTAL OTHER SOURCES	0	0	0	0	0
TOTAL RESOURCES	3,124,634	1,217,216	4,078,718	2,375,000	2,737,439

Appropriations Detail

Account # 063-1330-51x

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
311x Professional Services	44,654	45,185	26,369	45,000	50,000
3114 Financial Investment	203,235	221,119	96,329	205,000	205,000
3610 Retirement Benefit Payment	2,109,365	2,142,471	770,529	2,125,000	2,125,000
TOTAL OPERATING EXPENSES	2,357,254	2,408,775	893,227	2,375,000	2,380,000
OTHER USES					
9940 Reserve For Employee Benefits	0	0	0	0	357,439
TOTAL OTHER USES	0	0	0	0	357,439
TOTAL APPROPRIATIONS	2,357,254	2,408,775	893,227	2,375,000	2,737,439

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).

2011-12 fiscal year rates:

Type of Coverage	City Contribution	Employee Deduction	Total Monthly Cost
Employee Only	$595.08	$ 32.50	$627.58
Employee and Children	$911.51	$191.60	$1,103.11
Employee and Spouse	$944.66	$208.25	$1,152.91
Employee and Family	$1,110.13	$291.45	$1,401.58

New 2012-13 fiscal year rates:

Type of Coverage	City Contribution	Employee Deduction	Total Monthly Cost
Employee Only	$552.24	$ 32.50	$584.74
Employee and Children	$845.89	$191.60	$1,037.49
Employee and Spouse	$876.66	$208.25	$1,084.91
Employee and Family	$1,030.19	$291.45	$1,321.64

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. The city pays $400.00 of Retiree cost only. These rates go in to effect October 1, 2012:

Type of Coverage	Monthly Cost
Retiree Supplemental	$433.51
Spouse Supplemental	$433.51
Family Supplemental	$882.49

On August 9, 2004, the Commission approved a cafeteria plan which allowed employees to select from two other health insurance plans. The rates for the other programs are not published in this document but are calculated at 9% and 24% less than the basic plan. The cafeteria plan currently offers the following options for employees:

- Dental
- Vision
- Flexible Spending Account
- Other Ancillary Products

Total Department Budget

$ 6,211,998

Health Insurance Fund Description (Continued)

The city opened a Wellness Center during the second quarter of fiscal year 2010-11 and has aggressively campaigned to capture employee participation. Employees, retirees, and dependents utilizing the City's Wellness facility do not pay for their doctor visits, pharmacy or lab work.

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Charges for Services	3,828,937	4,825,699	2,824,690	6,117,016	6,125,798
Miscellaneous Revenue	91,679	245,179	87,887	86,000	86,200
Other Sources/Installment	0	0	20,175	0	0
TOTAL REVENUE SOURCES	3,920,616	5,070,878	2,932,752	6,203,016	6,211,998
APPROPRIATIONS					
Health Insurance	5,265,359	5,431,315	2,157,583	5,795,883	5,712,395
Wellness Center	9,039	514,600	232,690	407,133	499,603
TOTAL APPROPRIATIONS	5,274,398	5,945,915	2,390,273	6,203,016	6,211,998

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES (343)					
34120 Employee Contributions	770,254	845,201	391,781	819,000	819,000
34120 Employer Contributions	2,501,934	3,410,602	2,138,582	4,722,696	4,392,696
34120 Retiree's Contribution	193,204	196,235	103,737	193,000	401,092
34120 Retiree's Employer Contribution	324,819	342,999	173,662	347,320	479,154
34120 Continuation Coverage	38,726	30,662	16,928	35,000	33,856
TOTAL CHARGES FOR SERVICES	3,828,937	4,825,699	2,824,690	6,117,016	6,125,798
MISCELLANEOUS REVENUE					
36101 Interest on Investments	(17,328)	6,773	1,582	3,000	3,200
36130 Gain/Loss Investments	(2,998)	(459)	0	0	0
36906 Misc Reimbursement	0	0	408	0	0
36909 Other Income	72,579	42,973	47,808	47,000	45,000
36918 Reinsurance Payments	0	160,845	(167)	0	0
36991 Medicare Part D Subsidy	39,426	35,047	38,256	36,000	38,000
TOTAL MISCELLANEOUS REVENUE	91,679	245,179	87,887	86,000	86,200
OTHER SOURCES/INSTALLMENT					
38111 From General Fund	0	0	20,175	0	0
TOTAL OTHER SOURCES	0	0	20,175	0	0
TOTAL RESOURCES	3,920,616	5,070,878	2,932,752	6,203,016	6,211,998

Health Insurance Fund

Health Insurance

Appropriations Detail

Appropriations Detail — Account # 064-1340-519

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES					
2310 Health Insurance	324,819	342,999	0	0	0
TOTAL PERSONAL SERVICES	324,819	342,999	0	0	0
OPERATING EXPENSES					
3110 Professional Services	408,323	416,691	198,806	383,218	330,772
4540 Insurance Premiums	303,166	327,357	157,833	367,916	386,312
4570 Insurance Claims	3,470,290	3,518,919	1,464,307	3,806,555	3,554,956
4572 Prescription Claims	767,949	778,182	336,637	820,000	833,879
4575 IBNR	(9,188)	47,167	0	0	0
TOTAL OPERATING EXPENSES	4,940,540	5,088,316	2,157,583	5,377,689	5,105,919
OTHER USES					
9940 Reserve for Employee Benefits	0	0	0	418,194	606,476
TOTAL OTHER USES	0	0	0	418,194	606,476
TOTAL APPROPRIATIONS	5,265,359	5,431,315	2,157,583	5,795,883	5,712,395

Appropriations Detail

Account # 064-1341-519

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
3110 Professional Services	0	87,749	60,996	250,000	150,696
3410 Contract Services	0	179,260	112,915	8,840	230,485
4110 Communication	0	2,385	1,387	2,749	2,775
4310 Utilities	0	2,891	1,580	3,504	3,160
46xx Repairs & Maint Office Equip	0	144	508	1,040	1,340
4810 Promotional Activities	0	1,300	2,105	1,000	2,200
5180 Minor Furniture/Equipment	0	0	3,009	0	6,019
5210 Operating Supplies	0	22,520	14,193	40,000	38,765
5218 Pharmaceuticals	0	32,627	20,354	100,000	64,163
TOTAL OPERATING EXPENSES	0	328,876	217,047	407,133	499,603
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	0	15,643	0	0
TOTAL CAPITAL OUTLAY	0	0	15,643	0	0
OTHER USES					
9531 Transfer to Capital Projects	9,039	185,724	0	0	0
TOTAL OTHER USES	9,039	185,724	0	0	0
TOTAL APPROPRIATIONS	9,039	514,600	232,690	407,133	499,603

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WORKERS' COMPENSATION INSURANCE FUND

The City maintains a self-funded Workers' Compensation program that is used to pay wage loss and medical benefits to employees that have sustained an on-the-job injury or illness in compliance with Florida Statutes, Chapter 440. The City self-funds claims up to a self-insurance retention (SIR) level of $500,000 per claim and then purchases excess workers' compensation insurance to protect itself from the financial impact of catastrophic claims. In addition, the City contracts with a third party claims administrator (TPA) that provides claims administration, risk control services, litigation and medical case management, medical claims review, and state and federal reporting. Each year, the City obtains an actuarial review of its workers' compensation insurance fund in order to assure the adequacy of the fund. Because of the volatility inherent in a self-funded workers' compensation program, the City elects to fund their expected liabilities at a very conservative 90% probability level in order to maintain the integrity and stability of its workers' compensation insurance fund.

Workers' Compensation Insurance Fund

Description

Total Department Budget

$ 1,198,921

Workers' Compensation Insurance Fund

Revenue Sources & Appropriations

Revenue Sources and Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Charges for Services	588,742	580,604	290,486	625,321	547,094
Miscellaneous Revenue	189	10,487	69,900	0	0
Other Sources	0	0	0	0	651,827
TOTAL REVENUE SOURCES	588,931	591,091	360,386	625,321	1,198,921
APPROPRIATIONS					
Workers' Compensation Administration	700,911	428,949	237,829	625,321	1,198,921
TOTAL APPROPRIATIONS	700,911	428,949	237,829	625,321	1,198,921

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES					
2020 Employer Contributions	588,742	580,604	290,486	625,321	547,094
TOTAL CHARGES FOR SERVICES	588,742	580,604	290,486	625,321	547,094
MISCELLANEOUS REVENUE					
36101 Interest on Investments	(8,383)	11,218	2,200	0	0
36130 Gain/Loss Investments	(1,655)	(731)	0	0	0
36909 Other Income	10,227	0	60,436	0	0
36918 Reinsurance Payments	0	0	0	0	0
36919 Subrogation Payments	0	0	7,264	0	0
TOTAL MISCELLANEOUS REVENUE	189	10,487	69,900	0	0
OTHER SOURCES					
38891 Fund Balance Appropriated	0	0	0	0	651,827
TOTAL OTHER SOURCES	0	0	0	0	651,827
TOTAL RESOURCES	588,931	591,091	360,386	625,321	1,198,921

Workers' Compensation Insurance Fund

Appropriations Detail

Appropriations Detail — Account # 065-1350-519

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES						
3110	Professional Services	30,995	35,175	17,914	29,400	36,000
4540	Insurance Premiums	67,648	30,314	52,406	74,665	73,665
4570	Insurance Claims	389,828	452,076	164,519	500,161	500,161
4575	IBNR	83,011	(105,433)	0	0	0
4580	Self Insurance Assessment	28,698	14,245	2,990	21,095	21,095
TOTAL OPERATING EXPENSES		600,180	426,377	237,829	625,321	630,921
OTHER USES						
9115	Transfer to Building Fund	59,169	2,572	0	0	0
9531	Transfer to Capital Projects Fund	41,562	0	0	0	568,000
TOTAL OTHER USES		100,731	2,572	0	0	568,000
TOTAL APPROPRIATIONS		700,911	428,949	237,829	625,321	1,198,921

Ray Sharp, Environmental Services/Public Works Director

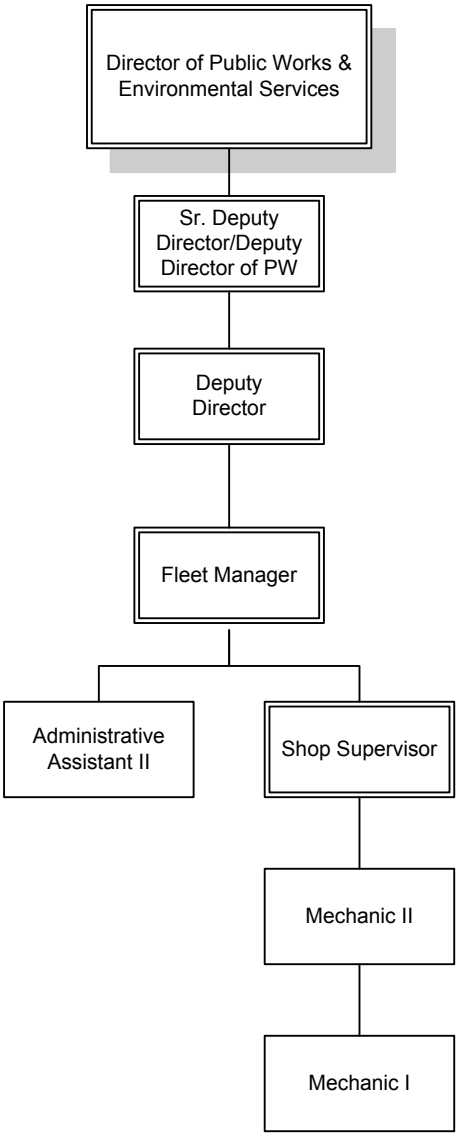
Fleet Services Fund

Description

The Fleet Services Internal Service Fund was established October 1, 2012. Originally this division was setup in the General Fund. During the development of the FY 2012-13 budget, after extensive modeling and research it became apparent that this division needed to be restricted and reflected as an Internal Service Fund.

Fleet Services is responsible for maintaining and purchasing all City vehicles. The various departments pay a lease and maintenance fees for their vehicles. Additionally, Fleet Services is responsible for two fueling sites and the truck wash facility.

Organizational Chart



Total Department Budget

$ 3,377,581

Fleet Services Fund

Revenue Sources & Appropriations

Revenue Sources & Appropriations

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
REVENUE SOURCES					
Charges for Services	0	0	0	0	3,129,658
Other Sources	0	0	0	0	247,923
TOTAL REVENUE SOURCES	0	0	0	0	3,377,581
APPROPRIATIONS					
Maintenance	0	0	0	0	1,070,670
Capital Purchases	0	0	0	0	2,306,911
TOTAL APPROPRIATIONS	0	0	0	0	3,377,581

Revenue Detail

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
CHARGES FOR SERVICES					
34120 Maintenance Fees	0	0	0	0	844,260
34120 Non Contract Maintenance Fees	0	0	0	0	25,000
34120 Lease Fees	0	0	0	0	2,260,398
TOTAL CHARGES FOR SERVICES	0	0	0	0	3,129,658
OTHER SOURCES					
38141 Transfer from Electric	0	0	0	0	183,423
38144 Transfer from Wastewater	0	0	0	0	64,500
TOTAL OTHER SOURCES	0	0	0	0	247,923
TOTAL RESOURCES	0	0	0	0	3,377,581

Values & Goals

Value: Excellence in All We Do

Goals:

- Improve the management of parts availability and inventory plus reduce the time that technicians spend on the phone for parts and putting them back on task; we are pursuing the feasibility of bringing a national parts supplier in house to handle all parts transactions
- Increase shop efficiency and minimize equipment down time; cross training will offer more support to these specific critical areas: fire apparatus, line and bucket trucks, refuse trucks and generators

Value: Fiscal Responsibility

Goals:

- Install high bay lighting in the fleet shop by replacing the lights as they go out with high efficiency lighting that has a return on investment of less than two years through savings that will continuously reduce our electric utility bill
- We are analyzing the current vehicle replacement funding to ensure the assets owned by the City of Leesburg are replaced to the advantage of the City's budget with an applicable schedule for the present and the future

Value: Professionalism

Goals:

- Establish a baseline of equipment downtime for light automotive vehicles while in for service to be weighed and accounted for; this will provide the basis to set a realistic goal in this area
- Establish a baseline of customer satisfaction with consideration to repair time, repair quality, and professionalism presented by staff

Major Accomplishments:

- Increased mechanics time accountability by over 10%
- Exceeded the goal of 90% of mechanics time accountability
- Consolidated bid specification preparation and component information on vehicles and equipment for 30 purchases for City departments
- Operated and maintained two fueling sites, which dispensed 243,616 gallons of fuel

Performance Measures:

	2010-11	2011-12	2012-13
Mechanics time accountability	83.88%	93.92%	90.00%
Preventive maintenance completed	534	410	650
Vehicle, small engine, and equipment repairs	2,538	2,700	2,400
Total vehicles/equipment owned by the City	598	598	550
Average vehicle/equipment age	9	8.6	8

Personnel Schedule

Classification	2012	Change	2013	Amount
Administrative Assistant II	1.00	0.00	1.00	38,958
Fleet Manager	1.00	0.00	1.00	50,586
Mechanic I	2.00	0.00	2.00	53,061
Mechanic II	3.00	0.00	3.00	115,273
Shop Supervisor	1.00	0.00	1.00	45,594
Total	**8.00**	**0.00**	**8.00**	**303,472**

Fleet Services Fund

Fleet Maintenance Division

Appropriations Detail

Appropriations Detail — Account # 510-5110-519

		ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
PERSONAL SERVICES						
12xx	Regular Salaries & Wages	0	0	0	0	303,472
1410	Overtime	0	0	0	0	6,846
1641	Vacation/Terms & Buyout	0	0	0	0	0
2110	FICA	0	0	0	0	21,980
221x	Retirement	0	0	0	0	39,769
23xx	Insurance	0	0	0	0	81,187
2410	Workers' Compensation	0	0	0	0	8,468
262x	Other Payroll Benefits	0	0	0	0	150
	TOTAL PERSONAL SERVICES	0	0	0	0	461,872
OPERATING EXPENSES						
31xx	Professional Services	0	0	0	0	4,400
4010	Travel	0	0	0	0	650
41xx	Communication	0	0	0	0	2,100
4210	Postage	0	0	0	0	300
4310	Utilities	0	0	0	0	30,000
4410	Rental	0	0	0	0	10,000
4510	Insurance	0	0	0	0	18,669
461x	Repairs & Maintenance- Vehicles	0	0	0	0	520,000
4620	Repairs & Maintenance- Building	0	0	0	0	5,000
4625	Repairs & Maintenance- Non-Build	0	0	0	0	500
46xx	Repairs & Maintenance- Equipment	0	0	0	0	3,500
4710	Printing & Binding	0	0	0	0	100
5180	Minor Furniture/Equipment	0	0	0	0	7,500
5210	Operating Supplies	0	0	0	0	18,000
5215	Uniforms	0	0	0	0	2,500
5230	Fuel Purchases	0	0	0	0	14,374
5231	Generator Fuel	0	0	0	0	5,000
5410	Publications & Memberships	0	0	0	0	250
5520	Training	0	0	0	0	2,000
	TOTAL OPERATING EXPENSES	0	0	0	0	644,843
OTHER USES						
9954	DSM Electric Contra	0	0	0	0	(36,045)
	TOTAL OTHER USES	0	0	0	0	(36,045)
	TOTAL GENERAL FUND APPROPRIATIONS	0	0	0	0	1,070,670

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Personal Services	0	461,872	461,872	100.00%
Operating Expenses	0	644,843	644,843	100.00%
Other Uses	0	(36,045)	(36,045)	100.00%
TOTALS	0	1,070,670	1,070,670	100.00%

Significant Budget Changes:
The Fleet Internal Service Fund was created in the 2012-13 budget and was removed from the General Fund Public Works Fleet Services division (001-5110-519).

Fleet Services Fund

Capital Projects

Appropriations Detail

Appropriations Detail — Account # 510-5199-519

	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 10/11-03/12	ADOPTED 2011-12	ADOPTED 2012-13
OPERATING EXPENSES					
5910 Depreciation	0	0	0	0	820,426
TOTAL OPERATING EXPENSES	0	0	0	0	820,426
CAPITAL OUTLAY					
6410 Machinery & Equipment	0	0	0	0	183,423
6412 Fleet New	0	0	0	0	64,500
6413 Fleet Replace	0	0	0	0	1,161,062
6414 Fleet Refurbish	0	0	0	0	77,500
TOTAL CAPITAL OUTLAY	0	0	0	0	1,486,485
TOTAL GENERAL FUND APPROPRIATIONS	0	0	0	0	2,306,911

Appropriations Summary

	ADOPTED 2011-12	ADOPTED 2012-13	INCREASE/ (DECREASE)	PERCENTAGE
Operating Expenses	0	820,426	820,426	100.00%
Other Uses	0	1,486,485	1,486,485	100.00%
TOTALS	0	2,306,911	2,306,911	100.00%

Significant Budget Changes:
The Fleet Internal Service Fund was created in the 2012-13 budget and was removed from the General Fund Public Works Fleet Services division (001-5110-519).

Fleet Services Fund

Project Schedule

Project Schedule

Description		WF 807976	Amount
Machinery & Equipment			
USEPA Mandated Emissions Retrofit for Emergency Generators used for DSM (Demand Side Management) Generators			$ 183,423
New Equipment			
Wastewater– Generator Lift Station #15			31,500
Wastewater– Generator Lift Station #27			33,000
Replacement Vehicles (1,161,062)			
Electric-	2002 Ford 1 Ton Utility (#495)		37,700
	2002 Dodge 3/4 Ton Utility (#499)		25,000
Solid Waste-	2000 Lodal Side Loader (#907 Res)		225,000
	2003 Mack Front Loader (#946 Com)		225,000
Wastewater-	1998 GMC TV/Sewer Truck (#708)		35,000
	2001 F-150 (#739)		22,000
Water-	2002 F-550 Utility Body (#305)		48,100
	2002 F-550 Utility Body (#306)		48,100
	2000 F-150 Pickup (#313)		21,450
	2002 F-150 Pickup (#314)		22,660
Police-	2004 Ford Crown Victoria (#8022)		26,072
	2004 Ford Crown Victoria (#8023)		26,072
	2004 Ford Crown Victoria (#8024)		26,072
	2004 Ford Crown Victoria (#8025)		26,072
	2004 Ford Crown Victoria (#8026)		26,072
	2004 Ford Crown Victoria (#8027)		26,072
	2004 Ford Crown Victoria (#8028)		26,072
	2004 Ford Crown Victoria (#8029)		26,072
	2004 Ford Crown Victoria (#8030)		26,072
	2004 Ford Crown Victoria (#8031)		26,072
	2004 Ford Crown Victoria (#8033)		26,072
Recreation-	2000 Chevy 1/2 Ton Pickup (#220)		21,450
	2002 Chevy 1/2 Ton Pickup (#222)		22,660
	1999 Chevy 3/4 Ton Pickup (#271)		19,500
Stormwater-	1995 Ford 8 CY Dump Truck (#951)		67,500
	2000 Ford F-350 Dump Truck (#954)		33,150
Refurbish Vehicles/ Equipment			77,500
Total			**$1,486,485**

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ORDINANCE NO. 12-61

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF LEESBURG, FLORIDA, ADOPTING THE FISCAL YEAR 2012-13 BUDGET FOR THE CITY OF LEESBURG, FLORIDA; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of 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 2012-13 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 the Fiscal Year 2012-13; 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 2012-13;

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

SECTION I.

GENERAL FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Current Ad Valorem Taxes	
(Based on an assessed value of $1,113,203,749*4.3179 Mills*95%)	4,566,367
Other Taxes	4,444,947
Licenses and Permits	107,500
Intergovernmental Revenue	1,915,223
Charges for Services	583,772
Fines and Forfeits	101,500
Miscellaneous Revenues	1,179,107
Total Estimated Revenues	12,898,416
Other Financing Sources:	
Transfers from other Funds	11,091,107
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	23,989,523
PROPOSED APPROPRIATIONS	
General Government	2,305,988
Public Safety	14,044,394
Physical Environment	82,485
Transportation	2,314,279
Economic Environment	122,782
Human Services	5,000
Culture/Recreation	3,864,828
Other Uses	285,264
Non Expenditures:	
Transfers to other Funds	785,587
Reserve for Future Use	178,916
TOTAL PROPOSED APPROPRIATIONS	23,989,523

STORMWATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	1,452,680
Miscellaneous Revenues	5,000
Total Estimated Revenues	1,457,680
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	150,000
Fund Balance Appropriated	341,182
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,948,862
PROPOSED APPROPRIATIONS	
Physical Environment	1,948,862
TOTAL PROPOSED APPROPRIATIONS	1,948,862

GREATER LEESBURG COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	189,106
Miscellaneous Revenues	1,160
Total Estimated Revenues	190,266
Other Financing Sources:	
Transfers from other Funds	143,367
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	333,633
PROPOSED APPROPRIATIONS	
Economic Environment	167,662
Non Expenditures:	
Debt Service	24,047
Reserve for Future Use	141,924
TOTAL PROPOSED APPROPRIATIONS	333,633

CARVER HEIGHTS COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	90,924
Miscellaneous Revenues	1,000
Total Estimated Revenues	91,924
Other Financing Sources:	
Transfers from other Funds	117,922
Fund Balance Appropriated- Note Proceeds	59,402
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	269,248

CARVER HEIGHTS COMMUNITY REDEVELOPMENT AGENCY (cont.)

PROPOSED APPROPRIATIONS	
Economic Environment	65,589
Non Expenditures:	
Debt Service	203,659
TOTAL PROPOSED APPROPRIATIONS	269,248

US HWY 441/27 COMMUNITY REDEVELOPMENT AGENCY

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Fund Balance Appropriated- Bond Proceeds	678,331
Fund Balance Appropriated	123,500
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	801,831
PROPOSED APPROPRIATIONS	
Economic Environment	2,500
Non Expenditures:	
Debt Service	799,331
TOTAL PROPOSED APPROPRIATIONS	801,831

DEBT SERVICE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Transfers from other Funds	1,633,998
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,633,998
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Debt Service	1,633,998
TOTAL PROPOSED APPROPRIATIONS	1,633,998

CAPITAL PROJECTS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Intergovernmental Revenue	925,000
Total Estimated Revenues	925,000
Other Financing Sources:	
Transfers from other Funds	1,072,872
Fund Balance Appropriated- Bond Proceeds	60,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,057,872

CAPITAL PROJECTS FUND (cont.)

PROPOSED APPROPRIATIONS	
Public Safety	100,000
Transportation	1,591,572
General Government	255,800
Culture/Recreation	110,000
Non Expenditures:	
Debt Service	500
TOTAL PROPOSED APPROPRIATIONS	2,057,872

ELECTRIC FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	64,772,195
Miscellaneous Revenues	363,700
Other Sources	133,000
Total Estimated Revenues:	65,268,895
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	1,886,131
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	67,155,026
PROPOSED APPROPRIATIONS	
Physical Environment	57,761,617
Non Expenditures:	
Transfers to other Funds	6,675,013
Debt Service	2,718,396
TOTAL PROPOSED APPROPRIATIONS	67,155,026

GAS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	6,923,245
Miscellaneous Revenues	27,500
Other Sources	198,407
Total Estimated Revenues:	7,149,152
Other Financing Sources:	
Fund Balance Appropriated	491,300
Fund Balance Appropriated- Magnolia Townhomes Reserve	966,820
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	8,607,272
PROPOSED APPROPRIATIONS	
Physical Environment	5,859,984
Non Expenditures:	
Transfers to other Funds	2,189,580
Debt Service	410,999
Reserves- Contributions to Retained Earnings	146,709
TOTAL PROPOSED APPROPRIATIONS	8,607,272

WATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	7,303,844
Miscellaneous Revenues	22,800
Other Sources	525,000
Total Estimated Revenues:	7,851,644
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	701,050
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	8,552,694
PROPOSED APPROPRIATIONS	
Physical Environment	6,080,841
Non Expenditures:	
Transfers to other Funds	868,839
Debt Service	1,581,236
Reserves- Contributions to Retained Earnings	21,778
TOTAL PROPOSED APPROPRIATIONS	8,552,694

WASTEWATER FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	10,309,374
Miscellaneous Revenues	31,000
Total Estimated Revenues	10,340,374
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	847,600
Fund Balance Appropriated- Impact Fees	64,500
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	11,252,474
PROPOSED APPROPRIATIONS	
Physical Environment	8,314,024
Non Expenditures:	
Transfers to other Funds	953,918
Debt Service	1,939,345
Reserves- Contributions to Retained Earnings	45,187
TOTAL PROPOSED APPROPRIATIONS	11,252,474

COMMUNICATIONS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	1,853,507
Miscellaneous Revenues	2,400
Total Estimated Revenues	1,855,907
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	193,100
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,049,007

COMMUNICATIONS FUND (cont.)

PROPOSED APPROPRIATIONS	
Physical Environment	1,637,371
Non Expenditures:	
Debt Service	226,285
Transfers to other Funds	185,351
TOTAL PROPOSED APPROPRIATIONS	2,049,007

SOLID WASTE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	3,661,559
Miscellaneous Revenues	5,200
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	3,666,759
PROPOSED APPROPRIATIONS	
Physical Environment	3,272,519
Non Expenditures:	
Reserves- Contributions to Retained Earnings	32,461
Transfers to other Funds	361,779
TOTAL PROPOSED APPROPRIATIONS	3,666,759

POLICE PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	161,437
Miscellaneous Revenues	1,174,384
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,335,821
PROPOSED APPROPRIATIONS	
General Government	920,000
Non Expenditures:	
Reserves- Contributions to Fund Balance	415,821
TOTAL PROPOSED APPROPRIATIONS	1,335,821

FIRE PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	110,449
Miscellaneous Revenues	1,319,468
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,429,917
PROPOSED APPROPRIATIONS	
General Government	895,000
Non Expenditures:	
Reserves- Contributions to Fund Balance	534,917
TOTAL PROPOSED APPROPRIATIONS	1,429,917

GENERAL EMPLOYEE'S PENSION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Miscellaneous Revenues	2,737,439
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	2,737,439
PROPOSED APPROPRIATIONS	
General Government	2,380,000
Non Expenditures:	
Reserves- Contributions to Fund Balance	357,439
TOTAL PROPOSED APPROPRIATIONS	2,737,439

HEALTH INSURANCE FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	6,125,798
Miscellaneous Revenues	86,200
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	6,211,998
PROPOSED APPROPRIATIONS	
General Government	5,605,522
Non Expenditures:	
Reserves- Contributions to Fund Balance	606,476
TOTAL PROPOSED APPROPRIATIONS	6,211,998

WORKERS' COMPENSATION FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	547,094
Other Financing Sources:	
Fund Balance Appropriated	651,827
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,198,921
PROPOSED APPROPRIATIONS	
General Government	630,921
Non Expenditures:	
Transfers to other Funds	568,000
TOTAL PROPOSED APPROPRIATIONS	1,198,921

FLEET SERVICES FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Charges for Services	3,129,658
Other Financing Sources:	
Transfers from other Funds	247,923
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	3,377,581
PROPOSED APPROPRIATIONS	
General Government	3,377,581
TOTAL PROPOSED APPROPRIATIONS	3,377,581

DISCRETIONARY SALES TAX FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	1,654,937
Other Financing Sources:	
Fund Balance Appropriated	34,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	1,688,937
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other Funds	1,688,937
TOTAL PROPOSED APPROPRIATIONS	1,688,937

GAS TAX FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Taxes	799,120
Intergovernmental Revenue	140,973
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	940,093
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other Funds	940,093
TOTAL PROPOSED APPROPRIATIONS	940,093

BUILDING PERMITS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Licenses and Permits	306,500
Intergovernmental Revenue	1,500
Total Estimated Revenues	308,000
Other Financing Sources:	
Fund Balance Appropriated	130,870
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	438,870
PROPOSED APPROPRIATIONS	
Public Safety	438,870
TOTAL PROPOSED APPROPRIATIONS	438,870

POLICE EDUCATION RECEIPTS FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Fund Balance Appropriated	15,000
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	15,000
PROPOSED APPROPRIATIONS	
Public Safety	15,000
TOTAL PROPOSED APPROPRIATIONS	15,000

RECREATION IMPACT FEES FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Fund Balance Appropriated	50,000
TOTAL ESTIMATED REVENUE AND OTHER RECEIPTS	50,000
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Transfers to other Funds	50,000
TOTAL PROPOSED APPROPRIATIONS	50,000

MAGNOLIA TOWNHOMES FUND

ESTIMATED REVENUES AND OTHER RECEIPTS	
Other Financing Sources:	
Transfers from other Funds	966,820
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	966,820
PROPOSED APPROPRIATIONS	
Non Expenditures:	
Debt Service	966,820
TOTAL PROPOSED APPROPRIATIONS	966,820

ALL FUNDS

ESTIMATED REVENUES AND OTHER RECEIPTS	
Ad Valorem Taxes	4,566,367
Other Taxes	7,170,890
Licenses and Permits	414,000
Intergovernmental Revenue	3,262,726
Charges for Services	106,662,726
Fines and Forfeits	101,500
Miscellaneous Revenues	6,956,358
Other Sources	856,407
Total Estimated Revenues	129,990,974
Other Financing Sources:	
Fund Balance Appropriated- Renewal & Replacement	3,777,881
Fund Balance Appropriated- Bond Proceeds	738,331
Fund Balance Appropriated- Note Proceeds	59,402
Fund Balance Appropriated- Impact Fees	64,500
Fund Balance Appropriated- Magnolia Townhomes Reserve	966,820
Fund Balance Appropriated	1,837,679
Transfers from other Funds	15,274,009
TOTAL ESTIMATED REVENUES AND OTHER RECEIPTS	152,709,596
PROPOSED APPROPRIATIONS	
General Government	16,370,812
Public Safety	14,598,264
Physical Environment	84,957,703
Transportation	3,905,851
Economic Environment	358,533
Human Services	5,000
Culture/Recreation	3,974,828
Other Uses	285,264
Non Expenditures:	
Transfers to other Funds	15,267,097
Debt Service	10,504,616
Reserve for Future Use	320,840
Reserves- Contributions to Fund Balance	1,914,653
Reserves- Contributions to Retained Earnings	246,135
TOTAL PROPOSED APPROPRIATIONS	152,709,596

SECTION II.

This ordinance shall become effective October 1, 2012.

PASSED AND ADOPTED at a regular meeting of the City Commission of the City of Leesburg, Florida held the 24th day of September 2012.

Sanna Henderson
Mayor

ATTEST:

Bettym Richardson
City Clerk

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 2012-13. The funding sources are identified by line and recapped at the end of the fund.

General Government

These items are included in general fund and the capital projects fund. Governmental Revenue is the funding source for general fund and the capital projects fund which also includes funding from grants and Gas tax.

FINANCE

Project #	W F #	Project Description	Funding Source	Amount
GFASST	761800	Customer Service Renovations	Governmental Revenue	50,000
			Discretionary Sales Tax	34,000
		Total Finance Department		84,000

INFORMATION TECHNOLOGY

Project #	W F #	Project Description	Funding Source	Amount
GFASST	810499			
		Servers	Governmental Revenue	30,000
		Communications Electronics/Switches	Governmental Revenue	35,000
		Plotter	Governmental Revenue	20,000
		Copier (3)	Governmental Revenue	19,500
		Tape Drive	Governmental Revenue	15,000
		Data Center	Governmental Revenue	100,000
		UPS	Governmental Revenue	30,000
		PBX Replacement Phase 3	Governmental Revenue	70,000
		Total Information Technology Department		319,500

AIRPORT

Project #	W F #	Project Description	Funding Source	Amount
310018	683454/2	Update Signage	Federal Grant	900,000
			State Grant	25,000
			Transfer from Gas	75,000
		Total Airport Department		1,000,000

FIRE

Project #	W F #	Project Description	Funding Source	Amount
GFASST	810510			
		ALS Equipment	Governmental Revenue	12,500
		Thermal Imaging Camera (2)	Governmental Revenue	20,000
		Extracation Tools Engine #4	Governmental Revenue	28,000
310022	813830	Renovation of Fire Station #62 Restrooms	Transfer from Gas	100,000
		Total Fire Department		100,000

Capital Improvement Program (Continued)

PUBLIC WORKS

Project #	W F #	Project Description	Funding Source	Amount
FLEET	807976	**Fleet**		
		USEPA Mandated Emissions Retrofit for		
		Emergency Generators used in DSM Generators	Electric Utility Transfer	183,423
		New Equipment - WWT Generator Lift Station #15	WWT Utility Transfer	31,500
		New Equipment - WWT Generator Lift Station #27	WWT Utility Transfer	33,000
		Replacement Vehicles (1,161,062)		
		Electric	Discretionary Sales Tax	62,700
		Solid Waste	Discretionary Sales Tax	450,000
		Wastewater	Discretionary Sales Tax	32,037
			Fleet Services Fund Rev	24,963
		Water	Fleet Services Fund Rev	140,310
		Police	Fleet Services Fund Rev	286,792
		Recreation	Fleet Services Fund Rev	63,610
		Stormwater	Fleet Services Fund Rev	100,650
		Refurbish Vehicles/ Equipment	Fleet Services Fund Rev	77,500
		Total Fleet		1,486,485
		Streets		
310051	813831	Road Resurfacing	Gas Tax	575,000
310051	813833	New Sidewalks at Community Building	Gas Tax	16,572
		Total Streets		591,572
		Facilities		
GFASST	810520	City Hall Air Conditioning	Governmental Revenue	17,000
310051	813834	City Hall Reroof	Transfer from Gas	226,800
310051	813837	Childs St Building Reroof	Transfer from Gas	29,000
		Total Facilities		272,800
		Total Public Works Department		**2,350,857**

LIBRARY

Project #	W F #	Project Description	Funding Source	Amount
GFASST	810513	Book Scan Center	Governmental Revenue	7,999
		Total Library Department		7,999

Capital Improvement Program (Continued)

Project #	W F #	Project Description	Funding Source	Amount
310081		Rails to Trails	Recreation Impact Fees	50,000
310081	813838	Relight Susan St Complex Phase I	Reallocated Bond Funds	60,000
		Total Recreation Department		110,000
		Funding Source		
		Governmental Revenue		454,999
		Electric Utility Transfer		183,423
		WWT Utility Transfer		64,500
		Reallocated Bond Funds		60,000
		Transfer from Gas		430,800
		Discretionary Sales Tax		578,737
		Fleet Services Fund Rev		693,825
		Recreation Impact Fees		50,000
		Gas Tax		591,572
		Federal Grant		900,000
		State Grant		25,000
		Total General Government Funding Sources		4,032,856

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
		Drainage Improvements		
140002		Miscellaneous Drainage Improvements	Stormwater Fees	50,000
		Stormwater Rehabs		
140002		Ponds	Stormwater Fees	20,000
140002		Curbs, gutters & inlets	Stormwater Fees	50,000
140002		Enclose Ditch Lines	Stormwater Fees	300,000
140002		Conveyance Systems	Stormwater Fees	100,000
140004	810781	Camera Truck Equipment	Stormwater Fees	75,000
140004	811157	Truxor/ Land Water Vehicle	Stormwater Fees	120,000
		Total Stormwater Department		715,000

Funding Source	
Stormwater Fees	715,000
Total Stormwater Funding Sources	715,000

Capital Improvement Program (Continued)

ELECTRIC

Project #	W F #	Project Description	Funding Source	Amount
410001	Various	Meters	Current Revenue	23,860
410002	Various	Transformers (402,009)	Renewal & Replacement	377,009
			Customer Contribution	25,000
410003	Various	Capacitors	Demand Side Mgmt Funds	118,503
410004	Various	Distribution Lines (684,956)	Customer Contribution	100,000
			Renewal & Replacement	584,956
410005	Various	Sectionalizing Equipment	Renewal & Replacement	67,901
410006	Various	Lights (153,093)	Current Revenue	53,237
			Customer Contribution	8,000
			Renewal & Replacement	91,856
410008	Various	Other equipment	Demand Side Mgmt Funds	322,862
410011	Various	Reconductoring	Renewal & Replacement	157,017
410012	Various	Substations (946,167)	Renewal & Replacement	496,394
			Demand Side Mgmt Funds	449,773
		Total Electric Department		2,876,368

Funding Source	
Current Revenue	77,097
Customer Contribution	133,000
Demand Side Mgmt Funds	891,138
Renewal & Replacement	1,775,133
Total Electric Funding Sources	2,876,368

Capital Improvement Program (Continued)

GAS

Project #	W F #	Project Description	Funding Source	Amount
420001	Various	Meters (114,190)		
		Regular meters	Current Revenue	46,022
			Customer Contribution	3,218
		ERT meters	Current Revenue	61,732
			Customer Contribution	3,218
420002		Mains		
	Various	Shepards Village	Customer Contribution	22,726
420008	Various	Regulators (17,562)	Current Revenue	15,965
			Customer Contribution	1,597
420009	Various	Farm Tap/ Industrial Equip	Current Revenue	5,071
420010	Various	Services (45,349)	Current Revenue	17,701
			Customer Contribution	27,648
		Total Gas Department		204,898
		Funding Source		
		Current Revenue		146,491
		Customer Contribution		58,407
		Total Gas Funding Sources		204,898

WATER

Project #	W F #	Project Description	Funding Source	Amount
430002		Mains (179,800)		
	811137	Radio Road Relocation Upgrade	Renewal & Replacement	65,000
	811140	CR 473 Treadway Road Loop Closure	Renewal & Replacement	30,000
		Mains Replacement	Renewal & Replacement	84,800
430003		Tools & Equipment (167,500)		
	811119	Royal Highlands Continuous Mixer	Renewal & Replacement	25,000
	811122	SCADA PSI Monitoring	Renewal & Replacement	17,500
	811126	Controller Upgrade	Renewal & Replacement	125,000
430006		Plant & Storage (193,250)		
	810728	Highland Lakes Driveway Construction	Renewal & Replacement	8,000
	811108	Newell Hill Elevated Tower Full Rehab	Renewal & Replacement	110,250
	811113/3	Royal Highlands VFD #1 Rehab	Renewal & Replacement	75,000
430012		Reuse Mains		
		Plantation Feasibility Study	Renewal & Replacement	50,000
		Total Water Department		590,550
		Funding Source		
		Renewal & Replacement		590,550
		Total Water Funding Sources		590,550

Capital Improvement Program (Continued)

WASTEWATER

Project #	W F #	Project Description	Funding Source	Amount
440002		Collecting Sewers (331,000)		
	Various	Lift Station Control Panels	Renewal & Replacement	50,000
	Various	Manhole Rehabilitation/line repairs	Renewal & Replacement	70,000
	811327	Lift Station #6 Rehab	Renewal & Replacement	67,000
	811329	Lift Station #21 Rehab	Renewal & Replacement	64,000
	811350	Master Antenna	Renewal & Replacement	10,000
	811342	Sewer Slip Lining	Renewal & Replacement	70,000
440003		Other Equipment (62,100)		
	811290	Effluent TSS Filter/Rehab/Sand	Renewal & Replacement	45,000
	811297	Influent Sampler	Renewal & Replacement	5,100
	811298	Autoclave	Renewal & Replacement	12,000
440004	810783	Vehicles & Equipment	Renewal & Replacement	75,000
440006		Treatment Plant (265,500)		
	811316	Turnpike Maintenance Bldg Reroof	Renewal & Replacement	57,000
	811302	Digester Decant Upgrade	Renewal & Replacement	37,500
	811303	Thickner Pumps	Renewal & Replacement	20,000
	811307	Turbidity In-line Meter	Renewal & Replacement	16,000
	811204	Influent Mag Meter	Renewal & Replacement	30,000
	811309	Canal St Radio Upgrade	Renewal & Replacement	85,000
	811202	Sodium Hypochlorite Tank	Renewal & Replacement	20,000
		Total Wastewater Department		733,600
		Funding Source		
		Renewal & Replacement		733,600
		Total Wastewater Funding Sources		733,600

COMMUNICATIONS

Project #	W F #	Project Description	Funding Source	Amount
450001	Various	New Customer Additions	Current Revenue	38,654
450002	Various	Fiber Relocations	Renewal & Replacement	173,100
450008	Various	Other Equipment (66,000)		
		Fusion Splicer	Current Revenue	16,000
		Remote Switch	Current Revenue	20,000
		Test Bench	Current Revenue	10,000
		Optical Time Domain Reflectometer	Renewal & Replacement	20,000
		Total Communications Department		277,754
		Funding Source		
		Current Revenue		84,654
		Renewal & Replacement		193,100
		Total Communications Funding Sources		277,754

Capital Improvement Program (Continued)

Solid Waste

Project #	W F #	Project Description	Funding Source	Amount
		Single Stream Relocation Center	Current Revenue	30,000
		Total Solid Waste		30,000
		Funding Source		
		Current Revenue		30,000
		Total Solid Waste		30,000

2012-13 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		7.67		15,953.60	
Broadcast Technician	117		12.44	18.26	25,875.20	37,980.80
Budget Analyst	124		16.31	23.96	33,924.80	49,836.80
Budget Manager	136	132	26.05	38.24	54,184.00	79,539.20
Business Applications Support	136		26.05	38.24	54,184.00	79,539.20
Building Inspector I	123		15.69	23.04	32,635.20	47,923.20
Building Inspector II	124		16.31	23.96	33,924.80	49,836.80
Building Official	135		25.05	36.77	52,104.00	76,481.60
Business Analyst	123		15.69	23.04	32,635.20	47,923.20
Buyer	120		13.97	20.51	29,057.60	42,660.80
Chief Plant Operator	130		20.61	30.26	42,868.80	62,940.80
City Clerk	137		27.09	39.77	56,347.20	82,721.60
City Engineer	140		30.46	44.72	63,356.80	93,017.60
Clerical Assistant	111		9.87	14.46	20,529.60	30,076.80
Collections Supervisor	121		14.52	21.32	30,201.60	44,345.60
Communications Manager	136	135	26.05	38.24	54,184.00	79,539.20
Communications Maintenance Supervisor	130		20.61	30.26	42,868.80	62,940.80
Communications Tech I	121		14.52	21.32	30,201.60	44,345.60
Communications Operations Manager	131		21.43	31.46	44,574.40	65,436.80
Community Development Director	139		29.29	43.01	60,923.20	89,460.80
Community Redevelopment Coordinator	130		20.61	30.26	42,868.80	62,940.80
Computer System Analyst	128		19.06	27.99	39,644.80	58,219.20
Computer Technician	123		15.69	23.04	32,635.20	47,923.20
Contract Supervisor	L4		34.01	37.16	70,740.80	77,292.80
Crew Leader	127		18.33	26.93	38,126.40	56,014.40
Customer Accounts Manager	132		22.28	32.70	46,342.40	68,016.00
Customer Accounts Supervisor	120		13.97	20.51	29,057.60	42,660.80
Customer Service Specialist	115		11.52	16.89	23,961.60	35,131.20
Database Administrator/GIS Manager	136		26.05	38.24	54,184.00	79,539.20
Deputy City Clerk I	120		13.97	20.51	29,057.60	42,660.80
Deputy City Clerk II	122		15.09	22.16	31,387.20	46,092.80
Deputy City Manager	144		35.60	52.31	74,048.00	108,804.80
Deputy Director of Environmental Services	137		27.09	39.77	56,347.20	82,721.60
Deputy Director of Electric	141		31.67	46.50	65,873.60	96,720.00
Deputy Director of Public Works	137		27.09	39.77	56,347.20	82,721.60
Deputy Finance Director	139		29.29	43.01	60,923.20	89,460.80
Deputy Fire Chief	139		29.29	43.01	60,923.20	89,460.80
Development Review Coordinator	130		20.61	30.26	42,868.80	62,940.80
Director of Electric	147		40.04	58.74	83,283.20	122,179.20
Director of Environmental Services	142		32.93	48.36	68,494.40	100,588.80
Director of Housing & Economic Development	137		27.09	39.77	56,347.20	82,721.60
Director of Recreation & Parks	140		30.46	44.72	63,356.80	93,017.60
Distribution Foreman	127		18.33	26.93	38,126.40	56,014.40
Distribution Technician	116		11.97	17.57	24,897.60	36,545.60
Electric Line Crew Leader	L4		34.01	37.16	70,740.80	77,292.80
Electric Lineman	L2		25.05	34.61	52,104.00	71,988.80

2012-13 PAYGRADES (Continued)

Electric Service Planner	131		21.43	31.46	44,574.40	65,436.80
Electric Service Technician	L3		26.05	35.80	54,184.00	74,464.00
Electric Superintendent	139		29.29	43.01	60,923.20	89,460.80
Electric System Operations Supervisor	135		25.05	36.77	52,104.00	76,481.60
Electric Senior Systems Operator	133		23.17	34.01	48,193.60	70,740.80
Electric Technician I	120		13.97	20.51	29,057.60	42,660.80
ElectricTechnician II	122		15.09	22.16	31,387.20	46,092.80
Emergency Services Dispatch Manager	124		16.31	23.96	33,924.80	49,836.80
Emergency Services Dispatcher I	117		12.44	18.26	25,875.20	37,980.80
Emergency Services Dispatcher II	118		12.93	18.98	26,894.40	39,478.40
Emergency Services Dispatcher III	120		13.97	20.51	29,057.60	42,660.80
Executive Assistant/Administrative Aide I	122		15.09	22.16	31,387.20	46,092.80
Executive Assistant/Administrative Aide II	124		16.31	23.96	33,924.80	49,836.80
Facilities Maintenance Manager	130		20.61	30.26	42,868.80	62,940.80
Finance Director	142		32.93	48.36	68,494.40	100,588.80
Financial Reporting Manager	135		25.05	36.77	52,104.00	76,481.60
Fire Battalion Chief *	532		17.90	26.27	52,124.80	76,498.24
Fire Captain	134		24.09	35.36	50,107.20	73,548.80
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 EMT*	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 Compliance Specialist	121		14.52	21.32	30,201.60	44,345.60
Gas Director	139		29.29	43.01	60,923.20	89,460.80
Gas Distribution Coordinator	120		13.97	20.51	29,057.60	42,660.80
Gas Engineer	135		25.05	36.77	52,104.00	76,481.60
Gas Maintenance Tech	118		12.93	18.98	26,894.40	39,478.40
Gas Service Technician	123	118	15.69	23.04	32,635.20	47,923.20
GIS Tech	123		15.69	23.04	32,635.20	47,923.20
GIS Utility Specialist I	126		17.63	25.89	36,670.40	53,851.20
GIS Utility Specialist II	127		18.33	26.93	38,126.40	56,014.40
GIS Specialist Planning	124		16.31	23.96	33,924.80	49,836.80
GIS Analyst	130		20.61	30.26	42,868.80	62,940.80
Groundsman	L1		11.97	17.57	24,897.60	36,545.60
Heavy Equipment Operator	117		12.44	18.26	25,875.20	37,980.80
Housing Manager	130		20.61	30.26	42,868.80	62,940.80
Human Resources Analyst	122	119	15.09	22.16	31,387.20	46,092.80
Human Resources/Safety Director	140		30.46	44.72	63,356.80	93,017.60
Industrial Pretreatment Inspector	121		14.52	21.32	30,201.60	44,345.60
Industrial Waste Monitoring (IWM) Technician	117		12.44	18.26	25,875.20	37,980.80
Information Technology Director	139		29.29	43.01	60,923.20	89,460.80
Internet Programmer	130		20.61	30.26	42,868.80	62,940.80
IT Network Manager	136		26.05	38.24	54,184.00	79,539.20
Laboratory Manager	132	130	22.28	32.70	46,342.40	68,016.00
Lead Plant Operator	127		18.33	26.93	38,126.40	56,014.40
Librarian	120		13.97	20.51	29,057.60	42,660.80
Librarian Youth Services Supervisor	122		15.09	22.16	31,387.20	46,092.80
Library Adult Services Supervisor	122		15.09	22.16	31,387.20	46,092.80
Library Assistant	109		9.14	13.38	19,011.20	27,830.40
Library Assistant/Adult Services	114		11.08	16.25	23,046.40	33,800.00
Library Circulation Supervisor	122		15.09	22.16	31,387.20	46,092.80
Library Director	139		29.29	43.01	60,923.20	89,460.80
Library Page	105		7.83	11.46	16,286.40	23,836.80
Library Page Temp	105		7.83	11.46	16,286.40	23,836.80
Library Support Services Manager	122		15.09	22.16	31,387.20	46,092.80
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

2012-13 PAYGRADES (Continued)

Mechanic I	117		12.44	18.26	25,875.20	37,980.80
Mechanic II	119		13.44	19.73	27,955.20	41,038.40
Meter Reader	112		10.26	15.03	21,340.80	31,262.40
Meter Reader Supervisor	121		14.52	21.32	30,201.60	44,345.60
Meter Technician	127		18.33	26.93	38,126.40	56,014.40
Mobile Equipment Operator I	113		10.66	15.63	22,172.80	32,510.40
Mobile Equipment Operator II	115		11.52	16.89	23,961.60	35,131.20
Network Systems Analyst I	130		20.61	30.26	42,868.80	62,940.80
Network Systems Analyst II	131		21.43	31.46	44,574.40	65,436.80
Network Technician I	123		15.69	23.04	32,635.20	47,923.20
Nursery Technician	117		12.44	18.26	25,875.20	37,980.80
Office Specialist	114		11.08	16.25	23,046.40	33,800.00
Operations Supervisor	130		20.61	30.26	42,868.80	62,940.80
Payroll Administrator	122		15.09	22.16	31,387.20	46,092.80
Planner	126		17.63	25.89	36,670.40	53,851.20
Plans Examiner I	127		18.33	26.93	38,126.40	56,014.40
Plans Examiner II	129		19.82	29.10	41,225.60	60,528.00
Plant Manager	137		27.09	39.77	56,347.20	82,721.60
Plant Mechanic	114		11.08	16.25	23,046.40	33,800.00
Police Captain	134		24.09	35.36	50,107.20	73,548.80
Police Chief	142		32.93	48.36	68,494.40	100,588.80
Police Corporal **	304		18.33	26.93	40,509.30	59,515.30
Police Detective **	300		15.69	23.04	34,674.90	50,918.40
Police Detective Corporal **	304		18.33	26.93	40,509.30	59,515.30
Police Detective Sergeant **	306		19.06	27.99	42,122.60	61,857.90
Police Interns	403		14.95	15.69	31,096.00	32,635.20
Police Lieutenant **	308		20.61	30.26	45,548.10	66,874.60
Police Major	135		25.05	36.77	52,104.00	76,481.60
Police Officer **	300		15.69	23.04	34,674.90	50,918.40
Police Reserve Officer	999		7.67		15,953.60	
Police Sergeant **	306		19.06	27.99	42,122.60	61,857.90
Project Manager I	127		18.33	26.93	38,126.40	56,014.40
Public Infor Officer	135		25.05	36.77	52,104.00	76,481.60
Purchasing Manager	135		25.05	36.77	52,104.00	76,481.60
Receptionist	111		9.87	14.46	20,529.60	30,076.80
Records Supervisor	120		13.97	20.51	29,057.60	42,660.80
Recreation Specialist	115		11.52	16.89	23,961.60	35,131.20
Risk Manager	132	130	22.28	32.70	46,342.40	68,016.00
School Crossing Guard	999		7.67		15,953.60	
Senior Buyer	124		16.31	23.96	33,924.80	49,836.80
Senior Dep Director	141		31.67	46.50	65,873.60	96,720.00
Senior Detective **	302		16.96	24.90	37,481.60	55,029.00
Senior Electric Service Planner	135		25.05	36.77	52,104.00	76,481.60
Senior Meter Technician	128		19.06	27.99	39,644.80	58,219.20
Senior Planner	130		20.61	30.26	42,868.80	62,940.80
Senior Police Officer **	302		16.96	24.90	37,481.60	55,029.00
Senior Systems Analyst	135		25.05	36.77	52,104.00	76,481.60
Senior Substation Comm Tech	135		25.05	36.77	52,104.00	76,481.60
Shop Supervisor	124		16.31	23.96	33,924.80	49,836.80
Solid Waste Manager	130		20.61	30.26	42,868.80	62,940.80
Solid Waste Operator I	113		10.66	15.63	22,172.80	32,510.40
Solid Waste Operator II	115		11.52	16.89	23,961.60	35,131.20
Solid Waste Operator III	117		12.44	18.26	25,875.20	37,980.80
Solid Waste Operator IV	119		13.44	19.73	27,955.20	41,038.40
Solid Waste Supervisor	127		18.33	26.93	38,126.40	56,014.40
Street Supervisor	123		15.69	23.04	32,635.20	47,923.20
Substation Communications Technician I	127		18.33	26.93	38,126.40	56,014.40
Substation Communications Technician II	134		24.09	35.36	50,107.20	73,548.80
Surge Suppression Technician	117		12.44	18.26	25,875.20	37,980.80
Surveying Technician	125		16.96	24.90	35,276.80	51,792.00
Sys Admin/Security Officer	132		22.28	32.70	46,342.40	68,016.00
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

2012-13 PAYGRADES (Continued)

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
Wastewater/Water Dual Operator B	125	16.96	24.90	35,276.80	51,792.00
Wastewater/Water Dual Operator B/C	123	15.69	23.04	32,635.20	47,923.20
Wastewater/Water Dual Operator C	120	13.97	20.51	29,057.60	42,660.80
Water Operator A	124	16.31	23.96	33,924.80	49,836.80
Water Operator Apprentice	116	11.97	17.57	24,897.60	36,545.60
Water Operator B	121	14.52	21.32	30,201.60	44,345.60
Water Operator B/Cross Connection	121	14.52	21.32	30,201.60	44,345.60
Water Operator C	119	13.44	19.73	27,955.20	41,038.40

Add pay Notes:

Standby pay is an additional $10 a day
Shift differential is an additional 10¢ per hour where applicable
Car Allowance is provided to some department heads that use their car for city business rate at a rate of $2,700 per year
Police clothing allowance is provided to detectives for professional clothing at a rate of $600 per detective per year
Police EMT incentive pay is provided to an officer to compensate for EMT specialized training at a rate of $1,250 per year
Police Incentive pay is a State unfunded mandate, provided to police officers, for advanced training at a maximum rate of $1,560 per year
Police SWAT pay is provided to members of the SWAT team at a rate of 2% of their annual salary per year
Fire EMS part time coordinator is provided to fire employees for EMS coordinating at a rate of $4,000 per year
Fire Misc Special Pay is an additional amount provided to Fire Battalion chiefs for covering shifts
Building Inspectors that obtain their Fire Inspection certification will receive a 10% increase in pay

* Annual salary for firefighters are calculated at 2912 hours/year rather than the standard 2080 hours/year.
** Annual salary for Police Officiers, Corporals,Detectives, Sergeants & Lieutenants are calculated at 2210 hours/year rather than the standard 2080 hours/year.

2012-13 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			

2012-13 PAYGRADES (Continued)

Official 5	268	45.00	N/A
Babe Ruth Baseball Umpire			
Scorekeeper	263	N/A	9.00
Youth & Adult Football Scorekeeper			
Youth & Adult Basketball Scorekeeper			
Youth Baseball Scorekeeper			
Youth & Adult Softball Scorekeeper			
Youth & Adult Volleyball Scorekeeper			
Start Smart Instructors			
Football Chain Gang	266	N/A	7.67
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	7.67
Lifeguar-Head	255	N/A	9.25
Water Safety Instructor	252	N/A	8.25
Lightning Summer Help Temp	999	N/A	7.67
Summer Help	999	N/A	7.67
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.

2012-13 PAYGRADES (Continued)

Pay Grade	Hourly Min	Hourly Max	Annual Min	Annual Max
L1	11.97	17.57	24,897.60	36,545.60
L2	25.05	34.61	52,104.00	71,988.80
L3	26.05	35.80	54,184.00	74,464.00
L4	34.01	37.16	70,740.80	77,292.80
101	7.67	9.81	15,953.60	20,404.80
102	7.67	10.20	15,953.60	21,216.00
103	7.67	10.61	15,953.60	22,068.80
104	7.67	11.03	15,953.60	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

2012-13 PAYGRADES (Continued)

300	15.69	23.04	34,674.90	50,918.40
302	16.96	24.90	37,481.60	55,029.00
304	18.33	26.93	40,509.30	59,515.30
306	19.06	27.99	42,122.60	61,857.90
308	20.61	30.26	45,548.10	66,874.60
401	17.81	24.18	37,044.80	50,294.40
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	27,256.32	39,544.96
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	71,926.40	102,327.68
528	22.29	32.73	64,908.48	95,309.76
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	7.67		15,953.60	

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ELEMENT/OBJECT CODES

PERSONAL SERVICES

Salaries and Wages (1XXX)

1210 Salaries - posted directly from payroll
1230 Sick pay - wages paid for employee using sick time, final pay of accumulated sick time
1240 Vacation pay - wages paid for employee using vacation time, includes buy back and final pay out
1260 Stand by pay - the extra amount paid to employees on call
1280 Comp time pay - wages paid when employee uses comp time
1310 Temporary help - Norrell, Interim, tennis and swimming instructors
1410 Overtime pay - wages paid for overtime worked
1510 Special pay - incentive pay, retired commissioner
1530 Bonuses - Christmas bonus pay

Fringes (2XXX)

2110 FICA - employer portion of social security and Medicare taxes
2210 Retirement - City's contribution to the appropriate pension plan
2310 Health insurance - City's portion of health insurance premium
2320 Life insurance - premiums the City pays for employee life insurance policy
2410 Workers' compensation - payments to workers' compensation fund

OPERATING EXPENSES

Professional and Contractual Services (3XXX)

3110 Professional services - architects, appraisals, attorneys, bond rating companies, veterinarians
3111 Medical services - Hepatitis B shots, random drug testing.
3112 Pre-employment physical and psychological testing.
3130 Engineering services
3410 Contract services - custodial, janitorial, cleaning contracts with outside agents, not maintenance contracts or vehicle and equipment repairs

Other Operating Expenses (4XXX)

4010 Travel - hotel, meals, tolls, parking, and incidental travel expenses
4110 Communication - only telephone, cellular and mobile phones, pagers
4150 Fiber optic communication - charges for using the fiber - communications fund
4210 Postage - freight, postage
4310 Utilities - electric, gas, water, wastewater, Solid Waste, stormwater expenses
4410 Rentals - lease or rent equipment or vehicles
4510 Insurance

All service contracts are included in this area:

4610 Repairs/Maintenance-vehicles and heavy equipment - trucks, cars, big tractors, pay loaders, backhoes, parts purchased to do repairs or maintenance later
4611 Repairs/Maintenance-fleet services charges
4612 Repairs/Maintenance-machinery and equipment - pumps, generators, saws, mowers, trailers, cameras, radar equipment, calibration of scales, video equipment
4620 Repairs/Maintenance-buildings - air conditioners, roof repairs, automatic doors, paint, carpet cleaning, pest control
4625 Repairs/Maintenance-other than buildings (OTB) - fences, sprinklers (irrigation), parking lots, landscaping, sidewalks, curbs, docks, athletic fields, lighting systems, storm drains

4630 Repairs/Maintenance-communication equipment - radio, phones, pagers
4631 Repairs/Maintenance-paid to MIS department for computer equipment - lap tops, printers, monitors, CPU's, CD towers, UPS (uninterrupted power sources)
4633 Repairs/Maintenance-outside software maintenance contracts
4670 Repairs/Maintenance-office equipment - copiers, fax, inspection of fire extinguishers
4710 Printing and binding - services contracted with outside vendor, such as Ford Press and PRIDE
4810 Promotional activities - do not include legal ads
4911 Advertising - other ads for City business, meetings, bids, legal ads
4920 Other current charges - permits to outside agencies, any other obligation not otherwise classified

Material and Supplies (5XXX)
5180 Minor furniture and equipment - items less than $5,000 (over $5,000-see 6410), tools, sirens, strobe lights, fire extinguishers, storage cabinets, lockers, chairs, tables
5210 Operating supplies - consumed in the conduct of operations, computer software, construction materials and supplies, saw blades, chemicals, oxygen, oil, lubricants, and film development
5215 Uniforms and shoes - for employees, City's portion of shoe allowance, personal OSHA safety equipment
5230 Fuel purchases - diesel, unleaded, compressed natural gas for vehicles
5280 Chemical purchases
5410 Publications and membership
5540 Education - expenses exclusively related to education funding agreement, must be approved by Human Resources
5520 Training - seminar and registration expense, video and audio training tapes
5910 Depreciation expense

CAPITAL OUTLAY
Capital (6XXX)
6110 Land - acquisition cost, easement, right-of-way
6210 Building - purchase or construction of office or storage building, including improvements and upgrades to the structure or building
6310 Improvements other than buildings - curbs, docks, fences, landscape, parking lots, athletic field
6410 Machinery and equipment - purchase of an item over $5,000 (parts under $5,000-see 5180), vehicles, office furniture and equipment, transportation equipment, other machinery and equipment

OTHER EXPENSES
Debt Service (7XXX)

Grants and Aids (8XXX)

Other Uses (9XXX)

GLOSSARY OF ACRONYMS

AL	Allocated
ALS	Advanced Life Support
AMR	Automated Meter Readers
APPA	American Public Power Association
ARRA	American Recovery & Reinvestment
ARV	Air Release Valve
ASE	Automotive Service Excellence
ATF	Bureau of Alcohol, Tobacco, Firearms & Explosives
AutoCAD	Computer Aided Drafting
BAN	Bond Anticipation Note
BBIF	Black Business Investment Fund
BOSS	Business Owners Success Summit
BRAGG	Business Redevelopment Assistance and Guidance Group
CDBG	Community Development Block Grant
CDC	Community Development Corporation
CEU	Continuing Education Units
CGFO	Certified Government Finance Officer
CIP	Capital Improvement Plan
CHCRA	Carver Heights Community Redevelopment Agency
COLA	Cost of Living Adjustment
CR	County Road
CRA	Community Redevelopment Agency
CT	Current Transformer
CUP	Consumptive Use Permit
C.U.R.E.	Citizens Utility Relief Effort
DEA	Drug Enforcement Agency
DEP	Department of Environmental Protection
DIMP	Distribution Integrity Management Programs
DNS	Domain Name System
DO	Dissolved Oxygen
DOE	Department of Energy
DOT	Department of Transportation
DOR	Department of Revenue
DR	Demand Response
DRC	Department Review Committee
DSM	Demand Side Management
EAR	Evaluation and Appraisal Report
EMS	Emergency Medical Service
ERAU-W	Embry Riddle Aeronautical University-Worldwide
ERT	Electronic Remote Transmitter
ERU	Equivalent Residential Unit
FAA	Federal Aviation Administration
FACTA	Fair and Accurate Credit Transactions Act
FBI	Federal Bureau of Investigation
FCCMA	Florida City/County Managers Association

GLOSSARY OF ACRONYMS (Continued)

FCSL	Florida Collegiate Summer League
FDCA	Florida Department of Community Affairs
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FEAT	Florida Energy Aerospace Technology
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FGFOA	Florida Government Finance Officers Association
FGU	Florida Gas Utility
FICA	Federal Insurance Contributions Act
FMEA	Florida Municipal Electric Association
FMPA	Florida Municipal Power Agency
FPL	Florida Power & Light
FPSC	Florida Public Service Commission
FTP	File Transfer Protocol
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GLCRA	Greater Leesburg Community Redevelopment Agency
GDPIPDI	Gross Domestic Product Implicit Price Deflator Index
GO	General Obligation
GPS	Global Positioning Satellite
H2S	Hydrogen Sulfide
HSP	High Service Pump
IBNR	Incurred But Not Reported
ICE	US Immigration & Customs Enforcement
ICMA	International City Management Association
IP	Industrial Pretreatment
IPP	Industrial Pretreatment Program
IRS	Internal Revenue Service
ISO	Insurance Services Office
IT	Information Technology
IVR	Interactive Voice Response
ISBA	Interlocal Service Boundary Agreement
LEAP	Leesburg Enterprise Aerospace Plan
LF	Linear Foot
LGIP	Local Government Investment Pools
LHS	Leesburg High School
LSCC	Lake Sumter Community College
MG	Millions Gallons
MGD	Million Gallons per Day
MS4	Municipal Separate Storm Sewer System
MWTP	Main Water Treatment Plant
MPO	Metropolitan Planning Organization

GLOSSARY OF ACRONYMS (Continued)

NDB	Non Directional Beacon
NERC	North American Electric Reliability Corporation
NPDES	National Pollution Discharge Elimination System
NOV	Notice of Violations
NPDES	National Pollutant Discharge Elimination System
NSF	Non Sufficient Funds
NSP	Neighborhood Stabilization Program
O&M	Operations & Maintenance
OSHA	Occupational Safety & Health Administration
P&Z	Planning & Zoning
PBX	Private Branch Exchange
PEF	Progress Energy- Florida
POOL	Purchasing Officers of Lake
PPC	Public Protection Classification
PPO	Preferred Provider Organization
PSC	Public Service Commission
PTO	Paid Time Off
RFP	Request for Proposal
SAFER	Staffing for Adequate Fire & Emergency Response
SBA	Small Business Association
SBDC	Small Business Development Center
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SGIG	Smart Grid Investment Grant
SMS	Short Message System
SOP	Standard Operating Procedure
TIF	Tax Increment Financing
TMDL	Total Maximum Daily Load
TRIM	Truth in Millage
TSS	Total Suspended Solids
TWWTP	Turnpike Wastewater Treatment Plant
UCF	University of Central Florida
USSSA	United States Specialty Sports Association
VoIP	Voice Over Internet Protocol
VT	Voltage Transformer
WA	Water
WRF	Water Reclamation Facility
WWT	Wastewater
WWTF	Wastewater Treatment Facility
WWTP	Wastewater Treatment Plant

GLOSSARY OF BUDGETARY TERMS

ACCRUAL BASIS - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

AD VALOREM TAXES - Taxes based on value. A tax levied by local government on the assessed value of real property. This tax is commonly referred to as "property tax."

AMENDMENT - A change to an adopted budget that has been approved by the Leesburg City Commission which may increase or decrease a fund total.

AMORTIZATION - (1) Gradual reduction or liquidation of the balance of an intangible asset or liability according to specified times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

APPROPRIATION - A specific amount of money authorized by the City Commission for the purchase of goods and services or incurs obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

ASSESSED VALUATION - A valuation established by the Lake County Property Appraiser for real estate or other property to establish a basis for levying property taxes.

AVAILABLE - Revenue that is collectible within current period, or soon after, to pay liabilities of the current period.

BALANCE SHEET – Basic financial statement, usually accompanied by disclosures that describe the basis of accounting used in its preparation and presentation of a specified date the entity's assets, liabilities and the equity of it's owners. Also known as a "Statement of Financial Condition" or a "Statement of Net Asset" (on the governmental side). Presentation of City Financial and Capital Assets which equals current and long-term liabilities plus equity.

BOND - A written promise to pay a sum of money on a specific date at a specific interest rate as detailed in a bond ordinance.

BUDGET - A financial plan for the operation of a program or organization for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

BUDGET ADJUSTMENT - A revision to the adopted budget occurring during the affected fiscal year as approved by the City Commission via an amendment or a transfer.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL OUTLAY - The cost of acquiring land, buildings, equipment, machinery, furnishings, etc. with a unit cost in excess of $5,000 and a useful life greater than one (1) year.

CAPITAL PROJECTS FUND - Account for acquisition or construction of major capital facilities which are not funded from proprietary funds, but rather financed by bonds, intergovernmental revenues, donations or other restricted revenues.

CASH BASIS - A method of determining if a budget is balanced. The cash basis of accounting is not in conformance with the accrual and modified accrual bases prescribed by the Governmental Accounting Standards Board.

CHART OF ACCOUNTS - A way of recording revenues and expenditures, using a unique number, which includes all types of transactions within the organizational structure.

COMMUNICATIONS SERVICE TAX - A tax levied by cities on the customers industry, including cable television and telephone.

CONTINGENCY - A budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

COST ALLOCATION - The method used to charge Enterprise Funds for their share of central administration costs.

DEBT SERVICE - The City's obligation of principal and interest payments required to retire bonds and other instruments used as a financing source.

DEPARTMENT - A major organizational unit of the city, which indicates overall management responsibility for related activities.

DEPRECIATION - The non-cash expense related to the periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary-type

funds, such as enterprises and internal service funds. Depreciation is a non-cash expense; however, it should be budgeted in proprietary funds to ensure that there is sufficient revenue being collected from rates to cover this expense. Most bond rate covenants require that all operating and maintenance expenses including depreciation be covered by revenue from rates.

DIVISION - A sub-unit of a department, which is a basic organizational unit of the city that uniquely functions in its service delivery.

ENCUMBRANCES - Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are correspondingly reduced.

ENTERPRISE FUND - A self-supporting fund designed to account for activities supported by user charges similar to business-like enterprise.

EXPENDITURE - Decreases in (uses of) financial resources other than through interfund transfers.

EXPENSE - A use of financial resources to obtain goods and services in the proprietary funds, which are accounted for on the full accrual basis, which is consistent with the business accounting model.

FIDUCIARY FUND - A fund used to account for activity of the city as a trustee over funds allotted to meet a current or future financial obligation, usually on an actuarially sound basis. Example: Pension funds.

FISCAL YEAR - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the City of Leesburg, the fiscal year begins October 1 and ends September 30.

FIXED ASSETS - Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, and improvements other than buildings, machinery and equipment.

FRANCHISE - A special privilege granted by a government permitting the continuing use of public property, such as city streets and usually involving the elements of monopoly and regulation.

FRANCHISE FEES - A fee assessed on a business, usually a public utility, in return for its exclusive right to operate inside the city limits. The City of Leesburg has granted franchises for electric, gas and Solid Waste services. An agreement between the city and a provider of public services imparts certain standards on the provider and is a contract which requires payments to the City.

FRINGE BENEFITS - These employee benefits include social security, retirement, group health, dental and life insurance.

FTE - Full-time equivalent. The hourly equivalent of a full-time employee. An FTE can be made up of either a full-time employee or two (2) or more part-time employees whose total hours equal 40 per week.

FUNCTION - A major class or grouping of activities established by the State of Florida, whereby the financial reports must be grouped according to those established functions. These categories describe groups of tasks directed toward a common goal, such as executive, financial and administrative, to use in budgetary analysis.

FUND - A fiscal and accounting entity with a self balancing set of accounts to record and segregate specific activities or objectives.

FUND BALANCE - The fund equity (excess of assets over liabilities) of government funds and trust funds.

GFOA - Government Finance Officer's Association, a professional association of state and local finance officers in the United States who are dedicated to the sound management of government financial resources. The association sets program standards for the GFOA's Certificate of Achievement for Excellence in Financial Reporting and Budgeting.

GENERAL FUND - A fund supported by revenues, such as property taxes, not designed by law for a special purpose. If there are no legal or sound financial reasons to classify an activity within another fund, use the General Fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - Uniform minimum standards for financial recording and reporting established by the accounting profession through such independent entities as the Governmental Accounting Standards Board.

GENERAL OBLIGATION BONDS - Bonds for the payment of which the full faith and credit of the issuing government are pledged.

GOALS - A statement of direction, purpose or intent based on the needs of the community.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) - The body that sets accounting standards specifically for governmental entities at the state and local level.

GOVERNMENTAL FUNDS - Governmental funds are used to account for all or most of a government's general activities not accounted for in some other fund and use the modified accrual basis of accounting.

GRANT - A contribution of assets (usually cash) by a governmental unit or other organization to another made for a specific purpose.

IMPACT FEES - Fees charged to developers and individuals to cover, in whole or part, the anticipated cost of improvements that will be necessary as a result of the development.

INDIRECT COSTS - Costs associated with, but not directly attributed to, providing a product or service, which are usually incurred by another department to support the operating department.

I**NFRASTRUCTURE** - Public support structures such as roads, street lighting, and water and sewer lines.

INTERFUND TRANSFERS - All interfund transactions, except loans, quasi-external transactions and reimbursements. Budgeted amounts transferred from one governmental accounting fund to another for work or services provided. These represent a "double counting" of expenditures. Therefore, these amounts are deducted from the total operating budget to calculate the "net" budget.

INTERNAL SERVICE FUNDS - Funds established for the financing of goods or service provided by one department to other departments within the City on a cost-reimbursement basis.

MAJOR FUND – The general fund is always a major fund. Any governmental fund that meets both of the following criteria:

1) An individual fund that reports at least 10% of the total governmental funds in any of the following categories: assets, liabilities, revenues, and expenditures, and
2) 5% of the total for both governmental and enterprise funds in any one of the categories that met the 10% test

Enterprise funds apply the same criteria compared to governmental funds, but do not include extraordinary items in revenues and expenses. Internal service funds are never major. A government may elect to always report a fund as major to enhance consistency.

MEASURABLE - The amount of a transaction or event that can be determined.

MILL - 1/1000 of one (1) dollar used in computing taxes by multiplying the rate times the taxable value divided by 1,000.

$$\frac{\text{taxable value}}{\$1{,}000} \times \text{millage rate} = \text{taxes}$$

$$\frac{\$50{,}000}{\$1{,}000} \times \$4.500 = \$225.00$$

MILLAGE - Rate used in calculating taxes based upon the value of property expressed in mills per dollar of property value.

MODIFIED ACCRUAL - Revenues are recorded when both measurable and available (within 60 days of year end) to pay current liabilities. Expenditures are recognized when a transaction draws upon current spend able resources.

NON-OPERATING EXPENDITURES – Types of expenditures that do not represent direct operating costs to the fund; include transfers out, transfers to Constitutional Officers, and reserves for contingency.

NON-OPERATING REVENUES - Financial support for funds that are classified separately from revenues; include transfers in and internal service fund receipts.

OPERATING COSTS - Operating and maintenance expenses of day-to-day operations excluding personal services and capital outlay.

PERFORMANCE MEASURES - Specific qualitative and/or quantitative measures of work performed as an objective of service divisions within the departments includes performance measures to identify the planned target levels for services in the fiscal year. Performance measures include workload indicators, effectiveness and efficiency standards.

PERSONAL SERVICES - Costs related to compensating employees including salaries, wages, and fringe benefits.

PROPERTY TAX - Refer to definition for ad valorem tax.

PROPRIETARY FUNDS - Used to account for a government's business-type activities on the full accrual basis. The two (2) fund types in this category are the enterprise funds and internal service funds.

RESERVE - Funds that have been identified for a particular purpose or a portion of fund equity legally segregated for a specific future use. Reserve for working capital is a budgetary reserve appropriated to meet unexpected cash flow needs, emergencies, or revenue shortfalls.

RETAINED EARNINGS - An equity account reflecting the accumulated net earnings of a proprietary fund.

REVENUE BONDS - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. Bonds payable from a specific revenue source and do not pledge the full faith and credit of the issuer.

REVENUE SHARING - State money allocated to local governments.

ROLLBACK RATE - The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.

SPECIAL REVENUE FUND - A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

TAX BASE - The total property valuations on which each taxing agency levies its tax rates.

TAX ROLL - The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

TRANSFERS IN/OUT - Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the fund and are budgeted separately from other revenues and expenditures.

TRUTH IN MILLAGE LAW - Also called the "TRIM BILL", refers to a 1980 law that changed the budget process of local taxing agencies. It was designed to keep the public informed about the taxing intentions of the agencies.

UNIFORM ACCOUNTING - The chart of accounts prescribed by the Office of the State Comptroller System designed to standardize financial information to facilitate comparison and evaluation of reports.

USES - OTHER - Total expenditures and transfers to other funds that decrease net financial resources.

UTILITY SERVICES TAX - A tax levied by cities on the consumers of various utilities such as electricity, gas, or water.

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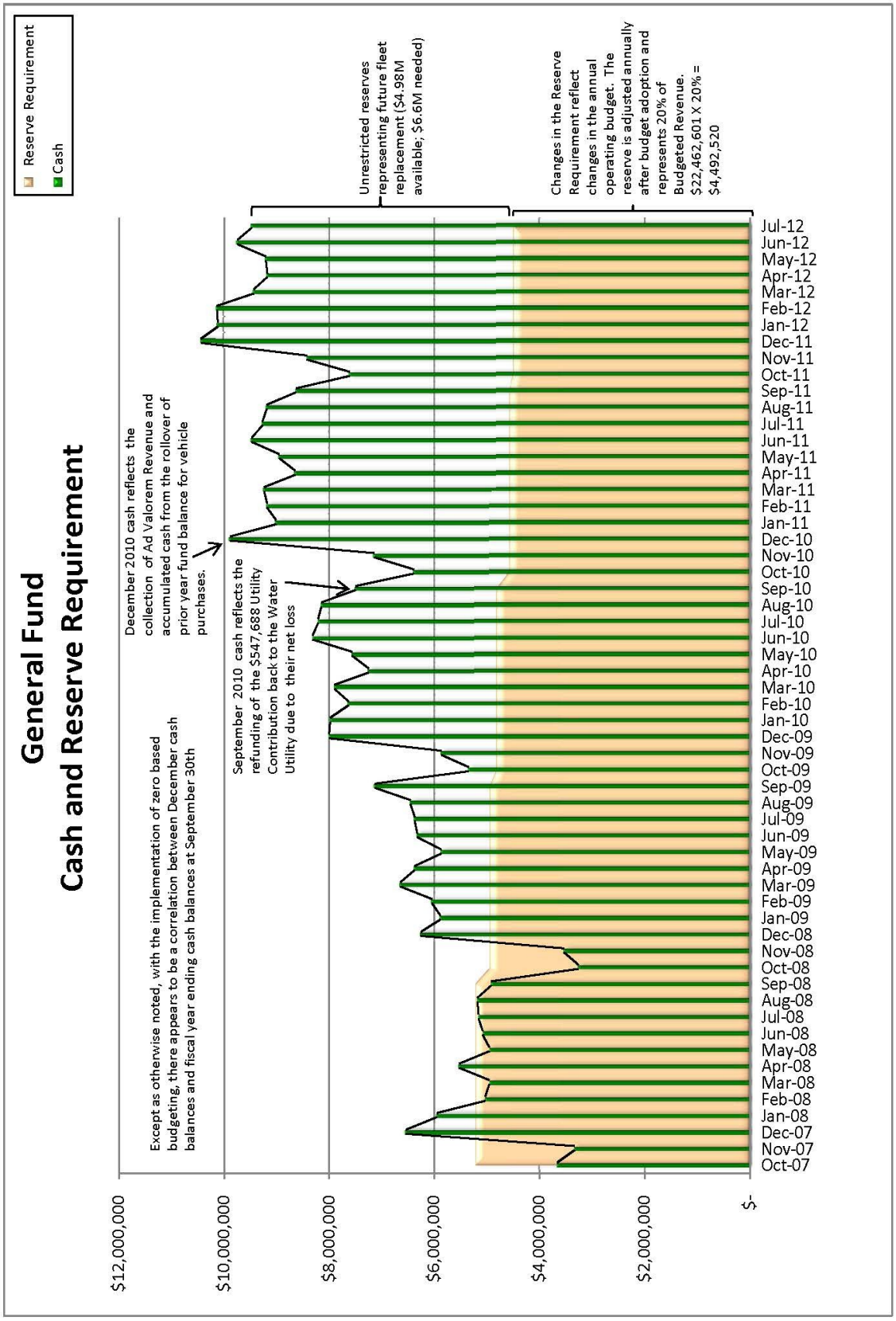
Cost Allocation for Fiscal Year 2012-13

Department		Amount Budgeted	Electric %	Electric Amount	Gas %	Gas Amount	Water %	Water Amount	Wastewater %	Wastewater Amount	Communications %	Communications Amount	Solid Waste %	Solid Waste Amount	Stormwater %	Stormwater Amount	Building Permits %	Building Permits Amount	General Fund %	General Fund Amount
City Commission	1111	**130,268**	23%	29,388	4%	5,317	7%	8,935	10%	12,612	2%	2,267	3%	4,479	1.35%	1,760	0.29%	375	50%	65,134
City Manager	1221	**508,707**	29%	149,193	5%	26,995	9%	45,359	13%	64,024	2%	11,511	4%	22,739	1.76%	8,936	0.37%	1,903	35%	178,047
City Clerk	1222	**191,534**	34%	64,815	6%	11,727	10%	19,705	15%	27,814	3%	5,001	5%	9,879	2.03%	3,882	0.43%	827	25%	47,884
City Attorney	1241	**223,266**	10%	22,327	4%	8,931	5%	11,163	9%	20,094	1%	2,233	3%	6,698	1.00%	2,233	1.00%	2,233	66%	147,356
Finance - Accounting	1331	**840,188**	27%	227,455	5%	41,155	8%	69,152	12%	97,609	2%	17,549	4%	34,667	1.62%	13,623	0.35%	2,902	40%	336,075
Finance - Collections	1332	**505,928**	45%	225,798	8%	40,855	14%	68,649	19%	96,898	3%	17,421	7%	34,415	2.67%	13,524	0.57%	2,881	1%	5,487
Finance - Customer Service	1334	**979,108**	45%	439,484	8%	79,519	14%	133,615	19%	188,597	3%	33,908	7%	66,984	2.69%	26,323		-	1%	10,679
Finance - Meter Readers	1338	**448,877**	14%	64,834	20%	88,263	35%	155,861	31%	139,920								-	0%	-
Procurement	1366	**292,651**	30%	87,795	0%	-	16%	46,824	4%	11,706	1%	2,927	1%	2,927	2.00%	5,853		-	46%	134,619
Warehouse	1369	**135,021**	71%	96,131	6%	8,685	6%	8,299	3%	4,608	5%	6,707	1%	1,495		-		-	6%	8,480
Human Resources	1437	**570,737**	10%	57,074	4%	22,829	5%	28,537	9%	51,366	1%	5,707	3%	17,122	1.00%	5,707	1.00%	5,707	66%	376,686
Information Technology	1633	**2,014,583**	41%	818,080	7%	148,021	12%	248,718	17%	351,066	3%	63,118	6%	124,687	2.43%	48,998	0.52%	10,437	10%	201,458
GIS	1731	**367,110**	0%	-	20%	73,422	30%	110,133	30%	110,133				-	10.00%	36,711		-	10%	36,711
Engineering	5131	**147,587**	0%	-	20%	29,517	30%	44,276	30%	44,276				-	10.00%	14,759		-	10%	14,759
Recreation - Public Bldg	8193	**713,496**	10%	71,350	5%	35,675	5%	35,675	5%	35,675			5%	35,675		-		-	70%	499,447
Public Works - Office	5197	**47,715**		-		-		-		-			35%	16,700		-		-	65%	31,015
Planning & Zoning	6151	**247,982**	15%	37,197	10%	24,798	15%	37,197	15%	37,197						-		-	45%	111,592
Economic Development	6254	**175,403**	16%	27,491	3%	4,974	5%	8,358	7%	11,797								-	70%	122,782
TOTAL		8,540,161		2,418,412		650,685		1,080,457		1,305,391		168,348		378,467		182,309		27,265		2,328,212
Adjust for Communications Cap fo $75,000						93,348						(93,348)								
						744,033						75,000								


General Fund
Cash and Reserve Requirement
Reserve Requirement
Cash
Except as otherwise noted, with the implementation of zero based budgeting, there appears to be a correlation between December cash balances and fiscal year ending cash balances at September 30th
December 2010 cash reflects the collection of Ad Valorem Revenue and accumulated cash from the rollover of prior year fund balance for vehicle purchases.
September 2010 cash reflects the refunding of the $547,688 Utility Contribution back to the Water Utility due to their net loss
Unrestricted reserves representing future fleet replacement ($4.98M available; $6.6M needed)
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after budget adoption and represents 20% of Budgeted Revenue. $22,462,601 X 20% = $4,492,520
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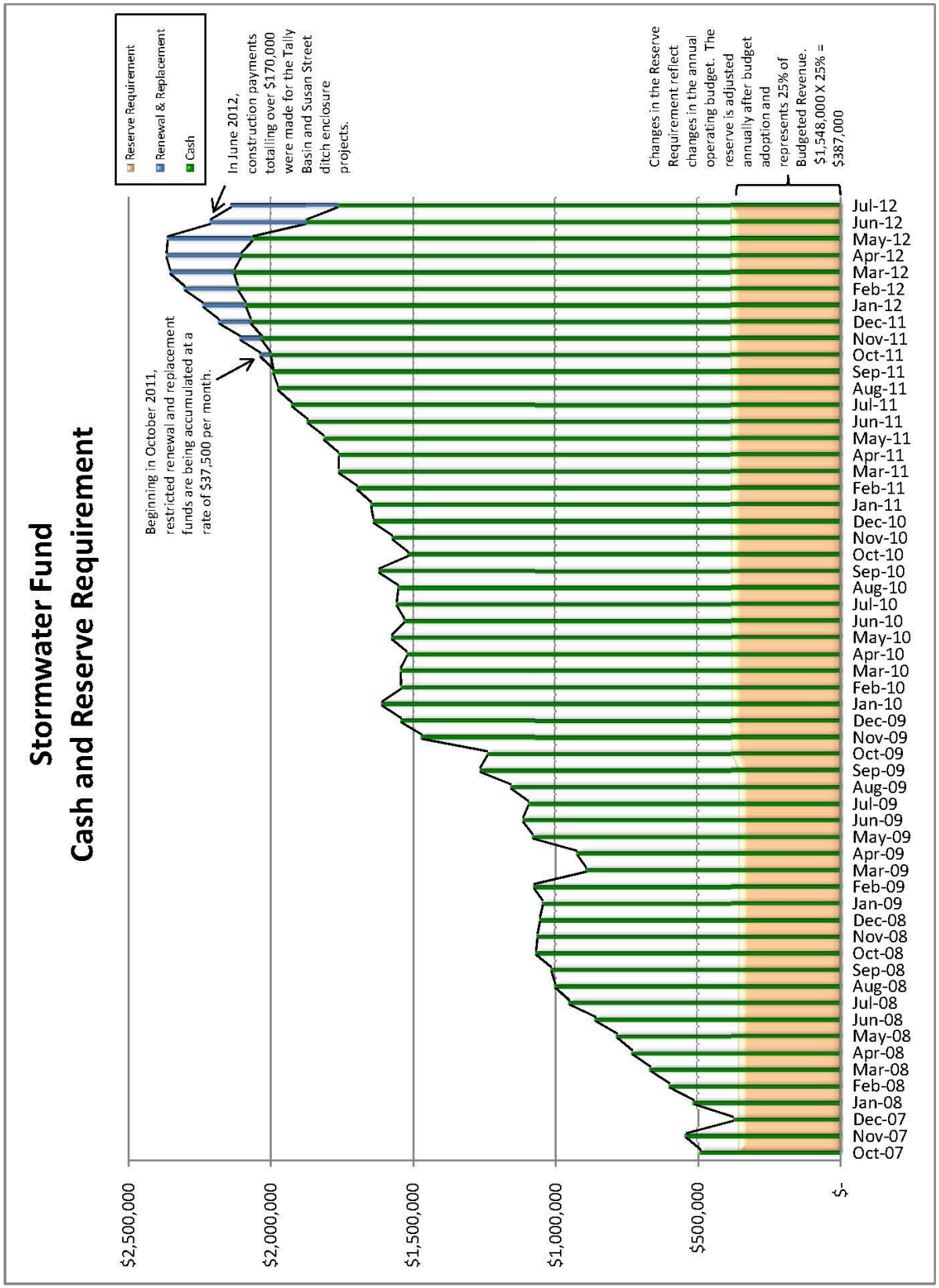
Stormwater Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
In June 2012, construction payments totaling over $170,000 were made for the Tally Basin and Susan Street ditch enclosure projects.
Beginning in October 2011, restricted renewal and replacement funds are being accumulated at a rate of $37,500 per month.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after budget adoption and represents 25% of Budgeted Revenue. $1,548,000 X 25% = $387,000
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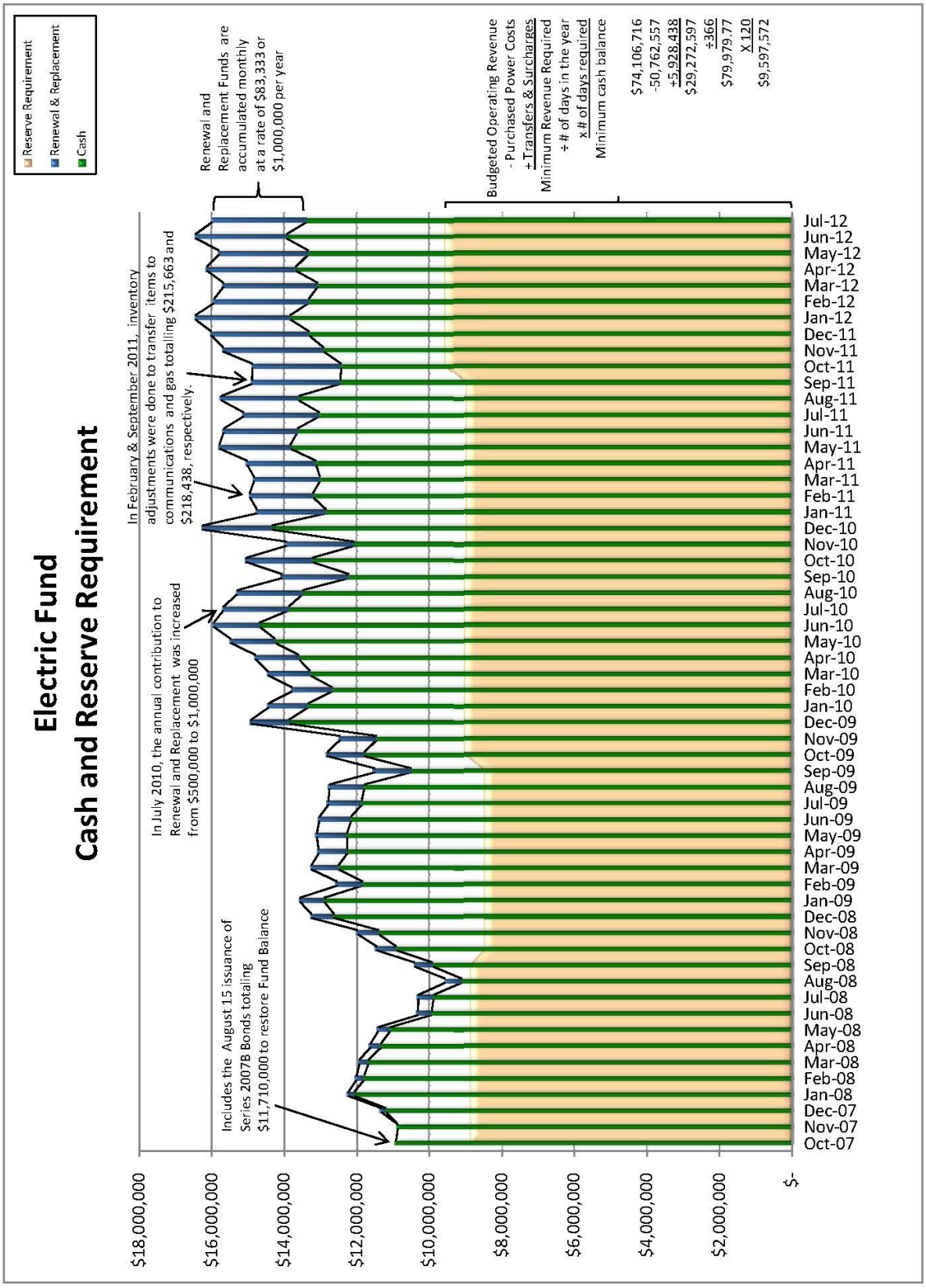
Electric Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
Renewal and Replacement Funds are accumulated monthly at a rate of $83,333 or $1,000,000 per year
In February & September 2011, inventory adjustments were done to transfer items to communications and gas totalling $215,663 and $218,438, respectively.
In July 2010, the annual contribution to Renewal and Replacement was increased from $500,000 to $1,000,000
Includes the August 15 issuance of Series 2007B Bonds totaling $11,710,000 to restore Fund Balance
Budgeted Operating Revenue
- Purchased Power Costs
± Transfers & Surcharges
Minimum Revenue Required
÷ # of days in the year
x # of days required
Minimum cash balance
$74,106,716
-50,762,557
±5,928,438
$29,272,597
÷366
$79,979.77
X 120
$9,597,572
$18,000,000
$16,000,000
$14,000,000
$12,000,000
$10,000,000
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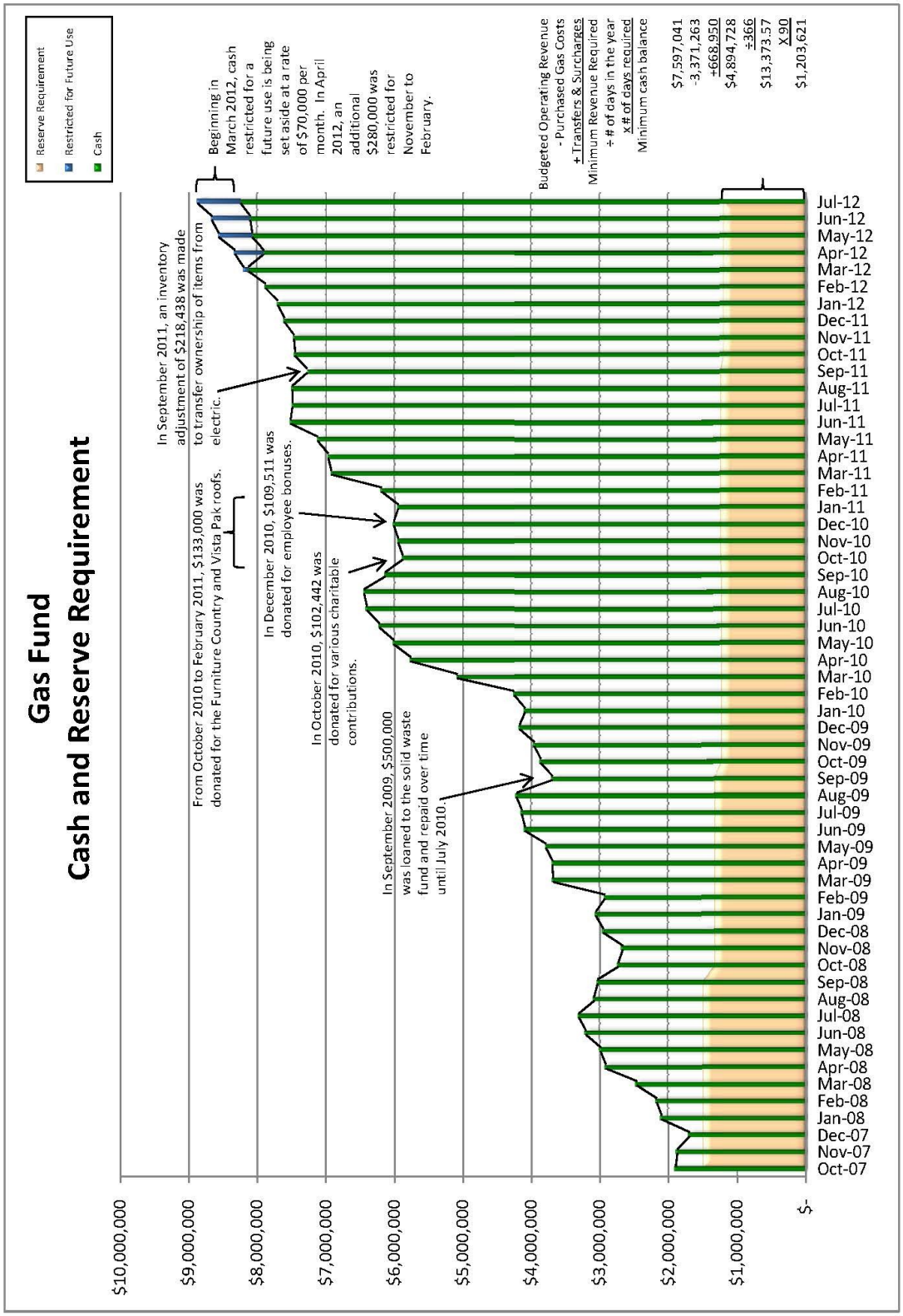
Gas Fund
Cash and Reserve Requirement
Reserve Requirement
Restricted for Future Use
Cash
$10,000,000
$9,000,000
$8,000,000
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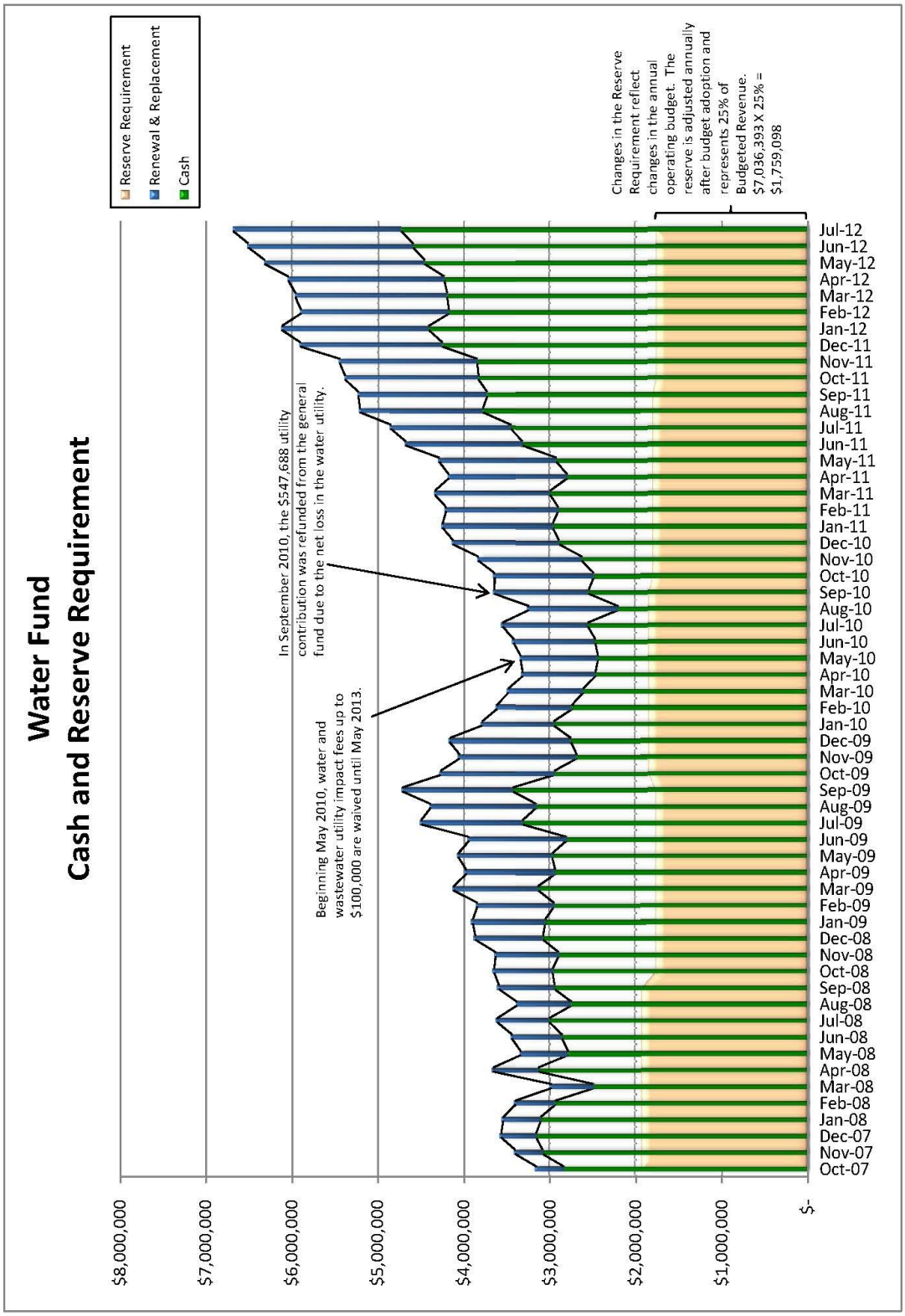
In September 2009, $500,000 was loaned to the solid waste fund and repaid over time until July 2010.
In October 2010, $102,442 was donated for various charitable contributions.
In December 2010, $109,511 was donated for employee bonuses.
From October 2010 to February 2011, $133,000 was donated for the Furniture Country and Vista Pak roofs.
In September 2011, an inventory adjustment of $218,438 was made to transfer ownership of items from electric.
Beginning in March 2012, cash restricted for a future use is being set aside at a rate of $70,000 per month. In April 2012, an additional $280,000 was restricted for November to February.
Budgeted Operating Revenue
- Purchased Gas Costs
± Transfers & Surcharges
Minimum Revenue Required
÷ # of days in the year
x # of days required
Minimum cash balance
$7,597,041
-3,371,263
+668,950
$4,894,728
÷366
$13,373.57
X 90
$1,203,621


Water Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
In September 2010, the $547,688 utility contribution was refunded from the general fund due to the net loss in the water utility.
Beginning May 2010, water and wastewater utility impact fees up to $100,000 are waived until May 2013.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after budget adoption and represents 25% of Budgeted Revenue. $7,036,393 X 25% = $1,759,098
$8,000,000
$7,000,000
$6,000,000
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$4,000,000
$3,000,000
$2,000,000
$1,000,000
$-
Jul-12
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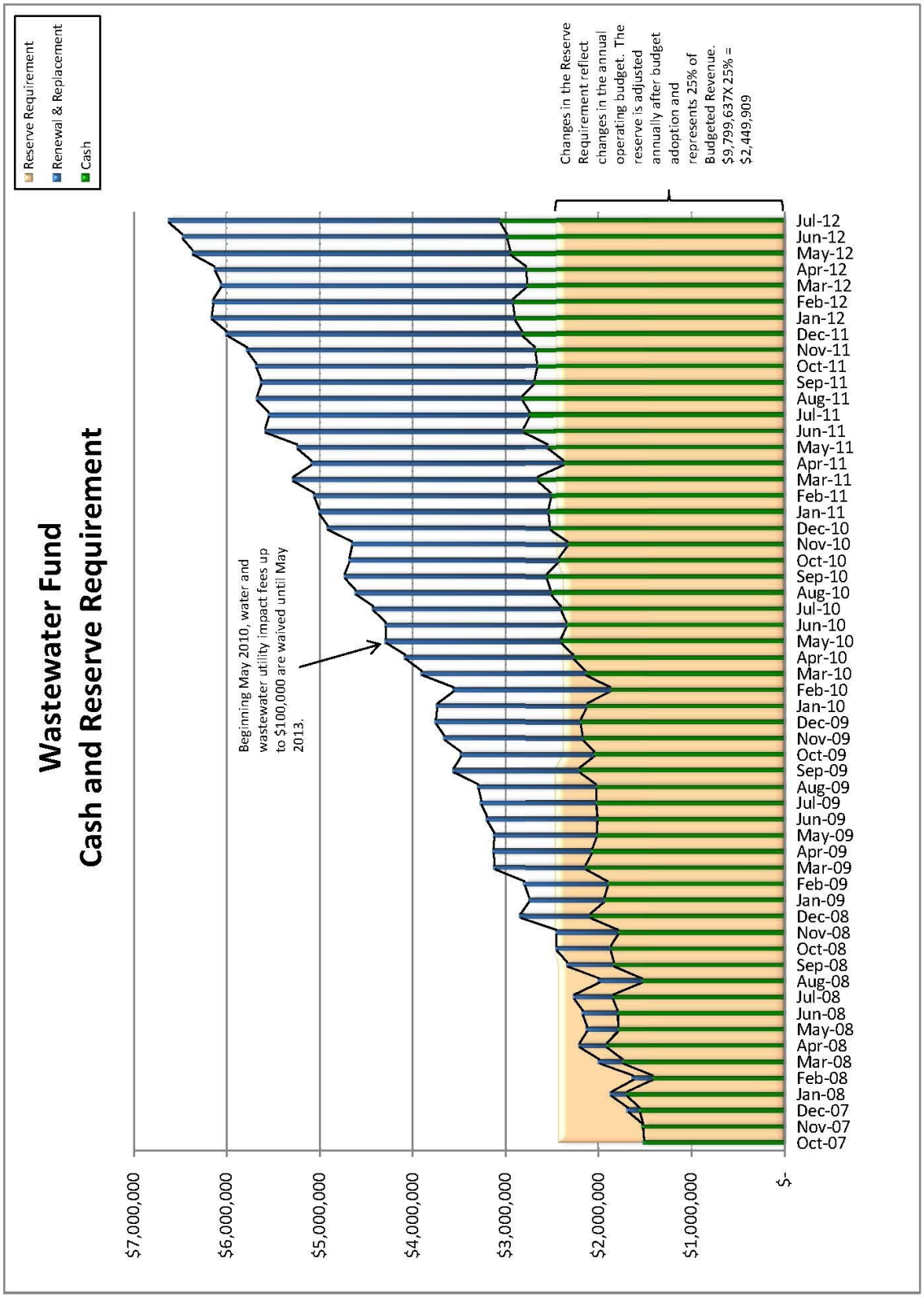
Wastewater Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
Beginning May 2010, water and wastewater utility impact fees up to $100,000 are waived until May 2013.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after budget adoption and represents 25% of Budgeted Revenue. $9,799,637X 25% = $2,449,909
$7,000,000
$6,000,000
$5,000,000
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$3,000,000
$2,000,000
$1,000,000
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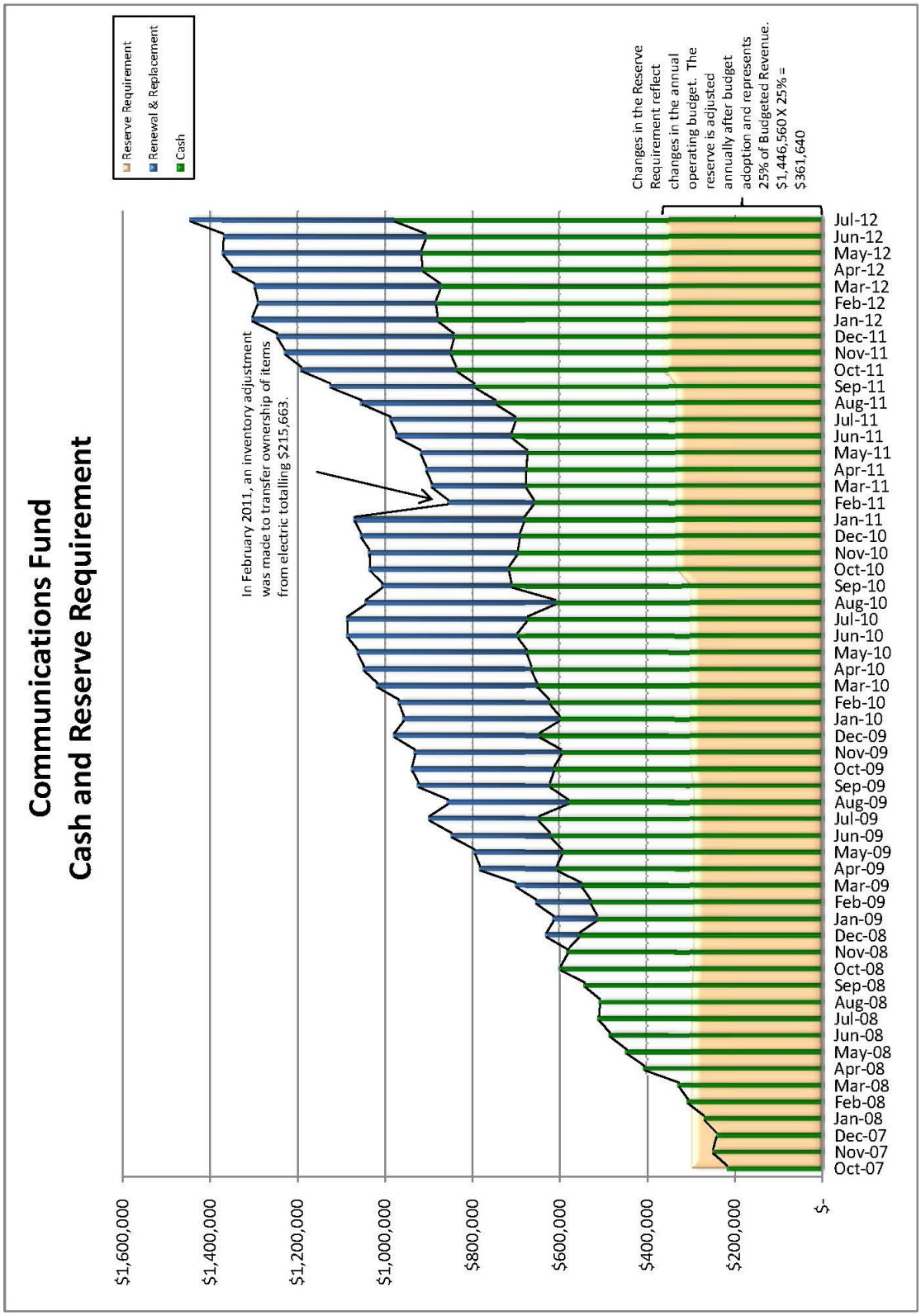
Communications Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
In February 2011, an inventory adjustment was made to transfer ownership of items from electric totalling $215,663.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after budget adoption and represents 25% of Budgeted Revenue. $1,446,560 X 25% = $361,640
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$-
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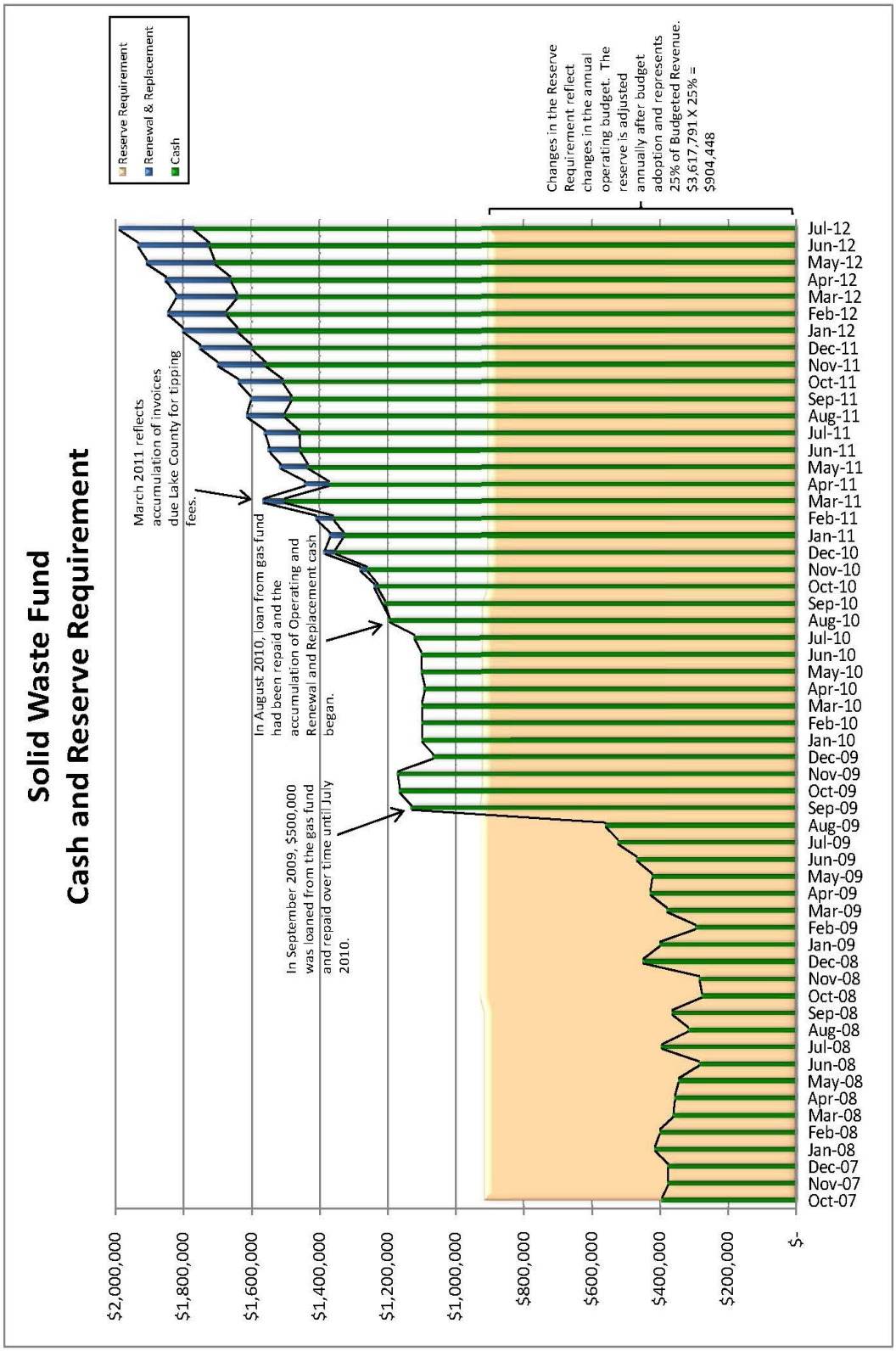
Solid Waste Fund
Cash and Reserve Requirement
Reserve Requirement
Renewal & Replacement
Cash
March 2011 reflects accumulation of invoices due Lake County for tipping fees.
In August 2010, loan from gas fund had been repaid and the accumulation of Operating and Renewal and Replacement cash began.
In September 2009, $500,000 was loaned from the gas fund and repaid over time until July 2010.
Changes in the Reserve Requirement reflect changes in the annual operating budget. The reserve is adjusted annually after budget adoption and represents 25% of Budgeted Revenue. $3,617,791 X 25% = $904,448
$2,000,000
$1,800,000
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$-
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